

# **a blueprint for better business**

**Blueprint Trust**

**Impact Report**

**Year ended 30 April 2017**

# INTRODUCTION



This has been an exciting year for Blueprint. Our small team has grown from 5 to 7 people, a transition that included my own role becoming full time in March. We also relocated to new offices in early April, joining some other like-minded organisations.

This is our first ever impact report and is intended to demonstrate our impact as an independent charity during the year to 30 April 2017.

We believe that an organisation is a product of people's thinking. Working mainly with large corporates we have found a strong appetite for testing their thinking about purpose and people using Blueprint as a catalyst and provocation, with very encouraging early results.

How we measure our impact is important as it affects what we do. As one of our advisors often reminds me, what counts is what gets counted but what really counts can't be counted. The measures set out in this report are therefore proxy indicators measuring the outputs of our activities – which we believe will ultimately help us achieve the impact we seek, to the benefit of both business and society.

Charles Wookey CEO

## HIGHLIGHTS

In order to broaden and deepen our engagement with large corporates and those influence them we convened **7 forums for senior business leaders** on a range of topics from mental health in the workplace, diversity and inclusion, fair pay and the impact of robotics and artificial intelligence on the future of work. These forums included academics, NGOs and others from wider society to help enrich and inform the discussions.

In September 2016, we co-hosted an **international academic conference** with London Business School to which over 70 papers were submitted.

We were **involved in several important reports**, including the Purposeful Company report, the Advisory Panel to the Mission Led Business review and a report by the Centre for Social Justice.

# WHAT WE DO

A Blueprint for Better Business is an independent charity. We challenge and support businesses to realise their true long-term potential: to serve society, respect people, rediscover their purpose and thereby earn a fair and sustainable return for investors.

## OUR AIM:

To change the dominant discourse and present an alternative way of thinking that is more in tune with today's problems and opportunities.

**THE PURPOSE OF BUSINESS:** Profit is not the *purpose* of business, but rather the outcome of a well-run business living out a purpose to serve society.

**HUMAN MOTIVATION:** People are not purely self interested. People within and beyond business can and will contribute more to the well-being of others if they feel respected and connected to a meaningful enterprise.

## OUR FOCUS:

**LARGE COMPANIES:** Because of their scale and impact, they have the largest leverage effect, global reach and the resources and presence to touch those in society who most need help and influence others to do the same. These companies are also ideally placed to challenge and validate our thinking and approach.

**SENIOR LEADERSHIP:** The CEO and Board, as their sponsorship is vital to allow a change to flourish.

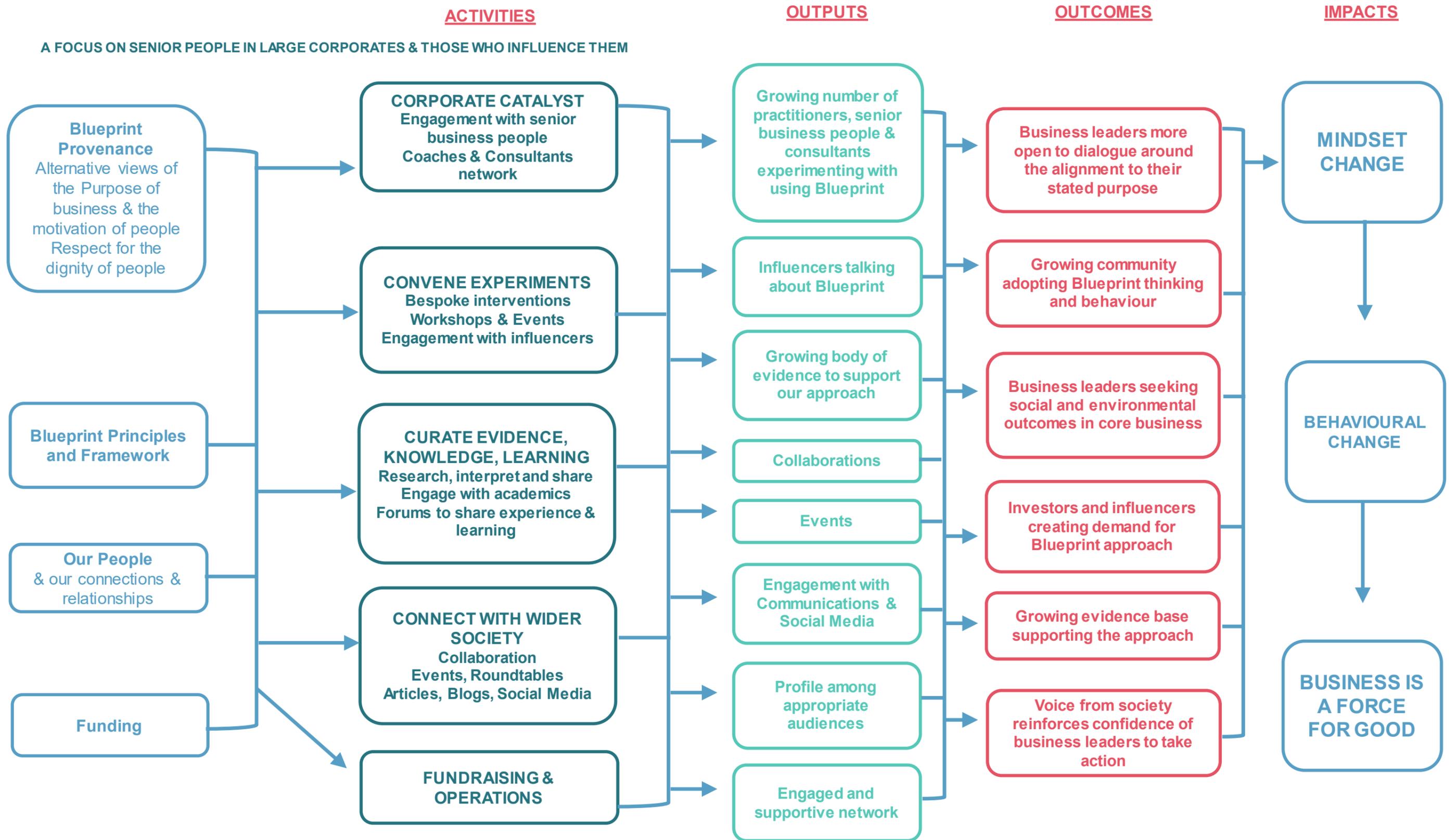
**THOSE WHO INFLUENCE THEM:** We work with investors, academics, consultants, media, NGOs, thought leaders and politicians.

As can be seen from our theory of change, we are working to create a mind-set change among business leaders and subsequent behavioural change in business. We believe business can be a force for good in society. If a business lives out a purpose that serves society and respects people, it will have a positive impact on societal and environmental issues, as well as helping to create long-term sustainable business.

There is a growing body of evidence that it is in the interests of business to make this change, we see this change as a positive move – as a way to unlock opportunity and fulfilment that benefits both business and society. Our work is not fundamentally about regulation or compliance. We are therefore not a membership body or a kite mark. We act as a catalyst for change by challenging and supporting businesses on their journey.

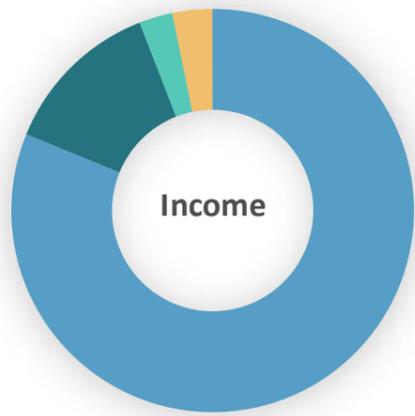
# OUR THEORY OF CHANGE

A FOCUS ON SENIOR PEOPLE IN LARGE CORPORATES & THOSE WHO INFLUENCE THEM



# BLUEPRINT IN NUMBERS

## INCOME & EXPENDITURE- Year ended 30 April 2017



Charitable Trusts	588,980
Individuals	93,690
Gift Aid	19,500
Income from charitable activities	23,181
Investment income	187
<b>Total:</b>	<b>725,538</b>

### Expenditure

Operations	360,822
Conferences & events	40,999
Fundraising	15,687
<b>Total:</b>	<b>417,688</b>

To date our fundraising activity has been focused solely on charitable grant making foundations and individuals. In order to retain our independence we do not accept donations from business or from foundations controlled by business. Our grant income is supplemented by charging for attendance at our immersion workshops and some of our events to help cover our third party costs.

As at September 2017, we had secured pledges totalling £434,500 payable in the year to 30 April 2018 (£100,000 of this is contingent on match funding). Pledges of a further £445,000 have been secured for later years (£160,000 contingent on match funding).

A full copy of our accounts for the year ended 30 April 2017 are available on our website. The figures above are extracted from accounts independently examined by John Assie FCCA.

# EVIDENCE OF IMPACT

## OUR WORK WITH BUSINESS

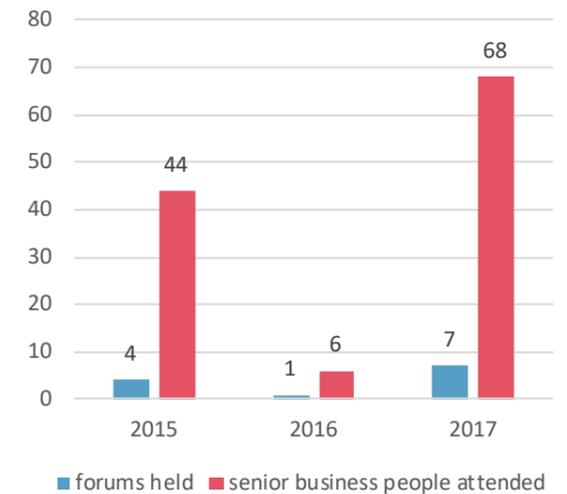
### KEY STATISTICS

- 7** forums for senior leaders held in the year
- 68** senior leaders attended these forums
- 39** large corporates reached through these forums to date
- 20** large corporates we are currently engaged with

The purpose of the forums is to help introduce Blueprint to new corporates or to new people from corporates we have already engaged with. We follow up the forums, offering 1:1 meetings to those who have attended.

Companies engage with us in different ways depending on their needs. Some have sent people to attend one of our immersion workshops to help them better understand our approach, others invite us to participate in board / senior management discussions, others have used the Blueprint approach to challenge their business.

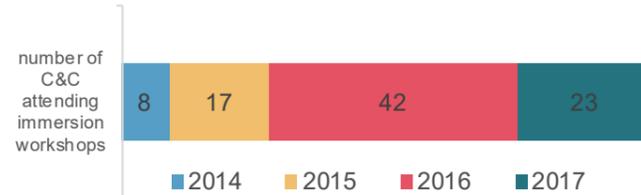
We are not a change management consultancy. Our work is to act as a catalyst for change and to act as a 'critical friend' to corporates who decide to use our approach.



# EVIDENCE OF IMPACT

## COACHES & CONSULTANTS NETWORK

We launched our network of coaches and consultants who have an affinity with the Blueprint thinking in December 2014. The objective of the network is to encourage coaches and consultants to integrate the Blueprint approach into their work – thus helping to take the Blueprint thinking to more companies, including companies of all sizes.



We do not accredit any of these coaches or consultants. Our focus is now to help those in the network build their confidence in using the Blueprint approach – embedding it into their work. We provide regular forums at least twice a year to share experiences, to share and test our thinking and to enable them to build a strong support network through meeting like-minded people. We are not aiming to significantly grow the number of coaches and consultants in the network going forward.

## IMMERSION WORKSHOPS

### KEY STATISTICS

- 7 residential workshops held to date
- 37 people attended the 2 workshops held in the year

We hold two day residential immersion workshops for senior practitioners from businesses we are engaged with as well as coaches and consultants who want to use Blueprint in their work. The workshops are intended to give participants a deep understanding of Blueprint and to introduce ways of implementing the Blueprint approach in practice.

# EVIDENCE OF IMPACT

## IMMERSION WORKSHOPS

### What the participants thought:

*'I gained a lot of valuable knowledge and insights from the two days. A great blend of conceptual thinking and practical ideas - delivered by people who really care about the future of business.'*

*'I found the workshop challenging and thought provoking - providing the intellectual underpinning to the Blueprint whilst helping me think about implementation. It helped me sharpen my focus on what my business is really seeking to achieve.'*

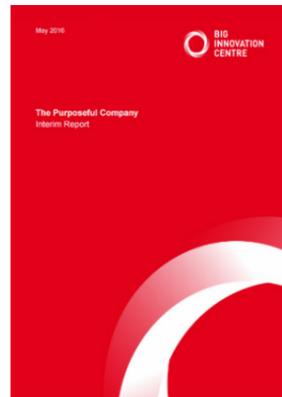
*'Coming across Blueprint for Better Business has been like a breath of fresh air! I have been struggling to articulate the 'post CSR agenda' so having the Principles and Framework has helped enormously.'*

*'Great to meet with likeminded companies who all want to make a difference through applying the principles of the Blueprint.'*



# EVIDENCE OF IMPACT

## PUBLIC PROFILE



We were asked to be on the Advisory Panel for the Cabinet Office on 'Mission Led Business' in 2016. We were also on the working group that helped the Centre for Social Justice in their research and production of their report entitled 'Everyone's Business: Making Business Work for All' and we were involved in the Purposeful Company report by the Big Innovation Centre. We were also invited to present at a British Academy breakfast in March.

## SOCIAL MEDIA

### KEY STATISTICS

- 1550** Twitter followers
- 800** Average views per Linked In post
- 1050** Average unique visitors to our website each month
- 1157** Subscribers to our newsletter

Website : [www.blueprintforbusiness.org](http://www.blueprintforbusiness.org)

Twitter: @blueprint4biz

# EVIDENCE OF IMPACT

## EVENTS

In September 2016, we co-hosted an international academic conference with London Business School and the LBS Leadership Institute. Academics from around the world including economists, neuroscientists and philosophers, explored the latest evidence on how purpose influences business performance and how businesses serve society.

A summary of the research presented can be found [here](#).

*"This conference is an important milestone in the growing area of research into business purpose. The academic committee were delighted by the response to our call for papers, and we received over 75 submissions from across the world. A Blueprint for Better Business's focus on business practice was instrumental in the inclusion of several conceptual papers, which made for a very rich and thoughtful dialogue – not only on what the latest empirical research tells us, but also the fruitfulness and validity of alternative ways of thinking about people and purpose."*



**Prof Rebecca Henderson,**  
Harvard Business School,  
Chair of the Academic Panel

Professor David Grayson from Cranfield School of Management attended both the conference and a panel event we held the previous evening aimed at a non academic audience. His reflections can be read [here](#).



In March 2017, we held a screening of the documentary 'The Divide' which tells the story of 7 individuals striving for a better life in modern day US and UK – where the top 0.1% owns as much wealth as the bottom 90%.

The screening was followed by a panel discussion with the Executive Producer Christopher Hird, as well as former economic adviser to Margaret Thatcher Sir Alan Budd and care worker Rochelle Monte – both of whom feature in the documentary. The discussion was led by Jane Corbett, Liverpool City Councillor and a member of our Advisory Council. It was attended by over 120 people and attracted a new audience for our work.

## CASE STUDIES

Vodafone brought together its top forty leaders, put the Blueprint Principles and Framework on the wall and discussed how Vodafone stood in relation to them. In parallel they carried out a gap analysis using employee and customer feedback and external stakeholder research.



This exercise fed into their new sustainable business strategy which works towards three significant global transformation goals between 2015 and 2025. Each goal has the potential to deliver meaningful socio-economic benefits for their customers and wider society; each is also derived directly from – and will be achieved by means of – their core long-term business objectives. The three global transformation goals are: women’s empowerment; energy innovation and youth skills and jobs.

A case study has been drawn up by academics at SAID business school with Vodafone and we co-presented this with Vodafone at the 2017 Mars Catalyst conference. The full case study can be found [here](#).



**Vittorio Colao,**  
Group Chief  
Executive

Extract from the Chief  
Executive’s Statement,  
in Vodafone’s  
Sustainable Business  
Report 2015-16

*‘The outcome from our work during 2015-16 is a new sustainable business strategy for Vodafone. The change in nomenclature – from Sustainability to Sustainable Business – is a reflection of our desire to ensure our business objectives have a clear social purpose. We believe a commitment to enhancing lives and livelihoods should be integral to our duty to maximise returns to our shareholders. **That belief has been informed in part by the concepts and insights of the Blueprint for Better Business – an initiative that Vodafone has supported since its inception and which an increasing number of multinational companies now use as a guide to shape their own purpose and values.***

## CASE STUDIES

easyJet have been using the Blueprint approach in their journey towards becoming led by a purpose that serves society. Their aim is to *‘make travel easy and affordable’*.



Paul Moore, Communications Director, shared their experiences with using Blueprint to date at our conference last year. He explained that some years ago they had let cost cutting guide their decisions too much and had cut the things that their people and customers found valuable. Their punctuality, morale and passenger trust were all low as a result. After the changes, they have more recently had a very good period and have effectively differentiated themselves from competitors.



**Paul Moore,**  
Communications  
Director

*‘Blueprint gave us the picture on the outside of the jigsaw box and all of sudden it made much more sense.’* He went on to say that trust is incredibly important to companies and you have to earn it. It is easy to create a great CSR report but it is very different to genuinely run a company in a sustainable way. *‘One of the appeals of Blueprint is that it absolutely does force, or encourage, you to run your business in a better way.’*

In easyJet’s 2016 Annual Report, CEO Carolyn McCall’s statement on ‘How we run our business responsibly’ referred to Blueprint’s role in helping them to develop their role and impact in society and their purpose. Their report set out how easyJet is striving to live up to the Blueprint Principles, with their activities mapped against each of the Five Principles. Carolyn stated : *‘At easyJet we want to run our business with a true sense of purpose that both serves society and is based on a set of principles which helps us achieve sustainable profitability.’*

## OUR ORGANISATION

Our small staff team is supported by our Trustees, Advisory Council, and a group of senior advisers who volunteer their time, passion and expertise to help us in our work.

### Trustees

Susan Garrard  
Loughlin Hickey  
Andrew Hill (Chair)  
Brendan McCafferty (appointed Jan 2017)  
Andrea Ponti  
Dame Barbara Stocking

### Paid Staff

Charles Wookey, CEO  
Soulla Kyriacou, COO  
Vicky Grinnell-Wright, Corporate Engagement  
Kate Fowler, Projects & Operations  
Bex Dawkes, Communications  
Jeanette Lacy-Scott, Events

### Advisory Council

Sir Mike Rake (Chair)  
David Blood  
Stephen Brenninkmeijer  
Jane Corbett  
Baroness Jeannie Drake  
Gillian Guy  
Sir Charlie Mayfield  
Cardinal Vincent Nichols  
Dame Onora O'Neill  
David Nussbaum  
Paul Polman  
Jo Swinson, MP  
Rumi Verjee, Baron Verjee

We are also hosting 2 consecutive placements of associates on the On Purpose programme for 12 months from April 2017.

We believe that it is important to have diversity among both our employees and our wider network of Trustees, Advisory Council and Senior Advisers. Our Trustees and Advisory Council are intentionally chosen to represent different groups in society.

We work to support the wellbeing of all our team members, both through team discussions and one-to-one relationships, and have signed the Time to Change pledge.

We strive to operate in line with the Blueprint Principles and Framework and where possible choose suppliers that reflect our ethos. We believe it is important to build relationships with our suppliers and always treat them fairly. We encourage them to look at our Principles and Framework and consider how they relate to their own business.

We are committed to minimising our environmental impact. While it is not realistic for us to measure our carbon impact due to the nature of the shared office space, we actively take environmental considerations into account in our decision making.

## A BLUEPRINT FOR BETTER BUSINESS

Blueprint Trust is an independent charity. We are not funded by business, but by charitable foundations and individuals. Our work is not about compliance, regulation or kite marks, but about stimulating and energising a different way of thinking and behaving in business. We are not a membership organisation: association with us is voluntary and free. Businesses who commit to using the Blueprint approach recognise that it is a journey not a destination.

## CONTACT US

Web: [www.blueprintforbusiness.org](http://www.blueprintforbusiness.org)

Email: [enquiries@blueprintforbusiness.org](mailto:enquiries@blueprintforbusiness.org)

Follow us on Twitter: @blueprint4biz

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