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INTERNATIONAL TRUSTED ADVISORS

**The 'Benefit Corporation' –  
Benefitting Society as well as Shareholders**

18<sup>th</sup> June 2016



# What is a 'Benefit Corporation'?

Benefit Corporations do not see a contradiction between “doing well” and “doing good”: they pursue the dual purpose of making money for their owners, and making the world a better place.

They combine the greater good and social purpose of a non-profit organisation with the freedom to create and distribute profit among owners and shareholders.

B Corps are for-profit companies that pledge to achieve social goals as well as business ones.

Their social and environmental performance must be regularly certified by B Lab, a non-profit organisation that serves a global movement of people using business as a force for good.



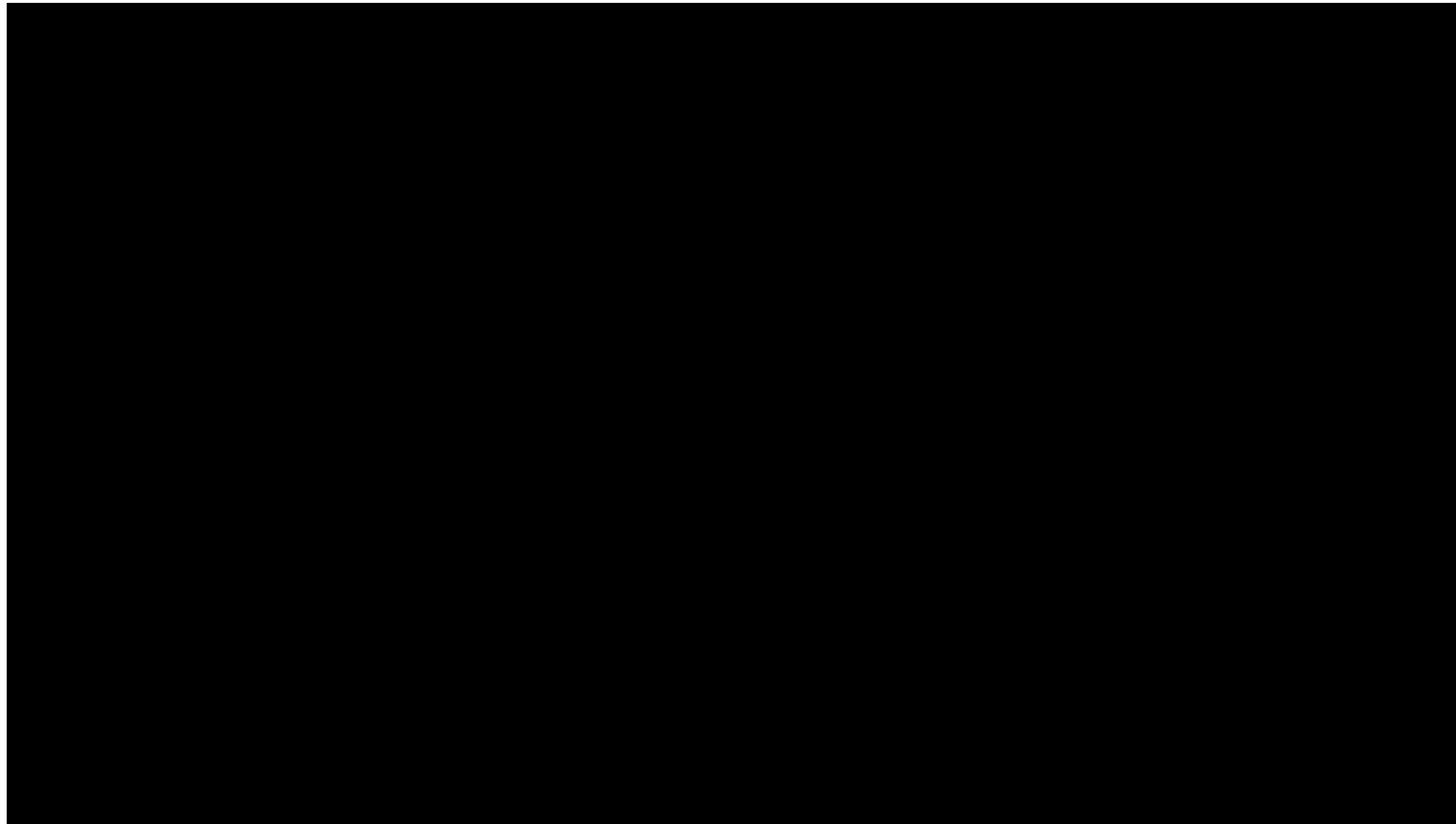
**Certified**



**Corporation™**



# What is a 'Benefit Corporation'?



What are B Corps?

<http://www.bcorporation.net/what-are-b-corps>



# Why Would a Company Commit to This?

What kind of companies would do this, and why?

We will all have to treat our planet with more care. And company leaders – not just politicians and environmentalists – are increasingly expected to contribute to “saving the world”.

Becoming a B Corp ties a company's hands, raising the reputational cost of abandoning declared social goals.

And having a social mission can hence offer distinct commercial advantages...

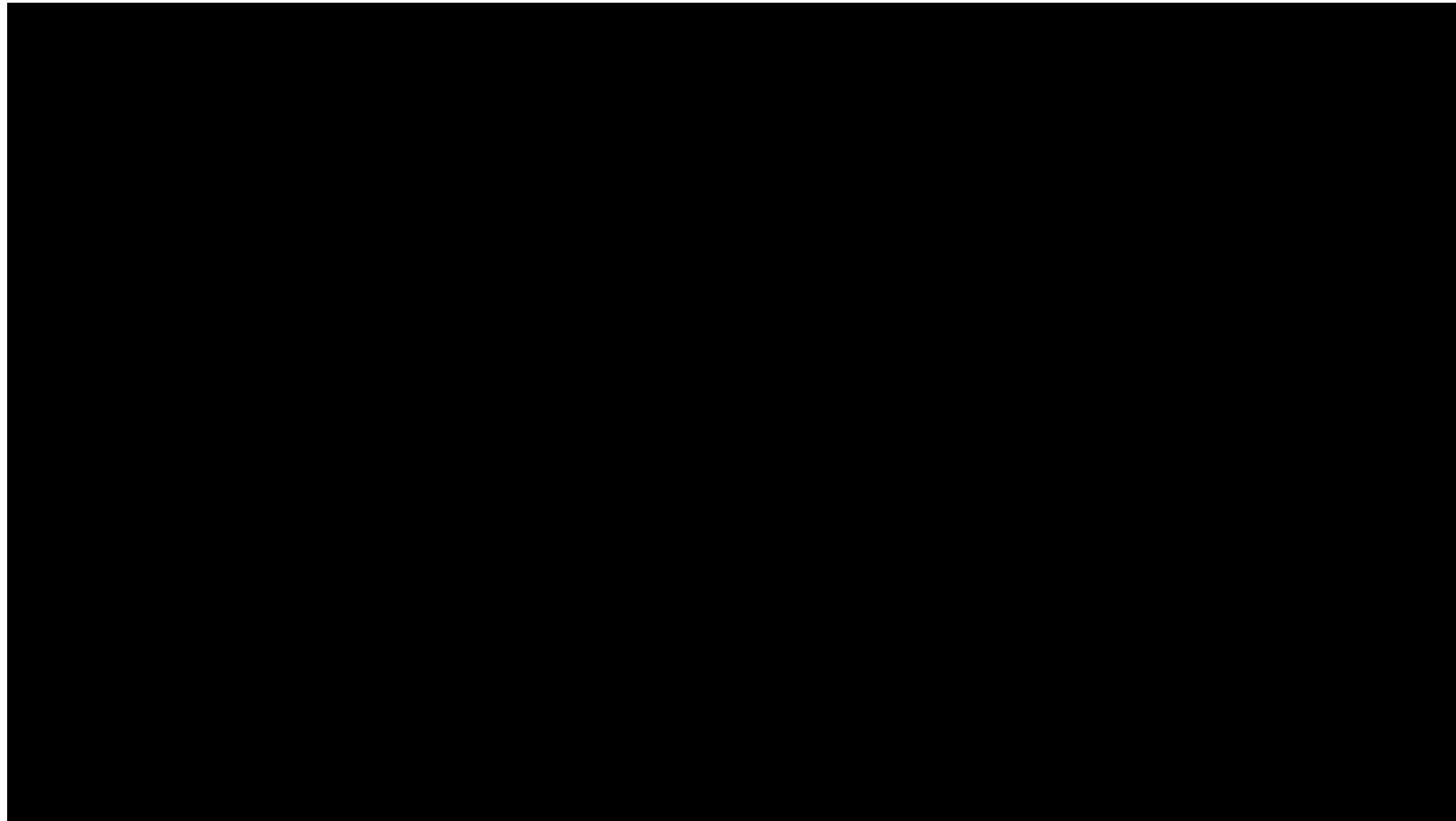
Businesses are increasingly aware that their reputation can hugely impact their ability to engage consumers, both as loyal customers and as promoters for the brand.

Moreover, it's an important way for a company to attract and retain top talents (like you!)





# Why Would a Company Commit to This?



Paul Polman on Multinationals, Public Markets, and the B Corp Movement

<https://www.youtube.com/watch?v=yJQhkHCJkqE>

# A Culture of Purpose



If companies and their leaders are to contribute to tackling the world's problems, and get the most out of their employees, they need to create a 'Culture of Purpose'.

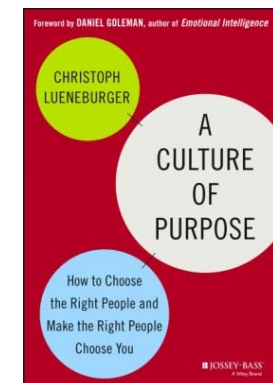
Research indicates that “purpose oriented employees” are 40% more likely to become leaders in their organisations, consider that their work makes an impact, and believe that they grow both personally and professionally.

They stay with their employers longer. And are twice as likely to recommend their companies.

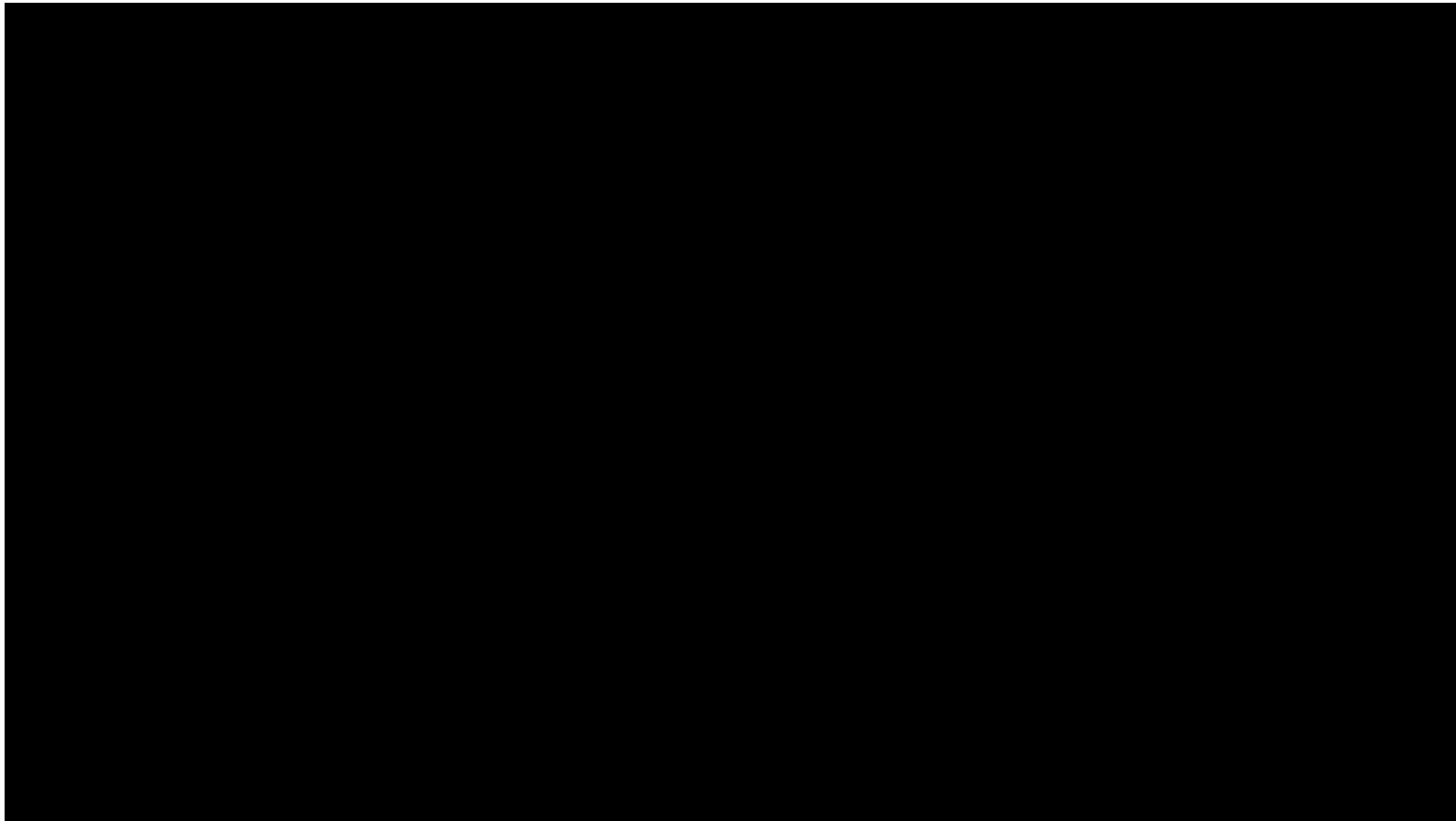
Companies with higher levels of employee engagement outperform the stock market by 20%.

In contrast, non-purpose oriented employees leave their job sooner, gain less meaning from their work and lack deep relationships at work.

By building a culture of purpose, organisations get into a much stronger position to attract the best and smartest talents around the world.



# A Culture of Purpose



Why do YOU work for a B Corporation?

<https://www.youtube.com/watch?v=fsOUbMpdma4>

# Agents of Change



Companies that aim to do good for society as well as shareholders will hold a significant advantage in the war for talent.

But executives have complex, sometimes competing, internal dynamics around their desire for advancement, money, power and success: “doing *well*” vs. “doing *good*”...

And employers will have to develop change agents at all levels of the organisation, and turn up the heat on critical competencies and behaviour...

What does it take, to be a successful change agent?

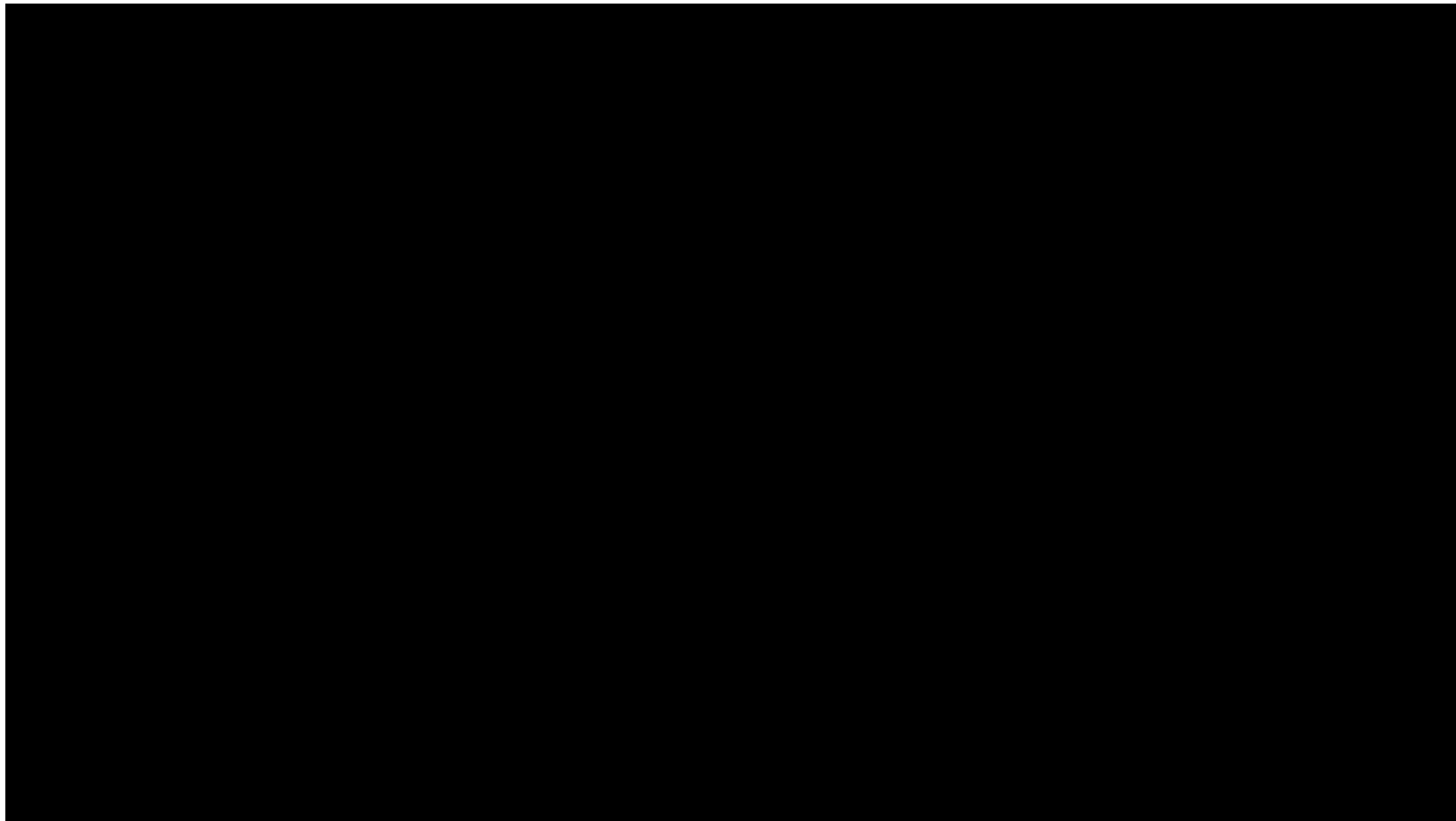
- Curiosity
- Ability to handle ambiguity
- Ability to “codifying” – turn projects into lessons
- Influencing

The most highly rated – and in-demand – executives will be those who do not just score well on driving results but who also have the ability to open connections externally, and provide meaningful value for their employees, customers and community.



I HAVE NO SPECIAL  
TALENTS. I AM ONLY  
**PASSIONATELY  
CURIOUS.**  
-ALBERT EINSTEIN





TEDxBerlin 11/21/11 -- Verena Delius "Don't be a boiled frog - jump!"

<https://www.youtube.com/watch?v=2V7Sc2tORrk>

# “Benefitting Society as Well as Shareholders”

*Handout: Interview with Lorna Davis, Chief Manifesto Catalyst at Danone*

Lorna Davis talks candidly about the challenges and rewards of transforming a global consumer goods giant into a company that marries together both purpose and profit, benefitting the whole of society not just shareholders.

