



B Corp Impact Report

May 2025

Certified



Corporation



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Foreword

Since 1st May 2024, we have reaped immense benefits from being part of the B Corp community. Reflecting on the past year, we feel a tremendous sense of pride in our team's achievement of certification.



Joining this growing community, which aligns corporate goals across a diverse array of businesses, has brought us significant advantages and opportunities to collaborate.

The past year has been marked by political and civil unrest on every continent, creating a challenging environment for businesses to thrive amid uncertainty. This context underscores the importance of focusing on the impact areas defined by B Corp to bring social, economic, and environmental benefits.

B Corp has played a pivotal role in shaping our plans, particularly in our journey to Net Zero Carbon and refining our strategies to reduce carbon emissions. The application process alone sparked vital internal debate that might not have occurred otherwise.

B Corp accreditation has impacted our business at every level, from our governance to delivery of our Board meetings. We now implement a refreshed agenda that incorporates stakeholder mapping and deeper consideration of parties affected by our decision-making. This builds on our Board's existing culture of transparency and accountability.

Customer care remains at the heart of our operations. Our recent Customer Perception Survey will help us enrich our current suite of KPIs, providing

deeper insights into how our customers perceive us. We embrace feedback, which aligns with the B Corp spirit and has facilitated our plan to develop our KPIs further.

Being accredited also acknowledges our service to underserved communities. Over the past 12 months, we have supported our customers through technical work, toolkits, and thought leadership in areas such as Damp and Mould, Retrofitting at Scale, and the Cost of Building a House. These initiatives directly support communities in need.

Looking ahead, we aim to further engage and collaborate with other accredited organisations to benefit both our workers and customers. Our purpose is to positively impact people's lives; B Corp supports this purpose in various ways, particularly by bringing people into the workforce through our recruitment and apprenticeship programmes.

Over the next 12 months, we look forward to welcoming dozens of new professionals to our business and supporting them in achieving their potential.

Bradley Webster
Managing Partner



Journey to B Corp

Our journey toward becoming a B Corp began in 2021 at our annual Quality Summit, where Will Gardner delivered an inspiring presentation on purpose-driven organisations.

Will's insights into major corporate companies, their journeys, and backstories sparked our own interest in becoming purpose-driven. Our own Futures Board — a group of ambitious young professionals from various teams within our practice — was tasked with evaluating whether this was a path worth pursuing. The team carefully considered the alignment of B Corp principles with our existing values.

By early 2022, we made the commitment to seek certification, recognising that it closely reflected Baily Garner's culture and emerging sense of purpose. We released an update to our existing business plan in Summer 2023, and alongside it, our brand-new purpose: **"To positively impact people's lives."** We saw no better way to fulfil this vision and purpose than by holding ourselves accountable for our actions and the influence we have on the environments and communities in which we work.

Since receiving our certification last year, we've continuously refined and enhanced our efforts to maximise our positive impact across all 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.

Certified



Corporation



B Corp Score and Goals

Our B Corp Score

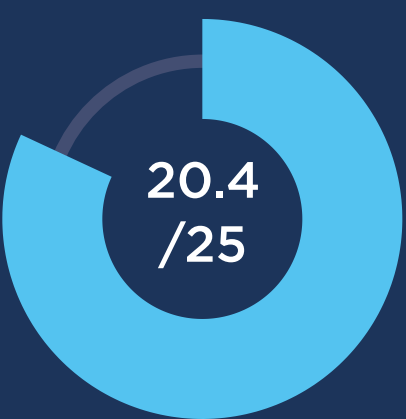
Our last verified score in May 2024 was 98.9 out of 200. At less than 50% of the total marks available, we know we can – and want to – do better, and have identified several areas to focus our attention.

We were most interested in seeing how we fared in each impact area when compared to the averages in our country and sector. Surprisingly, despite the seemingly ‘low’ score with plenty of scope for improvement, we found ourselves well above average in our **Governance, Workers and Environment scores**, and on par with our Community and Customers scores.

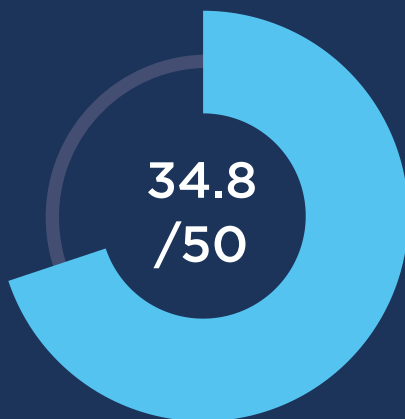
In light of this, we identified the need for a levelling-up exercise - an injection of focus to bring our two lowest-scoring impact areas above the sector average and demonstrate greater consistency across the board.

Impact Area Scores

Our last verified score 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.



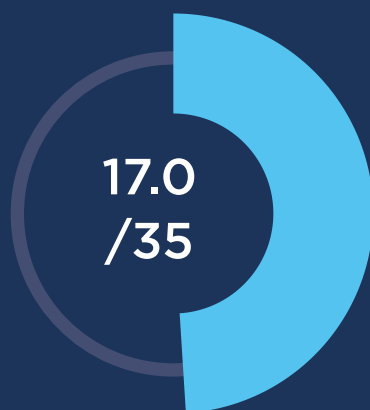
WORKERS
This reflects our contribution to our employees’ financial, physical, professional, and social well-being.



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.



B Corp Score and Goals

Our Aim

When we recertify in May 2027, we will be aiming to achieve a verified score of 120 out of 200.

To map out this improvement, and check our progress, we plan to re-run our submission to get an unverified score in May 2026. This will give us 12 months to make further focused improvements across the business leading up to our re-certification.

As mentioned above, we are aiming for greater consistency across all impact areas—particularly in **Community** and **Customers**, where we see the most room for growth.

That said, we have identified opportunities for improvement in every impact area. These insights have directly shaped our goal-setting as we look ahead to re-certification and beyond.



Beating the Benchmarks

These charts show how we compare with industry averages, giving us an incentive to go further and highlighting where we need to focus our levelling-up efforts.





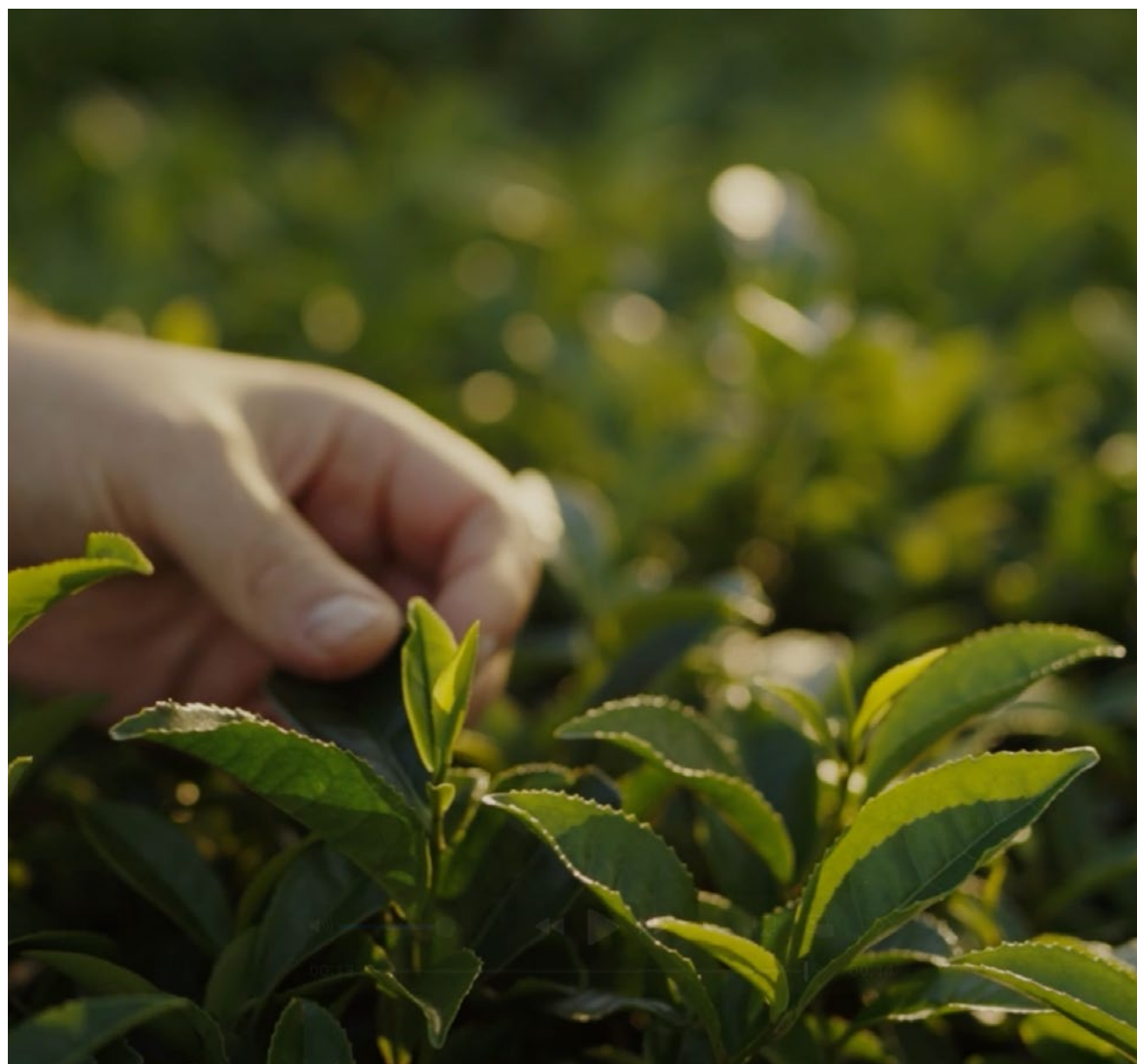
Impact Area Plans and Progress

Introduction

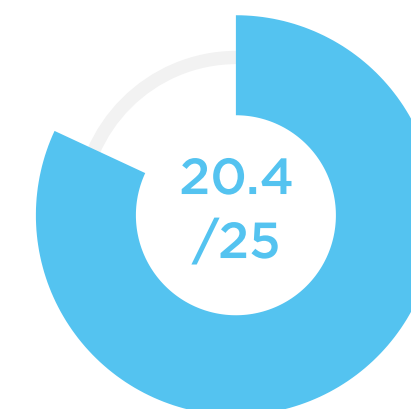
Following the excitement of becoming a B Corp, we were not as active in setting, reviewing and monitoring our goals immediately after certification as we would have liked.

Recognising this, we implemented a plan for our B Corp Working Group to reinvigorate regular group meetings by placing these goals on the agenda to keep us accountable. The group now produces reports that help us track progress, identify areas for improvement, and ensure we are living up to the spirit of B Corp.

This isn't to say we haven't achieved significant milestones since certification — we certainly have, and we believe this is reflected in the following sections. With this in mind, over the next 24 months leading up to recertification, we will be monitoring our development with more purpose, focus, and structure as a framework for our continued improvement.



Governance



Governance is the impact area where we scored the highest, earning 20.4 points out of a possible 25. Despite the strong performance, we identified some minor areas for improvement, which we outline below.

Our key areas of focus have been:

- Formalising social and environmental performance reviews by our Board of directors. We have made steps towards this, yet there is still room for improvement. We have laid out what we plan to do.
- Producing and publishing our ESG statement and Net-Zero Strategy, and making this publicly available.



What have we achieved
since accreditation?

Mission and engagement

We have updated our employee monthly 1:1 review forms to bring social and environmental factors to the forefront. Furthermore, we have updated the job descriptions of executive team members to include social and environmental performance.

Ethics and transparency

We are delighted to confirm that we published our ESG statement and Net-Zero Strategy in May 2025, and this is publicly available on our website. We are finding that our customers are looking more closely at suppliers, and although we were strongly aligned with their ESG values, we previously had no formal statement to demonstrate our accountability and alignment.

What are we planning
to *achieve next?*

Mission and engagement

Whilst we've made positive strides towards the goal we set out to achieve, we would like to improve this further and intend to add this as an agenda item to the management board meetings. With a newly appointed Managing Partner and a restructured management board, we have a perfect opportunity to bring this to the forefront.

Ethics and transparency

As a business, we openly share financial information at all levels. However, this is not done formally. It will therefore be simple to start releasing quarterly financial updates as well as annual financial updates, which we intend to implement through our Practice Briefings.



In Summary

What we said we'd do

- Review ESG performance
- Publish our ESG statement and Net-Zero Strategy

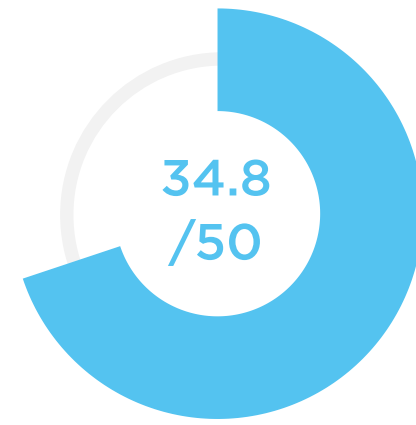
What we did

- Introduced ESG to 1:1s and job descriptions
- Published our ESG statement and Net-Zero Strategy

Plans for the next 12 months

- Add ESG performance as a management board meeting agenda item
- Release formal quarterly financial updates to the practice

Workers



At Baily Garner, we believe that our people are our greatest asset. The Workers impact area reflects our commitment to creating a supportive, inclusive, and empowering workplace: one where every individual can thrive, grow, and feel valued.

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:

- Enhancing employee engagement and satisfaction
- Investing in learning and development
- Strengthening workplace policies and systems

What have we achieved *since accreditation?*

- We welcomed a new Employee Experience Director to our Central Business Support team, reinforcing our commitment to people-focused leadership. Alongside this, we implemented HiBob, a modern HR Information System, which has streamlined our HR processes and improved access to employee data and support tools.
- To better understand our team's experiences, we partnered with WorkBuzz to conduct our first employee satisfaction survey. These insights have helped us identify strengths and areas for improvement, ensuring that our people's voices are heard and acted upon.

What are we planning to *achieve next*?

Employee Engagement Survey

In 2025, we aim to roll out the next annual Employee Engagement Survey.

This survey includes questions about clarity of expectations, opportunities for growth, recognition, and overall satisfaction. Conducting these surveys regularly will help us understand and improve employee engagement and will provide a robust framework for tracking and improving engagement over time.

Cross-job and life skills training

We intend to launch ‘Lunch & Learn’ sessions to encourage knowledge sharing and continuous learning. These informal gatherings will offer opportunities for team members to explore cross-functional skills and personal development topics. Our goal is to provide 75% of full-time and part-time staff with training beyond their core responsibilities.

Indoor air quality monitoring

We currently monitor indoor air quality in select areas of our Eltham office. By the end of 2025, we aim to install air quality monitors across all of our offices, ensuring a healthy and safe working environment for all employees.

Professional development via LinkedIn Learning

To support career growth, we plan to offer LinkedIn Learning subscriptions to all employees. This will give our team access to a wide range of courses, helping them build new skills and stay ahead in their fields.

Internal policy updates

We plan to undertake a comprehensive review of our internal policies to ensure they remain aligned with evolving best practices and employee needs. This work supports a fair, transparent, and up-to-date workplace environment.



In Summary

What we said we’d do

- Measure Employee Satisfaction
- Identify internal policies to update

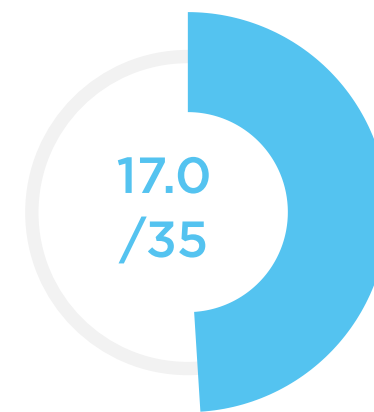
What we did

- Conducted our first Employee Satisfaction Survey
- Formulated a plan for policy updates
- Streamlined HR processes

Plans for the next 12 months

- Roll out Annual Employee Engagement Survey
- Install Indoor Air Quality Monitoring
- Implement Cross-Job and Life Skills Training
- Roll out Professional Development via LinkedIn Learning
- Release updated policies

Customers



We have recognised the Customers impact area needs levelling up to match those in which we scored higher.

Interestingly, we have only two opportunities to improve our score, and that includes customer satisfaction and continual improvement.

Our key areas of focus have been:

- Customer satisfaction.
- Continuing thought leadership through diversified means.



We recognised the need to develop and enhance the KPIs we issue to our customers in order to obtain feedback. For example, last financial year, we received just 55 responses to our issued KPIs — a limited sample considering the hundreds of clients with whom we worked.

Customer service is at the core of our purpose, and we recognise that improving how we use KPIs will benefit both our continual improvement efforts as an organisation and our ability to better serve our clients.

To address this, we've committed to:

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

All four aspects are things we haven't done before, and by the time we recertify, we plan to have implemented them.

The other area, which naturally is of utmost importance to us, is being thought leaders in our industry: keeping abreast of — and continuing to provide — innovation, whether that be via our publications, articles, technical training, online webinars or masterclasses. Although this does not represent any additional scoring, we will continue to do this and branch out our offering to include previously uncharted territory, as we have done since certification.

What have we achieved *since accreditation?*

Innovation

We have diversified the type of innovative support we offer via various means, and these have been far-reaching.

Since certification, we have released the following resources:

- 01 Damp and Mould Toolkit
- 02 Unlocking Retrofit at Scale
- 03 Demystifying BNG: A Guide
- 04 Measuring Carbon
- 05 Solving the Skills Gap article

We have delivered the following training for multiple client organisations:

- Building Safety Act workshops (as a BSF champion)
- Damp and Mould training
- Retrofit masterclass
- Technical helpdesk function to support client queries (6-month pilot)

And we have collaborated on research for the following:

- AI-DOMP (AI-Enabled Design Diagnostics and Optimisation System for Mould Prevention)

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 improve client communication, we've piloted a client communication transformation software which is designed to make project information sharing more seamless. This software is embedded within email drafting and hosted SharePoint websites.



What are we planning to *achieve next*?

Customer satisfaction and continual improvement

Prior to our recertification, we are planning to achieve all four aspects as referenced on page 12.

We have already started to implement this by carrying out a full review of what we're currently doing and running blank canvas research on what we want to do moving forward.



In Summary

What we said we'd do

- Focus on customer satisfaction
- Diversify our innovation offering

What we did

- Refreshed our KPIs
- Carried out a customer perception survey
- Introduced customer feedback to employee 1:1 agendas
- Offered innovation in new ways

Plans for the next 12 months

- Refresh our KPIs (again), set a target, and monitor



Environment



Baily Garner remains committed to continuous improvement in its environmental performance and this is demonstrated most clearly in the recent publication of our Net-Zero Strategy and Carbon Impact Report, May 2025.

One of the challenges in this piece of work — aside from the sheer task of pulling together large amounts of data on Scope 1, 2 and 3 emissions and understanding key metrics from our supply chain — was the need to establish a suitable baseline year outside of those impacted by the Covid pandemic.

Since that time, Baily Garner's staff numbers have increased noticeably; a testament to the business' continued success. However, with this comes the challenge of a naturally rising emissions profile.

As part of our Net-Zero Strategy, we have bolstered internal core training, awareness of transport choices among staff, appointed climate and nature champions, and refreshed responsible procurement.

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Our key areas of focus have been:

- Publishing our Net-Zero Strategy.
- Carrying out feasibility exercises to make our offices more sustainable.

What have we achieved *since accreditation?*

Net-Zero Strategy

12 months ago, we outlined our plan to formally publish our Net-Zero Strategy. This commits Baily Garner to Net Zero Scope 1 and 2 emissions by 2030. We have identified the key areas of company emissions; those relating to staff travel and procurement. We have also undertaken a feasibility study on retrofitting our offices in London, Birmingham, and our new office in Manchester. This exercise was central to our planned development over the last 12 months, as it covers environmental performance across all areas of the business.

Responsible Procurement

In January 2025, we launched our Responsible Procurement Policy to supplement our approved supplier list. This policy ensures we meet best practice standards for environmental, ethical, and social practices in our line of work. We ask suppliers if they have a Net-Zero Strategy and set clear red lines for those we won't undertake business with, based on ISO 20400 principles.

Electric vehicle fleet

We continue to transition from ICE vehicles to an electric vehicle fleet. Our company car policy contains a preference for opting for electric and encourages the use of public transport for business-as-usual activities.

New waste handling supplier

We have a new waste handling supplier and can now obtain finer data on recycling rates and removal of waste going to landfill. We obtain data on key waste streams, such as electrical recycling and food composting, and have set annual targets to reduce waste as part of our Net-Zero Strategy.

PrintReleaf

PrintReleaf provides automated environmental offsets against a company's printing through certified reforestation and carbon offset projects. Last year, we reforested 22 trees through PrintReleaf. As part of his membership with the Association of Project Safety, our Head of CDM and Partner, Colin Talbot, also had a tree planted locally in a Devon forest.





In Summary

What we said we'd do

- Publish our Net-Zero Strategy
- Carry out office feasibility exercises

What we did

- Published our Net-Zero Strategy
- Carried out office feasibility exercises
- Published our responsible procurement policy
- Continued our transition to an EV fleet
- Planted 22 trees
- Renewed our waste-handling supplier

Plans for the next 12 months

- Review our energy tariff
- Review cloud-storage options

What are we planning to *achieve next*?

In the coming year, we will review our electricity and gas providers to ensure we procure the greenest option when our policy comes up for renewal.

We continue to review our cloud-based storage options to reduce emissions from data storage.

Many of these 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.

Community



Community lies at the core of being a B Corp. While the concept of community can be defined in various ways, its essence is found in shared interests, common experiences, or the connection among people in a particular place.

At Baily Garner, our purpose is clear: “To positively impact people’s lives.” This drives everything we do, shaping our commitment to those we serve, both internally and externally.

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 wider communities.



Our key areas of focus have been:

- Embedding ESG principles more effectively within our company.
- Enhancing diversity within our management teams.
- Increasing our community engagement by giving back to the areas in which we operate.

What have we achieved *since accreditation?*

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 ESG Manager:**
Shirley Heapy was appointed as ESG Manager to ensure ESG accountability at the highest level, reporting directly to our Management Group.
- 02 Baily Garner social value champions:**
Representatives from each internal team have been appointed to champion CSR initiatives within their disciplines, encouraging participation and increasing voluntary engagement.
- 03 Dedicated teams channel:**
We've created an internal platform providing visibility into CSR opportunities across the country, serving as a streamlined booking system for staff involvement.
- 04 Impactful contributions:**
Between 01/05/2024 and 30/04/2025, our team has completed **855.5 hours**, totalling **118 CSR days**, reinforcing our commitment to social responsibility.

Increasing diversity within our leadership team

Since our accreditation in 2024, we have made significant strides in diversifying our leadership team. We are proud to have welcomed three new female partners — Bonnie York, Dionne Fenech-Soler and Louise Green — into leadership roles. This brought the total number of women in key leadership positions across the business to eight.

This marks an important step forward in fostering a more inclusive and representative leadership structure, reflecting our ongoing commitment to diversity and equity within Baily Garner.



What have we achieved *since accreditation?*

International Women’s Day 2025

At Baily Garner, women play a vital role across all areas of our business:

30%

Of our staff
are female

19%

Are technical
team members

23%

Of our
Partnership
are female

24%

Of our students
and apprentices
are female

While these numbers position us above the industry average, we recognise there is always more to do. As part of our IWD 2025 celebrations, we hosted a Baily Garner Breakfast, where insightful discussions led to the formation of a dedicated working group. This team will meet quarterly to drive new initiatives forward, ensuring continued progress in gender diversity and inclusion.

We’re excited about the future and will continue to build on this momentum.



Giving back to the communities *we serve*

Expanding our reach

In October 2024, we broadened our service offering by opening a new office in Manchester, led by Associate Partner Tom Cadman. This expansion extends our presence beyond London and Birmingham, allowing us to support more clients across the North West.

“With the opening of our new office in Manchester, we are excited to serve more clients in the North West, contributing to the city’s architectural landscape and supporting local communities with sustainable, innovative building solutions.”



Community *engagement*

Summer’s Mission, Christmas 2024

We were honoured to support Summer’s Mission, an inspiring initiative led by nine-year-old Summer. She has made it her mission to help children from families facing financial hardship during the festive season by partnering with local businesses to collect donations of gifts and toys. We were delighted to participate and hope our contributions made a meaningful difference.

Mentoring programmes

Our longstanding partnership with Envision continues to impact young people from less advantaged backgrounds. Through structured mentoring programmes, students work alongside trained Envision staff and business mentors to design and implement social action projects that positively impact their schools and colleges.

Over the last year:

16 Mentoring programmes were held across the country.

26 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 **32 apprentices** across our offices.

In the past year, our teams attended **26 careers fairs** to promote opportunities in the industry:

02 Events in Manchester

05 Events in Birmingham

19 Events in Eltham

Charitable contributions

Our commitment to giving back is reflected in our total charitable donations, which amounted to **£19,550** 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 **18 speaker sessions** and presentations at key events such as:

- UKREiiF
- NHF/CIH Housing Community Summit (Liverpool)
- MAT Growth Conference
- THF National Conference
- SEC Damp and Mould Toolkit training
- Supporting Young Talent in Construction

What are we planning
to *achieve next?*

Employee Satisfaction Survey

In 2025, we aim to roll out the next annual Employee Engagement Survey, providing every member of staff with the opportunity to share their insights and feedback on all aspects of the business. This is a key part of our Workers impact area, but is also relevant to the Community impact area, with a specific focus on tracking the diversity of our workforce.

New CSR target

While we’ve made strides in Corporate Social Responsibility (CSR), we recognise the need to increase participation in CSR days across the company. To encourage greater involvement, we are implementing new strategies to make volunteering more accessible and engaging for our employees.

Our goal for next year is to **utilise 25%** of our available CSR days, ensuring that we maximise our collective impact and contribute even more to the communities we serve.

Gender pay gap

We will be conducting a gender pay gap analysis to identify if there are any differences or disparities in pay across our workforce.



In Summary

What we said we’d do

- Embed ESG principles
- Enhance the diversity of our workforce
- Increase community engagement

What we did

- Implemented ESG principles
- Improved diversity in our leadership team
- Carried out numerous community engagement activities
- Expanded our geographical area

Plans for the next 12 months

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



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