

**SOCIAL  
CHANGE**



# Impact Report.

**2025/2026**



# About us.

**Since 2010, we've worked alongside the NHS, local government, police forces, utility companies, charities and purpose-driven businesses to tackle some of society's most complex challenges. Our work begins with a simple belief: if you want people to behave differently, you first need to understand why they behave the way they do.**

Behaviour is at the heart of almost every social and environmental issue. Whether we're helping reduce smoking, encouraging more sustainable lifestyles, preventing fraud, improving public health or supporting safer communities, our role is to understand the human behaviours driving the problem and design practical, evidence-based ways of changing them.

We deliberately choose to work on issues that are difficult to solve but matter deeply. Many of the challenges our clients bring to us have no simple answer. They involve competing priorities, deeply embedded habits, complex systems and diverse communities. That's exactly where behavioural science can make the greatest difference.

Fifteen years on, our purpose hasn't changed. We still exist to help organisations create meaningful, measurable change that improves people's lives and strengthens communities. What has changed is our experience. Every project we've delivered has helped us deepen our understanding of people, refine our approach and strengthen the evidence that sits behind everything we do.

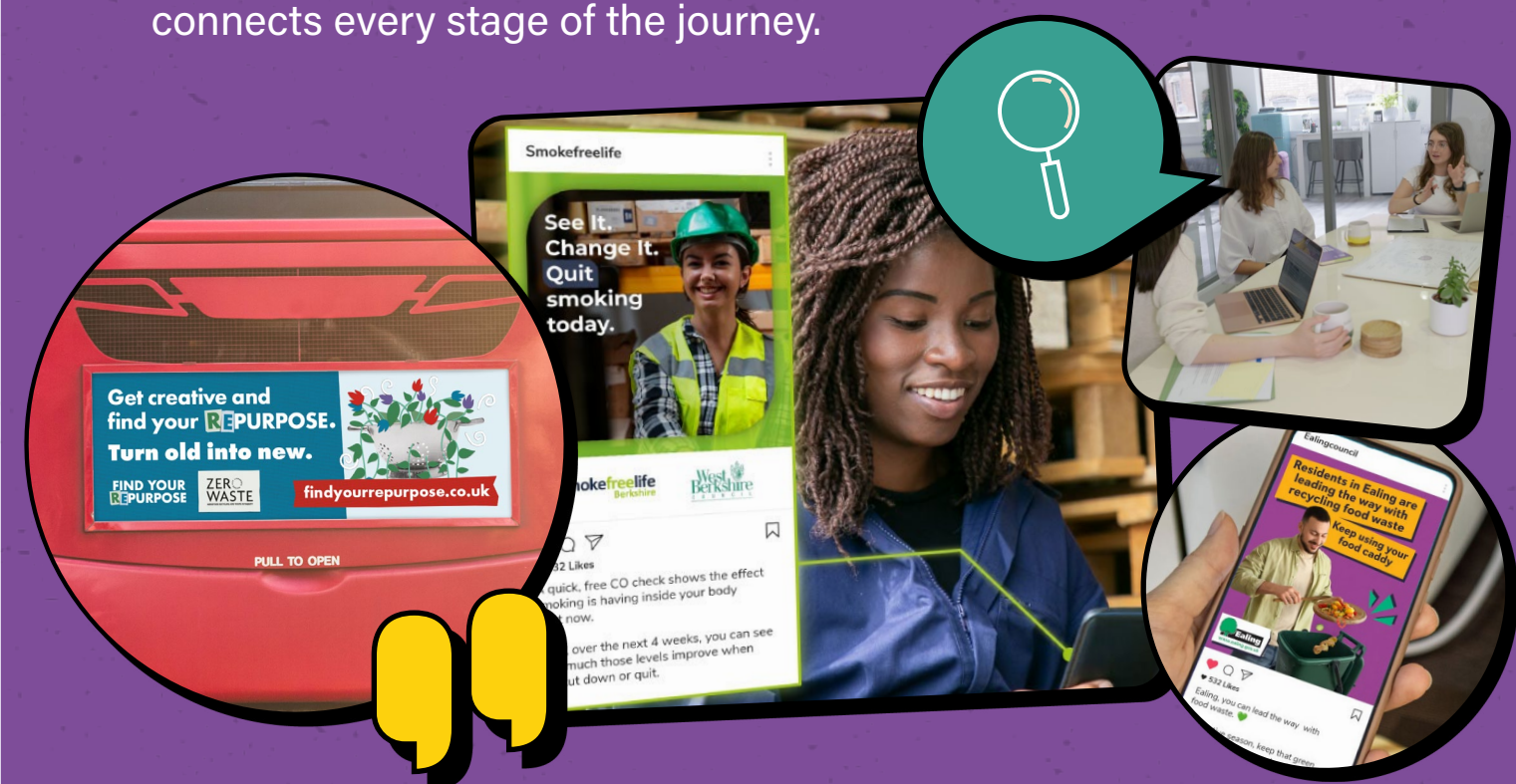
## What makes us different.

### From insight to impact.

Too often, research sits on a shelf. Strategy is developed in isolation. Creative campaigns are designed without a clear understanding of the behaviours they're trying to influence, and evaluation becomes an afterthought rather than part of the original plan.

### We've built Social Change differently.

Our behavioural scientists, researchers, strategists, creatives, designers and communications specialists work as one integrated team. From the first research interview through to the final evaluation report, the same thread of behavioural insight runs throughout the project. The evidence informs the strategy, the strategy shapes the creative work, and the evaluation measures whether the change we set out to achieve has actually happened. For us, behavioural science isn't a stage in the process—it's the thread that connects every stage of the journey.



That's why our work doesn't simply aim to raise awareness. It aims to change behaviour. And because every recommendation is grounded in evidence and carried consistently from insight through to delivery, we're able to help organisations create change that is not only creative and engaging, but measurable, meaningful and built to last.

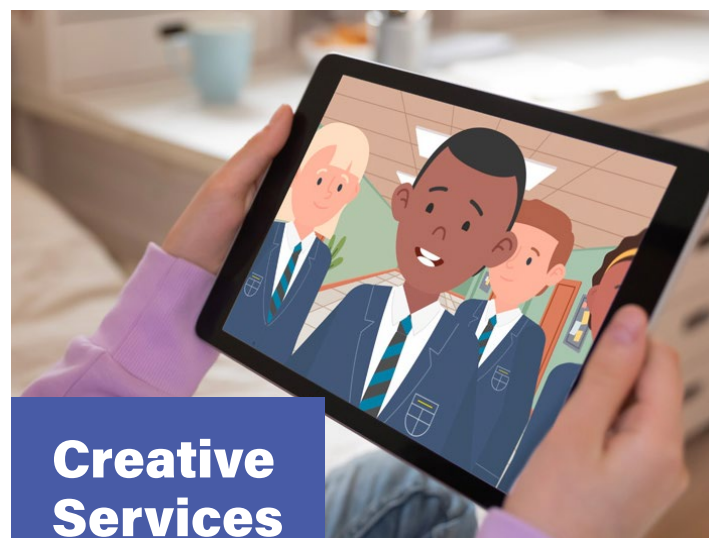
# What we do.



**Audience, Channel  
and Message Testing**

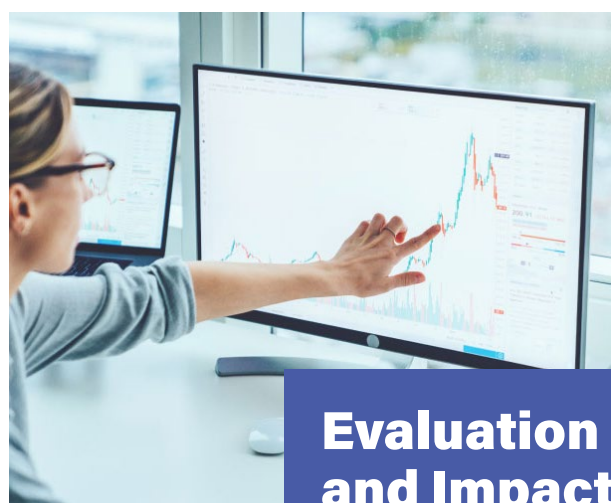


**Co-creation and  
Co-production**



**Creative  
Services**

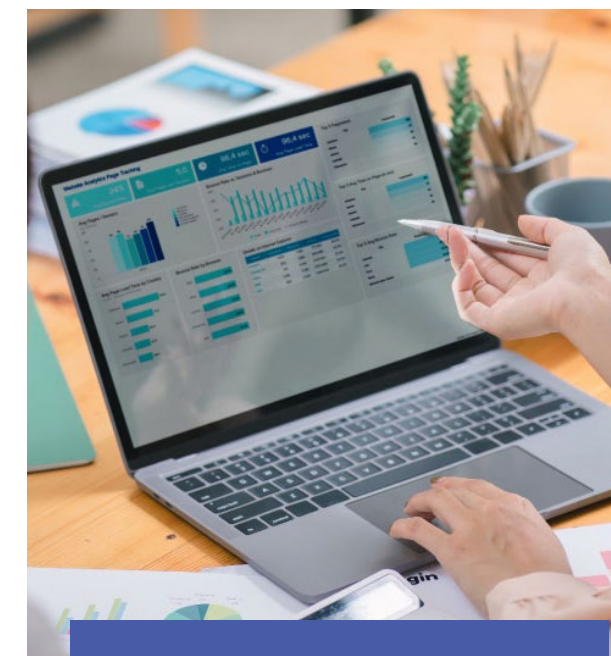
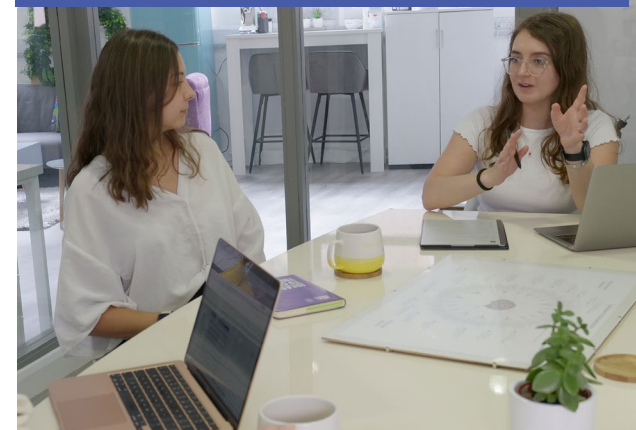
**Stakeholder  
and Employee  
Engagement and  
Consultation**



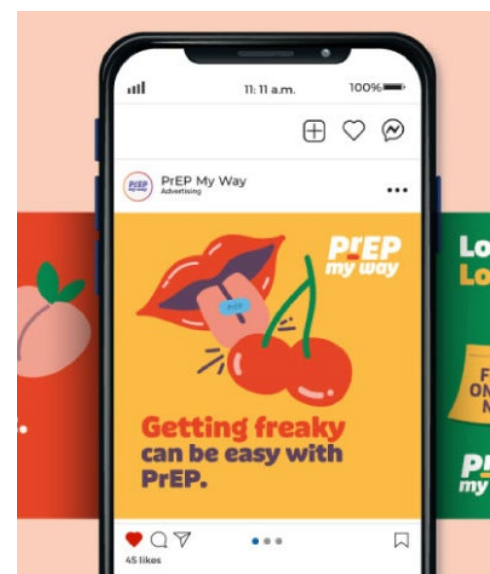
**Evaluation  
and Impact**



**Behavioural Science  
and Research**



**Data Analysis  
and Visualisation**



**Marketing and  
Communications**

**Training:  
"Changemaker  
Academy"**



## Some of our clients



**Cambridgeshire  
Constabulary**

**PLAY MOMENTS**

**West London Waste**  
*Treating waste as a valuable resource*



**Parliamentary  
and Health Service  
Ombudsman**



# A note from our founder.



**Alison Howard**

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

**As I look back over the past year, one word keeps coming to mind: trust.**

**After more than sixteen years leading Social Change, this was the year I stepped aside and handed the day-to-day leadership of the business to Alison Howard. It was one of the biggest decisions I've made since founding the company in 2010, and one that naturally came with mixed emotions. Social Change has been a huge part of my life for well over a decade, so letting go of operational responsibility wasn't something I took lightly.**

**At the same time, it felt entirely right.**

One of the things I've always believed is that the true measure of a business isn't whether it depends on its founder, but whether it can continue to thrive because of the people within it. Businesses should outgrow the individuals who create them. They should become stronger because leadership is shared, fresh ideas are welcomed and talented people are

given the opportunity to flourish. Alison has been instrumental in shaping Social Change over the last few years, and I couldn't think of a better person to lead the business into its next chapter. I'm incredibly proud to welcome her into the role of Managing Director and excited to see where she and the team take the business next.

Stepping into a more strategic founder role has also allowed me to spend more time focusing on the things I care most deeply about: strengthening partnerships, championing better business, supporting the wider B Corp movement and exploring how behavioural science can influence systems as well as individual projects.

One of the highlights of the year was our partnership with Futures For All, where we welcomed seventeen young people from across the country into our business for a three-day digital work experience programme. I firmly believe that every young person deserves access to opportunities that broaden their horizons, regardless of where they live or the school they attend. Behavioural science isn't a subject many young people encounter in education, so introducing them to the discipline—and watching them apply research, strategy and creativity to real-world challenges—was incredibly rewarding. Even more encouraging was seeing their confidence

grow over the three days. By the end of the programme, almost every participant left believing they could achieve their future career ambitions. Moments like these remind me that our greatest impact isn't always measured by the projects we deliver, but by the confidence and opportunity we help create for others.

Our commitment to building a better business has also continued. This year we welcomed four new organisations into the B Local Lincoln community, continuing our efforts to connect businesses that believe commercial success and positive impact should go hand in hand. These conversations matter. Change rarely happens in isolation; it happens when people share ideas, challenge one another and work collectively towards something bigger than themselves.

We've also continued making decisions that reflect our values, even when they aren't always the easiest option. After several years of exploring ethical banking, we moved our banking to The Co-operative Bank, whose long-standing ethical policy aligns far more closely with the principles we want to support. Behind the scenes, we've also begun developing our nature investment programme, continued exploring renewable energy solutions for our office and strengthened our commitment to sharing success with our team. Last year, our profit share scheme returned around £45,000 to colleagues across the business—something I'm particularly proud of because I've always believed that when a business succeeds, the people who help create that success should benefit too.

Outside of Social Change, I was honoured to join the Lincoln Climate Commission as a Commissioner. Climate change remains one of the defining challenges of our time, and I feel incredibly privileged to contribute to an

organisation bringing together businesses, public bodies, education providers and community groups to accelerate climate action across our city. It's another reminder that meaningful change is almost always collaborative.

Looking ahead, our ambitions remain clear. Over the coming year we'll launch our nature and biodiversity investment programme, continue reducing our carbon emissions, progress plans for renewable energy at our office, re-engage the team around volunteering and, perhaps most importantly, continue creating opportunities for young people through work experience, school visits and partnerships that help inspire the next generation of changemakers.

Reading back over this letter, I realise that many of this year's highlights have one thing in common. Whether it's trusting new leadership, investing in our team, supporting young people, strengthening local business networks or working alongside partners to tackle climate change, they've all been about creating opportunities for others to succeed. Perhaps that's what good business really is. Not simply building something successful yourself, but helping others build confidence, capability and change around you. As always, I'd like to thank our brilliant team, our clients, our partners and everyone who continues to believe that business can be a force for good. Everything you'll read in the following pages has been made possible by people who share that belief.

I hope you enjoy reading this year's report.

*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 2025-26.

32

social  
change  
projects  
we have  
worked on



28

clients we  
have worked  
with in 2025-26

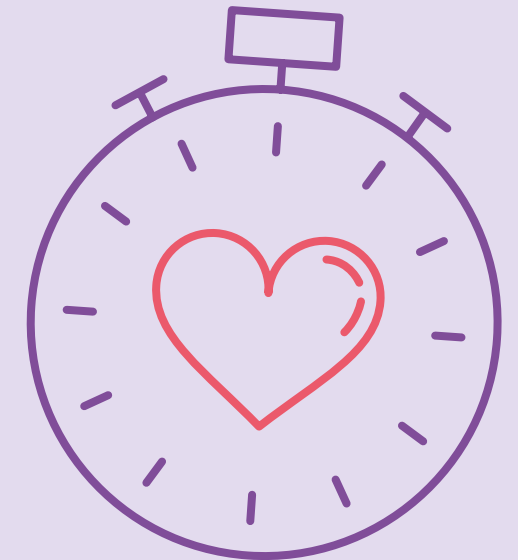


600+

stakeholders we have  
involved/ worked with to  
deliver impact

17,127

hours **changemaking**



100+

volunteer/social value  
hours across the team



# Our work in 2025-26

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

## Making Food Waste Local

West London Waste Authority needed to prepare residents for upcoming legislation requiring all households to have access to food waste recycling. While awareness of food waste was growing, behaviours varied significantly across boroughs, shaped by local barriers, habits and perceptions. Our mission was to translate behavioural insight into hyper-local campaigns that made food waste recycling feel relevant, simple and worthwhile.

We developed two seasonal campaigns built on detailed behavioural research across each borough. "Make Your Scraps Give Back" launched at Christmas, tapping into a key moment of excess, while "A Food Waste Love Story" followed in spring, reinforcing habits ahead of legislative change.

The campaign demonstrated how hyper-local, insight-led messaging can make new behaviours feel relevant and achievable. By addressing real barriers and speaking directly to local audiences, it helped build confidence in food waste recycling ahead of legislative change. The approach strengthened engagement, increased visibility of the behaviour, and laid the groundwork for consistent adoption across diverse communities.

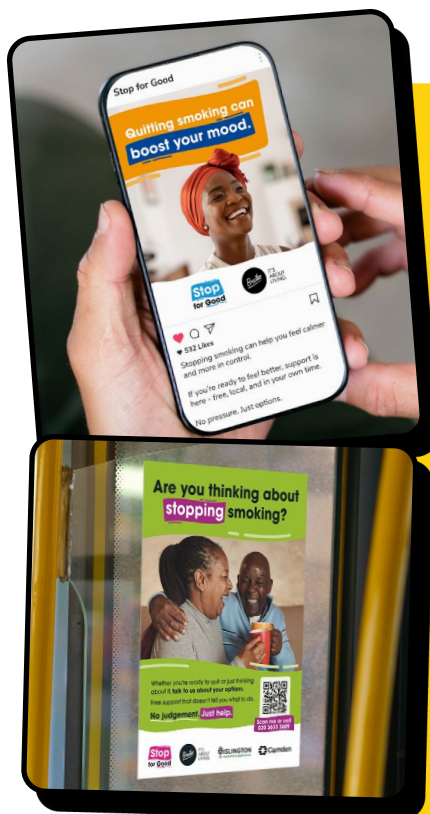


## Community-Driven Insights and Campaigns for Smoking Cessation

We partnered with Islington and Camden Public Health teams to understand barriers and motivators for smoking cessation among priority groups, aiming to shape more effective, community led campaigns and improve access to support services.

Our research highlighted cultural, linguistic and practical barriers to quitting and accessing support, including low awareness of local services, stigma, and mistrust. Many priority groups faced additional challenges such as language barriers and cultural norms that discourage them from seeking help. LGBTQ+ communities cited peer acceptance and targeted tobacco marketing as obstacles.

Our insights informed recommendations and suggestions for targeted campaigns and service improvements. These included developing culturally tailored and accessible communications, strengthening partnerships with trusted community organisations and improving the Breathe website's usability and inclusivity. We also advised using clear, supportive messaging that addresses stigma and builds trust.



## Vital 5 Community Insights and Communications

We partnered with Tower Hamlets Public Health to uncover the lived realities behind health behaviours across five key risk areas. Through deep community engagement, we identified how communications and services can better reflect, support and empower diverse local communities.

We found that behaviours like smoking, drinking or overeating weren't "bad choices," they were coping strategies. Residents were navigating stress, grief, financial pressure and invisible barriers. Many said services didn't reflect their lives, with advice that felt generic or judgmental.

We turned the insight into practical, community-informed recommendations, from peer-led videos and pop-up health hubs to translated materials, real-life imagery, and culturally relevant messaging. The work offers a clear roadmap for inclusive, non-judgemental health communications that feel familiar, accessible, and motivating, helping the council connect with underserved groups, reduce health inequalities, and support everyday behaviour change.



## How to make a complaint with the PHSO

We worked with the Parliamentary and Health Service Ombudsman (PHSO) to produce a new animation that clearly explains the process of submitting a complaint about government departments, other public organisations and the NHS in England. This animation needed to serve as a useful guide for anyone going through the complaints process. To ensure this, we made sure the information is easy to follow and presented in a way that's both helpful and respectful to all viewers.

To be effective, the animation needed to adhere to the PHSO's values; being bold, human and straightforward. We made sure to avoid a patronising tone or presenting an overly complex process for making complaints. We also conducted a focus group with members of the target demographics to ensure we were on the right track with developing the animation's look and message. In doing this, we produced a short animation which gives both a brief explanation of who the PHSO are and what they do, followed by an easy to follow, step-by-step guide for how the viewer could lodge a complaint, should they need to now or in the future. To help hold viewer's attention, the animation style was designed to be fresh and relatable, incorporating an inclusive and diverse cast of characters alongside a warm and clear voiceover to help ensure all key information was easily digestible and representative for audiences of all backgrounds.



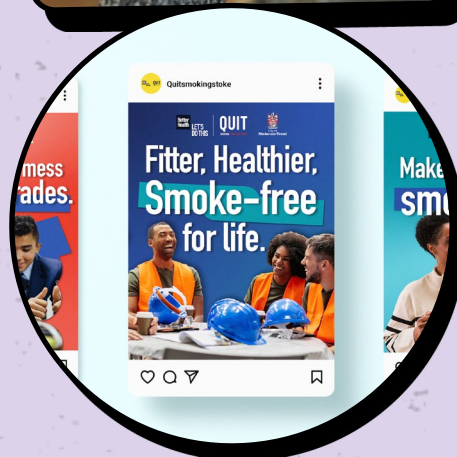
## Stoke-on-Trent Council - Smoking Cessation



In collaboration with Stoke-on-Trent Council, we set out to understand motivations and barriers behind smoking and vaping within key priority groups, in order to develop cessation campaigns and shape future service provision.

This project aimed to engage with the local community in Stoke-on-Trent to understand why people smoke or vape, and why they find it difficult to quit. By gaining an understanding of thoughts, feelings and behaviours from key priority groups (Under 18s, 18-34s and Routine and Manual Workers), we looked to develop insights that could be used to tailor future campaigns and service provision to meet local need.

We translated audience insight into a practical, targeted set of recommendations for both communications and systemic change. Informed by the research, we also developed creative communications for reaching and engaging each audience. Grounded in behavioural science, the campaign was designed not just to raise awareness of local stop smoking support, but to reshape perceptions, build confidence and make quitting or avoiding smoking and vaping feel more relevant, achievable and supported.



## Behaviour Change Strategies to Increase Community Intelligence Reporting

We conducted research for Cambridgeshire Constabulary to understand barriers to community intelligence reporting and identify interventions to increase public reporting of crimes, from serious incidents to lower-level antisocial behaviour.

Cambridgeshire Constabulary aimed to increase community intelligence reporting by 2-3% each year, acknowledging that comprehensive crime reporting enables proactive policing, resource allocation, and the dismantling of significant organised crime networks. Our objective was to build an evidence base informed by behavioural science to better understand the barriers and motivators that influence public reporting behaviours.

From our research findings and behavioural science frameworks, we developed 12 targeted recommendations interventions addressing the fundamental trust and motivation barriers preventing residents from reporting, particularly for lower-level crimes. Proposed interventions addressed the lack of feedback residents often experience after reporting, through automated status updates, clear guidance on reportable incidents and campaigns demonstrating that minor reports lead to major outcomes. This was in addition to making reporting visible through monthly statistics and community testimonials, establishing that reporting is normal and valued behaviour. Addressing the intention-action gap will enable Cambridgeshire Constabulary to rebuild public trust, increase reporting volumes, and establish collaborative community-police relationships essential for sustained community safety outcomes.



## Turning Good Intentions into Everyday Reuse

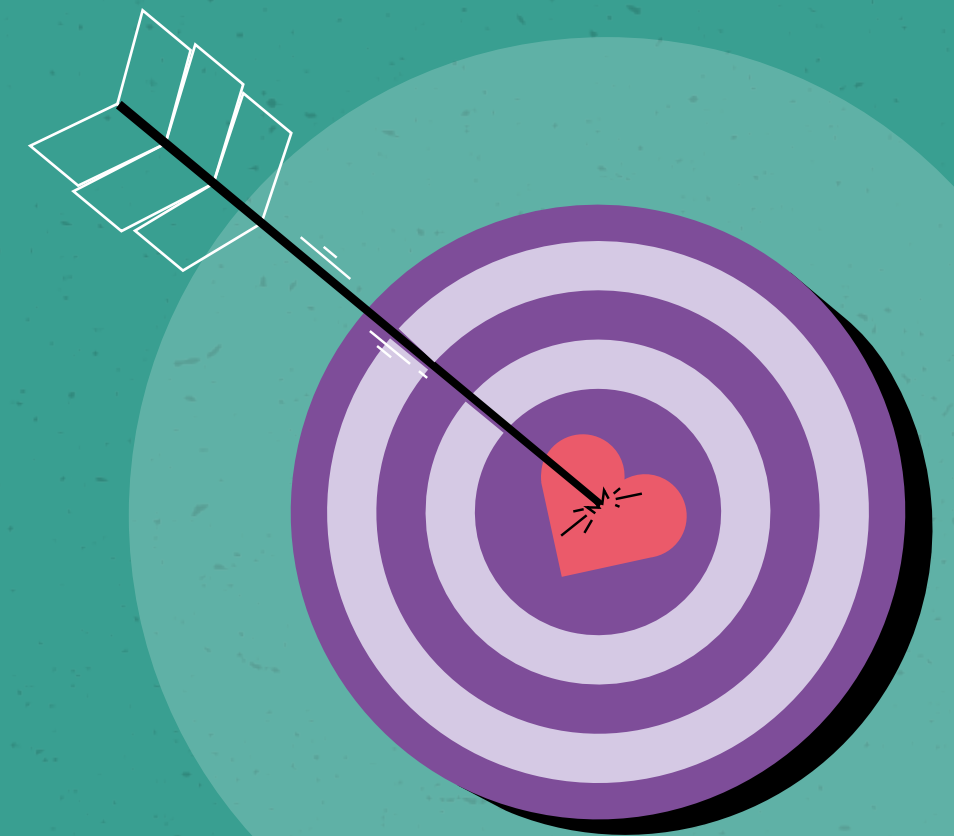
Across the Liverpool City Region, most residents already reuse items occasionally, but this behaviour is often inconsistent and not yet embedded in everyday routines. The challenge was not to create awareness, but to make reuse easier, more visible, and more achievable at scale. Find Your Re-Purpose set out to close the gap between intention and action, helping residents take simple, practical steps to reuse more. By focusing on small, repeatable behaviours, the campaign aimed to normalise reuse and support lasting change across households.

The campaign combined high-impact awareness with practical digital activation to move residents from intention to action. Phase 1 used out-of-home media, including iWalkers across all six boroughs at key moments and large-format billboards, to make reuse feel normal and relevant. Phase 2 built on this through targeted digital prompts with clear, actionable steps. This approach drove over 10,000 visits to the campaign hub and tens of thousands of interactions, helping residents turn simple ideas into everyday actions and making reuse more visible across the region.

Find Your Re-Purpose showed that behaviour change can be effectively supported through simple, timely prompts that make action easy. Residents engaged with practical reuse ideas and contributed their own, helping to increase the visibility of reuse behaviours. This demonstrates how making actions clear, relevant, and achievable can help turn intention into everyday habits at scale.

To see more of our work, please visit our website

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



# Goals.

**Each year we take time to reflect on where we are as a business and where we want to go next.** We set ourselves a series of goals designed to strengthen our organisation and increase the positive impact we have on people, communities and the planet. We don't always achieve everything we set out to do, but that's never been the point. What matters is that we're continually learning, improving and pushing ourselves to go further than we did the year before.

# Our goals in 2025-26.

## What we said we would do:

**Work with young people to provide more opportunities and build their confidence**

## What we did:

We believe that young people should have access to meaningful opportunities that broaden their horizons, develop their skills and help them discover careers they may never have previously considered. During the year, we committed to supporting the next generation by providing high-quality work experience that introduced young people to behavioural science, research, marketing and creative communications. Through our partnership with Futures For All (formerly Speakers for Schools), our aim was to remove geographical and social barriers by giving young people from different schools and backgrounds the opportunity to experience life inside a behaviour change consultancy.

We welcomed **17 young people aged 14–18** onto a three-day digital work experience programme, designed and delivered by colleagues from across Social Change. Rather than simply observing the workplace, participants experienced the full consultancy journey—from understanding research and behavioural science, through to developing marketing strategies, creating campaign concepts and presenting their ideas back to our team. The programme delivered a measurable impact. Participants rated the experience **4.6 out of 5, with 94% saying it met their expectations and 94% leaving feeling confident they could achieve their future career ambitions.** Students also reported a greater understanding of careers within behavioural science and valued the opportunity to collaborate with professionals on real-world challenges.



## 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:

We hosted a B Corp dinner in Lincoln and invited all the B Corps to come and get to know each other. We welcomed four new companies into the B Local Lincoln group.



## What we said we would do:

**Find more ethical banking solutions**

## What we did:

Signed up to the Cooperative bank! The Co-operative Bank has long differentiated itself from mainstream banks. While it's a much smaller bank today than it was a decade ago, its Ethical Policy remains one of the most developed in UK banking and continues to influence how it lends and invests. It seeks to avoid providing banking services to organisations involved in activities such as:

- arms manufacturing and the indiscriminate arms trade
- fossil fuel extraction (with restrictions and exclusions applying)
- coal mining
- human rights abuses
- exploitative labour practices
- animal testing for cosmetics
- intensive factory farming
- environmentally damaging practices
- tobacco production

**What we said we would do:**

## Invest in nature and biodiversity

**What we did:**

Began work on our nature investment programme that will launch in the summer of 2026



**What we said we would do:**

## Volunteer for an environmental initiative

**What we did:**

Our Founder joined as a Commissioner on the Lincoln Climate Commission. The Lincoln Climate Commission is an independent partnership that brings together organisations from across the city to help accelerate the transition to a low-carbon, climate-resilient Lincoln. Rather than delivering projects itself, the Commission's role is to convene, influence, connect and champion action across different sectors. It provides a forum where businesses, public bodies, education providers, community organisations and residents can work together on shared climate challenges.

**What we said we would do:**

## Set up a formal bonus system for staff in preparation for becoming an Employee Owned Trust [EOT] - which is one of our long-term goals.

**What we did:**

We formalised our profit share scheme making a commitment to our team to reward them and share in our success when we meet a comfortable income threshold. Last year, around £45,000 was given to the team.



**What we said we would do:**

## Explore renewables for our office

**What we did:**

We looked at moving to a modern building to meet this commitment. Unfortunately, it was not economically advantageous so we decided to look into solar for our flat roof and we are in discussions with the landlord to help make this a reality in the coming 12-18 months. With solar solutions developing very quickly, we feel closed to making this happen\*.

\*We have a grade II listed office so this is not something that can be fixed fast.



**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 April 2026, No one on our team is paid less than £33,000 per year.

# Our goals for 2026-27

• Reduce our scope 1 and 2 emissions further



• Continue to work with young people, including school visits and work experience to people aged under 25 years old.



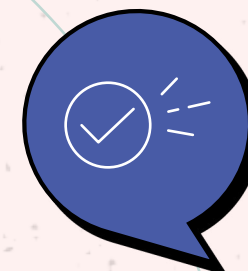
• Launch our nature and biodiversity investment plan



• Move forward on renewables for our office - exploring solar for our flat roof



• Re-engage staff on volunteering



• Recertify as a B Corp!



**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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