

**SOCIAL
CHANGE**



Impact Report.

2024/2025



About us.

Since 2010, we've worked alongside the NHS, local government, police forces, utility companies, national charities, and purpose-driven businesses to understand why people behave the way they do — and to design the strategies, campaigns and programmes that actually change it.

We work on the issues that are hardest to shift and matter most. Public health. Violence against women and girls. Climate and environmental behaviour. Community safety. The wellbeing of people who are marginalised, vulnerable, or furthest from support. Fifteen years in, we're still doing that work — and we're better at it than we've ever been.

What makes us different.

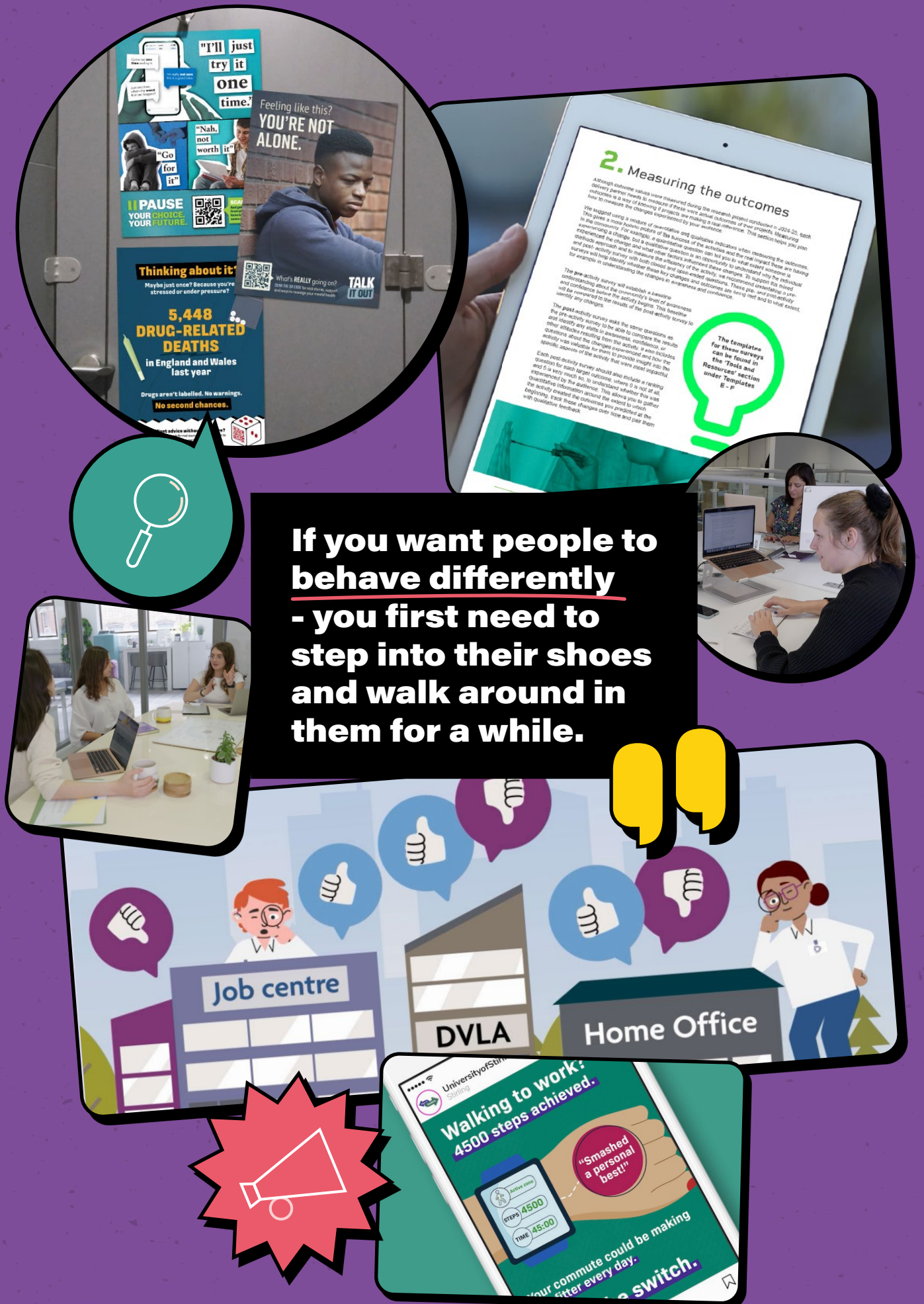
From insight to impact.

Most organisations working on behaviour change buy research from one place, strategy from another, and creative from a third. The insight rarely makes it all the way to the campaign. The campaign rarely gets evaluated against outcomes that matter.

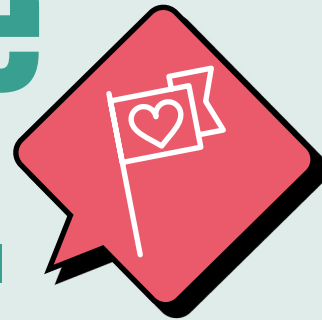
We're built differently.

Our team brings together behavioural scientists, researchers, strategists, designers, animators, and communications specialists — working as one integrated unit. We carry a single thread of insight from the first conversation all the way through to evaluation. That means the strategy comes from the evidence. The creative comes from the strategy. And the evaluation measures what was promised at the start, not what was convenient to measure at the end.

**It's why our clients tell us our campaigns feel different.
Because they were built differently.**



What we believe.



Problems can be solved through a behavioural lens

We believe that most social problems are, at their core, behavioural problems. And that the right combination of science, creativity and genuine understanding of people can solve them.

Our 2030 vision is ambitious — we don't apologise for that. We want to see poverty solved, net zero achieved, and the science of behaviour making a difference not just here in the UK but internationally. We're not naïve about how hard that is. But we're convinced it's possible, if the right people work together, smartly enough. That belief is what gets us out of bed every morning. It's what drives the work.

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.

How we work

Evidence over assumption. Always.

Understanding why people behave as they do — really understanding it, not assuming you already know — is the foundation of everything we do. We insist on research before strategy, and evaluation before we claim something worked.



Change made with communities, not for them.

We bring people into the design process rather than designing around them. Change that's developed with communities tends to last longer. That's not just our philosophy — it's what the evidence shows.

Courage to tackle what's hard.

We don't shy away from difficult subjects. Teenage pregnancy. Male suicide. Drug and alcohol harm. Child sexual exploitation. Climate behaviour. These aren't comfortable briefs — but they're the ones that matter. We believe the toughest challenges deserve the sharpest thinking.

Doing good and doing it brilliantly are the same thing.

We hold ourselves to the same standard internally that we ask of the work externally. We're a Living Wage employer. We publish salary bands. We've been a certified B Corp since 2018, scoring 109 — a level that reflects genuine commitment, not a badge. We believe a purpose-driven business has a responsibility to be a well-run one.

Grounded hope.

We're optimistic. Not naively. Not performatively. But genuinely convinced that things can be different. The single-use vapes campaign we ran in coalition with environmental charities led to a UK ban in 2025. That's what happens when behaviour change expertise meets determined advocacy. We're proud of it — and we want to do more of it.

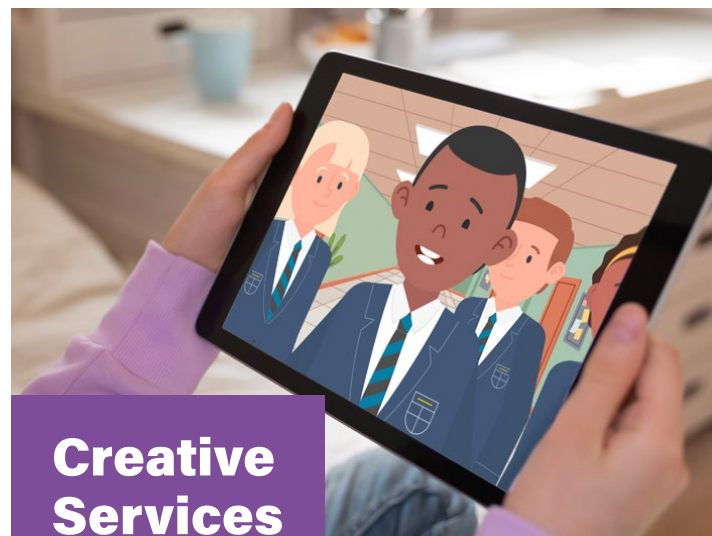
What we do.



**Audience, Channel
and Message Testing**

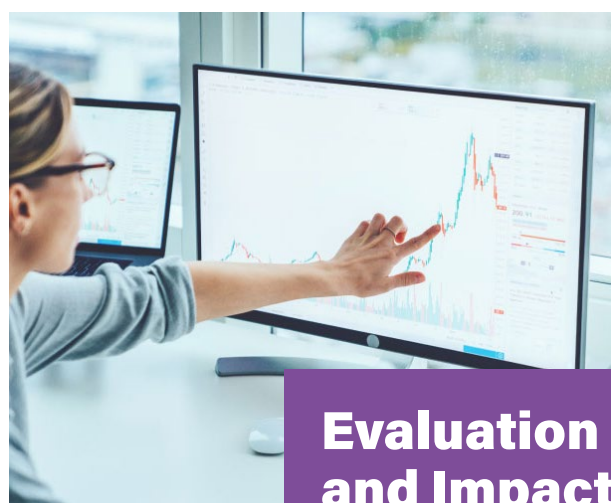


**Co-creation and
Co-production**



**Creative
Services**

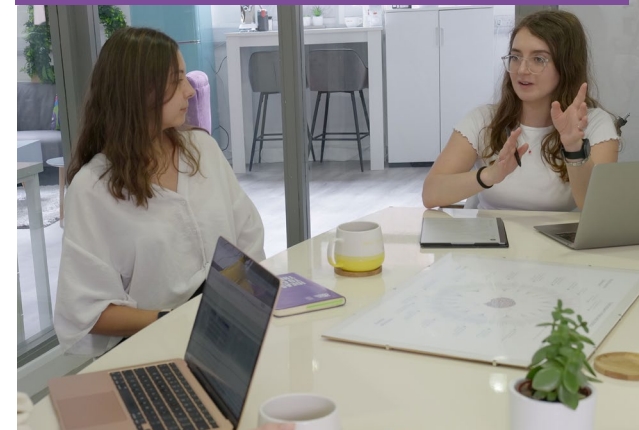
**Stakeholder
and Employee
Engagement and
Consultation**



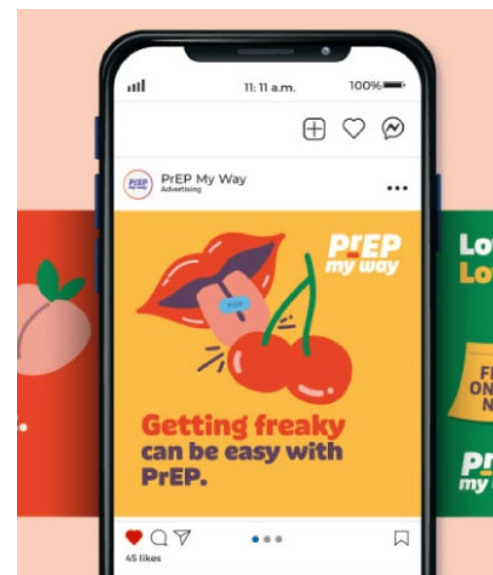
**Evaluation
and Impact**



**Behavioural Science
and Research**



**Data Analysis
and Visualisation**



**Marketing and
Communications**

**Training:
"Changemaker
Academy"**



Some of our clients



A note from our founder.



It is with real pride that I introduce our third Impact Report as a certified B Corporation.

Every year, writing this introduction gives me the opportunity to pause and reflect on where we've been, what we've learnt and, perhaps more importantly, where we're heading. Running a business is relentless. Most days you're focused on clients, projects, people and the next deadline, so it's easy to forget just how much happens in the space of twelve months. Looking back over this year, I'm struck not only by what we've achieved, but by how much we've continued to evolve as a business.

The world around us certainly hasn't stood still. Climate change continues to dominate headlines, communities are still feeling the effects of the cost of living crisis, artificial intelligence is transforming the way organisations operate, and trust in institutions remains fragile. Yet alongside these challenges, I've also noticed something increasingly encouraging. More businesses are asking bigger questions about their purpose. More leaders are recognising that success can't simply be measured in financial terms, and more organisations are looking for ways to balance commercial success with positive social and environmental impact. It feels as though the conversation we've been trying to have since Social Change was founded in 2010 is finally becoming mainstream.

That has always been why we exist. We've never measured our success solely in pounds and pence. Profit matters because it allows us to employ brilliant people, invest in our business and continue creating impact, but it has never been the end goal. Success, to me, is measured by the lives we improve, the communities we strengthen, the organisations we help transform and the contribution we make towards leaving the planet in a better state than we found it. That's the standard we continue to hold ourselves to.

One of the things I've enjoyed most this year has been reconnecting with people who share those values. Whether that was hosting our SustainabilityTEA evening alongside Bird & Blend Tea Co. in Lincoln, bringing together local businesses who want to operate more sustainably, or sitting around a dinner table in Oxford with fellow B Corp leaders after the Louder Than Words conference, I came away from every conversation feeling optimistic. Running a purpose-led business can sometimes feel lonely, particularly when the headlines are dominated by short-term thinking and quarterly results. Spending time with people who genuinely believe business can be a force for good is a powerful reminder that this movement is growing, and that there are thousands of organisations quietly proving every day that there is another way to do business.

Perhaps the highlight of my year, however, came from spending time with young people. We worked with eight schools across Lincolnshire on an air quality campaign, introducing students

to behavioural science and challenging them to develop campaigns that would encourage positive environmental behaviours within their own communities. Watching them wrestle with complex issues, think creatively about solutions and present ideas with such confidence was genuinely inspiring. It reminded me that if we're serious about tackling the environmental challenges ahead, we need to do far more than simply educate young people about the problems. We need to give them the confidence, knowledge and opportunity to become part of the solution. That has always been something I care deeply about, and this project reinforced just how much potential exists in the next generation of changemakers.

This report also marks one of the most significant milestones in our journey so far: our B Corp recertification. When we first certified in 2022, it felt like recognition that we were already doing many of the right things. Three years later, I see it rather differently. B Corp isn't an award that you win once and then display proudly on your website. It's a framework for continually challenging yourself to become a better business.

The recertification process was far more rigorous than many people realise. The standards have evolved considerably and rightly place much greater expectations on businesses to demonstrate meaningful impact across governance, workers, community and the environment. It required us to examine almost every aspect of our organisation and, more importantly, to ask ourselves some uncomfortable questions. Were we really living up to our own expectations? Were we delivering on the commitments we'd made? Where had we made the biggest difference, and where had we perhaps become a little too comfortable? Those aren't always easy questions to answer, but they're exactly the questions responsible businesses should be asking themselves.

One of the things I'm most proud of in this report is that we've answered those questions honestly. There are goals we achieved, others that made good progress, and a handful that we simply didn't complete in the way we'd planned. We've deliberately chosen not to gloss over those areas

because transparency matters. Being a better business isn't about pretending to be perfect. It's about being willing to learn, adapt and improve year after year. If anything, this recertification has reinforced my belief that continuous improvement is the real purpose of the B Corp movement.

None of what you'll read in the following pages would have been possible without our incredible team. Every member of Social Change brings passion, expertise and an unwavering commitment to creating positive change, often working on some of society's most difficult and complex challenges. I'd also like to thank our clients, partners, suppliers and the wider B Corp community for continuing to place their trust in us and for demonstrating, through their own work, that responsible business is no longer an alternative way of doing business—it is increasingly becoming the expectation.

As we look ahead to the coming year, our ambition remains unchanged. We'll continue embedding the new B Corp standards into the way we operate, reducing our environmental impact, investing in nature, strengthening our supply chain, supporting our people and preparing for the next stage of our journey towards becoming an Employee Owned Trust. Most importantly, we'll continue asking ourselves the same question that has guided this business since it was founded: **how can we use our business to leave people, communities and the planet better than we found them?**

Thank you for taking the time to read our report and for being part of our journey. I hope you'll see not just what we've achieved over the past year, but the values that continue to shape every decision we make. Positive change has never happened overnight, but I'm more convinced than ever that it is possible when enough people and organisations choose to act.

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.

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.



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 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 2024-25.

29

social
change
projects
we have
worked on



26

clients we
have worked
with in 2024-25



400+

stakeholders we have
involved/ worked with to
deliver impact

18,727

hours **changemaking**



150+

volunteer/social value
hours across the team



Our B Corp mission.



For purpose as well as profit

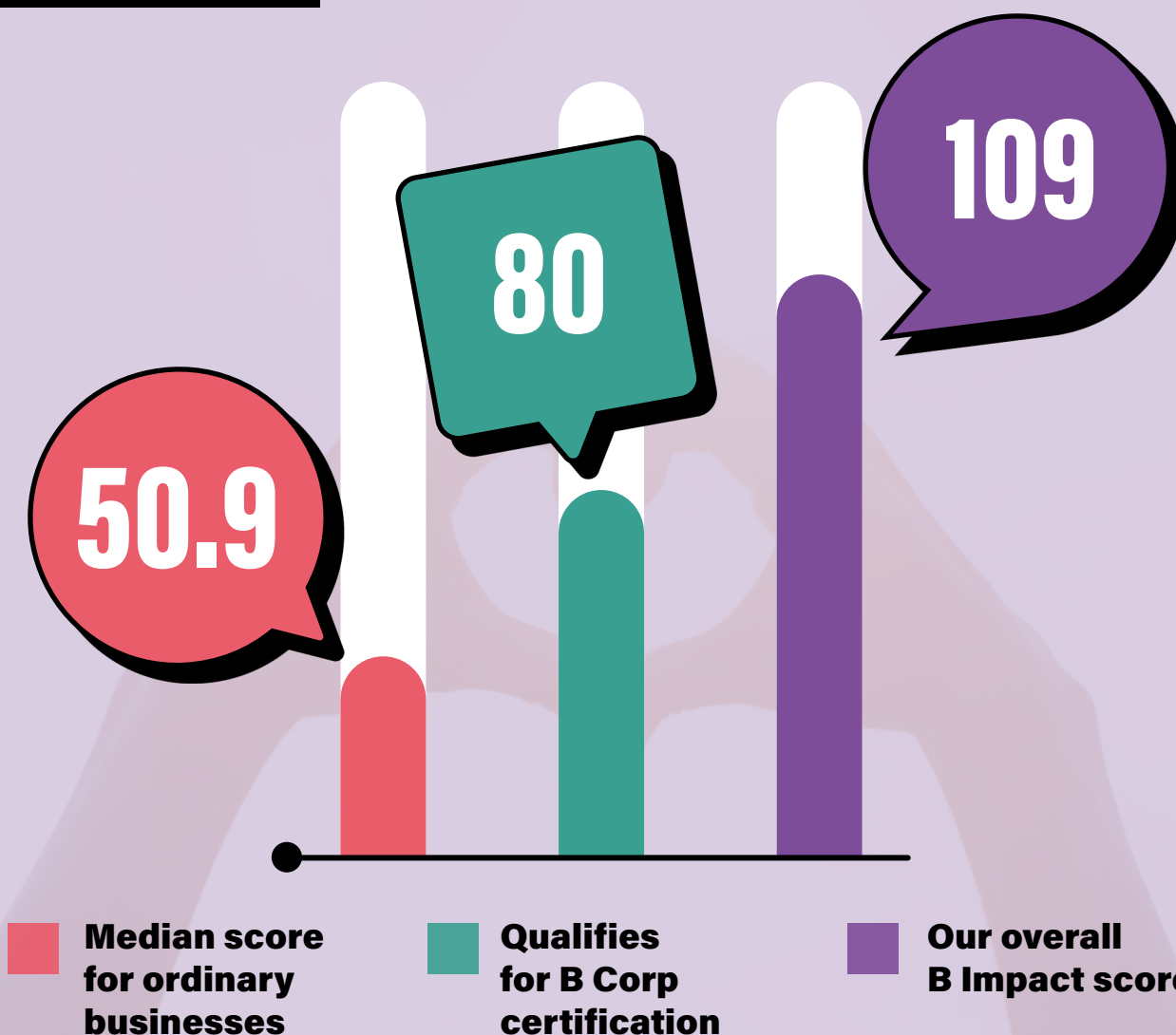
In 2022, we formalised our commitment to social purpose and successfully certified as a B Corporation. This means that we joined a growing movement of companies using business as a force for good, meeting the highest standards of verified social and environmental performance, transparency and accountability.



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. But since we certified, we have continued to do more and do better.

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.

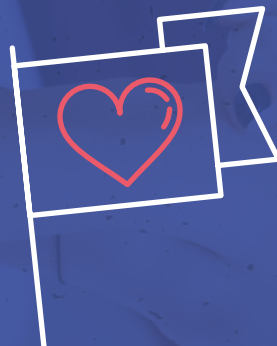
Our promises.

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.**

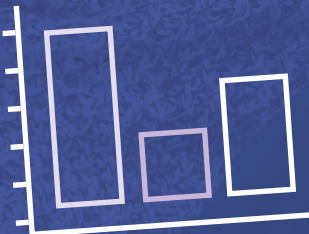


We are **female-owned and female led.**



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.

UK Power Networks: Spotlight on Behaviour Change

UK Power Networks developed a machine learning model, 'Spotlight', to identify households who may be eligible for their free Priority Services Register. Social Change was brought in to design and deliver a campaign that would validate this model in the real world, testing behavioural messages, outreach channels and audience responsiveness, all while driving PSR registrations. This is the first of three phases in an ambitious project to turn insight into impact and ensure no one is left behind during a power cut.

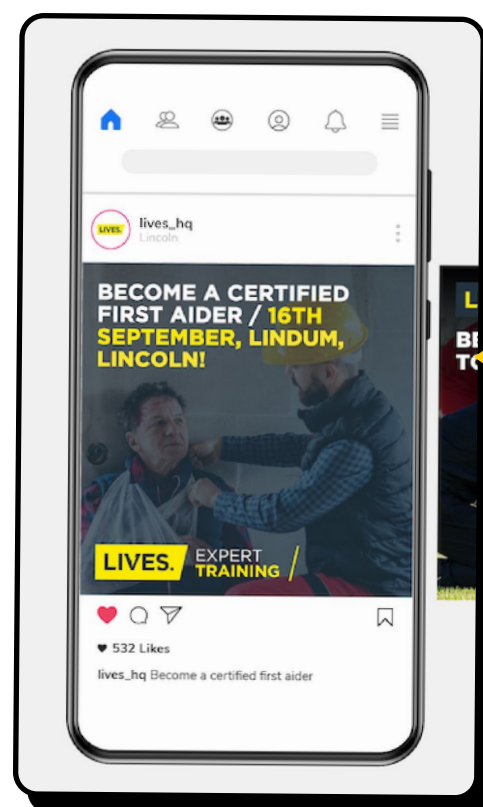
Phase one led to thousands of new Priority Services Register sign-ups and reached more than 88,000 households across the three target groups. Our structured testing provided a rich understanding of how different behavioural messages and channels perform with different audiences, helping identify what resonates, what cuts through and where best to focus efforts next.



Saving lives through stories, skills and strategy

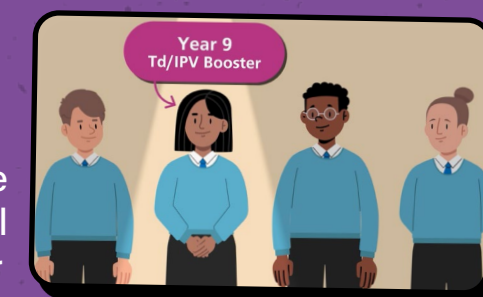
LIVES is a Lincolnshire-based charity delivering vital emergency response and first aid training. With a powerful mission to save lives across the county, LIVES called on Social Change to support their marketing and communications. We were brought in to increase awareness of their training offer, strengthen customer journeys and support one of their most important annual fundraising campaigns, No Night Is Silent.

Our behavioural approach helped us shape content that resonates, with emotion, empathy and evidence all playing a part. By improving the internal structures and external communications, we've helped LIVES continue their mission to train more people, respond faster and save more lives.



Teenage vaccine hesitancy

Working with Hertfordshire Community NHS Trust, we set out to produce a short, informative video alongside a suite of marketing materials in order to educate and increase awareness and uptake of 4 key vaccinations in secondary schools. Filmed in collaboration with schoolchildren from 2 schools, the short video is presented by and also features trustworthy nurses with years of experience administering these vaccinations. This allowed for the video to represent the vaccination process as accurately as possible to help reduce any misconceptions or fears that can accompany getting vaccinated. Alongside filming, we also incorporated animated sequences with colourful school children characters to help visualise the order of years in school each vaccine is given and the possible side-effects.



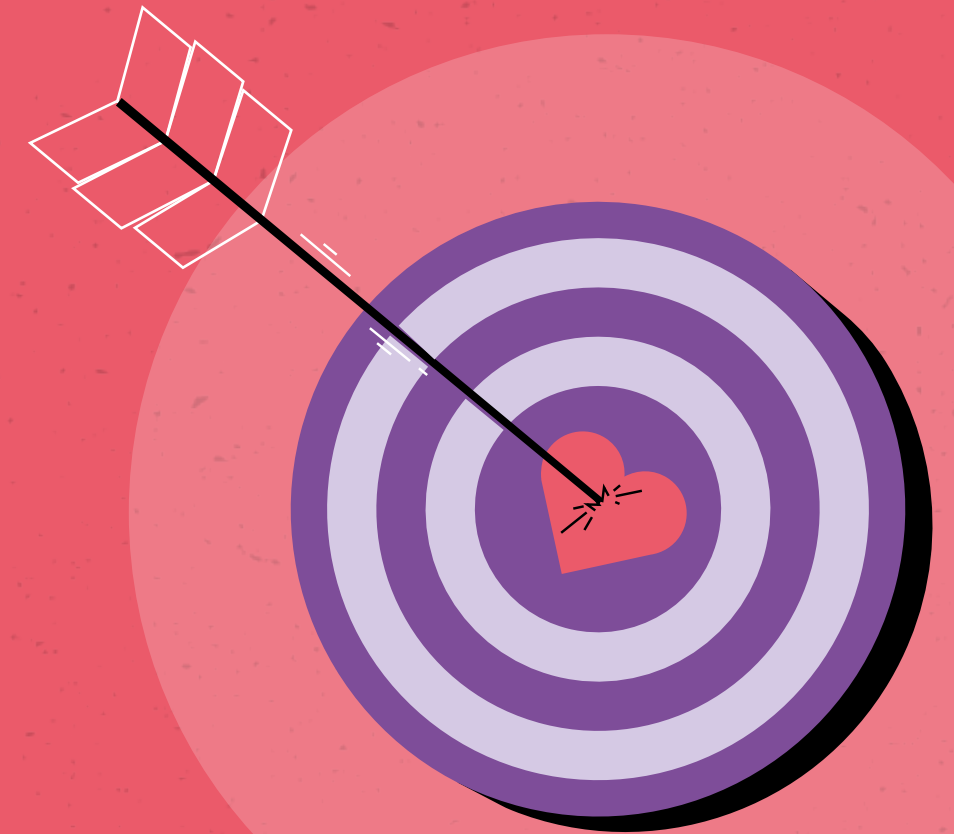
Talk It Out - What's Really Going On?

We partnered with the University of Huddersfield and Kirklees Council to create a campaign as part of the NIHR-funded RISUP (Reducing Illicit Substance Use Project). The brief? Develop a public health campaign that speaks honestly to young people about drugs, not through fear, but through empathy, insight and real-world relevance. We co-created a campaign called 'Talk it Out' with young people aged 11-15 through a series of structured, interactive workshops. Every step, from initial insights to visual identity, was shaped by lived experience and grounded in behavioural science. Unlike traditional anti-drug campaigns, Talk It Out doesn't shout or shame. It invites reflection. It validates feelings. It shows that there are other ways to cope and that no one has to go through things alone.



To see more of our work, please visit our website

www.social-change.co.uk/work



Goals.

We always set some goals at the start of the financial year.

We don't always reach them, but we aim to progress towards them. This is part of our plan to go further than we have done so far in delivering corporate and social change.

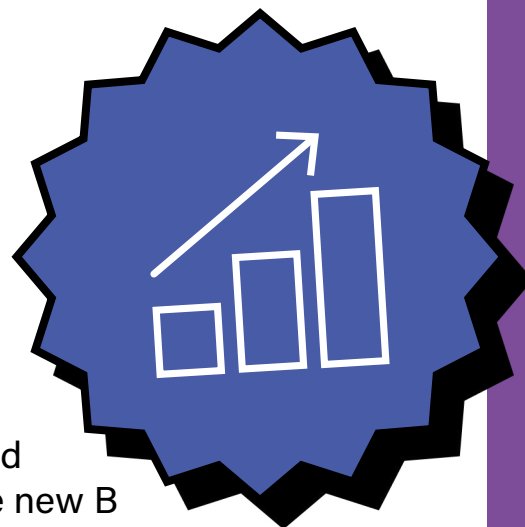
Our goals in 2024-25.

What we said we would do:

Recertify as a B Corp!

What we did:

We did it! This was our single biggest goal for 2024-25 and preparing for it was a rigorous and thorough process. The new B Corp standards are more demanding than ever – which we think is exactly right. We've used the reassessment process not just as a compliance exercise, but as a genuine opportunity to hold a mirror up to our business and ask: are we doing everything we said we would? In most cases, the answer is yes. In a handful of areas, it has shown us where we need to push harder – and we intend to.

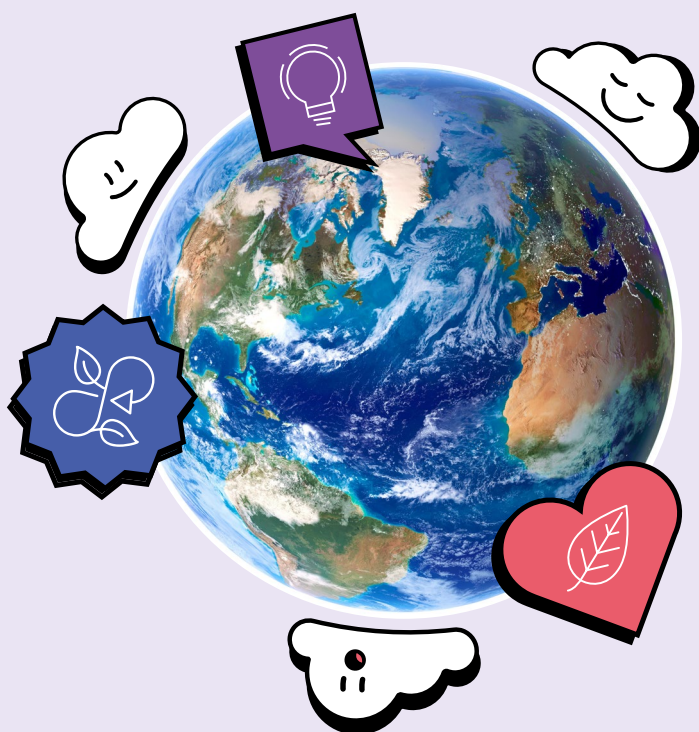


What we said we would do:

Get to know the new B Corp Standards

What we did:

We spent time getting to grips with the new standards framework. The updated standards place greater demands on businesses across environment, community and workers – raising the bar in all the right places. Understanding them properly shaped everything else we did this year in preparation for recertification.



What we said we would do:

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

What we did:

This has been one of the areas we've thrown ourselves into most enthusiastically this year – and we've had a lot of fun doing it.

SustainabiliTEA with Bird & Blend, Lincoln

One of our favourite events this year was a SustainabiliTEA evening we co-hosted with fellow B Corp Bird & Blend Tea Co. in their brand new Lincoln store. We brought together people from across the city who share a passion for sustainability – business owners, community leaders, curious minds – for a tea tasting and an honest conversation about what sustainable business really looks like. Bird & Blend talked about the supply of tea and their own remarkable sustainability journey, and we facilitated a wider discussion about what we can all do differently.

This event is part of a long tradition at Social Change of bringing the business community together to promote sustainable practice. Since Kelly founded the business, she has organised numerous events, forums and conversations with one simple aim – to create a community of people who want to do business better. The Lincoln B Corp community is growing, and events like this are part of why.

B Corp Leaders Dinner, Oxford

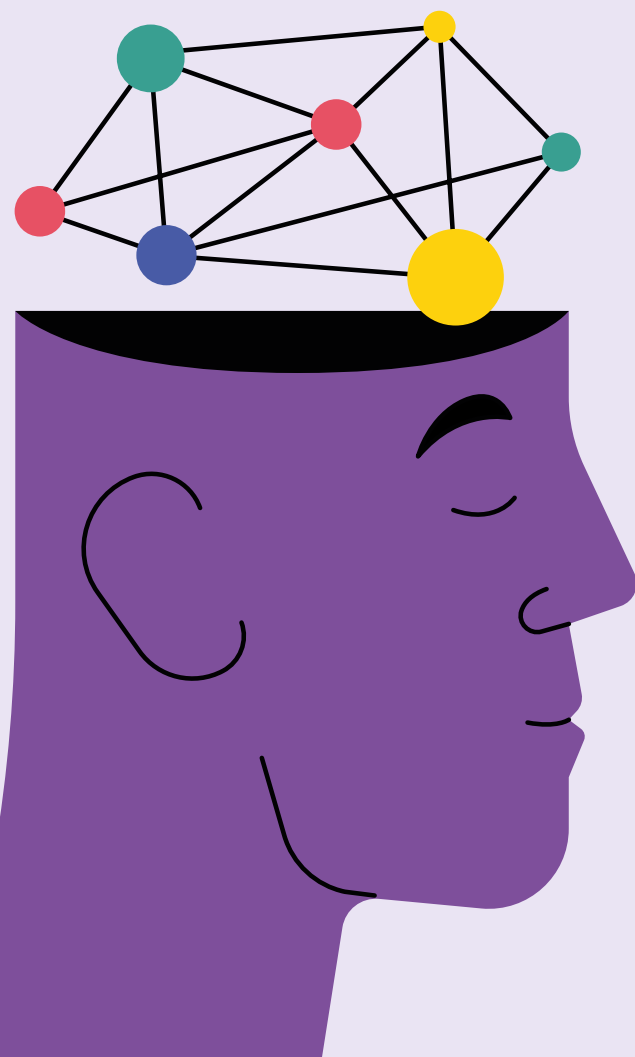
This year we also attended the B Corp 'Louder Than Words' event in Oxford, and afterwards we hosted a dinner bringing together leaders from B Corp businesses across the UK. Sitting around the table with people running businesses in every sector, all committed to the same principles, is one of the best reminders of why the movement matters. The conversation ranged from sustainable leadership to the challenges of recertification to what the future of responsible business looks like. These connections are invaluable – both for our own growth as a business and for the wider purpose of building a community of leaders who are unafraid to do things differently.

What we said we would do:

Continue to explore further how we can support and promote neurodiversity in the workplace, including training.

What we did:

Last year we did most of the work on this and learnt a lot about how we can support neurodiversity in the workplace. As part of our induction procedure, we explore individual needs and make workplace adjustments based on individual needs. Going forward, we will implement team wide training if education and awareness is identified as a training need within the team. Currently we have a team with a great deal of understanding of neurodiversity due to the nature of our work.



What we said we would do:

Find more ethical banking solutions

What we did:

Continued to research banking solutions as we discovered last year that the only B Corp bank don't support small business [which we find very odd!]. We are looking at The Cooperative Bank...



What we said we would do:

Explore incentives for active travel to the office

What we did:

We brought in a new policy that financially incentivises staff who walk and cycle to work.



What we said we would do:

Take a look at our suppliers and make sure they share the same values as us

What we did:

We sent a survey to all our suppliers asking them to give us more information on their ESG plans. Some responded. Some didn't. The ones that didn't reply will be reviewed over the next year and we will seek out alternative suppliers...



What we said we would do:

Plant more trees and invest in nature

What we did:

We started to research UK based projects to support, and announced a fund to support these projects going forward – see our Net Zero plan for more information.



What we said we would do:

Set up a volunteer programme

What we did:

After consulting with staff, it was decided that [for now] they would like to continue doing their own thing, supporting the projects they personally care about. We said we would look at this again next year and explore an incentive scheme.

What we said we would do:

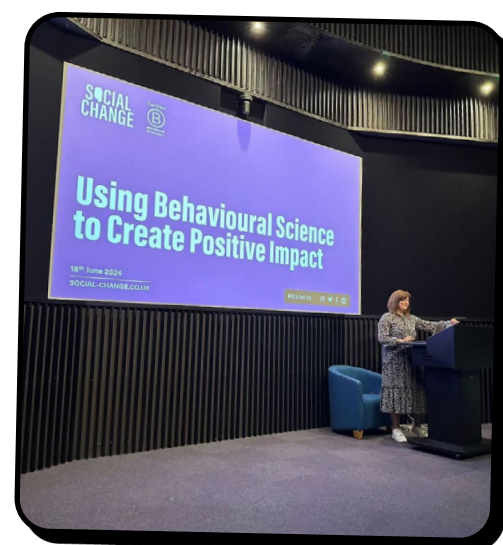
Work with children and young people on environmental challenges

What we did:

One of the most energizing things we did this year was work with **eight Lincolnshire schools** on an air quality campaign. Our team visited each school to talk about air quality – what it is, why it matters, and what behavioural science tells us about how to influence people to change their habits. We briefed students on the research, explained the principles of effective communication, and then let them get to work.

What came out of those sessions was remarkable. Young people designed and developed their own communication campaigns, targeted at the behaviours most likely to reduce air pollution around their schools – particularly the school run. Their ideas were creative, evidence-based and genuinely impactful.

This project is one of several speaking and engagement events we undertook during the year as part of our ongoing commitment to working with children and young people on environmental challenges. We believe strongly that the next generation should not just be told about environmental problems – they should be empowered with the knowledge and tools to be part of the solution. We will keep investing in this work.



What we said we would do:

Make vegan hospitality the default

What we did:

When hosting events, we continue to supply only vegan food and drink as the default, asking delegates to opt in to meat or dairy rather than the other way around.



What we said we would do:

Minimum pay commitment

What we did:

We remain committed to ensuring that no one at Social Change earns less than our agreed minimum – and we continue to increase this over time. At March 2025, No one on our team is paid less than £28,000 per year and our plan is to ensure that no one next year is paid less than £30,000 a year.



What we said we would do:

Offer everyone private health insurance

What we did:

Gave everyone in the team access to private healthcare, unless they choose to opt out.

What we said we would do:

Train more staff in mental health first aid

What we did:

Alison and Daisy became Mental Health First Aiders!

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.



Uplifting employer contribution to pensions

Universal minimum wage

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

COMPLETE
NOW 28K MINIMUM

*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 2025-26

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



**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