PHILOSOPHY

Impact Report FY26

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Foreword

In June 2025, both in our mid-fifties, on the cusp of starting to think about pension pots and portfolio careers, and in the midst of a global economic and geopolitical crisis, we set up a new consultancy to drive positive change in the world of business.

Were we the first consultancy to think we could drive change through offering businesses sage advice about how to be more sustainable? Hardly. Do we have a magic formula or silver bullet to unlock the conundrum of how to get businesses to shift from 'good intentions' to 'good in practice'? Definitely not.

What we do believe is this: our 60 years of collective business experience and insight has provided us with the skills to be a critical friend and help clients cut through complexity, focus on the data, tools and business case arguments that matter, and find practical ways to align their business with the needs of people and planet.

This is our first impact report and we hope it is an honest reflection of the ups, downs and genuine positive impact we've been able to have on our clients, the environment and the communities where we operate in that time. Our intention is to set out as we mean to go on; to establish a culture of authenticity, thoughtfulness and humanity; and to challenge our clients with courage and clear intention, whilst providing them with the practical support we know they need now more than ever.

It's early days for us and the one lesson we've learned the hard way already is that we can't do everything we'd like to, and we certainly can't do any of this alone. But as we grow we learn. We are incredibly grateful first and foremost to our small but mighty team – Katie, Joel and Emma without whom we could not have even begun, as well as our brilliant clients for putting their trust in us, and of course our extended team – Heidi, Matt, Tracy, Kate, Jack, Yvey, Dorothee and Eleanor – for making the dream possible.

We hope you enjoy the read.

Sophie Brooks & Phil Clarke,
Co-Founders

Our operating context:

1.5°C

Global average temperatures exceeded this threshold above pre-industrial levels for the first time over 2023–2025.

7/9

planetary boundaries have already been crossed.

1/5th

the amount UK wildlife has declined by since 1970, in one of the most nature-depleted countries on Earth.

$468bn+

of goods imported by G20 countries each year are at risk of being made with forced labour.

Business is not a bystander:

$5.3tn

a year in private-sector finance flows directly into activities that damage biodiversity.

47%

of UK SMEs say they lack the expertise to act, and only 8% have ever asked for help.

But the evidence of change is compelling:

In 2025, renewables overtook coal in the global electricity mix for the first time in the modern era: 33.8% against 33.0%.

Clean power met all the growth in global electricity demand in 2025. Solar alone covered three-quarters of it.

FY26 highlights and lessons learned

Our first year at a glance

In our first year as Philosophy, we set out to measure what matters, both through our clients and within our own business. Here is a snapshot of the year: progress we're proud of, the numbers behind it, the impact beyond them and an honest look at where we fell short and what we'll do differently next year.

Client Impact

- **100**: Net Impact Score: every client better informed and able to act (target 90)
- **67%** putting new strategies or improved action plans in place (target 70%)

Our Planet

- **0.03g CO_2e per view** on our 100% renewable energy powered website, cleaner than 97% of sites
- **95%** of client trips by train or car, with just one flight

Our Community

- **240 hours** volunteering, mentoring and pro bono or 6.2% of our time (target 5% by 2030)
- **£5,500** donated to charity (target 1% of revenue)
- **70%** of key suppliers are certified B Corps (target 50%)

Client Satisfaction

- **92** Net Promoter Score (target 90+)
- **92** average Client Satisfaction Score (target 85+)

B Corp

- Philosophy successfully certified with a score of **113.6**, and made progress on the transition to the new standards. In particular we have already instigated a new process for client screening, which will help us align with more rigorous requirements under the Human Rights and Environmental Stewardship topics.

Our People

- Achieved Living Wage Employer status
- **3** mentorships for young professionals from underrepresented backgrounds (target 2)
- **91%** of subcontractor spend went to female-owned businesses (target: 60%)

Lessons Learned

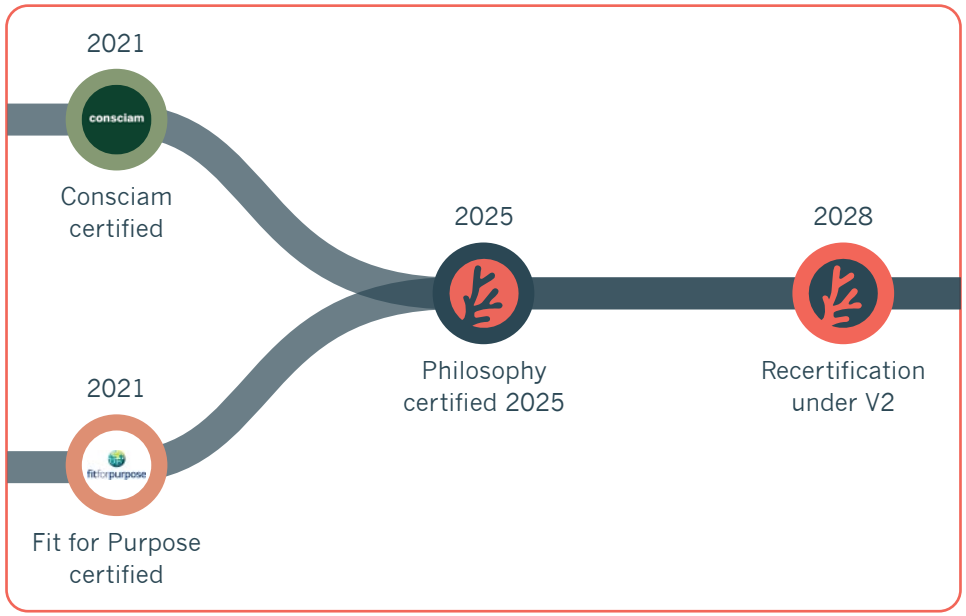
- We haven't yet helped our team switch to renewable energy tariffs at home
- Only one team member received DEI training last year; this is a key focus for FY27
- We haven't managed to map our Scope 3 carbon footprint yet where the majority of our impact will lie.
- See 2027 and Beyond for more detail on how we plan to tackle these areas.

Our purpose and values

Our story

Philosophy was born out of a heartfelt desire to unlock the power of business to create positive and sustainable change. Acting as partners and trusted advisors we enable our clients to take effective action to align their business with the needs of people and the planet, profitably.

Our goal is to build a thriving consultancy that both supports the equitable, inclusive and responsible growth of other businesses, as well as playing an active role in modelling how to create sustainable value for all.



Certified
Learn more at bcorp.com
Corporation

Proudly B Corp certified

Certified in 2025 with a score of 113.6, we spent our first eighteen months embedding the policies, practices and partnerships to deliver on the B Corp philosophy. As expert consultants in the B Corp Certification itself, we've been fortunate enough to have had a ring-side seat in the development and launch of the new standard (V2).

Our transition to the new B Corp standards

As of September 2026, Philosophy houses three B Corp Consultants, trained by B Lab on the new B Corp Standards.

This knowledge has enabled us to ensure we are growing the business in accordance with the main tenets of the new framework. This has included:

- Revising our Ethical Screening Policy to ensure our client and supplier portfolio are not unintentionally or actively working against our core principles of protecting people and planet that we hold dear.
- Ramping up our participation in Collective Action for positive change, both inside the sustainability sector and in the wider business community.
- Intentionally embedding diversity and inclusion into our hiring approach as well as our key supplier selection process.

We plan to align in full to V2 of the standards in the first half of 2027 and hope to be ready to recertify well ahead of our deadline in August 2028 so that we can add direct personal experience of the new audit procedure into our armoury of support for our clients.

113.6

B Corp certification score

Our underlying business philosophy and values

We see authentic philosophy as something which is baked into the heart of the company. Cut it down the middle like a stick of rock and it should be written in bold. Our belief is that businesses only thrive when those underlying principles consider people, planet and profit on an equal footing.

We bring this belief to life through our values, which are embodied both in our work and in how we run our business.

Our values

- Genuine and open – the freedom to be ourselves; kindness and mutual respect for others.
- Look beneath the surface and around the edges; don't just accept 'business as usual' – strive for 'new and better'.
- A critical friend – helping clients explore impacts from all angles.
- Determined to pursue progress and stand up for what's right for people and planet.
- Never let work get in the way of life.
- Both considerate and always considering.

Philosophy Advisory Board

In October 2025, we formed the board to deepen our understanding and ability to support our own and our clients' key stakeholders, bringing together an inspiring group of external advisors. Each has committed to constructively challenging the founders as we pursue our mission.

The sustainability sector is as broad as it is deep. The issues on which it touches – from climate justice to supply chain resilience, circular business models and human rights – require businesses to engage with systems that are constantly evolving. And to build an ethical and diverse business, we are seeking ways to increase representation outside our employee base, that covered a broader range of insights and experiences.

Our Advisory Board plays a critical role in this effort. Its remit is threefold:

- Reflect best practice in governance, market positioning and the pursuit of impact
- Provide guidance on key strategic decisions related to our service offering, people and culture, and long-term direction
- Share insight into evolving stakeholder needs and expectations

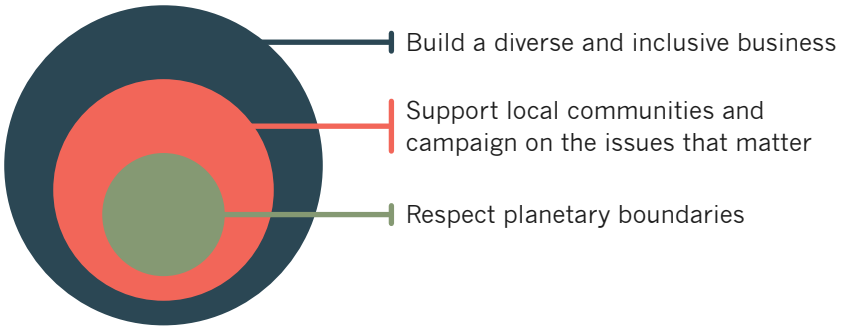
We're genuinely thrilled with the calibre and diversity of the appointed advisors. Collectively, they have experience in nature conservation and environmental impact, marketing and brand, non-profit and social impact sector, and governance, alongside a wealth of unique perspectives.

You can read more about our Advisory Board here.

Our impact strategy

We create impact on people and the planet in two ways:

Impact as a business



Thoughtful business in action: Modelling responsible business

As a small, but growing, purposeful business, our founders are clear about our responsibility to model responsible business in action.

We make considered choices that complement our philosophy, purpose and values. Our experienced core and extended team of sustainability specialists powers our work.

Impact through clients

Through our core advisory services: Supporting thoughtful businesses

The greatest impact we make is through our core advisory services, unlocking the power of business to create lasting change.

We help our clients make informed decisions about their responsible business strategy, impacts, risks and opportunities. We listen first, understanding that while many companies share similar social and environmental challenges, each one requires a tailored, intentional approach. And we aim high, believing that *thoughtful businesses* that put people, planet and profit on equal footing can help create a thriving, sustainable society that is better for everyone.

For a more detailed look at how we performed against our targets in 2026, see p.20 in our Appendix.

Our client impact in numbers

Client work is where Philosophy has the greatest opportunity to create impact. We also recognise that much of this starts with helping businesses understand and reduce their existing negative impacts, while identifying opportunities to create positive impact along the way. Every prospective client is considered through our Ethical Screening Policy, which uses the twin priorities of derisking and the ability to do meaningful impact work, while our advisory work draws on best-practice frameworks, including B Corp.

In FY26, our clients gave us a Net Impact Score of 100 on the projects we ran for them. The score is made up of responses to a series of questions designed to measure whether our support helped them move from understanding to action.

- 19% strengthened their ambitions
- 34% introduced new strategies
- a further 33% put improved action plans in place as a direct result of our work together.

100

Net Impact Score (NIS) – clients who feel better informed and able to act on their impacts

92

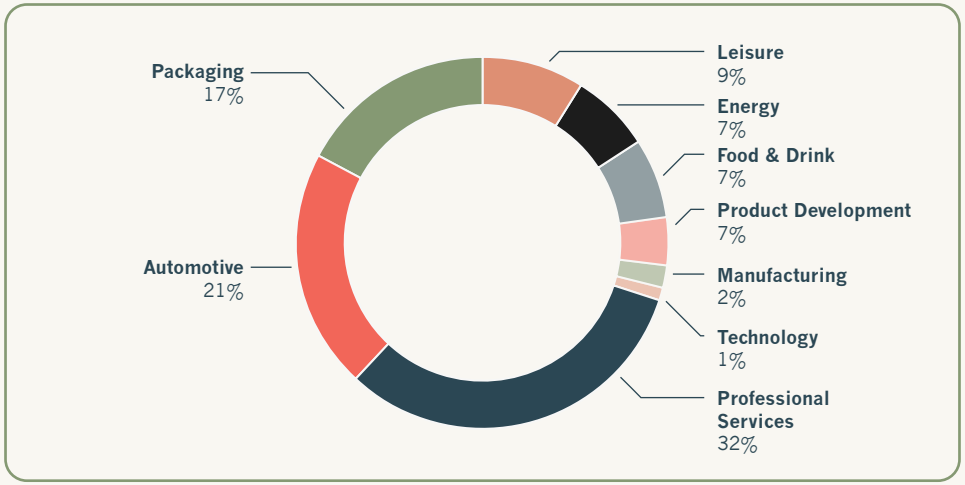
Average Client Satisfaction Score (CSS), out of 100

92

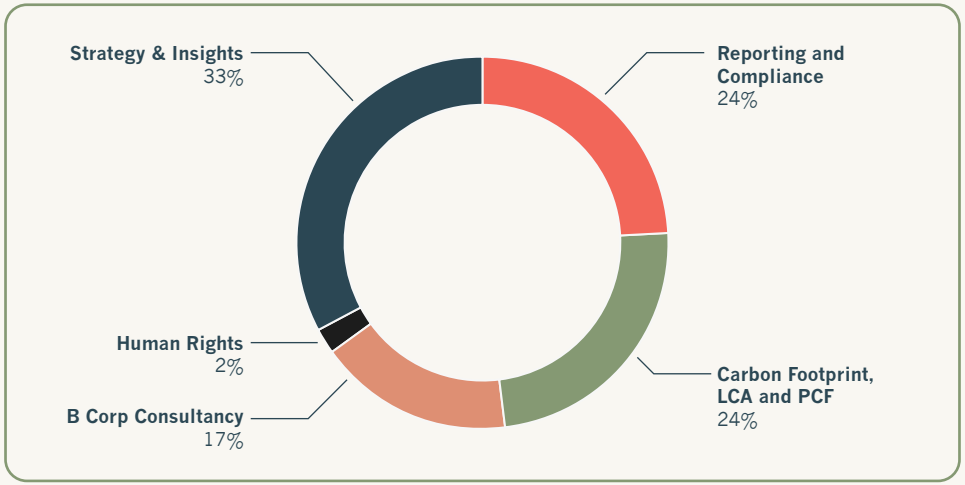
"How likely would you be to recommend Philosophy?" = Likely/Very Likely

"Philosophy has been a valuable partner in helping us translate evolving PPWR requirements into clear, practical sustainability communications. Their guidance has helped us take a more evidence-led approach to our claims and align our messaging with customer and market expectations."
Anastasia Khodakova, Marketing Communications Director, Sealed Air

FY26 secured work by industry



FY26 secured work by service



Our impact through clients

Guiding Ampa's first double materiality assessment (DMA)

As part of its upcoming B Corp recertification requirements under the new standards, Ampa, the UK's leading group of legal and professional services companies, engaged Philosophy to lead a double materiality assessment (DMA) to identify its most important social and environmental topics. Already a certified B Corp, with a Responsible Business strategy in place, we designed a tailored process to map the company value chain, draft a list of material issues, gather internal and external stakeholder views, and then determine and score the identified impacts, risks and opportunities. We worked closely with the Sustainability team to produce a clear set of priority material topics, using a methodology closely aligned with the European Sustainability Reporting Standards (ESRS). The output is a clear set of material topics and a well documented report that can be shared as part of their required disclosure.

"Philosophy have delivered huge value through their support on our DMA work. The output has provided clarity and greater commercial focus for our evolving RB strategy and has put us in a strong position as we prepare for our recertification as a B Corp."
Rob Hart, Head of Responsible Business, Ampa Holdings LLP

Navigating regulatory reporting requirements for UCC Europe

We were initially tasked with supporting UCC, an international coffee company with significant European operations, prepare for the new EU Corporate Sustainability Reporting Directive (CSRD). However, following a substantial simplification exercise which led to a change of companies in its scope, we shifted our focus to help translate the complex legislative changes into a clear set of obligations and recommendations to make sure the organisation was prepared for the emerging disclosure requirements.

"Despite an ever-changing legislative backdrop, which impacted our original project parameters, the Philosophy team helped cut through the many complexities and develop a clear set of recommendations. Now we not only have next steps for non-financial reporting requirements, but an analysis of our progress against the sustainability standards to help build concrete action plans."
Malcolm Hett, Director of Sustainability, UCC Europe

Our impact through clients

Developing carbon confidence for external disclosure, STIHL GB

STIHL GB is a wholly-owned subsidiary of the global STIHL Group, a family-owned power tool manufacturer. We've supported STIHL GB to strengthen the accuracy, scope and usefulness of its carbon data through a highly collaborative process, training and upskilling the STIHL team and undertaking QA exercises to provide more independence and embed best practice.

We've delivered workshops to enable the team in the UK and global team to reflect on achievements and set goals for the following year. This has given STIHL GB genuine carbon confidence and a clear roadmap for decarbonisation.

"We wouldn't ask anyone else to support our carbon footprinting and impact reduction journey. The Philosophy team has provided clear guidance, training and support, enabling me to have confidence in our data and carbon footprint and ensure accurate disclosure under SECR and to our parent group. Philosophy has constructively and thoughtfully challenged us to enhance our footprint, stepping in to provide more hands-on support when needed. Phil's guidance and challenge has inspired and enabled us to reduce day to day operational impacts, as well as build even more sustainability considerations into the design and construction of our new Distribution Centre and office facility."
Chris Davis, Facilities Manager, STIHL GB

Our impact through clients

Guiding Tap Social's B Corp certification journey

Tap Social Movement is an Oxford-based brewery, taproom and food business whose mission is to reduce crime and reoffending by creating training and employment for people in prison and prison leavers. Tap Social engaged Philosophy to support its B Corp Certification under version 1.6 of the standards. We began with a gap analysis of its B Impact Assessment before developing a tailored action plan centred on its two Impact Business Models: Workforce Development, recognising its provision of quality jobs, training and progression of people with lived experience of prison; and Local Economic Development, reflecting its strong relationships with local, independent suppliers and customers. We worked closely with the team to identify quick wins, strengthen policies and build the evidence base across all five impact areas. This helped to increase Tap Social's score from 92.6 to 101.6 points and resulted in a submission-ready assessment with a clear and robust evidence base.

"Philosophy helped us understand where we could strengthen our practices, while recognising and building on the impact already at the heart of Tap Social. Starting with a gap analysis, Philosophy was an invaluable resource as we developed a focused action plan, strengthened our policies, and built the evidence needed across the B Impact Assessment. Their support helped us increase our score from 92.6 to 101.6 points and ultimately achieve B Corp Certification."
Paul Humpherson, Co-founder, Tap Social Movement

Modelling thoughtful business

We believe the way we run Philosophy should reflect the same level of ambition and integrity as our client work. Our own impact is embodied by how we nurture and support our team, engage with the communities around us and manage our environmental footprint. As Philosophy grows, we want to keep putting our ideas into practice, learning what works and being transparent about where there is still more to do.

Our People: Building a diverse and inclusive business

Goals

1

To use intentionally inclusive language in all our communications and to seek to make any newly created or replacement positions accessible to the widest potential selection of candidates.

2

To support at least two mentorships provided to young professionals from an underserved or underrepresented group with a focus on women of colour each year.

3

Provide at least one annual touchpoint on EDI training for all team members and access to third party webinars and education through The Institute of Sustainability and Environmental Professionals (ISEP) and other platforms.

Modelling thoughtful business

1 | Supporting diversity in our sector

Our directors supported three young professionals from underrepresented backgrounds through mentoring programmes - two via ISEP's Diverse Sustainability Initiative (DSI) and one through the wonderful Catalyse Change. We fell short on EDI training, with only one team member completing training this year, so extending this across the team is a priority for FY27. In FY27 we have formalised our recruitment process and used it for our Data Analyst and Sustainability Consultant role, using the DSI programme lead to review the role description, post it in diverse forums, and advertise on LinkedIn to reach a broader candidate pool.

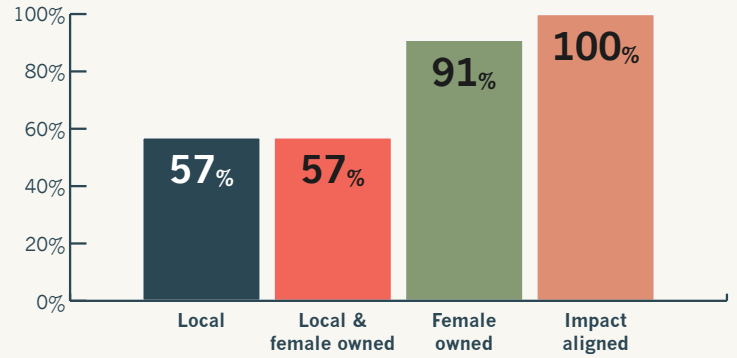
Diverse Sustainability Initiative

"Sophie Brooks and Phil Clarke both participated as mentors in our People of Colour mentoring scheme at ISEP, they have been instrumental in the progress of our mentees. Although a small scheme, the average satisfaction score was 9/10 for mentees. 75% of mentees reported improved career confidence, and over 90% reported greater career clarity."
Caris Graham, Senior Diverse Sustainability Officer at the Institute of Environment and Sustainability Practitioners

2 | A diverse, inclusive associate team

Our wider associate network extends the breadth and depth of our team, enabling us to bring specialised expertise, varied perspectives, and greater flexibility into the way we work. In FY26, we worked with a growing network of freelancers and subcontractors, with 91% of our spend going to female-owned businesses and 56% to businesses that were both female-owned and local to Oxford or Cornwall. Our associates are treated with equal respect and flexibility and our post project feedback survey showed an average satisfaction score of 9.2.

Sub contractors by attribute



"I really enjoyed feeling part of the team - everyone has been super kind and I'm keen to see people in person when I can. You're all very passionate about what you do and you also uphold a high level."
Charlie Griaud

3 | Our team wellbeing and development

We want our team to feel valued, supported and able to be themselves so they can grow and thrive. In FY26, we welcomed our first employees, and we became an accredited Living Wage Employer. Alongside this, we invested in employee experience through weekly team calls, coworking options, generous leave offerings, funded mentoring, professional development and accreditations. And we responded to the ad hoc needs of our team, such as time off for compassionate reasons, or simple life admin such as moving house. These are foundations to build on as we grow.

Modelling thoughtful business

Our community: Ecosystems and collective action

Goals

1

Dedicate 5% of our total team time to pro bono consultancy services or volunteering for charities and businesses, or in financial donations, by 2030.

2

Ensure 50%+ of our suppliers and subcontractors are either local to our offices in Cornwall or Oxfordshire, independently owned, or minority-owned businesses.

3

50%+ of our significant suppliers are committed to social and environmental responsibility, e.g., B Corp Certification; Non Profits or otherwise values-aligned organisations.

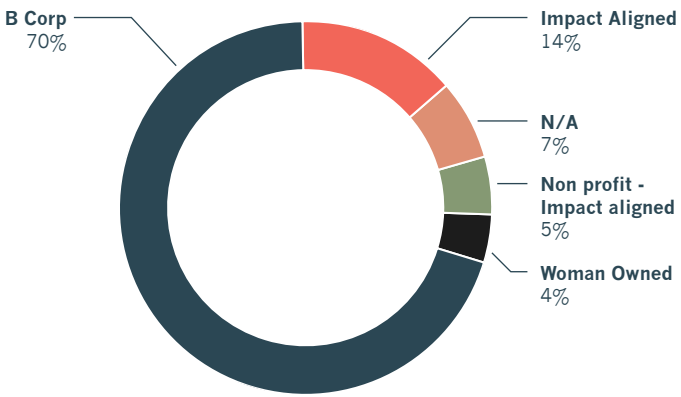
4

90% of our freelancers and sub-contractors report satisfaction.

Communities of impact

We actively participate in communities including Future Planet, the Carbon Accounting Alliance (CAA), as well as both the B Corp Consultant network, The Conduit's B Corp and Climate and Nature communities, and the Cornwall and Oxfordshire B Locals, creating opportunities to exchange knowledge, collaborate and contribute to progress beyond our own client work.

Supplier spend by attribute



Volunteering

Our team contributed 240 hours (6.2% of our time, ahead of our 2030 target of 5%) to volunteering or pro bono initiatives. Our co-founder Sophie also serves as co-chair for the Oxfordshire B Local group, spending more than 12 days a year in voluntary time helping to organise events and information sharing in support of growing the B Corp movement across the county.

Surfers Against Sewage (SAS) is a charity close to our heart, and we're proud to continue to help SAS understand, manage and reduce its own operational impacts. Over the past two years, we have provided pro bono support across carbon footprinting, carbon reduction planning and supplier engagement, helping the team strengthen its understanding of its environmental impact and identify practical opportunities to reduce it. Our pro bono support has been valued at £13,000 over the last two years, reflecting our commitment to sharing our expertise with organisations working to create positive environmental and social impact.

"The Philosophy team have generously donated over £13,000 of their time to help us better understand and reduce our carbon impact. Receiving support like this from valued partners enables us to maintain focus on our day-to-day mission. And it's always great to see members of the Philosophy team at our protests!"
Pete Warman, Director of Operations & HR, Surfers Against Sewage

Sponsorship and donations

We gave £5,500 in our first financial year in charitable donations, and expertise across a range of initiatives, from Race Across Oxfordshire to Citizens Advice Oxford, the Cornwall Wildlife Trust and Surfers Against Sewage. We supported organisations and individuals turning ambition into action. This included sponsoring Project Salt Run, Hannah Cox's 100-marathon challenge, which raised over £100k for four organisations working across climate, nature, clean water and opportunities for young people. Co founder Phil Clarke also took part in SAS's "Dip a Day in October" to raise funds and awareness for the charity.

We've been long-term supporters of Plant One, a Cornwall based habitat creation CIC. As well as financial support, we've participated in tree-planting and maintenance days and championed their "No Seas No Trees" film.

"Nature restoration doesn't happen in isolation - partnerships are key. Philosophy's commitment to ethical business practice goes far beyond their services. Their values translate into authentic collaborations that create meaningful, positive impact for nature. Thank you Philosophy for your continued support."
Carl Rowlinson, Plant One

Modelling thoughtful business

Collective action and advocacy

We use our voice and networks to support collective action on issues that matter to people and planet. In our first year of operation we were signatories of several letters to government urging them to take action on social and environmental topics including:

- Founding signatories of the Business Leaders for Peace
- Signatories of the Open Letter call for a televised National Emergency Briefing and active participants in organising or attending three Community screenings of the NEB film in our local communities
- Became members of The Climate Coalition
- Wrote to our local MPs to ask them to attend the parliamentary debate on the Better Business Act
- Participated in academic research conducted by Oxford Brookes University to better understand the employer interest and demand for sustainability skills and roles amongst a cross section of UK SMEs
- Attended SAS Paddle-Out protests

BUSINESS LEADERS FOR PEACE

better business act

OXFORD BROOKES UNIVERSITY

National Emergency Briefing

Modelling thoughtful business

Our Planet: Respect for planetary boundaries

We believe in applying the same environmental scrutiny to our own business that we encourage in our clients. As Philosophy grows, our focus is on understanding our footprint, reducing impacts where we can, and making environmental considerations part of how we work and make decisions.

Goals

1

Purchase 100% renewable energy and work to increase energy efficiency.

2

Run our website on 100% renewable energy.

3

Provide our staff with access to advice around how to switch to renewable energy tariffs.

4

Strictly limit our business travel and always prioritise a low impact transport method.

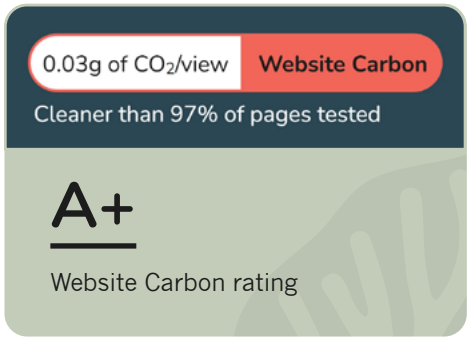
Renewable energy and green travel

In FY26, both of our main home offices in Oxfordshire and Cornwall were supplied on 100% renewable electricity tariffs. Business travel stayed low: 95% of trips for client meetings were made by train or car, with one flight taken over the year, and one of our two directors now drives fully electric, with the second switching to an EV during 2026. We didn't make progress this year on our goal of helping the wider team move their own home energy onto renewable tariffs — an area we're carrying into FY27.

Modelling thoughtful business

Our new website

This year, we worked with fellow B Corp Oxygen to launch our new low-carbon website, recognising that as a remote, service-based business, our digital presence is one of the areas we can materially reduce our environmental footprint. Our website achieves an A+ Website Carbon rating and is cleaner than 94% of web pages globally.

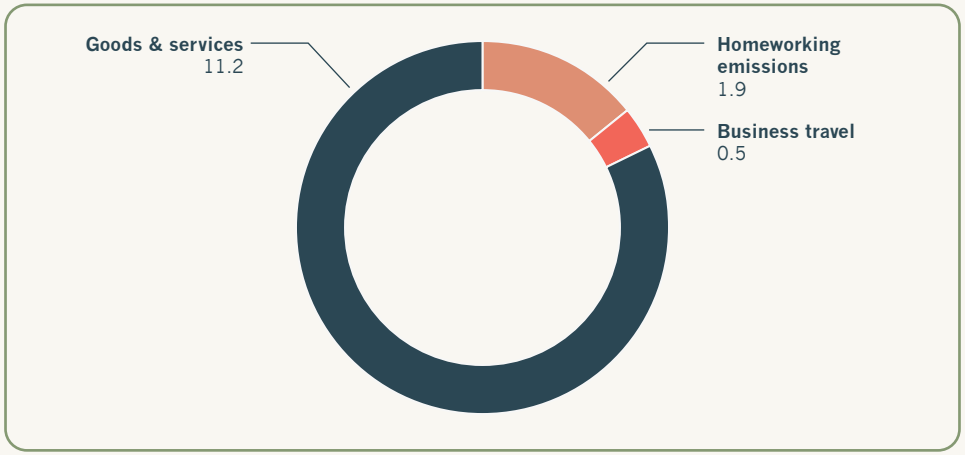


Our footprint

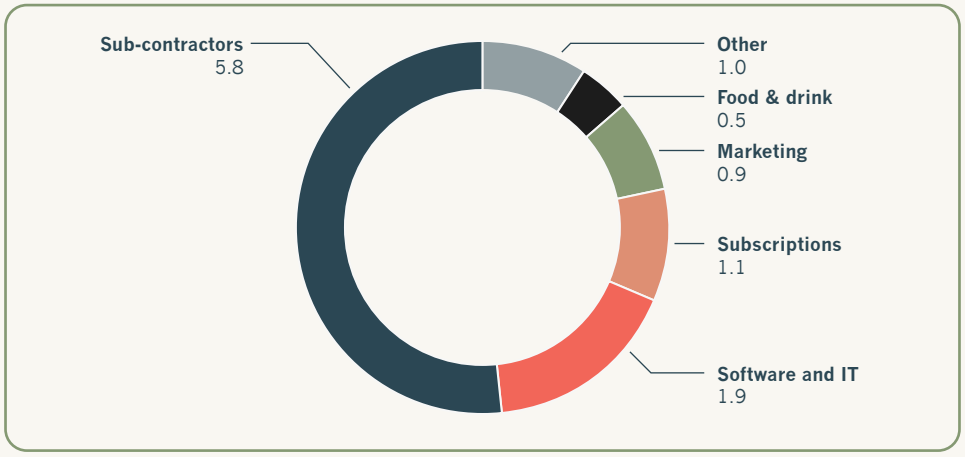
As you'd expect, we've looked at our carbon footprint too. No surprises, it's modest at just 13.6 tCO_2e, with 83% of that being purchased goods and services. We don't have a central office but are conscious of home office impacts, encouraging energy efficiency and 100% renewable tariffs for our staff and associates. In FY27 we'll dive deeper into our Scope 3 measurement and formal supplier engagement to measure this more accurately through activity-based data where possible.

With a baseline year of data we will now develop a series of practical, impactful Net Zero related targets in FY27.

Footprint breakdown (tCO_2e)



Goods and services impacts (tCO_2e)



What's next for our impact?

Our impact strategy is intentionally focused on the areas where we feel Philosophy can have the greatest positive impact - using our advisory role to effect change in our clients' organisations and modelling what being a purposeful business looks like. However, as we move closer to our recertification, we are starting to think about how we can map our impact strategy to the new B Corp Standard, which we see as entirely compatible with our purpose and impact approach to date:

Key:
- ● Direct alignment
- ○ Supporting alignment

Priority gaps: Human Rights and Fair Work — least covered today, and both now mandatory under V2.

		Governance		People			Planet	
		Purpose & Stakeholder Governance	Government Affairs & Collective Action	Fair Work	Justice, Equity, Diversity & Inclusion	Human Rights	Climate Action	Environmental Stewardship & Circularity
Impact through clients	Diverse & inclusive business			●	●	○		
	Local communities & campaigning	○	●		○	○		
	Respect planetary boundaries		○		○		●	●
Impact as a business	Growing client impact every year	●	○	○	○	○	●	●
	Measurable impact through client work	●	●	○		○	○	○
	Delighting our clients	●		○				

2027 and Beyond

Our impact through clients

Although we are currently successfully tracking how our clients are taking meaningful action to tackle their social, environmental or workforce impacts as a result of our support, in the coming year, we intend to set new targets on the percentage of our client projects which directly result in setting new targets or implementing new practices to:

- drive down their carbon footprint and align with a Net Zero future
- improve nature outcomes in their value chain
- increase the diverse representation throughout their business
- better monitor and remediate on human rights issues throughout their value chains

Deepening our impact as a business

Whilst we are very proud of what we achieved in our first year, we also want to acknowledge areas we found more challenging to prioritise in the context of competing commercial imperatives.

- **Targeting our community investment:** When you are building and growing a business, setting aside a meaningful percentage of profits for investment in charitable causes can feel like a luxury you can ill afford. Whilst we are chuffed to have achieved our target of donating 1% in monetary terms this year, we recognise we need to be more pragmatic in the short term to ensure we can keep investing in our business during our early growth phase. Instead, we plan to supplement this with more targeted pro bono support, refocusing our time and expertise around our three internal pillars of Diversity, Environment and Community.
- **Building greater diversity:** In a contracting market, it's also hard to identify opportunities to expand our team to include a more diverse mix of staff from underrepresented backgrounds: challenges include our remote working set up, which doesn't suit people in all economic circumstances and our directors being in rural locations. Over the next year, we are focusing on leveraging our freelance community as well as our own staff to broaden the range of backgrounds and perspectives represented across Philosophy.
- **Investing in specialist training:** In our first year, investing in areas such as our website development and embedding processes and excellence in client delivery were critical. As these foundations become more established, we will invest in supplementary training in areas such as Human Rights, Climate Transition Planning and DEI for our staff, strengthening the expertise we can bring to our clients.
- **Strengthening responsible procurement:** We plan to roll out our updated Supplier Code of Conduct to 100% of our suppliers, helping ensure our expectations around responsible business are reflected in our own supply chain.

We know there is plenty of work ahead in continuing along our journey to build a business which is compatible with the sustainable world we want to help build. We believe our thoughtful business approach, applied just as closely to our own operations as it is to our clients, will be instrumental in carrying this work forward. We hope to see you somewhere along the way!

Topline goals and performance: Business

Goals	KPIs	FY26 Performance
• To be reflective of the demographics of the society in which we operate • To support female or minority owned businesses in our supply chain, where possible prioritising them over other suppliers • To provide training and development to our staff on EDI topics	• Provide 2 mentorships aimed at young professionals from diverse communities • To provide ongoing training and development around JEDI for the Philosophy team • Encourage applications for new roles to people from wider and more diverse backgrounds • Foster positive relationships with our freelancer and sub contractor community	☑ 3 mentees were supported during the course of FY26 ☒ Training provided for one team member only ☒ Our first hire was a conversion of a freelancer from our existing community 70% of spend with certified B Corps or other responsible businesses Average satisfaction score of 9.1 when freelancers are asked about their experience of working with Philosophy on projects.
• Actively engage with local and national communities • Grow our donations (time and profits) to non-profit organisations • Speak up and campaign for policy changes to protect people and the environment	• Dedicate 5% of our time or an average of 80 hrs per team member a year to pro bono consultancy services or volunteering for charities, or in financial donations by 2030 • Donate 1% pre tax profits to charities or causes aligned to our mission • Actively participate in three major campaigns or policy areas per year	☑ 6.2% or 240 hours in FY26 £5,500 donated to charities 6 examples of engaging with local. and national policy makers
• Become a net zero business across Scopes 1 and 2 by 2030 • Eliminate carbon from our value chain by 2035 • Design out waste and use resources sparingly and consciously	• Measure Scope 3 Footprint to better understand our most material environmental impacts, and take action to reduce • Aim for 100% renewable energy tariffs for all our core staff's home offices by end of 2026 • Strictly limit our business travel and travel by low impact means as a preference • Introduce clear sustainable purchasing criteria and aim for 50% of our discretionary spend with sub contractors and suppliers committed to social and environmental responsibility	☒ 75% of our team's home offices use renewable electricity tariffs. We supported improvements to energy efficiency in some home offices, but have yet to achieve our ambition of transitioning the whole team to renewable electricity. ☑ Our new website runs on 100% renewable energy Introduced our Green Travel and Homeworking policy 80% of discretionary spend was with suppliers or sub contractors that are Certified B Corps, or meet our Sustainable Purchasing Criteria

Topline goals and performance: Clients

Goals	KPIs	FY26 Performance
To create measurable positive social and environmental impact through directly influencing our clients' business activities	80%+ of clients feel able to take meaningful action to tackle their social, environmental or workforce impacts, as a result of our support	☑ 95%
To grow the level of impact we have through clients year on year	100% of clients have improved their social /environmental impact ambitions, strategies or operations as a result of our support	☑ 100%
To delight our clients and deliver at or above their expectations so we can continue to influence their behaviours	Net Promoter Score (NPS) of 90 Average Client Satisfaction Score (CSS) of 85	☑ NPS 92 ☑ CSS: 92

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