

A JUST ENERGY TRANSITION IN 650 STEPS

How 'Sex and the City' inspired Patricia Nzolantima to bank on African women

Founding members of the Council for Inclusive Capitalism share how they are taking action toward progress



A WORD ABOUT INCLUSIVE CAPITALISM

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The goal of inclusive capitalism cannot be achieved by one leader, or one organization, or even one country alone. Instead, I understand this "moral imperative" to be intrinsically tied to collective action.

FIONA MA,
34TH CALIFORNIA STATE TREASURER

2

Companies have a duty to society in terms of providing affordable services and employment. We also have a duty to be sustainable. Our hopes for any collaborative initiative are that we can better understand through dialogue what our stakeholders need to together develop solutions.

JOSU JON IMAZ, CEO, REPSOL

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By working together, modern business leaders can generate profits while protecting our planet, expanding opportunities for more people, and advancing global prosperity. And we can recapture the spirit of inclusive capitalism that forges stronger, more equitable, and more sustainable communities.

CARMINE DI SIBIO, GLOBAL CHAIRMAN AND CEO, EY 4

Only collaboration at all levels will allow us to make the progress necessary to tackle the unprecedented challenges that impact us all. Together, we will support and guide companies across the world in sharing best practices to urgently address the climate emergency, the loss of nature, and mounting inequality. For this to be done successfully, leaders everywhere need to change their mindsets toward building long-term resilience, toward a regenerative approach to business, and ultimately toward reinventing capitalism.

PETER BAKKER,

I think that despite all the problems that we that our world faces today — geopolitical, economic, social, environmental — we are making progress as a society. Be it slowly, but I think progress is happening. That gives me hope that over a long period of time, perhaps over generations, our way of life and our economic models are becoming more inclusive.

> NIELS LORIJN. MANAGING DIRECTOR, CAPDESIA

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From an ecosystem perspective, the responsible investment movement continues to gain traction, with stakeholders increasingly recognizing that long-term prosperity requires moving away from short-term profit as the only definition of value.

However, when it comes to leveraging capital to drive impact at scale, there is no one-size-fits-all financial instrument, and next-level results call for partners who are ready to co-design alternative and innovative investing models."

ELFID TORRES.

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All of us who thrive on the success of capitalism need to have a sense of responsibility and empathy to counteract the forces of inequity that the system also creates... We need to collectively harness our resources, ingenuity, and energy to align our institutions to the broader, progressive development goals of humanity... I believe that no challenge is insurmountable if we [do this], most especially when we are driven by a shared commitment to make a meaningful difference in the lives of people and in the future of our children and our planet.

JAIME AUGUSTO ZOBEL DE AYALA.

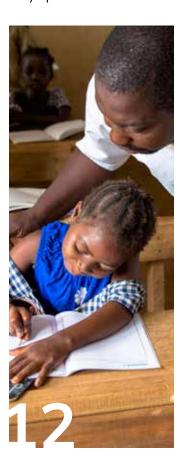
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Capitalism is at the heart of innovation that creates a higher standard of living and we know that it's been working yet we also know we can do a lot better.

WHAT'S INSIDE

EMBEDDING HUMAN RIGHTS IN THE CHOCOLATE INDUSTRY

Nestlé understands the power of their value chain and the impact they have on the communities where they operate.



HOW 'SEX AND THE CITY' INSPIRED PATRICIA NZOLANTIMA TO BANK ON AFRICAN WOMEN

While pursuing her own entrepreneurial ventures, Patricia encountered social obstacles that prompted her to think critically about who traditional financial systems benefit.



BUILDING CIRCULAR ECONOMIES WITH PLASTIC BANK

This waste can become a treasure to fuel some of humanity's most pressing needs: stopping ocean plastic and helping people transcend poverty.



SHARING PROGRESS

Three of the Council for Inclusive Capitalism's founding members to share the progress they are making on some of their most ambitious commitments.



TURNING SUBSISTENCE INTO SUSTAINABLE BUSINESSES

Social change enterprise Fundación Capital is challenging extreme poverty through entrepreneurship and putting hundreds of thousands of families on a pathway to economic selfreliance and resiliency.



EVERY MOVEMENT THAT LASTS HAS A MORAL FOUNDATION

The work of inclusive capitalism belongs to each of us, regardless of where we come from or what we believe.





ON THE COVER

A JUST TRANSITION IN SIX **HUNDRED FIFTY STEPS**

Beatrice Wind Farm in Scotland provides opportunities for workers to transfer their skills from the oil and gas industry to renewables.

OTHER STORIES

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LEADERS OF THE COUNCIL FOR INCLUSIVE CAPITALISM

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Mark Carney, UN Special Envoy for Climate Action and Finance for the United Nations

Carmine Di Sibio, Global Chairman and Chief Executive Officer, EY

Lynn Forester de Rothschild, Founding and Managing Partner, Inclusive Capital Partners

Rich Lesser, Global Chair, Boston Consulting Group (BCG)

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Executive Chairman, Estée Lauder Companies

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34th State Treasurer, Office of the California State Treasurer

Michael Miebach

Chief Executive Officer, Mastercard

Hiro Mizuno

Special Envoy on Innovative Finance and Sustainable Investments for the United Nations

Ronald P. O'Hanley

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Honorary Chairman of Royal DSM and Co-Chair of the Global Center on Adaptation

Mark A. Weinberger

Former Global Chairman and Chief Executive Officer, EY

Great challenges have always been best addressed as a community.

More than a decade ago, I began to bring together private and public sector leaders on the need for an 'inclusive capitalism' because I had a growing sense that more could be done to meet the economic and societal challenges of our time.

Of course, there were numerous charitable foundations and governments providing varying forms of safety net support. Corporate social responsibility departments germinating in every major corporation. Yet, we were overwhelmingly falling short of society's needs and expectations.

What was missing? Community. Resources. Information, Coordination, Inspiration, And not necessarily in that order. But above all, what was missing was private sector intentionality to operate business and investment models profitably with the benefit also going to people and our planet.

I had the honor, along with several of our founding members, of attending an address from His Holiness Pope Francis where he challenged us as business leaders to bring forth the "concrete ideas and decisive action which will benefit all people and which will begin to respond to the pressing issues of our day." I was inspired to build a community that would respond to his challenge.

The Council for Inclusive Capitalism exists because there is both a moral and a market imperative to work together to advance a more inclusive and sustainable economic system for the benefit of future generations. The most valuable companies of the future are those that recognize today that sustainability, inclusivity, and strong governance are critical to their bottom lines.

Since the Council for Inclusive Capitalism launched in 2020, we have grown from 25 private and public sector organizations to a global community of more than 300 CEOs. On our commitments platform, our members are taking more than 600 (and growing every day) concrete, measurable actions to practice capitalism in ways that meet the great inequality and climate challenges of our time.

This platform is so powerful because of the ideas, impactful stories, and lessons within it that can challenge and motivate us all. Telling stories is one of the best pathways leaders have to share what they have learned and inspire others to push their boundaries. Hearing their experiences gives us an opportunity to dig deeper, and it can shape, strengthen, or challenge our perspective.

The Council for Inclusive Capitalism operates in a dynamic ecosystem of organizations mobilizing private sector action for a better world. and there's much to learn from their experience. Our members are acting on their values every day, and I hope you will find inspiration in their work. What follows are just a few of their stories. LYNN FORESTER DE ROTHSCHILD FOUNDER AND CO-CHAIR, COUNCIL FOR INCLUSIVE CAPITALISM

Taking Steps, Making Progress

The Council for Inclusive Capitalism launched in December 2020 with just 25 organizations. Since then, we have grown to more than 300 organization leaders sharing their best ideas and concrete actions for operating and investing in inclusive and sustainable ways. Now numbering more than 625 time-based, measurable commitments to action, our repository of best practices is the largest open-source library in the world.

We asked three of our founding members to share the progress they are making on some of their most ambitious commitments. While these are just a few examples of how our members are driving meaningful, measurable impact on the global economy, the Council plans to release its first, Council-wide progress update in 2023 to highlight the collective and individual progress made since our launch in 2020.



EY is collaborating with Unilever and the UK Foreign, Commonwealth and Development Office (FCDO) through the TRANSFORM program, a £90m unique joint initiative to deliver market-

based solutions to the world's biggest development challenges. Established in 2015, it works to accelerate impact enterprises, blending funding and support by using its capabilities and expertise in marketing, distribution, digital and business resilience to deliver transformative market-based solutions to low-income households in sub-Saharan Africa and South Asia that last.

As of August 2022, TRANSFORM has:

• Impacted the lives of six million people across 15 countries with 74% of direct beneficiaries categorized as "marginalized" (women, rural, low-income)

- Supported over 75 projects that have either developed innovative business models and/or conducted research
- Built a strong evidence base of over 90 outputs and eight peer-reviewed papers on behavior-change-led interventions to improve the lives of low-income groups, disseminated at more than 30 major conference presentations.

One example of TRANSFORM's success is Jeeon, an online marketplace for retail pharmacists and chemists in Bangladesh. Jeeon helps to get vital supplies to remote rural pharmacies (and 4 million underserved patients) through its digital platform and aims to reach every pharmacy in the country next year.







In its effort to digitally enable 50 million small and micro businesses (SMBs) worldwide by the end of 2023, **Visa** has

launched various community-based programs to help more small businesses accept digital payments and gain greater access to the digital economy. As part of this ongoing commitment, Visa has helped digitally enable 30 million SMBs worldwide as of May 2022 by introducing a range of locally designed programs and solutions to enable SMBs to drive efficiency and sales through acceptance of digital payments, building online businesses and incentivizing neighborhood support.

In order to do so, Visa is focusing initially on four strategic areas to promote digital commerce and economic growth, with plans to continue to create products and services as the needs of entrepreneurs change over time. These areas include:

 Empowering digital-first businesses: Visa has built localized online resource centers – now available in more than 20 countries – providing tools, partner offers and information on how to start, run and grow digital-first small businesses. In the U.S., Visa is expanding its partnership with IFundWomen providing grants and digital training to U.S.-based Black women-owned small businesses.

- Encouraging digital payments: Visa is working with a range of partners to increase the number of locations where consumers can tap their contactless card or mobile phone.
- Incentivizing neighborhood support: The Visa Back to Business Project – an online tool that helps consumers identify businesses that may be open in the wake of the pandemic or a natural disaster – is now live in Australia, New Zealand and the U.S., and is further expanding globally. In Europe and across Central Europe, Middle East and Africa, Visa has launched new SMB initiatives that champion and enable entrepreneurs while encouraging consumers to support small businesses. Visa is teaming up with eCommerce platforms, like Shopify, and restaurant delivery companies, including Deliveroo, to reward consumers for spending their money locally.
- Developing positioning and policy: Visa announced the formation of the Visa Economic Empowerment Institute, a new institute comprised of Visa experts and partners that will help address underlying problems and provide insights for SMB growth and closing racial/gender gaps. Key projects in the next six months will address topics including post-crisis recovery and resilience, urban mobility, closing equality opportunity gaps and insights into the gig economy.

BANK OF AMERICA

Bank of America believes the private sector plays a leading role in addressing the world's greatest challenges, including the transition to a more sustainable future. That's why, in 2021 the bank set a goal to mobilize and deploy \$1.5 trillion in sustainable finance by 2030: \$1 trillion to accelerate the environmental transition and \$500 billion dedicated to inclusive social development.

In 2021 alone, Bank of America, serving clients across all industry groups, mobilized and deployed approximately \$250 billion in sustainable finance activity of which \$155 billion was directed towards the climate and environmental transition. The company continues to work with its clients to expand and innovate sustainable finance activities and offerings for those clients, including increased assetbased financing, advisory and capital raising activities for renewable energy and energy efficiency projects; sustainable transportation and sustainable fuels; and

carbon capture to assist clients in their transition to a low carbon economy.

Bank of America is a top renewable energy tax equity investor, with a portfolio of approximately \$12 billion as of year-end 2021. In addition, the company is a top underwriter of ESG-themed bonds having underwrote \$47.1 billion on behalf of more than 182 clients in 2021. Bank of America is also a top corporate issuer having raised close to \$12 billion across nine green social and sustainability bonds since 2013, including the issuance of its second \$2 billion Equality Progress Sustainability Bond in 2021.

Additional highlights include:

Tripled the Bank of America Community Homeownership Commitment® to \$15 billion through 2025 with a goal of helping 60,000 low-and moderate-income (LMI) individuals and families to purchase a home.



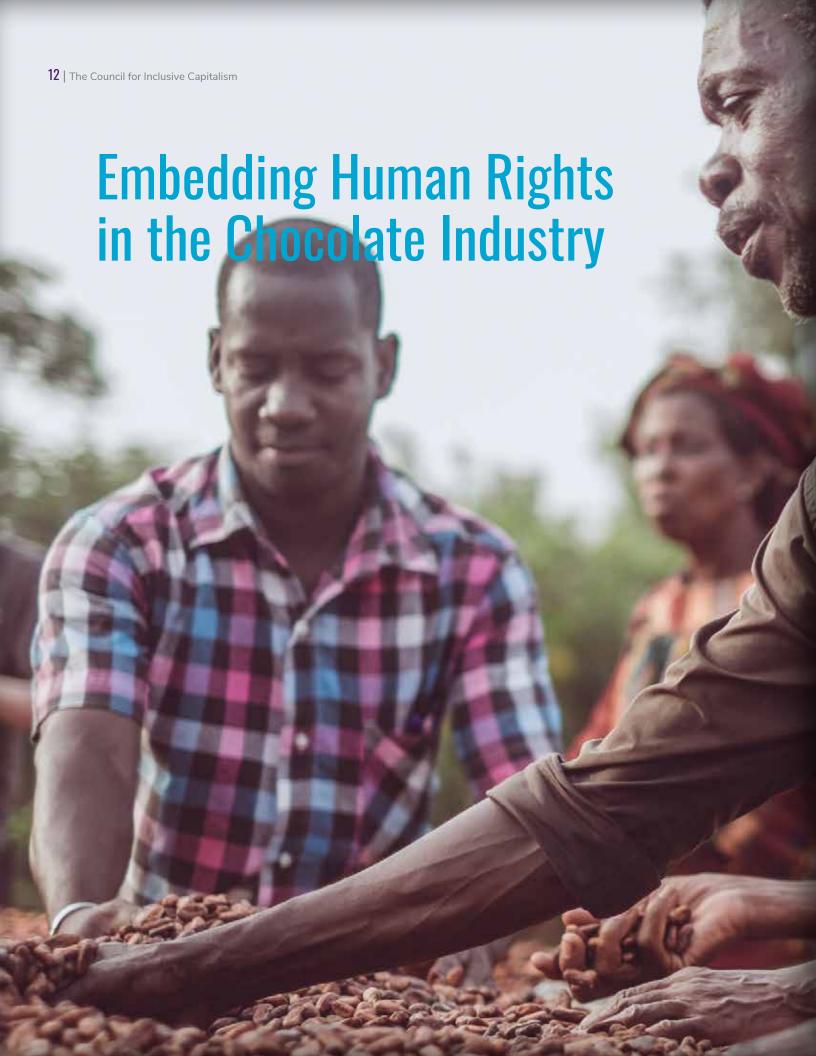
- Provided a record \$6.6 billion in loans, tax credit equity investments and other real estate development solutions through Community Development Banking to finance affordable housing and economic development.
- Originated over \$400 million in loans and investments, raising Bank of America's total portfolio to over \$2 billion extended to Community Development Financial Institutions (CDFIs).
- Committed more than \$450 million to equity funds, Minority Depository Institutions and CDFIs that provide capital to diverse entrepreneurs and small business owners as part of their \$1.25 billion commitment to advance racial equality and economic opportunity. 💰



EXPLORE MORE COMMITMENTS TO ACTION

The Council for Inclusive Capitalism's members have committed to more than 600 concrete actions to do business in ways that benefit all people and the planet. Explore them by theme, UN SDG objective, or industry on our public platform. bit.ly/3cjrqQN





he journey a chocolate bar takes to reach your pantry can be a long and arduous one. It involves an intricate chain of people responsible for the product you enjoy: the grocer who sold it, the driver that transported it, the worker who packaged it, the chocolate maker who oversaw the production, and the farmers that grow the key ingredient – cocoa beans.

As the world's largest food and beverage company, Nestlé understands the power of their value chain and the impact they have on the communities where they operate. Cultivating cocoa can present unique human rights challenges, such as de-forestation, child labor risks, and incomes below poverty lines for farming households. That's why the company is laser focused on putting people and human rights at the center of their work transforming the farming practices at the heart of the food system.

Nestlé embarked on the development of their human rights strategy 15 years ago, beginning with an analysis of policies and risks across operational geographies in 2008. Since those early days, more than 250,000 employees have been trained on human rights and nearly 160,000 children have received support through the Child Labor Monitoring and Remediation System (CLMRS). By 2025, all their cocoa will be sourced sustainably through the Nestlé Cocoa Plan.

Building on this progress, Nestlé has developed a comprehensive human rights framework. By the end of 2022, they will release detailed action plans across ten human rights issues, identified as those at risk of the most severe negative impacts on the people and communities where they operate:

- Child labor and access to education
- Forced labor and responsible recruitment
- Living income and living wage
- Gender equity, non-discrimination and non-harassment
- Safety and health at work
- Freedom of association and collective bargaining
- Right to water and sanitation
- Indigenous Peoples and Local Communities' land rights
- Data protection and privacy
- Right to food and access to nutritious, affordable and adequate diets

The work to address many of these issue areas is already well underway, with several programs in place demonstrating significant impact for the communities where cocoa and other key raw materials are grown.

Most cocoa-related child labor risks involve children supporting their parents on family farms, who are often unaware this –in certain circumstances- counts as 'child labor'. Community awareness training is an important first step, but



Insufficient income is often a motivating factor for parents to send their children to work instead of to school – families need the extra income their children provided to survive.

CEO Mark Schneider recalls, "When I first visited a community school in Côte d'Ivoire, I met the mother of a recently enrolled student. She told me that she was happy to have her daughter in school... as long as their income could afford it. It was a rational calculation for them, and it made our mission clear."

Nestlé's Income Accelerator Program aims to help close the living income gap by embedding sustainable practices across four key areas: enrolling all children six to sixteen in school, implementing good agricultural practices that increase crop productivity, performing agroforestry activities to increase climate resilience, and generating diversified incomes for families.

The program rewards cocoa-farming families for practices that help them increase their incomes, benefit the environment, and build a more resilient community. Participants receive financial incentives that help them build their income and keep their children in school.

Incentive payments also contribute to gender equity because payments are divided equally between the farmer and the farmer's spouse and paid directly to the household using mobile payment. That split creates more ways that the money is reinvested in education and community benefits. Ten thousand cocoa-farming families are currently enrolled in the income accelerator program in Côte d'Ivoire, and Nestlé plans to expand the program to reach 160,000 families globally by 2030.

BETTER COCOA: ENHANCING THE SUPPLY CHAIN

Cocoa is largely grown by smallholders. Tackling deforestation and ensuring supply chain traceability are both critical to ensure the health of these communities and long-term productivity of the product.

Deforestation is a major issue in Côte d'Ivoire and Ghana, which together produce nearly two-thirds of the world's supply of cocoa. What's more, plants produce better crops when grown in the shade. Nestlé encourages farmers to plant more shade trees to protect their crops from heat stress and excessive rainfall.

By year's end, Nestlé's efforts will aim to distribute 2.8 million shade trees to these communities, which improve water management, local biodiversity, carbon sequestration, and provide an additional income source for farmers.

Supply chain traceability is another critical effort when managing widely distributed suppliers. As part of their efforts to improve cocoa sustainability,



Nestlé will transform the global sourcing of cocoa to achieve full traceability and segregation of their cocoa products from origin to factory. This will help transform the supply chain of Nestlé and the broader industry. Nestlé will introduce a range of products with cocoa sourced from this innovative program, offering consumers the opportunity to support the improvement of the families' livelihoods and the protection of children. This will start with a selection of KitKat products in 2023.

A ROADMAP WITHOUT BORDERS

These are just a few ways the company has already begun to implement its human rights framework actions. This holistic approach to human rights is novel in its scale, detail, and transparency, but Nestlé would describe it as a map without borders as they continue to learn and adapt their approach across the business.

The company recognizes the need for transparency and due diligence. Nestlé will share their progress and their challenges, and the important lessons learned in annual reports so others can embark on similar journeys.

Feeding the world for generations to come calls for a proactive strategy to operate safely, sustainably, and profitably in the midst of today's challenges. Chief Executive Mark Schneider explains, "Whether in our personal lives or in business, doing only what is required or expected is generally unsatisfying. If your plan of action means doing the bare minimum, the status quo is the likely result. This is how businesses become irrelevant or lose market share as the world speeds by." 💰



EXPLORE MORE EXAMPLES

Learn more and explore examples of Nestlé's human rights work across 20 issue areas, and download a copy of their framework report. bit.ly/3AIHxVE











Takeshi Niinami, Chief Executive Officer, Suntory Holdings Limited.

Suntory Holdings offers a uniquely diverse portfolio of products from brewed teas, bottled water, carbonated soft drinks, ready-to-drink coffee, and energy drinks, along with health and wellness products. Founded as a family-owned business in 1899 in Osaka, Japan, Suntory Group has grown into a global company operating throughout the Americas, Europe, Africa, Asia, and Oceania with annual revenue (excluding excise taxes) of \$19.8 Niinami joined Suntory in 2014.

As a global leader in consumer packaged goods, Suntory's founding promise has been to coexist with people and nature. What inspired this and how do you implement this through your purpose?

A: Suntory's corporate mission is "to create harmony with people and nature." We pursue this mission with our founding spirits of "giving back to society" and the "Yatte Minahare," spirit of bold ambition, meaning that we never give up and constantly challenge ourselves to do the right thing.

We are keenly aware that it is the commitment to contribute positively to society that has enabled us to sustain our growth for over 120 years.

We ensure that our growth brings good to society, and the trust from society is what gives us the license to operate.

That's why we put our efforts in sustainability at the center of our business, focusing on three areas: water, circular economy for plastics, and climate change.

Q: How do you balance Suntory's purpose of working to meet the needs of your customers while making the world a more sustainable place for those people to live and work?

A: Generating profit from business is the source of innovation. And by giving this profit back to society, we will contribute to making a society a better place.

Since its foundation, Suntory has continued to grow through various innovations in alcohol and non-alcohol beverages. In line with the founder's spirit of "Giving back to society", Suntory has shared the profit earned from business with customers, clients and partners, employees, and society through social contribution and environment protection activities.

Through the continuation of these efforts, we have gained the trust of society and have been able to obtain a license to operate, so to speak, and continue our business.

Companies are run by the support of various stakeholders. In order to give back



It is the commitment to contribute positively to society that has enabled us to sustain our growth for over 120 years.

them, we must be both 'Growing' and 'Good'. These two wheels enable us to continue the legacy.

Q: As a global leader in the beverage industry, Suntory has an active interest in protecting water resources. What initiatives are you involved in that are tackling this issue?

A: It is said that approximately 50% of the population in the world will suffer from water shortages in 2050 due to climate change and population growth. As a global beverage company with water at the heart of business, protecting this vital resource is a must to sustain our business.

We have set a goal of replenishing more than 100% of the water used in all factories in highly water stressed areas through local water source conservation efforts by 2030, and aim to achieve net water positive at all our factories globally by 2050.

For the past 20 years, we have been advancing water stewardship especially through our two signature programs:

1) Local watershed conservation called "Natural Water Sanctuary." Started in 2003, Suntory manages 21 forests near our plants in Japan which replenish more than double the amount of water we use in our plants in the country.

We have expanded this program to the U.S. and other water conservation activities to India, Mexico, France, and Scotland.

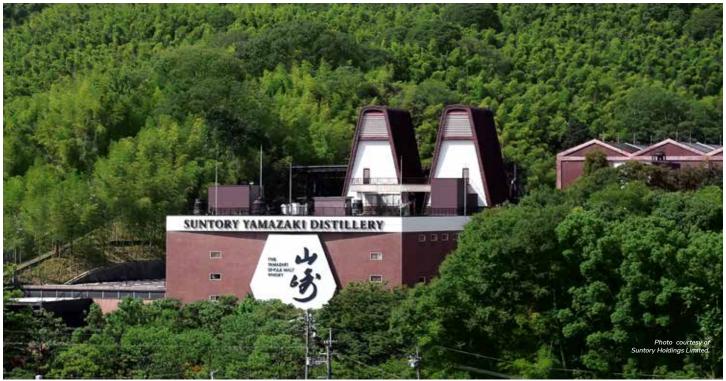
2) Education for children called "Mizuiku." Since 2004, Suntory has been educating children on the importance of water and the natural water cycle in Japan. We have expanded this to Vietnam, Thailand, Indonesia, China, France, and Spain, reaching a total of over 300,000 children and teachers globally.

Q: Suntory aims to achieve net zero greenhouse gas emissions across your whole value chain by 2050. What have you learned as you have implemented this goal across your supply chain?

A: First of all, we are taking immediate actions to reduce our emissions in our direct operations (scopes 1 and 2). One example is transitioning to purchasing 100% renewable electricity in Japan, Americas, and Europe by 2022.

However, the real challenge lies in scope 3, as most of our emissions come from our supply chain partners, who in many cases are SMEs which lack the necessary resources to implement net-zero changes. It is essential to collaborate with supply chain partners as well as other companies, including competitors, for making an impact.

The Scope 3 initiative also requires taking actions on raw ingredients such as regenerative agriculture. We are still in



Pictured: Exterior of the Yamazaki Distillery, Japan's first and oldest malt whisky distillery.

the early stages of this initiative, but we have been working to introduce regenerative farming at our wineries. We still have a lot of work to do, but as we make progress, we hope to share the learnings and know-how widely.

Q: As a global business, how does the shifting geopolitical dynamic impact how you are approaching your ESG aspirations? What are the biggest challenges for companies focused on achieving their ESG goals today?

A: With the international situation becoming so unstable, disruption in global supply chains has led to a return to fossil fuels in terms of short-term energy supply, which means an immediate increase in GHG emissions. Despite these circumstances, however, we will continue to strive to achieve our 2050 net-zero ambition and our intermediate goal of 2030.

But innovation is essential for this to happen. We need to expand our thinking beyond existing frameworks, explore and consider all kinds of technological innovations, and accelerate the realization of technologies with high potential.

Society and consumers have become increasingly sensitive to sustainability and businesses cannot survive without tackling these issues. I believe that this trend will increase even more in the future, so companies are required to do the "right thing" from a long-term perspective.

Q: What are the biggest opportunities? What gives you hope for the future?

A: We are in a headwind right now. However, accomplishing our goals and targets in the midst of such situation will lead to gaining the trust of society. It will become an intangible asset of the company and is essential for the company to grow and sustain to the future.

I believe that technology is the key to this. When technology is featured, concerns may be expressed in the context of Al taking over human jobs. However, I am very hopeful that the development of technology will contribute to the sustainability and wellbeing of society and humans. 🐔



Sex and the City is a television show that has inspired and empowered many women for more than two decades. From Australia to Africa to America, fans of the show will identify as a Carrie, a Charlotte, a Miranda, or a Samantha. Dr. Patricia Nzolantima, Founder and CEO of Bizzoly (pictured right), is "a Charlotte."

Nzolantima credits the hit show for teaching her to have an open perception of her womanhood and a deep belief in her ability to achieve any career goal. Her story is rooted in her deep commitment to help women connect to financial resources. While pursuing her own entrepreneurial ventures, Patricia encountered social obstacles that prompted her to think critically about who traditional financial systems benefit. Her primary company, Bizzoly Holdings was founded to tackle some of the systemic issues women in Africa face.

Today, Bizzoly Holdings, has a diverse portfolio with several businesses spanning from taxicabs to Nzolantima's most recent project, M'Kento bank, Africa's first digital-only women's bank. Patricia is carving a path for women entrepreneurs, building

them custom tools to ensure safety in transportation, security in payments, ability to get a loan, and investing opportunities. Through these initiatives Nzolantima is taking steps to make the African

make the African
economy inclusive for everyone who wants to
contribute and earn with fair access to resources
and opportunity.

After a successful career in PR supporting an array of world-renowned clients like Nestlé and Coca-Cola, Patricia was driven to start her own business. She turned to fellow female colleagues for support and guidance. She found herself asking, "Why don't we have a network where women can discuss the issues they're facing in their careers, businesses, and families?"



Together with these colleagues, she launched the Working Ladies Network with the aim of connecting women to career resources and inspiring others. Many of the early Working Ladies Network meetings were simple gatherings in which they would screen episodes of Sex and the City. The women aspired to independent, powerful lives like the fictional women portrayed in the hit show. Patricia noticed that Carrie's writing, Charlotte's art gallery pursuits, Miranda's brilliant legal career, and Samantha's dynamic love life were all sources of independence and prosperity. These are the qualities that could lift the women in her country out of their often-limited domestic roles.

She took her ideas and a business plan to her bank with the intention of securing start-up funding. The clerk declined her request due to a lack of collateral.

Women business owners face greater funding challenges than men, and in Africa, the barriers are exponentially higher. Her experience underscored the significant need for banking services designed to support and meet the unique needs women in Africa face.

Nzolantima knew her experience was not uncommon, and she began to think about how she could help reduce the barriers that hold women back from starting businesses and breaking cycles of dependency. She left the bank that day motivated to address this gap in financial services, thinking, "One day I will become your competitor."

Nzolantima's first foray into entrepreneurship was to launch a way for women to safely travel to and from their jobs. Building on the Working Ladies Network, she launched Working Ladies Cabs, known locally as UBIZCABS, a modern cab company that employs women drivers, instilling confidence about working in a male-dominated profession. As part of a specially funded program during the height of the Covid-19 pandemic, the company trained more than 100 women in entrepreneurship and financial skills. Most of them now work for international NGOs as drivers.

Working with women drivers, Patricia identified an urgent need for a digital payment platform. Cashless payments lower rates of theft and crime, so to ensure the safety of her drivers, Patricia began building M'Kento digital bank, Africa's first digital-only women's bank.

Thanks to joint partnerships with Visa, Ecobank, and Veericash, M'Kento digital bank will support the women

who are making revenue through UBIZCABS, but it also will enable other women innovators to accelerate the growth of their businesses through access to basic and advanced financial services, including transfers, merchant payments, cross border transactions, low-cost credit lines, and capital instruments such as e-shares to support their financial independence and wealth creation.

Visa is a particularly important supporter of Patricia's UBIZCABS. Working closely with Visa and O-City, a fare collection solution designed by global banking and payments firm BPC, the business is developing secure tapto-pay technology to digitize transportation systems in the Democratic Republic of Congo.

Through both financial growth and safety digital tools, Patricia is positioning her Working Ladies towards greatness. Her goal is not for these women to be drivers for the rest of their lives; her goal is for them to become bankable and eventually, owners of their own cabs and businesses.

Patricia notes that: "We must stop throwing around the phrase, 'women empowerment' because it'll just become a meaningless label. It's about changing women's perception. You can only change women's lives by helping them build sustainable businesses or else they'll run out of funds."

For women in business, Nzolantima doesn't believe their primary obstacle is a matter of willpower or a desire to do business, it's a matter of accessibility to tools and resources. That's why M'Kento digital bank will function as a platform to connect women with potential investors.

Unlike traditional banks, M'Kento will operate under policies that are more inclusive and are designed to meet the unique needs of entrepreneurs. If a woman needs more time beyond typical 30-day or 1 year-long payment deadlines, M'Kento is willing to extend these dates. Patricia says, "The bank will be the bridge between women and business."

Perception can be destiny. Patricia is confident about her businesses' potential to reshape and diversify local African economies. She stated, "What gives me hope, to be honest, is to see the way what we are doing is changing women's perceptions of themselves and their lives."

By banking on women and equipping them with the tools needed to build sustainable business, they in turn will create job opportunities that will impact their local communities. Society cannot be changed overnight, but by shinning a spotlight on institutional flaws and identifying what is essential, Patricia is certain that we can repair the systemic issues that burden women in business. The need to provide and the drive to succeed is, after all, inherent in all women – no matter your archetype, background, or geography. 💰



THE CAMERA IS CALLING

Patricia's latest project involves a TV-style show of her own, produced by her communication and marketing agency COMUNICART.

"Life Lessons with Patricia: The Bizzoly Show" will begin airing episodes on YouTube this fall, featuring personal stories about women's business failures and triumphs, beginning with Patricia's own.

She hopes that the show will normalize the challenges that entrepreneurs face and encourage women to be resilient and persistent with their entrepreneurial endeavors.

For Patricia, Sex and the City served as a foundation for her success, and she wants her show to have the same effect on other women. She wants her viewers to say: "I can be a Charlotte or Carrie who works as a writer or in a gallery, has a family, and be successful."



WATCH THE TRAILER

And see new episodes as the air on YouTube. bit.ly/3AGXM12

A Just Transition in Six Hundred Fifty Steps

Situated in the far north of Scotland, and once home to the busiest herring port in Europe, in modern times the region of Caithness has been a central player in the energy system. Generations of workers found careers in the oil and gas industry due to the area's proximity to the fossil fuel bounties found in the north sea.

Now, many are transferring to renewable energy, as the region takes advantage of the surrounding waters' other great resource wind.

In 2019, the town of Wick became home to what was, at the time, Scotland's largest offshore windfarm. Beatrice Wind Farm is located 13 kilometers off the Caithness coast and is capable of powering up to 450,000 homes. Around ninety people across the full operation in Wick and elsewhere are tasked with safely operating and maintaining Beatrice on a day-to-day basis. Beatrice's operational base provides long-term revenue for the Wick Harbour and footfall for surrounding businesses. Independent analysis by BiGGER Economics, commissioned by SSE, found that Beatrice contributes on average £34m to the Scottish economy each year.

The site also provides opportunities for workers to transfer their skills from the oil and gas industry to renewables. Two-thirds of Beatrice's control room employees are ex-oil and gas workers.

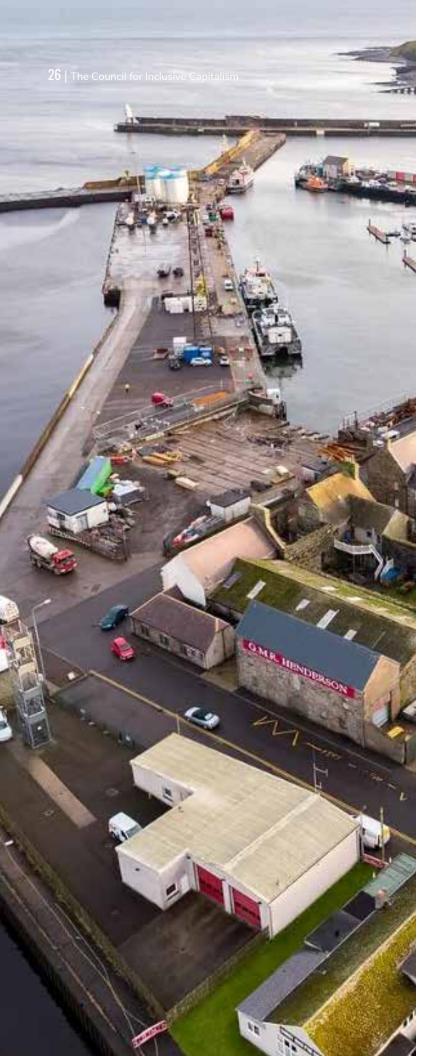
depends on how it is experienced by the communities and workers who live around and work in the energy sector. The move to clean energy production ultimately requires a big change for the families of those with careers and skills rooted in oil and gas industries.

Proactively working to ensure that the benefits of the transition to net zero are broadly shared across society and risks are minimized is critical to success. Climate action anchored in concern for human rights and the needs of affected people and communities is what is known as a 'just transition'. There is opportunity in this transition to create jobs and sustainable careers whilst retaining skills.

While a just transition will require partnership from all sectors, companies in the private sector are uniquely

positioned to ensure that the move to clean energy is made swiftly and in a way that is fair and inclusive for all.

For many families who rely on work in these industries, the combined momentum of the transition, automation, and fluctuation in the market is a challenge. Alan Paul would know. Born and brought up in Wick, Alan worked in the oil and gas industry for close to 30 years before he became the control room team lead at Beatrice Farm. Uncertainty during downturns and budget cuts led him to consider a change. Faced with longer hours and more time offshore away from his family, Alan transitioned to a role with SSE during Beatrice's construction. Instead of spending weeks offshore, he now works 650 steps from his front door.



Beatri Offshore Windfa

Photos courtesy of SSF pla

Alan (pictured above) looks after a team of four control room operators and four marine coordinators. For Alan, given his background and decades of experience in different areas of energy production, he was a natural fit: "Joining the team at Beatrice, I've used quite a lot skills from my previous roles. I was initially an electrician offshore before moving into production operations and into supervisory roles, so the skills were definitely transferable."

While this is true for many workers with a background in the oil and gas sector, there is more work to do to smooth the transition from high to low carbon careers. For example, safety standards and certifications can be different for offshore and onshore operations, and some may require retraining courses in firefighting, first aid, or other skills.

SSE knows the value of the skills people like Alan, from traditionally high carbon industries, have and how they can play a part in a low carbon future. The company is working hard to ensure that employees making career changes either by choice or necessity have the power to grow their networks, work on interesting projects that are contributing to positive global change, develop engineering knowledge or other skills, and work in a dynamic and rewarding environment.

According to Alan, "Oil and gas production isn't something you can just turn the tap off – we've got an awful lot of infrastructure to put in place to replace it, studies to be done, electric vehicles to be built. It can't be done overnight, but we've got to get away from oil and gas, and the sooner the better in my view."

SSE has the largest renewable electricity portfolio in the UK and Ireland. Building on the experience of



Beatrice, it is currently constructing more offshore wind than any other company in the world, including the world's largest offshore wind farm off the north east coast of England.

It develops, builds, operates and invests in low-carbon infrastructure in support of the transition to net zero, including onshore and offshore wind, hydro power, and flexible generation assets alongside the electricity transmission and distribution networks.

SSE's approach to constructing and operating Beatrice is not a one-off. The company has blazed the trail in enabling a just transition. In November 2020, SSE became the first company in the world to publish a 'Just Transition Strategy' with a series of principles to guide internal decision-making and influence greater fairness. The following year, the business took it further, when it outlined a series of concrete actions it would take as a company, recommendations for industry, and recommendations for government to support workers transition from high to low-carbon careers.

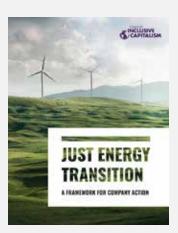
Some of those commitments included: board-level oversight and approval of progress against SSE's Just Transition Strategy; piloting an engineering conversion programme for new talent transitioning into SSE from other sectors; guaranteeing fair work and quality of life standards for employees; and working with supply chain partners to demonstrate demand and build domestic supply chain capabilities and infrastructure.

SSE partners with the government and organizations like the Council for Inclusive Capitalism to advance a just transition beyond the company's operations.

THE JUST ENERGY TRANSITION FRAMEWORK'S **GUIDING PRINCIPLES**

Sustainable future for all: Commitment to universal carbon neutral energy access for consumers

Fair and decent work: Creation of more, decent jobs alongside adequate and sustainable social protection and right to bargain



Worker rights and

social dialogue: Respect of fundamental rights at work and promotion of two-way dialogue

Community-specific approach: No 'one size fits all' solutions: Initiatives designed for the specific conditions and needs of communities

Social consensus and due participation: Strong social consensus on the goals and pathways to sustainability and an enabling environment for all stakeholders to drive the transition

Diversity and Inclusion: Programs take into account the strong gender, racial and socioeconomic dimensions of many environmental challenges and opportunities

Collaboration and Transparency: Collaboration between businesses/sectors and evidence-based progress reporting to promote transparency



DOWNLOAD THE FRAMEWORK

Get the comprehensive guide and the actions from companies are taking to implementing it. bit.ly/3PLIc80





SSE became the first company to publish a 'Just Transition Strategy' with a series of principles to guide internal decisionmaking and influence greater fairness.

Representatives from SSE and the company's CEO Alistair Philips-Davies were instrumental in the development of the Council for Inclusive Capitalism's Just Energy Transition Framework.

This framework guides companies as they manage their net zero transition in ways that are just for their workers, communities, and customers. It outlines 20 building blocks with examples and case studies showing how the practice has been implemented. Further, the building blocks are mapped to just transition assessment methodologies from the World Benchmarking Alliance and Climate Action 100+.

Phillips-Davies said: "We are very proud of our Just Transition work and stories like Alan's. But we know that tackling the climate emergency, whilst creating a cheaper, cleaner, more secure energy system demands action. And that action will mean big changes in people's lives — and livelihoods.

"We know that many former high-carbon workers are already making the switch to join SSE to work on low-carbon projects. There is huge opportunity to be had in capturing that momentum in order to create something better than what has gone before. But in the interests of a fair and just transition for everyone, it is on us, and others, to do all we can to ensure that transition is as smooth as it can be."

This approach is already paying dividends for those workers who are leading this transition. For Alan Paul, his long-term career outlook is bright, his hometown is benefiting economically, and in 650 steps each day, he is reminded of the improvement in his quality of life.

Beatrice is operated by SSE Renewables on behalf of a joint venture partnership between SSE Renewables, Red Rock Power Limited, The Renewables Infrastructure Group and Equitix.









"If every used plastic bottle was worth 5 dollars, how many would be on the streets, buried in the sand, or swimming in the ocean?"

PLASTIC BANK FOUNDER AND CEO **DAVID KATZ** ON FINDING THE WORLD'S "RICHEST OPPORTUNITY"

Plastic Bank builds ethical recycling ecosystems in coastal communities by connecting an overlooked source of plastic materials with the global manufacturing supply chain. Collection community members gather plastic waste from beachfronts, rivers, and households and exchange it for secure income at Plastic Banks community centers. The premium they receive on materials helps them provide basic family necessities such as groceries, cooking fuel, school tuition, and health insurance. The collected material is reborn as Social Plastic®, a feedstock with positive social and environmental impact that can be easily reintegrated into products and packaging as part of a closed-loop supply chain.

Q: How did Plastic Bank get its start? How do you begin to build a circular economy?

A: On May 9, 2013, an idea to stop ocean plastic and help end poverty set me on the journey to create Plastic Bank. It was a journey that seemed insurmountable. To let it pass in a fleeting moment would have been simple, comfortable, secure. It was this great, small, soft voice that told me I didn't need to have all the answers; I just needed to become the person that could gather the world together to bring the idea to life. From that moment I have been in continuous execution of Plastic Bank.

We are working toward a circular economy by creating a model that we can take globally to empower recycling ecosystems. We do this by revealing the inherent value in plastic waste to create a monetary system. This waste can become a treasure to fuel some of humanity's most

Pictured opposite, clockwise from the top left: 1) Plastic rubbish gathered on a beach. Plastics are the most common form of marine debris and can enter oceans directly or from rivers, waste water drains, and other sources. 2) A group of community collectors in Indonesia walk along the beach, saving plastic that might otherwise enter the ocean. 3) Collectors exchange plastic waste for secure income and access to health, work and life insurance, social assistance, and banking services — all managed through a smartphone app. 4) Plastic Bank's Social Plastic feedstock is used to create new consumer products, including bottles.

pressing needs: stopping ocean plastic and helping people transcend poverty.

0: You have committed to build the Plastic Bank portfolio to meaningfully advance the UN's Sustainable Development Goals. How do you operationalize those aims in your business plan?

A: Plastic Bank is advancing all 17 UN Sustainable Development Goals, directly and indirectly, through our collaboration with various partners and community organizations.

Our Impact Program and Social Plastic® partners deliver directly against the following Sustainable Development Goals: #1 No Poverty; #8 Decent Work and Economic Growth; #12 Responsible Consumption and Production; #14 Life Below Water; and #17 Partnerships for the Goals.

Q: How is your work protecting water resources? What is one "win" you have experienced recently?

A: It is pointless to clean the ocean if plastic equivalent to one garbage truck continues to flow into the ocean every minute. We need to stop the plastic pouring into the ocean before we start cleaning the plastic that is already there. That is why we focus on collecting plastic in high-risk, vulnerable coastal communities.

As of August 10, 2022, we have collected more than 57.5 million kilograms of plastic waste, the equivalent of over 2.8 billion single-use 500ml plastic bottles.

Q: Plastic Bank's global partners include SC Johnson, Henkel, and more. How has their involvement in your company transformed or advanced your work?

A: There are multiple programs that enable our partners to make meaningful change.

We offer opportunities to businesses of all sizes to be more sustainable by fighting global poverty and pollution. These partnerships make social and environmental impact that is completely traceable and auditable while providing purpose-based marketing collateral that serves an evolved generation of conscious consumers.

Plastic offset certificates, product badges, and Social Plastic® feedstock in the forms of HDPE, LDPE, PET, and PP are available to businesses in any industry.

Our partners are like-minded organizations who share our quest for Ocean Stewardship in service to the planet and humanity.

Q: Plastic Bank members earn digital tokens, manage, and spend their balance through a smartphone app. To what extent has access to technology impacted your ability to include more people in the program?

A: We created the PlasticBank® app as a fintech solution, powered by Alchemy™, an energy-efficient blockchainsecured impact ledger which enables traceable collection, secure income, and audit-ready impact reporting. Our ability to harness the technology of today is what has allowed us to scale globally.

Q: Why do companies like yours and others have a responsibility to promote environmental management?

A: If you live on the planet, you have a responsibility to leave it better than you found it.

It is not environmental change we need, it is business change. Organizations are realizing that if regeneration of our planet is not a priority among their business practices, they will be left behind. Millennials, Gen Z, and future generations will support organizations that authentically take action to fix their own damage and the damage of the generations before them.



Dr. Azza Karam

General Secretary, Religions for Peace

The Council for Inclusive Capitalism and Religions for Peace — the world's largest and most representative multi-religious coalition advancing common action — are embarking on a partnership to provide Council members access to moral guidance from faith leaders from around the world. We spoke with Religions for Peace General Secretary Dr. Azza Karam about finding greater meaning and agency in economy and in society.

Q: What unique perspectives can religious and ethical leaders provide to private sector leaders and public sector leaders on common global challenges like income inequality and inequities?

A: There are some key strengths that religious leaders and faith leaders bring. Many of them are also CEOs of their respective enterprises. They have ministries of different enterprises, health, education, sanitation, nutrition, and then they have their social development arms, different kinds of NGOs. So, the person who sits at the head of these institutions is often not only a very powerful voice of theology and morality and ethics because that's their business, that's their main bread and butter, but they are also teachers or professors or scientists or CEO leaders of organizations. Faith communities are incredibly heterogeneous and diverse.

Q: What advice do you have for business leaders on the usefulness of ethical values when they're facing all these competing bottom line pressures?

A: One of the things that we're also confronting in these very dire times is what a valueless economy would look like. Invariably, valueless economies and valueless politics affirm not the rule of law, not the rule of common decency, but they affirm injustices and discrimination and ultimately loss of value. And that means a loss of profit. And I think there's enough studies in economics and in political economy that points to the fact that actually being value based is to achieve more profit. Because just as our world is confronting all of these tensions, that also means that there's a lot more people looking to distinguish between where they will invest thier money.



WATCH THE INTERVIEW

View our full 15-minute conversation with Dr. Karam about what business and faith leaders can learn from each other: bit.ly/3QCctle

Through interactions like this one, social change enterprise Fundación Capital is challenging extreme poverty through entrepreneurship and putting hundreds of thousands of families on a pathway to economic self-reliance and resiliency. They use a programmatic method called Graduation, which over the course of 12 months or more of financial support, entrepreneurial mentoring, and life skills training prepares participants to "graduate" into a sustainable livelihood and conditions of improved well-being for their families.

knowledge to grow it.

The method was first pioneered in Bangladesh by the non-government development organization BRAC, and the layered and stepwise program is designed for people who own few or no productive assets, but who do have a willingness to apply their skills to work and earn.

COMPLEX PROBLEMS NEED LAYERED SOLUTIONS

"Poverty is multidimensional - it's not only a matter of resources or knowledge or access to capital. It's all of it. Any approach to eradicate poverty must be equally multidimensional," says Carolina de Miranda, Social and Livelihood Promotion Director at Fundación Capital. Fundación's Graduation-style programs target a variety of barriers to income generation and saving, relying on input from the participants along the way.

"Only they have the ideas of what will get them out of this situation. We listen and help them make those ideas reality," de Miranda explains.

Graduation engagement begins with the payment of small cash stipends to participants to allow them to take care of the family's daily needs, freeing up time



Above: Aida Gaviria proudly displays a handcrafted hammock. She received support to strengthen a weaving and textiles business after participating in Fundación's "Transformando mi Futuro," (TMF) Graduation program, which sought economic freedom for victims of armed conflicts in Colombia. Co-designed by the Unit for Victims, Social Prosperity, and Fundación Capital, TMF reached a total of 3,275 families in 24 municipalities across seven departments in Colombia.

Right: Business coaches and field supervisors of the REFP Graduation Program in Mozambique participate in a "train of trainers" workshop before conducting learning sessions with program participants. Normally, business coaches belong to the same communities of program participants, so they a have a deep understanding of local realities and



Photos courtesy of Fundación Capital

and attention to spend learning and building a future. Partnering with the public sector is critical for catalyzing systemic changes. As much as possible, Fundación works with national and local governments to leverage safety net programs to connect people to funds already allocated for them.

Each participant is then matched with a coach to walk alongside the family through the entire program journey acting as a mentor and case manager. Coaches accompany the participant as they develop a plan for an income-generating activity and offer life skills training and financial education in line with that activity. When families are ready to invest in assets to start or improve a business, Fundación Capital delivers seed funding to kickstart the operation, often transferring flexible cash rather than an in-kind transfer.

"We pursue cash transfer whenever we can because it gives autonomy to the family to buy what they need," said de Miranda. "If you were to only transfer livestock in-kind, for example, sometimes the family doesn't want to have livestock, has never worked with chickens or goats before, and doesn't have the experience to do that. When you transfer cash, they can choose how they want to invest and what activity they want to start or improve what they may already have."

"In the traditional international development world, there is a belief that poor people cannot make good decisions," notes Fundación Capital CEO Yves Moury. "Our Graduation programs all over the world are showing that people will invest well when the funds are paired with the right training that prepares them to protect and grow their assets."

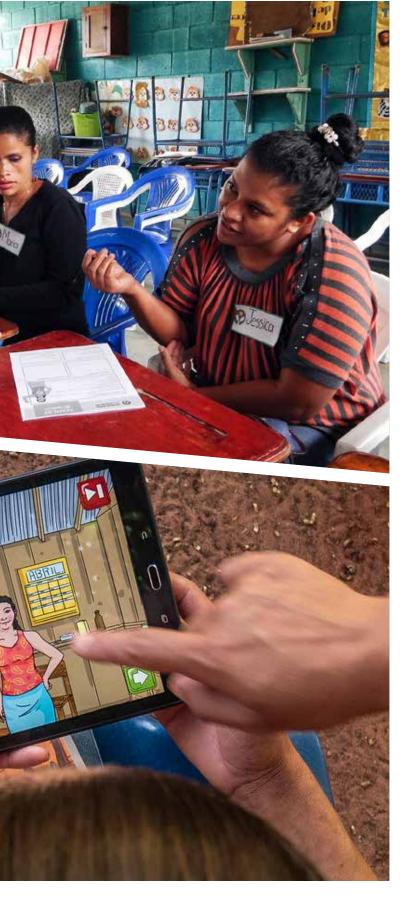
DIGITAL TOOLS FOR GREATER INCLUSION AND REACH

Learning to steward assets is a major innovation of the Graduation model. From the beginning, coaches share financial literacy and life skills lessons, including handson training about entrepreneurship, building up savings, managing a relationship with a financial institution or community savings group, and tracking household and business monies separately.

"We work with many people in the Graduation program and other initiatives who have not had a formal education, and literacy levels vary widely across the various countries we work in. So, we needed to be creative about how we train participants," said de Miranda.

That's where Fundación's expertise in information and communication technologies has been transformational. They developed a tablet app called AppTitude to present





"...Opening a bank account for someone is not sufficient. Obtaining a microloan for someone is not sufficient. We have to support these families on how to use financial resources for their own benefit."

lessons as videos or cartoons, allowing anyone to learn regardless of reading or writing ability. Over 16 modules, learners follow the story of a rural family facing new challenges and overcoming difficulties to gradually change their lives. The characters share experiences and give out tips on how to create and run a small family business. To reinforce lessons, videos from real-life microentrepreneurs are included, encouraging peer-to-peer learning. The simple and fun format means that other members of the family—children included—can benefit also from the contents of the training program.

Digital tools also facilitate a cost-effective, agile scaling up of entrepreneurship and financial education. "We have adapted our digital solutions so that people can access from their own devices, allowing us to reach more people," adds de Miranda, "The results of programs using AppTitutude have met or exceeded those of a traditional, paper-only approach. When you pull out a tablet, everyone gathers around."

Top: In addition to one-on-one sessions with coaches in their homes, Graduation participants in the Honduras' Emprendiendo Una Vida Mejor program also attended group learning sessions. Working with a business coach, participants complete a business profile which is the starting point for creating or strengthening a productive activity.

Bottom: A Graduation mentor assists a participant with the interactive elements of the Business Risk Management chapter of the AppTitude learning curriculum. AppTitude contains hundreds of animations and real-world videos offering advice or examples from past Graduation

BUILDING RESILIENCY

For Fundación, achieving financial literacy is the first step to long-term, full economic participation.

"We are increasing the autonomy of people to help them manage and use money to benefit their family," said de Miranda. "But we also know that opening a bank account for someone is not sufficient. Obtaining a microloan for someone is not sufficient. We have to support these families on how to use financial resources for their own benefit. What we don't want to happen is that at the end of the Graduation program they are not aware of how best to use financial services and they end up with debt, for example."

Since 2011, Fundación has developed and facilitated more than 10 Graduation programs in seven countries across Africa and Latin America, impacting more than 200,000 people. The results are highly encouraging, even at a time when the COVID-19 pandemic is re-arranging the economic landscape of the world.

In December 2019. Fundación concluded an 18-month program working with 840 families in Honduras, just a few months before most countries went into lockdown due to COVID-19. When program runners we were able to return and measure the success, they anticipated the results might be less than hoped for, given the unprecendented disruption.

Fundación partnered with the Center for Economic Development Studies at Universidad de los Andes to conduct an impact evaluation through a randomized control trial (RCT) in spring 2021, a year later than the review would have taken place.

"The results were surprising because they revealed sustained increases in daily income for households, the value of their assets, and food security. The gains had not been erased as we feared they may have been. It shows how the Graduation model positively impacts resilience in families, giving them access to tools to reduce risks and negative impacts brought on by unforseen emergencies," said Moury.

The RCT results showed that Graduation program participants had slightly more than 75 percent increase in assets, such as large farm animals and nearly tripled the value of business goods compared to the control group. Moreover, results showed significant increases in current perception of wellbeing and hopeful expectations for five years in the future among participating households, compared to non-participants.

"Building a world without poverty where all people have access, opportunity, and capability to participate in a country's economic life will require not only having access to economic resources but to a broader well-being," said Mourv.

A Graduation participant in Paraguay withdraws money from an automated teller machine at the branch of her local bank. Working with her mentor, she learned how to use digital accounts, which offer safety and security for funds coming from her small business and from the government's cash transfer program.

"One of the cruelest aspects of poverty can be that people stop believing in themselves. We are excited to see that in addition to the economic objective of Graduation programs to increase income and savings, it also has positive effects in their sense of agency."

THE POWER OF THE PRIVATE SECTOR

As with any graduation, it is the beginning, not the end. A critical part of long-term success is graduates' ability to integrate into the broader economy. Companies can turn to Fundación's new livelihood graduates as a source of valueable goods and services.

"The private sector has an important role to play. When we talk about promoting sustainable livelihoods, part of this is linkages to markets," said de Miranda. "For example, a smallholder is producing tomatoes. The markets should consider this smallholder a provider and invest in her or his production capacity. If she can only sell to her neighbors or to the small market in her village, you can reach limits to income very fast."

"One of the cruelest aspects of poverty can be that people stop believing in themselves. We are excited to see [Graduation] also has positive effects in their sense of agency." "There are many different ways companies can be profitable while including the poor in their value chains, whether as consumers, providers, or distributors, and plenty of successful examples have been documented across sectors and countries," said Moury. "But to do so, we must consider poor people as full economic citizens, with the same rights to participate in and benefit from local and global economies as any other citizen."

Fundación has already had some success in this regard. In 2017, working with the national Paraguayan government's Technical Secretariat for Planning (STP), they mentored 850 participating families in organizing local markets. A social trust fund was created to raise venture capital to finance cooperative production of chamomile for export.

The purchase of the final product was guaranteed at a fair price by a company with export quotas to fill. Participants of the pilot who joined the trust fund received technical assistance, honorariums for their work, and the required assets for planting and harvesting crops. Profits were distributed amongst investors and producers, and any losses were assumed solely by the investors.

"This was one of the first Graduation initiatives in the world to include a public-private partnership used by independent investors," said Moury. "It's a model that leverages the private sector to develop inclusive value chains and economic opportunities that lead to full economic citizenship."

With data showing significant and sustained success, the Fundación team is bringing Graduation to new communities. They're currently working in partnership with the national government of Mozambique to design and implement a program with 5,000 participants between 2022 and 2023.

"Graduation is not a silver bullet, but I would say it is a good first step," said de Miranda. "It may sound cliché, but sometimes all the family needs is a big push to get the momentum they need to start along the path to a better future. We will continue to push!"

Shrinking waste in food services

Investors have a unique opportunity to provide to businesses of all scopes and sizes with not only capital, but also guidance on best practices to help a company perform at its best. Brussels- and Londonbased investment firm Capdesia, led by Co-Founder and Managing Director Niels Lorijn (pictured left), specializes in support for branded restaurant chains



in Europe and works with them to develop environmental, social, and governance (ESG) strategies. In an exclusive interview. Niels shares Capdesia's method for engaging its portfolio companies in ESG planning and highlighted

examples of their best innovations — from specialty salmon products to no-plastics service.

Q: How do you work with your portfolio companies to implement and to evaluate good business practices?

A: ESG is is an integral part of of what we do every day from from sourcing and screening investment opportunities to growing, improving, and ultimately selling our portfolio companies. When we invest in a company it's typically at an inflection point and it's ready to embark on on the next phase of of growth. We start the relationship firstly by institutionalizing all the things that work well. And in parallel we develop or improve the areas that don't exist or don't work as well. ESG strategy is typically defined early in the investment cycle, and we look to prioritize the high impact opportunities first.

We establish very concrete targets and KPIs to monitor progress. The targets themselves may be different for each each company, but they typically include waste ratios, energy and water consumption, use of plastics in packaging and non-consumables, employee retention rates, customer satisfaction, and more.

Q: Why do you make ESG a cornerstone of your strategy?

A: Sound ESG practices are a crucial component of driving economic value in our portfolio companies. And I don't say that loosely. When you source responsibly or try to enhance your brand profile by being involved in the community, or you properly incentivized staff, that helps you sell more. Minimizing waste, on the other hand, or optimizing water and energy consumption, making transport more efficient, minimizing employee turnover by creating a healthy and motivating work environment helps reduce costs and prove efficiency. All these initiatives have a direct or indirect impact on a company's competitive position, its financial performance, its long term resilience, and ultimately on its value.

Q: What are some of the most innovative or impactful things that your portfolio companies are doing right now to reduce waste?

A: We're constantly coming up with with clever ways to tackle that. One example is at Gail's. We recently introduced a range of products that are produced from leftovers. It started initially with "wasteless" sourdough, which is made with porridge from leftover bread, and the "Waste Not" range now also includes croissants and other products that are upcycled. Our customers love it.

We also look at opportunities to extract as much yield as possible out of the products that we produce. We realized that by throwing away [offcuts from fish for sushi] that could perfectly be used in other products, we were throwing away profits. So, we re-engineered the way we cut the salmon and developed new products to maximize the yield on each fish. We also found a buyer for the parts we must discard who then recycles it into oils and animal feed and other products. Initiatives like these make a big impact on both the sustainability and the profitability of a restaurant chain. 🐔



WATCH THE INTERVIEW

View our full 20-minute interview with Niels Lorijn to hear more about Capdesia's food waste reduction efforts: bit.ly/3Ch2LXm





Naina Subberwal, CEO of Asian Venture Philanthropy Network (AVPN).

Representing more than 600 members globally, AVPN is the largest social investment network in Asia. Acting as an ecosystem builder increasing the flow of capital towards impact in Asia, they ensure that resources are most effectively deployed. Non-proftis, companies, development finance institutions (DFIs), boutique investors and impact funds may combine grants, debts and equity across multiple investments within their own portfolio, to achieve deeper impact.

Naina Subberwal joined AVPN as CEO in September 2013 and was appointed Chairperson from 2018 to 2021.

0: Tell us about the work of AVPN. How do you begin to build an ecosystem that can direct the flow of capital towards impact in Asia?

A: All AVPN members have a shared commitment to moving their capital to achieve impact and in doing so addressing key regional development challenges. Being at the forefront of building the Impact Economy ecosystem in Asia has been an amazing journey. When we started 10 years ago, many of the ideas of rethinking the role of capital and its relationship with impact were still marginal. Today, that has all changed and we find ourselves central to the discourse in the region. The issues are far more urgent today than they were even 10 years ago, and this makes the work of AVPN even more critical. Our members collectively have the potential to deliver transformative change and AVPN's role is to help them to achieve this.

Q: Every country in Asia is very different in terms of culture, economic development and government policy, yet your network transcends these differences. How has building such a broad network of 600 members in 33 markets helped to advance social investment in Asia?

A: The diversity of Asia is one of its great strengths and the variety of social and

economic systems in the region means that there is great potential for innovation, learning, and testing of new approaches. Through our 'Connect, Learn, Act, Lead' model of change we cross-pollinate ideas and broker collaborations between our members so that we can achieve more strategic and effective impact in the region.

Q: You have committed to building the AVPN portfolio to meaningfully advance the UN's Sustainable Development Goals. What does that look like in practice?

A: We curate impact communities with increased coordinated action towards specific critical impact fields, such as climate, gender, health, and youth. Impact Communities employ a catalytic approach to philanthropy by bringing together our members to address the systems and structures around entrenched problems faced in the region.

We collectively mobilise financial, human, and intellectual capital to close the SDG gaps, through facilitating innovative giving vehicles such as unrestricted grants via pooled philanthropic funds. Time and again we have seen that trust and unrestricted funds provide impact organisations with the flexibility they need to deliver positive impact outcomes. This room for dynamism and courageous innovation is especially valuable in these times of uncertainty and shifting contexts.

AVPN's first philanthropic pooled fund was launched in May 2021, bringing together six funders who together contributed USD 1.2 million. It awarded a total of USD 933,000 to grantees in Indonesia, the Philippines, Thailand, and Myanmar. Since then AVPN has launched multiple funds, both single-donor and pooled, and now offers an end-to-end process of project management, pipeline sourcing, grant deployment, monitoring and evaluation, and capacity building, thus continuing to look at ways to expand its work even beyond grant funding.

Earlier this year, we launched a \$25 million gender equality pooled fund that will unleash the power of collaborative philanthropy to close the gender gap in Asia, improve the lives of women, particularly marginalised women, and address the social barriers that are the impediment to women's economic empowerment and gender equality.

We also just launched a USD 3 million Sustainability Seed Fund with our member Google to support nonprofits that are leveraging the use of technology in combating climate change and driving sustainability in areas such as; biodiversity, air pollution, and climate change, water preservation and waste management. The fund covers 11 markets including Australia, India, South Korea, Japan, New Zealand, Singapore, Taiwan, Indonesia, Thailand, Vietnam, and Hong Kong.

We need to ensure that we find ways to act early and bring resources to address these issues early on.

Finally, we enable cross-learning and thought leadership between the private sector and public sector leaders as well as policy influencers, engaging governments and the public sector to help shape the policy agenda to solve the SDGs and propel progress across the region. Together with our members, we make sure we put Asian voices at the forefront of global discourse. We are delighted to be an official impact partner for the Indonesian Governments Presidency of the G20 where we have established a platform for all of our members to be able to have a voice in such important global forum.

Q: Your deal share platform is an innovative model for information sharing that catalyzes action for those in the venture philanthropy space. What are your criteria for participation?

A: The DSP is a platform for credible, high-impact organisations that are on the frontlines of social impact, encompassing a broad range of organisation types, from INGOs, Charities and Social Enterprises. To ensure credibility for the organisations, for businesses and Investors, we conduct a series of checks, one of which is ensuring that the organisations on the platform have been supported by our AVPN members through financial and non-financial/capacity-building support.

We see increasing interest for deal-sharing platforms such as ours, and for more intentional mechanisms for capital movement. We are piloting a new model which encompasses needs-based capacity building and bespoke technical assistance for high-potential social enterprises and targeted investment facilitation.

Q: Tell us about the AVPN Academy and what you hope your members gain from their experience in it.

A: We leverage the knowledge of our network and create spaces for collective learning from practitioners to practitioners, where social investors of all kinds can build

> capacity and share learnings. We do this through our Research and Insights arm, and also our AVPN Academy, where people can learn about social investment approaches such as social finance and corporate social impact.

> This is a new, emerging, dynamic space. Practice is evolving faster than theory and academic research, and funding organisations don't know where to go to learn. Information is available in bits and pieces, but it is incumbent on the organisation to piece it together. We saw a need to curate and share what we know so that others don't reinvent the wheel.

The AVPN Academy provides a space for practitioners to learn through self-paced modules, live modules, peer learning circles and fellowships. In the past year and half we've launched and run 20 modules, a digital library, and 6 fellowships, with over 500 active users and growing.

Q: Why do networks like yours and others have a responsibility to bring under-represented social issues to the top of mind investors?

A: We all have a responsibility to ensure the voice of underserved communities is heard and to demonstrate that if we don't address the root cause of issues, we are just storing up problems for the future. Whether it is the risk of failing a generation of young people through not providing them with adequate skills and opportunities or whether it is not comprehensively addressing the multiple impacts of climate change, we need to ensure that we find ways to act early and bring resources to address these issues early on. 🚳

Every movement that lasts has a moral foundation

The Council for Inclusive Capitalism is a community of leaders working to harness the power and ingenuity of the private sector to profitably meet the needs of people and our planet.

Council members understand the purpose of business and its potential for value creation as being much larger and more awesome than narrowly produced profit. They recognize their agency in operating business and investment strategies in ways that meet the great challenges of our time—rising inequality and climate crises.

The Council for Inclusive Capitalism sees capitalism as the greatest force for change and for good when practiced intentionally. And every day, Council members bring forth their best ideas, actions, and tools to profitably meet the needs of employees, customers, suppliers, and the communities in which they operate. Our members' actions are tied to the 17 UN Sustainable Development Goals and the World Economic Forum's four sustainable value creation pillars: People, Planet, Prosperity, and Principles of Governance.

In this work of practicing capitalism for the greater good, Council members are guided—and challenged—by faith-based and ethical leaders including Pope Francis, whose address to Council members pointed to the morality we all have as human beings and our shared responsibility as business leaders to act:

"You have taken up the challenge... by seeking ways to make capitalism become a more inclusive instrument for integral human wellbeing...Your presence here is thus a sign of hope, because you have recognized the issues our world is facing and the imperative to act decisively in order to build a better world. I express to you my heartfelt gratitude for your commitment to the promotion of a more just and humane economy." – His Holiness Pope Francis, speaking to Council members in

November 2019

The Council for Inclusive Capitalism is a secular organization that draws inspiration from faith and ethical leaders who challenge us to do more and be more as leaders. Our community was founded as an answer to Pope Francis's call to

action, though our members come from diverse backgrounds and faith traditions. Some claim no faith tradition at all, though all members recognize the moral and market imperative we have as business leaders to take action for economies to be inclusive and sustainable.

Members of the Council for Inclusive Capitalism agree to take action or share resources in line with our Guiding Principles, which are grounded in the common teachings of all the great faiths. As a community, we put forth our best ideas and actions for capitalism to provide:

- Equality of opportunity for all people to pursue prosperity and quality of life, irrespective of criteria such as socioeconomic background, gender, ethnicity, religion or age;
- Equitable outcomes for those who have the same opportunities and seize them in the same way;
- Fairness across generations so that one generation does not overburden the planet or realize near-term benefits that incur long-term costs, at the cost of future generations; and
- Fairness to those in society whose circumstances prevent them from full participation in the economy.

These Guiding Principles help to inform the actions our members take. They can also give strength and inspiration to Council members

who find themselves facing challenge or competing pressures.

Council for Inclusive Capitalism members are provided access to guidance from faithbased and ethical leaders from a variety of backgrounds, including through the Council's partnership with Religions for Peace, the world's most representative multi-religious leadership coalition. Whether engaging with Vatican or Church of England leaders, or moral guides from Sunni and Shiite Islam, Judaism, Hinduism, Buddhism, or indigenous faiths, the Council provides pathways for everyone to moral inspiration that can be so important to reforming established harmful approaches to practicing capitalism.

The work of inclusive capitalism belongs to each of us, regardless of where we come from or what we believe. As human beings, we are endowed with a shared sense of morality and ingenuity to try new ways of building, creating, profiting, and being. As capitalists, Council for Inclusive Capitalism members know that the best value creation is yet to come. We take on the moral and market imperative to practice capitalism differently. And we see the inequality and climate crises as an opportunity for all business leaders to find new ways to profitably meet the needs of people and our planet.

We invite you to join us, to be inspired and challenged by moral guides and your peers, and to be part of the onward value creation that is capitalism at its best.



MEREDITH SUMPTER CEO. THE COUNCIL FOR **INCLUSIVE CAPITALISM**



An inclusive capitalism that leaves no one behind, that discards none of our brothers and sisters, is worthy of our best efforts."

HIS HOLINESS POPE FRANCIS

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Capitalism lifts people out of poverty and powers global innovation and growth. But to address growing inequality and climate change in the 21st century, capitalism must adapt.

The Council for Inclusive Capitalism is a movement of CEO leaders doing business in ways that lead to a more inclusive and sustainable global economy. By sharing their actions and experiences with the Council and the public, our members turn their ideas into business strategies other can use to generate positive social and environmental impact.

We believe the strongest and most valuable businesses are those that profitably create long-term value for all people and the planet. Therefore, we invite global business leaders — whether of a small community business or international conglomerate — to join us and put forth their best ideas for enlightened business actions necessary for the fairer, more dynamic economies and societies we need.



Join as a member

Share your actions and resource to advance inclusive capitalism. Learn more about membership on our website.



Follow our progress

Follow us on soical media or scan the QR code to sign up for our monthly newsletter.



Sponsor our work

Support projects to deepen collaboration, share actionable learnings, and grow the community.



