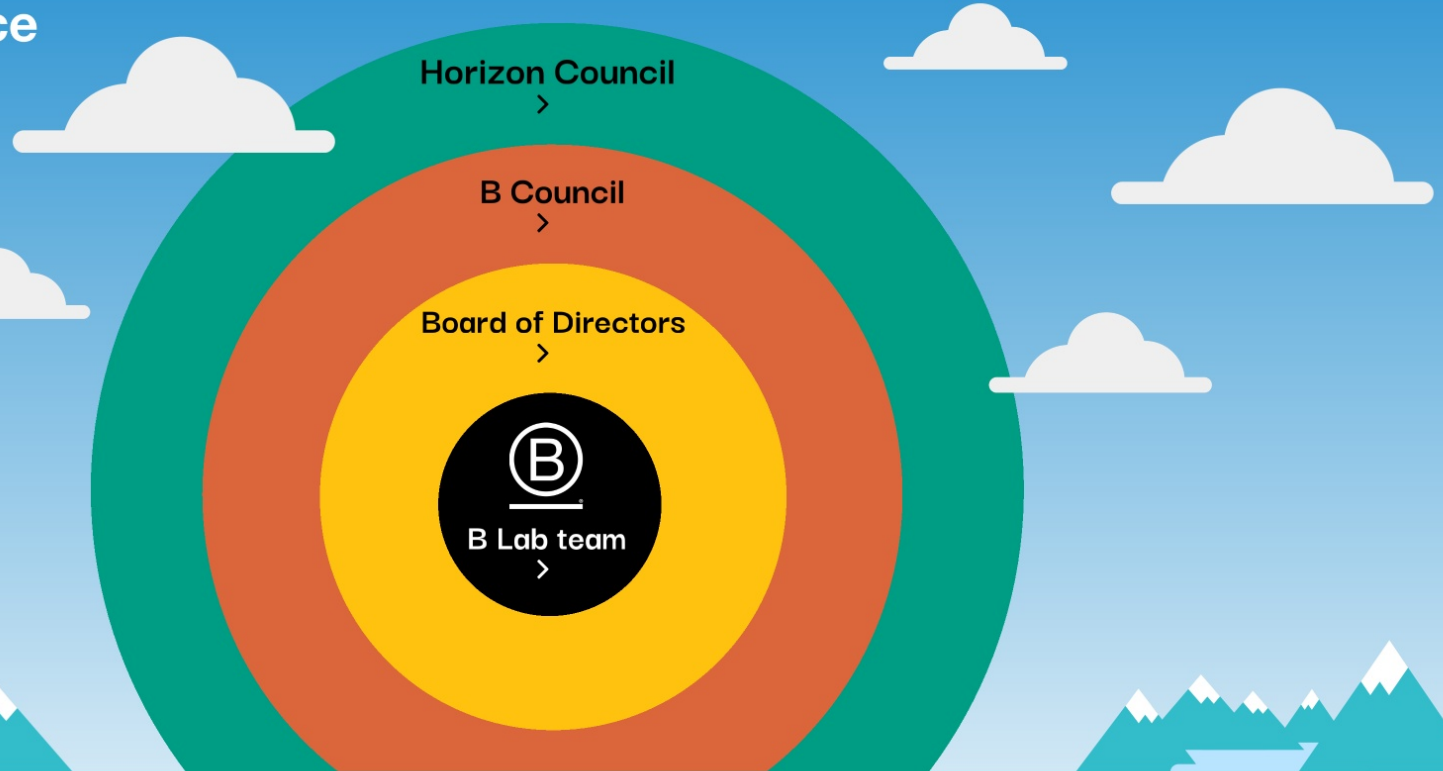




Governance Model



B Lab Australia & Aotearoa New Zealand

Using business as a force for good

B Lab Australia & Aotearoa New Zealand powers the B Corp movement at the local level, and is part of the B Global Network. We grow, engage, and mobilise our community of B Corps and partners to make our economy more inclusive, equitable, and regenerative. We bring our Global Network's theory of change to life by driving policy change, amplifying credible stories of business as a force for good, and changing the behavior of businesses in our region.





B Lab Australia & Aotearoa New Zealand's governance model

In addition to the existing **Board**, the new governance model will include a **B Council** and a **Horizon Council**.

The B Council will be a forum where B Corps have greater voice and representation in the development and operations of B Lab AANZ and the B Corp movement in the region. The Horizon Council will provide a space to gather broader perspectives and engage with other actors working towards aligned goals. The Board, B Council, and Horizon Council are designed to work as interconnected elements of a governance system.

Read this paper to learn more:

<https://bit.ly/3mFm7gK>

OUR TEAM



ANDREW DAVIES
CEO

CERTIFICATION



SHALINI SAMUEL
Certification & Training Lead



LAUREN DIGGLE
Certification Analyst



KHUSHBOO MAJMUDAR
Certification Coordinator

OPERATIONS



EMMA BAILEY
Team Support



KATIE WHITTAKER
Communications
Coordinator



BLUE ROCK
Accounts, Payroll
& Reporting

IMPACT - ENGAGEMENT



KIRA DAY
IMPACT & ENGAGEMENT
MANAGER

PROGRAMS & EVENTS
COORDINATOR
(recruiting soon)

IMPACT - GROWTH



MINDY LEOW
GROWTH & IMPACT LEAD

AOTEAROA NZ
COUNTRY MANAGER
(currently recruiting)

B Lab AANZ's small and mighty team works across two core areas:

Certification — working with businesses seeking B Corp certification, and re-certification, and **impact** — working with B Corps and other businesses, as well as government and adjacent organisations, on changing the culture and practice of business in our region.



Our Global Network

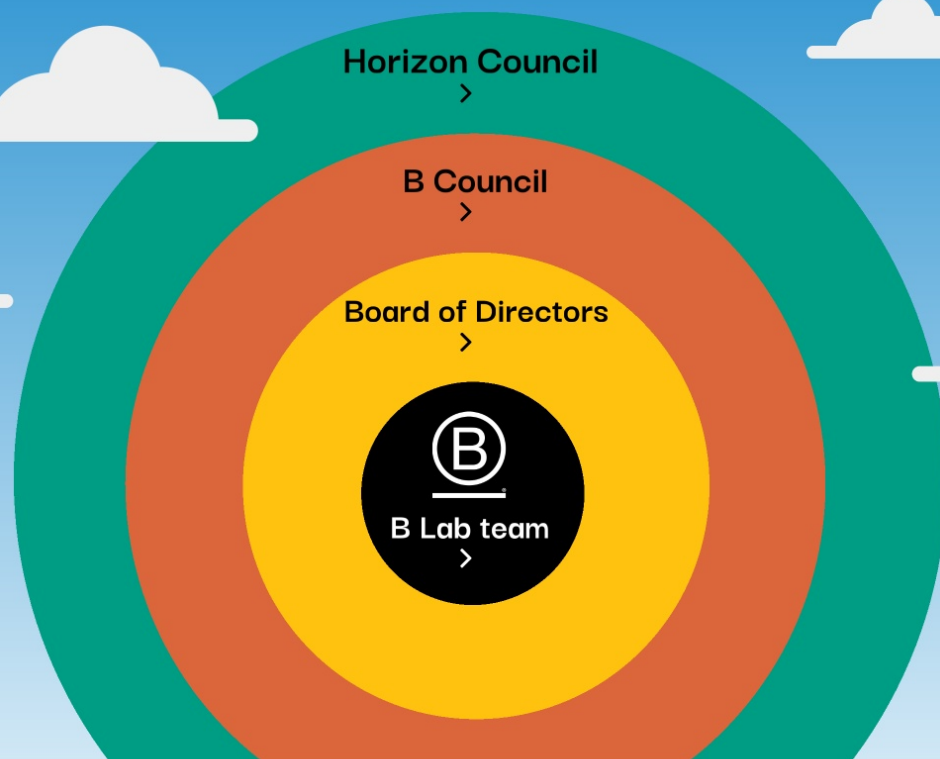
Our Global Network of not-for-profits work with the local B Corp communities to create regenerative and inclusive economies in their regions.

There are currently six regional B Lab partners, and more than 25 country-based offices across the world. They are building and scaling the B Corp movement in 79 countries.

Each B Lab is an independent organisation, with its own governance model, licenced by B Lab Global to work in its region.



Governance Model



Board of directors

accountability . viability . enabling

The board of directors for B Lab Australia & Aotearoa New Zealand is responsible for **governing** the **operational strategy** of the organisation. These directors are appointed by B Lab and fulfill fiduciary obligations, guided by the B Corp community perspective.

“Since it was originally founded by a vanguard of Australian B Corps, B Lab AANZ has been a start-up in a fast moving and complex environment. B Lab AANZ’s governance requirements have also been dynamic and demanding — overseeing the growth of an organisation, serving a diverse community of businesses, working in step with a global movement, and promoting transition to a better economy. It’s time to rethink the governance approach that we need to see B Lab continue to grow and pursue its mission.” — **Alex Hannant**



Mele-Ane Havea
Co-Chair



Alex Hannant
Co-Chair



Carly Hammond
Board Member



Alan Dayeh
Board Member



Express interest
to join the board



Mele-Ane

Co-Chair

Mele-Ane is the CEO of the Small Giants Academy which through educational programs & courses, storytelling and community activations seeks to catalyse better leadership for a more hopeful future.

For the last decade she has worked across the Small Giants portfolio of businesses (either as investment manager or within the business). She co-created the Pasifika Storytellers Collective, a space for Pasifika storytellers to come together, share, create and support one another. Previously she worked as a corporate and community lawyer (in Australia, Abu Dhabi and the Netherlands) and holds an MBA and Skoll Associate Fellowship from Oxford Said Business School.



Alex Hannant

Co-Chair

Alex is currently Professor of Practice and Co-Director of The Yunus Centre at Griffith University. The Centre leads the University's work in the field of impact-led innovation.

Previously, Alex was CEO of the Ākina Foundation in Aotearoa New Zealand. Before that, based in the UK, he was Director of Programmes at LEAD - a global network focused on leadership and sustainable development, and also Head of Partnerships at the Climate and Development Knowledge Network.





Carly Hammond
Board Member

Carly's focus is on building business as force for good and harnessing the power of individuals to effect change whether as a consumer, business owner or investor. Carly is currently the Head of Marketing and the Impact Investment Forum Program Manager for the Responsible Investment Association Australasia, where she builds awareness of and deepens participation in responsible, ethical and impact investing.

Carly was previously the Director of Engagement and Communications at Impact Investing Australia where she played a central role putting impact investing on the map. Carly has extensive experience delivering campaigns and partnerships spanning the private, public and not for profit sectors in Australia, Asia and Africa. At Oxfam Australia, Carly designed award-winning campaigns for fairer international trade rules and generating consumer demand for fair trade products. For the Australian Conservation Foundation, Carly led communications and partnership development to promote the transition to an economy that delivers wellbeing alongside a healthy environment.





Alan Dayeh

Board Member

Alan Dayeh has a career of over 25 years, holding roles in ASX-listed companies, management consulting and boutique sustainability firms. He has been a Board Member of B Lab Australia & New Zealand since 2016, providing strategic and standards-setting guidance to the growing global B Corp movement.

Alan is the NSW Managing Principal for Point Advisory, a specialist sustainability services company helping organisations to contribute to the SDGs. Point Advisory is both a signatory to the UN Global Compact and is also a Certified B Corp. Prior to Point Advisory, he was Westpac Group's Head of Sustainability Governance, with oversight of the Group's Sustainability Strategy, Risk Framework as well as their Climate Change and Human Rights Position Statements.





Interested in joining the board?

B Lab AANZ is adopting an ambitious new governance system and we're looking for 2-3 new board members to help bring this vision to life.

Our directors are volunteers, and like the whole team at B Lab, committed to achieving our vision of an inclusive, equitable and regenerative economic system for all people and the planet.

Board members become directors of the not for profit company limited by guarantee. The role of directors and the board as a whole is to enable the management team, ensure accountability to purpose and vision and maintain the financial viability of the organisation. In the context of this role, directors are focused on governance: expertise in sustainable or ethical business is not required.

Please note, the board EOI will remain open on an ongoing basis.



Who we're looking for



Your time & contribution



Express your interest here

<https://bit.ly/3EPhC9t>



Interested?

We're looking for people who are:

- interested in redefining what success looks like in business
- ready to see a world where corporations are accountable to stakeholders, not just shareholders
- experienced in (and passionate about) governance with a mix of skills that will benefit a growing community
- familiar with working locally within a global movement (or interested in what that looks like)
- familiar with the legal and regulatory environment in which business works in Australia and/or Aotearoa New Zealand, with experience in business, academia or other complementary institutions
- willing to put the requisite time into this role.



A note for B Corps

If you would like to have input into the overall strategy for B Lab AANZ and the B economy in our region, then the best place to engage with is the B Council - a space intentionally created to allow for stakeholders to contribute to strategic direction.

The Board of B Lab AANZ is primarily focused on the governance needs of B Lab AANZ, but also participates in the B Council and the Horizon Council.



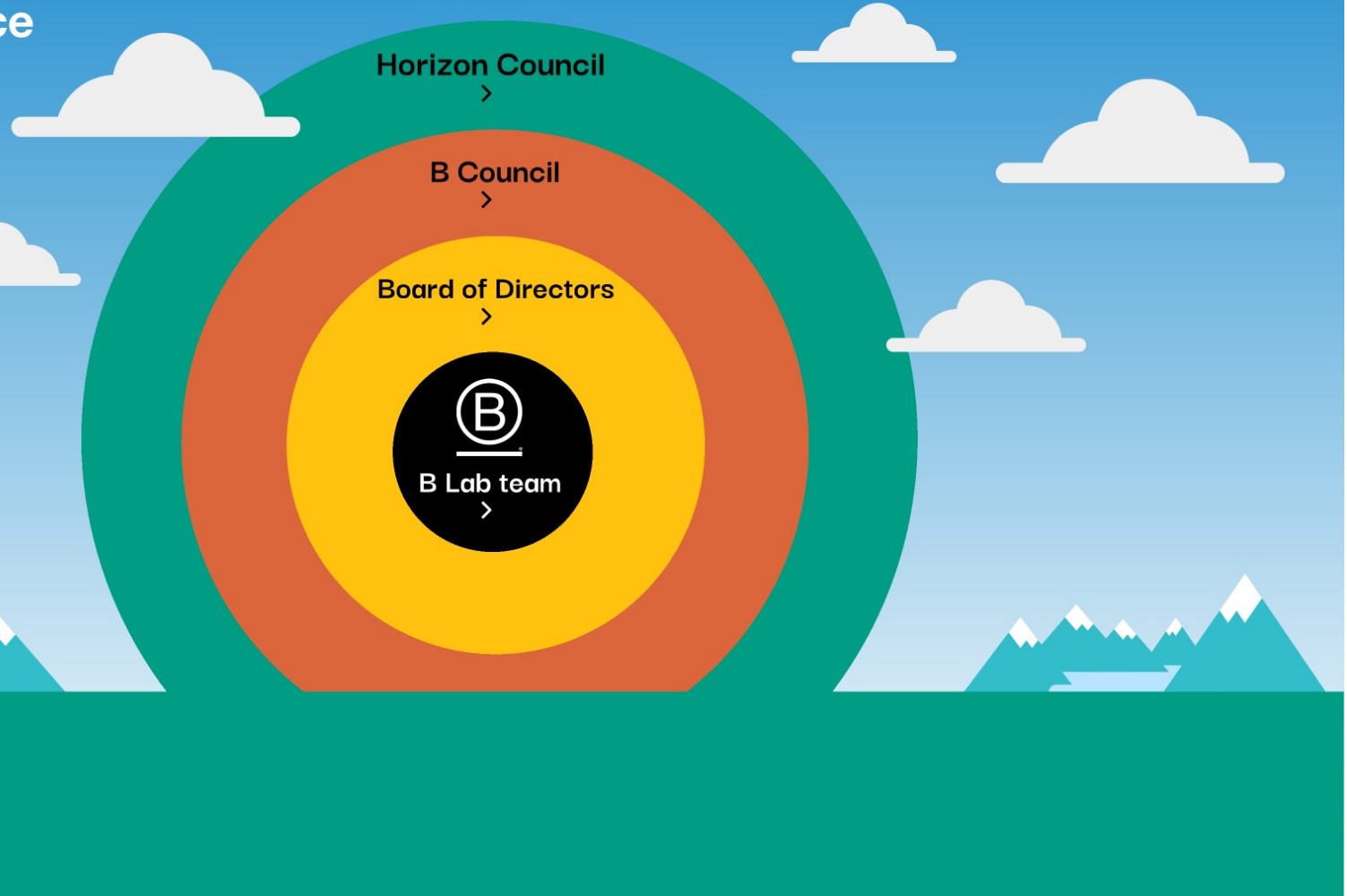
Your time & contribution

The board is a remote-first board, designed to enable geographic diversity across the region. Ideally, at least one face-to-face board meeting is held each year for strategic planning purposes. We hold four full meetings per year, and ad hoc discussions also take place via an email list and on #slack. In a typical quarter / 3 month period you would be expected to:

- Attend one full Board meeting, for 2-3 hours during ordinary business hours, either remotely or in person (any travel costs are covered by B Lab AANZ), having undertaken 2-3 hours of pre-reading
- Attend 1 or two other board meetings (online) to discuss specific issues or approve matters (typically 1 hour for a call with some pre-reading, and usually held during normal business hours)
- Attend board committee meetings (online) monthly (if on the Finance Committee) or an ad hoc basis for other board committees
- Attend meetings of the B Council (expected to be 2-4 meetings annually) and Horizon Council (1 meeting per annum)
- Join occasional calls with the global network, usually in the evenings or early morning, for events or announcements
- Monitor the Slack channel for updates and other conversational items, checking in weekly.



Governance Model



B Council

generative . representative . relational

The B Council serves to formalise the **voice** of B Corps in B Lab AANZ's **direction setting**. Made up of representatives from Australia & Aotearoa New Zealand's B Corp community, alongside B Lab AANZ's CEO and board, its purpose is to engage with the community of B Corps and **grow** the **impact** of the movement in the region.





Launching the B Council

As a new forum, the B Council is intended to be emergent in its focus and ways of working. While the B Council will refine its scope over time, initial areas of work will include:

- Reflecting back the experience and interests of B Corps in respect to certification.
- Opportunities to deepen engagement and exchange within the B Corp community in support of B Lab AANZ strategy.
- Providing guidance on the further development of B Lab AANZ strategy and operations.
- Discussion and appraisal of emergent risks and opportunities for the movement, including those identified and/or generated through the Horizon Council.

The objective of the initial B Council is to inform and shape its own development, including the terms of membership, recruitment and transition, the ways of engagement, and how it may evolve to take on responsibilities in time.



Membership & objectives

The B Council will be initially founded with six members from the B Corps community, plus the B Lab AANZ CEO and all members of the B Lab AANZ Board, serving for a two-year period. It is intended that this number will expand after an inception period. The nature of this expansion will be determined by the B Council.

As a founding group, the inaugural B Council will have clear objectives, alongside fulfilling the general responsibilities outlined above:

- Establishing the terms and conditions of its membership
- Implementing meeting protocols
- Setting a process for recruitment of Council members (which may be representative, or following democratic principles, or other models)

These initial objectives are the primary focus of the inaugural B Council, to establish an ongoing body that contributes to the B Corp movement.



Who we're looking for

To express an interest in becoming a member of the inaugural B Council, you should:

- Work in, lead, or own a certified B Corp. If you work in a B Corp, your EOI should have the backing of your company's Chief Executive (or equivalent).
- Have a head or regional office in Australia or Aotearoa New Zealand, and have certified through B Lab AANZ.
- Be committed to participating in all B Council forums and have the capacity to take on other responsibilities and activities, from time to time.
- Be willing to engage with the wider B Corp community and represent their diverse interests and perspectives.
- Be committed to the principles of cooperation, open-mindedness and constructive dialogue, and also the wider values of the B Lab AANZ.
- Be highly motivated to enhance the impact, influence and effectiveness of the B Corp movement.
- Have experience and/or interest in governance or representative bodies.



Your time & contribution

The B Council will be a remote-first body designed to enable geographic diversity across the region. Ideally, face-to-face meetings will be held as and when they are coordinated with Horizon Council gathering. The B Council will meet bi-annually (twice a year) for 3-hour sessions. Ad hoc discussions may also take place via email list and/or on #slack.

As a founding member of the B Council, you should be aware that your contribution (and legacy) will be to shape and develop the forum itself, as well as the working on the substantive matters of it. This design work and process will come with an inevitable amount of ambiguity and will fit some people more than others. Others may wish to serve on the B Council at a later day when the ways of working and remit are more established and efficient.

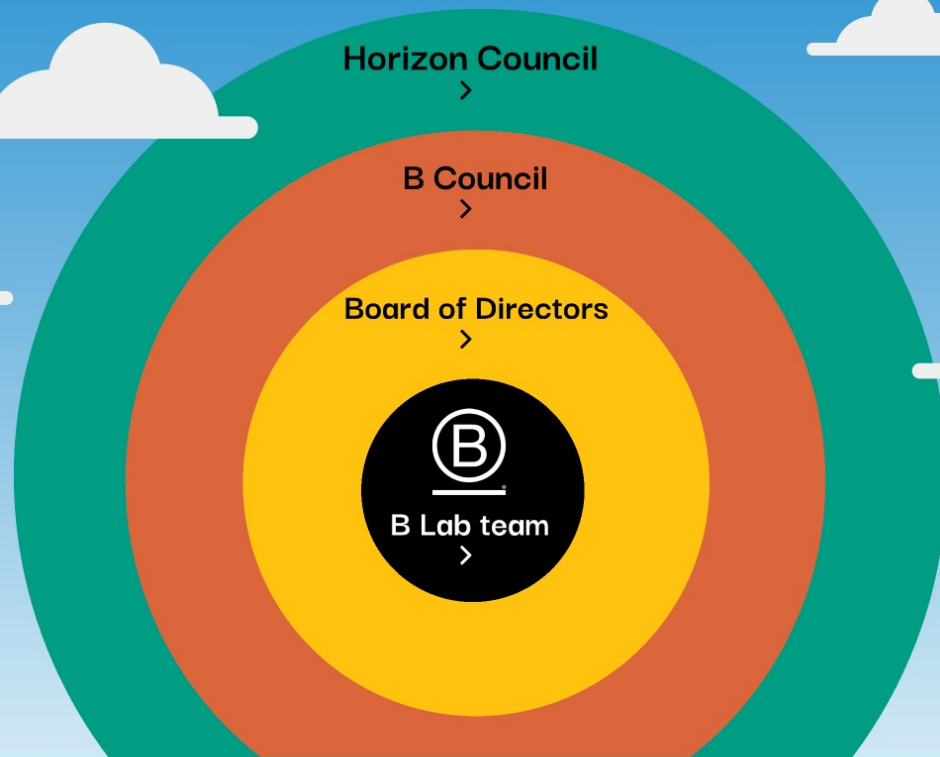


**Express your interest
by 20 December 2021**

<https://bit.ly/3GMTR3L>



Governance Model



Horizon Council

sensing . reflecting . directional

The Horizon Council is open to all **B Corps**, **partners**, and **stakeholders** working to change our economic system. It meets at least annually in order to bring a **wider perspective** and **moral authority** to the B Council, board, B Lab, and B Corp movement.

The Horizon Council is designed to open up the organisation to more voices, perspectives and deliberation, and also formalise engagement spaces — increasing the participation of, and accountability to, the movement it seeks to build and sustain.





About the Horizon Council

In recognition of our interdependence, B Lab acknowledges that the B Corp movement works within the wider context of society and business. As its name suggests, the Horizon Council grounds B Lab and the B Corp movement to a long term view and frames our work within an ecosystem of other actors in our region of Aotearoa New Zealand and Australia.

The intent for the Horizon Council is twofold — to acknowledge and connect with the work of adjacent organisations (external organisations with similar objectives as B Lab) and to facilitate open dialogue between B Lab, adjacent organisations and those individuals who have contributed to the movement of using business as a force for good. These individuals might include Indigenous business leaders, academics, former B Corp employees, or those who work to shape public policy for business.

The Horizon Council could also be an avenue for other organisations to inform B Lab and B Corps on emerging social movements and impact imperatives.



2022: Save the date

From November 2021 through March 2022, B Lab will be conducting discussions with adjacent organisations to share our objectives, identify common interests, and explore partnership opportunities.

Based on these consultations, B Lab will design a Horizon Council Gathering in June 2022 (TBC) to bring together wider stakeholders, as well as connect them with the B Corp community.



Governance Model

