



B- CORP IMPACT ASSESSMENT REPORT
2020-2021

egremont group

About Us

Egremont group is a consultancy specialising in business transformation. We work with clients all over the world to ensure that they can positively change their business for the better.

Our Mission Statement

It's our mission to unleash the potential of organisations; to enable you to do the best for your business, your people and your customers. We believe that businesses can be forces for good for employees, communities, customers and the world. We ensure that we meet these standards by constantly improving and evolving our processes to enact change for the better, this allowed us to attain the B-Corp Accreditation we received in March 2020.

About this report

This report has been produced to make stakeholders aware of our targets, achievements and aims. Its aim is to assess what has been achieved, what can be improved and what still needs to be done for us to meet the targets we set ourselves upon receiving our B-Corp accreditation in early 2020.

The reason we wished to become a B-Corp was to hold ourselves accountable to our goal of becoming an organisation with a positive global impact. This report is about publishing our understanding of this social and environmental impact and demonstrating the ways in which other businesses can follow us in improving their own practices.

The report will analyse our impact in each of the sectors examined in the original B-Corp Assessment:

- Customers
- Workers
- Environment
- Community
- Governance

In each, we will assess what we have achieved, what still needs to be done and what we have planned. We will provide clarity about our own actions and perhaps inspire other businesses to consider what they can do to improve their global impact.



1. Customers

Upon receiving B-Corp Status, we set ourselves various targets to improve the impact we have in our interactions with customers. Since achieving accreditation, interactions with clients have changed wildly because of the pandemic. Habitually used to working on client sites, Egremont saw the last year dominated by remote interactions, only beginning to return to sites in early 2021.

However, despite the shift in how we behave to customers because of the pandemic, we have still managed to implement policies to positively impact our customer relations.

Partners in Quality

We have redesigned our processes to achieve our goal of improving our ability to gain and act upon client feedback, all projects now include PIQs, standardised end of project reviews that allow us to assess the strengths and opportunities in our performance accurately and objectively. In this process, customers are asked to assess the help we have given them, sustainable benefits that have been achieved, what their positive experiences were and what could have been done better. Customers are then also given the opportunity to say whether they would like to work with us again and if there is anything else we can do moving forwards.



This will positively impact customer relations by allowing for a constant review process that will ensure we're always providing the best possible services. This is a policy that has been well integrated into the company and is standard practice at the end of every project. We believe that it contributes to an inclusive business environment that ensures customer experience is at the forefront of our thinking.

Customer Satisfaction

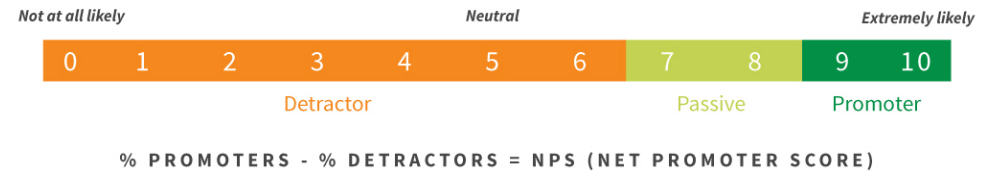
One of the aims listed in the B-Corp Accreditation is the public display of customer satisfaction. We have always valued the importance of customer satisfaction and pride ourselves in displaying customer review videos on our website. Prospective customers can see previous client testimonials

and use it to consider if they want to undertake any transformation they may want completed.

We also set specific goals for customer satisfaction ratings, and we were pleased to see that we had surpassed them:

By ranking ourselves using market research tool Netpromoter, we can measure our performance through a third-party ranking system. A Netpromoter score is based on all-round customer satisfaction based on their experience of your company and brand. We set our target satisfaction score of at least **80**, and we were able to achieve this over the past year because of our good customer practices.

The results are currently in the process of being published on our website to further help inform customers about the experience of previous clients. We are committed to transparent relationships with clients, and we believe that providing them with previous satisfaction ratings helps this whole process. Furthermore, being able to meet our goals for customer



satisfaction further showcases our success at getting the best results for all those we are working with.

Next Steps and goals not yet met

At Egremont, we understand that there is always room for improvement. We will be setting ourselves new customer satisfaction targets to ensure that we continue pushing ourselves to achieve the best possible mutual outcomes. After having exceeded our Netpromoter targets over the past year, we have now increased our goal, hoping to achieve an average of at least **90** satisfaction score for all future customer engagements.

One target that we set ourselves that we are still working on is a commitment to giving preference to suppliers from underrepresented backgrounds. We are still very committed to promoting diversity and will investigate this further.



2. Workers

Egremont understands the importance of investing in their employees. We also understand that this needs to be a holistic approach that includes provisions to support financial, physical, professional, and social well-being.

Challenges

The last year presented obvious challenges to all of those involved as the climate it created, and as such, our attrition rates were higher than we would have liked. Similarly affected was the commitment made to provide equivalent profits of 10-15% to all members of non-executive staff. As a direct result of the hostile business climate for the financial year 2020-21, none were shared out.

Pastoral Care Provisions

One of the ways that we are measuring our impact is by looking to promote awareness of the **United Nations 17 Sustainable Development Goals**.

Goal number 3 is ensuring the health and wellbeing of all. A major part of maintaining our commitment to those who work at Egremont is ensuring the wellbeing of employees outside of career development.

One of the major complications of Covid was that home working came into force in a major way. Egremont acted quickly to ensure that despite this change to the office space, employees would still be able to work in spaces that prioritised their health. All employees are required to go through a workspace assessment to ensure that they work in safe conditions. All requirements to ensure that the workstation is a safe space are funded by the company, reducing the risk of work-related injury.

Similarly, in a year that was understandably isolating or stressful for many, Egremont added coverage to their private health insurance to include mental health conditions. This will be continued in the future and offers employees an extra layer of easily available support should they need it. We aim to ensure that our health coverage is as holistic as it can be. We have also recently confirmed a commitment to include disability cover, meaning



that employees can be presented with a wide range of support services with their subsidised healthcare.

Worker Voice

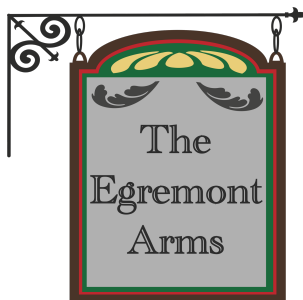
Worker voice has played a key role at Egremont over the first year of being a B-Corp as the effects of the past year, both financial and social, meant that there was an emphasis placed on keeping those at the company happy and supported.

Every fortnight, employee townhall meetings were held with the whole company in attendance, and employees were asked to vocalise their experiences, achievements and concerns of the last two weeks. As well as being given an opportunity to suggest to executive members what could be done to improve their experience, it also gave people the opportunity to idea share and explain to all members of the company what they were working on.

To gauge an accurate picture of how employees viewed the company and to gain valuable insight into what could be improved, Egremont implemented a redeveloped employee engagement survey. Going forwards, this will be held twice a year, and gives employees the opportunity

to provide honest and robust feedback about what can be done to improve their experience. We have acted upon suggestions, and implemented two new actions purely based on the first survey taken:

- As a result of employee suggestions, we implemented individual focus time for reflection and personal development on Friday afternoons. We also end the week on a high with social events on a Friday, later dubbed the 'Egremont Arms'. Both initiatives ensure employees have time to relax with co-workers and to work at a comfortable pace as the week wound down.
- We also made sure, despite the challenges of lockdown, to hold regular social events to boost team morale and make sure that employees felt valued.



Worker Satisfaction

A useful outcome of the decision to quantify employee engagement is that it allowed for comparison to previous aims set for worker satisfaction. When completing the assessment to gain B-Corp Status, Egremont reported a worker satisfaction score of 60-80% and set itself the target of attaining 81-90% at the next time of assessment.

Having completed the last employee engagement review via Bamboo HR in the spring of 2021, we can report that we have now met this target of 81-90% by achieving an incredible 89% in the last survey conducted, a fantastic accomplishment and one which bodes well for meeting further targets to continue a trend of upward improvement. To put into context how impressive this score is, Bamboo HR reported that the average worker satisfaction score on their software was 53%, showing just how far ahead of this we are.¹ **Furthermore, average participation in such satisfaction surveys is 54%, while 100% of Egremont participated.² We hope that this continues to improve.**

Opportunities for Development

UN Developmental Goals 4 and 8 ask people to try and ensure a quality education and decent working conditions are experienced by all. We believe that learning isn't something limited to the first years of life, and that a key element of providing employees with a decent working environment is producing clearly identifiable value for them in the form of career development.

We have therefore created a more structured development plan for consultants within the company. This was part of a wider plan to increase the number of internal promotions within the company, by providing regular career reviews to assess employee achievements and suitability for



increased responsibility. Creating a structured plan helped to formalise this process and thus present employees with clear pathways for valuable career development.

This commitment to improving the number of internal promotions was not limited to consultancy. Over the course of the year there were six internal promotions granted, and four of these took place within the consultancy stream. **Importantly, we were able to provide internal promotions to**

¹ <https://www.bamboohr.com/blog/employee-satisfaction-infographic/>

² Ibid

50% of this group. It is a fantastic advertisement for the success of this career development goal.

As well as actively working with employees within the organisation, we have also implemented a paid three-month internship scheme to support new starters in the workplace and those seeking to diversify their skillset. In a business environment that increasingly values experience when considering job applications, the internship offers applicants the ability to develop experience in researching, data analytics and project support. We are providing an invaluable opportunity for those with limited experience to break into the industry. Indeed, we have seen this first-hand as we have taken on a new full-time member of staff directly off the internship scheme, showing how successful it has been.

Promoting Diversity

We remain committed to improving our level of diversity. Whilst we are incredibly proud of the strong female representation within our governance structures and the organisation, we understand Egremont has work to do in providing employment opportunities to a more diverse array of backgrounds. We have made limited hires during the last year, but we have still taken steps to improve diversity within our hiring processes to improve this moving forwards.

During this period, we trialled Blind CV screening and have also actively instructed our recruiting partners to seek out applicants from a more diverse pool to increase the opportunities for Egremont to employ those from a wider variety of backgrounds. By taking a direct step to ensure a more diverse array of applicants, we are confident that we will be able to improve the diversity of the voices within our organisation.

Next Steps

Though we are proud to be extending the level of support we can offer our employees surrounding areas of health, we are looking to further extend our commitment to caring for employees outside of direct working commitments. We have recently taken part in a B-Corp sponsored seminar with Octopus exploring how to best provide financial advice to employees and one of our key next steps involves a comprehensive review of the benefits that we are affording our employees. We have looked at comparisons within the industry and beyond and will utilise this newfound

knowledge to implement necessary changes and training strategies to ensure that our employees know that they are supported by us in a variety of areas outside of immediate work.

We will keep holding regular team meetings and events and listen to what employee engagement survey results are informing us. Improvement is something we constantly seek for employee experience, and we will endeavour to strive to the high standards we are currently maintaining.

In accordance with UN Development goal number 10, decreasing inequality, we have scheduled a conversation with *the Crankstart Scholarship at Oxford University*, a body that helps to provide internship opportunities to members of the university from underrepresented backgrounds. We have also contacted Cambridge University's Widening Participation Scheme to see if they would like to try and enter a similar arrangement. This meshes our commitment to providing development to our employees with our commitment to helping our company to better represent the community that it is part of.

On top of the work being explored with Oxford University, we are also looking into the possibility of further training with regards to unconscious bias to ensure that our hiring procedures are a positive experience and provide candidates with an opportunity to understand who we are and what we do, all in a fair and equitable manner. Increasing our level of diversity is an active project within Egremont and we will do our best to ensure that it is something that has improved when the next impact assessment is produced.

Moreover, we also aim to implement training about the importance of our social and environmental impact to employees at all levels. The idea behind this is to infuse all members of staff at Egremont with an understanding of our responsibilities as a company and to strengthen our commitment to acting responsibly in accordance with the UN's Sustainable Development Goals. Both these initiatives are targets that we are aspiring to achieve in the coming months.



3. Environment

An Unexpected Year

Our ability to commit to our environmental aims has been majorly complicated by the pandemic. Prior to the B-Corp accreditation, we had made good progress towards improving our environmental impact and activity, developing a sustainability plan that sought to place us as a leading practitioner of sustainability within the consulting world. This included commitments to funds being utilised for carbon offset as part of a wider plan to become a carbon negative organisation. This was to be completed through our **'Monitor. Reduce. Offset'** Framework. As a result of the complications and delays caused by a turbulent year, in order to support our mission to become carbon negative we have had to revisit the goals set for 2020 and adapt them to suit the new ways of working that have emerged as a result of Covid-19.



Office Space Change

Much of the difficulty in reshaping our aims is due in large part to the number of commitments and improvements we had made to reducing the environmental impact of our office. We had effectively gained an understanding of what could be improved at Head Office and had successfully lobbied both the building and our office suppliers to utilise more eco-friendly and ethically sourced power sources and supplies. However, like 23% of other consultancies,³ we have significantly reduced our office space usage, now retaining no fixed office space but promoting the use of flexible working driven by the needs of the team and our clients.

Though moving to remote work will certainly have a key environmental impact in reducing the collective travel and power usage of our company, it has meant that our aims within the office are no longer applicable or

realisable. As such, we have had to adapt new strategies to ensure that we are able to accurately assess and offset our environmental impact.

Carbon Tracking

UN Development goal 12 is the commitment to responsible consumption and production. One way that we have been able to achieve this is through the continuation of our assessment of our environmental impact to see where we can improve. To allow us to accurately measure the amount of Carbon we use, we have set up a Carbon tracker. This tracker enables us to understand our environmental impact and put in place the review mechanisms which target reduction and enable us to be a carbon positive organisation.

It has allowed us to redeploy the **'Monitor.Reduce.Offset.'** Framework that we developed to improve our Carbon Footprint:

1. **Monitor** - By accurately recording our Carbon footprint, we are creating climate accountability within our business and encouraging ownership of our performance. We are now more easily able to identify Carbon intensive company activities that we will need to address.
2. **Reduce** - The tracker is available to all employees, encouraging accountability in reducing CO2 emissions. Allowing everyone to view and understand their impact promotes Carbon reduction as a collective team effort. It also allows for effective target setting for future projects. One such example of this being that through backdating the tracker to 2019, we saw the huge impact that flights have on our Carbon Footprint, so in the future this can be targeted if we wish to reduce our footprint.
3. **Offset** - Our offset requirements can be more accurately and easily tracked and met monthly, as we will have constant up-to-date numbers on the number of planted trees needed to ensure our place within the consulting world as leaders in consulting sustainability.

Tree Planting

Less than half of MCA associated companies are currently committed to Carbon neutrality through offsetting schemes, and of those that are, the vast

³ MCA Annual Industry Report 2021, p.13

majority are large companies with greater financial means.⁴ In order to show ourselves as pioneers within small and medium size consultancy businesses, we are still committed to achieving this stated aim. In order to offset the carbon we are producing, we have partnered with Trees for Life, a charity in Scotland committed to responsible tree-planting to help with carbon offset, rewilding and increasing biodiversity. The reason that we chose **Trees for Life** was because of their multifaceted and rigorous approach.

Through generous company donations, we have already planted **336 trees** to help offset previous Carbon emissions and we intend to continue this to help reach our goal of becoming carbon negative.

Trees for Life

Rewilding the Scottish Highlands
Ath-fhiadhachadh na Gàidhealtachd

We have been able to improve the accuracy of our offset calculations using the latest research at Trees for Life and DEFRA. Therefore, the Carbon tracker will allow us to accurately calculate the required number of trees to become Carbon neutral. We will make sure that all emissions since January 2020 are to be retrospectively offset and have already proposed regular donations to include these emissions moving forward. As well as committing to monthly donations, to try and raise the funds to plant these trees, we are intending to hold sponsored events within our company, as well as engaging the finance team to try and guarantee financial commitments from the company itself.

Next Steps

The implementation of the Carbon Tracker will allow us to set specific reduction and improvement targets, and we aim to finalise these shortly.

We also understand that limiting consumption is as important as offsetting. 48% of consultancies with sustainability initiatives currently have targets in place to limit the amount of air travel conducted.⁵ In order to ensure that we

remain at the forefront of sustainability in consultancy, our plans include proposing a policy on travel reduction within the company, utilising our newfound expertise with homeworking to make sure that we are not unnecessarily polluting. Furthermore, where travel is necessary, we are exploring the inclusion of the offset costs within the project's margins, potentially incorporating offset costs into project profitability.

We are also proposing changes to our environmental relations with customers. We will work together to place an increasing emphasis on building the case for change with a clear focus on environmental impact. Given that this is a service currently provided by only 2% of MCA accredited companies, being able to provide this service would once again provide compelling support to our ambitious plans to be leaders in sustainability in the field.⁶

As a company with a nominated Charity to support each year, we are also considering the possibility of nominating Trees for Life as the Charity of choice. This would not impact on our relationship with them in offsetting our emissions, it would be done in addition to this relationship to further increase our support to the charity and our wider environmental goals.

⁴ MCA Annual Investment Report 2021, p.15

⁵ MCA Annual investment Report 2021, p.15

⁶ Ibid



4. Community

Being a responsible company is about being aware of all that you gain from your local community and social environment, and for us, giving back to the community is our way of showing our appreciation of this. We are committed to improving the community that we are a part of through both our direct work with clients and through raising money and awareness for causes that will help improve the lives of others.

Each member of the team receives fully compensated time each year to dedicate to giving back to the community.

Things to work on

As with all other areas, our ability to achieve our community goals was complicated by the effects of the pandemic over the last year. This has presented itself in two main ways. The loss of our office has affected our ability to implement positive changes with our suppliers.

One useful example was the specific goal we set ourselves to encourage and put in place policies that promoted locally owned and ethically sourced suppliers. Given that we promote flexible working, our efforts in this department were reduced as the supply needs diminished whilst everyone worked remotely.

Previously, the office in London had allowed us to easily define our 'local area', the move to remote work has rendered this term slightly nebulous. We are thus having to reconsider how to achieve some of our goals. We have not let these issues stop us, however, and have still managed to work positively within our community supporting meaningful societal changes since March 2020.

Charity Drives

We are proud to have continued charitable work through the pandemic, in support of our chosen charity, Magic Breakfast. Magic Breakfast are a London-based non-profit helping to provide healthy breakfast meals for children from disadvantaged backgrounds. In a



year where the issue of child poverty increasingly took centre-stage, we were proud to be able to complete a sponsored team walk (from the safety of home) in early 2021 to raise money for this incredible cause. The event was a great success, and we were able to raise £1800, outstripping our £1000 target.

We also continued our commitment to supporting **TedxExeter**, an event we have supported since 2012, providing both donations and support to events. It has been a partnership we are incredibly proud of, and we plan continue this support in the coming years. We were thrilled to see them able to host virtual events in early 2021.

We have enjoyed both the camaraderie and the success of the team charity drives of the past year, and our next aim is to have a full staff charity day. We are hoping to organise this for early 2022, giving ourselves extra time to ensure that we can maximise participation within our team.

We have also encouraged employees to give to charity by signing up to the scheme that allows for charitable giving to come from gross income. We are proud to be part of an organisation where lots of staff members take part in community and charity projects, and so such as scheme is a way to make this easier for them.

Next Steps: Engaging and Empowering Charitable Giving

We intend to further improve upon our community impact. We set ourselves the goal in 2020 of researching local volunteering options and were able to do this. Though we are slightly dispersed, most staff are still based in the South East and we now possess a comprehensive, easily accessible list of available options for community improvement work in and around London.

However, although we are proud to be a part of these schemes, we believe that being a B-Corp is about ensuring that community support is embedded within the company ethos. Therefore, we are making an active effort to build and enact processes to ensure that all members of staff are aware of, and actively engaged in, Egremont's commitment to community support.

One such plan is for new starters to be told about the ways they can support social change during induction. By making staff aware from day one about donations from gross pay and encouraging them to get involved in 'giving back' during work hours we hope to foster a culture that actively promotes community service. **Staff are currently given two days annually to pursue community projects, and we hope that by embedding this within the induction process new starters are encouraged to continue this initiative.**



A further plan currently being proposed is an official commitment to matching donations made from employees to charities and within charity drives whilst making profit. We are hoping to begin tracking the donations that we do make to provide a metric for target setting to help keep motivating us to continue this drive for community support. We would like to encourage charitable actions from those within Egremont and making and tracking commitments such as this would help this process.

Through this combination of factors therefore, we are working hard to try and create an environment that prioritises and encourages community support from all employees from their first day at the company.

Next Steps: Developing Professional Relationships

As well as raising money for community projects, we also understand that we have the means to provide extensive support in areas of our own expertise, namely business transformation and consulting.

We understand that one way of helping charities and social enterprises is to understand the business constraints that they are working within as donation reliant groups. If we can provide them with expertise that could help improve their ability to help people, developing an economic model for working with charities or underrepresented groups is imperative.

Whilst working with government contractors, we were able to change our economic model to accommodate the requirements of state funding, as it operates differently to the private sector. We are exploring implementing a similar model to allow us to viably work within the third sector, making it easier for charities to use and benefit from our services. This would of course, in turn, benefit the communities that they work within.

This is part of our wider strategy in seeking to better understand how we can work with local or ethical retailers, suppliers, vendors and stakeholders. Though, as previously discussed, the move to remote work has complicated what it means to be a local supplier, we are planning to implement actions to ensure that our team are using ethical retailers and suppliers and will be reviewing options to ensure that we can direct employees to these choices. We do this to try and maintain commitments to ethically sourced suppliers that had previously fallen through as a result of the pandemic. As with charitable spending, we are currently attempting to track our spending on local and ethical suppliers to ensure we have a good metric to analyse our success at achieving this goal.

Part of working for the community is lobbying our own community to help, and with this in mind we are also seeking to encourage the members of the Management Consultant Association (MCA) to engage with them to improve its practices within the areas of social and environmental change. By utilising our own plans and examining the excellent schemes that others within the B-Corp or consultancy network have developed, we aim to help define and spread awareness of what good practice within the industry looks like. As we have stated previously, our aim is to be industry leaders at 'giving back' and helping to set these standards within the MCA is a big part of this plan.

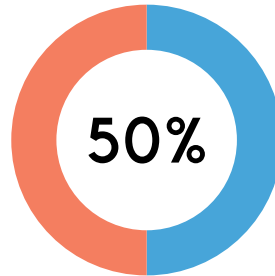


5. Governance

We understand the importance of good leadership in making Egremont a force in driving positive social change. Whilst we seek to empower our employees, we must ensure that the frameworks implemented by leadership support them in doing this. The governing powers must also ensure that they set a positive example to follow, we are keen to show that we practice what we preach through the actions of our governance. To aid this, we have set up a B Corp working group with representatives from leadership and team members and from support team and consulting team. We meet monthly to review progress and agree on actions.

Achievements

Whilst we are undoubtedly now operating in a 'new normal', the past year has presented opportunities to review the way we operate, and we were able to achieve some of the goals we set ourselves for development and change in management. Setting a good example is very important to Egremont, and, upon the creation of a new leadership working group in summer 2021, we are thrilled to now have a leadership team that is **50%** female. This clearly showcases our commitment to representation within our governing body. We are proud of our ability to have a representative leadership in this regard, and one that comfortably outstrips the industry standard within the MCA.



On top of this, we are also pleased to be able to meet our commitment to release public information about our social and environmental impact. We understand the value of this report in spreading awareness about the B-Corp cause, making public commitments to meet our goals and hoping to inspire others to follow our example. We will continue to produce Impact Assessments with this knowledge of its value in mind.

Plans to Implement

Creating a company that is acutely aware of social and environmental issues helps to ensure that they are properly taken into consideration. One thing we believe will help is to include social and environmental

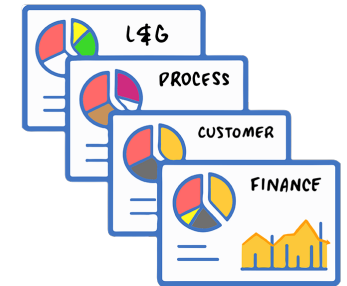
performance into job descriptions for future managers hired, allowing for effective training of employees under their tutelage. This would also include introducing targets for social and environmental performance into reviews for current members of staff. One example being considered is to use the Carbon tracker to allow us to meet targets of reducing Carbon emissions. We intend to make sure that all members of staff take part in this, also setting the aim of having the Board of Directors review our Social and Environmental performance ensuring it is a company priority at all levels.

We are also committed to running regular ethics focused risk assessments. We were able to build a framework that would allow us to effectively do this and have plans to carry one out imminently. These assessments can help to engage leadership in taking these matters into consideration when making decisions, and we intend to begin this process very soon.

We have also built in a commitment to monthly B-Corp PDR (Plan. Do. Review) meetings to ensure a coordinated effort in realising the goals that we set ourselves

A further part of good governance is ensuring financial responsibility and transparency. We are therefore developing plans to find a forum to regularly share financial information with our stakeholders so they know the state of play within Egremont.

To make governance simpler, we are also seeking to redevelop a company balanced scorecard that includes a focus on all the core elements of B-Corp. We would like to develop a useful and simple means of measuring and understanding where we stand regarding our people, our customer outcomes, our financial outcomes and our internal processes in regard to our aims of improving our local and global impact. We hope that by giving ourselves an easy metric to understand what needs to be done, we can improve the efficacy of our governance in ensuring good outcomes in all areas of the business. Developing a simple metric like this would have further benefits in that it would allow us to share where we are in quantifiable terms with members of the team.



Our First Year: Conclusions

A continuing theme that we believe will be present in many Impact Assessments is the immense disruption caused by the past year. Indeed, as this report has shown, it has interrupted and disturbed some of the goals that we set ourselves when we received accreditation before the pandemic.

However, rather than dwelling on this disruption, we believe that we should focus on the positives of the past year, as we have used our ingenuity and initiative to ensure that this has still been a positive year.

- We have never failed to lose sight of our goals and commitments as a B-Corp, and we remain committed as ever to achieving them. As well as keeping hold of our stated aims, we have adapted to the situation and innovated around the challenges as they presented themselves, leaving us in a great position to achieve our aims in the new business landscape that has emerged.
- We have still managed to achieve quantifiably excellent outcomes in all fields reported on in this assessment, from raising large amounts of money for a variety of charities, beginning important work in our Carbon offsetting goals and strengthening our relationship with our employees in what was a turbulent few months.
- Where we have not yet begun to achieve our aims, we have been able to put into motion processes and plans for ambitious and important new changes. We are confident that we are moving in a direction that will create a culture that cares about social and environmental change, and that has a developed framework to support this within our organisation.

With these fantastic achievements and exciting plans in mind, we look forward to publishing the next report and being able to show how we are committed to using business as a force for good.