

# POSSIBLE



## Andrew Baker

I am a strategy and leadership specialist.

Over the last two decades I have completed over 240 projects with the leaders of public and private institutions, businesses, investment funds, government agencies and social sector organisations.

In 2020, I founded [POSSIBLE](#), a specialist strategy and leadership firm. POSSIBLE helps organisations find their strategy for success in an improving world. Our clients are CEO's and directors of organisations addressing the biggest opportunities of our time in climate, nature, technology and community.

In 2005 I co-founded [Mobium Group](#), a consumer research business focused on climate change, ethical investing and sustainable products which the Sydney Morning Herald described as being '...considered the benchmark in Australia on consumer attitudes and purchasing trends in the green sector.'

My work has included a focus on environmental certification programs and I served as a director of Good Environmental Choice Australia ([GECA](#)), the first eco-labelling scheme of its type in Australia.

I have worked with the Boards and Executive Teams of many of Australia's largest institutional investors, especially Industry Super Funds, and have broad experience across multiple sectors including extensive strategy & transformation experience in large scale technology environments.

For a decade I was a Senior Expert on the Right Lane Consulting external professional panel and was lead author and then contributor to its superannuation industry report from 2013-2020.

I started my professional career in the Strategy practice of Accenture, playing lead roles in strategy engagements in Australia and Asia and received training in strategic and financial analysis in France and the United States.

My research has been acknowledged by award-winning business journalists including Paul McIntyre and Matthew Murphy and cited in business and sustainability texts in Australia, Europe and the USA.

I hold degrees in economics, science and modern languages from the University of Melbourne, and was invited to provide the Faculty of Economics and Business' Occasional Address.

## Example projects

### Strategy and planning

- Working with one of the world's most iconic outdoor brands and sustainability leaders to develop its Australia & NZ strategy.
- Facilitating the strategy formulation process for a high-growth global advisory and investment business focused on accelerating the transition to a climate-resilient, net zero carbon future.
- Preparing and facilitating the annual strategy process for the board and executive team of one of Australia's largest superannuation funds.

### Stakeholder engagement

- Engaging superannuation fund members and stakeholders to better understand their views and expectations in relation to company performance on climate and sustainability leadership.
- Conducting a Materiality Assessment for a Big 4 Australian bank in the wake of the recent Banking Royal Commission and presenting the results to its principal Board of Directors.

### Research

- Preparing and executing a detailed nationally representative survey of consumer attitudes to climate change and investing for a leading Australian ethical superannuation and investment fund.
- Researching the Australian superannuation sector as the original lead-author, and then contributor, to a respected report into the strategy and performance of sector participants from 2013-2020.

### Leadership team development

- Leading a three-day, global, fully virtual kick-off workshop for the leadership team of a new joint venture between one of the world's largest banks, and a fast-growing global climate advisory and investment firm.
- Working with the newly formed Strategic Cabinet at Australia's leading biomedical research institute to clarify the role and purpose of this group and develop a shared vision for what it would achieve.

### Strategic projects

- Leading a major review and restructure of a leading Australian social sector development organisation that helped renew its government underwriting and secure major philanthropic support for its innovative programs and impact strategy.
- Leading the strategy, business case, deal structuring and transition planning for a \$1Bn technology transformation program at an Australian bank.

## Organisations I have worked with include:

Accenture  
ANZ  
Aurecon  
Australian Bureau of Meteorology  
Australian Commonwealth Government (DEWHA, DHS, Others)  
Australian Conservation Foundation  
Australian Ethical Investment  
Australian Institute of Family Studies  
Australian Super  
AXA  
Bank Australia  
BP  
Brother  
Care Choice  
Care Super  
Cbus  
City of Melbourne  
Douglas Group  
Dow  
Dulux  
Energy Super  
Fairtrade Australia New Zealand  
Frontier Advisors  
Forestry Stewardship Council (FSC)  
Good Environmental Choice Australia (GECA)  
Good On You  
Hansen / Alex Fraser  
HKA  
HSBC Pollination Climate Asset Management  
HESTA  
HostPlus  
IBSA  
Impact Agriculture Partners  
Industry Super Australia  
Laminex Group  
Macdoch Group  
Mas National  
Media Super  
Metro Trains  
Metro Waste  
MLC  
Monash Health  
NAB  
NSW Government (DEH)  
OptiComm  
Origin Energy  
Patagonia  
Planet Ark  
Pollination  
PriceWaterhouseCoopers  
Responsible Investment Assoc. Australia  
Right Lane Consulting  
Sanofi  
Seqirus  
Six Degrees Executive  
South East Water  
Spiire  
State Cover  
Sun Cable  
Sustainability Victoria  
Tasman Environmental Markets  
Telstra  
Telstra Super  
TOM Co  
Transurban  
Versent  
VicSuper  
Victorian Government (DoT)  
Visy Industries  
Walter and Eliza Hall Institute  
Windana  
Windermere  
WWF