



B Corp Impact Report

May 2026





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Foreword

Since 1st May 2025, Baily Garner has gone through an exciting period of transformation and growth. We're delighted to be celebrating our 50th year as a business and reflecting on our B Corp journey so far.



This time last year, we wrote about the political and civil unrest creating a challenging environment for businesses on every continent to thrive amid uncertainty. This year presents similar political, civil and economic challenges that all businesses across the globe must navigate.

Despite these challenges, we remain committed to investing in our business and our people and have continued to grow in both headcount, geographical reach and financial performance. These investments have strengthened governance reporting, enhanced policies, enabled us to welcome new professionals and make strategic acquisitions that position us for continued growth and success.

Earlier this year, we launched our BG BuildHer initiative to champion women at Baily Garner and inspire other girls and women to join our industry. This initiative has already seen women across the business join the 'To be Empowered' programme, which includes working through themes like building resilience, confidence and visibility with the aim of fostering a more balanced business with female role models to inspire other women and girls to consider a career in the construction industry.

We were proud to announce our ranking of 50th in the Building Magazine's Top 150 Consultancies 2025 list; this was a testament to our growth, impact and the dedication of our teams, and reinforced our reputation as a trusted and well-respected consultancy.

Over the past 12 months, we have continued supporting our customers and communities through technical insight initiatives, including speaking at events, producing thought leadership content, delivering training, forums and webinars and collaborating with other professionals at roundtable events. The topics of these initiatives directly impact underserved communities, and our continued growth has enabled us to do even more of this than in previous years.

Over the next 12 months, we will be working hard to establish improvements that may need to be implemented for recertification in May 2027. These improvements will benefit our people, our customers and our communities as we align ourselves to the new and enhanced B Corp standards and continue on our journey of growth.

Bradley Webster

Managing Partner



Why we are a B Corp

As an organisation driven by our purpose and values, becoming a B Corp was a natural step for Baily Garner. We took this step, becoming certified in 2024 and have since used the B Corp principles to drive improvement in everything that we do.

When we discovered B Corp via a presentation given by B Leader, Will Gardner, at our 2021 Quality Summit, we felt a natural alignment with the principles espoused by B Lab. This was especially true given work was underway to formalise within our new business plan a commitment to be a responsible business.

In the summer of 2023, we established our formal purpose — “To Positively Impact People’s Lives” — as the centrepiece of our new business plan. At the same time, we saw B Corp as a framework for how we delivered it, turning purpose into action and holding ourselves accountable for delivering improvements in each impact area.

Since receiving our certification in 2024, we’ve continuously refined and enhanced our efforts to maximise our positive impact across all impact areas. We’ve implemented improvements both internally and externally, striving to elevate our ways of working and reinforce our commitment to responsible business practices.

Being part of the B Corp community has fostered a more holistic and conscientious approach to our growth, encouraging us to evolve with purpose and accountability.





B Corp Score and Goals

Our B Corp Score

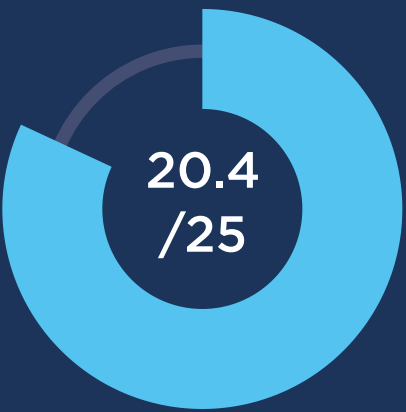
Our last verified score in May 2024 was 98.9 out of 200. We had an ambition to informally re-run our application, as we believe we would now achieve an improved unverified score.

However, with the changes to the standards and application process, decided our efforts were better focussed on reviewing what the minimum requirements will be as we work towards recertifying in May 2027. That being said, last year, we focussed our efforts in the levelling up exercise where we recognised improvements were needed in the Community and Customer scores.

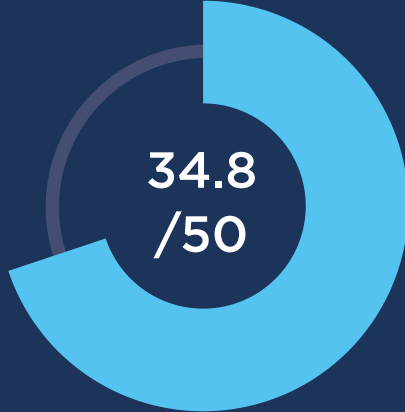
You'll see from our Impact Report this year, how we've focussed those efforts and continue to make positive impacts in our communities, and for our Customers.

Impact Area Scores

Our last verified fine is made up of the following scores across each impact area:



GOVERNANCE
This reflects what we do to enhance policies and practices relating to our mission, ethics, accountability and transparency.



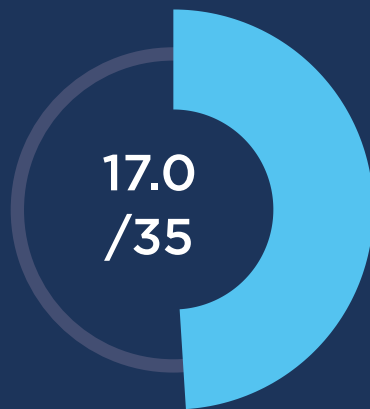
WORKERS
This reflects our contribution to our employees' financial, physical, professional, and social well-being.



COMMUNITY
This reflects what we do as a company to improve our environmental stewardship.



ENVIRONMENT
This highlights our contribution to the economic and social well-being of the communities we operate in.



CUSTOMERS
This reflects what we do as a company to improve the value we create for our clients.





Impact Area Plans and Progress

Introduction

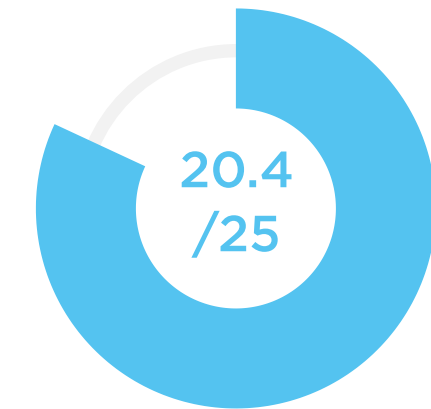
This is our second Impact Report since becoming a B Corp, and we're proud to say we've made significant strides towards improving our scores in each impact area.

This report has been produced by our B Corp Working Group, which keeps track of progress toward our goals, identifies areas for improvement, and ensures we are living up to the spirit of B Corp.

We have achieved significant milestones since our last report, and we believe this is reflected in the following sections. With this in mind, over the next 12 months leading up to our recertification date, we will be monitoring our development with more purpose, focus, and structure, in order to prepare for the new minimum requirements that must be met.



Governance



Last year, we summarised Governance as our highest-scoring impact area. Despite the strong performance, we identified several areas of improvement; this year we have done the same.

Our key areas of focus have been:

- Enabling directors and partners across the business to view and monitor our social value commitments through one centralised data platform.
- Producing an action plan to ensure we're en route to achieving net zero carbon for scope 1 and 2 emissions by 2030.
- Establishing a new Risk and Assurance Function to oversee compliance and risk assessments, including those related to meeting the B-Corp standards and requirements.

What have we achieved
since the last report?

Mission and engagement

We have added ESG as an agenda item at Management Board meetings. This includes reviewing the action plan for our emissions to track our net zero journey. We have established our new Risk and Assurance Function which includes the appointment of our first ever Risk and Assurance Manager.

Ethics and transparency

We have explored a new platform to provide full visibility of our social value commitments across the business. This is particularly important to us as our customers are also putting ESG at the forefront of appointments.

What are we planning
to *achieve next?*

Mission and engagement

We are currently looking at how we can better report our carbon impact performance. We set out our strategy to reach net zero, however, we recognise we need a defined action plan in place to hold ourselves accountable and ensure we are meeting milestones towards our 2030 target.

Ethics and transparency

We plan to implement the Compliance Chain software solution that will allow us to better manage and monitor delivery of our social value commitments. Work is ongoing to fully implement this solution in the coming months.



In Summary

What we said we'd do

- Add ESG performance as an agenda item at management board meetings
- Release formal quarterly financial updates to the practice

What we did

- ESG performance is now an agenda item at management board meetings
- Published our ESG statement and Net-Zero Strategy
- Started providing quarterly financial updates to the practice
- Appointed a Risk and Assurance Manager
- Explored the viability of a new ESG platform

Plans for the next 12 months

- Implement Compliance Chain
- Improve reporting on our carbon impact performance
- Develop a formal action plan for achieving net zero carbon scope 1 and 2 emissions by 2030
- Establish a full Compliance Programme that incorporates B Corp requirements and action tracking
- Ensuring integration of new acquisitions includes alignment of governance and B Corp commitments

Workers



Our employee experience mantra is simple: to make people happy at work. Over the past year, we have continued to place our people at the centre of our decision-making, recognising that a positive and fair workplace is fundamental to creating long-term positive social impact and business success.

Over the past year, we've taken meaningful steps to enhance the employee experience, strengthen internal systems, and invest in professional development. These efforts are central to our mission of positively impacting people's lives — starting with our own team.

Our key areas of focus have been:

- Strengthening employee voice and engagement
- Ensuring fairness, transparency and inclusion
- Reviewing and improving people practices and policies



We've acquired two businesses since *our last report*

- Baily Garner made two exciting acquisitions since our last impact report, bringing our total employee number to almost 400. As a purpose-driven business, our priority has been to handle the integration of 4i Solutions and Arcus Consulting in a way that maximises the benefits enjoyed by all of our colleagues.
- Alongside our continued organic growth, the above acquisitions brought our office total from 3 to 8, which has required us to reevaluate some of our commitments to ensure they're both fair and deliverable. We had previously committed to installing Air Quality Monitoring (AQM) across all offices by the end of 2025. We have adapted this commitment to assessing the feasibility of AQM as part of an ongoing plan of office upgrades as we look at rationalising the allocation of our workforce.

What have we achieved *since the last report?*

Employee Engagement Survey

We implemented bi-annual anonymous staff surveys to determine our employee Net Promoter Score (eNPS) and asked further questions to gain insight into how our people experience working at Baily Garner, and what we should stop, start and keep doing to make people happy at work. We shared survey results openly with employees, alongside clear actions and regular updates on progress. Participation in the surveys was strong, with over 90% engagement, and we complemented them with an anonymous 24/7 ‘Have Your Say’ form.

People policies and wellbeing

We released enhanced maternity, paternity, neonatal and menopause policies to better support colleagues through different life stages and circumstances. We also invested in water filters and coffee machines at employee request.

Learning and development

We continued to invest in professional development by reimbursing professional membership fees for approximately 100 colleagues and enrolling 143 individuals on external training courses, with a total investment cost of £80,880.

What are we planning to *achieve next?*

Employee contracts and support

From August 2026, employees will benefit from enhanced contracts with reduced working hours, increased sick pay and more flexibility to carry over annual leave. We will also be hiring additional personnel within our Central Business Support (CBS) team to support our technical staff.

Learning and development

We will increase our investment in learning and development to support our growing number of staff. We will also be running dedicated sessions to build the skills and confidence of women within Baily Garner as part of our BGBuildHer initiative.

An employee-centric integration

We will continue to carry out the integration of our newly-acquired businesses in a way that prioritises our new colleagues, including assessing the feasibility of installing Air Quality Monitoring (AQM) within each of our offices as part of an ongoing programme of upgrades.



In Summary

What we said we’d do

- Annual Employee Engagement Survey
- Indoor air quality monitoring
- Cross-Job and Life Skills training
- Professional development via LinkedIn
- Internal policy updates

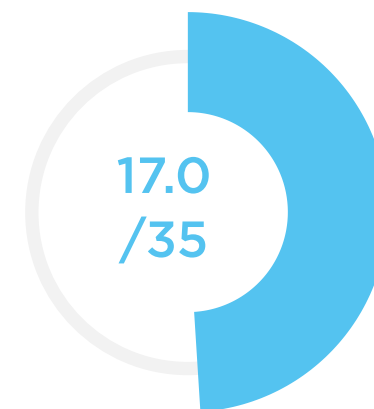
What we did

- Implemented bi-annual Employee Satisfaction Survey and 24/7 ‘Have Your Say’ form
- Released updated, enhanced policies
- Took action based on Employee Feedback
- Released ‘How To’ videos for FAQs

Plans for the next 12 months

- Enhanced employment contracts with reduced working hours
- Increasing investment in learning and development
- Recruitment within CBS to further support colleagues
- A DEI Wellbeing and Staff Engagement Group
- Achieve Defence Employer Scheme Silver Award
- Assess the feasibility of AQM in each office as part of an ongoing integration and workforce allocation plan

Customers



In our last impact report, we identified that the Customers impact area needed a renewed focus to level up our score to meet the other impact areas.

We have focused on gathering feedback to understand how or where we could best serve our clients. This has been achieved through a refreshed KPI mechanism, targets and transparent sharing across the business.

Our key areas of focus have been:

- Customer satisfaction and continual improvement
- Continued innovation and diverse thought leadership.



In our last impact report, we wrote about how we had received only 55 responses to our KPIs the previous financial year, and the limited sample this provided us with in consideration of the hundreds of projects and clients with whom we worked. If we were to truly focus on our clients, we needed to have a better understanding of their views of us.

We set about producing a new KPI procedural note which was released in September 2025. We enhanced the method of issuing of KPIs to integrate with invoicing which has seen the KPIs issued out and therefore responses, increase. In 7 months, we received 53 out of 226 issued out, which is an improvement on 55 for a full year.

We committed to the following last year:

- 01** Clear targets for the number of KPIs issued
- 02** Defined customer satisfaction targets
- 03** Actively tracking performance against these targets
- 04** Sharing results publicly to demonstrate accountability and transparency

Pleasingly, the first three items have been achieved already, and we have 1 year to implement the final item.

Something we pride ourselves on is being thought leaders, and we made a commitment to the continuation of this, including branching out our offering, which we have done successfully in this reporting year.

What have we achieved *since our last report?*

Innovation and thought leadership

We have continued to diversify the type of support we offer to clients, and since last year have released thought leadership, commentary and advice in the following areas:

- 01 Awaab's Law (including podcast)
- 02 Designing Neuroinclusive spaces
- 03 School condition improvement and SEND provision
- 04 Warmer Homes Plan
- 05 Approaches to retrofit and regeneration
- 06 Building Safety Act delays
- 07 How we can enable the building of 1.5m homes

08 How to fast-track your planning application

09 Achieving equity in decarbonisation

Alongside the above, we have delivered training, webinars, masterclasses, workshops and even reviewed client policies on topics including:

- Building Safety Act workshops (as a BSF champion)
- Damp, Mould and Condensation
- Awaab's Law
- Retrofit and decarbonisation
- School estate planning



KPIs and continuous improvement

Since becoming a certified B Corp, we refreshed our customer KPIs to align more with B Corp fundamentals and carried out our first ever customer perception survey. To ensure this objective was shared across the business, we added this as an agenda item to our monthly employee 1:1 forms, bringing customer feedback to the forefront at all levels.

To further improve this process, we have centralised the issue and collation of KPIs within our Central Business Support team and embedded it within our invoicing process. This has resulted in more KPI Feedback Forms being returned and has allowed us to conduct trend analysis and provide an up-to-date picture of how each group within the business is performing from our client's point of view.

What are we planning to *achieve next*?

Customer satisfaction and continual improvement

We have recently refreshed our business plan with a new strategy for how we intend to deliver for our clients. We want to achieve an NPS score of >70 and to do this, we need to continue obtaining client feedback to learn from and provide the best possible customer experience.



In Summary

What we said we'd do

- Refresh our KPIs and monitor them against a set target
- Continue our innovation and thought leadership

What we did

- Refreshed our KPIs with a set target and monitoring strategy
- Released a new KPI procedure integrated with invoicing
- Shared returned KPIs with the whole practice
- Defined customer satisfaction targets aligned with NPS scoring methodology
- Continued our innovation and thought leadership

Plans for the next 12 months

- Continued actively tracking performance against targets
- Issue more KPIs for increased feedback
- Monitor and analyse NPS score
- Review method of sharing NPS score publicly to enhance transparency and accountability



Environment



Baily Garner is targeting net zero emissions in Scopes 1 & 2 by 2030, and Scope 3 by 2050. Key activities required to achieve these targets have been set out in a strategy, with quarterly review meetings set up and buy-in from key stakeholders obtained. These targets require commitment across all levels of the business to be successful so we have undertaken a variety of discussions and engagement activities.

Baily Garner continues to grow, increasing turnover and staff numbers. While integral to the business' success, increased head count invariably means an increase in baseline emissions, which must be offset by our Net Zero Strategy.

We are also keenly aware of the impact of AI on carbon emissions through the increased use of tools such as Copilot and Fathom. We have set up an internal training programme in green skills alongside our core competencies in Net Zero, ISO 14001 and B-Corp to address some of these challenges.



Our key areas of focus have been:

- Reviewing our Net-Zero Strategy in light of increasing head count
- Internal training in green skills
- Appointing new workers to focus on compliance and reporting
- Understanding the modes of transport our workers use

What have we achieved *since our last report?*

Net-Zero Strategy

Baily Garner is committed to Net Zero for Scope 1 and 2 emissions by 2030 and Scope 3 by 2050. We have identified key stakeholders, milestones and a working group who meet quarterly to ensure the trajectory of our Net Zero Strategy is being followed and the targets are met. Our continued growth will require closer focus on this due to an increase in baseline omissions. We continue to look for ways to improve our environmental performance across all areas of the businesss, having recently conducted a survey on employee transport methods with a view to encouraging greener alternatives.

Green skills

We have set up an internal training programme in green skills alongside our core competencies in Net Zero, ISO 14001 and B Corp to help us with education and awareness of environmental impacts. This step is helping us move towards our Net Zero position, and influence those we work with to do the same.

Compliance and reporting

Our leadership team has grown, with several strategic hires. These include Marc Baines, Director of Growth and Transformation; Simon Franks, Employee Experience Director; and Chris Roberts, Audit & Risk Manager. All will ensure, alongside our Net Zero strategy steering group, that we are managing and reporting compliantly and effectively.

Waste handling

All employees are encouraged to adhere to the waste hierarchy – reduce, reuse, recycle. The government’s legal obligations, set out in the Environment Act 2021, mean Councils now provide a separate food waste collection service which has been implemented across our offices.

Climate solutions

We’ve drastically cut printing, donated unused IT to charity, switched to EVs, and embraced office-wide green policies such as reducing single use plastics in cleaning, catering and events. We joined PrintReleaf in January 2024 as we wrote about in our last impact report, and have offset all printing since then with reforestation of over 56 trees.





In Summary

What we said we'd do

- Review our energy tariff
- Review cloud-storage options

What we did

- Reviewed Net Zero Strategy in light of increasing head count
- Prepared internal training in green skills
- New hires to focus on compliance and reporting
- Surveyed employees on modes of transport
- Reviewed impact of cloud-based storage
- Reviewed our energy tariff
- Reforested over 34 trees

Plans for the next 12 months

- Continually review impact of growth on our Net Zero plans, monitoring the required milestones closely
- Implement training in green skills
- Review AI usage to understand data storage impact

What are we planning to *achieve next*?

We will continue to review our Net Zero Strategy against the increased head count brought by organic and inorganic growth.

Many of the targets are longer-term strategic goals, but represent areas where significant emissions are produced. This focus ensures we invest time, money, and resources, to continue to ensure Baily Garner makes a positive impact on people and the planet.

As the use of AI grows across our expanding company we recognise we need to better understand the impact on our data storage and ultimately our changing emissions profile. Alongside this review, we are implementing green skills training which will include specific modules on the use of AI.

Community



Essential to being a successful B Corp is ensuring our Community, both internally and externally, are cared for and nurtured. Our purpose — “To positively impact people’s lives.” — is the driver behind everything we do.

Over the past year, we’ve taken time to reflect on our broader responsibilities as a business. Through this process, we’ve strengthened relationships across multiple facets, enabling us to expand our reach and deepen our impact on the communities both inside and outside our business.



Our key areas of focus have been:

- Bi-annual employee engagement survey
- Setting our new ESR target
- Carrying out a gender pay gap analysis

What have we achieved *since our last report?*

ESG

Since achieving accreditation, we have strengthened our commitment to Environmental, Social, and Governance (ESG) practices across all our offices. Through focused initiatives, we've embedded ESG principles into our operations and fostered a greater sense of responsibility at every level.

Our key implementations include:

- 01 Employee Engagement Survey:**
In 2025, we began the process of issuing a bi-annual anonymous survey to all Baily Garner employees. Our HR team provides an update to the practice, taking a transparent 'you said – we did' approach.
- 02 New CSR target:**
Representatives from each internal team were appointed to champion CSR initiatives. We set a target to use 25% of all CSR days across the company and exceeded it, reaching 34% utilisation.
- 03 Gender pay gap analysis:**
We conducted a gender pay gap analysis across all employed members of staff across the business. This was uploaded to the government gender pay gap service.
- 04 Time and money:**
Between 02/03/2025 and 01/03/2026, our team completed 1,504 hours, totalling 207.5 CSR days. Baily Garner also contributed a total of £15,300 to various charities.



Building Magazine Top 150 Consultants

In September 2025 Baily Garner were delighted to receive the acknowledgement through the annual ranking of consultants across the country.

Compiled by Building magazine, this ranking benchmarks the UK's leading consultants based on fee income and the number of chartered staff. Our position reflects not only our expanding footprint in the industry but also the trust our clients place in us to deliver innovative, reliable, and impactful solutions.

With our Architects being ranked 40th and our Surveyors 36th. This achievement is a reflection of the hard work, dedication, and passion that our teams bring to every project. It also signals our growing influence in the UK consultancy landscape and reinforces our reputation as a trusted partner in the construction industry.



The Sunday Times – Best Places to Work 2025 – Big Organisation

In May 2025, Baily Garner were named as one of the leading multi-disciplinary construction consultancies in the UK. The accolade recognises Baily Garner's ongoing commitment to nurturing a workplace culture built on people, sustainability, and technology – the three pillars that underpin its approach to progress and innovation.

Organisations are evaluated against six critical drivers of a positive workplace: Reward & Recognition, Instilling Pride, Information Sharing, Empowerment, Wellbeing, and Job Satisfaction.

Growth plan and *strengthening our abilities:*

Arcus and 4i

Within the last year, we completed two major Merger and Acquisition activities, integrating two companies that share our values and culture, and who align with the project types and the services we deliver.

Firstly, as of September 2025, Baily Garner merged with 4i Solutions; with the pairing of these companies, there is now a team of colleagues who collaborate to provide strategic asset management and project delivery solutions together.

Secondly from February 2026, Baily Garner completed the acquisition of Arcus Consulting. With the wider office locations, we now have an increased geographic footprint across the UK which enables us to extend our high-quality, multi-disciplinary services.



With both of these new connections, we have enhanced the capacity and capabilities of our disciplines, enabling them to develop more schemes across the built environment. As well as sharing significant growth ambitions, both 4i and Arcus believe in maximising the positive impact created by what we do.

Giving back to the communities *we serve*

Expanding our reach

The merger with 4i and the acquisition of Arcus not only broadened our service offering but also our geographical reach. As can be seen from the map diagram, our offices are now strategically placed to strengthen our operations in the Midlands, but also to expand our reach, and therefore our ability to positively impact more lives, further to the North of England.

“With the expanded geography of our business, we are excited to serve more clients in the North, contributing to the region’s built environment and bringing social value to its local communities.”

– Bradley Webster



Community *engagement*

Donating clothes to Smart Works

Baily Garner employees donated a large quantity of clothing, shoes and accessories to the Smart Works Charity who provides unemployed women with high-quality interview clothing to assist them in securing employment. They have supported over 37,000 women across 11 centres in the past decade.

We look forward to donating to this fantastic cause again next year!

Mentoring programmes

Through our continued partnership with the Envision Programme, we have been able to support students through their structured programme to design and implement social action projects. With teams up and down the country, Baily Garner colleagues have acted as business mentors on a variety of schemes.

Over the last year:

05 Mentoring programmes were held across the country.

35 Staff members actively supported these initiatives over three months.

We also continue to deliver mentoring to Futures Board members of the Housing Forum.

Championing young talent

We actively engage with local educational institutions surrounding our offices, encouraging young people to explore careers in construction, and also take on cohorts of apprentices annually. We currently employ **36 apprentices** across our offices.

In the past year, our teams attended **31 careers fairs** to promote opportunities in the industry:

06 Events in Manchester

04 Events in Birmingham

21 Events in Eltham

Charitable contributions

Our commitment to giving back is reflected in our total charitable donations, which amounted to **£15,300** over the past year.

Industry influence & thought leadership

As a diverse and talented practice, we are committed to shaping industry dialogue and innovation.

In the past year, we participated in **38 conferences and summits**, including **21 speaker sessions** and presentations at key events such as:

- UKREiiF
- NHF/CIH Housing Community Summit (Liverpool)
- MAT Growth Conference
- THF National Conference
- RISE Retrofit Masterclasses
- Supporting Young Talent in Construction
- Housing Horizons

What are we planning
to *achieve next?*

BuildHer: To Be Empowered

A new and revised series of training for the women at Baily Garner. Delivered over a series of weeks, it provides both group and individual sessions to support and mentor a number of female staff within the business. The aim of the training is to support career growth by building confidence and encouraging the women of Baily Garner to step up and become role models.

Compliance Chain

The implementation of the software ‘Compliance Chain’, which will allow us to better manage and monitor the delivery of our social value works and commitments.

New CSR Target

Following us successfully reaching last year’s CSR target, and due to our growing number of staff, we have set a new target to use 50% of our available CSR Days across the business.

Gender pay gap

This year, we released our gender pay gap analysis. This year, we will be reviewing it in more detail against a variety of different criteria to gain further insight into our statistics.



In Summary

What we said we’d do

- Annual Employee Engagement Survey, including diversity tracking
- Set our new CSR target
- Carry out a gender pay gap analysis

What we did

- Instituted a bi-annual Employee Engagement Survey
- Set our new CSR target
- Completed our first gender pay gap analysis

Plans for the next 12 months

- Further analysis of statistics for our gender pay gap report
- Meet our newly increased target to use 50% of available CSR Days
- Implement Compliance Chain software to monitor social value contributions
- Continue supporting women across Baily Garner through BGBuildHer initiative



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