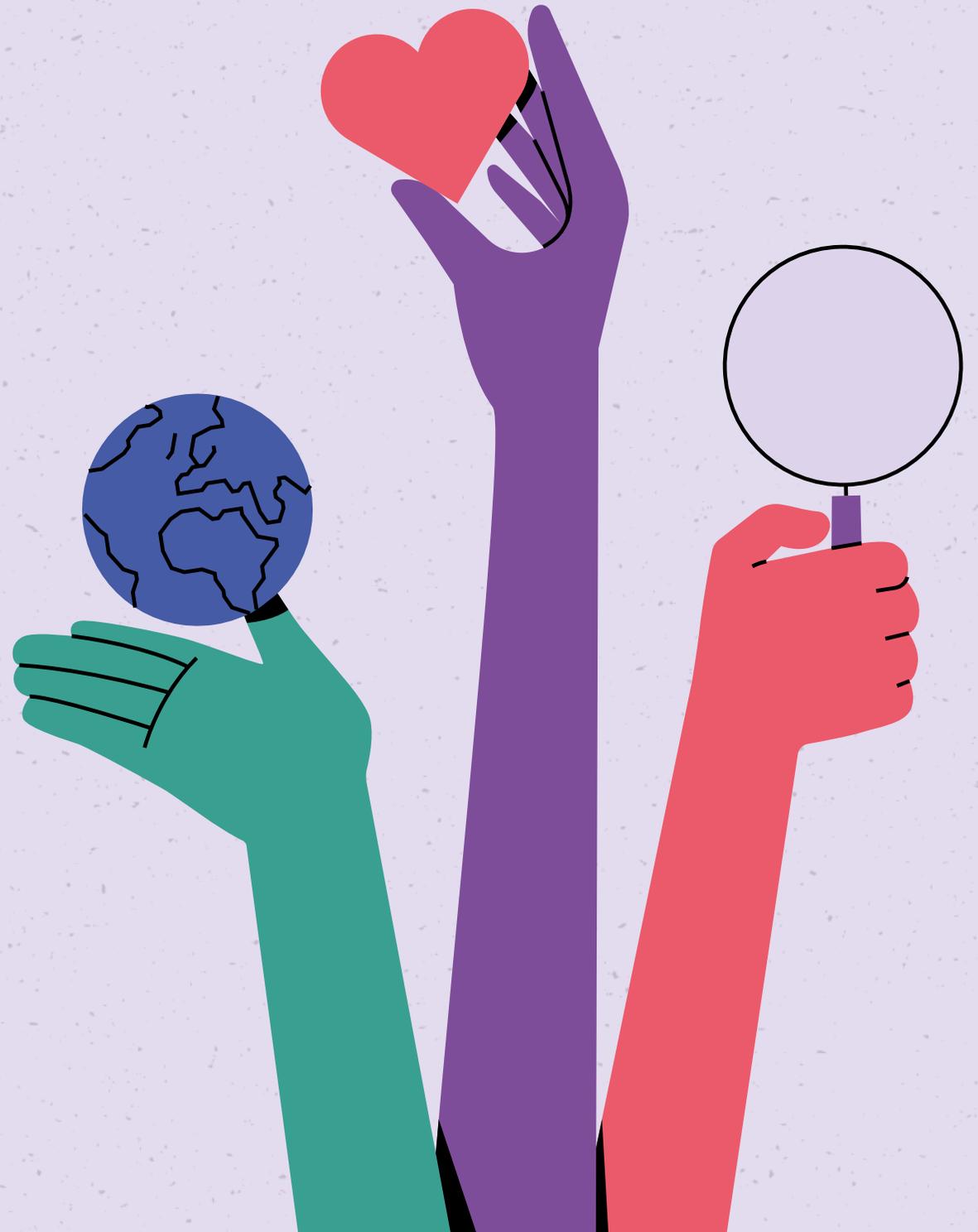


**SOCIAL  
CHANGE**



# IMPACT REPORT.

**2022/2023**



# 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 vision**

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

# 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.



# 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.

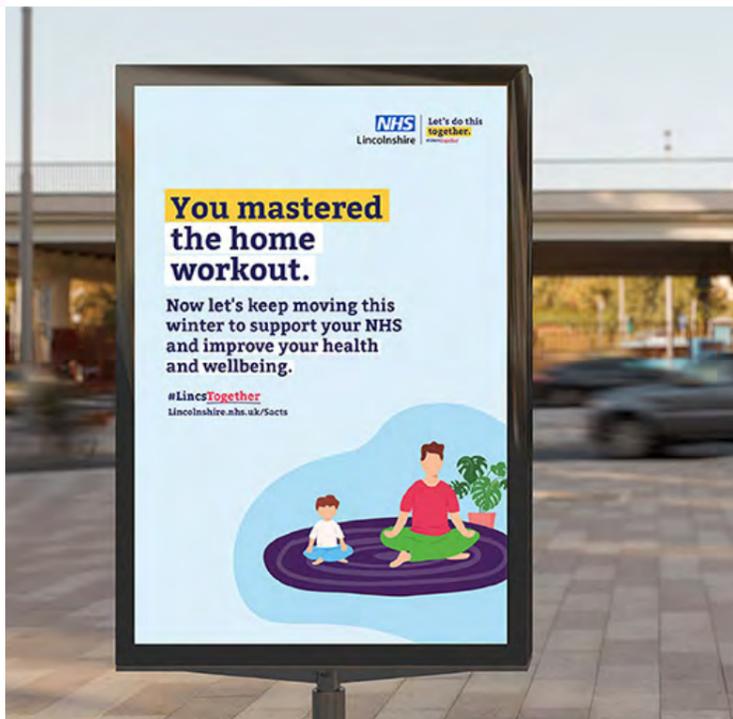


## Social Value

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

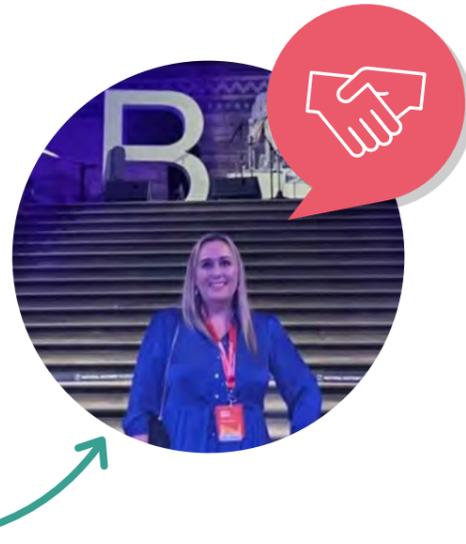
We change consumer behaviour and create social movements by motivating and inspiring people towards positive social and environmental change.



### Some of our clients



# A note from our founder and CEO.



## Balancing purpose and profit

**Social Change has always been committed to building a purpose driven business. We measure our success by the lives that we impact, not simply by the usual business metrics of which are usually money orientated.**

I founded the business over a decade ago with the mantra “screw business as usual” after working in toxic environments and witnessing corporate greed that led to the 2008 crash. I knew that this model of doing business at all costs was morally wrong.

After reading too many ‘get rich quick business books’ in the early 2000’s – the only business books available at that time - and thinking that these business models are horrific, I set out to do something different when I set the business up in 2010. Inspired by books not even in the top 100, I found different business models that aligned to my own personal values. Unknown at that time, it was the B Corp way – an equal focus on people, planet and profit.

I knew that our journey had to be bold and brave in a decade that quite frankly didn’t care too much about sustainability and doing the right thing – especially in the middle of a recession. I made it our mission to only work with fellow changemakers – often turning down businesses and leaders that didn’t share our values and appeared to be obsessed with making money and greenwashing. This strategy saw the business grow slowly but sustainably – and importantly, with conscious.

Despite following B Corp for a number of years we were guilty of always saying “next year”. This was largely because we kept our heads down and focused on the work. We knew we were doing good and just kept doing it. We also knew that it

was not a quick process and lots of hours had to go into the assessment. The pandemic and hundreds of hours locked away at home gave me the perfect opportunity to start the process and formalise it. It also provided a perfect opportunity to hold a mirror up and ask whether we were doing everything we could to be a better business. We discovered in some areas that we could do more – despite achieving a fantastic score for our first assessment – and that has been our focus in the last year and will continue to be our focus in the coming years. Even good businesses can do more.

This is our first impact report after becoming a B Corp in March 2022, designed to offer transparency and accountability across key impact areas and beyond. We hope you enjoy the read.

On a personal level, I’m really proud of the work the team have delivered in the last year. Collectively we’ve raised more awareness and moved more people towards positive behaviour change than ever before, despite a difficult, turbulent and challenging year for all with the hangover of the pandemic still

lingering, political turmoil ever present and a cost of living crisis in full swing. Despite the challenges and some internal changes we’re staying true to our commitment to social purpose and positive change and I’m excited to continue our work in the behaviour change space.

Finally, I want to say how proud I am of our B Corp status and have been inspired by everyone in the B Corp community – which is growing every day. We ended our first year as a B Corp on a high featuring on the store front of Coutts bank in London on International Woman’s Day. What an honour! We were also the first in our city to be given B Corp status and I have made it a personal mission to inspire more women and more companies locally to join the movement.

**We will keep pushing our mission and inspiring others that positive change is possible.**



*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 2022.

33

social change projects we have worked on



276,000+

hours **changemaking**



28

**clients** we have worked with in 2022

300+

**stakeholders** we have involved/ worked with to deliver impact



400+

**volunteer/social value hours** across the team



# Our B Corp mission.



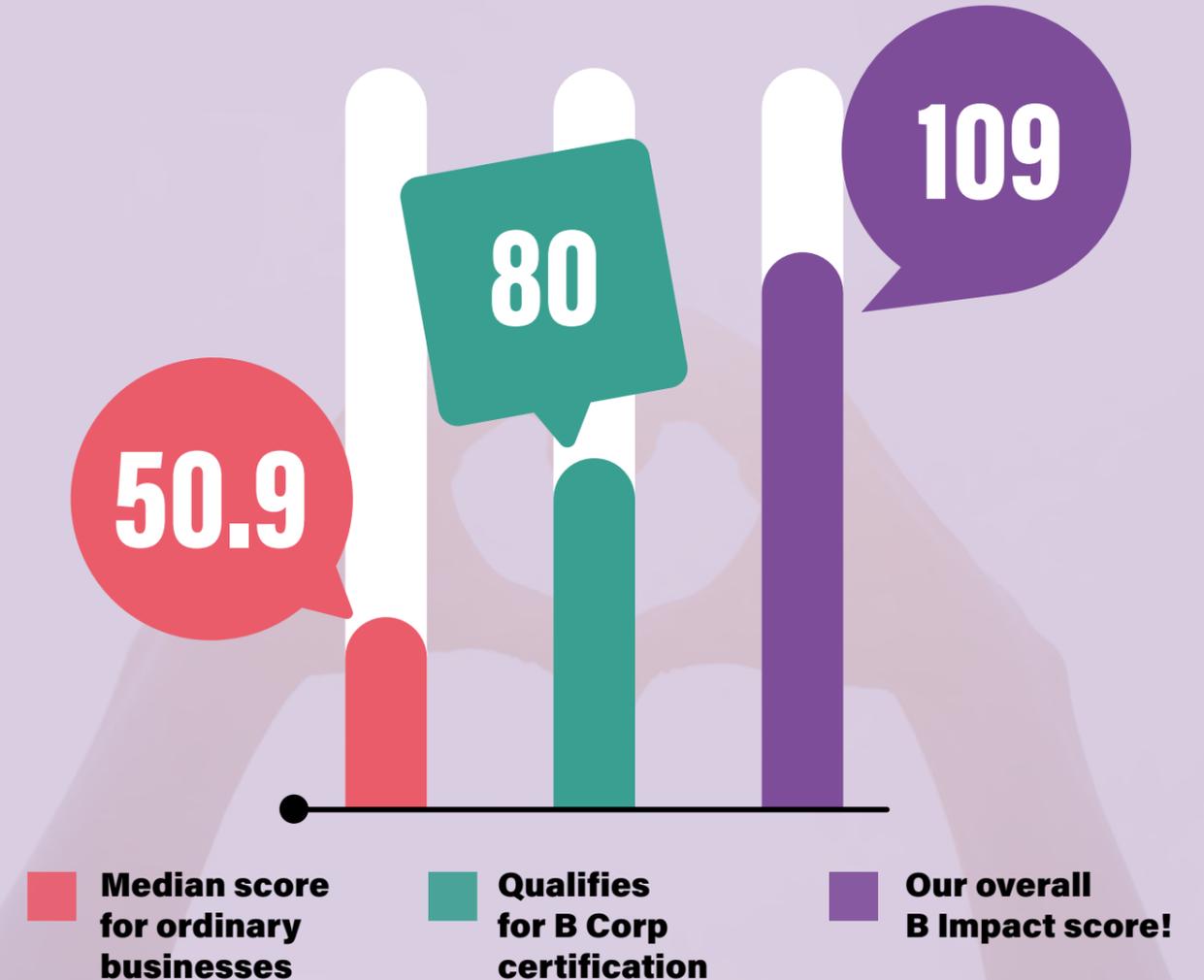
For purpose as well as profit

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.

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



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

**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.

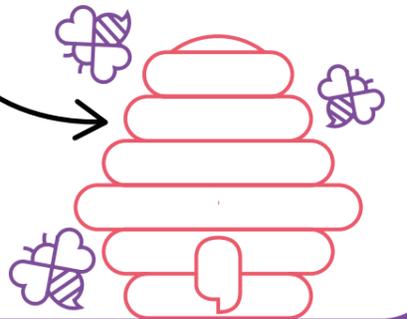


**10. Announce to the world our B Corp status.**

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



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



**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.**

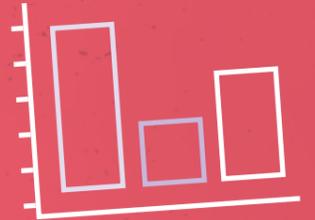


We are **female-owned and female led.**



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.



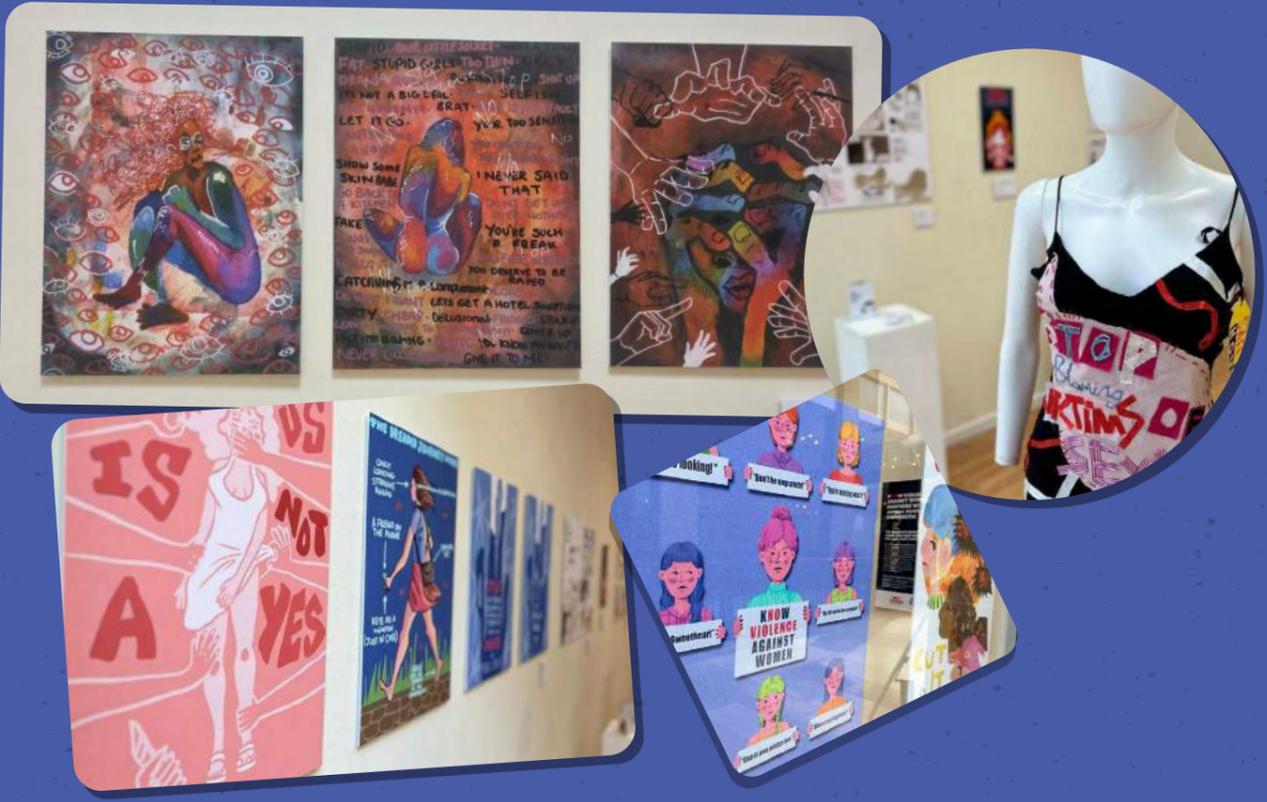
**Our core purpose is to deliver impact for our clients.** Here are some work highlights and impact stats from the last year.

**Over 2 million people** saw our adverts for 'Taking Action on Addiction' which signposts people to help and support.



**Over 2.5 million young people** saw content we created for the NHS in Wales on periods. This led to an **11% increase in boys feeling more confident in talking to girls about periods** and a **4% increase in confidence about being spoken to about periods.** Girls also felt less shameful and more aware.

**Over 3 million people** engaged with our KNOW Violence Against Women Campaign.

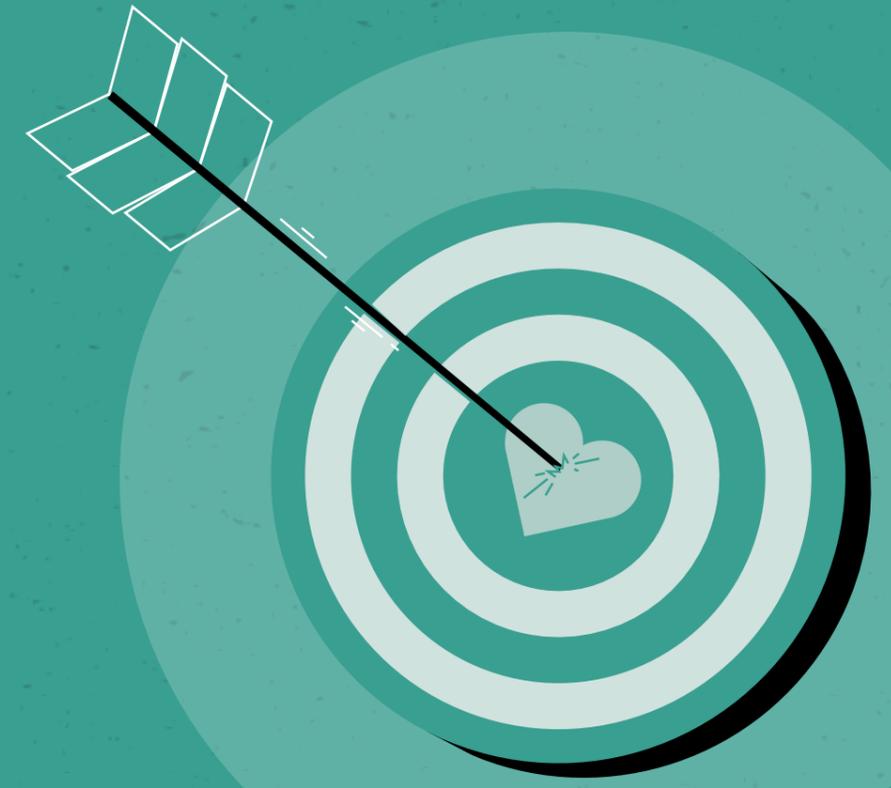


## Cambridgeshire Step Into Her Shoes Art Exhibition

In partnership with Cambridgeshire Constabulary and Anglia Ruskin University, we set art students a challenge as part of our KNOW Violence Against Women campaign. The brief was to help facilitate conversations about violence against women and girls and raise awareness of what it feels like to be a woman in public spaces. The Grand Arcade in Cambridge hosted student's artwork and exhibits in one of their empty shop units for a week. This project attracted BBC Cambridge, ITV Anglia, and numerous other media outlets and lots of visitors came to the exhibition which led to important conversations about violence against women and what we can all do to play our part to help tackle this issue together.

To see more of our work, please visit our website [www.social-change.co.uk/work](http://www.social-change.co.uk/work)





# 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 2022.

## What we said we would do:

**Build trust and confidence through accreditations, honesty and transparency.**

## What we did:

We completed an impact assessment, updated our governance documents, **and became a certified B Corp.**

We completed an assessment and applied to become an accredited Living Wage employer with **The Living Wage Foundation.**



## What we said we would do:

**Help spread ideas and knowledge worth sharing**

## What we did:

### Immerse ourselves in TedX

We sponsored TedX Brayford Pool – our local independently organized TedX event in Lincoln and helped spread good ideas on a range of issues including gender inequality, racism in sport, and the climate crisis. We delivered our own experience and focused on the fast fashion fix and violence against women and girls.



### Launch our "Tea with the Changemakers" podcast

We finally launched our podcast and put out into the world 45 episodes featuring specially selected guests such as CEO's, founders, charity leaders, business leaders, activists, campaigners and more. From Beirut to Canada, we sought out engaging speakers and fascinating stories with a universal relevance for those of us with a thirst for doing things differently. Our guests included Kate Lee, CEO of Alzheimer's Society; domestic violence campaigner, David Challen, HIV activist, Mercy Shibemba; and founder of The Silver Line Helpline and Childline, Dame Esther Rantzen.



### Set up a Changemaker academy

We set up our online Changemaker Academy which is a collection of guides, whitepapers and toolkits to inspire people to become a changemaker. We also started running webinars and training courses to help people deliver positive social change using behavioural insights. The academy also helps businesses to become meaningful members of the global community, not external agencies void of influence or impact.



### We showed up

We participated in conferences and panels on a range of topics and issues, and we have helped spread the B Corp message.



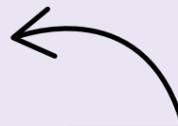
## What we said we would do:

**Support local good causes and charities**

## What we did:

We set up a memory walk in our city to honour our relatives and those people in our local area **living with dementia.**

We supported our **local food bank at Christmas.**





**What we said we would do:**

**Make equality, diversity and inclusion a 'non-negotiable'!**

**What we did:**

**We made the following training courses compulsory for all the team:**

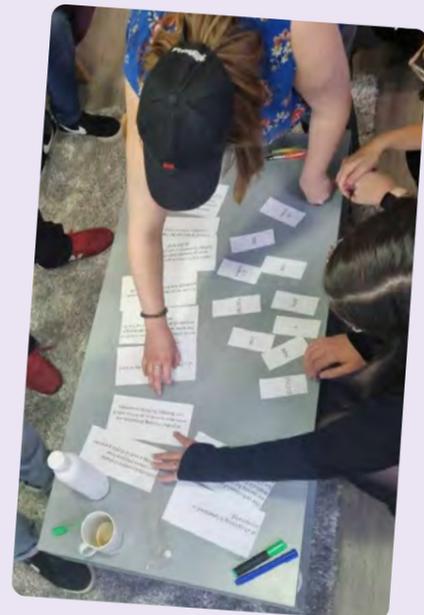
- LGBTQ+ awareness
- Unconscious Bias
- Equality and diversity in the workplace

**What we said we would do:**

**Implement EDI best practice:**

**What we did:**

Made our outputs more accessible for people with disabilities, including accessible web content, guides and podcast transcripts.



**What we said we would do:**

**Invest in a company wide training programme**

**What we did:**

We invested in our people by designing and delivering a company-wide training programme, inviting a coach to help our team with delivering and receiving feedback and building confidence and resilience. We committed to company-wide 'away mornings' to allow our team space to think, develop and learn.

**What we said we would do:**

**Involve our clients more**

**What we did:**

We monitored customer satisfaction through regular check-ins, feedback processes, and end-of-project surveys.



**What we said we would do:**

**Influence and lobby for change**

**What we did:**

We joined forces with leading environmental and health charities to call for a ban on single-use vapes. Given the health and environmental risks associated with disposable vapes, Social Change joined 15 other environmental and health organisations in writing to the environment secretary and health secretary to call for action on this "rapidly escalating threat". The petition made a number of recommendations to help the UK move towards a smoke-free society by 2030, including banning the sale of single-use e-cigarettes, restricting the sale of reusable ones, and introducing stricter regulations on advertising. If implemented, these measures could help reduce smoking prevalence across the nation over time and help us reach our goal of being smoke-free by 2030. It would also protect our environment from additional littering caused by disposable vapes. Ultimately, we hope that our efforts will result in more responsible vaping practices that better benefit both our physical and mental health, as well as the planet.

**What we said we would do:**

## Understand our environmental impact

**What we did:**

As a sustainable business, we place value on the long-term impact our business has across ecological, social and economic environments ensuring we consider all these factors in line with profit. Climate Change is the greatest challenge facing humanity. We are committed to doing all we can to respond to this challenge. The B Corp assessment evaluates a company's overall environmental management practices as well as its impact on the air, climate, water, land and biodiversity. This was the area we scored the lowest and as a business we are passionate about improving on this score.

**Following B Corp accreditation in 2022 we set out to measure our carbon footprint and understand our environmental impact. Our goal for emissions is:**

### Calculate



### Reduce



### Offset



### Remove



With the help of Ecologi and other partners we have calculated our emissions and we are moving towards a plan to reduce, offset and remove. Whilst in production, we updated our environmental policy and started monitoring our greenhouse gas and carbon emissions. Whilst it is straightforward to measure the carbon emissions we directly cause, we have discovered that it becomes more complex to estimate our indirect emissions so we plan to do further work to produce more detailed estimates in the coming year.



**What we said we would do:**

## Start work with our suppliers

**What we did:**

We know that positive impact cannot be achieved if it is driven only by us. Last year we set out to educate other businesses about B Corp and to talk to our suppliers about their impact on people and the planet. We set out in 2022 to undertake deeper supply chain mapping and designed a supplier survey to start collecting data on our suppliers. We are hosting a 'Better Business' event in 2023 to share resources and information with our suppliers and other businesses on environmental stewardship and reducing emissions and waste.



# Our goals in 2023.

## Financial sustainability

– after a rocky 2022 that led us to not make a profit for the first time in 13 years, we want to make sure we are financially sustainable in 2023 and beyond.

Set up a 'happy people' project internally.

Ensure psychological safety in the workplace

Sign the Better Business Act

– asking the UK Government to end damaging shareholder primacy and opt instead for a new kind of business law that considers all stakeholders.

Achieve Cyber Essentials Plus

Write our plan to achieve net zero by 2030

Conduct a materiality matrix

and find out what is important to our stakeholders

Embed a new, streamlined Senior Leadership Team structure

to provide and add clarity to decision-making and communication and formalise the creation of a Senior Management Team in order to engage a wide group in 2-way communications and decision making.

Reconsider how we use our office and manage flexible working,

to make it as suitable as possible for our new ways of working.

Map our supplier impact

and work with suppliers to reduce any negative impact on the environment

Track diversity of ownership among our suppliers

Promote responsible travel

Find more ethical banking solutions

that can meet our needs

Review our policies

to include the needs of people experiencing menopause

Plant trees

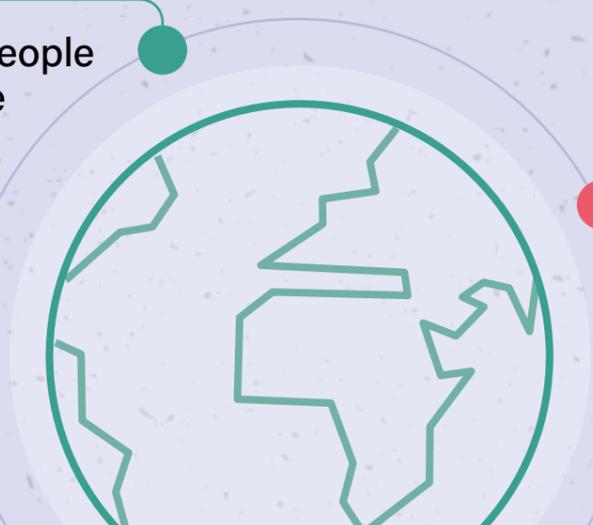
and help protect and restore important natural habitats

Set up a volunteer programme

that allows our team to take time out to volunteer for good causes

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

Train members of the team in mental health first aid



# 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 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.



**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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