

# IMPACT REPORT FY23

**Social**

**Traders**

Unlocking business for good



# ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past, present and emerging. We extend that respect to all Aboriginal and Torres Strait Islander peoples.





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 Cover: CommUnity Construction, NSW

# Welcome

## Dear partners and supporters,

Thank you for being part of another transformative year of growth and impact.

Since 2008, our purpose has been to build a thriving social enterprise sector. Each year we continue to work with the social enterprise sector to create growth and opportunities.

We have now catalysed \$843 million in contracts for certified social enterprises over the last six years. FY23 was the biggest year yet, and we're tracking \$74 million ahead of our ambitious Vision 2030 targets.

Our business and government members are growing at an average of 29% every year. In FY23, they've increased their commitment to social enterprise. 58% increased their spend and 69% increased the number of certified social enterprises they buy from.

We work with four governments as Social Traders members and advocate across the country for social enterprise and social procurement policy. In FY23, we released the Pace dataset for the first time - Australia's deepest longitudinal social enterprise dataset - to showcase and raise awareness of the social enterprise model. Our Social Enterprise Finder - the national directory of certified social enterprises - was visited almost 29,000 times this year.

But what we're most excited about is the end result - that certified social enterprises are becoming more sustainable and increasing their impact. 86% of certified social enterprises increased or maintained their trading revenue. 77% increased their spend on delivering impact, and 67% increased the number of people they support. And - there are now certified social enterprises in every state and territory, growing nationally at an average of 16% every year.

The reason that matters - the reason we are here - is to build a fairer and more equitable Australia. Over the first six years of delivering Vision 2030 - as a result of social enterprise procurement spend - there have been 7,439 jobs supported and over 810,000 training hours for people otherwise shut out of work. There has been over \$68 million delivered in affordable and accessible community services. Over 23,000 tonnes of waste has been diverted from landfill. And over \$10 million has been donated to charity partners. These outcomes show the power of the social enterprise model.

None of our work is possible without our partnerships across the social enterprise and social procurement sectors. We continue to be inspired by and learn from our community, including the social enterprises themselves that are the reason we're here. A particular thank you to the philanthropic partners who believe in and back Vision 2030 - the Ian Potter Foundation, Helen Macpherson Smith Trust and Gandel Foundation - you are some of the trailblazers showing what's possible with catalytic funding for ecosystem-building intermediaries.

We imagine a future where social enterprise is a core part of our economy. Where some of our deepest challenges are being tackled by businesses that have purpose at their heart. A future where social enterprise and social procurement is business as usual.

We're proud of the progress we have made. And there is still much more to do. The part I love most about this work is that we're in this together. Social Traders has built a network of 4,500 people - all working towards building a fairer economy. Let's continue to take big steps forward. Now is the time!



A handwritten signature in black ink, appearing to read 'Tara Anderson'.

**Tara Anderson**  
CEO

# SOCIAL TRADERS

At Social Traders, we unlock business for good. We're committed to supporting a thriving social enterprise sector to help tackle the growing challenges of inequality, exclusion, and environmental sustainability. And we aim to identify opportunities to further support and innovate the sector for greatest impact.

We support the sector by:

- Certifying and strengthening social enterprises, as the only certifier of social enterprise in Australia
- Gathering and publishing the deepest and richest data set on social enterprise in Australia
- Advocating for government policy to support social enterprise
- Enabling business and government to create positive impact by deeply integrating social enterprises into their supply chains.

By 2030, we envisage 460 business and government members spending \$5.5 billion with 2,000 certified social enterprises nationally. This could support 44,000 jobs and 6 million training hours for marginalised job seekers as well as \$128 million invested into community services and the charity sector.

Together, we can create a more equitable, inclusive, and sustainable economy for Australia.

## Vision

A thriving social enterprise sector that significantly contributes to a more inclusive and equitable Australia.

## Mission

Work collaboratively to deeply integrate social enterprises into business and government supply chains.

## Purpose

To facilitate the development of a sustainable social enterprise sector that delivers social and economic inclusion.





## Financial year 2023 highlights

**69%**

of Social Traders buyer members increased the number of certified social enterprises they procured from in FY23

**86%**

of social enterprises who re-certified in FY23 increased or maintained their trading revenue from their last certification

**77%**

of certified social enterprises increased the amount they spent on impact from their last certification

**67%**

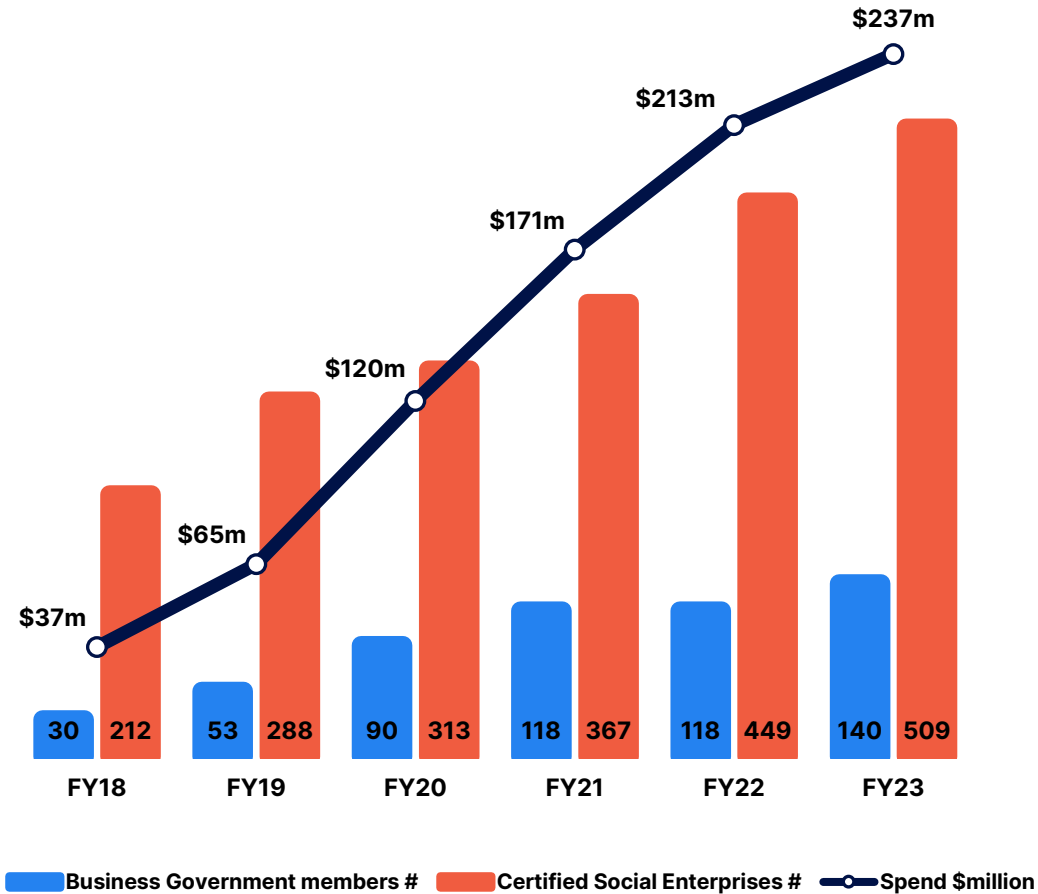
of certified social enterprises increased the number of beneficiaries reached in the last 12 months



FoodLab Sydney, NSW



## Market growth



**\$843M**

Total cumulative social procurement spend FY18–23

**36%**

Average annual growth rate of social procurement spend

**16%**

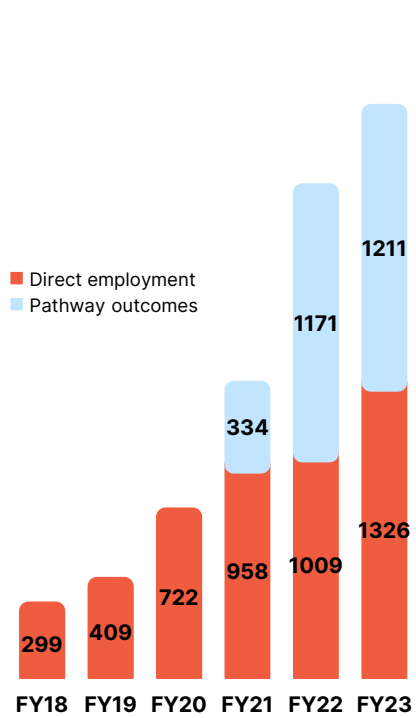
Average annual growth rate of certified social enterprises

**29%**

Average annual growth rate of business and government buyer members

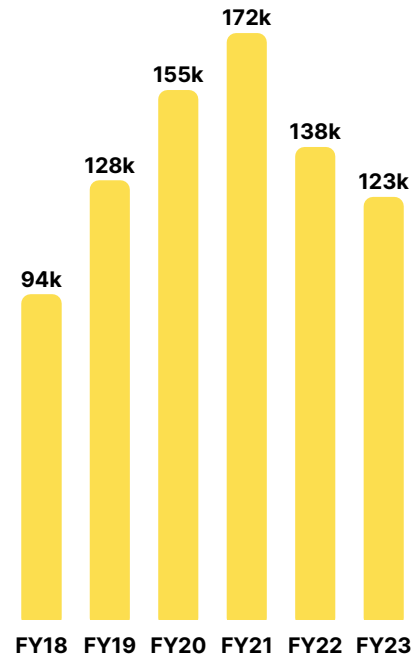


## Impact of social procurement



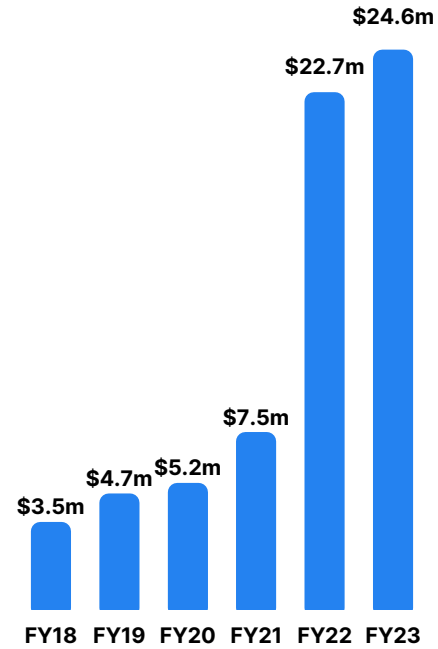
**7,439**

Total employment outcomes



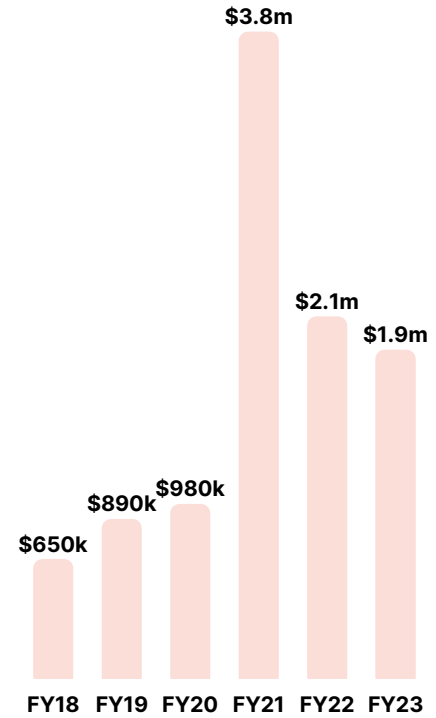
**810k**

Training hours delivered



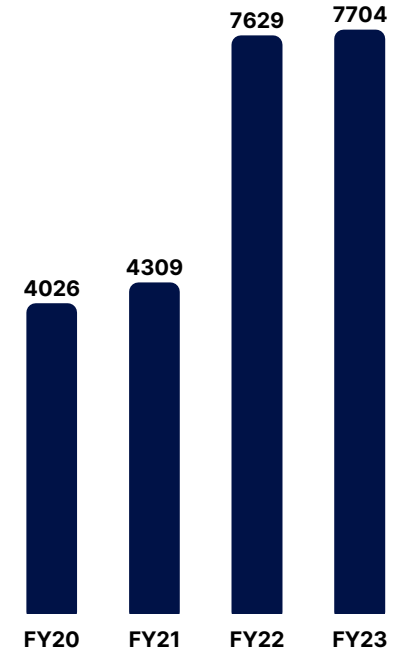
**\$68.1m**

Community goods & services delivered



**\$10.3m**

Charitable funds donated



**23,668**

Tonnes of waste diverted from landfill



Social enterprise procurement is when business or government choose to buy from a social enterprise, using their purchasing power to generate social value above and beyond the value of goods and services. Switching to social enterprise procurement helps to create a fairer and more sustainable world. Since 2018, Social Traders has supported our members as they deliver:



ReNew Property Maintenance, WA

# THEORY OF CHANGE

There are an estimated 12,000 social enterprises in Australia that contribute \$21.3 billion to the economy and employ 206,000 people<sup>1</sup>. They have different impact models, legal structures, stages of development, size and locations, but all strive to deliver more public benefit than private benefit.

In 2017, we shifted resources toward building a social enterprise procurement marketplace to deliver on our purpose of supporting a thriving social enterprise sector. Our strategic direction was in response to the growing momentum for social procurement in Australia and the immense opportunity this presented for social enterprises. This was backed by the FASES 2016<sup>2</sup> which highlighted social procurement as the most frequently identified opportunity for social enterprise market development.

Our Theory of Change evolved in 2022 to better align our activities to contribute to our vision of a thriving social enterprise sector that significantly contributes to a more inclusive and equitable Australia.

This report highlights pivotal outcomes and impact stories, using our Theory of Change as a framework (refer to Appendix 2 for a full view). As you delve into this report, join us in celebrating our milestones and envisaging a future where social enterprise flourishes and continues to catalyse meaningful impact in communities.

<sup>1</sup> Business for good: the size and economic contribution of social enterprise in Australia, Social Enterprise Australia (2022). Available at: <https://socialenterpriseaustralia.org.au/business-for-good/>

<sup>2</sup> Barraket, J. (2016) Finding Australia's Social Enterprise Sector 2016. Centre for Social Impact Swinburne & Social Traders.

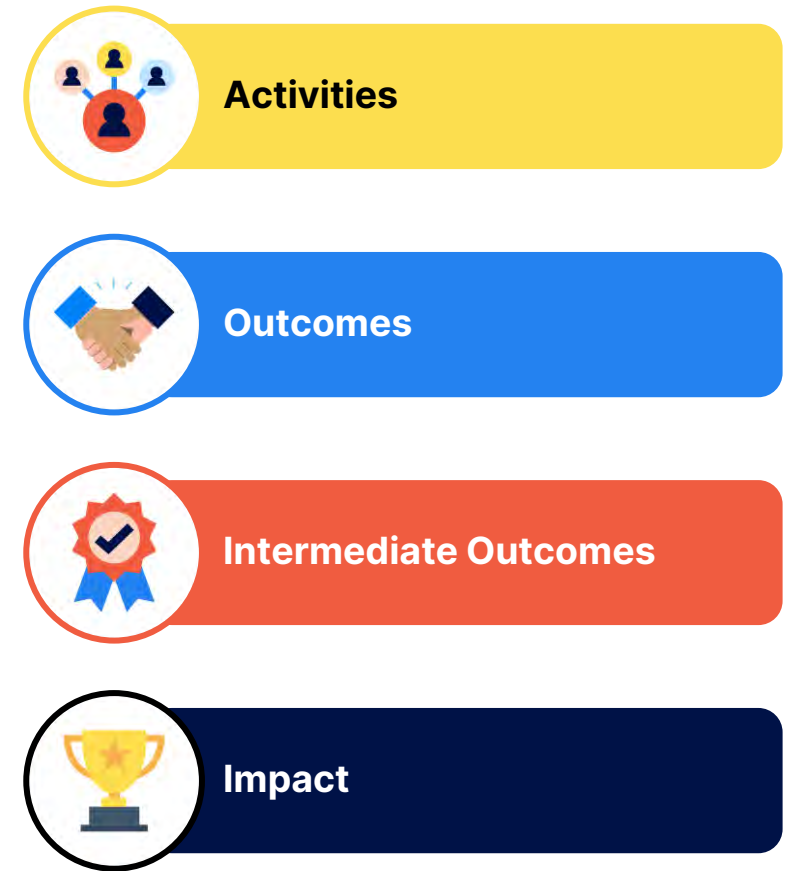






 Plate It Forward, NSW



## Activities

Our activities focus on connecting certified social enterprise suppliers with business and government buyers. As the national certifier of social enterprises, our support extends to providing training, materials, partner referrals and personalised account management. For businesses and government, we facilitate the integration of social enterprises into their supply chains through opportunity planning sessions and curated lists of suitable social enterprise suppliers. Our commitment to bridging both sides of the market is evident in our networking events, member-only procurement portal, public online social enterprise finder and personalised 1:1 introductions.

In the upcoming sections, we will spotlight key activities from the 2023 financial year.

<b>Social enterprise</b>	Certification, development, management
<b>Business</b>	Advocacy, development, management, engagement
<b>Government</b>	Advocacy, development, management, engagement
<b>Interface</b>	Social enterprise finder, connections, facilitation, events, curated introductions, relationship building, coalition building
<b>Data and evidence</b>	Measure, benchmark, report on best practice and impact data



# Social enterprise

Our certification framework is designed to clearly define and elevate the social enterprise sector and to de-risk stakeholder engagement with the sector by building confidence that social enterprises are genuinely creating social or environmental impact through trade.

Our certification team works to certify new social enterprises and re-certify currently certified social enterprises by assessing them against three core criteria.

1. Has a defined primary social, cultural or environmental purpose consistent with a public or community benefit.
2. Derives a substantial portion of their income from trade.
3. Invests efforts and resources into their purpose such that public/community benefit outweighs private benefit.

The process is designed to be developmental and supportive. Our certification team works with social enterprises through the application process, to help them articulate their social impact model and the activities and costs associated with delivering their mission.

Where social enterprises are in the early stages of development and not yet ready for certification, the team provides pre-certification support and referrals, together with specific guidance on the elements of their business or impact model that require further development.

Once certified, social enterprises are supported to develop a profile, capability statement and pitch to business and government buyers.



**“In addition to the tangible benefits, the sense of belonging to a community of purpose-driven individuals has been incredibly motivating. Sharing experiences and insights with fellow social entrepreneurs has not only enriched our understanding but has also ignited fresh ideas and innovative approaches to addressing societal challenges.”**

**– Nora Fraser**

*Multicultural Professional  
Network*

In FY2023, we delivered...



114

newly certified social enterprises



121

social enterprise recertifications



466

advisory sessions

### At Social Traders, we certify and strengthen social enterprises

Certification helps to clearly define and elevate the sector, through identification of those businesses genuinely delivering impact through trade, and build business, consumer and stakeholder confidence in the sector.

For individual social enterprises, certification:

- provides external validation, building credibility with staff and customers
- helps with articulating and quantifying purpose
- provides access to a growing community of certified social enterprises
- adds their impact data and stories to the collective picture presented to government and others

# Business and government: connecting with certified social enterprises

## Enabling business and government to embed certified social enterprise into their supply chain for positive impact

Our goal is to simplify the process of connecting with and purchasing from certified social enterprises. Our comprehensive services for business and government include:

- providing **expert advice** through buyer advisory sessions to navigate internal challenges to social procurement
- delivering **high-quality training workshops** to educate and inspire people on social procurement
- facilitating **tailored opportunity planning sessions** designed to identify short and long-term opportunities for members to work with certified social enterprises.

Making the connections easy, we create curated lists of relevant certified social enterprises that meet the needs of buyers, enabling more social procurement opportunities. And, best of all, we translate dollars spent with certified social enterprises into tangible and measurable outcomes through tailored impact reports – providing buyers with a robust mechanism to communicate their social impact to stakeholders.

64

Curated social enterprise lists matched to buyers' procurement needs

74

Buyer impact reports created

472

Buyer advisory sessions held





## Meet Zoe

### **A day in the life of a Social Procurement Advisor**

Hi, my name's Zoe. I'm a Senior Social Procurement Advisor at Social Traders. Every day in this role is a dynamic journey filled with unique challenges and opportunities. Whether I'm meeting with business and government buyers or working with certified social enterprises on their capability statements, each day brings a fresh perspective. From back-to-back home office meetings to on-site visits, like the memorable experience at YMCA ReBuild, where we even ventured into a prison - the diversity of tasks is truly exhilarating.

We spend our days problem-solving, thinking creatively and connecting the dots to create meaningful relationships between buyers and suppliers. Our focus is to facilitate valuable connections by overcoming internal barriers, supporting business and government champions and suggesting innovative solutions that are mutually beneficial. The meticulous planning of opportunity sessions involves extensive research, utilising data to track social procurement maturity and certified social enterprise capability, to facilitate informed connections.

Beyond being social enterprise procurement experts, we continuously immerse ourselves in the language of diverse industries, from construction to banking, and it's particularly rewarding when we witness the impactful outcomes created by business and government buyers partnering with certified social enterprises. It's the kind of work that makes our hearts sing. We take pride in enabling positive impact through social enterprise procurement, contributing to a fairer, more equitable Australia.



## Interface: bridging the gap between buyers and suppliers

To bring together business and government buyers with certified social enterprises, we delivered a total of 107 events throughout the 2023 financial year. This diverse array of events encompassed training sessions, networking opportunities and public events, collectively serving as platforms for sector connection and engagement. These events played a substantial role in fostering meaningful connections between both sides of the marketplace, creating spaces for knowledge transfer, relationship building, and the exploration of collaborative opportunities. Our robust event program underscored our commitment to facilitating dynamic interactions that contribute to the growth and impact of the social enterprise sector.

**107**  
Events held, with  
2,357 total  
attendees

52 training sessions with **1050** attendees

35 networking sessions with **728** attendees

20 public events with **579** attendees

Average event rating of **4.5/5**



# WV Technologies: reaping the benefits of Social Traders events

**Certified social enterprise, WV Technologies, has experienced significant benefits from its participation in a Social Traders event.**

In FY23, certified social enterprise WV Technologies gained visibility through a Social Traders showcase event, an exclusive opportunity for Grow Program members. This event saw certified social enterprises present their services to potential business and government buyers. As a result of a connection made at the event, WV Technologies secured a contract with a professional services firm to dispose of 8,000 laptops. This contract helped further their mission to support Indigenous Australians by addressing social and economic disparities.





# Data and evidence

Because we engage with both sides of the social procurement market (certified social enterprise suppliers along with business and government buyers), we have created a unique and detailed database. This wealth of data serves as a valuable resource, offering both buyers and sellers insights into their impact. When aggregated, this information forms the foundation for compelling cases presented to business, government and philanthropy, urging investment in the social enterprise sector.

Our Pace22 report, which was launched in September 2022, has been downloaded 410 times, further solidifying its role as a pivotal tool in advocating for and advancing the social enterprise sector. Pace is the deepest longitudinal dataset on social enterprise in Australia – built on data collected through certification.

The report highlighted:

- Certified social enterprises spend **\$513m** every year on delivering impact
- Certified social enterprises derive **72%** of their total revenue from trade
- **66%** of certified social enterprises were established in the last 10 years
- Certified social enterprises are **bigger** than the average Australian business

By engaging with both certified social enterprise suppliers along with business and government buyers, we have cultivated rich and unique data such as that included in Pace22. This invaluable resource not only provides insights into the structure and growth of the social enterprise sector in Australia – but allows us to further support our members with market insights.

6,140

Member portal logins in FY23

28,952

Times the Social Enterprise Finder was viewed in FY23

410

Downloads of Social Traders Pace22 report

36

Articles published on the Social Traders website in FY23



## Outcomes

Our Theory of Change outlines the outcomes anticipated from our activities at Social Traders. Our activities aim to facilitate a more streamlined interface between business and government buyers and certified social enterprise suppliers, both through introductions and networking as well as providing tools and resources to foster meaningful procurement connections.

Through our advocacy activities, we strive to collaborate with those who influence social procurement in Australia, enabling those participating in the social enterprise sector to grow. We also aim to support the growth and business maturity of social enterprises by providing certification and development opportunities. Through all these activities, our expectation is that more social procurement spend will occur.

**Interface between business and government members and social enterprises is smoother**

**Those who influence social enterprise enable them to develop and grow**

**Business and government organisations buy more from social enterprise at all levels and spend types**

**Those who influence business and government organisations actively encourage social enterprise procurement**

**More certified and mature social enterprises**

# Interface between business and government members and social enterprises is smoother

This outcome relates to our core goal to foster connections between business and government buyers and certified social enterprise suppliers. The outcomes below demonstrate that through Social Traders activities, buyers and suppliers are finding ways to connect and interact, particularly via the member-only portal which in FY23 had 6,140 logins.

This smoother interface between business and government buyers and certified social enterprise suppliers was reflected positively in the most recent annual survey of certified social enterprises, which showed that:

**85%**

are **finding it easier to connect** with business and government customers compared to 12 months ago

**57%**

are noticing **additional weighting in tenders** that support social enterprises to win work

**64%**

are **noticing changes to buyer procurement policy** that supports social enterprises to win work

**42%**

have **found government policy beneficial** in helping them secure procurement opportunities





# Business and government buy more from social enterprise at all levels and spend types

This outcome demonstrates that social enterprise procurement is embedded into the Australian procurement market. We measure this by year-on-year assessment of buyer member social procurement spend. The below callouts demonstrate an increase in depth and breadth realised from FY22 to FY23.

- **69%** of buyer members increased the number of certified social enterprises they procured from
- **72%** of buyer members increased the number of categories of social procurement spend

**58%**

of buyer members increased their overall social enterprise procurement spend in FY23



## A winning formula: Assembled Threads

In 2023, Assembled Threads and Icon were recognised as 'Social procurement trailblazer – national' partnership winners for their outstanding dedication to social and environmental impact. In partnership with Social Traders, Icon, a leading Australian property group, introduced an innovative assessment matrix for suppliers, emphasising social benefits over costs. This led to sourcing all clothing, safety gear, and PPE from certified social enterprise Assembled Threads.

The collaboration resulted in Assembled Threads securing a national contract to supply PPE to over 800 Icon Group members. Together, they exemplify how businesses can thrive by prioritising shared values and sustainability, making a positive impact on individuals, communities, and the environment.

# More certified and mature social enterprises

In terms of certification, we saw an increase in the number of certified social enterprises in FY23 to 509 up from 449 in FY22.

Importantly, these social enterprises were growing in their maturity. The Grow program is a supportive 12-month social enterprise development program, tailored for social enterprises wanting to take their business model to new heights through social procurement. The Grow program is distinct from other social enterprise support programs in the market primarily because it focuses exclusively on supporting genuine social enterprises to grow through social procurement. In FY23, 28 social enterprises participated in the Grow program resulting in 163 connections with business and government buyers.

**28**

Grow program participants

**7**

Guest speaking opportunities to targeted audiences

**72**

Advisory hours delivered to support Grow members

**163**

1:1 introduction to buyer members made in FY23

**9**

Referrals made between Grow participants and partner organisations for low-bono assistance

**79%**

Of Grow members in buyers' procurement spend, compared to Social Traders baseline of 69%

"Give Industries' experience with the Social Traders Grow program was enriching and motivating.

The one-on-one expert advice we received helped us refine our marketing documents, making them more targeted and coherent. The team supported us to identify potential clients and facilitated some incredibly valuable introductions. Having a dedicated consultant to bounce ideas off and support us over the course of the year offered a level of reassurance in our decision-making processes.

We'd definitely recommend the Grow program for social enterprises looking to improve their strategies and widen their professional network."

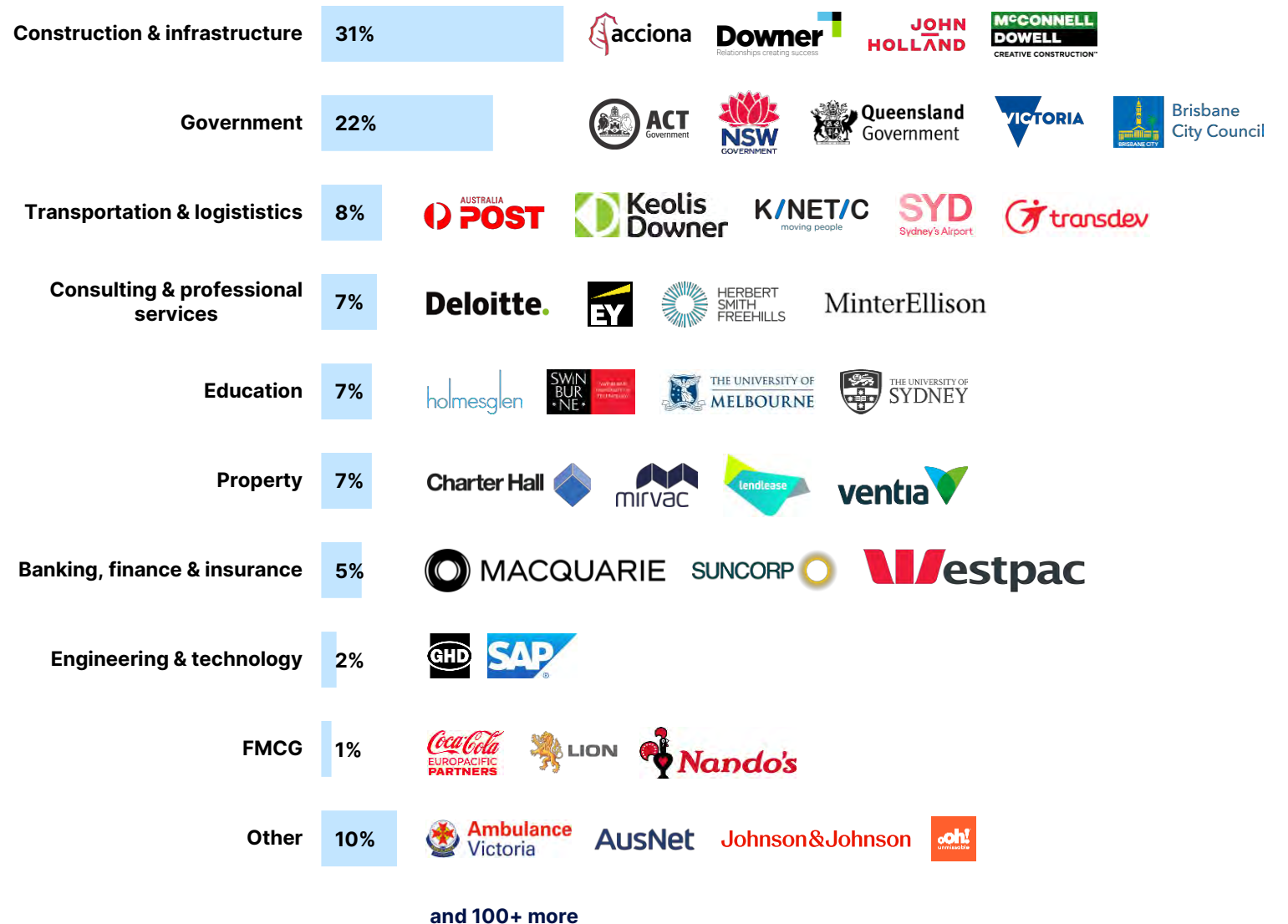
**Kat Dekker, Give Industries, QLD**



# Those who influence business and government organisations actively encourage social enterprise procurement

In FY23, the total number of business and government members grew to **140**, with 17 of these coming from the ASX200. The shift to social procurement continues to build as peers embrace this forward-thinking approach.

Governmental support for social enterprise procurement was widespread across all levels in FY23. At the Commonwealth level, we elevated the sector's profile through a well-attended Parliament House event and a pre-budget submission, while four states and seven local councils committed as buyer members, incorporating social enterprises into their procurement policies.





# Those who influence social enterprise enable them to develop and grow

In FY23, we collaborated with the national peak body for social enterprise, Social Enterprise Australia, to advocate for a social enterprise national strategy and for policy to support social enterprise procurement.

In addition to this, Social Traders collaborated with the state peak bodies to offer a range of events to bring the sector together and begin to link them with certification opportunities.

Finally, we worked with funders of social enterprise to certify social enterprises before funds flowed in their direction ensuring that grant funding for social enterprise growth was going to genuine social enterprises, and extending grant eligibility from traditional not-for-profit organisations to include social enterprises where the primacy of purpose over profit has been validated through certification.



**The encouragement of social enterprise procurement by government entities, at any level, significantly amplifies growth and impact opportunities for certified social enterprises.**

An exemplar of this impact is seen in the Victorian Government's 2018 introduction of a Social Procurement Framework, which aimed to standardise and enhance social procurement practices across government. To date, this initiative has significantly contributed to the \$425 million spent with Victorian certified social enterprises since 2018, with 83% of surveyed Victorian social enterprises acknowledging the positive benefits of the framework.

In a parallel effort, the Queensland Government collaborated with us in 2022 to boost certification adoption among Queensland social enterprises, offering free certification and listing on the Social Traders portal. This strategic move contributed to a remarkable 147% increase in the number of certified social enterprises based in Queensland during the 2023 financial year.

These examples underline the profound impact that supportive government policies and practices can have on the social enterprise sector.

**Economic Pathways to Refugee Integration: Department of Home Affairs**

The Department of Home Affairs' Economic Pathways to Refugee Integration initiative strategically employed certification as a prerequisite for grants allocated to social enterprises dedicated to generating employment opportunities for refugees. This impactful program directed a substantial investment of \$21.3 million over three years, demonstrating a clear commitment to fostering economic pathways for refugee integration. The potential for even greater positive influence arises if the Australian Government officially endorses social enterprise certification. Such official backing could pave the way for a more extensive network of certified and mature social enterprises.





## Intermediate Outcomes

On a longer timeframe, we expect our activities to support the growth of a larger social enterprise procurement market in Australia. If this occurs, social enterprises will be more developed and established in the Australian landscape, which will in turn enable them to generate greater social impact.

The following overview aims to provide a comprehensive understanding of the tangible strides made towards a more inclusive, equitable and sustainable Australia.

**Social procurement market grows in volume and value**

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**Social enterprises are more developed and established**

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**Social enterprises are more impactful**



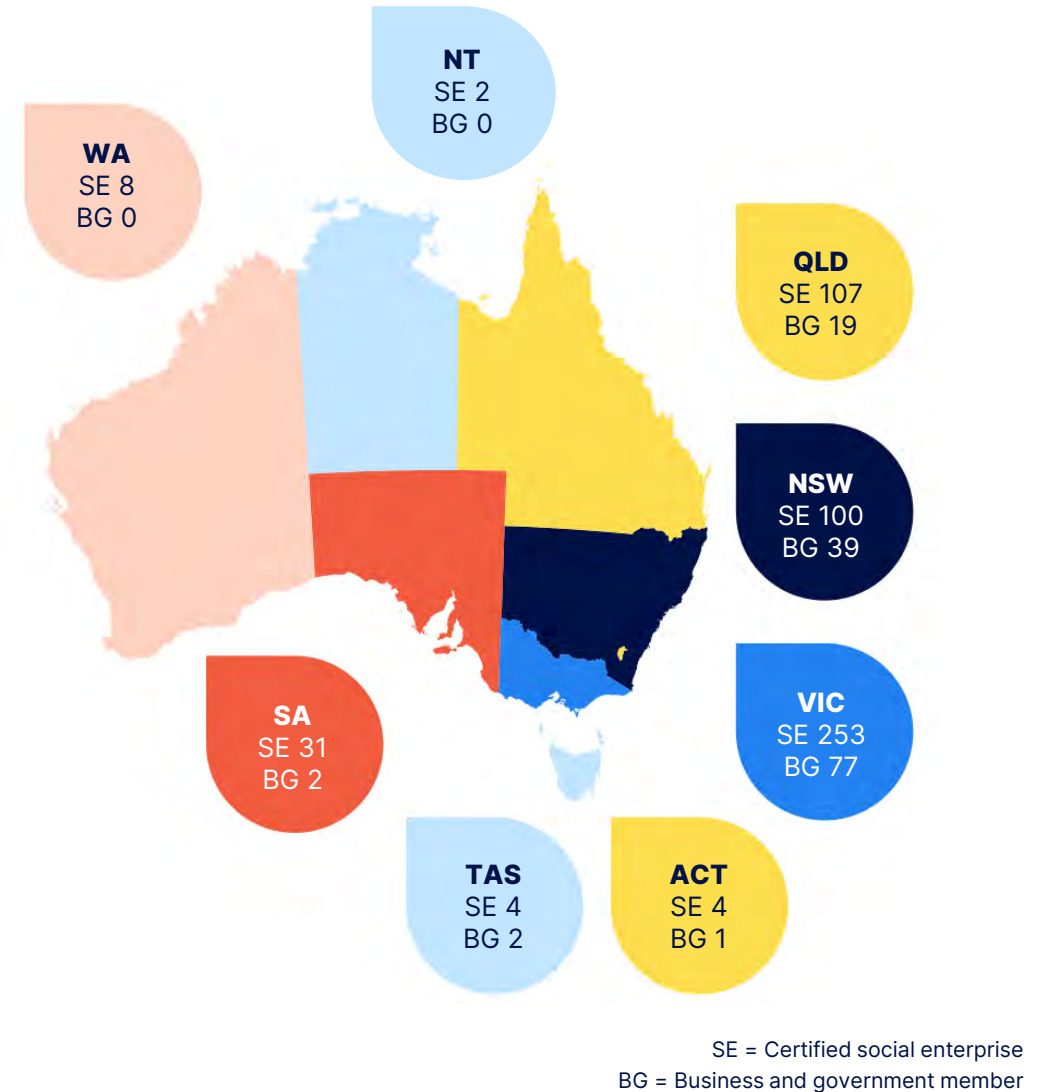
# Social procurement market grows in volume and value

If all the outcomes mentioned previously are achieved, we expect that the social procurement market in Australia will grow in volume and value. To measure this, we use certain indicators.

We look at the number of certified social enterprises and business and government members as a proxy for interest in participating in the social procurement market. If the spend between buyer and supplier grows year on year, it demonstrates a growth in overall value.

In FY23, we observed growth both in the count of certified social enterprises and in the number of business and government buyers joining as Social Traders members. Particularly noteworthy was the cumulative expenditure of business and government buyers with certified social enterprises, reaching a total of \$843 million across six years to the end of FY23. This achievement reflected a growth rate of 36% year on year, underscoring the positive momentum and increasing engagement within the social enterprise sector.

- Total social enterprise procurement spend **increased 11.2%** from FY22-FY23
- 74% of surveyed social enterprises have added a **new product/service** offering in the last 12 months
- 58% of all Social Traders buyer members **increased** their total social procurement spend from FY22-FY23



# Social enterprises are more developed and established

If the social enterprise procurement market in Australia grows in volume and value, our expectation is that social enterprises will be more developed and established. To measure this, we collect revenue information as well as close-down rates of certified social enterprises. We also augment this with surveys – and the most recent result revealed that most certified social enterprises are more stable today compared to 12 months ago.

86%

Certified social enterprises growing or maintaining **trading** revenue

78%

Certified social enterprises growing or maintaining **overall** revenue

64%

Certified social enterprises say their business is more **stable** than 12 months ago

Since Jigsaw Australia obtained Social Traders certification in 2018, we have connected the social enterprise with numerous business and government buyers. We have also assisted them in showcasing the scalability of their social enterprise on national panels. With this support and the dedication of its team, Jigsaw has established partnerships with over 20 local councils and over 5 state departments.

These social procurement collaborations have fuelled Jigsaw's impressive growth, leading to the opening of its fifth hub in Canberra in early 2023 and creating additional pathways to mainstream employment for individuals with disability.



# Social enterprises are more impactful

The final logic in our Theory of Change considers that if the Australian social enterprise market grows and certified social enterprises are more developed and established, then those social enterprises will create more impact. We measure impact during the certification process, where we assess the amount spent on impact by each social enterprise, as well as the impact outcomes generated. For example:

- 77% of re-certifying social enterprises **increased their impact spend** over the previous certification period
- 67% of annual survey respondents have **increased the number of beneficiaries reached**, compared to 12 months ago

We also look at the impact supported by the social procurement marketplace. By collecting the social procurement spend from our business and government members, we can model the amount of impact this spend has supported. In FY23 it was the biggest year yet, with \$237.2 million in social enterprise procurement spend resulting in some impressive social enterprise outcomes.







## Impact

Finally, our Theory of Change anticipates that our activities and their subsequent outcomes, as well as intermediate outcomes, will contribute to a more inclusive, sustainable and equitable Australia. This envisions a nation where opportunities are accessible to all, regardless of background or circumstance. In this future Australia, social enterprises thrive, creating meaningful employment and addressing societal challenges.

- Sustainability is ingrained in business practices, fostering environmental stewardship and responsible resource management.
- Equitability permeates every facet of society, ensuring fair representation, diverse voices and equal access to resources.
- Ultimately, a more inclusive, sustainable and equitable Australia becomes a beacon of progress, setting a standard for positive societal impact and fostering a collective sense of well-being and prosperity for all.



# Fruit2Work: rebuilding lives through employment

Certified social enterprise Fruit2Work delivers fresh fruit, milk and pantry essentials to prominent Melbourne organisations such as the City of Melbourne, Monash University, Mirvac, Lendlease and John Holland. More than just a food delivery service, Fruit2Work focuses on providing meaningful employment opportunities for individuals impacted by the justice system, aiming to facilitate their reintegration into society post-sentence. Fruit2Work has made a notable impact, successfully employing over 100 individuals.

One of Fruit2Work's most significant achievements is its impeccable track record of zero recidivism among its participants. This stands in stark contrast to the national average recidivism rate, where one in two individuals released from prison relapse into criminal behaviour within the first two years. Fruit2Work's success can be attributed to its robust training, culture and employment support program, which not only provides a source of income but also imparts valuable life skills and a sense of purpose.

Fruit2Work stands as a shining example of a certified social enterprise making a significant and lasting impact on society. With its commitment to providing meaningful employment opportunities and a zero-recidivism rate, it has not only transformed the lives of individuals impacted by the justice system but also garnered the support and trust of numerous organisations.

**"I didn't feel like I was being judged; I didn't feel like I was being looked at differently."**

**– Nat Caldwell**  
*Fruit2Work employee*





# KEY ENABLERS

The impactful outcomes achieved by Social Traders can be attributed to several key enablers. Philanthropic support has played a pivotal role, providing essential resources and backing for our initiatives. Government collaboration has been instrumental, creating an enabling environment and fostering a supportive ecosystem for social enterprises. Trade revenue from business and government members not only goes a long way to sustaining our operations but also signifies our commitment to the social enterprise business model.

The dedication and expertise of our team has been the driving force, ensuring the effective implementation of our programs and the forging of meaningful connections between certified social enterprises and buyers. Lastly, our robust governance structure has provided a solid foundation, guiding strategic decision-making and ensuring transparency in our operations. It is the synergy of these enablers that empowers us to catalyse positive change in the social enterprise sector.







ReNew Property Maintenance, WA

# Philanthropy

Our social enterprise model hinges on three core revenue sources: philanthropy, government and trade. Philanthropic support is pivotal for initiating advocacy efforts with government, building an evidence base and demonstrating social enterprise capabilities, particularly in the context of social procurement. Upon establishing a solid business case, we aim to engage government support in industry engagement and market development activities. With policy incentives and demand-generating initiatives, we can subsequently generate trade revenue through memberships and advisory services. Our services drive impactful change in purchasing behaviour, fostering easier adoption of social enterprise products and services by corporations and government agencies.

Philanthropic risk capital, driven by visionary partners who share our commitment to an inclusive, sustainable and equitable Australia, is crucial to helping us create a thriving social enterprise sector.

In FY23, we had three main philanthropic supporters, The Ian Potter Foundation, Helen Macpherson Smith Trust and Gandel Foundation.



# Government

Government is a pivotal enabler of our work towards creating a thriving social enterprise sector in Australia. Various levels of government provide crucial support, primarily in terms of policy frameworks. Government initiatives, such as social procurement policies, facilitate the certification process and incentivise business and government buyers to engage with certified social enterprises. This collaboration not only propels the social enterprise sector forward but also aligns with broader government objectives related to social inclusion, economic development and sustainable practices.

State and territory government members in FY23:



## Parliament event: How social enterprise can contribute to a wellbeing economy

In April 2023, Australia's social enterprise leaders shared an invitation for the Federal Government to join an event in Canberra, focused on the contribution of social enterprise to a wellbeing economy.

As well as business for good leaders attending, we were joined by key Federal MPs, advisors and public servants. And there were positive responses to what we said is needed and new pathways raised.

The Hon Dr Andrew Leigh MP, Assistant Minister for Competition, Charities and Treasury, presented on how business for good is driving a fairer Australia, noting, **"What you do has support from across the parliament. For those on the business side, you're celebrating businesses. And for those who go into politics to help the most disadvantaged, you're doing just that. The work of social enterprise spans the economy."**



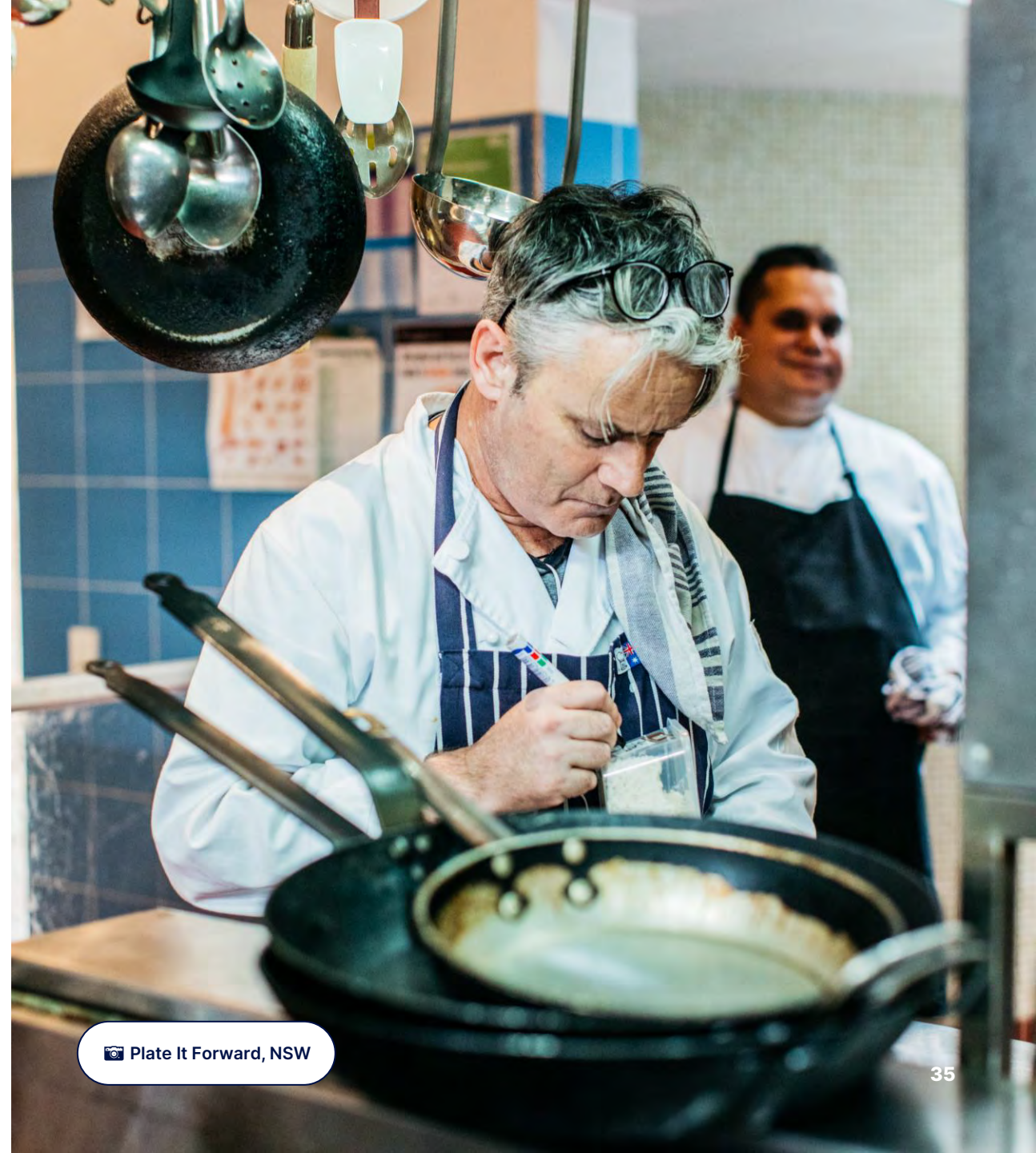


# Trade revenue

Having 56% of our revenue sourced from trade empowers us to achieve our overarching social outcomes and impact. This significant proportion of self-generated income, primarily through business and government memberships, allows us to strategically invest in our programs, initiatives and the certification framework, ensuring their continuous refinement and effectiveness.

Moreover, our trade revenue enhances our ability to swiftly respond to the evolving needs of the social enterprise sector. By reducing dependence on external funding sources, we can maintain agility and flexibility and steer our resources directly towards initiatives that drive social impact and foster lasting connections between certified social enterprises and buyers.

Over the next few financial years, we expect to grow our revenue from trade. This will only be possible, however, with support from philanthropy and government.





# Our team

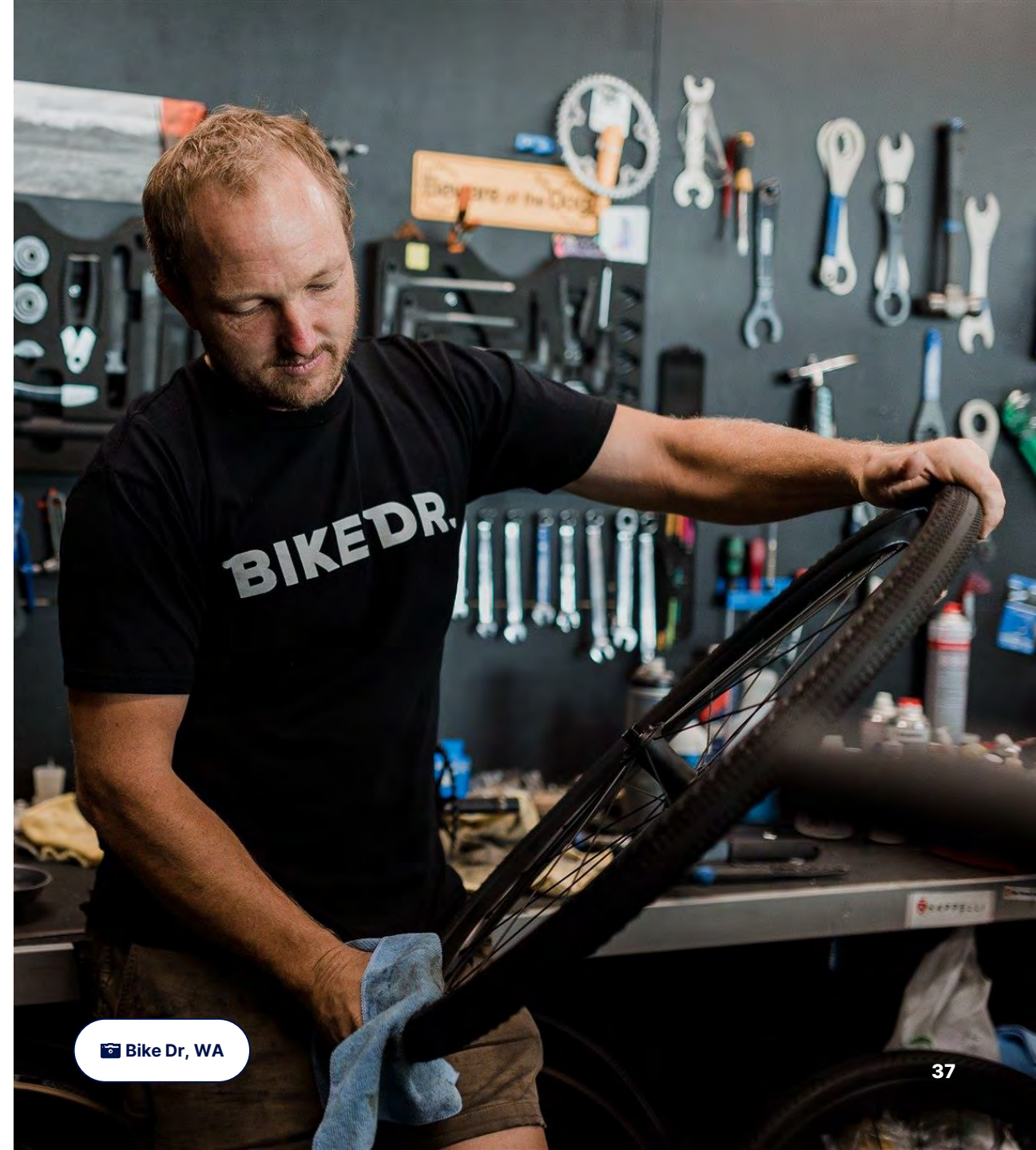
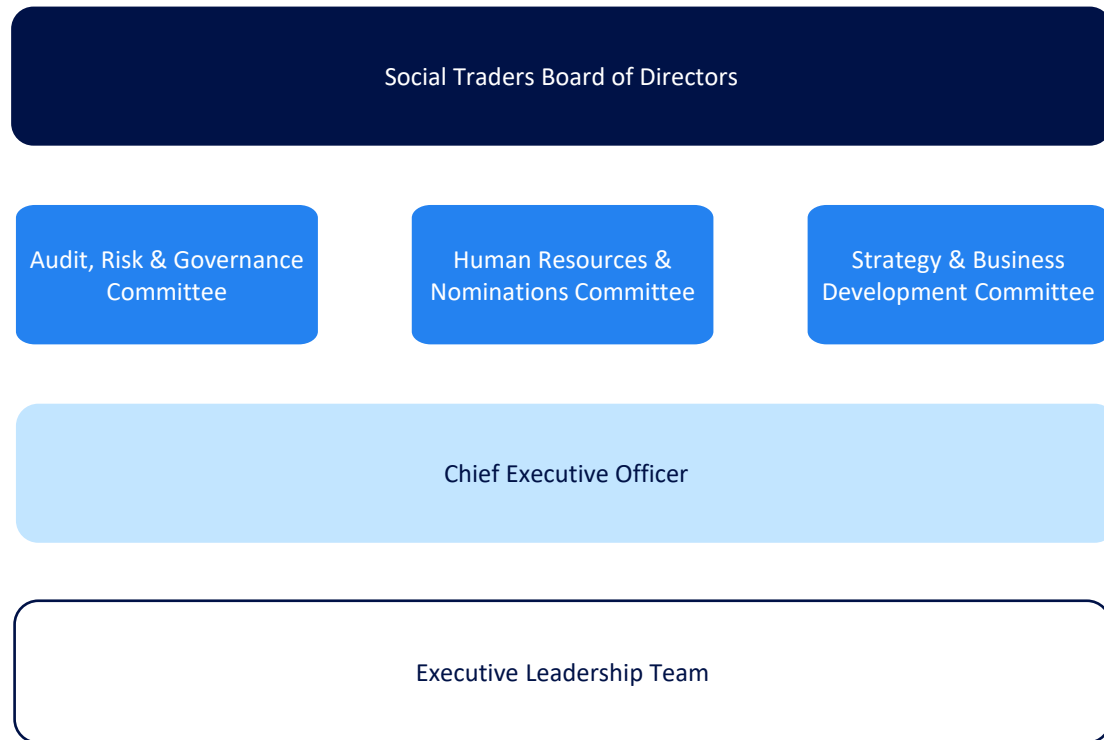
Our team is a dynamic and dedicated force that plays a fundamental role in steering Social Traders toward its intended outcomes and impact. Comprising experts in procurement, certification and social enterprise, we work collaboratively to drive positive change in the social enterprise sector.

- Total number of team members: 35
- Total number of full-time team members: 25
- Total number of part-time team members: 10
- Number of male/female/other team members: 11 M, 24 F
- Number of team members by location: 19 VIC, 10 NSW, 5 QLD, 1 SA



# Governance structure

Our governance structure facilitates our work. The robust governance framework ensures strategic direction, ethical decision-making and transparency in operations. The oversight and guidance provided by the board contribute to the effective implementation of our activities.



# Appendix 1: Financial performance

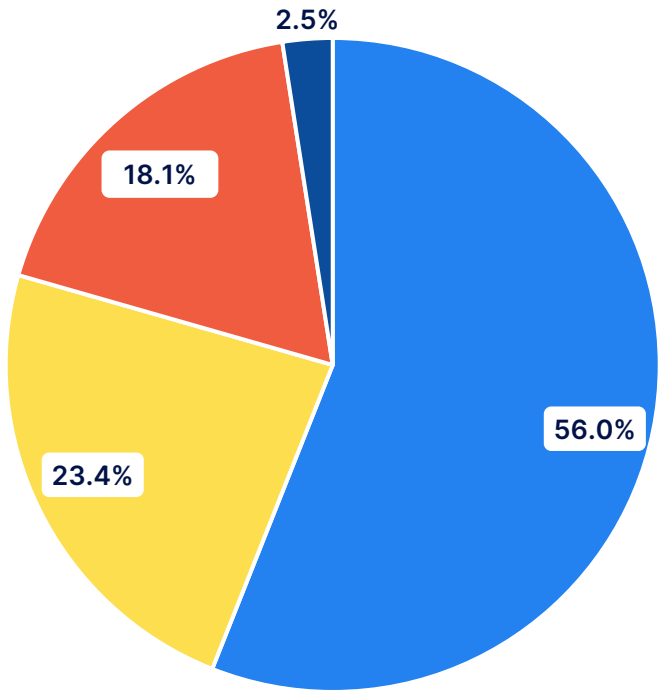
In FY23, 56% of revenue was from trade. Our aim is to increase revenue from trade in future years.

Philanthropic grants, as well as government contributions, enable us to accelerate the capability and capacity building of certified social enterprises – delivering more positive social and environmental outcomes.

We're committed to achieving a balanced and resilient financial performance, ensuring continued social impact and the development of a thriving social enterprise sector.

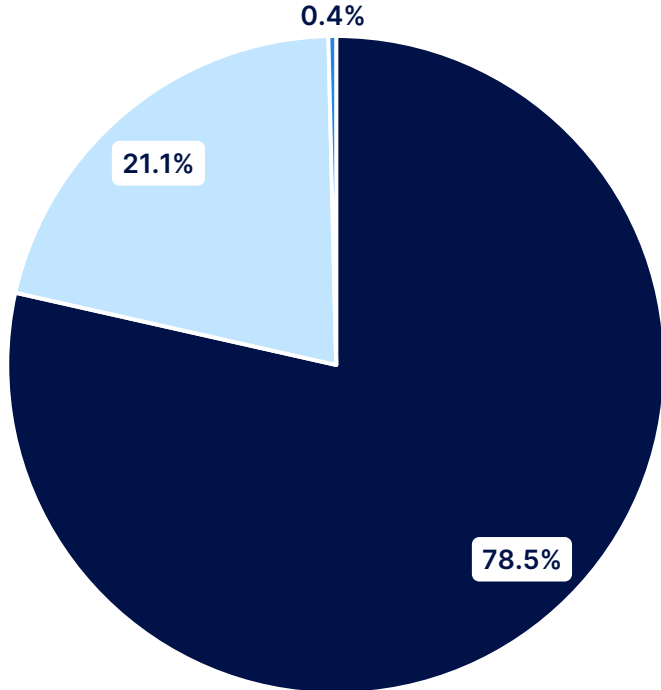
**Revenue sources**  
Total revenue: \$4,098,485

- Goods or services
- Donations and bequests
- Government
- Investments



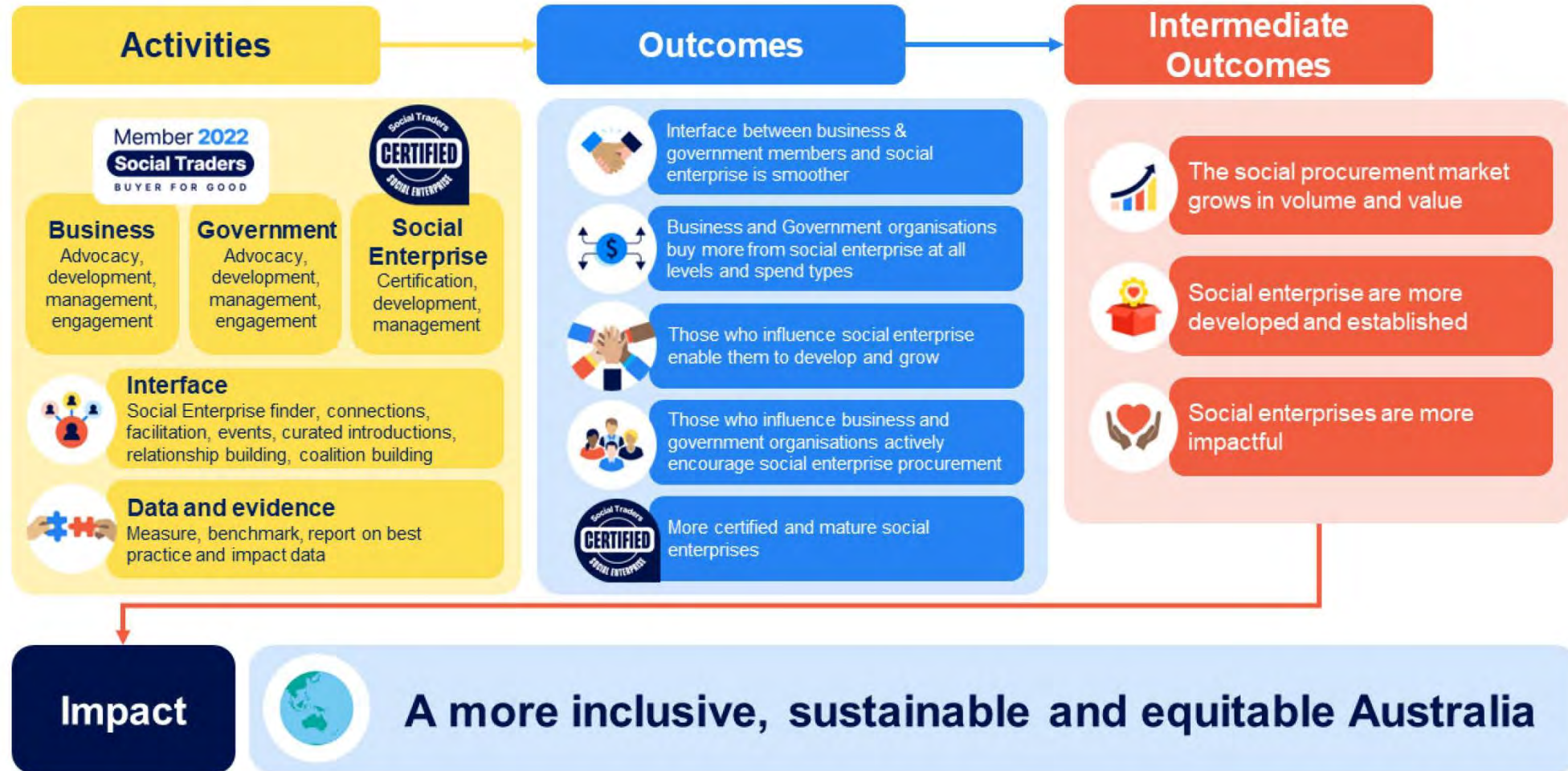
**Expense sources**  
Total expenses: \$4,280,650

- Employee
- All other expenses
- Interest





# Appendix 2: Theory of change summary



# DON'T GET LEFT BEHIND.

Connect with us to unlock the full  
potential of your impact.

[info@socialtraders.com.au](mailto:info@socialtraders.com.au)



[socialtraders.com.au](https://socialtraders.com.au)

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