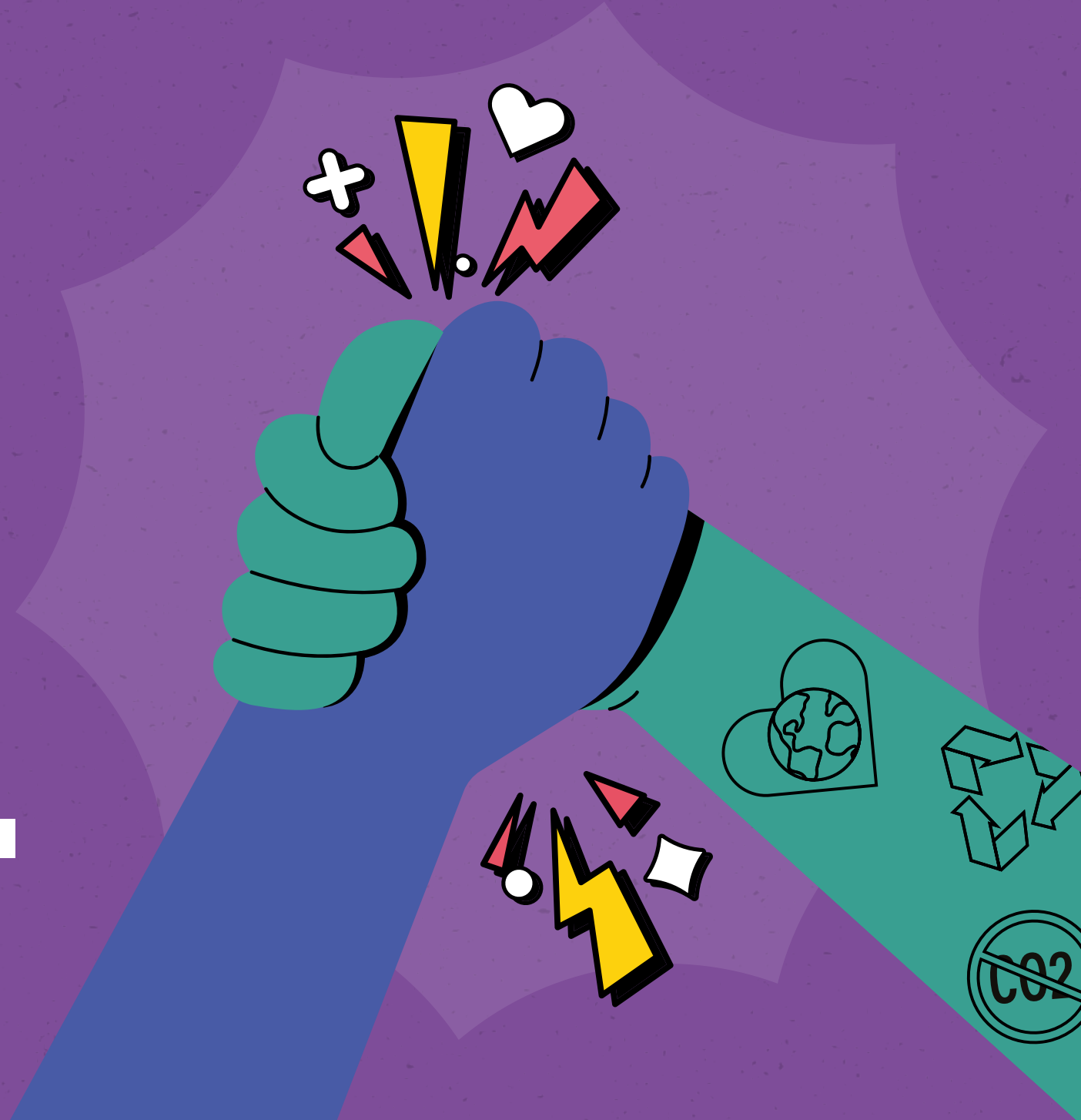


**SOCIAL  
CHANGE**



# Impact Report.

**2023/2024**



# About us.

**We are a passionate and purpose-driven behaviour change agency working with Government, Business, Charity and the Public Sector to tackle social and environmental issues.**

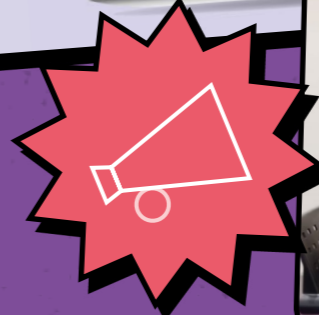
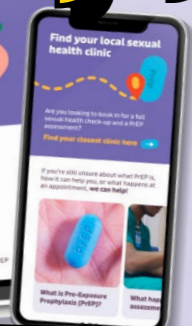
We exist to take on challenging social issues - opening the "too difficult box" when everyone else has shut the lid. We are proud to say that since we started in 2010, we have saved society millions through ground-breaking research and award-winning campaigns and change programmes and we have helped businesses and brands deliver profit with purpose.

## **Our formula for delivering positive change:**

- We use data and uncover insight to understand people and influence change;
- We help businesses to become meaningful members of the global community, not external agencies devoid of influence or impact;
- We change attitudes and behaviours by inspiring, influencing and encouraging action in people and communities through creative campaigns and change programmes;
- We co-design and collaborate with people for people.



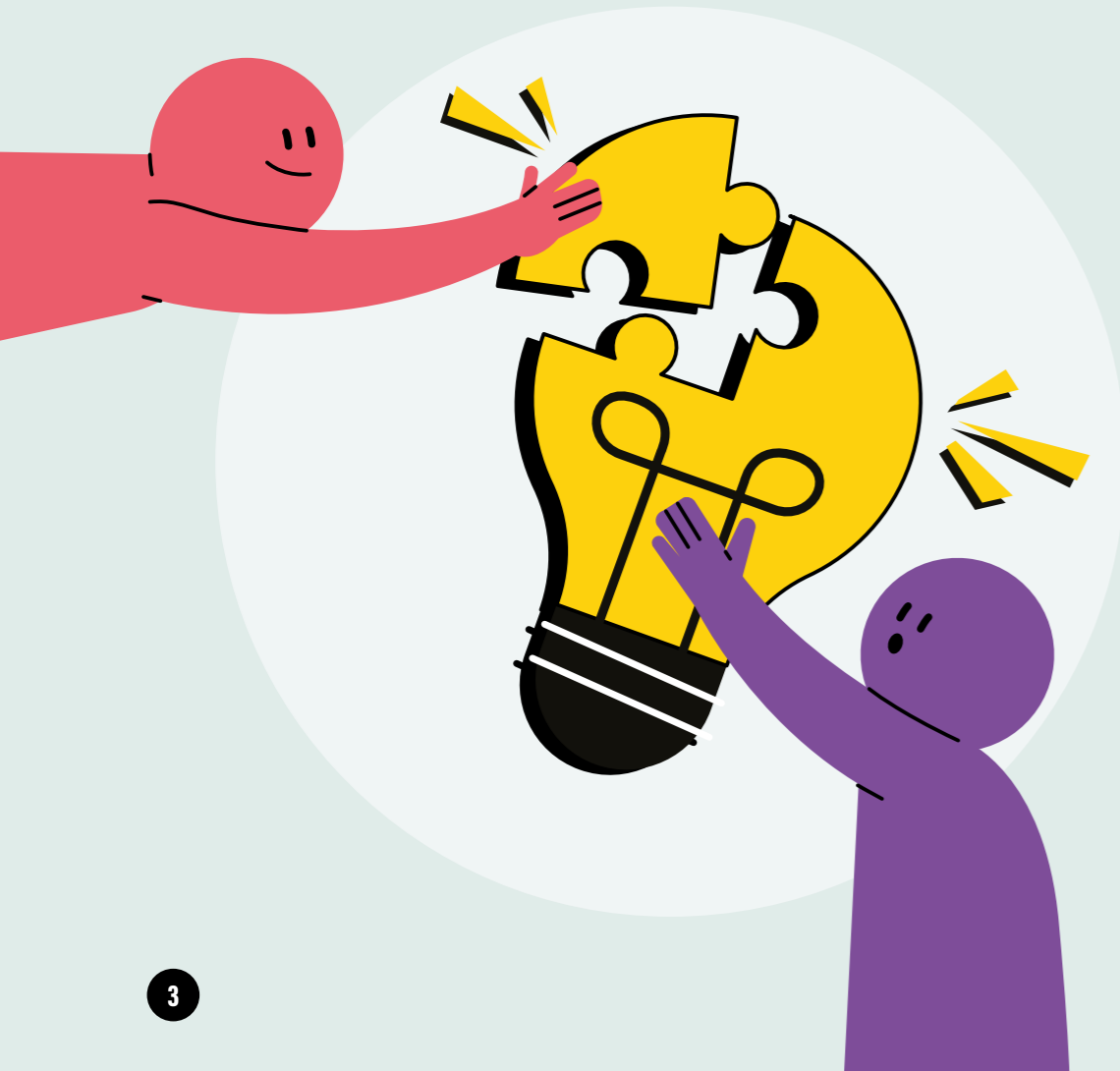
**If you want people to behave differently - you first need to step into their shoes and walk around in them for a while.**



# Our mission.



**To be changemakers** – unafraid to take on the tough social and environmental issues, opening the ‘too difficult box’ and inspiring people through our work, energy and passion that positive change is always possible.



**“To be the go to company for changing attitudes and behaviours that positively impact people’s lives”**

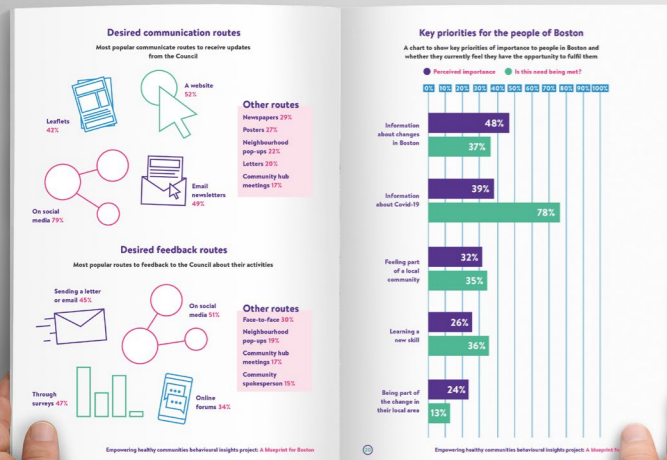


# What we do.



## Marketing for Good

We understand that in business, you need more than a competitive advantage, you need to have meaning in people's lives. We create that meaning, so your brand matters to them. We call it mattering - not marketing



## Behavioural Insights and Research

We understand people - how they think and feel - and turn behavioural insights into actions. We understand not just what people do, but why they do it and how to influence them.



## Social Value

We help clients to understand the value they are creating when they deliver a programme, product or service. We measure impact and create greater social value for our clients and their beneficiaries by designing community programmes that make a difference to people and communities.

## Behaviour Change Marketing

We change consumer behaviour and create social movements by motivating and inspiring people towards positive social and environmental change.



### Some of our clients



# A note from our founder and CEO.



**It is with great pleasure that I introduce to you our second impact report as a certified B Corp in the UK.**

Over the last 12 months I have reflected long and hard about our business journey and the business we want to be in the coming years. I'm immensely proud of the work we have done so far and how we have built this business, but there is always more to do, and we can't sit on our laurels.

Last year, we spent the first six months delivering our 'reset' strategy which focused on getting the business back to financial stability following the year that followed the pandemic. We were fortunate enough to withstand the economic downturn and a massive societal and cultural shift that followed a once in a millennial global crisis. It was tough – but we got there - and it brought it home to me just how important it is for Social Change to deliver a profit. Profit is what allowed us in previous years to do wonderful things for

people and the planet and without it we found ourselves unable to do as much as we wanted to last year.

But despite this, we did actually do some incredible things which we have highlighted in this report, such as deliver new and insightful research and campaigns that are helping our clients to make a difference to people and communities. Millions of people saw our work on PrEP and thousands of teenagers were educated on vital vaccinations. Our work on tackling violence against women and girls continued, and we started work on environmental campaigns to shift people towards becoming active players in the fight against climate change.

On that note, I also started work on our journey to Net Zero last year and after some in-depth work that looked at our activities as a business,

I am pleased to tell you that we have a greater understanding of the impact that we are having on the environment. As a result, we have put in place some actions to deliver positive change in this space – such as defaulting our hospitality to vegan and reviewing our energy requirements and how we work both at home and in the office. I am delighted to say that we now have a strong plan to take us all the way to Net Zero.

When we certified in 2022, we were the first in our city to be given B Corp status and I made it a personal mission to inspire more companies locally to join the movement. Following certification, I met with loads of aspiring B Corp businesses. We even invited other B Corps from around the UK [Bird & Blend, LICK.com] to Lincoln to take part in a business conference we designed focused on sustainability and doing 'better business.' During B Corp month I hosted a wine and nibbles evening to bring the business community together again and talk about how fabulous the movement is, this time inviting local businesses

who have joined us in the movement – such as Streets Heaver and Gusto Homes. I am thrilled that more than a dozen businesses are currently going through the process in Lincoln [and the surrounding area] which is fantastic news. We are keen to set up a B Local and create a community brimming with B Corps! I will keep pushing the mission and movement in a bid to bring more like-minded socially and environmentally conscious businesses together to drive the change.

**What next? Well, next year, we will be pushing even more changes through in our run up to re-certification, and personally, I'm looking forward to discovering what more we can do as a business to be an outstanding corporate citizen and changemaker.**



*Kelly Evans*

**Kelly Evans**

**kelly@social-change.co.uk**

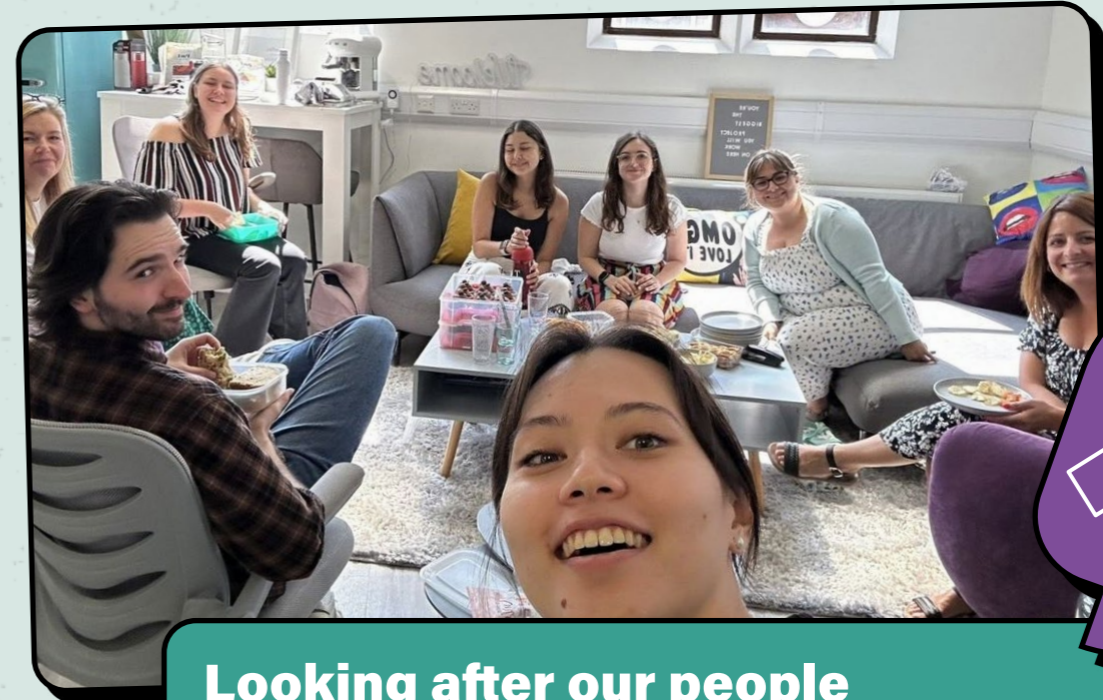
# We have committed to, and legally changed our business to focus on:



**Delivering impact for our clients**  
We pride ourselves in delivering expertise and high standards of client service, focusing always on delivering impact and demonstrating that positive change is possible, which is why we enjoy a consistent flow of client referrals.



**Protecting our planet**  
No longer can business ignore the negative impacts we make to the planet and environment around us, both in how we run our business and in the counsel we provide to our clients. We have a duty of accountability and stewardship. Not only do we try to protect it in the way we operate, we help others to protect it too.



**Looking after our people**  
We will look after our team and support them to achieve their personal and professional goals. We will put our people first and help and support them through their life. We want Social Change to be the best place to work.

**Looking after all people**  
We only work on projects that benefit and positively impact people and communities. Everything we do must deliver this – **or we don't do it.**



# Social Change in 2023-24.

30

social change projects we have worked on



25+

clients we have worked with in 2023-24



500+

stakeholders we have involved/ worked with to deliver impact

16,600+

hours changemaking



300+

volunteer/social value hours across the team



# Our B Corp mission.



For purpose as well as profit

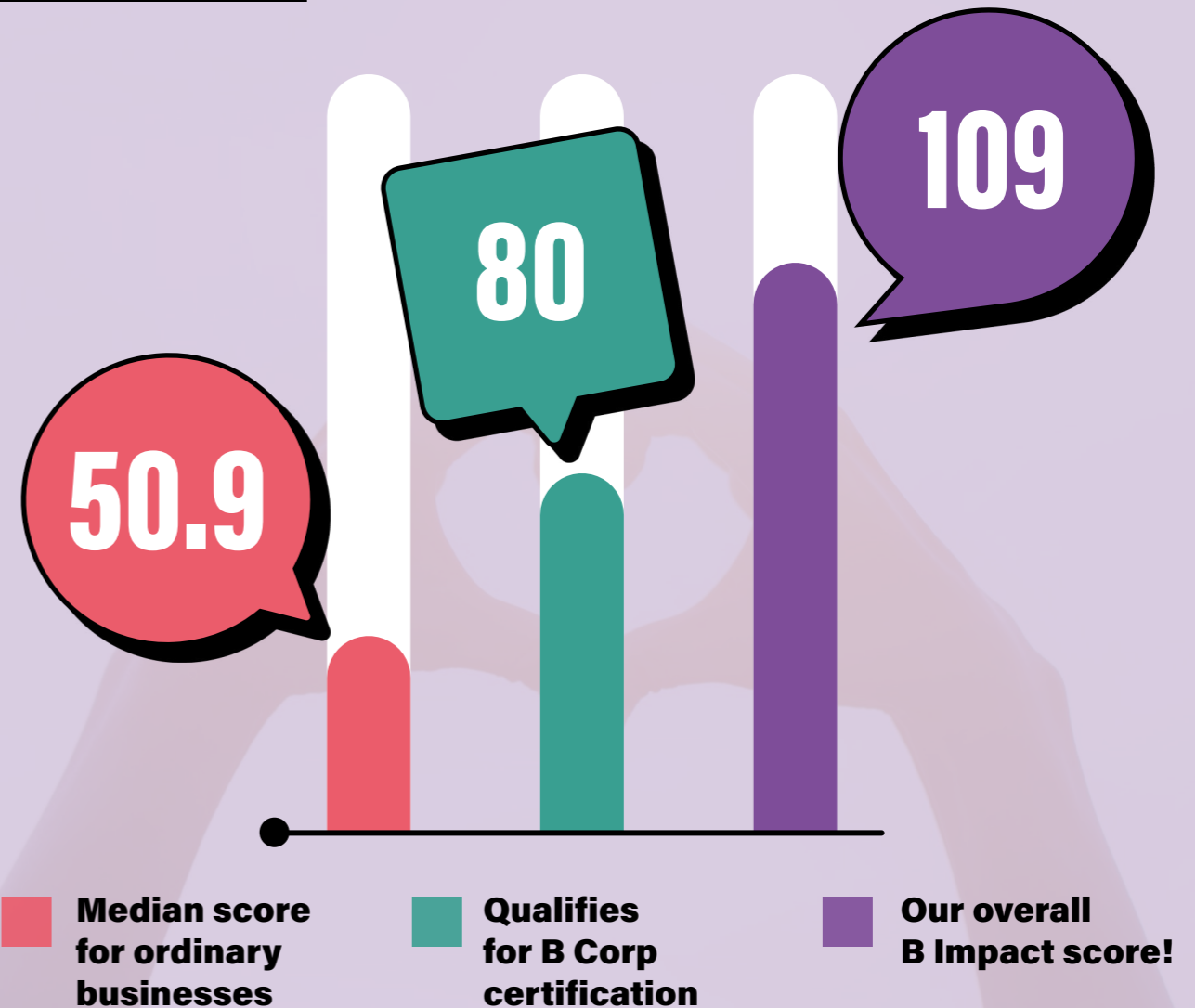
In 2022, we formalised our commitment to social purpose and successfully certified as a B Corporation. This means that we join a growing movement of companies using business as a force for good, meeting the highest standards of verified social and environmental performance, transparency and accountability.



**We were officially certified in March 2022 and scored 109.**

Most businesses score between 40 and 100, with 80 points required to become certified. A score of over 100 is considered outstanding. This score validates the hard work that we have put in to embody our values and operate ethically, sustainably and responsibly.

## Our B Corp score



## Why did we become a B Corp?

We have always focused on the triple bottom line. For us, people, planet and profit have always been considered in equal measure from the start - it's been part of our DNA - so when we discovered B Corp it was a no-brainer for us. We just had to see if what we had been doing for so many years was recognised as good. B Corp is that recognised symbol of what good looks like. But it's more than a label, it's a way to do business better and it acts as a framework and structure to improve the way we operate our business to balance our focus between people, planet and profit. It was also an opportunity to be part of a community of like-minded business leaders who felt the same way about running businesses. Because it can be lonely trying to grow a business surrounded by people focused only on making as much money as possible at all costs.




# Our journey to certification.

**It was a daunting journey to qualify as a B Corp** - it's a high standard to reach and it requires hundreds of hours of work. Every company that wishes to become a B Corp must complete a rigorous assessment, which is then independently verified by B Corp UK.

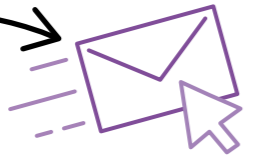
Jamie Oliver described the experience of the B Corp assessment by saying it **"makes the Inland Revenue look like pussycats"**. Most companies find it challenging to gain the minimum 80 points.


**1.** **Start the online assessment.** 

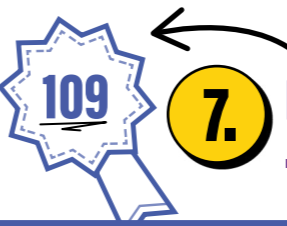
**2.** **Self-assess the business in 5 areas:** workers, community, environment, customers and governance.

**3.** **Achieve a 'draft' score of around 100** - 20 points over the requirement to qualify. 

**4.** **Start uploading evidence** to support our claims.

**5.** **Press submit after several months** and start working with an assigned assessor from B Corp. 

**6.** **B Corp assessor challenges your answers** and asks for more evidence - time to reflect, review and make changes. 

**7.** **B Corp score determined - we reach 109!** 

**8.** **Our board voted to change our articles of association** (the legal constitution for a company). This change legally committed us to consider People and Planet in all our decision making, rather than simply the interests of shareholders.

**9.** **Compile list of goals and actions** we want to take in the future to improve our score. 

**10.** **Announce to the world our B Corp status.** 

**11.** **Join a passionate community of B Corp businesses.** 

**12.** **Continue the work... it's never done.** 

**13.** **After three years - restart the process for reassessment (2025).** 

# Our promises.

## Some of the actions that make us a B Corp



Not involved in the production, operation, trade, or sale of **alcohol, tobacco, gambling, firearms, weapons, munitions, pornography, payday, short term or high interest lending, mining, fossil fuels, nuclear power, hazardous materials, prisons, whole life insurance products, animal products or services, GMO and industries at risk of human rights violations.**

We do not operate in **conflict zones, sell data, market breastmilk substitutes, employ individuals on zero-hour contracts or operate in sensitive eco-systems.**

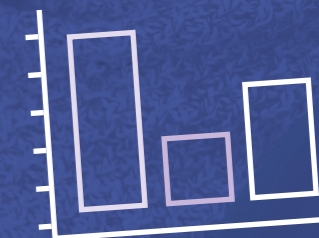


We are **female-owned and female led.**



We have a **purpose-driven mission, ethical policies (and practice) in place, financial controls and good financial management.**

We are transparent with employees and stakeholders. **We share our budget and financials openly with the whole team. Salary bands are also transparent.**



**High standard equality policies and ethical trading practices.**

We make sure our job descriptions, individual personal development plans, and project reviews are **tied to the social and environmental impact we want to see.**



Our family policy **supports people through the life stages** and includes **time off for IVF.**

**We look after data and protect privacy.** [Cyber Essentials accredited]



**We encourage physical activity** and pay a contribution towards gym/class membership.



We support good mental health and have improved our health benefits - **introducing a counselling policy for when 'life happens'!**

**We undertake 'pro-bono' work and contribute to education, skills and learning** by donating our time to delivering talks to people in business and education.



# Client work.

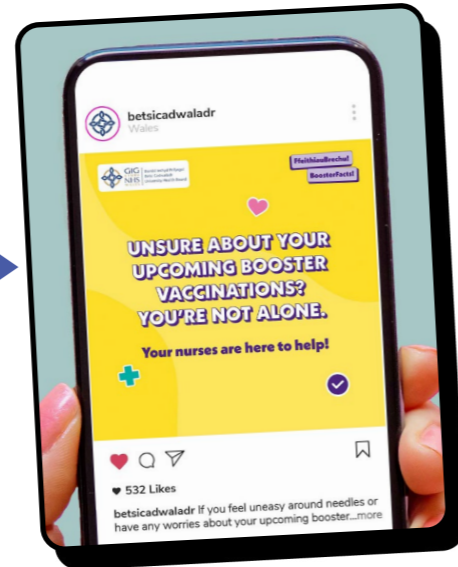


**Our core purpose is to deliver impact for our clients.** Here are some work highlights and impact stats from the last year.

## Teenage Booster immunisation campaign

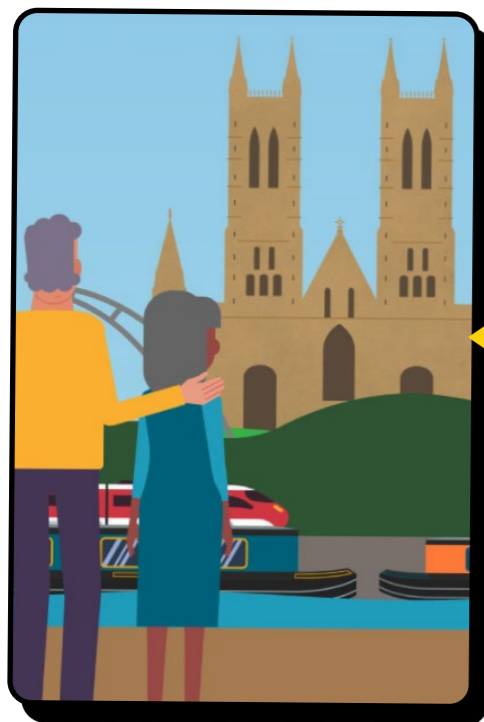
### Supporting uptake in young people across Wales

We designed and delivered a public health co-created engagement campaign to increase take-up of the 'Teenage Booster' - a 3-in-1 vaccine, for young people. This was designed in collaboration with young people to ensure it met their wants and needs, resonated with them and encouraged them to think about their vaccinations. This campaign was delivered in all schools across Wales reaching hundreds of thousands of young people and their parents.



## Exploring perceptions of happiness in Lincoln

We have been working with LocalMotion Lincoln on a unique piece of research to establish what people in the city of Lincoln care about most, their aspirations in life and the local and national challenges preventing communities from thriving. 839 people in the city took part in the survey, and demonstrated a desire to make a difference to the world and those around them, through work, volunteering or otherwise. However, their capacity to do this is limited by their personal safety and security, financial security, employment and health being at risk - essentially, they are in 'survival mode.' This study is helping to inform LocalMotion Lincoln's work to help communities to overcome local barriers so they can thrive.



## PrEP My Way

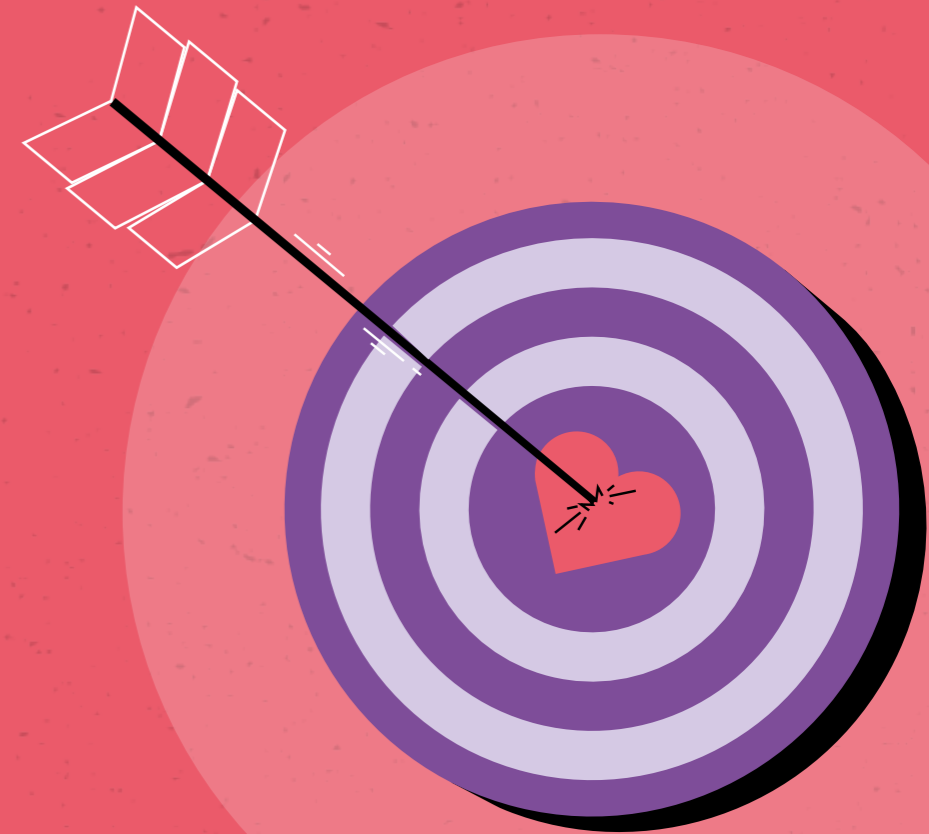
We created a fun, sex-positive, feel-good campaign to educate residents in the South West of England about HIV and access to PrEP (pre-exposure prophylaxis). The campaign's main goals are to dispel myths around PrEP and HIV, deliver accurate information and increase awareness of both PrEP and HIV in the target groups. We reached over 1.5 million people with this campaign, achieving a return on investment of 3p per person reached. The website saw 1,887 users across the campaign duration and 3,802 page views, with people exploring what happens at a PrEP assessment and what PrEP actually is. The campaign utilised a mixture of digital and offline channels to engage as wide an audience as possible. Digitally, the campaign reached nearly 10,000 people organically on social media and 532,660 through paid social media. This is in addition to reaching at least 1,205,000 people through offline channels, such as bus advertisements, posters and leaflets. Learnings from the campaign were used to provide guidance on how PrEP My Way can continue to make impact into the future.



To see more of our work, please visit our website

[www.social-change.co.uk/work](http://www.social-change.co.uk/work)

TIME  
FOOD  
CHANGE



## Goals.

**We might be small, but we have always believed that size doesn't matter when it comes to doing the right thing.**

Following B Corp certification, we decided that we wanted to go further than we have done so far and we set some goals for the short, medium, and long term. We made a good start over the last year, but we still have a lot to do.

# Our goals in 2023-24.

**What we said we would do:**

## Prioritise financial sustainability

**What we did:**

Following the Covid pandemic we made a loss [the first time in 13 years] and this meant that we couldn't do all the good things for people and the planet that we had become used to doing because there was no money. We made some difficult but necessary changes to secure the business into the next year and beyond, including restructuring our core team and this led us back into the black in 2023-24.

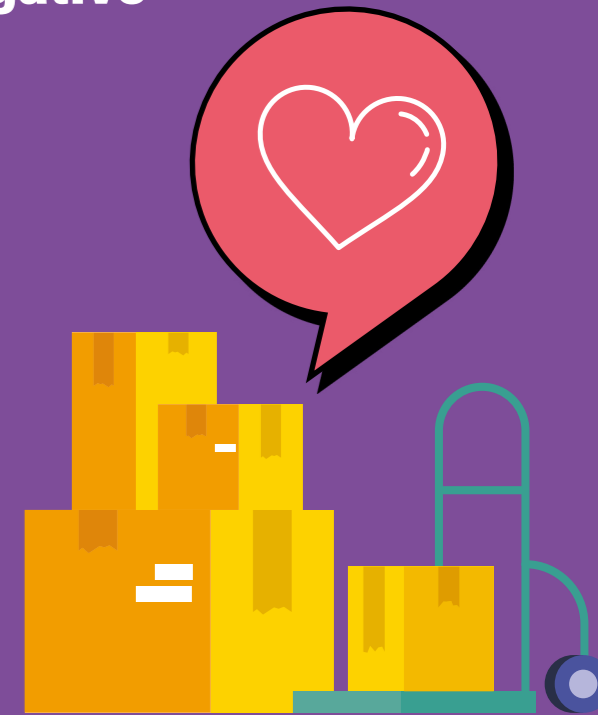


**What we said we would do:**

## Map our supplier impact and work with suppliers to reduce any negative impact on the environment

**What we did:**

We started having conversations with our suppliers and assessing the products and services we use. We found it much harder than we thought to map their impact – as many of our suppliers just don't know their impact. We did switch suppliers for some products and services starting with office supplies such as coffee and toilet roll – choosing B Corp suppliers where possible. We have set goals for 2025 and beyond on how we are going to influence change in our business and our suppliers and more information is available in our Net Zero plan.



**What we said we would do:**

## Track diversity of ownership among our suppliers

**What we did:**

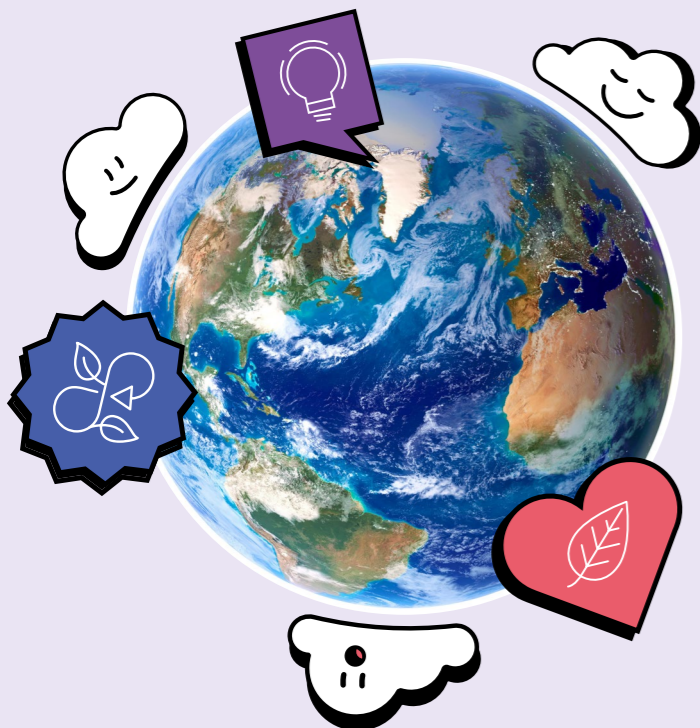
We are going to be honest, we didn't do this. But we will. This will form part of our supplier engagement work which will look at environment, social and governance [ESG].

**What we said we would do:**

## Find more ethical banking solutions

**What we did:**

We researched them, and guess what? There isn't a lot of choice. The only bank that is a B Corp is one which we can not join as we don't meet their minimum deposit requirements. In other words, it is for very rich people and businesses. Ironic eh?



**What we said we would do:**

## Write our plan to achieve net zero by 2030

**What we did:**

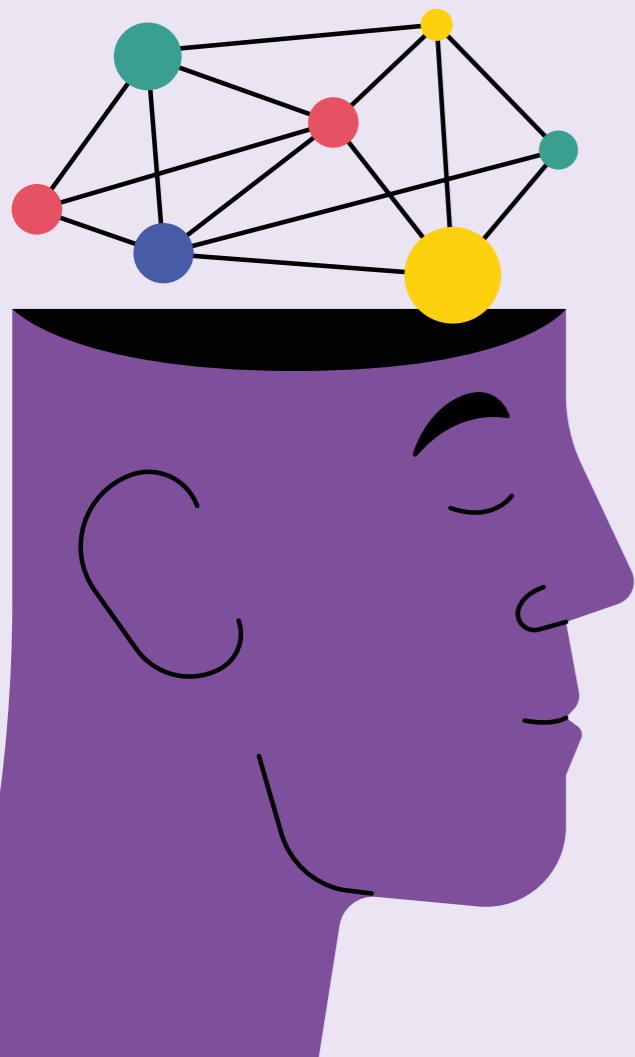
We wrote a plan! This was following extensive research and modelling. Our plan has now been published on [our website](#).

**What we said we would do:**

**Explore further how we can support and promote neurodiversity in the workplace**

**What we did:**

We worked with people internally to look at how we can best support people who are neurodiverse. We discovered that the needs of people are very different and a one size fits all approach is not best for people. However, we learnt a lot about neurodiversity and we have started to look at what we can do more generally to support neurodiversity in the workplace such as educating the team and raising awareness, adapting to become a sensory-friendly environment, use of language and continuing to foster an inclusive culture.



**What we said we would do:**

**Review our policies to include the needs of people who experience menopause**

**What we did:**

Review a lot of policies and created new ones! But we decided not to create a new stand-alone policy for menopause. Instead we added menopause to our existing policy on health and wellbeing.



**What we said we would do:**

**Embed a new streamlined senior leadership team structure**

**What we did:**

We did this! We now have two directors and a HOT [Heads of Team] and this is providing and adding clarity to decision making and enabling a two-way flow between the wider team and senior management. The HOT is leading our day to day operations and the Directors are focussed on delivering strategic leadership and bringing clients to the business. We are so proud of the progress we have made in this area after two years of struggling to get it right.



**What we said we would do:**

**Plant trees**

**What we did:**

We planted a few. But not enough. But in pursuing this goal we discovered that just planting a tree is overall not enough – so we have a better plan that supports wider environmental projects and biodiversity. Take a look at our Net Zero plan.

**What we said we would do:**

**Train members of the team in mental health first aid**

**What we did:**

We trained people!



**What we said we would do:**

**Promote responsible travel**



**What we did:**

Changed our travel and expenses policy to favour more responsible travel. As a result we are now exploring incentivising active travel – a goal for 2025 and beyond.

**What we said we would do:**

**Set up a volunteer programme**

**What we did:**

Very little to be honest. We have made this a priority for 2025. The team continue to do their own volunteering, but we don't yet have a formal policy or programme].



**What we said we would do:**

**Reconsider how we use our office and manage flexible working**

**What we did:**

Everyone can work flexibly and this is working very well. We renegotiated our contract with our landlord which led to us moving to a rolling contract rather than a fixed term lease. This enables us to leave at any time should a more suitable and sustainable building become available.

**What we said we would do:**

**Sign the Better Business Act**

better business

act ✓



**What we did:**

Signed! We join 3000+ businesses in asking Government to end damaging shareholder primacy and opt instead for a new kind of business law that considers all stakeholders.



**What we said we would do:**

**Achieve Cyber Essentials Plus**

**What we did:**

Achieved! Our systems have been tested and we are more secure than ever before.

**What we said we would do:**

**Ensure psychological safety in the workplace**

**What we did:**

We spent a long time looking at this – to ensure we got it right and we now have a policy and some steps we can all take to ensure people feel psychologically safe in our workplace.



## Continuing previous actions

Some of the things we did in previous years have also continued – as these are not actions we want to stop. These include:

### Supporting local good causes and charities

#### What we did in 2023/24:

- We supported our local food bank at Christmas
- We donated office furniture to local charities and schools



### Promoting B Corp and better business values

#### What we did in 2023/24:

- Hosted a B Corp wine and nibbles evening during B Corp month to introduce local businesses to the B Corp way
- Put on a Better Business conference teaming up with local news publisher [B Corp pending!] and invited fellow B Corps to our city to promote sustainable business and B Corp principles
- Supported local businesses to start the B Corp accreditation process and invited them to our office to walk them through the assessment
- Started the process of setting up a 'better business club' in Lincoln – a network for local business to come together and collaborate and share their experience

## The future

In our last report we set out some goals for the future – actions we know we want to take but may take us a little longer to achieve. These actions remain and you can read about these on the following pages. However we are pleased to tell you that we have made progress on some of these long term goals.

### Universal minimum wage.

We wanted to make sure that no one employed by Social Change is paid less than £25,000 a year\*. During the last year we made this happen. In fact, 80% of our team are paid over £30,000 a year, with our HOT and directors earning a minimum of £36,000 a year.



### Private health insurance

We pay for everyone to have private healthcare – unless they opt out.

### Make vegan hospitality the default

When hosting events, we have switched the default to supplying only vegan food and drink, asking delegates to choose meat or dairy [rather than the other way round!]





# The future.



## Our long term goals

We have set out our long term goals as a business. These are the goals we will begin to work on – but may take a few years to realise.

### Achieve Net Carbon Zero by 2030

We've made a legal commitment to achieving Net Carbon Zero by 2030 by signing up to the global B Corp Climate Collective. We're not sure how we're going to do this yet, but we have made it our mission to start in 2023 and produce a plan that will take us to net zero ahead of 2030.



**Our offices run on 100% renewable electricity and green gas**

**0% to landfill**

**Ensure our suppliers meet ethical and environmental standards**

### Support biodiversity and nature

Actively contribute to protecting nature and biodiversity



### Become an Employee Owned Trust [EOT]

Employee ownership provides the best way to transition ownership to the next generation, whilst ensuring that we remain committed to our values. It also allows us to preserve so much of what makes the firm what it is today and enables us to build a legacy for the future. For a while now Social Change has been making steps towards becoming an employee-owned company. We hope to realise this ambition by our next B Corp certification in 2025, but with meaningful progress made by next year. Succession planning is a slow but vital process.



### Mission 2025

Establish or contribute to change programmes in low income or developing countries.

**Uplifting employer contribution to pensions**

**Universal minimum wage**

No one employed by **COMPLETE** Social Change will be paid less than £25,000\*

\*agreed rate in 2023 – will raise over the years

**Establish a charitable trust/foundation**

We will set up a foundation to help tackle an important societal issue.



# Our goals for 2024-25

We have added the following to our long term goals list following our work over the last year on our Net Zero plan.

Reduce our scope 1 and 2 emissions further and halve our scope 3 emissions by 2030.



Map supplier impact and work with suppliers to understand their capacity and capability to move towards sustainability.

Provide staff training on neurodiversity in the workplace



Train more staff in mental health first aid

Get to know the new B Corp Standards



Formally set up a volunteer programme



Explore incentives for active travel to the office

Work locally to continue to promote B Corp with the aim of bringing more local businesses into the movement



Recertify as a B Corp!

Implement JEDI

– adding Justice as a consideration and action as part of our wider approach to equality, diversity and inclusion.



**WE ONLY WORK WITH ORGANISATIONS  
THAT WANT TO BRING ABOUT POSITIVE  
SOCIAL CHANGE, AND PEOPLE WHO  
WANT TO DO GOOD. IS THIS YOU?  
LET'S WORK TOGETHER.**

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Corporation