
THE GLOBAL COLLABORATION

How the 'Business for Good' movement
can catalyze systemic change



Written by Darshita Gillies, Co-founder Blu Dot
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1. OBJECTIVES



This paper, was commissioned by Richard Barrett as a research paper for the second edition of his book “The Values-Driven Organization”. At Blu Dot Advisory, we conduct independent research on global impact issues and offer strategic solutions for systemic integration. I am also the Director of Business Alliance for the Future, an alliance of alliances of several notable ‘Business for Good’(BfG) organizations. This Paper provides a synthesis of my research, reflections and insights drawn from years of experience as Director as well as deliberations from attending and hosting workshops, conferences, and roundtables, incubating organizations as well as research through reading articles, blogs and books about the ‘Business for Good’ (BfG) movement.

In the following chapters you will find:

- A brief overview 40 BfG organizations (**Table 2**)
- A short summary of the origins, foci of action, market offering, resource allocation, social media reach, goals and successes of 11 representative organizations from **Table 2**
- An analysis of some unifying themes and observations of the 40 BfG organizations and a call to action based on what needs attention, what needs to be offered additionally, and what success could look like.

The objectives of this document are threefold:

1. To map the evolution of the BfG movement.
2. To identify common themes and values among the various organizations involved in the BfG movement; and
3. To support and stimulate the ongoing debate and discussions on how to increase the impact of the BfG movement.

2. INTRODUCTION

Over the past four decades, in response to the growing number environmental and economic crises and the adverse impact that business enterprises have been having on human & planetary well-being, there has been a significant rise in the number of organizations involved in the BfG movement.

For the purposes of this paper, BfG movement includes and is not limited to, all the organizations whether for profit or non-profit, that recognize business can become a positive force for change. The BfG organizations through their respective offerings aim to support businesses to apply creativity, rigor and innovation in integrating solving sustainable development challenges as a part of the business agenda. While there are hundreds of organizations that meet these criteria, only 40 representative organizations have been presented. The purpose here is not to compare organizations between each other, but rather to provide a snapshot of diversity of offerings in the BfG movement ecosystem.

The word cloud below gives an indication of the combined missions of the organizations represented and below that is a quick summary of some key findings.



Figure 1 below shows a timeline graph of the creation of 40 representative BfG organizations. The rise in such organizations has been particularly noticeable in the past two decades—almost 80% of the organizations were founded after 1990. Apart from 6 organizations (15%), all other organizations (85%) originated in the UK (19 movements) or US (15 movements).

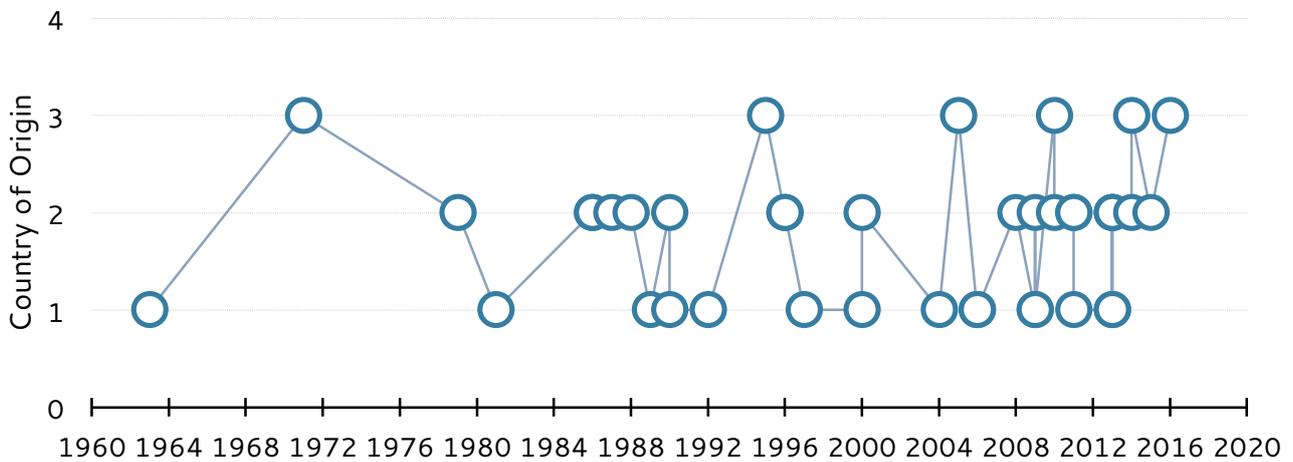


Figure 1: Timeline graph Country of Origin: 1= US, 2= UK, 3=Other (Source: data below)

The BfG organizations provide diverse solutions for a wide range of issues that business needs to address in the domain of sustainable development ("**Sustainable development is development that meets the needs of the present, without compromising the ability of future generations to meet their own needs.**").

To extract meaning out of the complexity of offerings, **Table 1** below, is a simple grid of category of issues and offerings to resolve the issues. Only the 11 organizations in Section 4 of this Paper have been analyzed in this table.

To harmonize data and make objective references, the issues addressed by each of the researched organizations are classified broadly into 4 major categories, being:

- A. Planet (e.g. Climate Change, Clean Water, Biodiversity loss, etc.),
- B. Purpose (e.g. Company Culture, Values etc.),
- C. People (e.g. Leadership Development, Networking, Events, etc.) or
- D. Profit (e.g. Metrics, Reporting or Listing Standards, Triple Bottom Line, True Costing etc.).

The organizational offerings to address the above category of issues listed above are broadly deduced as academic, advocacy, operational consultancy or advisory, public policy, standards or metrics and networking.

For example, 4.1 Ceres, offers Research & Advocacy, Public Policy amends and Standards/ Metrics in the category of PLANET. They also offer Research & Advocacy and Networking in the category of PEOPLE. And finally they also provide Standards/ Metrics in the domain of PROFIT.

Table 1: Category & Offering Grid of 11 representative organizations in Section 4

OFFERING > CATEGORY V	ACADEMIC	RESEARCH & ADVOCACY	OPERATIONAL CONSULTANCY/ ADVISORY	PUBLIC POLICY	STANDARDS/ METRICS	NETWORKING
PLANET (30)	4.6 (1)	4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11 (11)	4.2, 4.3, 4.4, 4.5, 4.11 (5)	4.1, 4.3, 4.4, 4.8 (4)	4.1, 4.4, 4.6, 4.7, 4.8, 4.10 (6)	4.6, 4.7, 4.10 (3)
PURPOSE (8)		4.5, 4.7, 4.11 (3)	4.5, 4.9, 4.11 (3)		4.7 (1)	4.9 (1)
PEOPLE (26)	4.4 (1)	4.1, 4.2, 4.4, 4.5, 4.7, 4.8, 4.9, 4.11 (8)	4.5, 4.9, 4.11 (3)	4.5, 4.8 (2)	4.5, 4.7, 4.8 (3)	4.1, 4.2, 4.4, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11 (9)
PROFIT (23)	4.6 (1)	4.2, 4.5, 4.7, 4.8, 4.9, 4.10, 4.11 (7)	4.2, 4.3, 4.9, 4.11 (4)	4.4, 4.8 (2)	4.1, 4.4, 4.5, 4.6, 4.7, 4.8, 4.10 (7)	4.9, 4.10 (2)

- 4.1 Ceres 4.2 BSR 4.3 World Business Council for Sustainable Development
 4.4 Forum for the Future 4.5 Tomorrows Company 4.6 GRI 4.7 UN Global Compact
 4.8 B Corps 4.9 Conscious Capitalism 4.10 B Team 4.11 Blue Print for a Better Business

Observations

- 2 of 11 organizations offer Academic solutions, all 11 of them offer Research & Advocacy, 6 of 11 provide operational Consultancy/ Advisory, 5 of 11 works on Public Policy, 7 of 11 have developed specific Standards/ Metrics and 8 of 11 offer opportunities to network.
- Correspondingly, there are 30 diverse initiatives in the category of PLANET, 8 offerings for category PURPOSE, 26 & 23 offerings for the category PEOPLE & PROFIT respectively.
- There is a dominance of offerings in the field of Research & Advocacy and especially in the category of addressing planetary sustainability.
- Also, it is striking to note that the offerings to address Purpose, Values & Culture are limited.
- Also, very few organizations influence public policy, law and statues, which is the most systemic way to bring about large scale change.
- While most organizational initiatives are scattered only a couple of organizations offer systemic solutions. For example, UN Global Compact (4.7) – 10 Principles offer standards for all the categories planet, purpose, people & profit.

Conclusions

Consider the question: Are these initiatives, developing at the speed and scale that is imperative to produce the systemic change we urgently need to remedy the malfunctions firmly embedded in the current economic system?

I believe the answer is 'No'.

We need to further map the landscape of these movements, identify and commit on game changing collaboration opportunities and finally direct skills & resources necessary to have an impact we collectively desire. For this, we need pioneering leaders within these organizations to step up and enable collaboration among the business for good movement organizations and with other relevant stakeholders - so that they may truly enable businesses worldwide to alter our current unsustainable trajectory.

Next Steps

In my view, the following systematic 4 phases of action, can lead us to a desired outcome sooner and more effectively.

1. Meta Alliance formation and convening key players
2. Map the eco-system and offerings, interlink, overlaps and gaps
3. Collaborate on a breakthrough technology platform
4. Self-sustaining revenue generation and amplify Impact

3. OVERVIEW OF 40 REPRESENTATIVE ORGANIZATIONS

No.	Organization	Status	Year	Origin	Mission Statement
1	CFA Institute	Academic	1963	US	Leading the investment profession globally by promoting the highest standards of ethics, education, and professional excellence for the ultimate benefit of society.
2	World Economic Forum	Non-Profit	1971	Switzerland	To improve the state of the world, as an International Organisation for Public-Private Cooperation.
3	Green Alliance	Charity	1979	UK	To stimulate new thinking and dialogue on environmental policy, and increase political action and support for environmental solutions in the UK.
4	Haas Center for Responsible Business	Academic	1981	US	To bring together students, company leaders and faculty to redefine business and create a sustainable future.
5	Institute of Business Ethics	Charity	1986	UK	To advance public education in business ethics and related subjects with particular reference to the study and application of ethical standards in the management and conduct of industry and business.
6	New Economics Foundation	Charity	1986	UK	To transform the economy so that it works for people and the planet.
7	Stakeholder Forum	Non-Profit	1987	UK	To enhance open, accountable and participatory international decision-making on sustainable development through enhancing the involvement of stakeholders in intergovernmental processes.
8	Cambridge Institute for Sustainability Leadership	Academic	1988	UK	To empower individuals and organisations to take leadership to tackle critical global challenges.
9	Ceres	Non-Profit	1989	US	Mobilizing investor and business leadership to build a thriving, sustainable global economy.
10	Financial Reporting Council	Business	1990	UK	To promote high quality corporate governance and reporting to foster investment.
11	Institute for Global Ethics	Non-Profit	1990	US	To provide practical tools to build ethical fitness and cultures of integrity at home, at school, in the workplace, and in society.
12	BSR	Non-Profit	1992	US	Working with its network of more than 250 member companies to build a just and sustainable world.
13	World Business Council for Sustainable Development	Non-Profit	1995	Switzerland	To galvanize the global business community to create a sustainable future for business, society and the environment.
14	Forum for the Future	Charity	1996	UK	Helping organisations across the globe find ways to create a sustainable future

No.	Organization	Status	Year	Origin	Mission Statement
15	Tomorrow's Company	Charity	1996	UK	Inspiring and enabling business to be a force for good in society.
16	GRI	Non-Profit	1997	US	Empower decision makers everywhere, through our sustainability standards and multi-stakeholder network, to take action towards a more sustainable economy and world.
17	Trucost	Business	2000	UK	To help companies, investors, governments, academics and thought leaders to understand the economic consequences of natural capital dependency.
18	UN Global Compact	Non-Profit	2000	US	Creating a sustainable and inclusive global economy that delivers lasting benefits to people, communities and markets.
19	Corporation 20/20	Non-Profit	2004	US	To create international benchmarks to inspire and guide governments, multilateral organizations, civil, society and corporations themselves toward transformative change in corporate design.
20	Globally Responsible Leadership Initiative	Non-Profit	2005	Belgium	To catalyse the development of globally responsible leadership and practice in organisations and societies worldwide.
21	Sustainable Brands	Business	2006	US	To enable the success of better brands that are helping shift the world to a sustainable economy by helping them embed purpose-driven environmental and social innovation into the DNA of their business so that sustainability becomes a core driver of business and brand value.
22	B Corps	Non-Profit	2006	US	Using the power of business to solve social and environmental problems.
23	Volans Breakthrough Capitalism	Business	2008	UK	To catalyze breakthrough change and to redefine the market rules for business.
24	Institute for Human Rights and Business	Charity	2009	UK	To shape policy, advance practice and strengthen accountability to ensure the activities of companies do not contribute to human rights abuses, and in fact lead to positive outcomes.
25	Conscious Capitalism	Non-Profit	2009	US	Cultivating the theory and practice of Conscious Capitalism.
26	Institute for New Economic Thinking	Non-Profit	2009	US	To nurture a global community of next-generation economic leaders, to provoke new economic thinking, and to inspire the economics profession to engage the challenges of the 21st century.
27	Positive money	Charity	2010	UK	To democratise money & banking so it works for society & not against it.

No.	Organization	Status	Year	Origin	Mission Statement
28	Global Union for sustainability	Non-Profit	2010	Brazil	To promote a movement and online/face-to-face forums that enable the joining of forces among people and organizations of all sectors based on converging goals and actions.
29	Global Sustainability Institute (Anglia Ruskin University)	Academic	2011	UK	To establish an internationally significant centre of excellence for integrated sustainability thinking and teaching, drawing on the breadth of expertise in Anglia Ruskin University to help catalyse change.
30	International Integrated Reporting Council (IIRC)	Business	2011	UK	To establish integrated reporting and thinking within mainstream business practice as the norm in the public and private sectors.
32	Sustainability Accounting Standards Board	Non-Profit	2011	US	To develop and disseminate sustainability accounting standards that help public corporations disclose material, decision-useful information to investors.
33	CFO Sustainability Network	Academic	2013	UK	Engaging CFOs from large businesses, to embed the management of environmental and social issues into business processes and strategy.
34	Oxford Martin Commission for Future Generations	Academic	2013	UK	To radically shake-up politics and business to embed long-term thinking, & provides practical recommendations for action in order to create a more resilient, inclusive & sustainable future.
35	B Team	Non-Profit	2013	US	Catalysing a better way of doing business, for the wellbeing of people and the planet.
36	Business Alliance for the Future	Non-Profit	2013	US	To catapult the Business for Good movement through unprecedented collaboration.
37	Responsible100	Business	2013	UK	Building an increasingly detailed public picture of responsibility standards practiced by businesses across every economic sector.
31	Blue Print for a Better Business	Charity	2014	UK	Uniting corporate purpose to serve society.
38	Blue Economy	Non-Profit	2014	Germany	New way of designing business: using the resources available in cascading systems, where the waste of one product becomes the input to create a new cash flow.
39	Real Economy Lab	Non-Profit	2015	UK	To map and spread practical, sustainable economic systems & methods in order to seek common ground and drive co-ordinated action.
40	Business and Sustainable Development Commission	Non-Profit	2016	Switzerland	To investigate how the private sector can realise significant long-term economic rewards and help to achieve the Sustainable Development Goals (SDGs) by 2030.

Table 2: Overview

(Source: Respective Websites)

4. ANALYSIS OF 11 REPRESENTATIVE MOVEMENTS

4.1 Ceres

Status	Year	Origin	Mission Statement	Income (\$) 2013	Expense (\$) 2013	Net Surplus (\$) 2013	No. Of Employees
Non-Profit	1989	US	Mobilizing investor and business leadership to build a thriving, sustainable global economy.	11,200,281	9,663,214	1,537,067	51-200
FOCI of ACTION	> Cross-sector Collaboration > Research & Report > Climate Change > Supply Chain > Renewal Energy > Waste Water						
Twitter	@CeresNews > TWEETS 9,502 > FOLLOWERS 32.1K > LIKES 1,313 > LISTS 10						

ORIGINS

A quarter of a century ago, a small group of investors founded Ceres largely in response to the Exxon Valdez oil spill that occurred on March 24, 1989. The idea was to bring environmentalists and capitalists together to forge a new sustainable business model, one that would protect the health of the planet and the long-term prosperity of its people.

GOALS

- > Changing capital market practices to incorporate long-term environmental and social risks instead of merely relying on short-term returns as a measure of economic health.
- > Simultaneously, leveraging the power of and mobilizing an influential network of investors, Fortune 500 companies, thought leaders, policymakers and public interest groups to accelerate and expand the adoption of sustainable business practices and solutions to build a healthy global economy.
- > Advocating for sustainability leadership.

SUCSESSES TO DATE

- > More than 130 member organizations across more than 20 sectors
- > Launched the Investor Network on Climate Risk (INCR): includes 100 leading investors collectively managing more than \$11 trillion in assets.
- > Cutting-edge reports on wide-ranging sustainability topics.
- > Key impacts across the Ceres Company Network include:
 - 82% of Ceres companies have a GHG emissions reduction target
 - 86% of Ceres companies have a Supply Chain Code of Conduct
 - 68% of Ceres companies have renewable energy targets or programs in place
 - Nearly 75% of Ceres companies have programs in place to manage their water-related impacts.

4.2 BSR (Business for Social Responsibility)

Status	Year	Origin	Mission Statement	Income (\$) 2014	Expense (\$) 2014	Net Surplus (\$) 2014	No. Of Employees
Non-Profit	1992	US	Working with its network of more than 250 member companies to build a just and sustainable world.	20,611,594	19,913,042	698,552	51-200
FOCI of ACTION	> Cross-sector Collaboration > Research & Report > Consultancy > Events > Climate Change > Supply Chain > Economy > Human Rights						
Twitter	@BSRnews >TWEETS 12.3K > FOLLOWERS 22.6K > LIKES 5,020 > LISTS 17						

ORIGINS

In 1991, SVN members Josh Mailman, Mal Warwick, and Judy Wicks led the creation of BSR, which was designed to serve as the voice of progressive businesses in policy formation in Washington, D.C. In 1992, BSR was launched, with 51 member companies and in 1993, BSR hosted its first annual Conference, welcoming U.S. President Bill Clinton as a speaker and attracting 300 participants.

GOALS

- > Developing sustainable business strategies and solutions through consulting, research, and cross-sector collaboration.
- > Catalyzing change within business by integrating sustainability into strategy and operations, and to promote collaboration among companies and their stakeholders for systemic progress toward a just and sustainable world.
- > Working with large multinational companies, government agencies, and global and local NGOs to translate ideas into real outcomes that deliver value for business and society.
- > Investigating emerging issues and generating solutions for business to shape and advance the debate, bridge the gap between corporate sustainability theory and practice, and provide high-quality information and analysis on key sustainability issues.

SUCSESSES TO DATE

- > Incubated the Global Network Initiative and the Electronic Industry Citizenship Coalition, which we then spun off into independent institutions.
- > Developed collaborative initiatives the Future of Fuels and the Future of Internet Power, and HER health and HER finance, to help companies across industries and sectors focus on cross cutting issues like energy and women's empowerment.
- > Global reach, with offices in Copenhagen, Guangzhou, New York, Shanghai, and Tokyo, more than 100 staff, spread across eight offices.

4.3 World Business Council for Sustainable Development (WBCSD)

Status	Year	Origin	Mission Statement	Income (\$) 2014	Expense (\$) 2014	Net Surplus (\$) 2014	No. Of Employees
Non-Profit	1995	Switzerland	To galvanize the global business community to create a sustainable future for business, society and the environment.	21,836,699	22,622,121	(785,422)	51-200
FOCI of ACTION	> Cross-sector Collaboration > Research & Report > Consultancy > Climate & Energy > Ecosystems & Landscape Management > Safe Materials & Products > Social Impact > Sustainable Lifestyles > Water > Education > Financial Capital						
Twitter	@wbcsd > TWEETS 4,889 > FOLLOWERS 18.9K > LIKES 124 > LISTS 2						

ORIGINS

BCSD was founded on the eve of the 1992 Rio Earth Summit to ensure the business voice was heard at the forum. It was created by Swiss entrepreneur and philanthropist Stephan Schmidheiny who believed that business had an inescapable role to play in sustainable development. On January 1, 1995 the World Industry Council for the Environment (WICE) and BCSD merged to form WBCSD.

GOALS

- > To be a leading business advocate on sustainable development.
- > To participate in policy development to create the right framework conditions for business to make an effective contribution towards sustainable development.
- > To develop and promote the business case for sustainable development.
- > To demonstrate the business contribution to sustainable development solutions and share leading edge practice among Members
- > To contribute to a sustainable future for all nations.

SUCSESSES TO DATE

- > A coalition of approximately 200 international companies from more than 30 countries who represent all business sectors, all continents and a combined revenue of more than \$8.5 trillion, 19 million employees
- > A thriving global network of 70 national and regional business councils and partner organizations.

4.4 Forum for the Future

Status	Year	Origin	Mission Statement	Income (\$) 2014	Expense (\$) 2014	Net Surplus (\$) 2014	No. Of Employees
Charity	1996	UK	Helping organisations across the globe find ways to create a sustainable future	4,541,690	4,428,753	112,937	51-200
FOCI of ACTION	> Cross-sector Collaboration > Research & Report > Consultancy > Food Sustainability > Renewable Energy > Fashion > Shipping > Tourism > Technology						
Twitter	@Forum4theFuture >TWEETS 13.3K > FOLLOWERS 38.4K > LIKES 648 > LISTS 13						

ORIGINS

Forum for the Future was founded in 1996 with a mission to accelerate change to a sustainable future. To achieve their shared vision, founders Paul Ekins, Sara Parkin and Jonathon Porritt wanted the Forum to center its work on finding practical ways for public & private organizations to contribute to sustainable development.

GOALS

- > Working globally with business, government and other organizations solve complex sustainability challenges to find ways to create a sustainable future.
- > Re-imagining and transforming the key systems we all use and rely on, and innovate for long-term success.
- > Providing a unique opportunity to learn and work to create pioneering practices and innovations through specialist discussion and collaboration.
- > Confronting global challenges & creating the powerful coalitions and collaborations needed to resolve the complex problems that get in the way of creating a sustainable future.

SUCSESSES TO DATE

- > Network of over 130 organizations, & offices in UK, New York, Singapore & India.
- > Partnerships with pioneering companies such as M&S, Unilever, Pepsico, Telefonica O2, Skanska and Akzo Nobel, collaborating with businesses, both large and small. E.g. Fashion Futures 2025, Sustainable Shipping Initiative, Tourism 2030 project, Dairy 2020 project etc. <https://www.forumforthefuture.org/cases> :
- > Launched the London Sustainability Exchange
- > Founded magazine Green Futures in 1996 and 93rd final edition published in July 2014 paved the way for an annual publication, Green Futures: The Long View.
- > Masters course in Leadership for Sustainable Development.
- > Launched the Futures Centre, a dynamic online platform where users can share signals of change, track trends, share pool resources and spot opportunities to work together towards a sustainable world.
- > Created the annual Sustainable Cities Index

4.5 Tomorrow's Company

Status	Year	Origin	Mission Statement	Income (£) 2014-15	Expense (£) 2014-15	Net Surplus (£) 2014-15	No. Of Employees
Charity	1996	UK	Inspiring and enabling business to be a force for good in society.	838,401	911,514	(73,113)	11-50
FOCI of ACTION	> Cross-sector Collaboration > Research & Report > Consultancy > Events > Corporate Governance > Culture Change						
Twitter	@Tomorrows_co >TWEETS 1,335 > FOLLOWERS 1,779 > LIKES 510 > LISTS 1						

ORIGINS

In 1993, the Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA) initiated a business-led inquiry into 'the role of business in a changing world'. In response to demand from businesses involved, the Centre for Tomorrow's Company (CTC) was founded in 1996.

GOALS

- > Producing research, guides and tool kits across the areas of leadership, governance and stewardship create conditions in which companies can flourish.
- > Advocating an alternative business approach by combining independent thought leadership with powerful engagement across business, finance and government.
- > Encouraging a business approach that creates value for both shareholders and society through a focus on purpose, values, relationships and the long-term.

SUCSESSES TO DATE

- > Has driven responsible behavior in companies worldwide - the value and impact of their work publicly endorsed by many business leaders.
- > Significantly influenced the direction of corporate governance - including defining the inclusive duties of directors for the UK's Companies Act 2006 and influencing the King III report in South Africa and the Commonwealth corporate governance guidelines.
- > Stimulated widespread interest in investor stewardship – which led to the development of the Stewardship Code, and the UN Principles for Responsible Investment.
- > Over 30 reports and tool kits available for free online and a regular program of free, public events with previous speakers including former American Vice President Al Gore and the Chairmen of John Lewis, Nestle, BAE Systems, EY, PwC and UBM.

4.6 GRI

Status	Year	Origin	Mission Statement	Income (\$) 2014	Expense (\$) 2014	Net Surplus (\$) 2014	No. Of Employees
Non-Profit	1997	US	Empower decision makers everywhere, through our sustainability standards and multi-stakeholder network, to take action towards a more sustainable economy & world.	258,965	346,372	(87,407)	51-200
FOCI of ACTION	> Cross-sector Collaboration > Research & Report > Events > Sustainability Reporting > Training						
Twitter	@GRI_Secretariat >TWEETS 3,284 > FOLLOWERS 27.8K > LIKES 2,354 > LISTS 2						

ORIGINS

GRI was founded in Boston in 1997. Its roots lie in the US non-profit organizations CERES Inc, the Tellus Institute and the United Nations Environment Programme (UNEP). The aim was to create an accountability mechanism to ensure companies were following the CERES Principles for responsible environmental conduct. In 2002, GRI relocated to Amsterdam, the Netherlands and was formally inaugurated as a UNEP collaborating organization.

GOALS

- > Helping businesses, governments and other organizations understand and communicate the impact of business on critical sustainability issues such as climate change, human rights, corruption and many others.
- > Creating a future where sustainability is integral to every organization's decision making process.

SUCSESSES TO DATE

- > 19, 192 GRI reports & 18 publications in total as of 30 June 2015.
- > With thousands of reporters in over 90 countries, GRI provides the world's most widely used standards for sustainability reporting and disclosure, enabling businesses, governments, civil society and citizens make better decisions. 92% of the world's largest 250 corporations report on their sustainability performance.
- > G4 Exam available in more than 70 countries, enabling individuals to gain accreditation on their ability to use GRI's G4 Guidelines. Also launched, G4 Online - a free web-based tool presenting the complete content in a dynamic format.
- > The fourth global GRI conference entitled, "Information – Integration – Innovation," took place in 2014, gathering together 1,600 delegates from 69 countries.

4.7 UN Global Compact (Supported by Foundation for the Global Compact)

Status	Year	Origin	Mission Statement	Income (\$ 2014)	Expense (\$ 2014)	Net Surplus (\$ 2014)	No. Of Employees
Non-Profit	2000	US	Creating a sustainable & inclusive global economy that delivers lasting benefits to people, communities & markets.	13,808,794	12,641,247	1,167,547	51-200
FOCI of ACTION	> Cross-sector Collaboration > Research & Report > Events > Advocacy > UN SDGs and all related issues						
Twitter	@globalcompact >TWEETS 7,281 > FOLLOWERS 65.9K > LIKES 688 > LISTS 17						

ORIGINS

Started in 2000 as a voluntary initiative based on CEO commitments to implement universal sustainability principles and to take steps to support UN Millennium Development Goals. It is a call to companies everywhere to voluntarily align their operations & strategies with ten universally accepted principles in the areas of human rights, labor, environment & anti-corruption, and to take action in support of UN goals & issues. The UN Global Compact is a leadership platform for the development, implementation & disclosure of responsible corporate policies & practices.

GOALS

- > Aligning company's strategies and operations with universal Ten principles.
- > Supporting companies take strategic actions to advance broader societal goals, such as the UN Sustainable Development Goals, with an emphasis on collaboration and innovation.

SUCSESSES TO DATE

- > Over 1,500 businesses in 2014 – recognize partnership with UN Global Compact.
- > 8,902 Companies in 166 countries influenced through 39,199 public reports.

4.8 B Corps

Status	Year	Origin	Mission Statement	Income (\$) 2014	Expense (\$) 2014	Net Surplus (\$) 2014	No. Of Employees
Non-Profit	2006	US	Using the power of business to solve social and environmental problems.	7,035,357	6,287,525	747,832	11-50
FOCI of ACTION	> Corporate Benchmarking assessment & tools > Policy Change						
Twitter	@BCorporation >TWEETS 7,962 > FOLLOWERS 48.2K > LIKES 7,770 > LISTS 4						

ORIGINS

Three college buddies and business partners got together to decide what's next for them after early success as entrepreneurs and investors. After talking with hundreds of inspiring business leaders all frustrated that it was harder than it should be to make money and make a difference at the same time. B Lab was created in 2006 to make it easier for leaders to lead, and easier for millions of others to follow - all with the shared objective of redefining success in business so that one day all companies compete to be best for the world.

GOALS

- > Building a global community of Certified B Corporations™ who meet the highest standards of verified, overall social and environmental performance, public transparency, and legal accountability;
- > Promoting Mission Alignment using innovative corporate structures like the benefit corporation to align the interests of business with those of society and to help high impact businesses be built to last;
- > Helping tens of thousands of businesses, investors, & institutions Measure What Matters, by using the B Impact Assessment & B Analytics to manage their impact & the impact of the businesses with whom they work with as much rigor as their profits;
- > Inspiring millions to join through story-telling by B the Change Media.
- > Developing tools that enable to provide credible standards for customers, investors, policymakers, and workers to tell good companies from just good marketing.

SUCSESSES TO DATE

- > The performance standards for B Corp certification are already being used by more than 40,000 businesses, investors, governments, and other institutions around the world to measure and manage their impact with as much rigor as their profits.
- > As of May 2016, the B Corp community comprises 1719 businesses in 50 Countries across 130 Industries who have passed the rigorous performance test and have either made or have committed to making the legal changes to lock in their mission when such a structure is in place in the country of company registration.
- > The B Corp movement has also been a powerful constituency for policy change, passing laws to create a new corporate structure - the benefit corporation - in 31 U.S. states, in Italy and with pending legal status in Australia and other US states.

4.9 Conscious Capitalism

Status	Year	Origin	Mission Statement	Income (\$) 2014	Expense (\$) 2014	Net Surplus (\$) 2014	No. Of Employees
Non-Profit	2009	US	Cultivating the theory and practice of Conscious Capitalism.	1,473,877	1,459,001	14,876	1-10
FOCI of ACTION	> Events > Consulting > Chapter Co-ordination						
Twitter	@ConsciousCap >TWEETS 2,756 > FOLLOWERS 11.4K > LIKES 194 > LISTS 3						

ORIGINS

In 2012, John Mackey, co-CEO, Whole Foods Market, and Conscious Capitalism, Inc. co-founder Prof. Raj Sisodia published the book, Conscious Capitalism. They argued that both business and capitalism are inherently good, and they use some of today's best-known and most successful companies to illustrate their point e.g. Southwest Airlines, UPS, Costco, Google, the Container Store etc. that today's organizations are creating value for all stakeholders—including customers, employees, suppliers, investors, society, and the environment.

GOALS

- > Cultivating the theory and practice of Conscious Capitalism through events, presentations, publications and social media.
- > Supporting an emerging network of Conscious Capitalism Chapters, which serve as communities of inquiry for business leaders, entrepreneurs, coaches and consultants and others.

SUCCESES TO DATE

- > 18 US Chapters & 8 International Chapters
- > 10 CEO Summits
- > 5+ Annual Events
- > Countless Chapter events

4.10 B Team

Status	Year	Origin	Mission Statement	Income (\$) 2014	Expense (\$) 2014	Net Surplus (\$) 2014	No. Of Employees
Non-Profit	2013	US	Catalysing a better way of doing business, for the wellbeing of people & the planet.	2,421,129	1,446,349	974,780	1-10
FOCI of ACTION	> Cross-sector Collaboration > Research & Report > Consultancy > Events > Advocacy > Corporate Benchmarking assessment & tools > UN SDGs and Business						
Twitter	@thebteamhq >TWEETS 7,484 > FOLLOWERS 17.3K > LIKES 2,156 > LISTS 4						

ORIGINS

In 2013, following a series of workshops with civil society leaders, systems experts, sustainability pioneers, economists and entrepreneurs, a group of business leaders came together to advance a plan for better business. Inspired by the work of Lester Brown and the B Corp movement, they called it “Plan B”. The BTeam are developing a ‘Plan B’ – for concerted, positive action to ensure business becomes a driving force for social, environmental and economic benefit. The team includes: Sir Richard Branson, Sharan Burrow, Kathy Calvin, Arianna Huffington, Dr. Gro Harlem Brundtlandt, Dr. Mo Ibrahim, Guilherme Leal, Paul Polman, Mary Robinson, Ratan Tata, Professor Muhammad Yunus, Jochen Seitz etc.

GOALS

- > Net Zero by 2050
- > Governance and Transparency
- > 100% Human at Work
- > New Metrics
- > Born B
- > Natural Capital Protocol
- > Tackling Corruption

SUCSESSES TO DATE

- > Over 1200 Plan B kick-off events in more than 470 cities and 73 countries around the world, in which business leaders, civil society leaders and experts helped give shape to the plan. The dialogue continues.
- > Developed a 100% Human Network, inviting senior business leaders to share ideas and learnings from their organisations which enable people to thrive. The network now stands at over 140 business leaders from five continents.
- > In 2015, called upon businesses & world leaders to commit to a global goal of net-zero greenhouse gas emissions by 2050 and a founding member of the We Mean Business coalition.

4.11 Blue Print for Better Business

Status	Year	Origin	Mission Statement	Income (£) 2014	Expense (£) 2014	Net Surplus (\$) 2014	No. Of Employees
Charity	2014	UK	Uniting corporate purpose to serve society.	Not Available	Not Available	Not Available	Not Available
FOCI of ACTION	> Cross-sector Collaboration > Research & Report > Consultancy > Events > Training						
Twitter	@Blueprint4Biz >TWEETS 1,559 > FOLLOWERS 1,321 > LIKES 174 > LISTS 3						

ORIGINS

In 2011 a group of senior business leaders approached the Archbishop of Westminster as they felt that the principles of Christian moral and social teaching, and in particular the tradition of Catholic Social Thought, could help bring about change in business.

This led to discussions on the role of business in society. A small group was formed, initially under the sponsorship of the Archbishop, and this led to the development of the Blueprint initiative. This group fed into the development of the Five Principles of a Purpose Driven Business which were developed in 2013.

GOALS

- > Supporting businesses in embedding the Blueprint through workshops, conferences and discussion forums.
- > Encouraging companies to operate to a purpose that respects people and contributes to a better society, thereby delivering long term sustainable performance.
- > Developing practical ways to help businesses of all sizes to be truly purpose driven.
- > Working with both business and wider society to help, support and challenge business to create a better society for all and in so doing create more sustainable businesses.

SUCCESES TO DATE

- > The Blueprint movement is a rich network of people and organizations that learn from each other with the Blueprint at the center and includes NGOs, investors, consultants, coaches, think tanks, and academics as well as business.

5. COMMON THEMES & GAP ANALYSIS

5.1 Brief Analysis of BfG Movement Ecosystem

- More than 70% of the organizations mapped in **Table 2** are non-profit organizations, followed by business and academia.
- As mentioned earlier in the introduction through **Figure 1** timeline graph of the creation of 40 representative BfG organizations, the rise in such organizations has been particularly noticeable in the past two decades—almost 80% of the organizations were founded after 1990. Apart from 6 organizations (15%), all other organizations (85%) originated in the UK (19 movements) or US (15 movements).
- Collective Resource Allocation:
 - Total Revenue 2013-14 (10 Representative BfG Organizations) ~ USD 86 million
 - Total Expenses 2013-14 (10 Representative BfG Organizations) ~ USD 81.7 million
 - Net Surplus 2013-14 (10 Representative BfG Organizations) ~ USD 4.3 million
 - The overhead ratio (10 Representative BfG Organizations) ~ between 20% - 55%
(The overhead ratio = % of expenses that is devoted to administrative costs and fundraising costs.)
 - No of Employees (11 Representative BfG Organizations) ~ 340-1320
- Average Social Media outreach (11 BfG organizations): 6513 Tweets + 25811 Followers

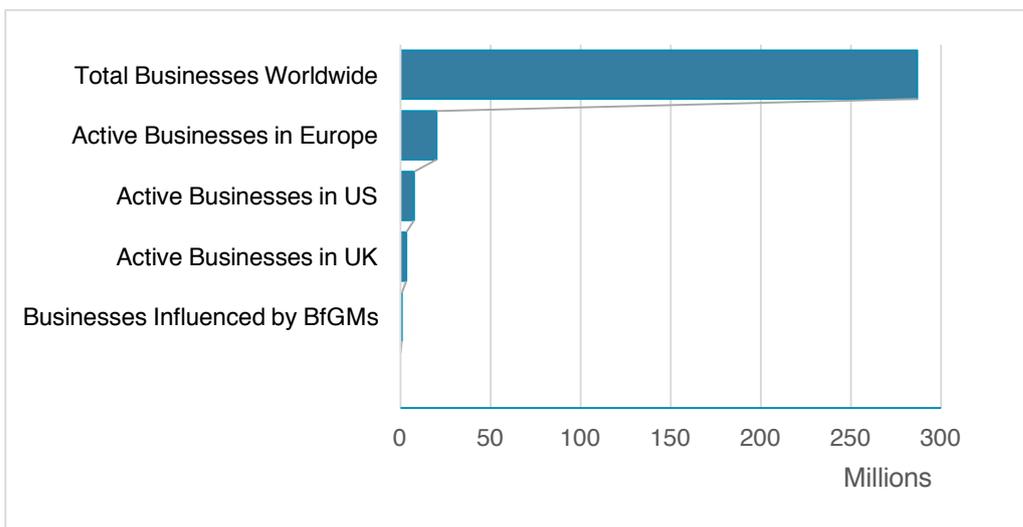
Table 1: Category & Offering Grid of 11 representative organizations in Section 4

OFFERING > CATEGORY V	ACADEMIC	RESEARCH & ADVOCACY	OPERATIONAL CONSULTANCY/ ADVISORY	PUBLIC POLICY	STANDARDS/ METRICS	NETWORKING
PLANET (30)	4.6 (1)	4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11 (11)	4.2, 4.3, 4.4, 4.5, 4.11 (5)	4.1, 4.3, 4.4, 4.8 (4)	4.1, 4.4, 4.6, 4.7, 4.8, 4.10 (6)	4.6, 4.7, 4.10 (3)
PURPOSE (8)		4.5, 4.7, 4.11 (3)	4.5, 4.9, 4.11 (3)		4.7 (1)	4.9 (1)
PEOPLE (26)	4.4 (1)	4.1, 4.2, 4.4, 4.5, 4.7, 4.8, 4.9, 4.11 (8)	4.5, 4.9, 4.11 (3)	4.5, 4.8 (2)	4.5, 4.7, 4.8 (3)	4.1, 4.2, 4.4, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11 (9)
PROFIT (23)	4.6 (1)	4.2, 4.5, 4.7, 4.8, 4.9, 4.10, 4.11 (7)	4.2, 4.3, 4.9, 4.11 (4)	4.4, 4.8 (2)	4.1, 4.4, 4.5, 4.6, 4.7, 4.8, 4.10 (7)	4.9, 4.10 (2)

- **Table 1** grid of category of issues & domain of offerings showcases:
 - The dominance of offerings in the field of Research & Advocacy and especially in the category of addressing planetary sustainability, in particular, climate change.
 - Only 9% of the collective offerings address Purpose, Values & Culture.
 - Lack of collective influence on public policy, law and statues, which is the most systemic way to bring about large scale change.
 - Over 80% of the offerings are incremental pathways of changes rather than systemic.

In essence, the grid busts the illusion that we are doing enough, effectively and directly making an environmental/ business impact that is desired and necessary. For example, a business writing a report on its sustainability status doesn't mean it is a sustainable business.

5.2 Mind the Gap



With a Market penetration of 0.70%, we can see that there is much to be accomplished. Market penetration % derived as below.

There are 45,508 companies listed in stock exchanges around the world. The number of active unlisted business entities would be a wild guess as there is no central international registry. Through a backward estimating approach, it comes at 287 Million.

World Population	8.2 Billion (As per Wiki)
Working Population	5,740,000,000 (70% Based on web sources)
Average firm size	20 (Based on web sources)
Total Companies	287,000,000 (Calculated)
Active Companies in UK	3,484,243 (Companies House)
Active Companies in Europe	Over 20 million (Web sources)
Active Companies in US	7,488,353 (Census US)
Businesses influenced by BfG movement	2 million (Optimistic estimate)

5.3 Challenges & Opportunities

	CHALLENGES	OPPORTUNITIES
<p>1</p> <p>Espoused missions v/s Actual actions</p>	<p>No clear strategic or operational alignment between organizations stated mission and actual impact.</p> <p>For example, CFA Institute Mission: <i>“Leading the investment profession globally by promoting the highest standards of ethics, education, and professional excellence for the ultimate benefit of society.”</i></p> <p>Impact: 2008 Global Recession caused primarily due to trading in derivatives.</p>	<p>Clear articulation by organizations as to how they will attain their mission. (Strategic & Operational plan, resource needed, scale of impact and geographic reach)</p>
<p>2</p> <p>Lack of Collaboration (Vested Interest)</p>	<p>Several organizations rallying for collaborations and inter-stakeholder approach in business, continue to work alongside rather than with each other.</p> <p>Each organization has its own mission, activities, need for funding, "answer to the challenge" etc. resulting in uncoordinated actions & lack of whole system perspective.</p>	<p>Application of breakthrough technology/ platform to enable bridging this gap and expand opportunities for collective fund raising.</p>
<p>3</p> <p>Chaotic marketplace</p>	<p>Even though business is a key stakeholder for all BfG organizations, the market place of offerings is very messy.</p> <p>For example, if ABC Plc is a multinational business, which is the appropriate BfG organization they partner with?</p> <p>Do they choose 4 pillars of Conscious Capitalism or 10 principles of UN Global Compact? Do they go for B Corp assessment? or Should they use the Blue Print for Better Business model?</p>	<p>Systematically identify the overlaps and integrate best practices and offerings of the BfG movement ecosystem.</p> <p>Articulation a systemic plan of action for collective market penetration.</p>
<p>4</p> <p>Non-profit mindset</p>	<p>A typical for profit company founded in 1990, for example, Lexus or ESPN have grown, outreached and have achieved so much, compared to any organization in the Non-Profit sector. Businesses have accountability for non-delivery of mission, non-profits have no accountability for non-delivery of mission.</p>	<p>Further attract non-profit organizations workforce with successful entrepreneurs and skilled talent over and above volunteer engagements.</p>

6. CALL TO ACTION

Global Collaboration between BfG organizations

To reiterate all of above in one sentence, unless key players of the BfG organizations are systemically mapped, convened and strategically agree a collaborative way forward, we are unlikely to see the results we desire in the near future.

And although this may look like an impossible task, it is important to remember that tectonic shifts require heavy lifting. Interestingly, although not publicly mentioned, many of the leaders of the BfG Movement recognize the need for an aligned global mission and concomitant strategy and structure to implement it. The big question is ‘can we transcend this individualism to make something new and powerful happen together and what does collective success look like?’

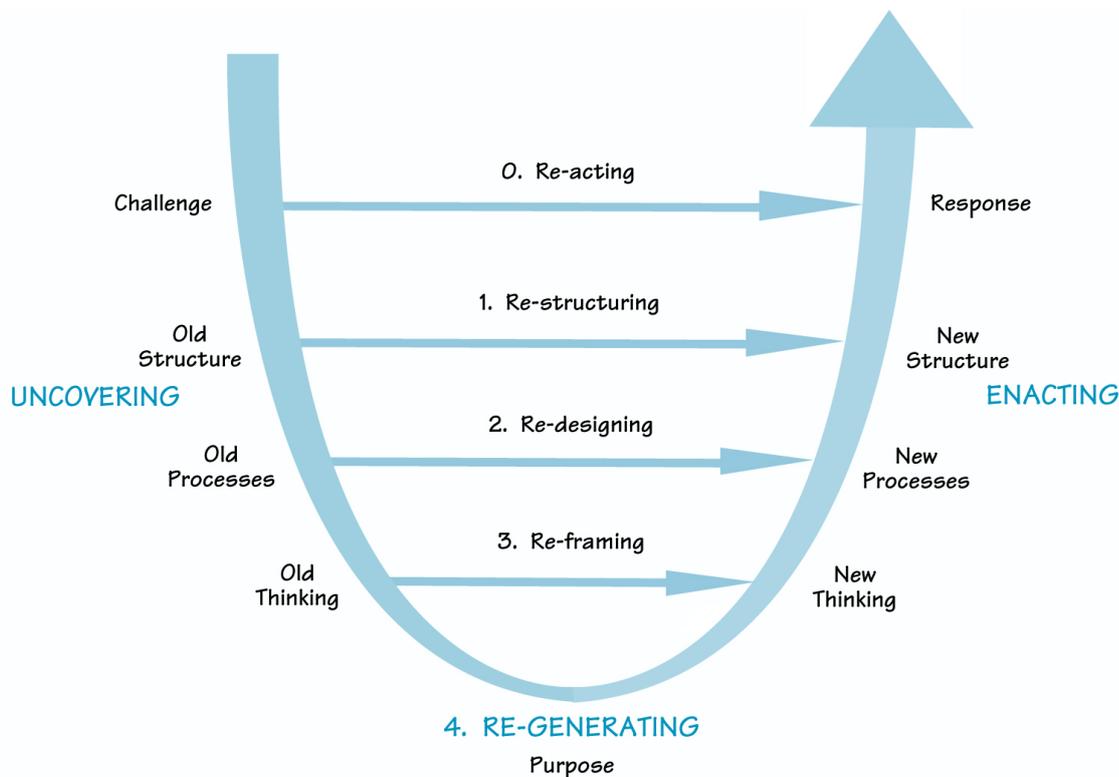


Figure 2: Presencing Institute, Theory U process

A breakthrough approach is needed:

All too often, we respond to challenges by deploying solutions that we’re most familiar with; we might term this approach “reacting.” But when faced by seemingly intractable problems, we need to respond in a deeper, more thoughtful way, one that sets the stage for true insights to emerge. In these cases, nothing short of “re-generating” will successfully resolve the situation. We need to re-frame, re-design, re-structure and re-act a new purposeful integrated response that unites BfG organizations to directly address the collective challenges we face.

UN SDGs - A promising possibility for unified action:

The Sustainable Development Goals (SDGs) formally adopted by 193 countries in September 2015, are 17 action-oriented universally applicable goals to address a various issues, including ending poverty and hunger, improving health and education, empowering women, making cities more sustainable, combating climate change, and protecting oceans and forests, sustainable economic growth etc. There set an ambitious agenda to leave no behind by 2030.

Yes, there are criticisms about the content & context of the SDGs, they can be addressed separately. The SDGs offer a metric driven, aspirational, global agenda that challenges the business community to reimagine sustainability and to look afresh at how they can achieve goals that can create tangible shifts in the global system. Now that's exciting... And here is what's possible!

Strategic Actions Map: [Aligning with the SDGs & direct responsibility for their attainment needs to be urgently incorporated into the existing corporate, financial & regulatory reporting, listing & funding requirements.]

STEP 1: INSIGHT

- Develop insight into what is missing and necessary, systemically, to address global priorities
- Map how individual missions & initiatives of key organizations of the BfG movement come together i.e. Map the eco system: mission, offerings, sectors, stages, outcomes, sphere of impact, geographical reach, capacity, operational strategy, SWOT, budget etc.
- Create a collective Purpose Manifesto that BfG organizations pledge to achieve

STEP 2: PURPOSE

- Identify & Convene the key BfG organization leaders to form a 'Meta Alliance'
- Align on the clear and compelling purpose & future for such alliance
- Develop initial ongoing structure for continued dialogue, coordinated action & collective outreach

STEP 3: ACTION

- Co-invest in a collaborative tech platform to amplify impact & agree on key parameters e.g. funding, recruiting and mobilizing knowledge/ skills & resources, holding through change etc.
- Serve as a collective umbrella to catalyze difference making initiatives
- Simulate a run through - Take a stand around 1 to 2 bold, difference-making initiatives and create strategy, clear agreements, financial commitments & action teams to pursue. Test results and realign based on learnings.

STEP 4: LEVERAGE

- Create ways to amplify & accelerate the work of each participating BfG organization
- Live Tracking of collective progress and amplifying efforts systematically
- Provide comprehensive, standardized global information across a range of powerful streamlined interfaces and solutions.

To incubate the 'Meta Alliance' we need an organization/ committee / steering group such as 'The Global Commission on Business and Sustainable Development', the 'B Team', the 'World Economic Forum' or similar globally respected organization that has strong convening power. With some thought leadership, expertise and resources channeled in a generative way, we can effectively roll out a pathway for business to catalyze that tipping point in delivering on and progressing a sustainable future for all. It is important to remember that even non-profits are businesses and therefore need to be driven like a Purpose Led Business.

A quick conservative estimate on a viable Revenue Generation Model for the 'Meta Alliance' based on organizations chosen above is set out below:

10 Representing Member contributions (5% of Total Income annually)	~ USD 4.3 million
Estimate 20 member contributions	~ USD 8 million

With USD 8 million as seed funding, following services could offered:

- Initiate Step 1 & 2 listed above,
- Build participative tech platform for fund raising for members – by streamlining funding metrics and attracting Impact Investments, Philanthropic Investments, organizational CSR funds etc.
- Cover for common admin & common social media push & pull,
- Activate global business consultants network and build a self-sustaining business model.

On a final note, this purpose of this paper to is look past the illusion into the reality, inspire a visionary way forward and present a case for action which is open to stimulating debates & dialogues and collectively pave the way forward. I trust I met this purpose.

I would like to end with John Elkington's quote below.

Are we ready to Breakthrough? I believe we are!



A Breakthrough solution meets the following criteria:
It is Future-Ready, Ambitious, Fair & Disruptive

- John Elkington, Volans

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- 3) An exhaustive list of 128 organisations including below, mapped by The Doughty Centre for Corporate Responsibility, an action-research centre within Cranfield School of Management, UK. (Details: <http://www.som.cranfield.ac.uk/som/dinamic-content/media/Doughty/initiative%20list%20and%20website.pdf>)

No.	Name	Website address
1	ABIS Academy of Business in Society	http://www.abis-global.org/en
2	Aldersgate Group	http://www.aldersgategroup.org.uk/themes/new-economy
3	Aspen Institute	http://www.aspeninstitute.org/policy-work/business-society/corporate-programs/corporate-values-strategy-group
4	Australian Conservation Foundation	http://www.acfonline.org.au/sites/default/files/resources/ACF_BetterThanGrowth.pdf
5	Aviva	http://www.aviva.com/media/news/item/aviva-convenes-corporate-sustainability-reporting-coalition-13023/
6	B Corporation	http://www.bcorporation.net/
7	B Team	http://bteam.org/
8	BALLE	https://bealocalist.org/
9	Baxendale Ownership	http://www.baxendaleownership.co.uk/
10	Beyond GDP	http://ec.europa.eu/environment/beyond_gdp/index_en.html
11	Blue Economy	http://www.blueeconomy.eu/
12	Blueprint for Better Business	http://www.blueprintforbusiness.org/Home
13	BRAINPOoL	http://www.brainpoolproject.eu/
14	BSR (Business for Social Responsibility)	https://www.bsr.org/
15	Business Alliance for the Future	www.ba4f.org

16	Business & Human Rights Resource Centre	http://business-humanrights.org/
17	Business in the Community	http://www.bitc.org.uk/
18	Carbon Tracker Initiative	http://www.carbontracker.org/
19	Caux round table	http://www.cauxroundtable.org/
20	CDP Carbon Disclosure Project	https://www.cdp.net/en-US/Pages/HomePage.aspx
21	CDP Carbon Action	https://www.cdp.net/en-us/programmes/pages/initiatives-cdp-carbon-action.aspx
22	Center for Business and Human Rights	http://www.stern.nyu.edu/experience-stern/about/departments-centers- initiatives/centers-of-research/business-human-rights
23	Ceres	http://www.ceres.org/investor-network/Ceres%20Blueprint%20for%20Sustainable%20Investing
24	CFA Institute	http://www.cfainstitute.org/learning/future/Pages/index.aspx
25	CFO Sustainability Network	http://www.accountingforsustainability.org/cfos/network-of-chief-financial-officers
26	Citizen Renaissance	http://www.citizenrenaissance.com/
27	Client Earth	http://www.clientearth.org/
28	Commission on the measurement of economic performance and social progress	http://www.stiglitz-sen-fitoussi.fr/en/index.htm
29	Conscious Capitalism	http://www.consciouscapitalism.org/
30	CORE	http://corporate-responsibility.org
31	Corporate Sustainability Reporting Initiative	http://www.osc.gov.on.ca/documents/en/Securities-Category5/rule_20091218_51-717_mof-rpt.pdf
32	Corporation 20/20	http://www.corporation2020.org/
33	Cox, Sir George 2013	http://www.yourbritain.org.uk/agenda-2015/policy-review-page/tackling-short-termism-the-cox-report
34	Cradle to Cradle Products Innovation Institute	http://www.c2ccertified.org/
35	CSRwire	http://www.csrwire.com/
36	democracy at work	http://www.democracyatwork.info/about/
37	E3G	http://www.e3g.org/
38	Edelman Trust Barometer	http://www.edelman.com/insights/intellectual-property/2014-edelman-trust-barometer/

39	Ellen MacArthur Foundation	http://www.ellenmacarthurfoundation.org/
40	Employee Share Ownership Centre (ESOP)	http://www.esopcentre.com/
41	Environmental Law Service (Frank Bold Society?)	http://en.eps.cz/our-work/campaign/purpose-corporation
42	Equality Trust	http://www.equalitytrust.org.uk/
43	Eradicating Ecocide Global Initiative	http://eradicatingecocide.com/
44	Escondido Framework	http://www.escondidoframework.com/
45	European Coalition for Corporate Justice (ECCJ)	http://www.corporatejustice.org/
46	Finance Innovation Lab	http://thefinancelab.org/
47	Financial Reporting Council	https://www.frc.org.uk/Our-Work/Codes-Standards/Corporate-governance/UK-Stewardship-Code.aspx
48	The Fortune at the Bottom of the Pyramid	http://www.amazon.co.uk/Fortune-Bottom-Pyramid-Eradicating-Poverty-ebook/dp/B000P28WC6/ref=sr_1_1?s=books&ie=UTF8&qid=1399112361&sr=1-1
49	Forum for the Future	http://www.forumforthefuture.org/
50	Fourth Sector	http://www.fourthsector.net/
51	Generation: Sustainable capitalism	http://genfound.org/
52	Global Alliance for Banking on Values	http://www.gabv.org/
53	Global Drucker Forum 2014	http://www.druckerforum.org/
54	Global Impact Investing Rating Fund (GIIRS)	http://giirs.org/
55	Global Investor Coalition on Climate Change	http://globalinvestorcoalition.org/
56	Global Reporting Initiative	https://www.globalreporting.org/Pages/default.aspx
57	Globally Responsible Leadership Initiative	http://www.grli.org/
58	Global Shapers Community	http://www.globalshapers.org/shapers/adam-grodecki
59	Global Sustainability Institute (Anglia Ruskin University)	http://www.anglia.ac.uk/ruskin/en/home/microsites/global_sustainability_institute/our_research/resource_management.Maincontent.0009.file.tmp/A5%20GRO%20Note.pdf
60	Global Sustainability Investment Alliance	http://www.gsi-alliance.org/

61	Global Union for sustainability	http://www.globalunionforsustainability.org/en/
62	Green Alliance	http://www.green-alliance.org.uk/
63	Green New Deal Group	http://www.greennewdealgroup.org/
64	Gross National Happiness (Bhutan)	http://www.grossnationalhappiness.com/
65	Haas Center for Responsible Business	http://responsiblebusiness.haas.berkeley.edu/
66	Harvard MBA oath	http://mbaoath.org/
67	Henry Jackson Initiative	http://henryjacksoninitiative.org/
68	Industry Policy Forum	None
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70	Institute for Human Rights and Business	http://www.ihrb.org/
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88	New Economy Working Group	http://www.neweconomyworkinggroup.org/
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90	Ownership commission 2012	http://www.ownershipcomm.org/
91	Oxford Martin Commission for Future Generations	http://www.oxfordmartin.ox.ac.uk/commission
92	Positive money	http://www.positivemoney.org/
93	Post-Crash Economics Society	http://www.post-crasheconomics.com/
94	Post growth	http://postgrowth.org/
95	Prince's Accounting for Sustainability project	http://www.accountingforsustainability.org/
96	Real Economy Lab	http://flourishingenterprise.org/real-economy-lab
97	Relationships Global, Relationships Foundation	http://relationshipsglobal.net/Web/
98	Resolution Foundation	http://www.resolutionfoundation.org/
99	Responsible100	http://www.responsible100.com/
100	Share Action	http://shareaction.org/
101	Spiritual Capital Foundation	http://www.spiritual-capital.org/
102	St Pauls institute	http://www.stpaulsinstitute.org.uk/
103	Stakeholder Forum	http://www.stakeholderforum.org/sf/
104	Sustainability Accounting Standards Board	http://www.sasb.org/
105	Sustainable brands	http://www.sustainablebrands.com/
106	Sustainable Companies project	http://www.jus.uio.no/ifp/english/research/projects/sustainable-companies/
107	Sustainable Stock Exchanges Initiative	http://www.sseinitiative.org/
108	TEEB: The Economics of Ecosystems & Biodiversity	http://www.teebweb.org/
109	Tellus Mater	http://www.tellusmater.org.uk/
110	Tobin Project	http://www.tobinproject.org/home
111	Together in search of capitalism2.0	http://ecoopportunity.net/the-capitalism-2-0-project/

112	Tomorrow's company	http://www.tomorrowcompany.com/
113	The 300 club	www.the300club.org
114	Transparency International	http://www.transparency.org.uk/
115	Trucost	http://www.trucost.com/
116	UN Environment Programme Finance Initiative	http://www.unpri.org/
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119	UN Environment Programme	http://www.unep.org/newscentre/Default.aspx?DocumentId=2758&ArticleId=10698
120	UN Global Compact Ten Principles	http://www.unglobalcompact.org/abouttheGc/TheTenprinciples/index.html
121	UNGC Accenture 2013	http://www.accenture.com/microsites/ungc-ceo-study/Pages/home.aspx
122	UN PRME	http://www.unprme.org/
123	Volans Breakthrough Capitalism	http://www.breakthroughcapitalism.com/
124	We own it	http://weownit.org.uk
125	Work Foundation	http://www.theworkfoundation.com/
126	World Economic Forum	http://www3.weforum.org/docs/WEF_GAC_Values_2013.pdf
127	World Forum Lille	http://www.worldforum-lille.org/en/
128	World Business Council for Sustainable Development	http://www.wbcsd.org/home.aspx

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 - 15) UN Global Compact & Volans : Breakthrough Innovation Platform - <https://www.unglobalcompact.org/take-action/leadership/integrate-sustainability/breakthrough-innovation>
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8. ABOUT BLU DOT & DARSHITA GILLIES

Blu Dot is a Global System Integration Advisory. We:

1. provide bespoke facilitation services for conferences, intimate geo-political dialogues,
2. conduct independent research on global impact issues,
3. incubate systemic change projects, and
4. provide advisory & mediation services for multi-stakeholder collaborations.

Darshita is

- CEO of 'Ease on Edge',
- Co-founder of 'Blu Dot' & 'Purpose Led',
- Director of 'Business Alliance for the Future',
- Director of the Conscious Capitalism UK chapter,
- Trustee of the Darwin Centre Trust,
- Associate with Future Considerations,
- Global Compassion Council Member of the Charter for Compassion.

Professionally, she is a chartered accountant, coach & consultant, global system integrator & entrepreneur.

Darshita started her career with the board directors of India's largest foreign bank [Standard Chartered] in operational risk & investment banking.

As her perspectives reshaped, her path shifted to 'upgrading the human operating system' and to do this most effectively she re-trained as a professional leadership coach and facilitator and continues works with entrepreneurs, leaders & organisations through intensive developmental 'Immersion' journeys.

In Jan 2014, Darshita co-founded Blu-Dot - a global-system integration advisory to enable world leaders, institutions & systems to address complex business and societal challenges in a more sustainable, conscious, and strategic way.



WEBSITE:
www.darshitagillies.com
CONTACT:
Email: darshi@blu-dot.org
Twitter: @DarshitaGillies

9. ABOUT BARRETT VALUES CENTRE & RICHARD BARRETT

The Barrett Values Centre (BVC) provides powerful metrics that enable leaders to measure and manage the cultures of their organisations, and the leadership development needs of their managers and leaders.

Richard Barrett is an author, speaker and internationally recognised thought leader on the evolution of human values in business and society. He is the founder and chairman of the Barrett Values Centre, a Fellow of the World Business Academy, an Advisory Board Member of the Centre for Integral Wisdom, Honorary Board Member of the Spirit of Humanity Forum, and Former Values Coordinator at the World Bank.

Richard has been a visiting lecturer at the Consulting and Coaching for Change, Leadership Course run by the Saïd Business School at the University of Oxford and HEC in Paris. He has also been an Adjunct Professor at Royal Roads University, Institute for Values-based Leadership, and a visiting lecturer at the One Planet MBA at Exeter University.

Richard Barrett is the author of:

1. A New Psychology of Human Well-Being: An Exploration of the influence of
2. Ego-Soul Dynamics on Mental and Physical Health (Forthcoming—2015),
3. The Metrics of Human Consciousness (2015),
4. Evolutionary Coaching: A Values-based Approach to Unleashing Human Potential (2014),
5. The Values-Driven Organisation: Unleashing Human Potential for Performance and Profit (2013),
6. What My Soul Told Me: A Practical Guide to Soul Activation (2012),
7. Love, Fear and the Destiny of Nations: The Impact of the Evolution of Human
8. Consciousness on World Affairs (2011),
9. The New Leadership Paradigm (2010),
10. Building a Values-Driven Organization: A Whole System Approach to Cultural Transformation (2006),
11. Liberating the Corporate Soul: Building a Visionary Organization (1998), and he is a contributing author to Psychometrics in Coaching (2012).



WEBSITES:

www.valuescentre.com

CONTACT:

Email: richard@valuescentre.com

Twitter: @BarrettValues

10. ACKNOWLEDGEMENTS

After eight months, today is the day: writing this note of thanks is the finishing touch on this paper. It has been a period of intense learning for me, not only technically, but also on a personal level. I learnt that for a long time I unconsciously did not complete my thoughts, and I noticed how even while writing sometimes I could not finish my sentences. This paper has truly been a test of patience.

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Darshita Gillies

London, 25 November, 2016