

# Goodbusiness

## 2025 Impact Report

An update on our B Corp journey

Certified



Corporation



Proudly  
employee  
owned.

We are **Goodbusiness**.

We are an employee-owned business that, for 30 years, has been helping clients make transformational change that builds their business and brands. This is delivered through our four core service areas: sustainability strategy, climate and nature, behaviour change, and purpose and values. We work with global companies as well as SMEs, foundations, and charities around the world. We have been pioneers of the power of good since 1996.

Good Business was founded on a simple idea: what is good for business is good for the world, and what is good for the world can also be good for business. That idea is as relevant today as it was then and continues to guide everything we do.

In an era of global and economic uncertainty, we believe that aligning business, social, and environmental interests is not only necessary, but a compelling route to long-term resilience and success.

This year we came together as a team to update our company purpose, and it is simple: **we help organisations transform their business to transform their impact on the world.**



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### About this report

In April 2021, we became a certified B Corp, joining a global community of businesses working towards a more inclusive, equitable, and regenerative economy. That commitment continues to guide how we operate and the choices we make as a business.

This is our fourth impact report since becoming a certified B Corp. It outlines what we have delivered over the past year, our progress against the goals we set, and where we are focusing our efforts next. As B Corp recertification takes place on a three-year cycle, there are no updates to report on our B Corp score this year.

This report covers the calendar year from January 2025 to December 2025. Carbon footprint reporting, however, is aligned to our financial year 2025, which runs from 1st August 2024 to 31st July 2025. For information on our progress in previous years, please see our [2024](#), [2023](#), and [2022](#) Impact Reports.

**In 2025 we worked with 37 clients to deliver social and environmental impact in over 20 countries**

**Measured over 1.5M tonnes of carbon** on behalf of clients, of which over 99% of emissions are covered by science-based targets.

Created **11 sustainability, climate, and thought-leadership reports** to communicate the progress and ambitions of clients in sectors including financial services, food, drink, and apparel.

Conducted two surveys with the Sustainability Leaders Panel, exploring the role of the board in **transformational sustainability** and the impact that sustainability is having in their organisations.

Transitioned to **employee ownership**, ensuring the business is run in the long-term interests of our people and purpose.

Launched our **updated purpose, values, and ways of working** following development sessions with the full Good Business team.

Shaped the **sustainability strategies and targets** of six clients in financial services, food, drink, telecoms, and hospitality.

Launched **SKY Girls** in Senegal, expanding the programme's pan-African footprint.

# Letter from our Founder

When I look back on 2025, it's not hard to find the standout event. And that's because, on July 1st, nearly 30 years after I founded Good Business, we transitioned to an employee-owned business. Good Business is now owned by an Employee-Owned Trust, who will run the business on behalf of all employees, current and future. It's a pretty momentous shift, and one I couldn't be prouder of or more excited about. But I also think it's a natural progression, in keeping with the nature of Good Business as it is now and has always been.

There's lots of evidence out there about how being employee-owned drives engagement, commitment, and performance, and enhances the meaning people get from their working lives. But for me, an analogy Tim Harford recently cited in an article in the FT explains it best. It's based around two fishing crews – let's call them crews A and B.

Crew A is *“organised and understood as a purely technical and economic means to a productive end, whose aim is only or over-ridingly to satisfy as profitably as possible some market's demand for fish”*. The team are motivated to work hard, innovate, and hone their skills, because it will lead to profit.

Crew B has developed *“an understanding of and devotion to excellence in fishing and to excellence in playing one's part as a member of such a crew”*. This excellence is very much about skill – but also about character, social bonds, and courage. These fishermen are risking their lives and are dependent on each other. And *“when someone dies at sea, fellow crew members, their families, and the rest of the fishing community will share a common affliction and common responsibilities”*.

The article went on to cite various studies examining these models of business in the real world. The conclusion: those organised along the crew B lines often end up being more profitable. As Harford puts it, “profitability can rest on shared values, goals, and practices too”.

It will not surprise you that I could not agree more. Good Business is proudly, emphatically, and constitutionally a crew B organisation. We believe that the way we go about doing our work and the nature of the relationships we have with each other matter enormously. Working life ends up being a lot of life and we want the day-to-day experience of it to be as fulfilling as possible, as we seek to deliver impactful change for our clients.

And as a crew B organisation, moving to be employee-owned feels very right. Because now, in a very real and structural way, we are all in it together. We all have a sense of autonomy over the direction of the business. And the better we do, the more everyone benefits.

For me personally, it also sets up a promise to the future (although I'm not going anywhere right now). We will celebrate our 30th birthday in 2026, and I fundamentally believe that what we have at Good Business is special, and worth preserving for another thirty years and more. So, I'm delighted that we've taken a step towards this, by transitioning the business into the hands of the team who have made it all possible, for now, and for the days to come.



**Giles Gibbons**  
CEO of Good Business



# Our B Corp membership

We are proud to be a certified B Corp and to have achieved a score of 115 at our most recent recertification in 2024. That result reflected progress across governance, people, environment, community, and customers, and provided a strong benchmark for the work that has followed.



In March 2025, we marked B Corp Month by using our Friday 5 newsletter\* to spotlight and celebrate the work of B Corps across the community, sharing examples of how businesses are continuing to push for meaningful social and environmental impact.

B Lab has recently introduced a significant update to the B Corp standards, designed to raise the bar and strengthen accountability across the movement. The updated approach places greater emphasis on minimum performance requirements, continuous improvement, and action on the most pressing social and environmental challenges. We welcome this shift and support B Lab's ambition to ensure B Corp certification continues to represent leadership and credibility.

We are now preparing for our next recertification in 2027, when we will assess our performance against the updated standards and continue to embed B Corp principles into how we operate and make decisions as a business.

*\*Friday 5 is our weekly newsletter sharing insights and thinking about issues relating to purpose and sustainability. Each Friday we share five stories that have caught our attention from the world of business, media and culture through a purpose and sustainability lens. 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. Friday 5 is the way we share our emerging insight and thinking with our audience of clients, partners and beyond. It is available to anyone who would like to sign up to it, and the stories are added to our website each week. You can sign up to Friday 5 [here](#).*



**115** Good Business overall B Impact Score

**80** Threshold for B Corp certification

**50.9** Median score for ordinary businesses

### Our B Corp score by category

Governance		20 (+12%)
Workers		39.8 (+5%)
Community		20.9 (+5%)
Environment		10.4 (+4%)
Customers		23.7 (+8%)

The % in brackets shows how our score has improved compared to our previous assessment.



## Our impact

For 30 years, we've helped clients deliver transformational change in ways that strengthen their businesses and brands. Our work spans four core service areas, shaped around our clients' needs: sustainability strategy, purpose and values, behaviour change, and climate and nature services.

The greatest opportunity we have to create positive impact is through the work we do with our clients. But impact is also shaped by how we work, through the partnerships we build and the choices we make about how we operate as a business. This report reflects both these areas.

It focuses on three areas of impact, setting out the contribution we made over the year, the progress we achieved against our previous goals, and the priorities guiding our work going forward.



**Good Work**



**Good People**



**Good Planet**



# Good Work

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

Whether we are assisting them to comply with an ever more complex legislative environment through reporting and disclosure, helping them think through ways to minimise their social and environmental impacts and manage their sustainability related risks and opportunities, or creating new programmes that address some of the pressing challenges of our time, it's through the work we do that we can create the biggest change.

We always start from the client and understand their context and ambition. Most of our work is highly bespoke and tailored to their needs, meaning we have close and ongoing engagement with client teams throughout a project. We ask ourselves the question “what will change within the client’s context through the work we do and how can that work can be used within the business to create transformational change?” at the start of the project, and sense check that at the end.

The introduction of a Net Promoter Score (NPS) last year gave us insight into the impact of our work. NPS is a simple measure of client satisfaction and loyalty, based on how likely clients are to recommend us.

We supplement this with qualitative questions to understand what has changed for clients as a result of our work. In 2025, we carried out eight NPS surveys and received an average score of 50. Please see the update against our goal of setting up an NPS assessment on page 16 for more details.

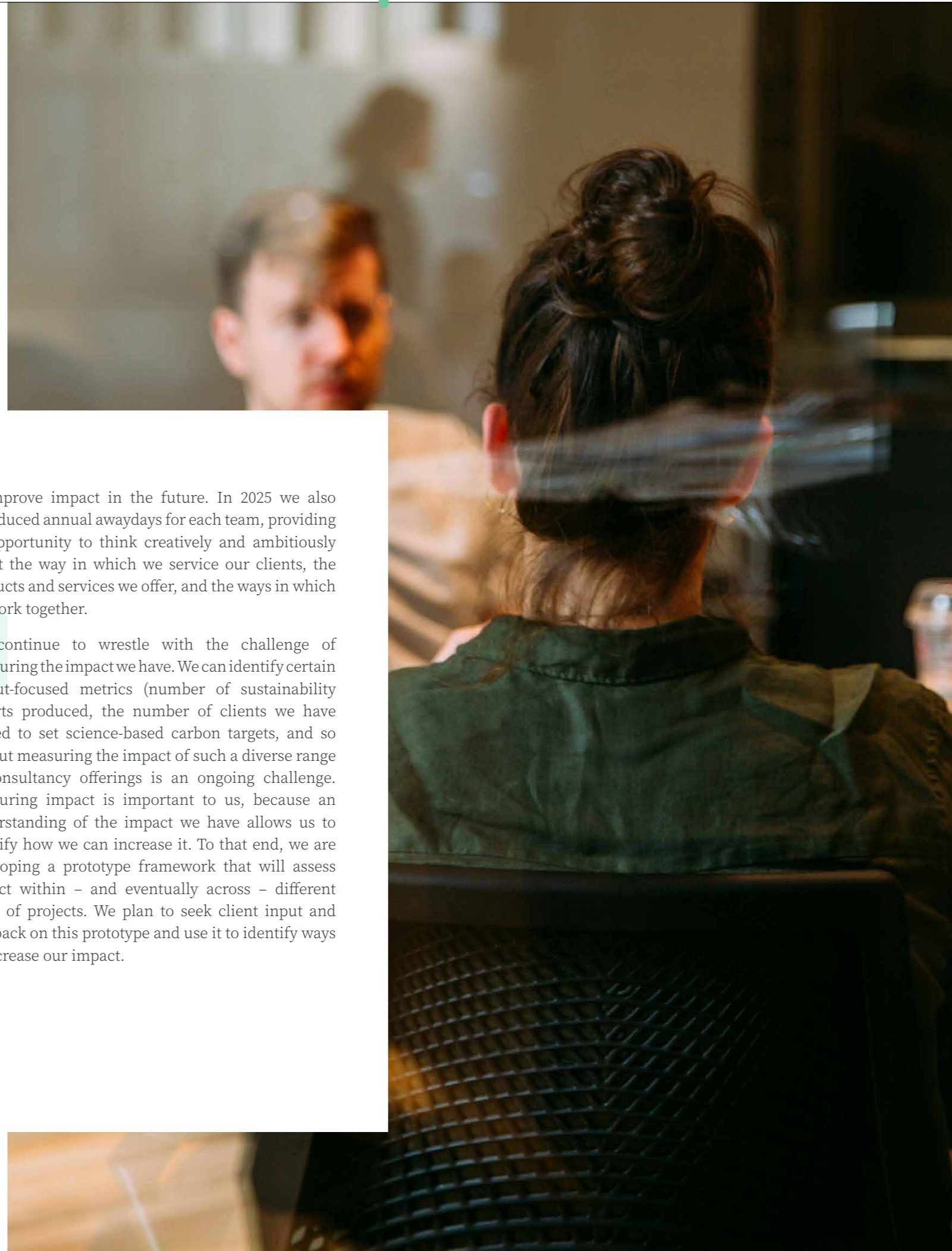
There are four main service areas that we offer to our clients, who range from large multinational companies to smaller businesses with local or national footprints, as well as NGOs and other purpose-led organisations. Our four service areas are:

1. **Sustainability strategy**
2. **Climate services**
3. **Purpose and values consultancy**
4. **Behaviour change services**

Teams meet weekly, to discuss client delivery and ensure that knowledge and information is shared effectively across projects and that we are making the best possible use of the different perspectives and interests of our colleagues. We increasingly work across teams and projects, rather than in silos. We have increased our commitment to knowledge sharing and learning from best practice through a variety of mechanisms, including end-of-project reviews which provide important opportunities to reflect on what has been learned and identify ways

to improve impact in the future. In 2025 we also introduced annual awaydays for each team, providing an opportunity to think creatively and ambitiously about the way in which we service our clients, the products and services we offer, and the ways in which we work together.

We continue to wrestle with the challenge of measuring the impact we have. We can identify certain output-focused metrics (number of sustainability reports produced, the number of clients we have helped to set science-based carbon targets, and so on) but measuring the impact of such a diverse range of consultancy offerings is an ongoing challenge. Measuring impact is important to us, because an understanding of the impact we have allows us to identify how we can increase it. To that end, we are developing a prototype framework that will assess impact within – and eventually across – different types of projects. We plan to seek client input and feedback on this prototype and use it to identify ways to increase our impact.



## Our impact 2025 examples

- ✓ **Developed** a theory of change and monitoring and evaluation framework for a European headquartered FMCG brand to track and increase the impact of its social and cultural programme. Focused on inclusivity, safety, environmental sustainability, and responsible drinking, the framework supports a more positive and responsible nightlife industry today and in the future.
- ✓ **Strengthened** modern slavery due diligence for a leading international financial services company by assessing and prioritising supplier risk and designing a proportionate, long term process for supplier engagement across its supply chain.
- ✓ **Embedded** a refreshed responsible business strategy for a large UK wealth manager, working with teams across the business to establish integrated workstreams, define meaningful metrics, and put responsible business at the heart of day-to-day operations.
- ✓ **Developed** a climate and nature strategy for a UK arts organisation, aligning existing ambitions with new high impact and high risk priorities to support long term resilience as it approaches its 100th anniversary.
- ✓ **Facilitated** a series of workshops with the sustainability team of a financial services company to establish shared ways of working and behaviours, maximising impact and effectiveness.
- ✓ **Created** and delivered a business wide carbon literacy training programme for a UK healthcare company, improving climate awareness and identifying opportunities for greater impact across the organisation.
- ✓ **Researched**, developed, and wrote an award shortlisted thought leadership report for a UK insurance provider on the impacts of flooding on UK landmarks and constituencies, generating widespread media coverage and contributing to national policy debate, including references in the House of Commons.
- ✓ **Designed** and launched a high impact, grassroots led community investment programme for a global beverage brand, supporting the delivery of its corporate purpose. We developed the programme vision, approach, and impact framework, working in partnership with a crowdfunding platform to distribute grants to grassroots organisations. We continue to help manage and evolve the Fund in 2026 and beyond.
- ✓ **Expanded** SKY Girls to Senegal and delivered multi channel reach at scale across all SKY Girls countries, reaching around 2 million digital followers, engaging nearly 280,000 participants through on the ground activations, and reaching over 260,000 girls through school based activities.
- ✓ **Supported** multiple clients to develop climate transition plans, bringing together work on target setting, decarbonisation, and climate governance into a single, coherent roadmap to net zero.
- ✓ **Transitioned** GHG emissions calculations onto various software platforms for clients across telecoms, financial services, and technology, improving audit readiness, access to emissions factors, and the overall quality of emissions data.
- ✓ **Strengthened** climate related financial disclosures for a leading UK food and drink manufacturer through detailed physical and transition climate scenario analysis, translating complex climate risks across the value chain into clear, decision useful inputs.



## Driving change through the Sustainable Leaders Panel

Run in partnership with Echo Research and Mishcon de Reya, our Sustainability Leaders Panel brings together more than 100 senior sustainability professionals from around the world. The Panel provides an opportunity for experienced practitioners to reflect, learn from peers, and influence how sustainability is understood and acted on inside their organisations.

Twice a year, we gather structured insight from Panel members on issues that surface repeatedly in our client work, exploring about how sustainability leaders navigate a fast-changing external environment and drive meaningful change within complex businesses. In 2025, our research focused on two areas:

- the role of the board in enabling (or constraining) sustainability ambition, and
- how sustainability functions are catalysing change across wider business operations.

The findings are shared widely with Panel members and the broader sustainability community via our weekly newsletter, LinkedIn, and live discussion events. Crucially, the research directly informs the advice we give to clients and the development of our products and services, ensuring they are grounded in the real-world experience of sustainability leaders. Through facilitated events and roundtables, Panel members and clients can explore the findings in more detail, sparking ideas and strengthening the community's collective capacity to drive change.

2025 goals

**Develop and roll out an enhanced Net Promoter Score assessment to better understand and measure the impact of our work.**

**Progress** **ACHIEVED**

We updated our client feedback process in May 2025 to include a structured client survey and Net Promoter Score (NPS), alongside the option of a follow-up call with a Senior Partner. Over the year, we received eight client survey responses, scoring seven or above across the board, including two top scores of ten for likelihood to recommend. This resulted in an overall NPS of 50 (4 promoters and 4 passives), which is considered a strong score, outperforming global averages and indicating high levels of client satisfaction and trust. For a small sustainability consultancy, this reflects meaningful client advocacy and a solid foundation to build long-term relationships. specific metrics for each area.

**Further develop our in-house nature expertise and capability.**

**Progress** **ACHIEVED**

We formalised our internal Nature Working Group in 2025, setting clear objectives and delivering learning sessions to the wider team on TNFD (Taskforce for Nature-related Financial Disclosures), nature assessments, and nature partnerships. We strengthened our capability through external engagement (including Sustainability LIVE London, Biodiversify’s Nature Strategy Day at Kew Gardens, and Nattergal’s Harold Park Wildland open day) and by hiring a new project consultant with nature expertise. During the year, we delivered our first nature project, receiving a top NPS score of 10, and deepened our partnership with Biodiversify through a joint climate and nature risk project for a fashion brand.

**Launch SKY Girls in Senegal.**

**Progress** **ACHIEVED**

We successfully launched SKY Girls in Senegal in 2025, establishing a new country programme from the ground up, including leading an agency selection process (eight shortlisted, Wallace appointed in April) and building a dedicated local delivery team. We designed and delivered onboarding and training for the team and launched the programme digitally in August across Instagram and TikTok, followed by a national launch event in October attended by 480 teenage girls. Alongside this, we rolled out a multi-channel engagement strategy (social, community activations, and SKY magazine), building an engaged audience of over 25,000 followers.

**Develop a new impact assessment framework for assessing client work.**

**Implement our new impact measurement framework across our client projects.**

**Define specific impact goals for each of our four service areas.**

**Progress** **ONGOING**

Measuring impact across our different service areas remains a challenge. For our climate change and nature services, we are exploring the development of an impact measurement goal that measures tonnes of carbon measured that are subject to science-based targets, while measurement options for the other service areas remain the subject of discussion amongst the teams. Looking ahead, we plan to integrate these goals into a single goal that focuses on the finalisation of these options and the implementation of it across our footprint.

**Conduct and publish results from two further waves of research with the Sustainability Leaders Panel to understand how sustainability professionals are responding to sustainability challenges.**

**Progress** **ACHIEVED**

In 2025, we conducted two waves of research with the Sustainability Leaders Panel. The first focused on the role of boards in delivering sustainability outcomes and the second on the impact that sustainability is having in creating transformational change. For more information, see our Sustainability Leaders Panel case study on page 15.

2026 goals

- Develop and launch a clear client-facing AI strategy that defines how we use AI as a business and how it enhances the impact of our work.
- Run a futures process involving the whole team to explore what the landscape for a sustainability consultancy might look like in 2030, to inform our strategic planning and generate insights to share with clients, partners, and others in our community.
- Continue to develop our business and human rights, nature and biodiversity, and climate risk services, establishing them as key components of our advisory work.
- Finalise and test our new impact measurement framework across our client projects.





# Good People

**In 2025 has been a defining year for Good Business, marked by our transition to employee ownership. For us, this shift has felt both profound and entirely natural, a formal evolution of values that have long shaped how we work.**

As an employee-owned company, we now have a Board of Employee Directors who represent the interests of the wider team and hold the Managing Partner and Partner Board to account. This governance structure is designed to ensure that Good Business is run in the long-term interests of the people who own it, reinforcing transparency, shared responsibility, and collective voice.

To mark this milestone, we brought the team together for an away day at Sitopia, an organic urban farm in southeast London, an environment closely aligned with our purpose. The day offered a chance to reflect on our journey so far and explore our ambitions as an employee-owned business, creating space for honest conversation and connection. For more details, see the Sitopia case study on page 20.

With this new status, our commitment to our people has never been more important. Throughout 2025, we continued to focus on diversity, equity, and inclusion (DEI), learning and development, and wellbeing, recognising that a healthy, supportive culture is central to the success of an employee-owned organisation.

A key part of this work has been the introduction of a more structured line management approach. This has brought greater clarity, consistency, and support across the business, while also enabling the development of our senior consultants and partners. Many have taken on formal line management responsibilities, supported by a two-day training programme and follow-up review sessions with the team to reflect on what's working well and where improvements are needed.

In parallel, we completed a collaborative review of our purpose, values, and ways of working. Finalised in April 2025, this resulted in a renewed purpose and a refreshed set of values and behaviours that better reflect who we are today. While the review phase is complete, the real work now lies in embedding these into everyday practice.

Closely tied to this was our continued work with our external DEI partner, Ardent, to develop a clear DEI vision and a strategic framework centred on six focus areas, with priority actions set for 2026 and beyond.

We also launched our new learning and development strategy in 2025, supported by investment in team engagement, line management training, resources, and a new dashboard to track progress. This marks the successful roll-out of a more structured and consistent approach to learning across the business, all aimed at helping us deliver better work for our clients and having more impact across the work we do.

As part of our commitment to investing in our community and fostering a more inclusive sustainability sector, we have continued our partnership with Power2 and the 10,000 Interns Foundation, two charities that support young people from underrepresented backgrounds in building brighter futures. Through events and workshops, we helped broaden access to careers in sustainability and supported early career development.

Looking ahead, operating as an employee-owned business feels like a fully realised expression of who we are: a company built on purpose, trust, and relationships, where how we work matters just as much as what we achieve. It leaves us optimistic and excited about what lies ahead.



**Our impact 2025 examples**

- ✓ **14 colleagues** took on line management responsibilities and completed a two-day, in-person line management training course Strengthened modern slavery due diligence for a leading international financial services company by assessing and prioritising supplier risk and designing a proportionate, long term process for supplier engagement across its supply chain.
- ✓ **440 hours** of work experience provided to two students through paid internship opportunities.
- ✓ **496 hours** of team training, development, and mentoring, and individual learning and development time (this covers H2 2025, as measurement of this only began in the second half of the year).
- ✓ **136 hours** of paid time off for volunteering by the team during working hours, using our Good Day policy.
- ✓ **Two engagement surveys** run throughout the year, with an engagement score of 4.3 out of 5 (86%) in Q4.
- ✓ **37 editions** of our weekly “end the week” newsletter sent from our Managing Partner, celebrating individual and team successes and achievements.
- ✓ **One employee** trained as a mental health first aider.

**Bringing the team together at Sitopia Farm**

The Good Business team spent our annual away day at Sitopia Farm in Greenwich, bringing everyone together outside the office to learn, collaborate, and reflect. Sitopia – meaning “food place” – is an urban farm and community hub founded on the idea that how we grow, eat, and value food shapes our impacts on climate, nature, health, and social connection.

The farm uses organic, regenerative, and no-dig growing methods to produce food and flowers for the local community, while also creating space for learning and participation. Our day began with an introduction to Sitopia’s work and the wider food system, followed by hands-on activities including composting and weed clearance. Working side by side on the land created opportunities for informal connection and collaboration across the team.



Lunch was prepared on site using ingredients grown at the farm, providing a shared moment to slow down, eat together, and reconnect. In the afternoon, we reflected collectively on the past year at Good Business and our priorities for the year ahead.

The away day strengthened relationships within the team, created space for shared learning, and reinforced our belief in the value of people-centred, community-led approaches to addressing social and environmental challenges.

**Evolving our purpose, values, and ways of working**

Back in 2024 we came to the collective agreement that our purpose, values and ways of working needed to be updated. We also all agreed it was hugely important that this process was conducted in a way that gave everyone the chance to contribute, so that the final result was collectively shaped and therefore genuinely owned by the whole team.

By early 2025, several workshops with the team later, we had a working version of the new purpose, values, and ways of working set which was shared at a final group session in February. While the purpose is an evolution of where we had started (reflecting the fact that the fundamental beliefs and goals of Good Business are pretty much the same now as they were when we were founded) the values and the ways of working have evolved considerably in a way that was seen to make sense to everyone.

Of course, the real value comes not from having crafted these, but when they are actively used to guide our behaviour and help us make decisions as we go about our working days. We plan to track this through an annual ‘health check’ survey which will help inform their ongoing activation.

2025 goals

**Roll out our new learning and development strategy, including a new target of 50 hours of learning per person per year.**

**Progress** **ACHIEVED**

We launched our new learning and development strategy halfway through 2025, supported by investment in team engagement, line management training, resources, and a new dashboard to track progress. The strategy includes a target of 50 hours of learning per person, set for the 2025/26 financial year. This marks the successful roll-out of a more structured and consistent approach to learning across the business.

**Develop and roll out our new Good Business DEI strategy, including our new DEI mission statement and vision, and our updated recruitment process, policies, engagement survey, and training.**

**Progress** **ONGOING**

During 2025, the DEI committee worked with external consultants to develop a new DEI vision, setting out our aims and beliefs and designed to sit alongside our purpose, values, and ways of working. This was shared at our company away day and refined through team feedback. We also developed a strategic framework structured around six core focus areas and began populating this with existing and new priority actions. Alongside this, we reviewed and evolved our recruitment approach with our consultants, including both process and tools.

**Review our purpose, values, and ways of working and roll out an updated version.**

**Progress** **ACHIEVED**

We ran a series of working sessions with the GB team across late 2024 and 2025 to review and evolve our purpose, values, and ways of working, ensuring input from across the team. This process resulted in a renewed purpose and a revised set of values and ways of working, finalised in April 2025. See our purpose and values case study on page 21 for more detail.

**Develop and implement a new process for gathering ongoing and consistent team feedback in response to the learnings of our engagement survey.**

**Progress** **ACHIEVED**

During the year, we introduced a number of mechanisms to more consistently and effectively capture team feedback, including a structured line management approach and a DEI listening exercise. We will continue to build on and evolve these channels to ensure we are regularly listening and responding to team perspectives. This work is now embedded as an ongoing priority and will no longer be reported as a standalone annual goal.

**Refresh our approach to employee ‘user guides’ and introduce wellbeing action plans for those that want one.**

**Progress** **ACHIEVED**

We updated the template for employee user guides to better support how we work together and get the best out of each other. We also introduced wellbeing action plans as confidential documents to help team members identify and communicate

the support they need at work. This is intended to encourage a more informed and proactive approach to mental health across the team.

**Review and update our benefits package to reflect changing requirements from new recruits and feedback from the team.**

**Progress** **ACHIEVED**

Over the last 12 months, we updated several elements of our benefits package, including our personal development offering, a more flexible approach to slow travel, offsetting for the whole team’s carbon footprint, and introducing a home office fund for all employees. These changes reflect feedback from the team and evolving needs across the business. We will continue to review and explore our benefits on an ongoing basis but will no longer report this as a standalone annual goal.

**Embed a line management structure in the business and have all line managers complete line management training.**

**Progress** **ACHIEVED**

In 2025, we introduced a new line management structure to better support people’s development at Good Business. All line managers completed a two-day training course, and we developed clear guidance materials to set out what the role involves, where responsibilities sit, and how managers can access further support.

Line managers now play a defined role in supporting Personal Development Plans, six-month reviews, and the appraisal process, helping to create more consistent and meaningful development conversations across the business. We have held a feedback session with line managers to understand how the approach is working and plan to gather feedback from those being line managed as part of our commitment to continuous improvement.

2026 goals

- Create a Learning and Development toolkit that brings together internal and external resources in one place, supporting clearer development pathways and more consistent access to learning for all employees.
- Update our HR policies following the review with Ardent to ensure alignment with best practice and support an inclusive workplace.
- Conduct both a DEI listening survey and a values and ways of working survey with the entire team and begin acting on the feedback.
- Continue to roll out our new Good Business DEI strategy informed by the results of the listening survey, including training for all employees.
- Work with an external expert to conduct a comprehensive review of our People infrastructure, processes, and ways of working, and begin implementing the recommendations.



## Good Planet

**As a small service-based company with one main office, our carbon footprint is relatively small, but we still see reducing it as a clear responsibility.**

We already use 100% renewable electricity to power and heat the office, and our purchases mostly relate to professional services from other small businesses.

In 2025, the Science-Based Targets Initiative (SBTi) validated our near-term targets. These include maintaining zero Scope 1 and Scope 2 emissions through to 2030 and measuring and reducing our Scope 3 emissions from a 2024 base year through the SME validation route. Alongside this, we have applied a voluntary internal carbon price of £15 per tonne to our FY25\* Scope 1, 2, and 3 emissions. How we have applied this in practice is set out in the case study on page 28.

Our carbon footprint for FY25 was 110 tCO<sub>2</sub>e (market-based calculation), up 16% from 95 tCO<sub>2</sub>e in FY24. This was driven by an increase in our business travel. Our most significant sources of emissions continue to be Purchased Goods and Services and Business Travel, which accounted for 89% of our FY25 carbon footprint.

As we continue to grow and invest in our business, our spend on professional services (in areas including accounting, HR, and IT support) is likely to increase. We aim to manage the impact of this by supporting our SME suppliers with emissions measurement, education, and reduction opportunities. This will support the shift towards better data quality in our own footprint and identify opportunities for our partners to manage and reduce their own emissions.

Our flight travel emissions have increased since FY24 due to an increase in distance travelled. This reflects the expansion of our Gates Foundation-funded behaviour change campaign into Senegal, which required additional travel during the set-up phase. We are working with the behaviour change team to identify areas for emissions reductions, as part of the roll-out of our new internal carbon price. In the UK and Europe, we travel by train when we can.

We continue to support and encourage our employees to adopt more sustainable lifestyles. We are a member of Possible\*\* and, since 2022, have offered all employees two additional days of paid leave each year to support lower carbon “slow travel” choices. Employees are also given the opportunity to calculate their personal annual carbon footprint using a bespoke tool developed by our Climate team. To encourage emissions reduction, we provide a financial incentive for employees who reduce their personal footprint below a defined threshold. This threshold will tighten year on year in line with the Climate Change Committee’s Sixth Carbon Budget balanced pathway. Emissions reductions achieved below this threshold are included within the scope of our internal carbon pricing.

\* Our financial year runs from 1st August to 31st July.

\*\* Possible is a scheme that encourages employers to support low-carbon travel choices by their employees.



**Our impact 2025 examples**

- ✓ **Matched 100%** of our Scope 1, 2 and 3 emissions to an internal carbon price, contributing funds equivalent to the total to UK climate and nature projects.
- ✓ **Seven team members** used our slow travel policy to make lower carbon transport choices when going on annual leave.
- ✓ **25% of employees** travel to the office by bicycle on a regular basis.
- ✓ **Continued to “green”** the office by adding new plants to the office space to boost employee wellbeing and improve indoor air quality.

**2025 goals**

**Submit and obtain validation of our near-term targets from the SBTi via the SME route.**

**Progress** **ACHIEVED**

In 2025, our near-term targets were validated by the SBTi via the SME route. This includes maintaining zero Scope 1 and Scope 2 emissions through to 2030 and committing to measure and reduce Scope 3 emissions from a 2024 base year.

**Develop an approach to setting an internal carbon price to support our efforts in reducing business travel carbon emissions in line with our target.**

**Progress** **ACHIEVED**

We implemented a new “climate contributions” approach in 2025, moving away from traditional offsetting and applying a voluntary internal carbon price of £15 per tonne across 100% of our Scope 1, 2, and 3 emissions\*. This approach aligns with emerging SBTi guidance. We are developing training for the team and a calculator based on this internal price to support the reduction of our business travel emissions.

**Implement a new approach to offsetting employee personal carbon footprints.**

**Progress** **ACHIEVED**

We have extended our internal carbon price to apply to a defined threshold of each employee’s personal carbon footprint, with incentives offered to those who keep emissions below that level. Funds generated through this approach are reinvested in UK based nature recovery projects, including habitat restoration, reforestation, and seagrass initiatives.

*\* Includes 2023 and 2024 corporate and employee lifestyle emissions during transition to the climate contributions approach*

**Expand our efforts to support core independent suppliers on measuring their carbon footprint, education, and reduction strategies.**

**Progress** **ONGOING**

We have continued to engage priority suppliers to calculate their carbon footprints and allocate emissions to the goods and services we procure, improving the quality and completeness of our Scope 3 data. To date, we have completed carbon footprinting for one major supplier. Building on this, we plan to extend this work to additional suppliers and to increasingly support them in identifying and implementing emissions reduction opportunities over time.

**Report on the % of supplier spend that is with suppliers who have a valid carbon reduction target in place (aligned with relevant best practice), and set a target related to this.**

**Progress** **NOT ACHIEVED**

We have decided to move away from tracking formal carbon reduction targets across our suppliers, as many of our core suppliers are SMEs at an early stage of carbon measurement. Instead, we are focusing on more collaborative supplier engagement, which better reflects our supplier base and where we can drive the greatest impact. As a result, this goal has been retired as a standalone metric.

**Update our Slow Travel policy and develop a tool that tracks both time and impact of the policy.**

**Progress** **ACHIEVED**

We developed an Excel based tool to calculate the emissions reductions associated with slow travel requests, enabling more consistent tracking of both uptake and impact. This has improved our understanding of how the policy is being used across the team, while also giving individuals clearer visibility of the impact of their travel choices and supporting more consistent alignment with the policy criteria.

## Our partnership with Ecologi

In 2025, we launched a partnership with Ecologi as part of our commitment to apply the same rigour to our own climate action as we do in our client work. The partnership combines shared learning and collaboration with direct financial contributions to UK nature recovery, enabling us to take responsibility for our ongoing emissions while deepening our understanding of emerging best practice.

Our partnership goes beyond a supplier relationship. We work together to support organisations that are serious about climate action, referring opportunities where the other's expertise is the best fit. Good Business supports organisations to develop credible climate strategies, targets, and transition plans, while Ecologi enables businesses to take responsibility for ongoing emissions through high integrity climate and nature funding.

As part of our own climate journey, we chose to align early with the draft SBTi Corporate Net Zero Standard V2.0. Using the draft Ongoing Emissions Responsibility framework, we applied a voluntary internal carbon price of £15 per tonne to 100% of our 2025 Scope 1, 2, and 3 emissions. Funds generated through this approach are invested via Ecologi's UK Climate and Nature Fund, supporting woodland creation, habitat restoration, and marine ecosystem recovery. These contributions sit alongside, not instead of, our ongoing efforts to reduce emissions at source and will continue in future years.



### 2026 goals

- Educate employees on our Good Business carbon footprint, our science-based target, and our internal carbon price, so that they can consider these in day-to-day decision-making and to contribute to progress against our emissions reduction goals.
- Improve the data quality of our carbon footprint.
- Offer the Good Business team opportunities to volunteer at nature restoration sites, helping build a stronger connection to the great work carried out by our partners.
- Expand our efforts to support core independent suppliers on measuring their carbon footprint, education, and reduction strategies.

# Good**business**

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