

# Goodbusiness

## 2021/22 Impact Report

Certified



Corporation



We are **Goodbusiness**.

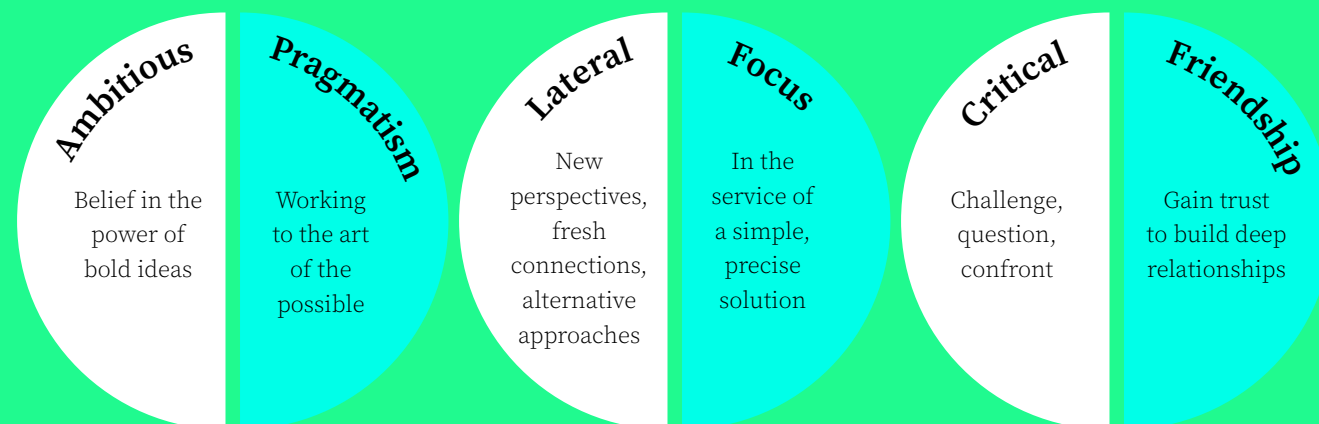
We are Good Business. We help clients deliver transformational change that builds their business and brands. We deliver change through sustainability strategy, climate services, behaviour change, and purpose and values. We work with FTSE100 and global multinational companies as well as SMEs, foundations and charities around the world.

We are pioneers of the power of good.

For the past 25 years, we've been working hard to demonstrate that what is good for business is good for the world, and that what is good for the world can also be good for business. It's been a long road, and an idea whose time feels as if it has finally come. We are seeing a growing urgency in the discussions we have with all of our clients about the need to act on the major challenges of our time. The time for transformative change is now.

**Our purpose:** We make good things happen  
and deliver transformational change

**Our values:**



## Contents

●	Highlights of FY 2022	p.4
●	Letter from our Founder	p.6
●	Our B Corp Membership	p.8
●	Our Impact	p.11
●	Good Work	p.13
●	Good People	p.31
●	Good Planet	p.37

### ABOUT THIS REPORT

In April 2021, we achieved B Corp certification, joining the growing group of businesses committed to a global movement for an inclusive, equitable and regenerative economy. This impact report is our first, and reporting on our impact is an important part of our commitment to the B Corp movement. It covers our financial year ending on 31 July 2022 (FY 2022).

This report is also an opportunity to share our story and reflect on our progress. We have included personal stories from Good Business team members about the impact they have had in the year.





Worked with **39** clients to deliver social and environmental impact in **18** countries

Wrote **250** short articles on purpose and sustainability written and sent to the **1,900** people subscribed to our weekly newsletter, **Friday5**

Provided pro-bono advisory support to the **SUSTAINABLE RESTAURANT ASSOCIATION**, the **PARAORCHESTRA** and **CITY HARVEST**

Launched partnerships with **HOUSE 337** and **WITH** to support more clients with their sustainability efforts

Measured **11.5M** tonnes of carbon by our climate services team

Supported the establishment of **NET ZERO NOW**, which supports SMEs to make the transition to net zero

Offered **350** hours of internships and work experience offered via our partners at **POWER2** and **UPREACH**



# Letter from our Founder

Since we became certified as a B Corp in 2021, the world has certainly continued to shift and change. We may have thought that 2020 was a year that couldn't be surpassed in terms on the environmental, social and emotional upheaval. How wrong we were.

In a world where our elected leaders seem – at best – paralysed by the challenges they face, we see many businesses picking up the baton and focusing on transformational and sustainable change. We are pleased to be part of that journey with them, helping them figure out their destination and developing the road map that will get them there.

Not all businesses, of course. Many are still focused on short-term cost savings despite growing evidence that failure to act on climate change now will incur much larger costs in the future. Many are making excessive profits while failing to ensure that their employees are paid enough to put food on the table for their families. Many still don't take issues like diversity or modern slavery seriously enough, focusing on the bare minimum rather than recognising the moral and business imperative to get this right. And many tell us that while they understand the need for action, they don't know where to start, or that the task seems overwhelming.

We have always been believers in the power of business to create positive change. It's what inspired me to found Good Business over 25 years ago, and it's what has kept us going since then. Over that time, the definition of what it means to be a "good business" has changed and evolved, as society has changed and people's expectations of how a business behaves has changed. Our purpose as a business is to help others respond to that changing landscape so that they, and the people who work for them and with them, and who are part of the communities where they operate, also thrive.

All of this is only possible because of the Good Business team. Between us, we've got close to 150 years of accumulated service. Not bad for a team of just over 20. It lets us build lasting relationships with our clients that are built on trust and the knowledge that we will do what is needed to help them create impact. It's common to read that it's the people who make a business, but in the case of Good Business, that really is true. Every idea, every piece of client work, every initiative that creates positive change is a collaborative effort and comes from smart passionate people working together, challenging each other and thinking of ways to create positive impacts in the work they do and in the world around them.

The B Corp movement has played its part in driving that change, and our certification demonstrates to our clients, colleagues and the wider world that we practice what we preach. We're proud to be part of the B Corp community. It provides opportunities to us as a business to learn, grow and connect with other organisations who share our values and beliefs. And it is also encouraging to see ever greater numbers of businesses join the B Corp family and commit to making business a force for good.

This - our first B Corp impact report – tells the story of what we've done this year and the impact we have had and gives you an insight into where we are headed in the future.



Giles Gibbons, CEO of Good Business



# Our B Corp membership

In 2021, we completed our first B Corp certification process and were awarded a score of 107.3. At our next certification in 2024 we will aim to exceed that score.

The threshold for certification is 80 points and the median score across all businesses that complete the assessment is 50.9. The assessment process looks at our governance, our relationship with our team and our customers, our environmental performance and our engagement with society. Certification is also dependent on changing our Articles of Association to ensure that our commitment to responsible behaviour is reflected in our legal structure.

We were also delighted to be awarded “Best for the World: Workers” which puts us in the top 5% of businesses in the B Corp family for our employment processes, including flexible working, feedback and benefits.

Next year, we plan to continue to engage further with the B Corp community, with members of the team signing up to become registered B Leaders, which means we will be able to increase the support we provide to other businesses who are on the B Corp certification journey. David, our Managing Partner has become a B Corp Ambassador representing leaders of certified B Corp companies.



## Our B Corp Membership



**107.3** Good Business  
Overall B Impact Score

**80** Qualifies for B Corp  
Certification

**50.9** Median score for  
ordinary businesses

### Our B Corp score by category





## Our Impact

We have been helping clients deliver transformational change in a way that builds their business and brands for over 25 years. We have four broad areas of service which answer to our clients' needs: sustainability, purpose and values, behaviour change and climate services.

Our biggest opportunity to create positive change is through the work we do. Measuring our impact is always a challenge, because we respond to our clients' needs and no two projects are the same. Throughout this report you will read about some of the projects we have been involved with, but there are many more. Some take a few weeks, and some take several years.

We are proud of our longstanding relationships with many of our clients, which allow us to play the role of trusted advisor and critical friend. In FY 2022 we worked with 41 clients, compared to 33 in the previous year. We are proud to have worked with some of our clients for over a decade, and in FY 2022, over half our clients were existing clients who we had worked with before.

We are proud supporters of the UN Sustainable Development Goals (SDGs). Over the past twelve months the work we have done with our clients has delivered impact against each of the 17 SDGs in different ways, from our work with Avon on gender-based violence (Goal 16: Peace, Justice and Strong Institutions) to our work with Wellcome on their research and funding strategy (Goal 3: Good Health and Wellbeing), and with CNH Industrial to investigate how they, as the world's largest supplier of agricultural machinery, can deliver their purpose and alleviate hunger (goal 2: Zero Hunger).

Most of our own direct impact aligns with Goal 12.6, which encourages participants to "encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability into their reporting cycle". Working on a new impact measurement model, delivering **target 12.6** and aligning to the SDGs, is one of our goals for the next financial year and we will report on that in our next impact report.

But the "how" of our work is also important – our relationships with our partners and suppliers, the way in which we work together as a team, the decisions we make about how we operate – and we have included our reflections on these areas in this report as well.

This report focuses on these three main areas of impact:



**Good Work**



**Good People**



**Good Planet**





**Friday5** is our weekly newsletter. It is a collaborative editorial effort from the whole Good Business team and provides everyone with an opportunity to research and write about stories that they are passionate about. It is also the way we share our emerging insight and thinking with our audience of clients, partners and beyond. Each Friday we focus on five stories that have caught our attention from the world of business, media and culture through a purpose and sustainability lens.

Throughout this report, we have included Friday5 stories from the past year, which are marked by this icon . You can sign up to Friday5 [here](#).

“In a world overloaded with news-scraper emails and ‘promo by news’, Good Business’ weekly Friday5 provides carefully curated, genuine insight and inspiration into the latest sustainability stories and trends. Of all the newsletters I receive each week, GB’s Friday5 is my ‘most likely to read’, my ‘most likely to inspire’ and my ‘most likely to get forwarded on’.

**THOM KENRICK, HEAD OF SOCIAL STRATEGY AND IMPACT, NATWEST GROUP**



# Good Work

We have the biggest impact through the work we do with our clients.

Quantifying and measuring this is a challenge for us as all our projects are different, and each client’s business, needs and goals mean that measures of impact that identify change at scale are hard to develop. We are aware of this and are working to develop an impact framework we can apply in future.

There are four main areas of work where we provide services to our clients. These are:

- 1. SUSTAINABILITY STRATEGY
- 2. CLIMATE SERVICES
- 3. PURPOSE AND VALUES CONSULTANCY
- 4. BEHAVIOUR CHANGE SERVICES

Our impact in FY 2022 is highlighted in the sections that follow.

## FY 2023 GOALS

- Develop a new impact measurement framework
- Define specific impact goals for each of our four service areas
- Develop and launch a sustainability and carbon product for smaller organisations that is streamlined and affordable and allows more businesses to kickstart their sustainability journeys.



1. SUSTAINABILITY STRATEGY

We are always on the side of business.

We think it's the greatest opportunity for transformation that we have. But sustainability isn't creating enough change, or doing it fast enough.

We provide our clients with meaningful and high-impact sustainability services that help them identify where they should focus their efforts, set goals that will stretch and inspire, and then help them to communicate this to their stakeholders. This includes materiality projects that help clients speak to stakeholders to understand how they prioritise social and environmental issues and where they believe businesses have the biggest impacts. These insights drive action, helping our clients make more informed decisions about where to prioritise investment and effort and understand what good looks like.

Once that is understood, we develop the plan to get there, making sure that the targets are ambitious and informed by best practice and external frameworks. For some clients, their aim is to tell their story better, so we help them structure and write a compelling and meaningful sustainability report, or develop high impact communications materials that create social or environmental change. For others, they want advice on governance structures, sustainability policies, or ways of engaging their teams to drive change from the bottom up.

In 2022 much of our work began with materiality. We carried out large scale materiality assessments for eleven clients, including NatWest Group and Travis Perkins, engaging with stakeholders, exploring established and emerging sustainability issues and using this to inform decision-making and robust target setting.

We developed policies for clients focused on climate governance, responsible investment and community investment and provided guidance on issues ranging from plastic taxes to board-level incentives and preparation for incoming legislation across the UK and Europe relating to sustainability reporting.

OUR IMPACT: FY 2022 EXAMPLES

- ✓ Created an inaugural environmental, social and governance (ESG) strategy and associated targets for an AIM-listed clean tech company
- ✓ Developed the first ESG strategy and KPIs to support a UK-listed personal care company with its B Corp ambitions
- ✓ Established a shared set of objectives and targets for a partnership between a global climate charity and leading investment and pension provider
- ✓ Brokered innovation partnerships between two consumer goods companies and a sustainable packaging firm
- ✓ Worked with a large UK retail bank to develop and assess financial education workshops for young people and employees
- ✓ Conducted a review of emerging European legislation on packaging and plastic, and competitor benchmarking for a global personal care company
- ✓ Developed and rolled out equity, diversity and inclusion training for a European food and beverage company



Good Work



CASE STUDY

ITM Power provides technology that generates hydrogen from renewable energy sources. So called “green hydrogen” can unlock the door to a low carbon future, providing a source of clean fuel and a way of storing energy until it is needed. Recently listed on AIM, ITM Power wanted to ensure that its operations were as sustainable as its core product.

We worked with ITM’s newly established ESG committee to understand its ambitions and the expectations of stakeholders, particularly investors. A materiality analysis supported the development of a sustainability framework – Sustainable Energy, Engineered Sustainability – with associated targets for the business across each of the identified focus areas, together with a three-year action plan. We have also supported ITM Power with its ESG reporting and communications, and with the measurement of its carbon and the establishment of carbon reduction targets.

“Good Business played an instrumental role in helping ITM Power develop our inaugural ESG strategy and report. They worked fast and to tight deadlines to help us formalise our ESG work into a clear, ambitious strategy. The feedback from our investors, employees and ESG committee has been extremely positive, and we’ve seen clear benefits to our business as a result.”

JAMES COLLINS, HEAD OF INVESTOR RELATIONS, ITM POWER



Friday5

TALK THE TALK OR WALK THE WALK?

January 2022



Edelman, the largest PR agency in the world, recently announced it would walk away from clients whose approach to climate action was incompatible with its own position. This follows a review of its operations and client base, in turn stemming from campaigns for Edelman to cut ties with climate polluters, such as Exxon Mobil.

Two months on, Edelman has identified 20 clients with which it is holding discussions to determine if they are climate compatible but has not committed to dropping anyone yet.

Edelman's lack of concrete action on this to date has received criticism from many, including Clean Creatives campaign director Duncan Meisel, who reiterated calls for the firm to drop all fossil fuel clients that plan to expand their production of oil, gas or coal, and end work that "perpetuates climate deception" and "hinders climate legislation."

The Edelman counter argument is that if every company stopped working with fossil fuel companies tomorrow, we would find ourselves in a bit of a pickle to say the least. Of course, the fossil fuel industry needs to demonstrate a speedy pivot towards clean energy sources, and they will need help to make this transition – if Edelman are able to assist this in some way, and accelerate progress, then is it not a positive?

Whilst the Edelman debate is a nuanced one, the principle is sound. It forces companies to stop and pay attention to their climate impacts. If all agencies that make a profit from promoting corporate actions and helping companies craft their public messaging adopted this strategy, very soon we'd identify the sinking ships and would be able to throw them the life jackets.

Friday5

GREEN CLAIMS

April 2022



As sustainability professionals, we sometimes find ourselves in the unenviable position of having to burst someone's bubble about the sustainability credentials of an "eco" product they have found. It's 20% better than what? Is a glass bottle really better than a plastic one if it takes more energy to transport it?

There are plenty of environmental claims about the goods and services we consume that don't stack up, with recent research finding 40% of websites surveyed used misleading tactics. But a new piece of guidance – the Green Claims Code – is hoping to set the record straight.

This guidance, developed by the Competition and Markets Authority, aims to help businesses make robust claims about their sustainability impacts. It is based around six principles, including the need for claims to be truthful and accurate, comparisons to be fair and meaningful, and claims to be substantiated. While the guidance doesn't give a definitive view of what you can and can't say, it has very helpful questions for businesses to ask themselves as they develop their environmental claims, as well as case studies showing how these can be put into action.

This is a welcome step, as misleading claims are unhelpful and erode consumers' trust in the possibility of genuine positive environmental progress.

The guidance is also helpful for businesses, who often find themselves dabbling in greenwashing, but also greenhushing: shying away from making any claims at all given nervousness about the risk of greenwashing. We hope this guidance helps businesses find the sweet spot between greenwashing and greenhushing.



LOUISE, SENIOR CONSULTANT

"I've been involved in a number of projects at Good Business since joining the company two years ago, but one that I'm particularly proud of is the work I did to help Swiss telecoms company Sunrise GmbH commit to setting SBTi emissions reduction targets.

Last year we worked with Sunrise to calculate the company's first carbon footprint and developed an emissions model that projected how that footprint would change over time in relation to possible emissions targets. Through this work we helped the company's executive committee gain the confidence they needed to commit the business to setting emission reduction targets that are in line with SBTi, the highest standard for corporate climate targets."



2. CLIMATE SERVICES

Climate change is the single biggest threat to human and planetary health and wellbeing.

Our climate team work with clients from a range of sectors, and at all stages of their net zero journey, to inform and guide their decisions, define their ambitions and implement their carbon reduction strategies.

The road to a net zero world is full of uncertainties, challenges and tensions. However, the businesses that mitigate, adapt and embrace the opportunities that net zero presents will be those that secure their place in a net zero future.

We work with businesses from the very start of their climate journey, starting with comprehensive carbon measurement and building solid foundations from which to create credible, robust and ambitious strategies that reduce carbon impacts. We also go beyond corporate carbon footprints and develop tools for companies to measure the impacts of their products and services.

In setting targets with our clients, we align with the ambitions of the Science Based Targets initiative to ensure credibility and confidence that our clients are following the latest climate science and shared intent to limit global warming to 1.5 degrees Celsius compared to pre-industrial levels.

The transition to net zero is not an easy one and requires engagement and work at all levels of a business. Colleague education and support forms an important part of our work, particularly for those businesses that are just beginning to address the issues of climate change and carbon reduction. We

work with senior leadership teams to ensure they have a foundational understanding of how climate change impacts all areas of their business. We create governance structures and policies that engage and empower colleagues to support the net zero transition. We also offer advice on compliance and reporting requirements, such as Streamlined Energy and Carbon Reporting (SECR) and the Taskforce for Climate-Related Financial Disclosures (TCFD), as they evolve in a fast-changing environment, and support with CDP submissions and other reporting frameworks.

OUR IMPACT: FY 2022 EXAMPLES

- ✓ Established a set of tools for a global telecoms company to tackle climate change through its value chain
- ✓ Helped a client become the world's first net zero gin company
- ✓ Worked with a global healthcare company to explore the implications of carbon in the medicine value chain and identify areas for thought leadership
- ✓ Secured an "Advanced Level" award from the Carbon Trust for the Route to Net Zero standard submission from a client
- ✓ Delivered company-wide carbon and climate training materials for a global personal care company



CASE STUDY

Virgin Media O2 (VMO2) is a 50:50 joint venture between Liberty Global and Telefonica SA, offering broadband, TV, home phone and mobile services to over 47 million customers in the UK. Following the merger in 2021, VMO2 was developing its new sustainability strategy and wanted to set new climate ambitions which aligned to best practice, including a full value chain net zero goal.

We worked with the VMO2 team to create a combined baseline measurement for the restructured business. We created an Excel-based tool to allow the modelling of carbon emissions through to 2030 that used a variety of different reduction approaches. The tool drew on historical activity data, exogenous data sets and interviews with representatives of different functions across the VMO2 business including transport, network services and product development. This allowed us to understand how different business decisions would impact carbon emissions and supported the creation of a reference case and different scenarios.

We worked closely with the board to explore the implications of this and to develop an appropriate net zero target, with supporting offsetting strategy. The net zero target (net zero by 2040) has been approved by the board and submitted to the Science Based Targets initiative for review and approval.

We are now working with VMO2 on a range of projects, including product-specific carbon accounting tools, climate policies and supplier hotspot analysis.

"The team at Good Business have been fantastic partners in navigating the evolving world of net zero and carbon footprinting, combining flexibility and expertise to deliver impactful results."  
ROB MCCANN, HEAD OF ENVIRONMENT, CLIMATE AND NATURE, VMO2



Friday5

STANDARDISING THE STANDARDS

June 2022



The concept of net zero has quickly gained traction among corporates and governments alike. But the concept presents challenges when applied to individual organisations and, as with any new concept, it takes a bit of time to define.

The latest attempt to define net zero for business is the Voluntary Carbon Markets Integrity (VCMI) initiative, which launched its trial code for assessing the credibility of corporate net zero claims last week. You’d be forgiven for feeling a sense of déjà vu: the Science Based Targets initiative (SBTi) launched its own Net-Zero Standard last year to provide a framework and validation for businesses looking to set net zero targets.

But where the SBTi set a high standard for when businesses can claim to be net zero – when they have reduced emissions by 90% and offset the remainder – this left open the question of how businesses can invest in voluntary carbon markets and get credit for this necessary investment in the meantime. The VCMI, developed by a group including BEIS and the Children’s Investments Fund Foundation, intends to resolve this challenge by creating a standard with a gold, silver and bronze level for corporate net zero targets according to their progress towards emissions reduction targets and quantity of offsetting.

This gives more texture to assessing net zero commitments, where the SBTi’s single, high-quality standard gives less credit to companies going further with offsetting. However, this also must be balanced with the risk of overwhelming the space with too many certifications, standards and initiatives.

Without requiring science-based targets to be validated by the SBTi or “high-quality offsets” to meet any specific standards, the VCMI risks adding confusion without credibility. We will watch with interest as the VCMI tries to establish a meaningful role in the corporate climate commitments ecosystem.



Friday5

HEROES AND VILLAINZ

February 2022



Net zero is a term that gets used a lot, but one where actions really do speak louder than words. A new publication by German organisation New Climate assessed net zero claims from 25 world-leading companies with net zero targets. To cut a long report short, the results were damning. The average reduction target was only 23% to 2030, and just 40% until they achieved “net zero” – both of which fall short of the deep decarbonisation required to limit global warming to 1.5C.

In the world of climate commitments, there are few repercussions for businesses who do not achieve their carbon targets. So, we welcome third-party scrutiny of company GHG accounting, targets and strategy disclosures – especially when companies seemingly align with climate science and best practice. However, we don’t believe that all companies setting net zero targets should be in for a kicking as they make the effort to transition to net zero whilst others taking no action escape unscrutinised. Better to try and fail than not to try at all.

We know the system is imperfect; the regular use of GHG accounting techniques to exclude large portions of emissions, the potential conflicts of SBTi standards, high fees and incentive to be “the” framework; the shifting goalposts of what “best practice” means are all problematic. This is why we believe commitments and targets should come hand in hand with regular transparent disclosures. Commitments and targets should signal internally that a goal has been deemed so important by management that efforts to achieve it are integrated into every decision across the business. So often, commitments are viewed as communications opportunities. But the true opportunities lie in showing their workforce that the business intends to be a part of their future and shaping that future through adaptation and innovation. And perhaps the A in SMART needs to stand for Ambitious, rather than Achievable, when it comes to carbon. Need help knowing what net zero means for you? You know where we are.





### 3. PURPOSE AND VALUES

## Conversations about the role of business in the world are ones that we always enjoy.

Having a clear purpose and unique set of values is the foundation of a progressive future. A business's purpose should highlight the value it brings to the world in a way that sets it apart from other organisations. The purpose is supported by values, which set out how it does what it does. Values should be distinctive, actively useful and relevant to everyone.

We work with our clients to define, articulate and embed their purpose so that it really does deliver on the societal need they have identified. This typically involves conversations – lots of them – with people from right across the business to ensure that we are creating something that goes well beyond just amplifying a brand's community investment activity or lending your social media channels to support someone else's campaigns. It ensures that the purpose and values are authentic but also guide decision-making through and across the organisation at every level.

In FY 2022, we worked with 14 organisations that we consider to be “purpose led”, employing a total of 25,000 people worldwide. By “purpose led”, we mean organisations that put purpose and positive progressive change at the heart of their strategy.

### OUR IMPACT: FY 2022 EXAMPLES

- ✓ Established a new purpose and set of values for a B Corp certified beauty and personal care brand
- ✓ Conducted a global stakeholder engagement exercise to advise on how to align the strategy of a large global non-profit focused on human health and wellbeing to its purpose
- ✓ Created an impact framework for a new purpose-led restaurant group that provides a decision-making framework and practical “how to” guide for employees
- ✓ Developed fundraising and communications materials for an international aid charity delivering humanitarian support and relief in 90 countries worldwide
- ✓ Supported a global personal care company to develop an impact measurement framework aligned to its purpose
- ✓ Worked on a pro-bono basis to provide strategic support to a range of non-profit purpose-led organisations
- ✓ Developed a purpose for a large global capital goods company



### CASE STUDY

#### A new purpose for a new company.

Long-standing client CNH Industrial came to us towards the end of 2021 with a new challenge. The company was planning to spin off its on-highway brands business into a new company, leaving it as a “pure-play” company focused on agriculture and construction equipment. This shift would reduce the number of brands housed under the CNH Industrial name, and leave it well placed to position itself as an agricultural technology leader. It wanted to develop a new purpose for the newly fledged company, which would capture and distil its essence and power it forward into the future.

Our approach to all purpose projects is to find the intersection between what the company does, and what the world needs, enabling us to set out why the organisation exists and the value it delivers. So, our first step was to immerse ourselves in the CNH Industrial world through a listening exercise which included a wide range of internal stakeholders and to explore the external landscape through a process which included interviews with experts in sustainable agriculture, the future of food systems, technology and media and representatives of industry bodies.

This gave us a wealth of insight into both sides of the “purpose equation” which we used to shape a working territory for the purpose which we then evolved and finessed with the CNH Industrial team.

The end result?

#### BREAKING NEW GROUND

##### Productivity: Sustainability: Innovation

Of course with all purposes, the real value comes in the way they are acted upon and how the organisation uses them to drive progress. CNH Industrial is well on the way to making its new purpose an active, living and breathing part of the organisation, which everyone uses to drive decision making and action.





## META THAN BEFORE?

February 2022



The social media behemoth formerly known as Facebook unveiled its new values this week, to widespread derision. Previously, its motto was “move fast and break things”, which arguably it did a good job of delivering on. New values propose that employees “build awesome things”, “move fast” and “live in the future”.

Values should be a guide to action. When we write values for our clients, we ask them to think if their employees will look at their values, be apply them to situations and know what to do as a result. If so, you’re off to a good start. You probably know after a day working with your Metamates whether you have moved fast, or whether you’ve built awesome things. So as a guide to action, that’s a tick for the new Meta values.

But for a business that is facing some very real and significant challenges to its whole reason for being – from its role in spreading misinformation to the impacts of Instagram on teenagers’ mental health – there is a real question mark about whether the new values do the other thing that values need to do, which is to guide good and responsible action. If they don’t do that, then they aren’t values, they are just a set of rules that set out how a business is going to make a profit.

Meta has come a long way from the days when Mark Zuckerberg wanted to find a way to meet girls. And there is real merit to many of its products – from the ease with which small businesses can use its tools to connect with customers in a low-cost accessible way to linking together communities and people around the world. But in a complex world, where the genie is out of the bottle, Meta would do well to think about what values it needs and wants its employees to live by, and whether its new values do that job. Mark Zuckerberg, if you’re reading this, we’re happy to help.

Friday 5

## WITH PURPOSE

February 2022



From corporate social responsibility to stakeholder capitalism, there are many lenses for understanding the ways that businesses impact the world. One of these is ‘purpose-driven’ – generally taken to mean a business that exists not to maximise profits but to deliver on a purpose that benefits society. We say generally because ‘purpose’ and ‘purpose-driven’ have become somewhat muddled terms of late, and in some cases have been adopted by businesses simply to describe a vague intent to do good.

Lazy use of terminology doesn’t help anyone, which is why there are reasons to welcome the British Standards Institute’s newly released PAS 808:2022 Standard for purpose-driven organizations (PDOs). It gives guidance to governing bodies on how to operate a purpose-driven organisation, outlining the principles and behaviours of a PDO and providing the basis for developing a strategy and approach to enacting purpose.

It also seeks to clearly define what a purpose is – which given that it can, in some cases, come perilously close to simply being the next iteration of a brand positioning is needed. The standard sets out that a purpose is “an optimal strategic contribution to long-term wellbeing for all people and planet”. They key here is the ‘optimal’ and the ‘strategic’ – meaning PDOs “focus on solving the problems that they are best placed to address given their strengths, weaknesses, opportunities and threats.”

For us, this is the heart of what drives a good purpose – it sits at the intersection between what the company does and what the world needs. So a definition that focuses attention on the specific area where you are uniquely positioned to make the greatest impact is a step forward. And the fact that it’s codified by the UK’s national standards body gives it heft.

The standard is not without shortcomings. It’s not particularly easy to read, nor does it actually help much with determining exactly what your purpose should be. But we can (and do!) help with that, so if you are ready to take the next step, you know where to come.

## 4. BEHAVIOUR CHANGE

### If you want to change the world, you need to change people too.

That is really hard. From when we get up, to what we have for lunch, to our attitudes about certain things, we are creatures of habit. We’ve learned never to underestimate the pulling power of the status quo. Our approach to delivering behaviour change builds from this truth.

When thinking about the changes that are needed to deliver sustainability-focused behaviour change, we begin by focusing on the person, not the issue. We look at what matters to them, immersing ourselves in their situation through primary and secondary research, using social listening, expert interviews and other data sources to ensure we understand the context.

We then identify the levers for change, looking at the relevant opportunities to deliver this change through working with people’s needs, aspirations and desires. And from that, we are able to develop content that supports change, whether that is a programme, a campaign, a brand or something else.

Behaviour change informs a lot of the work we do, and the principles underpin much of our sustainability strategy work – after all, a strategy is no use if people aren’t motivated to put it into action.

In FY 2022 we spent much of our time focusing on an expansion of our mass media behaviour change programme SKY Girls. As well as establishing the brand and platform in new markets, we have also begun to integrate additional social issues into our activity, including gender equality, HIV prevention and financial inclusion.



## OUR IMPACT: FY 2022 EXAMPLES

- ✓ Worked with 6.5m adolescent girls in six countries across sub-Saharan Africa to build self esteem and pro social behaviours through our SKY programme (see page 26-27)
- ✓ Created a “green benefits” package for a healthcare client in the UK that focuses on using benefits and incentives to change employee behaviour
- ✓ Delivered two international environmental training programmes for clients that focused on providing information and prompts to allow them to deliver their companies’ net zero strategies through their day-to-day decision making processes







CASE STUDY

We have received grant funding from the Bill and Melinda Gates Foundation since 2013 to run SKY. SKY seeks to change attitudes and behaviour among adolescent girls to prevent smoking uptake, empower adolescent girls, reduce new HIV infections and promote financial services for the poor.

SKY is run in partnership with in-country organisations in Kenya, Botswana, Zambia, Ghana, Cote D'Ivoire and Nigeria. We reach adolescent girls through multiple channels including TV shows, movies, a digital and print magazine, social media, on-ground events and pop songs – and we have an estimated reach of over six million people.

SKY's strategy is based on extensive target audience research and behavioural science. Instead of telling girls what to do, we use peer norms and heuristics to make the positive choices the most appealing ones to teenage girls, and then offer simple techniques to help them plan their responses in a high-pressure situation. We offer them cool, relatable, girl-led content, with smoking and other health messages incorporated into it.

2022 was a significant year for SKY Girls. The programme launched in Nigeria in October, expanding our focus areas for impact to include gender empowerment, financial inclusion and tobacco prevention. The Cote D'Ivoire and Kenya programmes both launched new TV shows, with Kenya's TV show S.I.S.T.A. airing on Kenya's biggest TV channel in November and December 2022, achieving over 15 million views. And an independent evaluation of SKY Ghana completed in summer 2022 showed that the number of girls believing smoking was normal had decreased by 50%, and the number of girls saying they would refuse smoking had increased by five percentage points.

Other major highlights from 2022 included launching a partnership with UNICEF to promote menstrual and sexual reproductive health in Kenya, Zambia and Botswana. In September 2022, SKY Girls was highly commended for Best Intervention Submission at the World Social Marketing Conference, and in December we were invited to present the programme at the Social and Behaviour Change Communications Summit in Morocco.

"I used to feel insecure, I lacked confidence, and I was also shy but because of SKY Girls I am bold, brave, secure and confident about my body. Because I see people who are like me but are bold and confident to bring out their messages and seeing that boosts me up that if someone can, why can't I?"

SKY GIRL, GHANA



ALICE, SENIOR CONSULTANT

"Since joining Good Business I've worked on SKY Girls, a behaviour change campaign to help empower teenage girls funded by the Bill and Melinda Gates Foundation. It has been such an exciting opportunity. We work closely with teams across Africa to bring together their expertise on what makes teenage girls in each country tick with Good Business' behaviour change strategy to build girls confidence, self-efficacy, and to make healthier life choices. No one day is the same - I'm learning how to constantly look forward, to anticipate and adapt to ever changing contextual factors and how to support different teams, building their capacity to take on the independent running of the programme. SKY has reached over six million girls and counting. It's amazing to play a part in a movement that can make a real difference to girls' lives."







## Friday5

### WHAT IS THE FRENCH FOR VA VA VOOM?

January 2022



An answer to Thierry Henry's timeless question posed in the Renault advert could now be 'think about lift sharing'.

Under a new French law, car ads will have to carry the anti-pollution hashtag #SeDéplacerMoinsPolluer and advice to consider cycling, walking, public transport, or lift-sharing instead. It is part of President Macron's battle against car pollution ahead of an entire ban on adverts for the most polluting SUVs from 2028, and the sale of petrol-driven vehicles in 2035.

Although there has been backlash from the automotive industry, this move is an important intervention in a holistic approach to combatting car emissions.

There are plenty of examples of products and services where any communication goes hand in hand with warnings about harmful consequences. Campaigns for gambling are stamped with 'begambleaware.org', alcohol adverts come with health warnings, whilst tobacco has to be in plain packaging without any branding at all.

It makes sense for marketers of climate change contributing products to operate in the same way. Advertising is a powerful tool in driving a particular behaviour or additional consumption. Research from the Badvertising campaign highlights how demand for SUVs is higher when people are exposed to advertising for them.

Changing consumer behaviour around car ownership and driving is a big and important challenge. That means we need to come at it from all sides – of course we need affordable electric vehicles, and better charging networks, and regulation and political action. But reaching consumers through marketing and communications has a role to play too.

And on that front, France is speeding ahead, raising the question of whether other countries can keep up?

## Friday5

### NUDGE NUDGE (SINK SINK?)

May 2022



Nudge theory has long been lauded as a behavioural science gold card, and by some of its cheerleaders, as the saviour of the world in its entirety. And that's where the problem arises. If the bar for success is preventing climate change and alleviating obesity, nudge theory was always doomed to fail.

For those unfamiliar, nudge theory refers to a focus on indirectly encouraging individuals to make minor shifts in their own behaviour – for example highlighting the healthier option on a food menu, or reducing plate size. The appeal of nudging is that it is relatively cheap, quick and easy to implement, and at times has seemed to produce impressive results.

However, recent evaluations of nudge theory say its returns are modest at best and – perhaps more importantly – a harmful distraction from the more fundamental systemic changes required to genuinely change behaviour. Take the widely-used example of default green energy tariffs. These are shown to be highly effective in redistributing the allocation of green energy, but to have no direct and immediate impact on the renewable energy mix of said supplier.

To us much of this is obvious. We've long believed that social marketing and behavioural science is one piece of the overall puzzle of driving positive change. Few issues can be changed at an individual level. We need all players to come together and this holistically to drive systemic change. But this doesn't mean ditching the focus on individual behaviour all together; the truth is that a nudge is still a very useful weapon to have in the arsenal, just make sure it's not your only one.

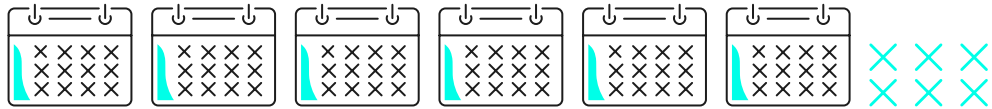




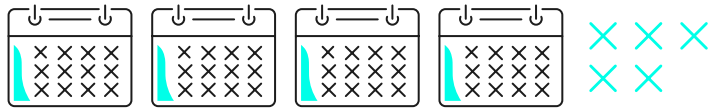
# Good People

We are delighted to have welcomed **eight new team members** since we became a certified B Corp in 2021, many of whom joined our rapidly growing Climate Team.

Meanwhile, team members celebrated milestone work anniversaries – nine of our team have been with us for at least five years, and nearly 20% for ten or more. We are pleased that Good Business is somewhere people want to join, and to stay. In total, our senior leadership team (comprising Partners and Senior Partners) have a combined service length of more than 120 years.



**6 YEARS AND 6 MONTHS**  
The **average** length of employment at **Goodbusiness**



**4 YEARS AND 5 MONTHS**  
The **median** length of employment at **Goodbusiness**



This year, we changed our approach to recruitment to ensure that it is fair, inclusive and open to everyone. We have expanded our use of the BeApplied platform for initial applications and screening, which uses anonymised applications and predictive skill-based assessments to identify the best talent including from applicants who may otherwise have been overlooked. We have also established a Diversity, Equity and Inclusion working group that is tasked with helping to shape our Diversity, Equity and Inclusion (DE&I) approach for the coming years.

OUR IMPACT: FY 2022 EXAMPLES

- ✓ 500 hours of shared team training, development and mentoring
- ✓ 100 hours of paid volunteering by our team
- ✓ 350 hours of work experience and paid internships provided with our partners at Power2 and UpReach
- ✓ Developed a new project management process ensures that alignment across the team, improves efficiency and ensure that everyone is able to learn and develop from each project they work on
- ✓ Developed a new learning and development strategy that provides structured and micro-learning opportunities to everyone across our skills and competencies framework

FY 2023 GOALS

- Increase the learning and development allowance from £250 to £500 a year
- Launch our quarterly employee survey and report on the results
- Become an accredited Living Wage Employer
- Migrate our default pension offering to 100% ESG-based fund
- Roll out a new set of equity, diversity and inclusion strategic priorities

We have invested time in developing a more structured approach to learning and development. We have regular team sessions where people share the work they have been doing, and provide peer-to-peer training on issues ranging from workshop facilitation to carbon footprinting. All employees have access to our Employee Assistance Programme which provides free and confidential advice on issues ranging from mental health to legal and employment queries. We provide each member of the team with two one-to-one sessions each year with a professional coach. In addition every junior member of the team has a mentor who they meet with regularly to support their professional development, and a peer buddy who is available for more informal support.

We are proud to have been offering “Good Days” since 2010. This provides all employees with two days of paid leave a year to use as they choose to work with charities, schools or community organisations. Activities range from reading schemes in local primary schools and packing food parcels at local foodbanks to working as Homestart volunteers and serving as trustees of charities.

We provide each employee with an annual learning and development allowance which can be used for any subscription, course or activity that interests them. Activities this year ranged from language classes and wood carving to Egyptian history workshops and surfing lessons. Work-related training is funded separately, and all employees have access to the LinkedIn Learning platform for structured and self-directed learning.



GEORGE, SUMMER INTERN 2022

“During my internship as a sustainability consultant, Good Business allowed me to acquire new skills and put them into practice. One of the skills was changing how I communicate with various audiences, which I was able to apply to their Friday5 newsletter, something which I felt that I progressively improved throughout my time there. Additionally, I had the opportunity to learn more about the future of sustainable building design by working on a project that involved assessing the environmental and social impacts of new builds in London.

Being mentored by the Good Business team was an incredibly impactful experience. I learned a lot from the team’s diverse experiences and perspectives, and they provided me with valuable guidance and support throughout the internship. The overall experience has greatly impacted my view of sustainability and consulting and has solidified my interest in pursuing a career in this field.”





## CASE STUDY

This year, we launched a range of new initiatives to help people from disadvantaged backgrounds access careers in sustainability and consultancy.

We began partnerships with two charities: UpReach and Power2, both of whom support socially disadvantaged young people to gain work experience and professional networks.

In 2022, we held a “Careers in Focus” day for three students from Power2, which featured speed-networking with members of the team, a presentation about Good Business and the wider sustainability sector, and an activity for them to gain experience of sustainability consulting. One attendee told us “I had an absolutely amazing time. I came home and couldn’t stop telling anyone and everyone I saw how accommodating you were and how much I managed to learn in one session. Good Business has opened my eyes to many things I hadn’t a clue of before, coming in also helped a great lot in helping me discover my own passion.”

Following this event, we offered work experience to all three of the students, with two of them taking up the offer of a paid week’s experience at Good Business. Their tasks included writing an article for Good Business’ weekly newsletter, with a readership of over 2,000 clients and sustainability professionals.

We also launched a four-week paid internship programme for a student from UpReach: a charity that helps university students from disadvantaged backgrounds secure career opportunities. All UpReach associates attended UK state schools, 75% grew up with a household income of less than £25,000 and 75% are the first generation in their family to attend university. This internship took place in summer 2022. The feedback was extremely positive, with the intern reporting: “I am incredibly grateful for the skills and experience gained at Good Business. It was wonderful meeting everyone and being part of the team.” We have since signed up with another organisation, 10,000 Black Interns, to host a BAME (Black, Asian and Minority Ethnic) intern at Good Business during summer 2023.



**SARAH, SENIOR CONSULTANT**

“In 2022, I was proud to be a founding member of Good Business’ first Diversity, Equity and Inclusion (DE&I) Committee.

Sustainability is one of the least diverse sectors in the UK. Just 4.8% of environment professionals identify as Black, Asian or minority ethnic (BAME), compared to a 12.6% average across all professions. Yet to succeed in delivering a just transition, the sector needs a diversity of experiences, perspectives and backgrounds. Good Business’ DE&I committee was founded with the aim of increasing diversity and inclusion within our business, as well as contributing to a shift within the sector as a whole.

I’m pleased with how far we’ve come in the past year. We held a “Careers in Focus” day in partnership with Power2, a charity that works with young people struggling in school, to introduce students to sustainability as a career choice. Two of these students were subsequently offered paid work experience placements at Good Business, gaining valuable experience for future applications. We also launched our first paid internship programme targeted at students from disadvantaged backgrounds, working with the charity upReach. And we have just appointed an intern for summer 2023 through social mobility scheme 10,000 Black Interns. Our hope is that these efforts will help to create a pipeline of candidates from a broad range of backgrounds with the skills, networks and experience to access sustainability roles.”



**PATRICK, SENIOR CONSULTANT**

“I realised that the work I do with clients on carbon measurement and management would be more impactful if I developed my facilitation skills, to allow me to engage with clients and their senior leadership teams more effectively and deliver better outcomes.

In 2022, I set about developing my facilitation skills, focusing on two projects. I chose these two projects because I thought they would deliver value and impact to the clients, and provide good opportunities for me to push myself to improve these skills.

I received a lot of help and support from my colleagues, including two learning sessions on how to structure workshops to get the best out of people and achieve the right outcomes, and a separate workshop on workshop skills delivered to the whole team. I also received advice and specific guidance from my mentor on facilitation skills and from my coach on building confidence.

It’s a work in progress but I have learnt a lot from the support I’ve received and from applying these learnings to these two projects. More importantly, I feel that this has resulted in positive outcomes for the work – better engagement with our clients in their carbon reduction efforts, more focused inputs and conversations, and a better understanding of what we’re doing. And I enjoy it more, as well.”





## Good Planet

As a small team, based in an office in central London providing professional services, **our carbon footprint is relatively small.**

However, we all need to play our part in the transition to net zero, so we practice what we preach. Most of us cycle or walk to work and use public transit for at least part of their journey. We use refurbished IT equipment as much as possible.

But we do use electricity – albeit 100% renewable – to power our laptops and lighting. We travel to our clients if we need to, although we attempt to walk, cycle or take public transport where that is possible. And we buy goods and services that also have emissions associated with them. SMEs account for 99% of all businesses in the UK, responsible for approximately 50% of the UK's business-related carbon emissions, we can't ignore the impact of smaller organisations on the net zero journey.

In May 2021, we committed to becoming a net zero business. Our target is a 50% reduction in absolute greenhouse gas emissions by 2030, from our base year of 2020. In 2022, we published our second net zero [report](#) with details of our scope 1, 2 and 3 emissions. These are reported separately in May each year, but we are looking to align our emissions reporting with our financial reporting in the near future.





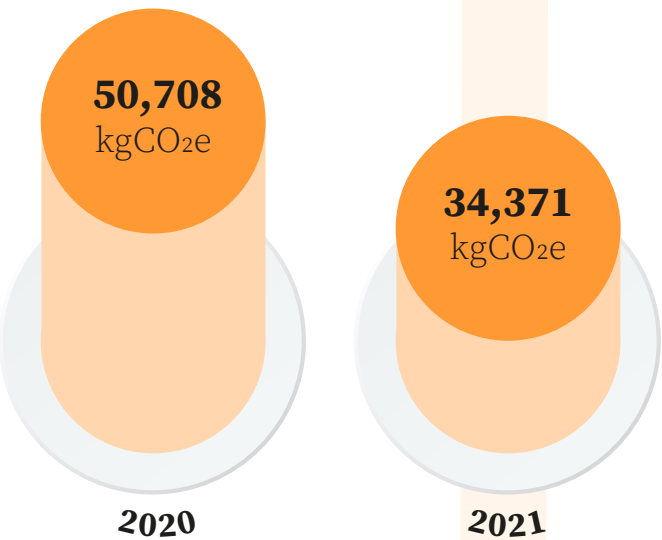
BERTIE, PROJECT CONSULTANT



“I joined the climate team at Good Business after completing an MA in Risk, where I investigated climate risk and ESG and sustainability issues associated with lithium criticality in the clean energy transition. I wanted to take what I had learned into a career in sustainability consultancy and to have an impact in addressing the climate crisis. During my first few months at Good Business, I was on a steep learning curve. “Learning by doing” alongside the team as well as (sponsored and supported by Good Business) completing and pursuing online courses in Scope 1, 2 and 3 Greenhouse Gas Protocol training gave me the knowledge and confidence to get stuck into carbon footprints. Most of my work was client focused, but I was also asked to lead on the development of the Good Business carbon footprint. This involved working closely with my colleagues, collecting data, calculation and report writing. Alongside my training, this taught me the intricacies of carbon accounting and the importance of accuracy. But past the numbers, it was great to contribute to discussions into how Good Business can reduce our carbon footprint and deliver our net zero target. That’s practising what we preach!”

Total emissions in 2021 were 34,371 kgCO<sub>2</sub>e which is 32% lower than in 2020. This is largely due to a significant reduction in business travel in 2021 as a result of Covid-19 restrictions. Our office electricity consumption was also lower, reflecting ongoing office closures during winter months. Scope 3 emissions continue to account for the majority of emissions with the largest contribution coming from purchased goods and services. Employee commuting and work-from-home related emissions accounting for 20% of the total. All emissions were offset through verified carbon sequestration projects.

Throughout the pandemic, we sought to enhance digital working within Good Business through team training sessions and workshops. Business travel is a significant source of emissions, and as the world opens up its borders, we will focus on integrating these new approaches and ways of working with clients.



We also reviewed our travel policy to promote greener travel choices, to include a “no fly” policy for journeys within England, Wales, Scotland and anywhere within one hour’s onward travel from a direct Eurostar hub, flying in economy for all journeys less than six hours, and premium economy for all longer journeys except where there are exceptional business-related circumstances. This was approved in early 2022. We also added an employee benefit that provides all the team with additional paid leave for “slow travel” to holiday destinations.

LARISSA, SENIOR PARTNER



“3 days, 3 kids, 3 trains. What do you get when you combine the search to occupy the kids in the never-ending school holidays, the desire to extend the summer break from the working world, air travel guilt and the newly minted Good Business slow travel policy? Well, in my case, you get a three day trek from London to southern Italy by train. Any doubts about the wisdom of this decision were handily quashed by the discovery that a) the best way to do this is by buying an interrail pass, conjuring up memories of the obligatory teenage adventures and b) kids under 11 get one for free (yes free!)

Leg one: London to Paris on the Eurostar. The train was deemed “too busy” but all was redeemed by the excitement of multiple French bread-related products on arrival (yes croissants, baguettes and brioche all go together, apparently.) Leg two: Paris to Turin on the Frecciarossa 1000 (I know this as child number two turned into train geek, and filled a notebook with details of times, train types and additional features.) Nice train, amazing scenery and free Wi-Fi. Wins all round.

Leg three: Turin to Rome on the Trenitalia. Everyone’s favourite train on account of the space and the views, slightly undermined by the dirty looks we got from fellow passengers at the noise created by aggressive Boggle shaking.

Journey complete, we picked up a hire car and went on our way, happy in the knowledge our journey had generated just 40kg of CO<sub>2</sub> emissions compared to the 880kg or so if we had flown, alongside the discovery that we all rather like train life.”





OUR IMPACT: FY 2022 EXAMPLES

- ✓ Revised our business travel policy to promote greener travel choices
- ✓ Added employee benefit that provides additional paid leave for “slow travel”, rewarding colleagues who choose low carbon alternatives to flying when travelling abroad on holiday with up to two additional days of paid leave
- ✓ Introduced a salary sacrifice programme for employees who want to purchase an electric vehicle
- ✓ Offset our carbon footprint (including scope 3 emissions) using verified offsets from a range of accredited projects provided by ClimatePartner

FY 2023 GOALS

- Reduce our carbon footprint (and contribution to urban air pollution) by shopping locally and avoiding online deliveries to the office where possible
- Offer all employees the opportunity to calculate their carbon footprints, set their own carbon reduction plans and offer paid carbon offsets
- Incorporate energy reduction initiatives and waste management into our office refurbishment, including how we heat the office
- Improve the insulation and energy efficiency of the office while maintaining a comfortable working environment
- Work with another significant supplier to help them measure their carbon footprint and put in place a reduction strategy



netzeronow

CASE STUDY

Net Zero Now recognises that SMEs may experience particular challenges when attempting to set net zero targets. Without significant resources and access to guidance from external consultancies, the task of measuring carbon and establishing reduction targets may seem overwhelming.

We have been closely involved in setting up Net Zero Now, which is an initiative that supports SMEs with carbon reduction by establishing “Sector Protocols”: sector-specific definitions of net zero that not only provide clarity on how businesses in specific sectors can reach Net Zero and give specific tools to use to start and pursue that journey, but also provide a consistent standard against which their efforts to reach net zero can be assessed.

Each protocol is sector-led, and draws on the experiences and insights of industry bodies and experts and larger businesses to reach a consensus on what net zero means in practice for individual sectors.

At Good Business, we have introduced a number of our clients to Net Zero Now, and they have supported the development of sector protocols financially and with in kind support and guidance. Sector protocols that are currently operational include Pubs and Bars, Restaurants, Breweries, Accountancy, Tech Services, IFAs and Legal Services.

A number of Good Business suppliers participated in the development of pilot programmes, including our accountants Grunberg & Co, and our IT providers, Fluid IT, have completed the Net Zero Now process and are currently working towards being net zero by 2030.

“It shouldn’t just be about the Big 4. Our membership of Net Zero Now has shown that it’s possible for all accountancy firms to take small but important steps to get to net zero.”

ROBERT BEAN – MANAGING PARTNER, GRUNBERG & CO.



# Goodbusiness

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