



# SOCIAL ENTERPRISE & NEW CULTURES OF MANUFACTURING

**Prof Katherine Gibson and Dr Joanne McNeill**

(other research team: A/Prof Jenny Cameron and Dr Stephen Healy)

**Social Enterprise Evidence Forum**

Melbourne, August 1, 2019

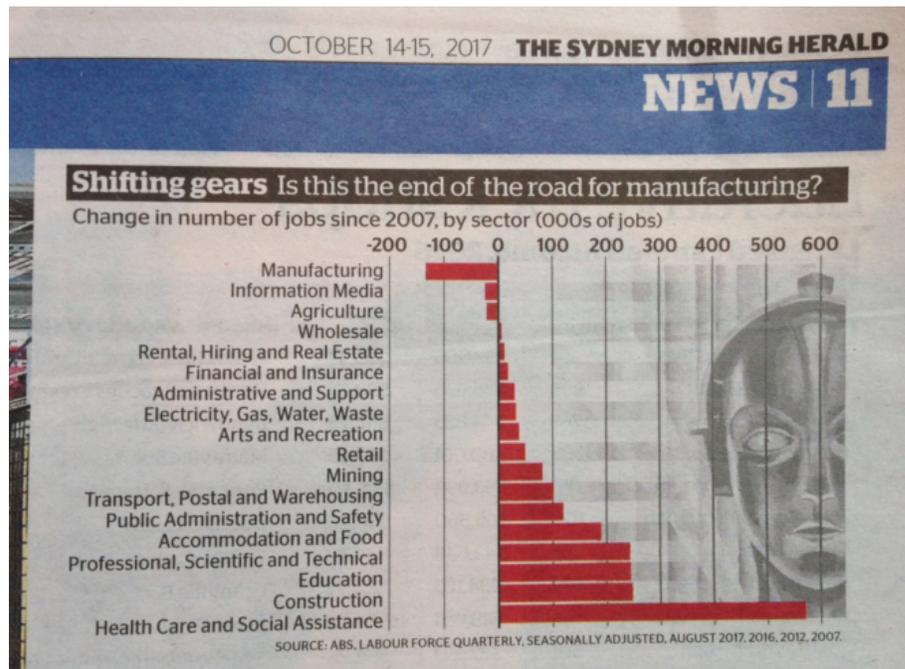
*Funded by Australian Research Council: DP160101674*



Australian Government  
Australian Research Council

# Are we going to make things in Australia?

## What will manufacturing look like in the future?



## Holden times ... road ends for Australian icon

The extinction of car manufacturing is wiping out jobs on a scale rarely seen before, write **Nick Toscano** and **Eryk Bagshaw**.

**MANUFACTURING:  
A MOMENT OF  
OPPORTUNITY**

BY JIM STANFORD AND TOM SWANN  
CENTRE FOR FUTURE WORK AT THE AUSTRALIA INSTITUTE

The Parliament of the Commonwealth of Australia



**Australian manufacturing:  
today and tomorrow**

Inquiry into the state of Australian manufactured export and import competing businesses  
Department of Economics, Finance and Consumer Affairs

**HIGH PERFORMANCE MANUFACTURING  
WORKPLACES STUDY**



September 2014  
Performance Review of the Australian Innovation, Science and Research System  
2016

JUNE 2017  
BRIEFING PAPER  
FOR THE NATIONAL MANUFACTURING SUMMIT 2017

**MANUFACTURING MATTERS**  
NATIONAL MANUFACTURING SUMMIT 2017

The Australia Institute | Centre for FutureWork

**Advanced  
Manufacturing**

A Roadmap for unlocking future growth opportunities for Australia

NOVEMBER 2016

www.cfro.au

**FUTURES**

CSIRO Futures is the strategic vision of Australia's national science and technology research program

SECURING AUSTRALIA'S FUTURE

The role of science, research and technology in lifting Australian productivity

**4**

PROJECT

FINAL REPORT

AUSTRALIAN ACADEMY OF THE HUMANITIES  
AUSTRALIAN ACADEMY OF SCIENCE  
AUSTRALIAN ACADEMY OF THE SOCIAL SCIENCES IN AUSTRALIA  
AUSTRALIAN ACADEMY OF TECHNOLOGICAL SCIENCES

**ACOLA**  
AUSTRALIAN COUNCIL OF ACADEMIC ORGANISATIONS

Australian Government  
Department of Industry, Innovation and Science

Office of the Chief Economist

**Australian Innovation System Report**

2016

www.industry.gov.au/innovationreport

CULTURE

INNOVATION

KNOWLEDGE APPLICATION



[Hands at Work](#) from [Institute for Culture & Society](#) on [Vimeo](#). Produced by [Think Well](#) 

<https://vimeo.com/306315303>

# Just Sustainability

... a better quality of life for all, now and into the future

... in a just and equitable manner

... whilst living within the limits of supporting ecosystems

Julian Agyeman, et al., 2003, 5

**Can manufacturing be part of a solution to global warming?**

**Can manufacturing produce a more equal society?**

Food processing



THE

SOCIAL

OUTFIT

sebel

Interface®

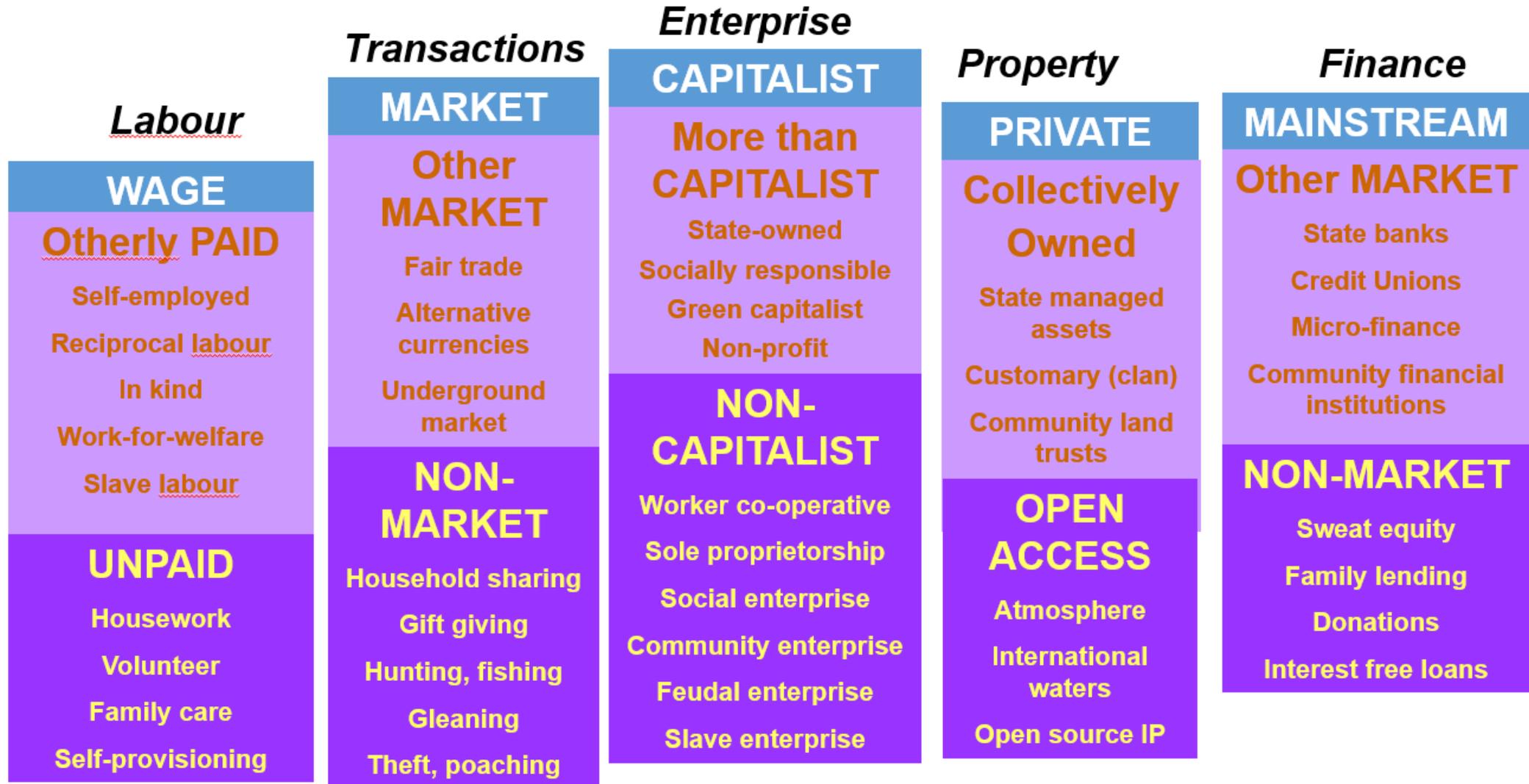
Consumer goods



Equipment



# What might a 'diverse economy' perspective bring to the question of manufacturing in Australia?



# Enterprise



THE  
SOCIAL  
OUTFIT



# A new culture of manufacturing

## Dimensions of just sustainability

Providing quality employment that contributes to wellbeing	✓
Providing a quality product that contributes to wellbeing	✓
Ensuring that place-based communities have sustainable livelihoods	✓
Addressing environmental issues	✓

# A new culture of manufacturing

## Enablers of just sustainability

An ethos of acting with integrity



Managing finance and ownership



Attention to business viability



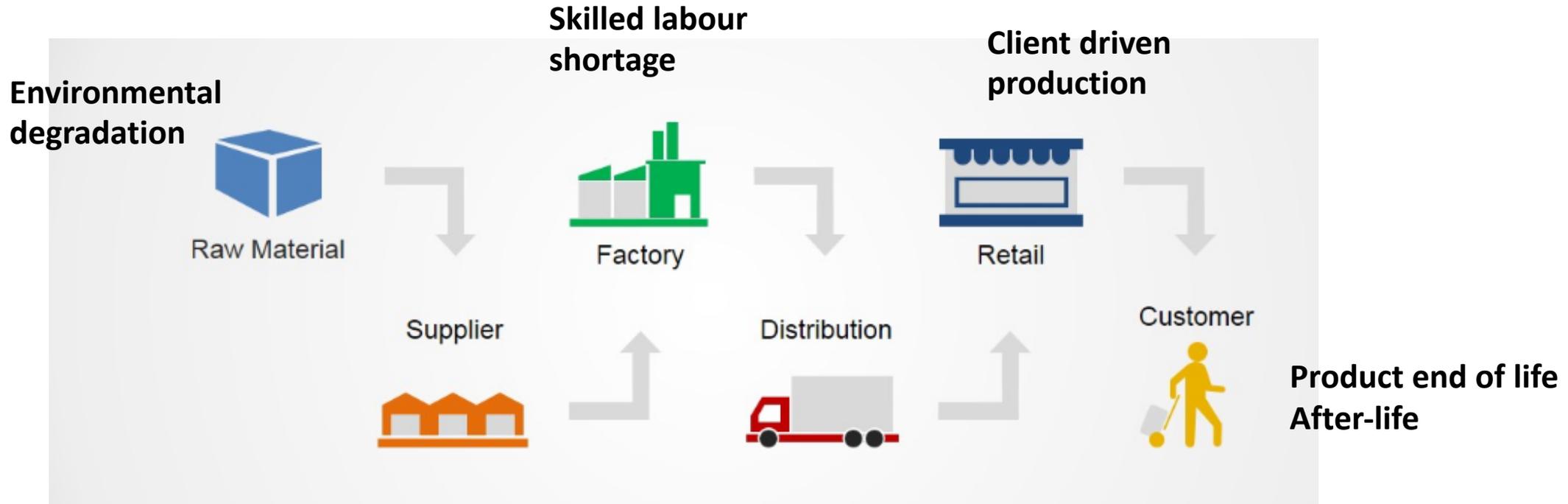
Enabling a complex ecosystem of interdependence



**Can manufacturing be part of a solution to global warming?**

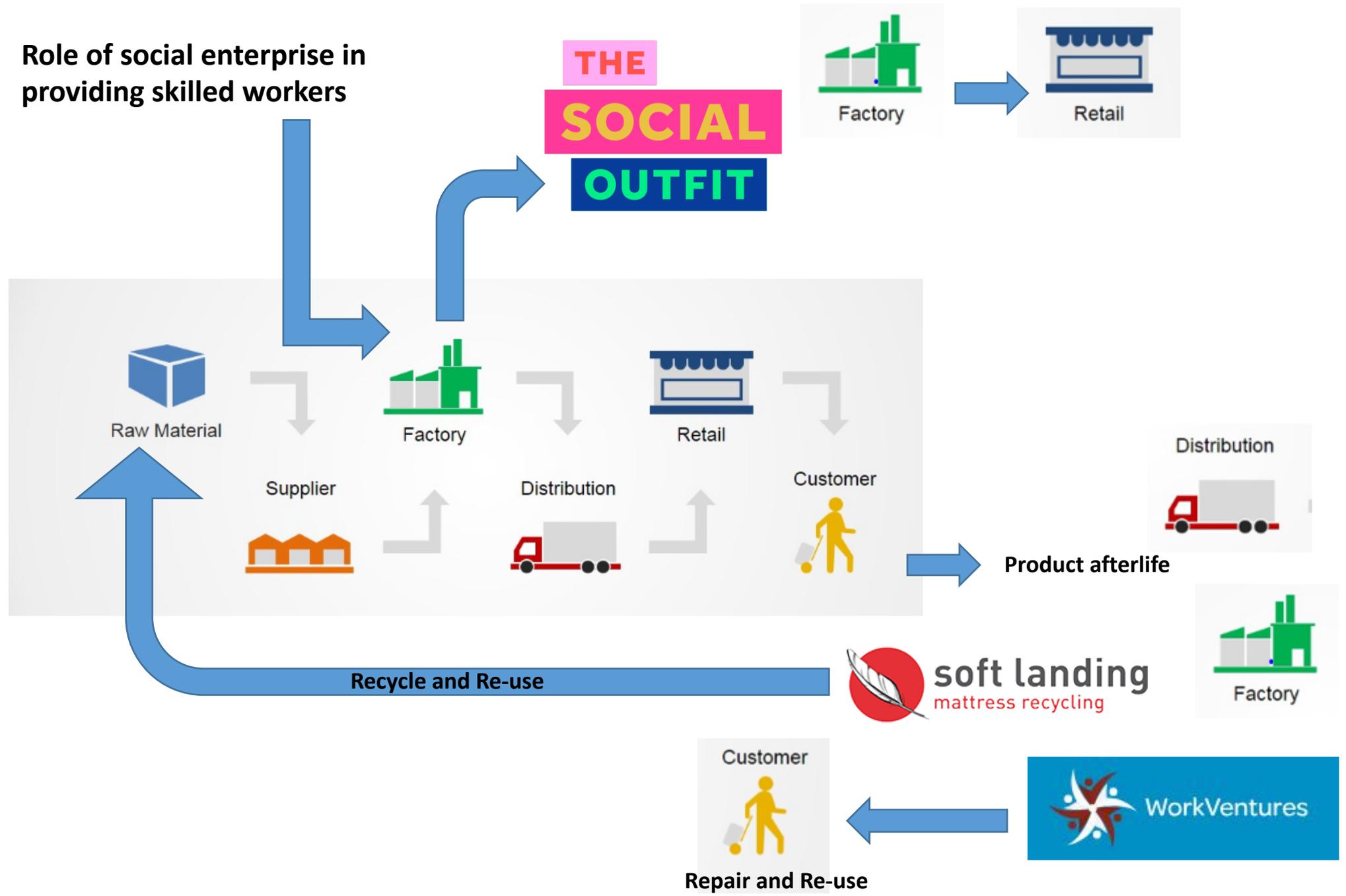
**Can manufacturing produce a more equal society?**





## Issues of concern along the manufacturing supply chain

# Role of social enterprise in providing skilled workers





**make your bed  
make a difference**



2017 = 70 Employees

75% experience significant barriers in the open labour market

90% of mattress materials diverted from landfill & recovered for reuse



Photo credit: Soft Landing Bellambi - team members

## Soft Landing Product Stewardship Members

### Retailers



### Manufacturers



### Supply Chain



### Recycling



## FOUNDING MEMBERS

A.H. Beard

Sealy

Joyce Foam Products

Thermotec

Covestro

TIC Mattress Recycling

Harvey Norman

Domayne

Tempur

SleepMaker



# A new culture of manufacturing

## Enablers of just sustainability

An ethos of acting with integrity



Managing finance and ownership



Attention to business viability



Enabling a complex ecosystem of interdependence



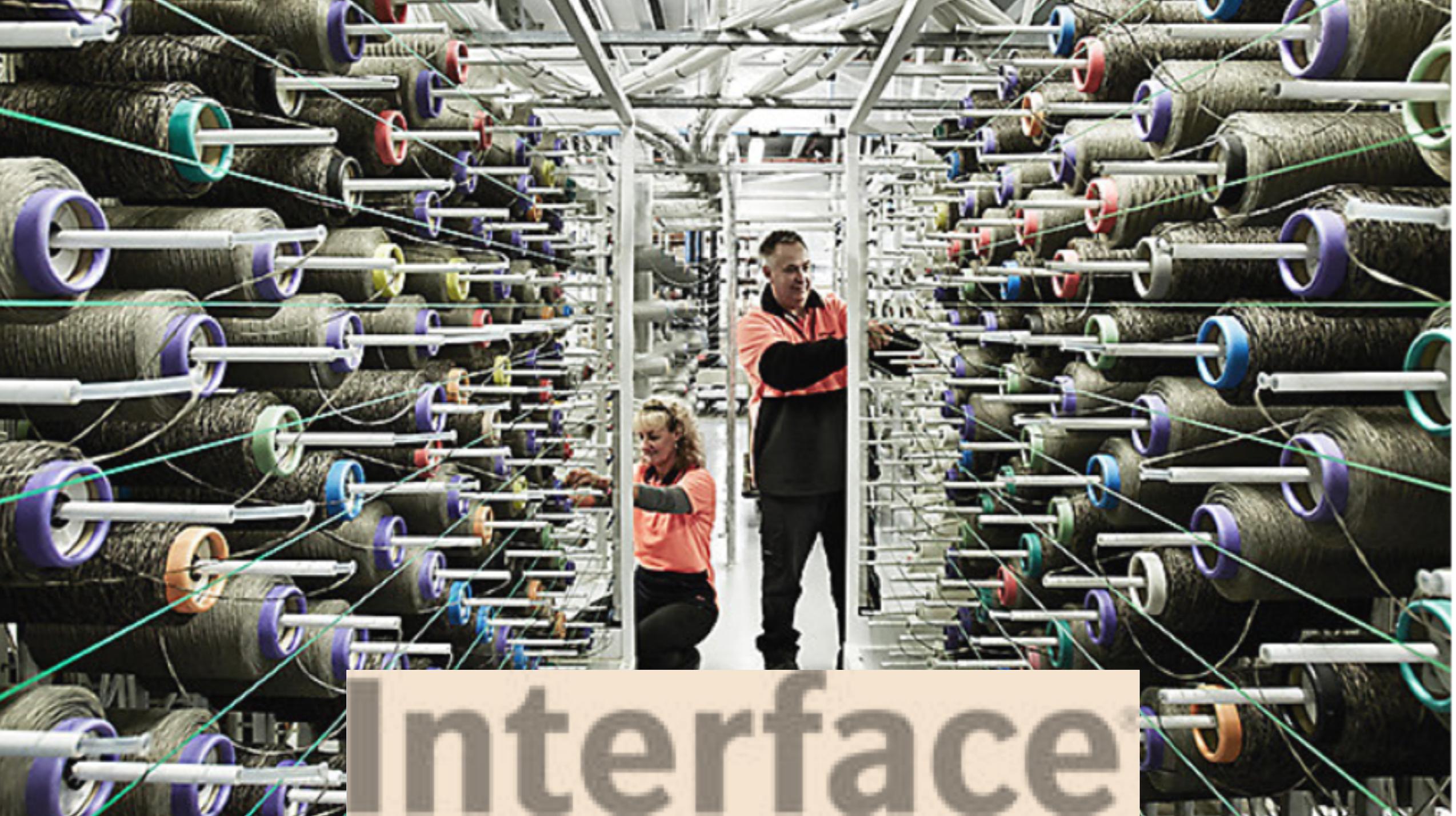
“I could tell you a hundred different decision points where we could have gone this way or could have done a dodgy there or could have cut a corner there - and we've just said no, this is the path.”

“I guess it's those key forks in the road where you could go this way or that way. Had we done it - maybe made a lot of money and maybe made some more jobs, but it would've totally undermined our credibility”.

**Interview: Soft Landing Senior Leadership, 2017**

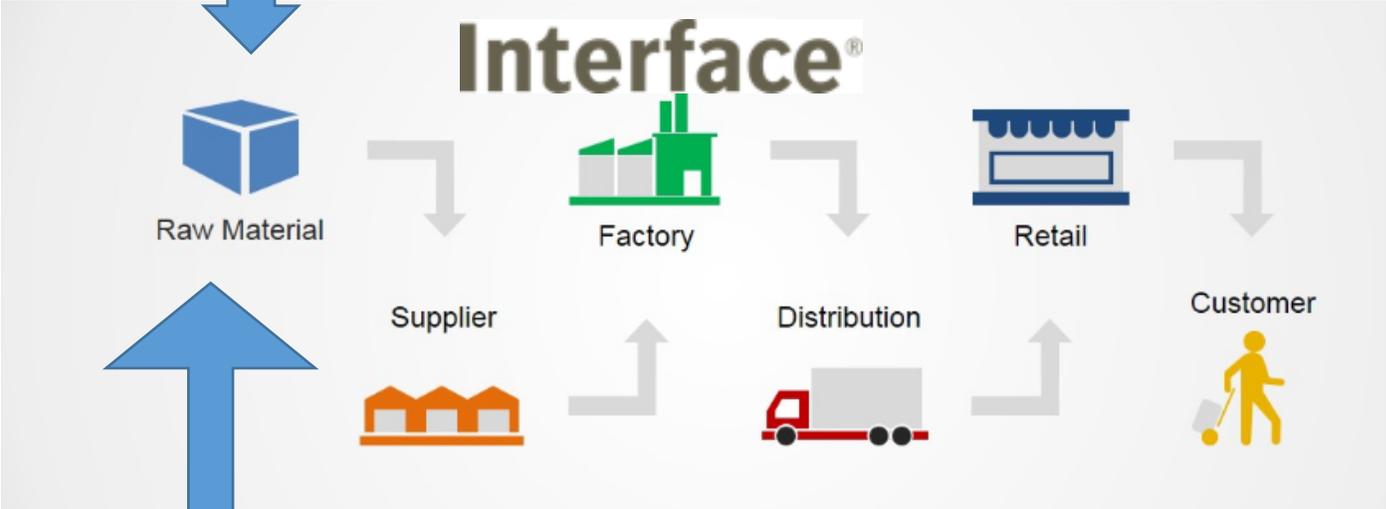
“We position ourselves as Switzerland... You can leave your guns at the door. Come and sit nicely and talk . . . social and environmental. . . . And then you can go back out there and get in the trenches and tear strips off each other. . . . They're saying they like the fact it's not-for-profit, they don't think a private entity can do this because they're all very guarded about commercial [interests] . . .”

**Interview: Soft Landing Senior Leadership, 2017**



Interface

**Social enterprise  
collection of ghost  
nets**



**Regular industrial  
standard cleaning in situ**



**Social  
enterprise**

**Pick up carpet  
before end of life**



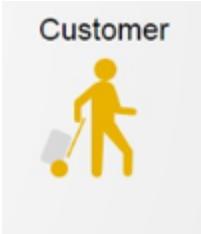
**Clean and  
warehouse  
used carpet**

**Recycle fibre and backing**



**Social  
enterprise**

**Resell with new design additions**



“People think okay, now it's circular economy and then they might forget about low-carbon economy and they might forget about bio-based economy and they might forget inclusive economy. . . Okay, you can discuss about the order, whatever, but it's and, and, and - that's the whole point. Only when a company can contribute to all those elements, [do] I think you have this licence to exist . . .”

**Interview: Head of Sustainable Development, Interface Europe, 2017**

# A new culture of manufacturing

Manufacturing *can* be part of solutions that address environmental issues

Manufacturing *can* contribute to producing a more equal society

## Dimensions of just sustainability

Providing quality employment that contributes to wellbeing	✓
Providing a quality product that contributes to wellbeing	✓
Ensuring that place-based communities have sustainable livelihoods	✓
Addressing environmental issues	✓