

Purpose.

Issue 4

In this issue

Laura Tenison MBE,
JoJo Maman Bébé

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Volans: time to
think exponentially

—
Nemi: empowering
refugees through tea



WHAT DOES IT TAKE TO LEAD
WITH PURPOSE?



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The evidence shows that people want to buy from, work for, invest in and partner with businesses they believe in: businesses that have a clear sense of purpose beyond profit.



PURPOSE WORKS.



WELCOME TO ISSUE 4 OF PURPOSE.

What does it take to make business a force for good?

Welcome to Issue 4 of Purpose magazine, our free resource for people who want to use business to make a positive difference.

Our latest issue is chock full of stories and insights from fantastic business leaders who are finding creative solutions to the world's biggest problems. Inside, you'll find out how Laura Tenison MBE is putting ethical principles at the heart of premium maternity and baby brand JoJo Maman Bebe; how Pranav Chopra is using a simple cup of chai to help refugees at social startup Nemi; and how Victor da Cunha is driving change in the troubled UK housing sector at profit-for-purpose housing association and house-builder Curo.

We love showcasing and celebrating success stories from the world of good business. But we've also been thinking more and more recently about the unique dilemmas, challenges and bumps in the road that come with making business a force for good.

Whether it's making decisions that balance social and financial imperatives, managing values-driven employees, finding investors who understand your values and approach, or getting across the right blend of social and commercial messages to your customers, it's not always easy being a purposeful leader.

As we explain in this issue's cover story, we believe that these challenges call upon us to think about leadership differently. Only by becoming more creative and more human leaders will we become able to fully unleash the power of business to change the world for the better.

We hope that you enjoy our latest issue, and that Purpose magazine will continue to help creative leaders find new inspiration, gain clarity from others' experiences and refresh your sense of purpose. As always, we would love to hear what you think – please don't hesitate to get in touch at hello@thehouse.co.uk.

Steve Fuller & Graham Massey



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Q&A:

Laura Tenison MBE, JoJo Maman Bébé



Laura Tenison has grown maternity and baby retailer JoJo Maman Bébé from a garden shed startup to a high street leader with over 80 UK stores and 800 employees - receiving an MBE for services to business along the way.

And the royal seal of approval doesn't stop there: the Duchess of Cambridge is a fan, appearing in the firm's maternity wear and decking out Princess Charlotte in JoJo Maman Bébé for her official birthday portrait.

Get to know JoJo, however, and you'll soon realise that there's more to the firm than fun, practical and

aspirational garments. Laura has ensured that her business - a certified B Corp - is underpinned by a strong sense of purpose, ethics and values.

In fact, the company is an excellent case study in how a premium retailer can grow and thrive by offering a great service and attractive products, while always looking to put people and planet above profit.

Purpose spoke to Laura about the "JoJo ethos", and what it takes to lead a values-driven company.

First of all, what inspired you to build JoJo Maman Bébé on ethical principles?

I've always valued people, nature and animals above possessions. I prefer rough camping on a river bank; sitting with friends, family and my dog by an open fire makes me happier than being surrounded by stuff in a flashy hotel.

Those core values translated into the JoJo ethos as the company grew. I just wanted to make sure I was: a) doing things well - with attention to detail, b) doing things right - looking after our teams, and c) investing in the future - with education, environmental responsibility and international development and sustainable aid.

Starting a business from scratch is a huge challenge. Does choosing to give your business a purpose beyond profit make it even harder?

Launching a business is relentlessly hard but your strategy should be to research, test, assess, react and roll out. Working within the confines of an ethical code of conduct should be second nature. Most of our values are just common sense for a business being grown for longevity. It is only material greed and inane stupidity which divert CEOs and shareholders from looking at purpose.

When it comes to the positive impact of your business, which aspect are you personally most passionate about?

Put on the spot, I would put people above planet but this poses a difficult dilemma because they are inexorably linked. We must make short-term sacrifices for people for the long-term gain and survival of our people. The same applies to business. Every area of JoJo is scrutinised to limit its negative impact whilst ensuring we remain commercially viable.

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We must make short-term sacrifices for people for the long-term gain and survival of our people.

”

You've grown the business from a one-person operation to over 800 employees. How is leading a values-driven company different from leading a conventional company?

We look after our people by supporting and educating them when they need it, rather than working in a blame culture where fear prevails. This can be harder when people don't deliver and underperform, but easier when they do and they stay. It's rewarding when they flourish and we can promote from within.

We are non-hierarchical, with directors parking, eating and interacting with the teams at all levels. This can be harder when, after a 16-hour day, my car is at the far end of the parking lot, but easier when I learn from the shop floor workers by sitting next to them in the canteen at lunchtime.



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It is only material greed and inane stupidity which divert CEOs and shareholders from looking at purpose.

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As a leader, how do you make sure that people across the organisation understand, share and live the company's ethos and values?

Communication is the solution, and I talk to our teams day and night. Our values come from the top down and we instil them from pre-recruitment onwards. We engage via training, meetings, intranet, newsletters and regular group 'huddles'. From me, as the founder, to my directors, to our managers and to our teams across the business, we listen and learn, asking for input and co-operative brainstorming about how to retain and improve on the JoJo ethos.

My office door is (almost) always open.

In 2011, JoJo Maman Bébé took on a minority private equity investor. Since then, have you felt any pressure to compromise your ethos and values?

Our investor was on board with our management style from the start. We opted to work with an investor who would share our ideals, trust our decisions and support our long-term ethos. It was a relief when they agreed to us becoming a Certified B Corporation, but equally we would have been surprised had they not. They are forward-thinking and understand that good values equal good business.

How do you make decisions about balancing the need to create a premium product and the need to think about impact?

JoJo is a commercial business with ambitious plans to continue growing in the mainstream mid-tier market. We need to offer designs and a service which are aspirational, practical and competitive. Some compromises are taken to achieve our goals, but if we are ever in doubt about our impact we return to our mission: "People & Planet Above Profit".

We aim to reduce our carbon footprint by sourcing sustainable fabrics and production. This is a great deal harder to find and more expensive to manufacture, but it's easier to find a point of difference when marketing to our customers.

As a retail company that relies on a physical supply chain, how easy is it to make decisions about controversial topics like organic cotton?

The hardest part of our impact assessment is to audit our second and third level supply chain. You need to be a vast organisation to be able to influence this. We contribute positively by sourcing from reputable suppliers, asking questions and including demands in our contracts. However, concerns and recommendations around production techniques and the growing of raw materials are ever evolving. The discussions are ongoing and the advice continuously monitored; we are learning and hopefully moving in the right direction with our eyes open.

JoJo Maman Bébé recently joined the B Corp movement. What impact has that had on your business so far?

JoJo is doing really well as the UK's leading independent mother and baby brand and growing across the world, with a small but rapidly expanding US business operating out of our distribution centre in New Jersey. It's hard to tell if being a B Corp has been a contributing factor, but our ethos is the icing on the cake of offering great designs for pregnant women, babies and children.

To be frank, being a B Corp is potentially not quite as good as the publicity we achieve from having our lovely British Royal Family amongst our loyal customers!

How important is it to you that JoJo Maman Bébé continues to uphold your ethos and values after you have moved on?

For three years before we certified, people on both sides of the pond kept telling me about B Corps and why JoJo should take the impact assessment, since we ticked all the boxes. The truth is that I learnt a great deal through doing the impact assessment.

JoJo has been such a huge part of my life and a massive responsibility. I feel that by changing our company statutes to include our certification I am sharing the burden. I never wish to be involved in a business which is not run as a force for good.

PURPOSE IN ACTION:

JOJO MAMAN BÉBÉ'S "FROM A MOTHER TO ANOTHER" CAMPAIGN

JoJo Maman Bébé launched a recycling initiative in 2015 to make sense of clothing waste and as a responsible move to prolong the lifespan of baby and children's clothes and shoes. Rather than being sent to landfill, over 125,000 pieces of clothing have been collected during three annual campaigns. In 2017 alone, 65,000 pieces of clothing were distributed to Syrian refugees and struggling families in the UK and Ireland.

Donated pieces were sorted into sex, size and season and beautifully wrapped as gift packs of co-ordinating outfits. The initiative is now distributed via the Trussell Trust's foodbanks and to those displaced by the war in Syria.



“
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PURPOSE IN NUMBERS.

65%



of MBAs believe that the scarcity of resources will significantly impact businesses in the next few decades, compared to 29% of CEOs

Harvard Business Review, 2011

84%



of MBAs believe it is essential to understand both the for-profit and non-profit sectors

Harvard Business Review, 2011

88%



of current leaders (baby boomers and Gen X) and 90% of future leaders (millennials) agreed with the statement that 'business should have a social purpose'

Cranfield University / FT Remark 2014

86%



of current leaders but only 19% of future leaders believe business generally is already demonstrating societal purpose

Cranfield University / FT Remark 2014

63%



of Millennials say their "leadership skills are not being fully developed"

Deloitte 2016

66%



of executives are profoundly rethinking their purpose as a result of the current disruptive environment

EY 2017

41%



of executives say there is a disconnect between their firm's senior executives and employees over purpose

Harvard Business Review / EY 2015

84%



of executives believe that companies with a shared purpose will be more successful in transformation efforts

Harvard Business Review / EY 2015

81%



of executives working for organisations with a strong sense of purpose say that stakeholders trust their leadership team

Deloitte 2014

EMPOWERING REFUGEES THROUGH TEA.

Launched in 2016, Nemi is a social purpose business focused on rebuilding refugee lives by creating employment opportunities through selling Indian specialist tea across the UK and beyond.

www.nemiteas.com

Nemi's tea stalls have been popping up at festivals and events across the UK since last summer, and its chai can now be found in more than 20 cafés. And just as customers are queuing up to enjoy Nemi's unique blend of teas and spices, media outlets including *Times of India*, *Huffington Post* and *TriplePundit* have been queuing up to tell its unique story.

It's been an inspiring journey so far, but founder Pranav Chopra has set his sights much, much higher. Having left a corporate job to create Nemi, Pranav aims to build an international F&B brand that does well by doing good.

Purpose caught up with Pranav to talk tea, social purpose and global domination.

How commercially ambitious is Nemi?

I'm absolutely treating this as a corporate, commercial business. The refugee story gives us a competitive edge in a market where it's often difficult to differentiate yourself. But we tend to tell the "impact story" second – if people aren't interested in good chai in the first place, there's not much we can do, after all.

At the moment, we've been focusing on the tea stalls at food markets and getting into independent cafés, but we are working hard on getting into boutique retailers by the end of the year – Planet Organic and Wholefoods

at first, and then pushing next year for a presence in supermarkets. We're also exploring contract catering to large firms.

To do this, we've had to diversify from chai to include "Indian breakfast" and Earl Grey blends, but chai will always be our flagship product – we are authentic Indian tea specialists.

Distributors in China and India have also told us that there is massive demand for UK-made goods in their markets, so we are looking at how to make the most of this.

So yes, we see this as an opportunity to grow into a global brand.

And what's your ambition in terms of social impact?

It's simple – the bigger we grow, the more refugees we employ.

As far as the tea stalls are concerned, we are planning to create a social franchising model that will allow refugees to run their own stalls and, in a virtuous circle, hire more refugees to work for them.

But we also want to create employment opportunities that go beyond making tea. By becoming a large-scale commercial business, we can hire refugees for their commercial skills, not just for entry-level work. For example, we have a journalist from Sudan with 25 years'

experience working for us. As well as making tea, he's helped out with blog posts and marketing, and managed to get a short-term contract from an Arabic newspaper off the back of it. The more we grow, the more we can offer those kinds of opportunities.

How did you personally come to the decision to set up Nemi?

I've always liked using entrepreneurialism to create an impact. In the past, for example, I created a startup called Slumdog Travels, which used tourism to fund education in India.

I got the idea for Nemi after seeing an episode of BBC *Hardtalk* about an Iraqi family who had fled to Germany but were now returning to Iraq – putting themselves in real danger – because they had failed to integrate or find work. This just seemed crazy. The more I read, the more I saw that lack of integration and issues around language, education and employment are the key problems holding refugees back from successfully resettling.

That's the problem that Nemi exists to solve. We work with the Refugee Council UK, Migrants Resource Centre and other organisations to give refugees a chance of paid work. In fact, I decided from day one that we would pay them; they are not volunteers.



What have been your biggest challenges at Nemi?

Well, the biggest difference from past social ventures I've worked on is that Nemi's beneficiaries are also its employees – I work elbow-to-elbow with the people that the business is there to help, so I see the impact day in, day out.

That's not always easy. In fact, I just had to let someone go, right in the middle of a really busy festival. It's the first time I've ever fired anyone! Which is a very difficult decision to make when the point of your business is to create employment opportunities. However I think it will end up being a valuable experience for the employee I had to let go – to realize that if you underperform, you may lose your job – even if it's unpleasant in the short term.

How is it different leading a mission-led business as opposed to a purely profit-led business?

I have one full-time employee and one part-time employee in our head office, both of them non-refugees, who have past experience in the F&B and social sector. In finding people to work with, obviously it was important to find people who were also driven by a sense of mission and genuinely cared about the refugee crisis.

Does it change the way you make decisions?

I think the main thing is that the team knows that they have the freedom to challenge my plans. I've very protective of the tea stall part of the business, for instance, while the others will challenge it in terms of its profitability and put forward other models. And then we have a healthy, evidence-based debate about it. To me, that really shows that they care and are aligned with the core aims of the business.

The refugees chip in with ideas as well. They challenge me to create new products so that they will make more money! For example, our new iced tea came from our refugee workers.

This is a lesson I learned from the corporate world, where often junior people don't get a chance to share their ideas. Everyone should feel equally able to put forward ideas and have them heard.

How else does Nemi differ from your past experience in the corporate world?

In some ways the corporate world is pretty easy-going in comparison – now I have to worry about making ends meet, making payroll, as well as managing the refugees. But at the same time, there's the buzz of being an entrepreneur, of being my own boss.

And again, it's a great motivator to be working alongside your beneficiaries and seeing them increase in confidence day-to-day, or to hear them speak positively about the business – it makes you feel very proud, and keeps you going after the long, exhausting hours.

What's your number one tip for aspiring social entrepreneurs?

Hire someone right away! The day that I went full-time with Nemi, I hired our first full-time employee. There's nothing like the pressure of having to meet someone's salary to focus your mind.

It's also worth noting that your business model doesn't have to be complex in order to make an impact. I sell tea and water. It doesn't have to be an earth-shattering idea.

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It's simple – the bigger we grow, the more refugees we employ.

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POSTCARD FROM SUSSEX.

In early June, Purpose editor Oliver Holtaway joined business leaders from around the UK in the beautiful surrounds of Ashburnham Place, a country house in Sussex, to discuss the way forward for the B Corp and “business as a force for good” movement.

There's a special energy to any B Corp event, but nothing beats the movement's annual retreats. The fresh air and relaxed natural surroundings create the perfect conditions for contemplation and conversation.

It's an opportunity to recharge your batteries, refresh your sense of mission and make new connections to people who are striving to achieve positive change through enterprise.

It was also appropriate, perhaps, that the event took place on the eve of the UK general election. Just as the country faced a crossroads, a sense emerged during the retreat that the UK B Corp movement is starting to feel its way towards its next stage of growth and transformation.

The event's theme – “stronger branches, deeper roots” – was taken up in both the scheduled presentations and in countless conversations around the campfire, over pints of local ale and ethical British gin. Each attendee will have come away with different conclusions, but three powerful themes emerged for me.

1. B Corps must collaborate in order to make the movement successful

The risk of receiving any ethical accreditation, B Corp included, is fooling yourself into thinking that the work is done once you have your badge or kitemark. In fact, commercial success will not magically materialise, and your social impact will not magically multiply, simply because you've joined the club.

We will only create sustainable growth for our businesses if we take the time to listen, learn and carefully identify the areas in which we can work together for maximum impact – and then act on those opportunities. After all, you can't have a movement without, well, movement.

This can happen on a sector-by-sector basis, as in the case of the UK food and drink B Corps who placed a joint advert in *The Grocer* setting out the positive impact that B Corp principles can have on the grocery supply chain. Alternatively, purpose-driven businesses of different sizes and sectors can use the network to coalesce around particular issues, such as food waste or gender equality.

To create change at scale, it's clear that UK B Corps will have to self-build more frameworks and spaces for collaboration and cooperation, both inside and outside the movement. Some leaders will find this easier than others – an ethical mindset is no guarantee of a cooperative skillset – but done right, this will deliver the “bang for buck” we're all hoping to achieve by joining the B Corp community.

2. There's a big opportunity for B Corps to connect the UN Global Goals to local action

The 17 UN Sustainable Development Goals (SDGs, or Global Goals) are a tremendous opportunity for mission-led businesses. They spell out a new path towards economic development that brings governments, civic organisations and businesses together to create sustainable value and growth. No surprise that B Corp UK is running a Global Goals hackathon in November, and is actively exploring how to align its assessment process with the goals.



The great promise of the Global Goals is that you don't have to be “global” to take part. In theory, even the most modest, locally-rooted SME can make a meaningful contribution towards achieving goals such as “sustainable cities and communities” or “affordable and clean energy” on their home patch.

In practice, however, it is difficult for an idea to jump directly from the global to the local – no matter how good the idea is. For a great idea like the Global Goals to flow successfully from UN headquarters to thousands and thousands of unique local contexts around the globe requires more layers than just “macro” and “micro”. It needs people, groups and institutions in the middle to mediate, adapt and translate global aspiration into local action.

After attending the Global Goals workshop session at B Together, I believe that the B Corp movement is well placed to serve as such a catalyst. It can act as a bridge between the macro and the micro, translating the Global Goals into the “local language” and creating the necessary templates and plug-ins to make it easier for businesses of all shapes and sizes to commit meaningfully to the Global Goals.

Individual B Corps, meanwhile, can create local networks that make the most of the movement's cross-sector diversity and existing relationships with civic society in order to wrap around existing local issues, connect them to the Global Goals and thus unlock and align new resources, best practices and solutions.

3. It's time for the movement to become more diverse and inclusive

To achieve success at scale, the B Corp community must grow to include companies of all shapes, sizes and sectors, without diluting its core ethos. To achieve success that is rich and sustainable, meanwhile, B Corps must open themselves up to the full wealth of human experience.

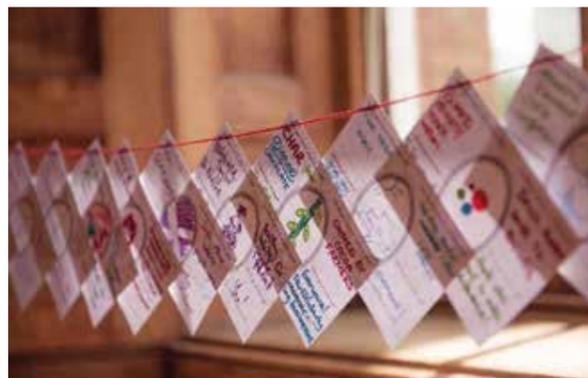
This means working towards a more inclusive and diverse movement – not just because it's the right thing to do, but also because it will make the movement stronger.

B Corp is explicitly committed to building a more inclusive economy, but there were frank acknowledgements during the retreat of the work still left to do. On the plus side, attendees shared practical examples of steps their firms have taken to become more inclusive.

Inclusivity is vital given that our shared goal is to make business a force for good. Who gets to decide what that “good” looks like? The more viewpoints and voices that we include in this most basic conversation, the better chance we have of meeting the world's most pressing challenges in a way that is equitable for and inclusive of all.

Sharing best practices around diversity policies and programmes is important, but it strikes me above all that we must cultivate, both on a personal and organisational level, a genuine and insatiable hunger for new ideas and fresh perspectives. By actively seeking out those who can help us see and understand the world differently, we can build a richer sense of “we” and create firmer foundations for a durable, adaptable and dynamic movement that delivers real change.

For more about B Corp, please visit www.bcorporation.uk



Photos: David Altabev

IT'S TIME TO THINK EXPONENTIALLY.

Smart leaders are well aware that building a sustainable economy is a multi-trillion-dollar business opportunity – but to truly seize it, we have to start thinking beyond incremental change. Here, Richard Johnson of consultancy and “breakthrough change catalyst” Volans makes the case for business leaders to dream bigger, embrace “massive transformative purpose” and seek exponential solutions to the world’s biggest challenges.



We live in what *New York Times* columnist Thomas Friedman calls ‘the age of accelerations.’ Technological progress, climate change and the interconnectedness of the global economy are all developing along exponential trajectories, he argues.

These are deeply discomfiting realities for society and for business. In politics, they have triggered an angry backlash. Smash the machines, deny the science, close the borders – that is the Trumpian response to the age of accelerations. But it won't

succeed in doing anything more than adding a few wrinkles to Friedman’s smooth, exponential curves. Turning the clock back is not an option.

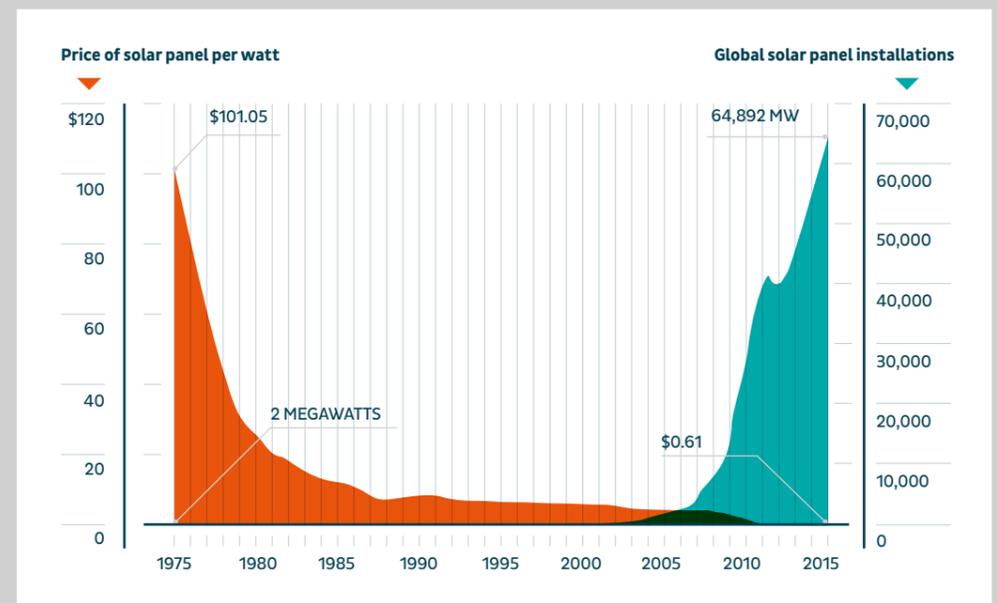
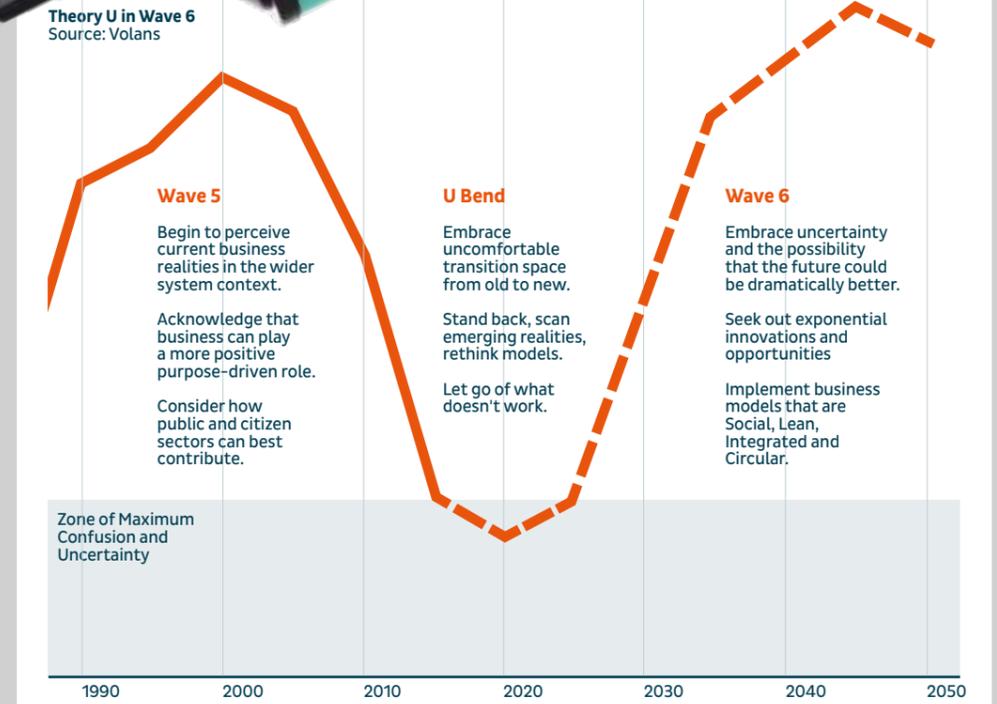
Whilst an old order winds down, and new ones jostle to replace it – in what many now call the Fourth Industrial Revolution – transformation becomes inevitable. But who will it benefit? And which companies and entrepreneurs will create the new interfaces between what technology enables and what marketplaces want?

For too long business has tried to tackle runaway problems such as climate change and population growth with incremental improvements. Tinkering with the established way they have of doing things. Zoom out and our efforts to tackle these challenges are akin to rearranging the deck chairs on the Titanic as it slowly sinks; or, to quote Banny Banerjee, director of Stanford’s ChangeLabs, ‘you cannot solve exponential problems with linear solutions.’ To paraphrase Albert Einstein, we must stop trying to tackle the problem with the same tools and mindsets that created it.

“ We must stop trying to tackle the problem with the same tools and mindsets that created it.

Albert Einstein

”



Volans’ 2016 report “Breakthrough Business Models: Exponentially more Social, Lean Integrated and Circular”

WE NEED NEW TOOLS AND NEW MINDSETS.

What does an exponential solution even look like? Well, that is still to be discovered, but whatever form they do take they will likely be the business models of the new economy.

What we're more clear on is what tools these solutions will use. For example, more data was created in the last two years than the previous 5,000 years of humanity. In 2017, we will create even more data in one year alone - that's seriously exponential. Renewable energy is already competitive with fossil fuels, but what's more exciting is that the price of solar continues to halve every 10 years, just like it has done since its introduction in the 1970s; when combined with a pay-per-usage business model we have seen a similarly exponential increase in

installations that will only continue to grow. Other businesses which have used data to better allocate resources to create more tailored, affordable offerings for customers such as Uber and Airbnb are some of the fastest growing companies in history. Now we must learn to harness these tools - to compliment them with new mindsets.

"Your products change, your purpose doesn't." That explanation by Patrick Thomas, CEO of high-tech materials company Covestro, is probably the clearest articulation of how we

transition away from our economy's legacy lock-in that I have ever heard. This is why currently, stuck between the old economic order of the late 20th century, and the next industrial revolution, we see companies scrambling to redefine their purpose. Sports shoe manufacturers are becoming health companies, and car manufacturers are now "mobility providers". Finding the right purpose is now one of the key challenges facing business leaders, if they don't want their company to have an expiry date.

HURRY SLOWLY, FOR WE ARE IN A RUSH.

Should you get all this right, the exponential curve you'll find yourself on will be precariously steep.

Just look at the turbulence Uber has experienced this year, with one scandal following another, and the temporary removal of their CEO and Founder. It's a cautionary tale of any would-be exponential innovator. After Airbnb closed a series C investment from superstar investor Peter Thiel they invited him to their offices. Midway through the meeting Airbnb Founder, Brian Chesky, asked Peter what was the single most important piece of advice he had for them.

He replied, "Don't f*ck up the culture."

An MTP will have you laying the tracks as you ride them, and it is your culture that will stop you derailing. But where do business leaders turn to for advice in the land of the unknown?

This is a question we've been grappling with at Volans for some time now. Last year - in collaboration with the UN Global Compact, the world's largest corporate sustainability initiative, with 9,000+ members - we launched a platform called Project Breakthrough (projectbreakthrough.io). Our intention: to make sense of this changing landscape for business leaders and to shine a spotlight on a new wave of innovators who are moving from incremental to exponential approaches to sustainability.

So we invite you to get involved. The best strategy for adapting to the age of accelerations is to be curious. Get out of your comfort zone and explore unfamiliar territory.

By all means, use Project Breakthrough as a guide. And if you want to engage more deeply, we'd love to hear from you.



**DON'T
F*CK
UP THE
CULTURE**

Peter Thiel



THE COMMERCIAL CASE FOR ORGANIC.

Yeo Valley Farms has grown from a simple family farm to become the biggest seller of natural yoghurt in the UK, establishing itself as a household name and holding its own among multinational food giants such as Danone and Müller. Its secret? Combining great-tasting food with a clear commitment to its principles: organic produce and supporting British family farms.

Purpose visited the Yeo Valley Farms HQ in the beautiful surrounds of Blagdon, Somerset, to find out what all the fuss is about. After a delicious organic breakfast in the staff canteen, we joined Yeo Valley Farms owner Tim Mead in his office overlooking Chew Lake to talk about milk, yoghurt, and how sticking to your values can supercharge your business.

Yeo Valley embraced organic farming in the 1990s, but this was really just a reversion to the same methods that the Mead family has used as farmers in Somerset for the last 500 years. For Tim, keeping it organic simply makes long-term commercial sense. "As a farmer, it works for me," he says. "In the long-term, we think rotating the crops is cheaper. We have 1500

acres, and we still use the same crop rotation as we did in 1955 when we had 150 acres. And our input costs are going down as the organic sector grows."

Tim is adamant that organic farming can feed the world, if the farming industry can bring itself to take a wider view and avoid the false economy of nitrate-based agriculture.

"Food provides the energy to fuel the human race," he explains. "As I see it, the world is made up of energy, and energy itself can't be destroyed. So why waste energy making nitrates for fertiliser? It makes more sense to use natural sources of energy properly."

At Yeo Valley, this approach extends beyond organic farming. The farm's dairies are powered by green electricity (including energy from onsite solar panels), its offices are heated with home-grown elephant grass, and 50 acres of its farms are managed purely as a habitat for wildlife, thus maintaining local biodiversity.

Yeo Valley is pursuing a number of objectives as a business, but for Tim, one big goal stands out.

"My personal mission is to see a billion litres of organic milk in the country, up from the 450 million litres produced currently," he says. "That would be 10% of all English milk."

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My personal mission is to see a billion litres of organic milk in the country, up from the 450 million litres produced currently.

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YOGHURT, NOT HAIRSHIRT

Values are important at Yeo Valley, but not at the expense of having fun.

"Our values are simple," says Tim. "We're British: we support British family farms, pay UK taxes and contribute towards better infrastructure in the UK. We're real. We invite 20,000 people to our headquarters each year to come see for themselves what we're all about. And - very important - we're fun! The organic movement can get a bit 'hairshirt' at times. That's why we keep our branding fun and accessible, and hold events like our ValleyFest festival each year. We're about good, tasty food - it's not about being 'worthy'. It's really important to get that balance right."

Yeo Valley is currently going through a transition of sorts. Recent decades have seen tremendous growth, directed largely by Tim's entrepreneurial vision. Growth brings new challenges. Today, the business is looking at how it can institute its values across a more mature organisational culture (pardon the pun).

"In the past, we would just do what we thought was right at the time," says Tim. "The motto was, 'don't overthink it'. I would know within 90 seconds whether I wanted to hire someone. We used to be very blunt in our dealings - we are farmers after all!"

As the business matures, Tim faces the common dilemma of how to plan for the future while keeping the brand's core values intact. "The challenge now is empowering people to run the business," he continues, "which can be harder for me than it is for them!"

PURPOSE MAP.



Know a business that belongs on our Purpose Map?

Get in touch at steve@thehouse.co.uk

You can also see the full Purpose Map at www.thehouse.co.uk

1. Neighbourly (Bristol)

Tech startup Neighbourly has achieved rapid growth through CEO Nick Davies' disruptive mission to connect community projects and charities with helpful people and businesses.

2. Buurtzorg (Netherlands)

The "Buurtzorg Model" of self-organising community nursing teams is revolutionising healthcare in the Netherlands, Sweden, Japan and the US.

3. Danone (Paris)

A visionary global F&D company dedicated wholly to achieving health through food. Under the leadership of inspirational CEO Emmanuel Faber, Danone's "alimentation revolution" is driving solid growth and changing eating habits for the better worldwide.

4. WorldRemit (London)

WorldRemit exists to end rip-off fees for international remittances and put migrant workers in control of their finances. Led by Ismail Ahmed, WorldRemit has grown substantially, attracted over £150m in investment and employs over 300 people worldwide.

5. IKEA (Sweden)

The iconic retailer is using its reach and scale to make more from less and build thrift and resourcefulness into its supply chain - driving commercial performance by reducing impact.

6. Vaude (Germany)

This family firm's environmentally-friendly and fairly produced outdoor sportswear inspires people to enjoy the great outdoors while protecting nature at the same time. Vaude's commitment to "partnership with nature" has seen it win awards for environmental and commercial performance alike.

7. Ella's Kitchen (Henley-on-Thames)

Founder Paul Lindley set up Ella's Kitchen to make sure his daughter had the opportunity to discover that healthy food could be fun, tasty and cool. This mission to create healthy eating habits that last a lifetime has made Ella's Kitchen a household name.

8. Unilever (London)

Unilever CEO Paul Polman is perhaps the world's leading advocate for business as a force for good. Driven by a commitment to "make sustainable living commonplace", Unilever has shown that profit and purpose can go hand-in-hand. Its purposeful brands like Dove and Lifebuoy are growing at twice the pace of the rest of its portfolio.

9. LEGO (Denmark)

CEO (and now chairman) Jorgen Knudstrop rescued the loss-making toymaker from the brink by refocusing on its purpose of "inspiring and developing the builders of tomorrow". Under his leadership, revenues increased by an average of 17% per year.

10. Seventh Generation (Burlington, Vermont)

For almost 30 years, this provider of natural, plant-based household products has gone from strength to strength. A certified B Corp, Seventh Generation has set new standards in environmental safety, transparency and green advocacy. In September 2016, the firm was purchased by Unilever for \$700m.

11. Patagonia (Ventura, California)

Outdoorwear maker Patagonia is a true pioneer in purposeful business. Led by founder Yvon Chouinard, the firm has won customer loyalty and generated huge commercial success by sticking to its mission of "build the best product, cause no unnecessary harm, use business to inspire and implement solutions to the environmental crisis".

12. Zoono (Lusaka, Zambia)

One of Africa's hottest startups, Zoono's mission is to inspire and equip a new generation of emerging entrepreneurs through a combination of financing and money services, allowing innovative startups to reach low-income customers. The firm specifically targets young women with no formal business experience, helping them become thriving business owners. Zoono has over 1.5m active customers and employs over 150 people of 25 nationalities across four countries.

13. Safaricom (Nairobi, Kenya)

Safaricom revolutionised personal finance in Kenya through M-Pesa, a simple and accessible mobile payments service. M-Pesa gave previously "unbanked" citizens a way to transfer money safely and securely, making a huge dent in theft and corruption. Today, M-Pesa has over 20m users in Kenya, and M-Pesa transactions account for over half of Kenyan GDP: driving strong profit growth for Safaricom.

14. Natura (Cajamar, Brazil)

A registered B Corp, cosmetics giant Natura relies mostly on natural plant-based products for raw materials. This creates a supply chain where keeping rainforests intact can become more profitable than cutting them down, benefitting Amazonian communities. Its revenues increased by 53% between 2010 and 2015.

15. Caravela (Bogota, Colombia)

Caravela has pioneered the trade of high quality, fully traceable coffee beans in partnership with individual producers. Buying directly from smallholders increases the firm's impact at origin, with Caravela providing farmers with technical help, finance and education. It also gives Caravela's customers transparent access to the highest quality specialist beans, allowing direct relationships to develop between roasters and micro-farms. This approach has seen Caravela expand from its native Colombia to seven other countries.

16. Wipro (Hyderabad, India)

Regularly recognised as one of the world's most ethical companies, IT consulting and business process services company Wipro has earned customer trust across 6 continents through its commitment to sustainably utilising natural resources, capital and talent. In FY2016, Wipro recorded revenues of \$7.7bn.

17. Enel (Italy)

Led by CEO Francesco Starace, Enel Group is driven by its purpose of "Open Power" to create a greener, smarter, more innovative, more decentralised and more people-powered electricity grid. This includes a focus on renewables and on bringing power to remote, rural and poor areas around the world. This clear mission has fuelled strong commercial performance.

WHAT DOES IT TAKE TO LEAD WITH PURPOSE?

The key principles and values of leadership haven't changed much over the decades. But two big drivers are changing the way that leadership has to function to be successful in the 21st century.

Getting to grips with these changes is important to all leaders, but especially those who lead game-changing businesses rooted in mission and authenticity.

The first big change involves what today's employees want from their leaders.

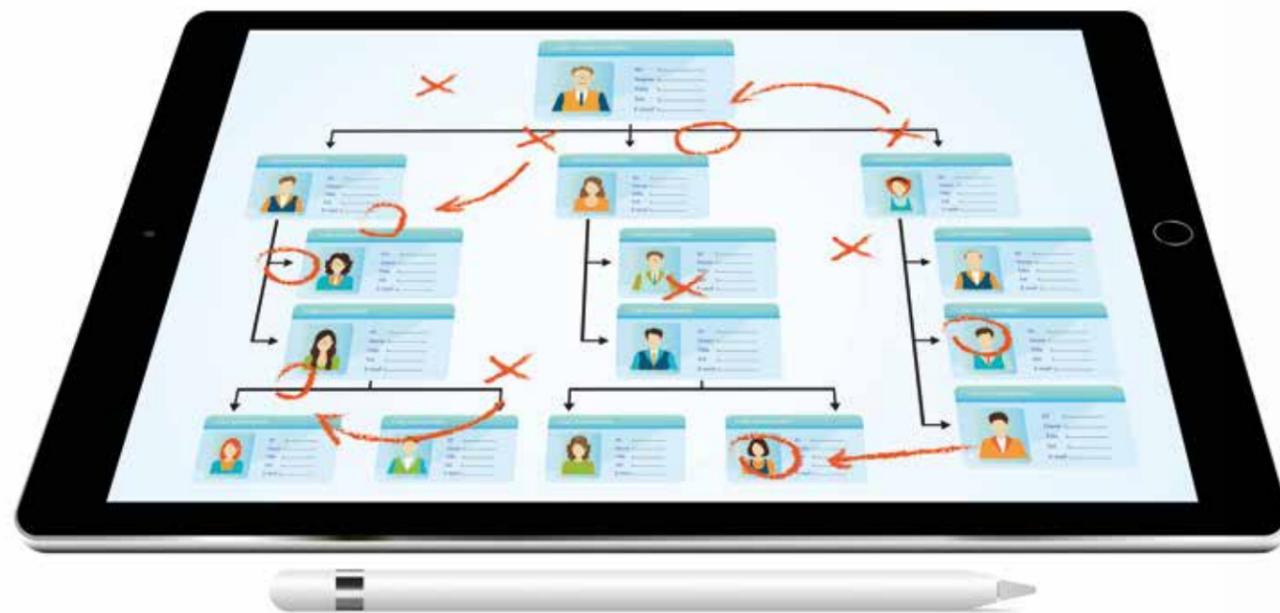
Like all employees, they value clarity, purpose and a place where they can bring their whole selves to work. They want leaders who tell the truth, model the company's values in their own behaviour, communicate properly and create a sense of direction through clear decision-making.

What's different is that today's workers also want far more frequent feedback on how they are performing, how they are growing and developing in their role, and what their contribution means for the business and its purpose. They have a keen sense of the "entrepreneurial self", a sense of authorship over their personal development, personal purpose and personal brand, which means that they are not content to sit behind the same desk for decades and wait for their gold watch. Their career development is an essential part of their development as human beings, and they want workplaces that understand and reflect this.

The second big change is happening at the level of organisations and business ecosystems.

Working arrangements are changing on the inside, whether through the rise of remote working, portfolio careers, "teal organisations", agile business, horizontal management structures or outright holacracy. On the outside, whole sectors are facing technological disruption at an historic scale. Flexibility and adaptability have become paramount virtues.

These two changes require two distinct responses. To meet the changing needs of employees, leaders must become more human. To survive, adapt and thrive in a fast-changing world, leaders must become more creative.



“ They are not content to sit behind the same desk for decades and wait for their gold watch. ”

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HUMAN LEADERSHIP

What does it mean to become a more human leader? In general, it means creating workplaces that are more in tune with the wellbeing of people than that of systems. Organisations that are people-shaped, not vice-versa.

There are three facets of human leadership that we think are particularly important.

1. Be seen and known

How could you make yourself more available, visible and open to your employees? Laura Tenison of JoJo Maman Bébé, to take a practical example, has lunch everyday in the staff canteen, eating elbow-to-elbow with her team [see interview on P4].

More broadly, are you leading from the front and truly owning and living the company's message? Elon Musk

of Tesla is a great example of a leader who personally embodies his company's purpose, rather than leaving the message to the marketing team.

2. Show vulnerability

In the past, leaders would never admit to faults or mistakes. Today, leaders are increasingly dropping the mask and being open, honest and humble about their strengths and weaknesses. It takes courage to do this, but it creates more authentic and human relationships within the workplace. What's more, being honest about where you need help also serves as an invitation for employees to step up.

As Howard Schultz, CEO of Starbucks puts it, "when the leader demonstrates vulnerability and sensibility and brings people together, the team wins."

3. Coach more than lead

Human leadership is as much about coaching people to lead themselves as it is about traditional leadership. After all, aren't traditional "leadership skills" – whether that be communicating, decision-making, showing empathy, motivating, prioritising – ultimately valuable skills for everyone in the business?

This is especially important in workplaces with a high degree of employee autonomy. The more you can distribute leadership skills and a leader's mindset across your business, the more your employees will be able to flourish.

This means taking a light touch and spending time truly getting to know your team and what drives them.

CREATIVE LEADERSHIP

Radically creative thinking is winning the day. CEOs and policymakers from around the world continue to make pilgrimages to Silicon Valley to better understand how disruptive companies like Amazon and Airbnb are using creative leadership to smash old business models and plot a new course.

Of course, radical thinking can be found everywhere. The challenge for creative leaders is how to recognise it, how to cultivate it and how to execute it. Under truly creative leadership, radical thinking succeeds because of the way the organisation and its infrastructure is set up, not despite of it.

How can you become a more creative leader? Three factors stand out.

1. Cultivate the right conditions for creativity

Creative leaders look for ways to encourage people to be playful, curious and experimental.

At a basic level, this might mean nixing the 9-to-5 and giving employees the flexibility to find their own creative rhythms.

It also means increasing opportunities for collaborative working, bringing people from different disciplines together to avoid silo thinking. Famously, Apple's circular "spaceship" HQ in Palo Alto is designed to "naturally" bring people from different teams into day-to-day contact, increasing the likelihood of serendipitous encounters.

Using collaborative software such as Slack or Yammer can also do the trick – the key is simply being prepared to invest the time and resources into cultivating spaces for creativity and ideas sharing.

Being creative means more than just indulging in blue-sky thinking, however. It also means encouraging employees to challenge the consensus, explore differences of opinion and to step into other people's shoes. There is a danger of sticking

too firmly to one idea about how your company should achieve its mission. Creative leaders such as Sharon Chang, serial entrepreneur and co-founder of businesses such as Invest Forward, LQD, Yoxi and Living Osa, will go as far as to deliberately appoint people who will contradict them.

Finally, remember that being creative means embracing risk. Giving people permission to experiment must mean giving them permission to fail and learn.

2. Create an environment of possibility through dynamic focus

In a fast-changing world, organisations themselves must be creative in how they operate. Creative leaders have the ability to see opportunity in uncertainty, be comfortable with ambiguity, while at the same time driving hard at what they believe they can deliver.

We call this "dynamic focus". It's the ability to be really clear on the plan, while staying open to the possibilities – to commit to a direction, while always scanning the horizon and being sensitive to changing customer preferences, changing market conditions and new technological opportunities.

Drilling down, this can also mean a willingness to tinker and experiment with the very structure of the business. Companies such as GE, Zappos, Medium and Trivago have adopted fresh-thinking systems, such as agile business or holacracy, that allow teams of employees to figure out for themselves how to set and meet goals.

3. Always stay in tune with your mission and purpose

Ultimately, it's difficult to build the right conditions for play, creativity and risk in a company where short-term financial performance is the number one indicator of success.

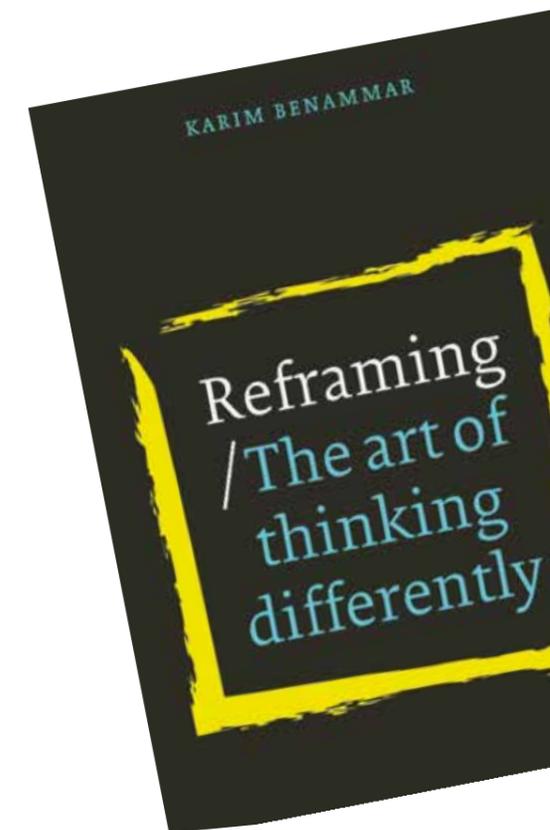
The confidence to be creative and take risks, to go after the blue sky while

remaining tethered to reality, relies on having a clearly defined and fully embodied sense of purpose, both for you as an individual leader and for the company as a whole.

Keeping purpose constantly front-of-mind can mean the difference between achieving rich, sustainable and creative growth together, and getting bent out of shape by copying other people's innovations or expanding just for the sake of it.

Organisational purpose is something to be cultivated over time, not just etched in stone once and for all. There will always be forces pulling you and your team away from it. Go back to it, check in with it, stay in tune with it. Use your human leadership skills to create the space for honest dialogue about how the company's purpose is being lived, what pressures it's coming under and what new opportunities it might open up.

By embracing human and creative leadership, forward-thinking leaders will build businesses that change the world – and have fun along the way.



Q&A:

Victor da Cunha, Curo

Victor da Cunha is Chief Executive of Curo, a Bath-based, profit-for-purpose housing association that has set up its own house-building division. Driven by a mission of providing great homes, supporting communities and improving lives, Curo is one of the largest landlords in South West England, managing over 13,000 homes with more than 25,000 customers across the region.

With reducing public funding for social housing, Curo's business model is to engage in commercial house-building and lettings, so that it can reinvest surpluses to support its core social purpose. This means investment in neighbourhood services as well as homes, including award-winning support services for a wide range of customers, serving homeless young people and families, older and disabled people, and those affected by mental health issues or memory loss.

Purpose spoke to Victor about the challenges of operating in such a politically sensitive sector, and how Curo finds the right balance of profit and purpose within its organisation.

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If we don't take risks, we won't make a difference.
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What motivates you personally as a leader?

Social housing was hugely important to my family when my mum and dad first came to this country.

Back then, social housing was something that people aspired to. However since the 70's, our national social housing stock has been eroded, mainly because of the 'Right to Buy'. Without the proceeds from those sales coming back to fund replacements, we're now left with a huge housing demand and a system designed for only the most vulnerable, rather than for any family on a lower income.

I'm driven by a desire to improve that situation; to improve the condition and amount of social housing. I think it should still be seen as a national asset and more should be built. Housing shouldn't be seen as a tool for speculation, it should be your home, a place to feel safe.

So for me, working in housing brings meaning to my life. There's an injustice that needs to be solved, and I believe that we, at Curo, are part of the solution.

What does social enterprise and mission-led business have to offer the housing sector?

Government cuts have made housing – a sector that was already not particularly well-invested – even more fragile. For publicly funded organisations, the amount you can do conventionally in that environment becomes less and less each year – so you need to be creative and bold.

Many people in the social housing sector have come to the realisation that the current model doesn't work, and that something has to change.

As a housing association with charitable objectives and a social purpose, our philosophy has always been to be very clear about why we exist and what our purpose is, and to be bold enough to experiment with different ways of cross-subsidising that core purpose.

We have looked at our strengths and thought about how we can use what we're good at to fund our core mission, because gone are the days when we could expect any material form of public subsidy. Commercial activity therefore simply becomes a means to an end, not the end in itself.

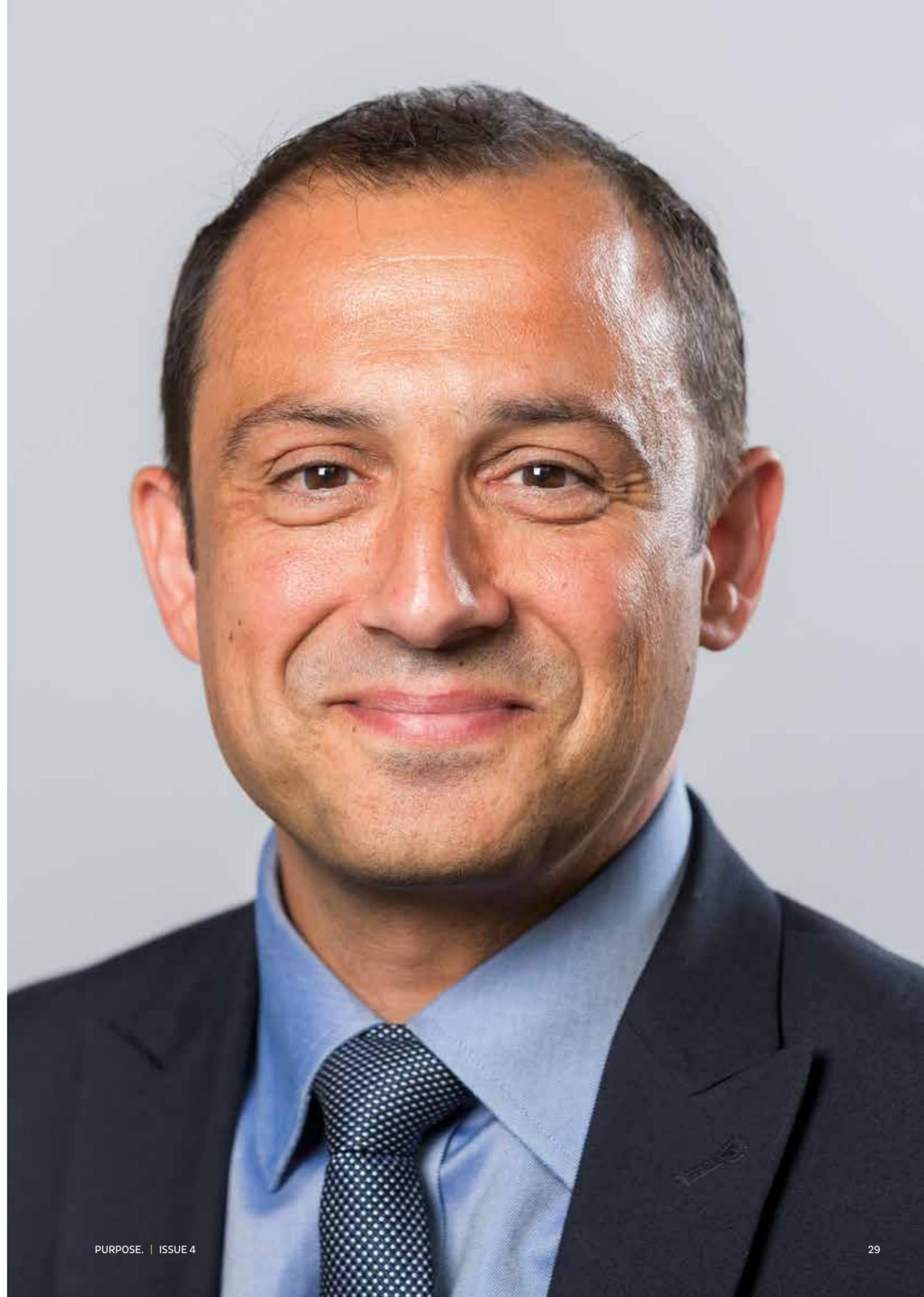
Why is risk-taking and thinking big important for purpose-led organisations?

I believe we have to be bold and creative to respond to the challenges in the operating environment, as well as to address the housing crisis this country now faces.

If we don't take risks, we won't make a difference. For me, it's important for purpose-driven organisations to stand up and be counted, especially in periods of austerity; it's a civic and moral duty.

I feel strongly that we must work with others, irrespective of their politics, to further our social purpose. It's useful that we don't have shareholders who obsess over short-term dividends or returns – we have stakeholders who expect better services from us and more affordable housing, which really helps to keep us focused and determined.

Of course, thinking big carries more risk, but being able to manage those risks effectively allows us to do more and deliver greater outcomes.





Local residents take part in a consultation for a new Curo community

Curo is known for putting big ideas forward, including far-reaching regeneration schemes and even proposing a cable car as a transport solution for a new development in Bath. Do you think having a business mind-set makes you more inclined to think big?

Yes, absolutely. The relief of poverty and access to affordable housing is at the core of what we do. The job of the Board, and of the Executive team, is to push the boundaries of what we can sensibly do in order to achieve that core purpose.

Even when it courts controversy?

Yes. I'm well aware that some people believe we should think small. They don't believe that we, as a social housing provider, should be thinking about the broader things that make people's lives successful. There is no harm caused by organisations consulting on, and acting on, the big ideas that will help local residents and society more generally. It would be a great shame to allow NIMBYs to dilute aspiration and progress.

Why do you think that is?

I think there's a sense at the moment that the public are wary about institutions - whether they trust them, who they are, what are their motivations and intent. That's just one of the risks you have to manage - how many big agendas can you push at any one time, without harming the organisation's reputation?

The easiest thing is to do nothing, because doing nothing gets you no grief at all. But I think it should be the job of all purposeful businesses to think bold, to do bold things, to push the boundaries of what's possible; to want to make society better.

How is your business model different from your competitors?

We're building a model that we call 'social premium'. We start by assessing all house-building in a commercial way; does it stack up financially? Then we apply an additional series of metrics that are important to us, that make us who we are, which is different to a commercial developer.

For example, the houses we build are bigger than most commercial developers' products. We will put in a certain level of comfort and storage capacity. We make open spaces more attractive because we believe people want to socialise in those places. We provide community facilities and think about affordability for residents.

We don't believe that you can build houses and say "that's community". Building communities is more than building houses, it's about improving the wellbeing and skills of local residents, giving them access to employment, education, leisure experiences, parks, cultural experiences - in short, taking a more rounded view about what makes a neighbourhood successful. We have all seen the unintended consequence of places that don't have those features and then begin to decline.

The social premium model means that we accept a lower financial return for our schemes, as we reinvest the profits to create social value. We are involved in our developments for the long term, and invest in more than just the housing.



Curo's Clean & Shop scheme gives customers the chance to have a sense of independence however challenging their circumstances.

Looking internally, what are the challenges of leading a purpose-driven organisation?

We've had to become much more business-like in order to deliver our social purpose.

The vast majority of my colleagues are driven by a desire to do social good, to do things they believe in - they work here because they know they're improving people's lives.

As a result of that, it can sometimes be a challenge to keep focused on the pure mechanics of business. When you're values-driven it can be tempting to try to do lots of good things at once, rather than prioritising the really potent ideas. It takes commercial savvy to know where to invest your time and energy. It's important not to be seduced by the whole notion of doing good for the sake of good, rather than doing good because it's the wisest decision to make.

So we spend a lot of time working with colleagues to harness that love of what they do, and transforming it into disciplined execution. We still have work to do in this area but we are getting better at it.

What does that involve in practice?

We have a leadership programme that every colleague undertakes. First, you learn how to lead yourself, then how to lead others, then how to lead the business.

Here at Curo, we get measured on what we do and how we do it - achieving our work objectives and living Curo's values and leadership principles. In appraisals, we're scored against values, through a 360 feedback review, and we are scored against the nine leadership attributes that underpin our leadership model.

Everyone in the organisation goes through these programmes, and they are hardwired into feedback, learning and development, and appraisals - from me to the most junior colleague.

It's made a massive difference in our approach to recruitment. Attitude is now as important as skill. You can train people in just about anything, but you can't train attitude. We've brought in a bunch of really, really great people to the organisation as a result of this approach, focusing very much on values and leadership principles.

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We've had to become much more business-like in order to deliver our social purpose.

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How do you create cultural harmony between your commercial house building arm and the rest of the organisation that it cross-subsidises?

Well for a start, it's all called Curo and everyone works in the same office. Everyone goes through the same leadership programme and faces the same values-based appraisal system. This helps prevent cultural gaps and different agendas taking root. We also rotate some people throughout the organisation.

It does add complexity, but that complexity is more than offset by a consistency in culture and approach.

Disclosure: We are proud to say that Curo is a past client of The House.

LEADERSHIP FROM WITHIN: A PERSONAL JOURNEY TOWARDS PURPOSE.

Gill Simpson is the Director of chapter forty four, a consultancy and coaching business that helps people and organisations realise their potential by identifying their purpose and putting it to work.

With over 20 years of experience in the private (FMCG) sector, Gill held a number of different senior leadership roles, most latterly on the Executive Board team at Danone where she was Corporate Affairs Director for the Early Life Nutrition business in the UK.

Throughout this time, she has been inspired by the role that coaching can play in helping people transition to leadership roles and become effective, authentic leaders. She is a member of the International Coach Federation and in the process of completing a Post-Graduate Certificate in Business and Personal Coaching.

“Leadership is personal. Becoming a leader is an individual process and it starts with self-awareness. It requires a deep understanding of who you are. But how many of us really understand who we are and what we are leading for?”

After many rounds of 360 feedback, personality profiling and leadership courses, I came to realise that values lie at the heart of leadership. Values are the energy behind our goals; they help us explain why we do what we do, but few of us can clearly articulate what our own values are. It was only when I understood my values that I began to really make sense of who I was as a leader.

Let me give you an example. One of my values is compassion, and in the world of work it has sometimes felt like more of a hindrance than a help. My compassion links to high empathy, which means I am sometimes openly emotional in certain situations. Some people I've worked with have found this uncomfortable; some have perceived it as a weakness. So for a long time I thought it was something I needed to address. And I did need to give it my attention, but not in the way I first thought. Rather than finding ways to control and quash my empathy and emotions, I realised I needed to accept it as an important part of who I am and to find ways to use it as a leader.

One experience has stayed with me. I was on the executive board team of a large FMCG business and we had taken a tough, organisational decision that we knew would impact people's jobs and lives. It was an organisation that really cared about its people and we gave a lot of thought to how we could best communicate this difficult message to employees. Because of my ability to empathise and unlock emotion in others, we concluded that I should be part of the team making the announcement. What started out as a perceived weakness had turned out to be a crucial leadership quality, and even though it was one of the hardest moments of my career, it was also a defining moment for me personally, as I felt truly valued for being who I am.

This in turn inspired me to think about what I was leading for. I believe all great leaders are in touch with what matters to them, guided by the future they want to see. I know now that what matters to me is people. I want to help others to go on the journey I've been on, to have the chance to understand who they are and how they can bring their values into their work as a leader. How they can do more of what really matters to them, and to be more of themselves more of the time. How they can lead with their own purpose.

I've now established my own coaching and consultancy business, with purpose. A purpose that supports others to work out what really matters to them and to start leading towards that future. And I'm still on my own leadership journey.

Wherever you are as a leader today doesn't determine where you will be tomorrow. It's up to you to find the answers and go on your own personal journey to discover your purpose.”

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gill@chapterfortyfour.co.uk

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It requires a deep understanding of who you are. But how many of us really understand who we are and what we are leading for?
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Q&A:

William Richardson, Green Element

Making sure that your company's operations are environmentally sustainable should be a basic priority for every purposeful leader, regardless of your size or sector. But that's not to say that leaving a light footprint is simply a tick-box exercise. With the right approach, your company's environmental strategy can energise and motivate all of your employees.

Purpose spoke to William Richardson, managing director of environmental business consultancy Green Element, to learn more.

What's the secret to getting your environmental strategy right?

Early on, I realised how necessary it is for all employees to be motivated to support and implement any strategy – from the cleaners to the MD.

One of the earlier projects we handled was for a worldwide advertising agency. They were already convinced of the need for business to take its share of responsibility in trying to improve their carbon footprint, but uncertain as to how to make significant inroads into achieving this.

We helped the senior leadership to develop a plan that involved and engaged every employee. In one year, by restructuring their travel arrangements, they made savings of £57,000 and of 260,000 kg carbon emissions together with increased efficiency in utilities and stationery use they achieved annual savings of approximately £14 per employee, equivalent to £7,000 annual savings.

What's the best way for leaders to decide how much to invest in achieving environmental sustainability? After all, not every purpose-driven business has a primarily environmental mission.

As passionate as we at Green Element are about saving the planet, we are only too well aware of the importance of the financial viability of any project. The beauty of knowing that environmental sustainability sits comfortably with financial viability is one of the big pluses of being involved in environmental protection.

Even taking into account management consultancy fees, cost savings are inevitably made year on year. And the good thing is that each individual can have a clear conscience about his/her contribution to global environmental sustainability. So I have to ask, why wouldn't every business 'go green'?

So this is relevant for all businesses and all leaders?

Yes – in fact, I love the diversity of businesses we work with: a large laundry firm, an abattoir, several technology companies, an international chartered accountancy firm with multiple sites, and a transport company, to name but a few. We also work with an international university and whilst reviewing all the bills, we discovered that the university had been incorrectly charged the climate change levy tax on its buildings, which resulted in a saving of £65,000 in addition to the £27,000 efficiency savings relating to water and electricity consumption – not only good for the environment but good for education!

But it's not all about saving money, though of course it helps. The leaders of these companies are justifiably proud of their enlightened attitude towards saving the planet, which in turn informs their appreciation of their employees who have been involved and who appear to be much happier because of it. I genuinely believe it produces a 'feel-good' factor amongst the workforce.

What motivates you personally?

I think my detailed knowledge of the increasingly worrying aspects of the detrimental impacts of business on the environment spurred me on to want to do something really positive to help make companies think about what they could do to neutralise some of this impact, whilst actually saving money in the process. I realised early on that I would need extra help specialising in different areas of the process, and I now have five employees – all of them totally dedicated to the belief in Green Element's core values and the efficacy of our methods.

One of my proudest achievements is being eligible to become a member of the global B Corp movement, whose ethos not only addresses environmental issues but also embraces ethical practices with regard to employees and a company's community responsibilities. B Corp status is akin to a Fair Trade certification for businesses and Green Element is equipped to guide clients to achieve membership of B Corp.

What's next for Green Element?

The most exciting news is that we have launched Compare Your Footprint, an online Carbon Benchmarking Tool, which is the first comprehensive online carbon calculator which compares your company with others in your industry, whilst providing a catalyst for creating a leaner and more efficient organisation – the best bit is, it requires no additional data compared to a standard online carbon footprint tool.

www.greenelement.co.uk
www.compareyourfootprint.com

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In one year, by restructuring their travel arrangements, they made savings of £57,000 and of 260,000 kg carbon emissions.

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YOUR PURPOSE JOURNEY.

A roadmap to making your business and brand a force for good.

Activate purpose with values, culture and behaviour

Put purpose into action by building a healthy workplace culture.

Find and embed the shared values that will empower your team.

Identify and foster the behaviours that make purpose tangible.

Bring your purpose story to life

Tell your story creatively.

Build authentic and inspiring movements.

Inspire deep loyalty from customers, employees and partners.

PURPOSE

Discover your purpose

Find your "Why".

Ask the big question: what is your purpose beyond profit?

Dig into your past, present and future.

Root your purpose in reality.

Create a purpose statement that transforms your business.

Supercharge strategy and innovation

Make purpose your engine for growth and innovation.

Align your purpose to your business, culture and brand strategy.

Use your purpose as an invitation for all employees to solve problems in fresh and forward-thinking ways.

Create purposeful advantage.

Become a truly authentic leader

Tap into your personal purpose.

Uncover what truly matters to you.

Overcome fear and short-termism to lead from a place of authenticity and belief.

Purpose Magazine exists to help business leaders on the journey to making business a force for good.

To talk about any step in your own purpose journey, just pick up the phone and speak to Steve and Graham: 01225 780000 or graham@thehouse.co.uk



OUR STORY.

We set up The House 20 years ago. In our first decade we worked with some of the biggest names in the drinks, retail and entertainment industry, including Jack Daniel's, Diageo and Swatch.

You learn a lot from working with global brands. Most of all, you learn about yourself and what really matters to you. We looked inside ourselves and realised that we are here to help business and brand become a force for good.

Ten years ago, we took the leap and decided to put purpose at the heart of our company - giving up 70% of our turnover in the process. It was a big step and there were moments of huge doubt, but we knew deep down that a strong sense of purpose was linked to business success.

The evidence now confirms it: purposeful brands outperform, attract the best talent and connect to customers on a deeper level.

Building our business on purpose has transformed our company and our culture. It's also helped us to transform the fortunes of our clients and deliver truly meaningful work - work that has been recognised by nine Europe-wide awards.

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Building our business on purpose has transformed our company and our culture.
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Our job at The House is to help leaders create businesses that are a force for good.

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