

**Embracing**

**Impact**

**2019-2020**



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# Introduction

Welcome, dear Friend, to the start of this **'Embracing Impact'** booklet.

With every new year spent as an EO member I increasingly realize that we, as entrepreneurs, have the real power to change the world. It's a case of using every inspiring EO conversation as a stepping stone and then acting upon it. When I was appointed President of the Dutch Chapter, I felt honored to have been given such a unique opportunity. It was at the 2019 UN / EO Sustainable Development Goals Conference in

New York that I met Huub Waterval, the only other Dutch attendee. During this meeting, the fire inside me, resulting in this booklet, really ignited. The willingness to lead and the cause merged as one.

It was also here where I signed the pledge to support, through EO and all my activities outside EO, the United Nations Sustainable Development Goals (SDGs - see appendix for full list). In addition, the EO 'Impact chair' was launched there and then. A new position from which to champion this very cause. It was without a second thought that I decided we would embrace this role within our board, and that Huub was the man to shape and lead this. We were there from the outset and

both fully understood what our mission was. Without an Impact chair within the board, ownership and the need to drive change rests on everyone.

**And as we  
so often see,  
everybody =  
nobody.**

It has always been in my heart to make the world a better place. I often failed against my own personal bar. Like most around me I'm inconsistent, for example I'm caught in the dilemma regarding waste



and air pollution but still wanting to travel a lot (by plane). Could we, as smart entrepreneurs, think about an AND-AND movement? Celebrate life whilst being sustainable and driving the world for the better? How do you shape this within EO? Would it be difficult to change our habits? I didn't know. Back home we noticed this cause had broad support amongst members.

We chose 'Embrace Impact' as our EO theme for 2020 in the Netherlands. Our focus never waivers from our members - we are devoted to maximising personal impact and growth through learning and sharing experiences with our peers. However, we believed we could thrive and inspire by setting an example as EO

chapter for our member companies. Thus motivating them to make a positive contribution to society and broadening their impact, on a whole new level.

This booklet is a result of another spark to create a larger impact..what if, what if.....what we are executing here, our own learning, could be likened to a stone in a river, creating its own ripple effect, reaching other chapters?

There is a great deal of action surrounding this topic within EO. A lot of that energy is featured online: [www.eonetwork.org/eoimpact/](http://www.eonetwork.org/eoimpact/). Personally, I feel humble and hugely impressed by all the good done, especially in this Corona era. I hope this booklet is another source of inspiration

Some questions will always remain....Have we done enough? Can we contribute more to the SDGs? Can we work smarter when it comes to organising events, creating opportunities and sharing experiences in generating a better world? Can I walk my talk? Please have a good read of this booklet and discover how we took our first steps.

**ETERNALLY GRATEFUL,**

**WENDY VAN IERSCHOT**  
**PRESIDENT EO**  
**NETHERLANDS 2019/20**



B-Corp Europe and EO Netherlands form an alliance.  
From left to right: Charlotte Faro (EO-admin), Wendy van Ierschot (President EO NL), Huub Waterval (Impact Chair), Hubertine Roessingh (B Lab), Leen Zevenbergen (founder B Lab Europe)

# 2

## B Corp and Huub's Story

It goes without saying that I am passionate about B-Corp. My company - *Nextview* (a Salesforce Consulting firm who helps clients create positive impact through design thinking and innovative technological solutions) - prides itself on its B-Corp status. If you look behind the scenes, you will find my way of business is heavily influenced by ways in which to make a positive impact.

“The impact, on a global scale, could be far more impressive due to the **14,000 members!**”



So, it was whilst visiting the UN/EO conference last year that I realised I wanted to make this into something bigger. Everyone was talking about it... what was B-Corp and how could they get it? B-Corp was 100% a la mode. It dawned on me that more often than not, B-Corp companies operate on a small scale. Here at EO we are surrounded by entrepreneurs, with established companies, capable of substantial economic growth. I realised that together with EO, bridging the two movements would surely pave the way for a better future. By encouraging EO-ers to become a part of the B-Corp

movement, the impact, on a global scale, could be far more impressive due to the 14,000 members! The first step in this initiative was to contact B-Corp Europe and form an alliance. We wanted both parties to embrace each other's enterprises - thus recruiting new EO members, and EO-ers gaining B-Corp status. Our target was to get five newly qualified B-Corps enlisted by the end of the EO board year. In order to do this we created a series of masterclasses, where entrepreneurs, with businesses of all sizes - even the accelerators were invited

to join. We received an overwhelming response. Our initial plan to host three masterclasses over a six month period, with virtual updates in between, was blown out of the water. We were staggered at the amount of applicants, which meant doubling the amount of classes. The classes ran from January to April, with some modifications due to the Corona outbreak. And even with these additional pressures, we managed to enlist 8 new B-Corps within the EO community. A truly great start! And this is just the beginning - with a large number of EO-ers still in the certification process, we expect this number to rise. So, the mission remains, to maintain this momentum and inspire more companies to follow suit. It's all about motivating and engaging entrepreneurs. We want to combine People, Planet and Profit for the ultimate commercial 'business model of the future'. It works across all sectors - offering premium services, better clients, attracting more employees, plus incentivising and bringing some fun into the business world.

For me personally, the epiphany moment arose after reading Raj Sisodia's 'Firms of Endearment'. His research compared purpose driven companies with those 'Good to Great' - as written about by the renowned Jim Collins. Sisodia's conclusion stated that purpose driven, or B-Corp companies out performed those in the 'Good to Great'. This resonated with my core beliefs, about how we can make a positive change and ultimately deliver a superior business model. For example, if you look at what the think tanks from organizations, (such as the World Economic Forum), define as 'the non state world' - the belief that companies will find solutions, in place of governments - you are presented with some interesting concepts. Non government organizations have the ability to make significant changes, without political restrictions. This can be highly advantageous and also separates the type of shareholders - are you profit or purpose driven?

We can all do our bit to support the socio-economic environment. However, becoming a B-Corp is more than just a large financial donation to a good cause. You need certification and this can be achieved, but requires rigorous assessment. (Details are found in this chapter). It's far more than a 'feel good' that serves well on social media. The biggest impact is looking inside the company, figuring out the strong points and then using this to go one step further, thus contributing to a better world. We did just this within our business model. Explaining how we operated was often difficult and lacked inspiration. So, we started with a number of partnerships, one being with Plastic Whale in Amsterdam, (we're also co-investors). Before enrolling in our design thinking workshops, we use the company to go 'plastic fishing' with our

clients, on board our 'plastic' boats - made from Amsterdam's finest recycled goods. It's a great enterprise - not only are our clients becoming a part of what we do, they get inspired. The plastic

**“Becoming a B-Corp is more than just a large financial donation to a good cause.”**

'catch' doesn't just end up in the recycling bin - far from it. It's the start of a new life, we create value from this waste. As well as producing boats we also fabricate edgy office furniture, such as boardroom tables and chairs, which are being purchased by key influencers. This, in turn, provides a route to like minded companies. It's literally 'Trash to Treasure' and profitable too. By actively engaging with our clients we are not only promoting what we do, but also offering a great starting point for them to generate ways in which their own companies can improve for the greater good of society. Our role is to assist with the technology, in order to execute successful strategies.

We've also implemented a new initiative - DesignWeek@school. As founding sponsor and developer, our mission is to give as many elementary schools as possible a kick-start in technological skills. Thus learning programming, computational and design thinking as a part of their regular curriculum. For children it's all about creating a fun experience, whilst discovering a valuable skill set, which they can use in the future to create a sustainable society by working together. Led by experts, it's interactive, inspirational and educational, plus a great way to reach a whole new audience.

So, where do I stand now? We have just closed a deal with a significant investment from Salesforce Ventures. With Salesforce being one of the leaders in corporate philanthropy, our alignment in purpose was one of the key reasons for this long term partnership. Together we can really make a difference. I'm also fully focused on motivating fellow EO-ers to get on board! The buzz I get out of winning

new clients, who embrace and grasp our mantra is hard to explain. More and more people want to see that connection with society. This, in turn, forges new relationships - both with clients and employees alike. People want to work for those with a social conscience. The Impact chair is really important to me and I owe that entirely to the EO. I envisage that together, we can mobilise our businesses as a force for good. If EO worldwide can adopt this new business model - then we have a huge chance to make a difference on a global scale.

## WHO'S ONBOARD?

With 14,000 members with B-Corp potential, together we can boost the movement and make business the true force for change.

<b>Huib Broekhuis</b>	VDS Training Consultants
<b>Nils Eekhout</b>	Octatube
<b>Gert Eilander</b>	Laspartners Multiweld BV
<b>Peter Kasbergen</b>	Public Cinema
<b>Harald Lamberts</b>	Essense
<b>Jasper Meerding</b>	ContactCare
<b>Mayke van Keep</b>	The Issuemakers
<b>Jaap van Oord</b>	Fourtop ICT
<b>Arno Vonk</b>	IGG Bouweconomie
<b>Robert Kolenik</b>	Kolenik Design
<b>Willem Treep</b>	The Food Line-up
<b>Wendy van Ierschot</b>	Vie People
<b>Pieter van Osch</b>	ScaleUp Impact
<b>Eduard Brink</b>	Brink Licht
<b>Marja baas</b>	MYOMY do goods
<b>Steffy du main</b>	JBL&G
<b>Sanneke van de Pas</b>	MEIS & MAAS
<b>David de Zwart</b>	Multitude
<b>Vivian Hartelief</b>	Overnieuw
<b>Bart van Nol</b>	ScaleUp Company



## WHAT IS B-CORP

We live in a world where the business mind is not only focused on the financial. There are so many other elements to consider, which is where B-Corp comes into play. Best described as a global movement of people using business as a force for good, the dream is that success will not only be determined by financial performance, but also by the positive impact a company creates for its stakeholders. It's all about

meeting the highest standards of verified social and environmental performance, public transparency and legal accountability, thus balancing profit and purpose. This dream is shared globally with other Certified B Corporations, who are united in community. There are currently over 3,300 corporations who share this mantra including esteemed brands such as Triodos Bank, Ben & Jerry's, Kickstarter and The Body Shop.

## HOW DO I BECOME B-CORP CERTIFIED?

All this makes perfect sense, but how do I obtain such a status? All for-profit companies are eligible for B Corporation Certification. It requires a complete holistic self-assessment, that evaluates the positive impact on the company's governance, workers, communities, environment and customers. Companies are allocated points across these various

sectors, with a necessary 80 points required for certification. Once this threshold is reached, the company submits the assessment for review. In turn, B-Lab's team will perform an in-depth analysis of the company's assessment through desk research (supported by documents & data), review calls and/or on-site reviews (for larger companies). If the company successfully passes and still meets the 80-point threshold, certification is awarded.

## MASTERCLASS SNAPSHOTS NIELS EEKHOUT COE, OCTATUBE

The B-Corp and EO masterclass definitely motivated and inspired, leaving us with a few relevant takebacks. As a company filled with 'technical nerds' our feeling stands that it's paramount to be good to each other and the world - you get what

you give. It's in our DNA. Plus we are allergic to greenwashing. It was exciting to learn that we could adapt a binary measurable system to keep challenging, improving and inspiring ourselves (takeback 1). In a room filled with like-minded entrepreneurs, joining was a no-brainer. We were so inspired by those around us, and it felt good to challenge ourselves to go further than we ever had before. To do more.

To be part of a worldwide movement with actual power to change (takeback 2). Whilst acknowledging that it's OK to earn money and be good to our surroundings. In fact, real impact is only sustainable if there is a profitable business model behind it (takeback 3). Huub Waterval's pragmatism, factual findings and inspiring examples, convinced us not to think, but to act. We will soon be a part of the B-Corp community and with that status continue to make a real impact.

you get  
what  
you give



## JOEY VAN DEN BRINK CERTIFICATION MANAGER B-LAB EUROPE

Through shared interests, The Entrepreneurs Organization Netherlands and B Lab BeNeLux joined forces to host the B Corp Masterclass for EO members, in the first quarter of 2020. The driving force behind this whole concept has been Huub Waterval and my role, as lead facilitator from B Lab BeNeLux, has been nothing short of a pleasure.

The B Corp Masterclass comprised three sessions; an introduction on how to use business as a force for good (i), a tutorial on impact management, using the B Impact Assessment (ii) and a working session on the UN Sustainable Development Goals (iii). We started with over 50 participants and ended the program with 35 entrepreneurs.

For me, there were many highlights. One of the main ones being the group of

**The audience was  
challenging, hungry to  
improve and pragmatic  
in their approach**

participants. It was incredibly refreshing to introduce an entrepreneurial perspective to the practical solutions of the B Corp movement. The audience was challenging, hungry to improve, and pragmatic in their approach.

Another highlight was the timing. We hosted sessions at the end of January and beginning of March and April. As I am sure you are all well aware the world changed a great deal around that time

due to Corona. Faced with changing business realities, audience engagement remained high, with key focus around the need to engage stakeholders in core business activities.

By the end of the masterclasses five entrepreneurs decided to fully commit and apply for B Corp certification. I've been working closely with this group and witnessed their commitment to drive the business, whilst making a positive impact. Their ultimate goal is to acquire B Corp Certification in July, strengthening future bonds between the EO and the B Corp movement.

## JASPER MEERDING FOUNDER CONTACT CARE

The B-Corp masterclass was a great learning curve, enabling us to put our MVO pillars in a more steady format. We are looking forward to ContactCare receiving full certification in the near future.



## **BENNO KUIJF** CONNECTING WITH COFFEE

Meet Benno Kuijf, from Gio Coffee. His story starts back in 2018 at the University of San Francisco. He was so inspired by the stories he heard around social impact, especially one around loneliness, that it got him thinking.

Benno explains: Loneliness is a terrible thing. It creates stress and all manner of issues. Whereas coffee connects. Which is where the idea to donate one cent per cup to a loneliness prevention charity was born. A few years down the line and that one cent has transformed into a significant sum. We now support the following Dutch charities:

1. Stichting ouderenfonds - in support of the elderly
2. Jantje Beton - in support of children
3. Stichting Hulphond - in support of dogs for therapy

We connect with people through these three organizations. People who are lonely, or on their own. We usually take the elderly to the forest, for excursions, however due to Corona this has changed, so now we send cards, to keep in touch. Keeping true to core values is paramount - connection, innovation, commitment and energy (or enthusiasm). It's what makes a difference. By connecting Gio Coffee's employees and customers with their chosen charities, we're raising awareness on a daily basis.



“It gives a good feeling knowing we are doing our bit.”

### **Circularity and a sustainable world**

We are also working on the circularity of our machines. We draw up a so-called 'material passport' for every type of coffee machine. Instead of going to the shredder, we now make agreements with our suppliers regarding which materials they use and we can reuse.

We also support the Rainforest Alliance Foundation. All products, such as cocoa and coffee, must comply with this. The costs are a little higher, but we don't make any concessions. It cannot be that we

enjoy coffee here whilst on the other side of the world people are barely making a living from the production. We began supporting this foundation in 2010. It gives a good feeling knowing we are doing our bit.

### **BHAG**

By 2025, we want to create 100 million impact moments with Gio. Ultimately meaning a lot of money for charities! If everyone did this, the world would be a far more beautiful place. Therefore, I call on every EO-er to try to make an impact in what you do every day.

## HARALD LAMBERT'S DESIGN TO DRIVE

Time to meet Harald Lamberts, of Essense - who considers social responsibility paramount.

Essense is a service design / customer experience agency with 38 employees. The company helps organizations manage their services, in a customer-oriented manner. Think of Eneco (a renowned Dutch utilities company) and the switch to sustainable energy. During this transition, Essense maps the customer requirements and devises service innovations to accommodate. Customer-oriented innovation is also a hot topic at Philips. Essense looks at customer needs regarding healthcare services and uses this as a starting point. And they do the same for many other sectors.



### Why Impact?

Essense's purpose is 'drive customer-centric collaboration to move the world forward'. Corporate social responsibility lies inherently within the company's DNA and is therefore included in the purpose. It's not only about commercial success but also societal contribution. Harald actively encourages staff to take on societal impact projects. This leads

to team building, greater involvement, higher enthusiasm and better quality work. It also helps that the essence of the work, customer-oriented innovation, attracts a type of employee who really wants to contribute to a better world. In addition, the company also backs Victim Support, offering services to those affected by crime. They're already active in the social playing field.

### BHAG

Essense has a taste for it. Even their BHAG has been adapted and now reads: 'In 2030, the leading agency in Europe, innovation will accelerate in all ecosystems that are necessary for a better world'. For eg; energy transition, education and healthcare help with customer-oriented service innovation throughout the chain. Rarely companies can realize this alone. Which is also why Essense is increasingly choosing verticals with 'fair service' and markets that 'are doing well in both heart and soul'. The question remains which SDGs show future potential? For example, in support of Climate Action (SDG goal 13) they are already working on a great project with the European Investment Bank.

### **B-Corp**

Essense is also one of the companies which is a part of the B-Corp Track, facilitated by EO. They had already shown an interest with B-corp just last year, but hadn't really moved on. When EO came up with the offer, it was 'a great opportunity to hook up right away'. Now they have a dedicated project team comprising four members: HR, two from the Essense team and Harald himself. You also notice that within the company culture people think it's an important topic.

### **Customers and employees - a step in the right direction**

After the BHAG, Harald and his team have been working hard to achieve B-Corp status. The idea and feeling, especially when B-Corp certification has been obtained, is that of credibility both for the labour and business market, certainly benefiting Essense's recruitment and success.

### **What do you want to give to EO?**

I was at the EO University in San Francisco 2 years ago and was sorry to see that the 'Impact' theme wasn't on the agenda. How fantastic that things have changed now! I feel responsible, I have children, I earn enough money, but also want to contribute to a better world and not just my own. I hope to inspire others to see how they can use their company for this great cause.

# essense

**“I believe  
in the power of  
people”**







## TIMOTHY HOOLHORST CAREABOUT

Meet Timothy Hoolhorst from *CareAbout*. An Accelerator, only 24 years old, who established his fast-growing company just two years ago.

### Where did it all begin?

I worked as a medical student at a general practice and witnessed the everyday chaos. As soon as an employee missed a day, it was madness, with schedules running behind. I was also studying business administration and recognised that practices were urgently in need of a flexible shell from which to handle telephone enquiries remotely. Very soon who to hire became an issue resulting in using a secondment agency. However, the service appeared

flat and lacked continuity. But this soon led to a new opportunity.

### Better care

The problem is cyclical. There's a current shortage of practical assistants, with around 600 positions looking to be filled around the Utrecht region alone. This number also corresponds with other Dutch provinces. In turn, there is a huge shortage of internships, a prerequisite for students, who are looking to graduate. This is how the CareAbout Academy

was born. Currently we offer 60 students an internship, working in a practice through the CareAbout traineeship. This Deployment Process ensures more healthcare staff, better care and happy patients. In short, generating a good feeling all round.

### Human development

It's also a vision that goes further. Drawing up a personal development plan for the assistants, providing personal coaching and guiding them both on and offline is also an important part of what we do. The assistants are well-trained, but simply do not appear to be practice ready. After two years, they can choose whether they want to continue working via CareAbout or to enter the labor market themselves. CareAbout also offers development programs that increase added value by training candidates to make the practice function better. The GP and pharmacist have a passion for care, but are not managers. The practical assistant can really help in that area. Ensuring the

work becomes fun for everyone again. In addition, better care is structurally possible. It's a win win for all parties - doctor, assistant and patient!

## “Better care and happy patients”

### What's your biggest goal for the future?

I would love to see around 500 CareAbout caregivers in active roles by 2025. I believe in the power of people. Making good use of forces and potential may cost money, but it will double yield. And in this case it runs deep - it's about improving potential within the company, and within society.



## MONIQUE ANSINK NO TIME FOR SLACK..

Meet Monique Ansink who, in 1999, took over half of *Jumbo Cargo Products*' shares. Having worked there as a graduate she knew what the company stood for. Her career then took her to Nestle, but she still kept in touch with her former employees. Which made it easy for her to return to the company. At that point they were making towing cables, with a 10 strong work-force.

**Jumbo Cargo  
Products now has  
25 employees  
in the Netherlands**

The following year, the company began selling straps for transport loads, resulting in further exports and the idea to start production in the Far East. It was at that point that Monique began researching factories. She travelled to Asia to check out best options, which gave rise to the concept of taking production into Jumbo's hands and setting up on their own. After extensively researching the region, she settled on making Vietnam her base - she liked the vibe and felt inspired by the locals.

### BHAG

Jumbo Cargo Products now has 25 employees in the Netherlands and 60 in Vietnam. The crowning glory was the new factory opening back in 2011 by King Willem Alexander and Queen Maxima. So, BHAG number one accomplished! And after that, corporate and social responsibility became the main priority. Monique joined the Amfori organization in 2008. This non-profit organization was set up by European retailers to work together whilst maintaining the same code of conduct - ensuring production in emerging countries is done in a responsible and sustainable manner. The focus is on 'Trade with a Purpose', established long before the UN created the Sustainable Development Goals (SDGs). Amfori conducts an annual audit at participating factories, so greenwashing is impossible. You really have to demonstrate that your business operates in a socially responsible manner, everything is checked, employees are interviewed plus you also have to pay a hefty amount every year. But it's so important and needs to be done!

So, with the factory ready it was time for a new BHAG that fits with corporate and social responsibility. Monique sat down with her team and asked 'What gets us out of bed every morning?'

#### And they settled upon three SDGs:



**No. 5** Gender equality (female equality, makes more money for the family)



**No. 8** Decent work and economic growth (safe working conditions and growth)



**No. 12** Responsible consumption and production (what has an effect on the planet in production?)

## Social Development Goals

Experience shows that it works best to select a few SDGs that can be fully influenced by the company and have been chosen by the staff, thus guaranteeing full support. This, in turn, leads to greater involvement. People literally work to help others get back on their feet, providing families with food and opportunity. In addition it offers guidance and direction to product development and is alive among customers. They had lost Gamma (one of the largest Dutch hardware store chains), as a client, but managed to get them back on board thanks to their new goals. There are also customers who regard Jumbo Cargo Products' policy as an example and make it a requirement. This establishes them as trendsetters, ensuring other companies follow suit. Invariably costs are higher, making them more expensive. But, this is partly due to the pursuit of a living wage, a wage from which one adult and child can live. In Vietnam this amounts to 160% of the minimum wage!

Monique is now  
at 130% and on  
her way to  
achieving this goal.



## Her mantra:

Start 'SDG thinking' as soon as possible and try to incorporate this into your strategy!

Collaborate with employees and maybe even your stakeholders... agree on three or a maximum of four of the 17 goals, ensuring they best suit your company. By doing this, you'll serve both people and the planet, your own company, and its employees, plus you get to feel good! It's also extremely relevant for the younger generation, whose focus needs to be on saving this beautiful world.





## ACCELERATOR PEPIJN TEN CATE WHAT DOES IMPACT MEAN FOR ENTREPRENEURS?

*Stock Today* develops web shops and handles storage and order processing. The fulfillment branch mainly employs people with a distance to the labor market. 'People with disabilities work together with Wajong (a Dutch initiative that offers benefits to a young individual aged 18 or over, who suffers from a disability or long-term disease) and with people who are looking to re-integrate in the working world,' says founder Pepijn ten Cate. 'We're a colorful collection empowered by guidance. What someone can do and how he can assist a colleague who cannot, is top priority. This results in a great team and a happy working atmosphere.'

### Deeply moved

Pepijn wasn't always so idealistic: back in the day, he built webshops for customers with his brother. While experimenting with different business strategies, they started marketing socks. It soon got out of hand. Six cupboards, packed with socks quickly grew into a warehouse. The sock shop fulfillment was outsourced to a company

who employed two people with a distance to the labor market. Pepijn explains: 'It was when one of the boys' mothers got very emotional about how her son had grown in his self-worth and independence, and that was down to work. This really moved me'. When the outsourcing agency stopped working, Pepijn decided to take over this task. 'Since then, we have been working as much as possible with those who are lagging behind in the labor market,' says Pepijn. 'To ensure continuity for them and to create more work, we also started shipping for other companies. Which is how the fulfillment branch was created.'

### Unpredictable

*Stock Today's* business model revolves around guiding disadvantaged employees. And there are more and more, with a total of ten to date. The fulfillment branch will start to benefit from an economy of scale, for over 16 people. But Pepijn's goal is even more ambitious: 'Before January 2023, I want 43 people with a distance to the labor market to return to the regular

labor process.' He understands, better than anyone, that this is no mean feat. Pepijn explains; 'Working with people with a disability seems so easy and financially attractive, but nothing could be further from the truth. It takes a lot of patience, flexibility and love to achieve the desired productivity and profit. Every employee is completely different and there is always something. For example, one person is restricted in movement, the other is not allowed to leave his care home due to Corona. At the same time, you have to be able to promise customer delivery. Which is why we explain to our B2B clients how we work. Fortunately, they respond with understanding and enthusiasm. The enthusiasm is so great that we are currently expanding *Stock Today's* warehouse to five times its current size.' Pepijn will soon be able to help even more people enter the labor market.

**"I strongly believe in  
inclusivity"**

# 3

## Time to Reduce Your Carbon Footprint

We couldn't write this booklet, without dedicating a chapter to Carbon Footprint. We're wholly committed to reducing our impact on the earth, specifically within the EO and really want to inspire members to reduce their Carbon Footprint too. But in order to be able to reduce it, we need to understand it....

We chose to work with FairClimateFund. They are considered to be 'gold standard' when it comes to CO<sub>2</sub> compensation - they are honest, willing to work in collaboration and you won't find any greenwashing where they are involved.

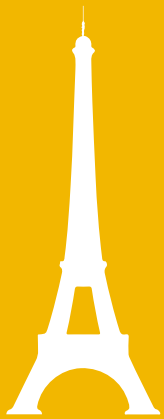
Once we began investigating we realized a very good place to start would be by offsetting Carbon Footprint. It turns out that with a relatively small input we can make a difference. It's not the only solution to reducing carbon emissions, but compensation is certainly a step in the right direction, something that should just be done. And once you start dissecting, you realise where improvements can be made to reduce your footprint. The implementation of small changes can have a dramatic effect, which makes this whole process quite easy. Working with the FairClimateFund gave us a visible route to reduce our Carbon Footprint. They have a number of viable compensation initiatives worthy of support. In the end we, EO Netherlands chapter, chose the Ethiopian 'cookstove project' as our vehicle to compensate carbon emissions. And we recommend this to other EO Netherlands companies too.

Another party who has been instrumental in calculating EO Carbon emissions has



been CE Delft ([www.ce.nl](http://www.ce.nl)). They perform life cycle analysis (LCA) of products, services and organisations - including the whole value chain from Cradle to Grave. This results in a detailed impact report showing the opportunities to reduce the footprint. Remaining CO<sub>2</sub> emissions can be compensated through climate projects and very soon you'll be making a positive change on a grand scale. You can find more information on what they have done for us later in this chapter.

For now, be motivated by what you read... and ultimately we hope, inspired to act!

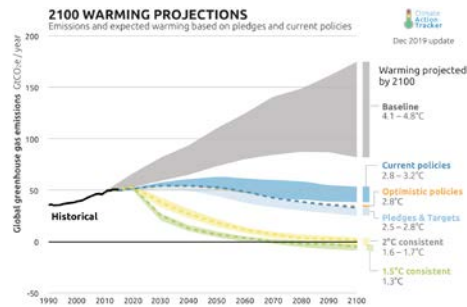


## Climate Change

The consequences of climate change are visible for us all to see. Due to continuous population growth, plus relentless use of natural resources our planet is facing serious threats. Extreme weather is becoming more common - temperatures are rising and we are increasingly faced with unpredictable rainfall, floods and drought. With dire consequences; failed harvests, food shortages and the massive extinction of animal species. If greenhouse gas emissions do not rapidly decrease, we

are heading for a global temperature rise of 4 degrees Celsius. Large parts of the world will be uninhabitable by the end of this century.

This can be righted - if we abide by The Paris Climate Agreement - whereby almost 200 countries have united in a common goal; to reduce global warming to well below 2 degrees, preferably to 1.5 degrees Celsius. Achieving this target requires halving global greenhouse gas emissions by 2030. Making it everyone's responsibility to contribute. But how can you play your part?



## Scope 1, 2 and 3

First, it's important to map your CO<sub>2</sub> or Carbon Footprint. Your Carbon Footprint is determined by various factors, such as electricity and gas consumption. According to the Greenhouse Gas Protocol, emissions are divided into three categories:

### Scope 1

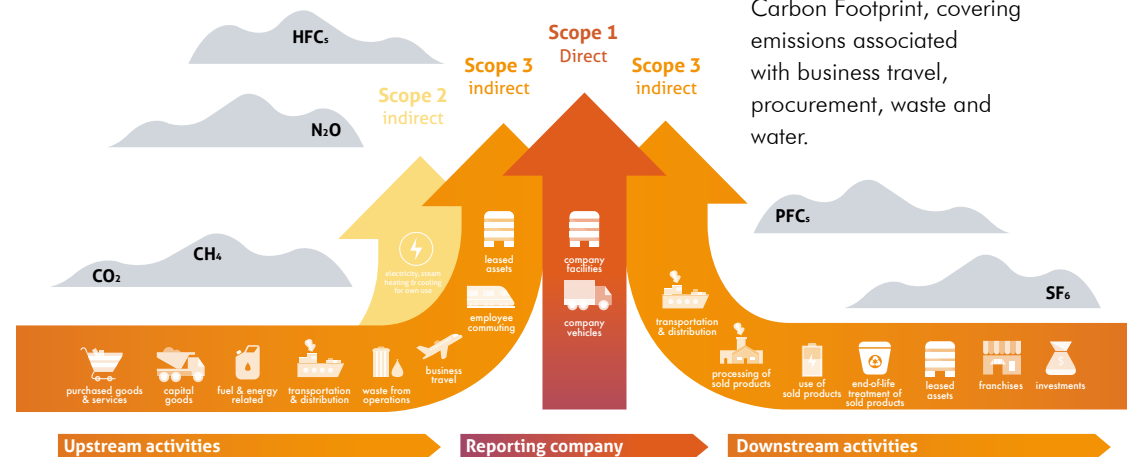
All Direct Emissions from the activities of an organization or under their control. Including fuel combustion on site such as gas boilers, fleet vehicles and air-conditioning leaks.

### Scope 2

Indirect Emissions from electricity purchased and used by the organization. Emissions are created during the production of the energy and eventually used by the organisation.

### Scope 3

All Other Indirect Emissions from activities of the organization, occurring from sources that they do not own or control. These are usually the greatest share of the Carbon Footprint, covering emissions associated with business travel, procurement, waste and water.





## 5 Steps to Carbon Neutral

In order to ‘embrace impact’ we also need to investigate how to help our members reduce their footprint. Together, with FairClimateFund, we can map your Carbon Footprint and examine the necessary steps required to reduce CO<sub>2</sub> emissions.

### 1. Map your Carbon Footprint

The CO<sub>2</sub> footprint of a company is determined by various factors: electricity consumption, logistics, and daily transport requirements. It also concerns the product or service you sell.

### 2. Reduce your CO<sub>2</sub> emissions

A CO<sub>2</sub> neutral business starts by saving energy. It’s likely you’re already using LED lamps, but there are other elements worth checking - such as rubber seals on fridges / freezers. Smart logistics and product innovation, based on a Life Cycle Analysis, can seriously reduce a company’s impact.

### 3. Generate sustainable energy yourself

Switch to a renewable energy contract (wind or solar) or invest in such an energy company. Swap fossil fuels / for electric cars.

### 4. Compensate your residual CO<sub>2</sub> emissions

There are always unavoidable CO<sub>2</sub> emissions. If you want to make your business CO<sub>2</sub> neutral, then offset your residual CO<sub>2</sub> emissions with the Gold Standard & Fairtrade certified Carbon Credits, from one of the FairClimateFund’s climate projects.

### 5. A fair story

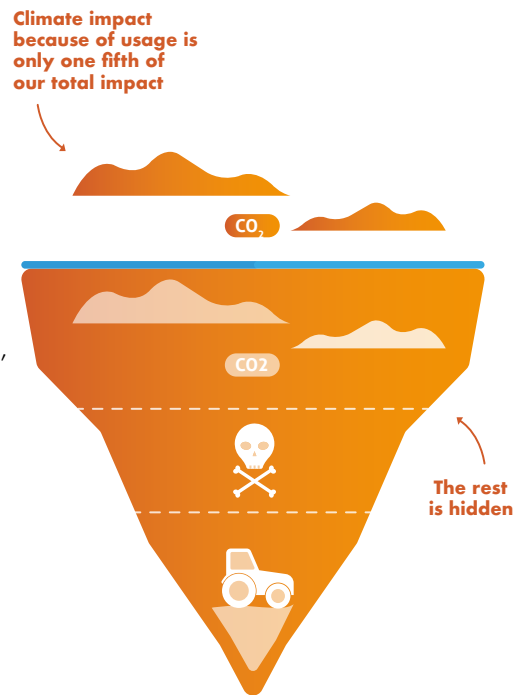
How impactful will the steps you take towards becoming CO<sub>2</sub> neutral be? Who benefits from the revenues generated by the CO<sub>2</sub> credits that you buy and what’s their background? An appealing story with clear facts and figures can help convince and motivate both employees and key stakeholders alike.

As a small or medium enterprise, it’s easy to calculate your Carbon Footprint, prepare a reduction strategy and compensate remaining carbon emissions, as long as impact remains negative. You can use the FairClimateFund’s online calculator [www.fairclimatefund.nl/en/co2-calculator](http://www.fairclimatefund.nl/en/co2-calculator) or, for more complex footprints ask directly for their advice. To prevent discussion and confusion about CO<sub>2</sub> emission factors, several national institutes in The Netherlands, including SKAO, Stimular, Connekt, Milieu Centraal, CE Delft, plus the national government and leading experts, have drawn up a uniform list. FairClimateFund uses these fixed emission factors for the majority of their calculations. However, when it comes to air travel, calculations are made using data from the UK Government’s Department for Business, Energy & Industrial Strategy (BEIS). Thoroughly researched, it considers several factors, including different seating classes, distances, radiation factor, take-off, landing, possibly delay and non-direct routes due to weather conditions.

## Hidden Impact

When determining the Carbon Footprint of the various scopes, it's also good to look at the so-called 'hidden impact'. Emissions are 'hidden' when they occur, not during use, but during production. Many products and services used by companies have a hidden CO<sub>2</sub> impact that is rarely included when calculating the Carbon Footprint. For example, flying. The greenhouse effect, concerning CO<sub>2</sub> emissions, at high altitude, is twice as strong as that on the ground. So, if you really want to get it right, then you should also factor these emissions in too. This can be done by implementing a Life Cycle Analysis. Knowing your hidden impact gives you the opportunity to have a much more effective sustainability strategy and much more impact.

Source: <https://thinkbigactnow.org/nl>



## Why FairClimateFund?

What with Mirik Castro's expertise in this field, it didn't take us long to decide to work with the FairClimateFund. Their goal is to make climate neutrality the norm, in a fair way, whilst supporting small scale farmers, rural communities and vulnerable groups in developing countries. Climate change affects us all, but those in developing countries are more vulnerable to its consequences. Simultaneously,

the rich west is largely responsible for global warming and its knock-on effects. Collectively, Europeans and Americans can be attributed to 60 percent of climate change. FairClimateFund works towards a better climate, whilst supporting those who are more vulnerable, assisting them to become more resistant to climate change. For more information visit [www.fairclimatefund.nl](http://www.fairclimatefund.nl)

## And what about our footprint?

We asked FairClimateFund to calculate our Chapter's 2019-2020 Carbon Footprint. To gauge a clear focus, we chose three main impact topics:

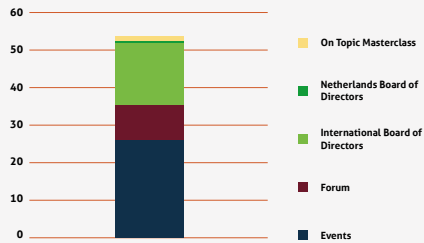
- Flights including transport to and from the airport
- Transport to events and board meetings within the Netherlands
- Catering for events and board meetings

Based on a detailed overview of all activities, FairClimateFund calculated the total number of transport kilometers per event, considering flights, electric and fossil cars, and public transport. This was then multiplied by the related emission factors\* (Kg CO<sub>2</sub>/ km). In addition, the catering was added, based on a daily intake of food – corresponding with the average of 6,2kg CO<sub>2</sub>/ day. We then invited CE Delft to review our findings to get an even more accurate calculation. For further information please refer to the Appendix at the end of this booklet.

## CO<sub>2</sub> Footprint EO & ACC 2019-2020

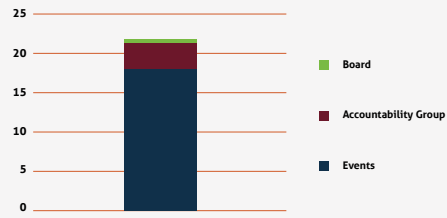
Climate Impact transport and catering - Board year 2019-2020

Ton CO<sub>2</sub> equivalent



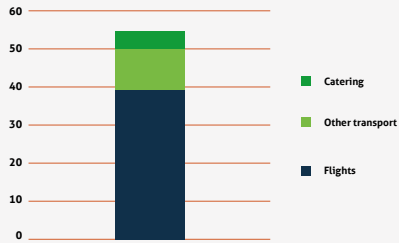
Ton CO<sub>2</sub> equivalent

Climate Impact, transport and catering Accelerator board year 2019-2020



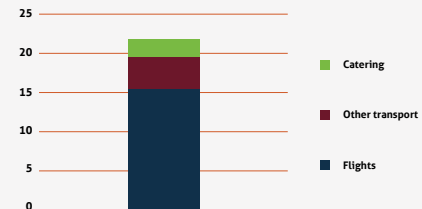
Climate Impact board year 2019-2020

Ton CO<sub>2</sub> equivalent



Ton CO<sub>2</sub> equivalent

Climate Impact Accelerator board year 2019-2020



The calculated CO<sub>2</sub> Footprint 2019 - 2020 is 76,5 ton CO<sub>2</sub>e, equivalent to the emission of 7 Dutch households in one year, 30 return flights Amsterdam - San Francisco for one person, International shipping of 55 containers or driving 8 petrol cars around the globe.



### Clean Cooking

Mirik was really keen for us to back the 'Clean Cookstoves' project in Ethiopia. He had witnessed the project first hand and knew the problems that existed due to deforestation and indoor air pollution in Ethiopia. His drive to get involved motivated us, EO decided to offset twice as much as their calculated CO<sub>2</sub> footprint. It feels great to be able to really make a difference, to both people and planet. A win win all round.

The coffee sector in Ethiopia is continually threatened by deforestation and climate change. Coffee is extremely sensitive to rising temperatures. An increase of just one degree is enough to reduce the quality of the coffee beans, two degrees means a loss of productivity. Therefore, controlling deforestation is key.

By providing local households in Ethiopia with 'cookstoves' - efficient

cooking appliances, which utilize less wood - in fact two thirds less - CO<sub>2</sub> emissions are, in turn, reduced by equal amounts. The local forests benefit, fewer trees need to be felled, another plus for CO<sub>2</sub>. There's less smoke pollution and it saves the hard-working women valuable time, both in wood collection and cooking. All of this leads to a sustainable, or long-term, improvement for living conditions, nature and climate.

# Going Green

## LOW HANGING FRUIT

FOR EO MEMBER COMPANIES



### Adapt your appetite

Excluding meat and cheese from a meal saves up to 70% of the Carbon Footprint. There are plenty of tasty climate friendly alternatives these days!



### Smart ICT

Be aware, increasing server capacity is one of the major challenges when it comes to climate impact. Think about switching standby to off!



### Renewable Energy

Get yourself a renewable energy contract. Use electricity from wind and solar parks or install your own solar panels! Check what a heating pump can do for you. The RVO website is full of handy ideas and suggestions regarding renewable energy investments and the available subsidies. [www.rvo.nl/onderwerpen/duurzaam-ondernemen/duurzame-energie-opwekken](http://www.rvo.nl/onderwerpen/duurzaam-ondernemen/duurzame-energie-opwekken)



### Internal CO<sub>2</sub> Pricing

If you look at the Paris agreement, it seems inevitable that one day we will be faced with a price on carbon-emissions. You can wait for this to happen or anticipate it, by already implementing an internal price for your Carbon Footprint - for example - 100 euro / ton CO<sub>2</sub>. Using this price will provide insights when making investment decisions for the short and midterm. For more information visit [www.klimaatplein.nl](http://www.klimaatplein.nl)



### Reduce travelling

Corona has forced us to stop travelling and make better use of online networking tools such as ZOOM, Google Hangout's, Facetime or Skype. And guess what - it's working a lot better than we expected! We're already significantly reducing our Carbon Footprint, plus saving time, kerosene and expenditure.



### Save Energy

By insulating the roof and windows at the office, you're looking at a 30-40% reduction on your energy bill.

See the Appendix, for further inspiration.



# 4

## The Story Behind the Scenes....

The drive and motivation to get things done when it comes to the whole 'Embrace Impact' story, has been nothing but inspirational. As you can see, once we decided to support the SDGs and formed the Impact Chair so much has happened. This chapter offers insight into how we got things moving and what went on behind the scenes. We've included a detailed timeline, (Page 46) covering all the key moments. Plus a copy of our Sustainable Meeting Guide (see Page 54) - which has proved to be a very useful tool. It forced us to think twice about best practice for meetings - better locations, greener meals and the end of the goody bag. Something we all realized was non-essential and saved resources across all sectors.

There's been a number of other initiatives that have been rolling behind the scenes... Leen de Bruyne, from the Learning Chair, has always been mindful, at every event, to include speakers willing to share their knowledge on impact. Our 2019 Lustrum event, presented by Sjaak Vink, was a great success and raised a significant sum of money for two charities: Justdiggl, dedicated to making dry land in Africa green again and Bibian Mentel's Mentelity Foundation, established by Bibian, a Dutch snowboarder, who lost her leg to cancer at 27. She actively challenges those with physical difficulties to get moving. We also went one step further - Jens Steensma - pledged a gift from the members to the chapter, promising the EO board's Carbon Footprint would be compensated by the members. This action raised thousands of euros!

The Global Entrepreneurship Summit also deserves a mention here...hosted in the Dutch city, The Hague together with the United States, it was a collaboration and

celebration of women. Thanks to Vivienne Eijkelenborg, every table was chaired either by female CEOs, or EO members. A real celebration of women in business, bridging the gender gap.

On a daily basis, we share news and ideas via our 'impact' whatsapp group. It's an extremely active platform, which encourages debate and discussion. And covers anything from the larger topics, such as reducing impact within a company, to the smaller issues - whether to buy an electric car.

In the initial stages of the Corona crisis, we got busy with good causes, not just for our members, but also for the society as a whole. We helped organise projects to make masks and ventilators. Allard Droste came up with an idea to make orange wristbands, to be worn in solidarity.

So, as you can see, we have been active on so many levels and will continue in this manner in the future.

# 2019

**March** | Theme EO board year

**June 3** | Brainstorm new themes at Wendy's home

**June 5** | Year theme determined - **Embrace Impact**

**June 24 - June 28** | International Entrepreneurial Summit to address the SDGs - United Nations Headquarters New York

**July 4 - 5** | Installment Impact Chair at EO NL, Board during Strategy Summit 'Embrace Impact' 2019 / 2020, including following objectives for Impact Chair:

**Goal:** Create greater awareness and visibility among EO Members, by using the SDGs as lenses and through alignment with the B-Corporations movement.

**KPI 1:** 'Impact' addressed in major EO events through key-notes and learning opportunities.

**KPI 2:** 10 success stories captured and shared among members, of which five recently started this year.

**KPI 3:** 20% participation of members SDG Impact Manager.

**KPI 4:** Five new B-corps among members.

**KPI 5:** Measure and compensate CO<sub>2</sub> Impact EO NL.

**KPI 6:** Create booklet to communicate best practices for EO Global learnings.

**August 30 2019** - Communication of Impact Chair role and objectives for 2019 / 2020 to EO Netherlands.

**September 5** | B-Corp Europe and EO Netherlands form an alliance (see pictures).

**October 19** | EO Impact Committee completed comprising Stephan van Gelder (Interviews), Gert Eilander (CO<sub>2</sub> Footprint), Jens Steensma (CO<sub>2</sub> Footprint), Mirik Castro (Booklet) and Charlotte Faro (Chapter Impact Admin).

# 2020

**November 7** | EO Business Impact Day with Leen Zevenbergen (Founder B-Corp Europe) and Huub Waterval (Impact Chair) as panellist.

**December 13** | Opening Registration for the EO B-Corp Impact Track (Masterclasses).

**December 20** | Creation & Distribution of EO Sustainable Meeting & Event Guide (p 54).

**January 8** | EO Netherlands & Fair Climate Fund create Alliance for EO NL CO<sub>2</sub> Compensation.

**January 29** | First Masterclass B-Corp Track: introduction of the B-Corp Movement.

**February 5** | Repeat session of First Masterclass.

**February 6** | EO Mid Year Strategy Summit: Impact Agenda on track!

**March 11** | Second Masterclass B-Corp Track: measurement of your positive impact.

**March 20** | Start of Weekly EO B-Corp Calls to support B-Corp Certification Process.

**April 8** | Third B-Corp Masterclass B-Corp Track: B-Corp en the Sustainable Development Goals (SDG).

**May - June** | B-Corp Certification & Reviews of EO Members, plus creation of booklet.

**July 22** | Celebration of Certified B-Corp EO members and distribution of booklet to all EO NL Members and outgoing and incoming EO Presidents worldwide.

# Some final words

FROM HUUB

IMPACT CHAIR 2019 / 2020

For me this has been the year that I've really got to know the EO inside out. I joined in 2017 and rarely made it to the big events, it was more about the forum. However, this all changed when I attended the International Entrepreneurial Summit to address the SDGs at the United Nations Headquarters New York. It was the very first EO event I attended. And it was here, where I initially met Wendy van Ierschoot. Inspired as I was about the change that we as a global EO movement could make, and not aware that I was talking to the soon to be EO NL President, I found myself one week later at the Strategy Summit of the new EO NL board with a brand new role - 'Impact Chair'. Pippi Longstocking's wise

words, and one of my favourite quotes, 'I have never done it before, so I think I can do it', never felt so appropriate. Almost one year down the line, this seems like the right moment to reflect and acknowledge.

And the first of those acknowledgements goes to Wendy, for her encouragement, trust and guidance. She took quite a risk by catapulting me, a newly found acquaintance into an already established board, and at the very last moment. From there I extend my gratitude to the board, who accepted me and provided the space to fully include the 'Impact Track' into all plans. Next up - Charlotte Faro and Joey van den Brink. Charlotte has been my

chapter admin hero! Without her support, none of this would have come to fruition. EO members rarely realise that board members do all this work on the side, making it second or third priority. Without the back up of a good admin team great plans would remain good intentions. Joey, as our liaison from B-Corp Europe, has been instrumental in setting up the masterclasses and guiding all of the EO members towards Certification. It's really been a privilege working with you both. And last but not least, a big and genuine thank you to my Impact Committee members, Gert Eilander, Stephan van Gelder, Mirik Castro and Jens Steensma. It was your years of EO experience,

individual contribution, trust and guidance that resulted in our Impact Track ending so successfully. We have done a tremendous job, delivering great and inspiring results under exceptional circumstances. It's been a pleasure being part of this team.

It only takes a  
critical mass  
to start an  
unstoppable  
movement. That  
could be us.



As always there were moments when I questioned, ‘what did I get into?’ Especially due to the exceptional circumstances that we as EO-er’s have found ourselves in this year. But now more than ever, we can truly understand that ‘purpose’ prevails above ‘profit’. I firmly believe that entrepreneurs and companies who embrace doing good as an integrated part of their business, will find themselves among future champions. There is enough evidence and research to support this belief, you just need to see it and embrace it. Even now, during the greatest crisis the world has known for decades, these companies are outperforming their competition by far, due to choices made based on this very mantra. A second strong belief I hold, is that companies as ‘non-state actors’ will drive the change that is needed in the world. It’s here, where the importance of the UN Sustainable Development Goals and the B-Corp Certification, comes into play. They both provide a framework, common jargon and lenses that we can use, to collaborate, communicate and inspire.

So, let’s imagine a future, where 14,000 EO Members worldwide, start seeing and adopting both beliefs. Supercharging their companies with exceptional growth because they embraced a superior business model, based on ‘doing good’, as an integrated part of their corporation. Whilst simultaneously motivating the all important change, around the world, leading toward the common goal in solving the world’s greatest problems. It’s not that far away. It only takes a critical mass to start an unstoppable movement. That could be us.

**HUUB WATERVAL**  
**IMPACT CHAIR 2019/2020**  
**EO NETHERLANDS**



# APPENDIX

# 5

Find more detailed information on the following websites:

[www.eonetwork.org/eoimpact](http://www.eonetwork.org/eoimpact)

[www.fairclimatefund.nl](http://www.fairclimatefund.nl)

[www.fairclimatefund.nl/en/co2-calculator](http://www.fairclimatefund.nl/en/co2-calculator)

[www.rvo.nl/onderwerpen/duurzaam-ondernemen/duurzame-energie-opwekken](http://www.rvo.nl/onderwerpen/duurzaam-ondernemen/duurzame-energie-opwekken)

[www.klimaatplein.nl](http://www.klimaatplein.nl)

[www.drawdown.org](http://www.drawdown.org)

[www.milieubarometer.nl/making-carbon-footprint](http://www.milieubarometer.nl/making-carbon-footprint)

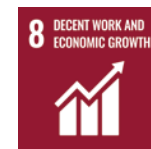
[www.duurzaambedrijfsleven.nl](http://www.duurzaambedrijfsleven.nl)

[www.ce.nl](http://www.ce.nl)

For further information on research papers for CE Delft, carbon compensation at FairClimateFund, or any 'how to' guides and templates, please contact Charlotte:

[Charlotte@eonetwork.nl](mailto:Charlotte@eonetwork.nl)

She can send necessary zip files for your company or your EO chapter to fully embrace impact.



# EO SUSTAINABLE

## MEETING GUIDE

How to make your next meeting a sustainable one



### GO THERE GREEN

Select a venue on its PUBLIC TRANSPORT options, e.g. a nearby train station.

Make sure all electrical cars can be CHARGED.

Do you NEED TO FLY? Direct flights use less fuel and produce less greenhouse gas emissions. Pick a destination you can get to directly.

GO BY GROUP. Arrange group transportation, or carpool facilities.

INFORM and ENCOURAGE the use of public transportation or carpool.



### EDUCATE

Create that sustainable MINDSET right at the start of the meeting:

Show and explain the sustainability initiatives at the venue entrance taken by the venue to reduce environmental footprint. Ask all participants to CO-OPERATE of all participants.



### PRACTICE WHAT YOU PREACH

Be Sustainable by PREVENTING plastic and paper waste using recyclable alternatives.

Use REAL dinnerware, glass and linen napkins instead of single use plastics.

ENCOURAGE participants to bring their own waterbottles and make sure they can be filled. Attract participants to fill up their bottle by adding fruit to pitchers for some extra flavor.

USE & RE-USE badges from recycled materials or from other events.

Only handout USEFUL, and sustainable goodies, so they are not thrown away right away

*Who needs papers and pens when there is good wifi?*

Serve food from GREEN local suppliers. Ask your supplier to use either linen and glassware or reusable, compostable, or recyclable items.

**NB. Only use compostable items that are BPI-certified and without fluorinated chemicals.**



### EAT GREEN

ORDERING food? Pay attention to allergies. Think about items participants could be allergic to such as nuts and shellfish. Always label common allergens.

Choose BALANCED meals. Think about plant-based proteins as main dish (beans, lentils, tofu).

Make sure that the food you serve comes with fruits and vegetables. Choose whole grains over refined grains (brown rice instead of white rice).

Think about fresh fruit, vegetables with Hummus or unsalted nuts when serving HEALTHY snacks.

If dessert is essential, choose fresh fruits, chocolate and unsalted nuts. Coffee and tea is a nice way to end a meal.

Make sure there is a WASTE STATION in meeting rooms.

MARK recycling, compost and trash bins.



### MOVE

Break up a long meeting with a form of movement. (walking or even light stretching)

Advise participants which stairs elevators and restrooms they can use, even ones on the other floors.

**Colophon:**

Created by: EO Netherlands Impact Chair

Content: EO Netherlands Impact Committee

Contributing writer and editor: Louisa Bijker

Design: Jaaf Design