



# a blueprint for better business

## Blueprint Trust

Impact Report  
Year ended 30 April 2022

Blueprint Trust is an independent charity. We are funded by grants, gifts and donations and do not charge for our services. Association with us is voluntary and free. We are not a membership organisation..

### CONTACT US

**E** [enquiries@blueprintforbusiness.org](mailto:enquiries@blueprintforbusiness.org)

**W** [www.blueprintforbusiness.org](http://www.blueprintforbusiness.org)

**T** [@blueprint4biz](https://twitter.com/blueprint4biz)

Blueprint Trust is a registered charity no: 1159150. Registered in England & Wales as a Company Limited by Guarantee no: 9006403.  
Registered Office: Suite 7, Meridian House, 62 Station Road, London E4 7BA



The year ending April 2022 is difficult to summarize in a few words. The Covid pandemic was still a major disruption to our lives and businesses, with continued lockdowns and the extraordinary vaccine roll-out. Climate change became more real to many as major floods and storms hit the UK as it was preparing to host COP 26, the 6th IPCC report was published and increased activism reached the headlines. Russia invaded the Ukraine, prompting thousands of businesses to consider how to react. And the UK, opening up after lockdown, began to experience very different economic conditions - a tightening labour market as a million people chose to leave the workforce, and signs of early inflation as fuel prices began to rise rapidly. All of these factors have affected businesses, and in many cases the stakeholders of businesses have expected a response from business leaders that is timely, well-informed, wise, humane, commercially sound and driven by a sense of purpose that genuinely serves society.

Having worked for major retailers for the past 27 years, I am very aware not only of the disruption and pressure businesses face, but also the potential role that they can play in creating a better, fairer, more sustainable world. And how, if they play that role, it can create positive outcomes for people, the business and society at large. It's why I was so excited to join Blueprint and build on the fantastic work that Charles Wookey and the team have done over the past decade. In my first few months here, I've seen firsthand the impact Blueprint has had on leaders and businesses – as evidenced by Alison Rose's quote on this page. I was delighted to meet many of those who are advocates of Blueprint's work at the event in early May held to celebrate Charles' achievements as CEO and to wish him well for the future. I am very much looking forward to working with the team and the wider Blueprint community to ensure our impact continues to be felt in a rapidly changing world.

Finally, I should like to thank all of our team, trustees, members of our advisory council, our donors and all of those who give their time to us pro bono – our work would not be possible without you.

*Sarah Gillard, CEO*

“

.....

*You have been a meaningful and long lasting impact, not just on us individually as leaders but the business as a whole, helping define and change strategy which means we are thinking for the long term for all stakeholders and having an impact as a business on society..... We are better leaders and a better organisation because of you.*

”

.....

Extract from address by Alison Rose, CEO Nat West Group at an event on 3 May 2022.

A video of the full event, which included a discussion of the challenges the next 10 years might bring, moderated by the FTs Andrew Hill, can be seen here

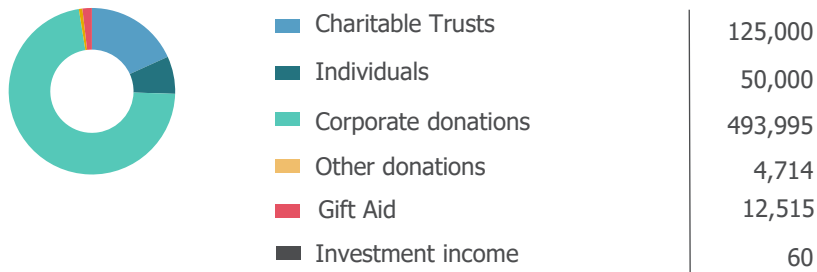
We are an independent charity. **Our purpose** is to help create a better society through better businesses. We do this by helping businesses be inspired and guided by a purpose that respects people and contributes to a better society.

**Our work** is about stimulating and energising a different way of thinking and behaving in business. We present a different way of thinking about the purpose of business and what motivates people:

## FINANCIAL OVERVIEW

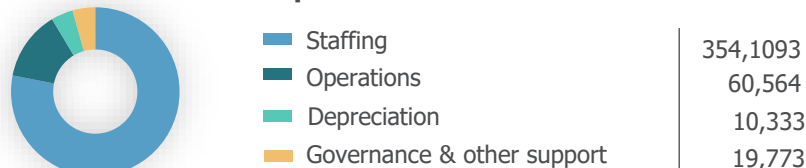
### INCOME & EXPENDITURE - Year ended 30 April 2022

#### Funds received in the year:



Total: 686,282

#### Expenditure:



Total: 453,541

#### 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.

#### The Purpose of Business:

Profit is not the *purpose* of business, but rather the outcome of a well-run business living out a purpose that benefits society.

#### Our Focus:

##### Senior leaders in large companies:

We work 1:1 with senior leaders of large corporates to provoke a different way of thinking, offer challenge and support and stimulate action.

##### Influencers:

We also seek to influence those who influence senior people in business such as investors, academics, policy makers, NGOs, coaches and consultants to business and others, as well as through social media, forums, conferences, events and through collaboration with organisations with similar objectives.

# THE IMPACT WE SEEK

## OUR WORK

More companies actively engaged with Blueprint at CEO & ExCo level and demonstrably using our thinking and approach to shape their strategy and culture

An increasing number of practitioners, coaches and consultants and other organisations actively engaged with Blueprint content to guide action and develop skills for change

A higher profile for Blueprint to enable us to reach a broader audience. More companies talking about being purpose-led, to inspire others and support social contagion

### Inspire

### Activate

### Amplify



#### Individual Awareness

Individual becomes aware of need for change in an organisation

#### Broader Awareness

Awareness is spread inside organisation that change is needed

#### Ambition to act

Change-makers are inspired to act, or set a clear ambition to change

#### Mindset Shift

Depth of understanding of change needed increases. Mindset shift required across both strategy and culture

#### Articulation

Purpose and values of the organisation are explored/ uncovered/ articulated

#### Cultivation

Conditions are created for purpose to thrive across the whole organization – strategy, culture, operations, proposition, finance, brand, comms etc

#### Recognition

Stakeholders internally and externally recognize the role purpose plays in the organisation

#### System change

Ambition turns to broader system shifts across different field: economic, political, regulatory, consumer etc

# OUR ACTIVITIES

## OVERVIEW OF OUR WORK

- Our work with business
- Thought leadership: Blogs & Webinars
- Speaking at external events
- Influencing those who influence senior leaders



### Inspire

- Sharing our learning – Blueprint Knowledgebase
- Work with coaches & consultants
- Work with practitioners / change-makers
- Collaboration



### Activate

- Blogs, webinars and events to share success build courage in others
- Collaborate to identify & address systemic barriers to change



### Amplify



#### Individual Awareness

Individual becomes aware of need for change in an organisation

#### Broader Awareness

Awareness is spread inside organisation that change is needed

#### Ambition to act

Change-makers are inspired to act, or set a clear ambition to change

#### Mindset Shift

Depth of understanding of change needed increases. Mindset shift required across both strategy and culture

#### Articulation

Purpose and values of the organisation are explored/ uncovered/ articulated

#### Cultivation

Conditions are created for purpose to thrive across the whole organization – strategy, culture, operations, proposition, finance, brand, comms etc

#### Recognition

Stakeholders internally and externally recognize the role purpose plays in the organisation

#### System change

Ambition turns to broader system shifts across different field: economic, political, regulatory, consumer etc

# ACTIVITY IN THE YEAR

## OUR WORK WITH BUSINESS

### Interventions

1:1 meetings with CEOs & senior leaders, workshops, 'town hall' meetings and other 'interventions' and meetings designed to help inspire different ways of thinking.

### Social Contracts

Work with a small number of large corporates in a non legal, non financial arrangement over a period of 18-24m

### CEO & other forums

Build a core group of CEOs and other senior leaders who not only want to change their own companies but are willing to invest in helping others to do the same. Convene in small groups to share experience, learning and peer support

Inspire

Activate

Amplify



Individual Awareness

Individual becomes aware of need for change in an organisation

Broader Awareness

Awareness is spread inside organisation that change is needed

Ambition to act

Change-makers are inspired to act, or set a clear ambition to change

Mindset Shift

Depth of understanding of change needed increases. Mindset shift required across both strategy and culture

Articulation

Purpose and values of the organisation are explored/ uncovered/ articulated

Cultivation

Conditions are created for purpose to thrive across the whole organization – strategy, culture, operations, proposition, finance, brand, comms etc

Recognition

Stakeholders internally and externally recognize the role purpose plays in the organisation

System change

Ambition turns to broader system shifts across different field: economic, political, regulatory, consumer etc

## OUR WORK WITH BUSINESS

The impact we are seeking is mind-set and behavioural change in business. Measuring this kind of impact is not straightforward and demonstrating direct causality in practice is often not possible. We therefore seek proxies and measures of success in both the internal company journey and in the way the companies help us to inspire others, for example by speaking publicly about the influence we have on them and the changes they have made.

### Some specific examples of our impact:

One of the companies we have been working with in social contract is NatWest Group. This extract from their ESG supplement for Investors clearly references our influence – the full report can be seen [here](#):

“ I wanted to share with you some work that I have been doing with a group called the Blueprint for Better Business. They have developed a framework, with Purpose at its heart, for how to think about business in a different way. As part of my personal development plan for 2021, I have done several sessions with Charles Wookey, their CEO, to learn more about their philosophy. I wanted to share some of that with you.....

.....Charles summarised the feeling of working in a purpose and people led company as “feeling like a valued member of a winning team on a worthwhile mission.” That is what we are aiming for.

I am sharing this with you because I will be working with my team during 2022 to explore Blueprint’s ideas further as we strive to enable everyone at [xxx] to feel like valued members of a winning team on a worthwhile mission.

Extract from an email a CEO we have been working with sends to all employees each week.



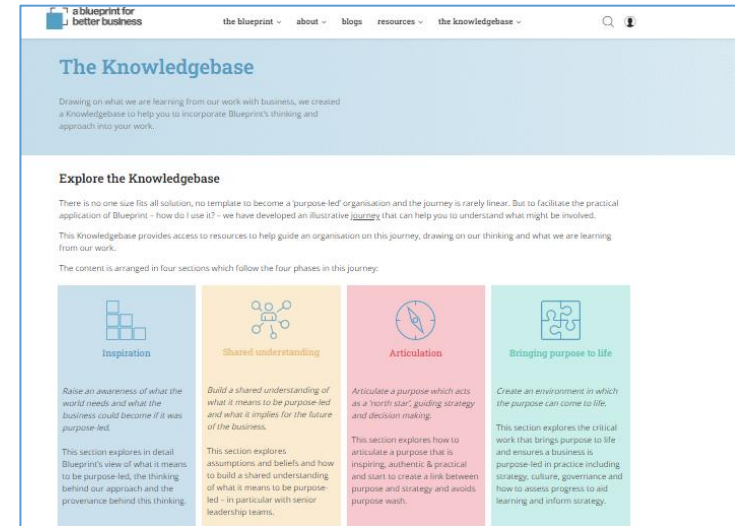


# ACTIVITY IN THE YEAR

## SHARING WHAT WE ARE LEARNING - BLUEPRINT KNOWLEDGEBASE

Through our social contracts and other work, we have built a wealth of knowledge on what it means to be a purpose-led company and the journey a company goes on to become purpose-led. During 2020 and 2021 we embarked on a project to create a web based 'knowledgebase' housed on our website that aims to enable practitioners in businesses and others to use our thinking without having to work directly with us. It was made publicly available in October 2021.

The knowledgebase is essentially a series of courses, but has been designed with the objective that it can also be used as a resource for practitioners, coaches and consultants and others passionate about purpose.



“

*Just wanted to send a quick note that I have been utilizing the knowledgebase over the last few weeks as I am working hard to push our Leadership team to alignment with ESG and company strategy. The courses and reading have been great! Really invaluable for me as I try to frame my position and talk to others across the organization. Just wanted to provide that feedback and thanks!*

”

Extract from an email from a practitioner in our broader network

4,955

unique views

172 registered users in the period



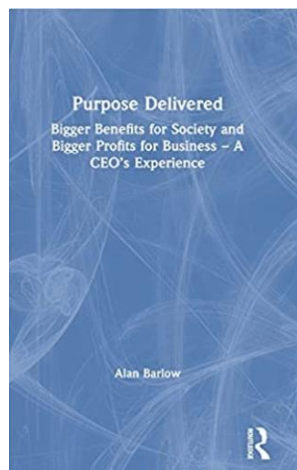
## COACHES & CONSULTANTS NETWORK

We have built an informal network of coaches & consultants who share our ethos and continue to get interest from coaches & consultants who come across Blueprint either through their work, via other coaches & consultants, or through our website and social media. The purpose of the network is to amplify and accelerate the adoption of our thinking through influencing the work of coaches & consultants who work with businesses of all sizes.

We convene the group at least twice a year to enable them to share experiences and learning, with Blueprint's thinking as a common point of reference.

231

coaches & consultants in our informal network



The work of the coaches and consultants in our network has been influenced in different ways including: using the Blueprint Principles as part of their leadership development workshops, inspiring the approach taken in their work with their clients, and Blueprint influencing and being referenced in books they have written.

Using our new knowledgebase, we have been experimenting with running a series of workshops with groups of coaches drawn from a global firm to explore our thinking and approach and how this might influence the work they do with their clients. This ran over an 8 week period in early 2022. We have since taken the learning from this experiment to develop a series of workshops which we are testing with consulting firms

During the year we convened 2 breakfast forums for groups of senior partners from the larger professional services firms to discuss the common challenges they face in becoming purpose led and we published the following blog [“What is the point of professional services firms?”](#)

# ACTIVITY IN THE YEAR

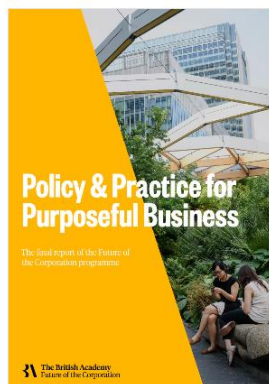
## COLLABORATION

### PAS 808: Purpose-Driven Organisations



We were part of the steering group chaired by for the [Sustainable Purpose British Standard on purpose driven organisations \(PAS 808\)](#). The draft standard went out for public consultation and was launched in July 2022. Our new CEO, Sarah Gillard, was also part of this group representing John Lewis Partnership and was invited to be on a panel at the launch event.

Our CEO, Charles Wookey, and one of our trustees, Loughlin Hickey, both participated in working group discussions on the British Academy Project [final report](#), which was published in September 2021.



Our CEO, Charles Wookey was an active member of a working group set up by Regenerate on policy and legal proposals for the promotion of purpose driven businesses. This work resulted in the publication of this report: [What is a purpose-driven business — ReGenerate](#) ([re-generate.org](https://re-generate.org)).



We have also been collaborating with ReGenerate on their [Pioneers programme](#) aimed at senior practitioners / change makers in large corporates.

### ReGenerate Pioneers Programme

The ReGenerate Pioneers Programme was co-created with the purpose leads of four of the UK's largest corporates spanning the banking, transport, energy and buildings sectors. By popular demand, we are running a second cohort starting in September 2022.

# ACTIVITY IN THE YEAR

## WEBINARS

We hosted the following webinars:

**Purpose & everyday decision making**  
In conversation with Sue Garrard

Wednesday 23rd June, 5-6pm

Join Blueprint to hear Sue Garrard in conversation with Dee Corrigan discussing how purpose comes to life in organisations through the choices people make every day, drawing on her work with large multinational companies.

[Purpose and everyday decision making](#) – Sue Garrard, former EVP Sustainable Business and Communications at Unilever and our chair of trustees, in conversation with our head of corporate engagement, Dee Corrigan discussed how purpose comes to life in organisations through the choices people make every day

**Save the date:**  
**Valuing diversity and building bridges**  
A Blueprint panel

Join Blueprint on Wednesday 6th October (5-6pm) to hear Dee Corrigan in conversation with Samuel Okafor (NatWest), Alison Taylor (Ethical Systems) and Nick Dalton (Consultant and former E.V.P. H.R. Unilever)

A truly purpose-led organisation is a diverse organisation. For diverse workplaces to thrive, we need to be open to hearing, listening to and inviting many different points of view; and creating space for dialogue on topics that can be very emotive and challenging. So, how do we have uncomfortable conversations at work, and why is this important in becoming a purpose-led business?

[Valuing diversity and building bridges](#) - Dee Corrigan was joined by Samuel Okafor from NatWest; Alison Taylor, Ethical Systems and NYU Stern School of Business and Nick Dalton, Consultant and former E.V.P. H.R. at Unilever.

[What is a purpose-led strategy](#) : Dee Corrigan was joined by Rebecca Marmot (Chief Sustainability Officer at Unilever), Oliver Holbourn (Director of Strategy & Ventures at NatWest), and Dominic Emery (Chief Of Staff at BP) who shared practical insights and their experiences leading on strategy in their organisations.

**What is a purpose-led strategy**  
Thursday 25th November

A Blueprint panel hosted by Dee Corrigan with:

- Rebecca Marmot, Chief Sustainability Officer at Unilever
- Oliver Holbourn, Director of Strategy & Ventures at NatWest
- Dominic Emery, Chief Of Staff at BP

The panel discussed the lessons and challenges of creating and bringing to life a purpose-led strategy. Sharing their experiences and practical advice for others

[Sustainability in a purpose-led business: evolving from a function to a mindset](#) - Dee Corrigan joined by three panellists, Julie Hirigoyen, (Chief Executive at UK Green Building Council and Blueprint Trustee), Kirsty Britz, (Director of Sustainable Banking, NatWest Group Plc), Ali Sheridan, (Sustainability and Climate Adviser / PhD Candidate) discussed what the role of sustainability could become, and how this is an opportunity to reset our ambitions as individuals and businesses to make the changes needed to become truly sustainable businesses

**Sustainability in a purpose-led business**  
Evolving from a function to a mindset

'How can we bring together the sustainability professional who are all committed to change so we can cut through the blockers in business/the wider system to drive action'

Ali Sheridan

930  
average views of  
webinar recordings

## SPEAKING AT EXTERNAL EVENTS

We were invited to speak at a number of external events during the year including:



The PLSA's ESG Conference brings you an outline two-day programme with a dynamic mix of keynote speeches, educational sessions, topic deep dives, and quick-fire updates. We're cover every angle of ESG for the pensions sector.



- Our CEO joined TUC President Sue Ferns and CEO of Railpen on a panel discussion at the PLSA ESG conference in March focussed on the “S” of ESG.
- Our CEO was invited by Hedley May to join a roundtable discussion chaired by Helge Lund, Chair of BP on the topic “Purpose – How important is it?”. It was attended by a number of Chairs, NEDs and other executives including Charlie Nunn, CEO Lloyds Banking Group, Annette Court, Chair Admiral Group, Paula Reynolds, Chair, National Grid and Ruth Carnie, Chair, Babcock International Group.
- The Academy of Management global conference in July 2021 held a panel session with Raj Sisodia of conscious Capitalism, Jay Coen Gilbert of B Labs and our CEO Charles Wookey, following publication of an academic paper by Profs Hector Rocha and Gerry George featuring interviews with all three.
- Our CEO spoke at “Kreston Week”, a conference organised for a global network of midsize accountancy firms, in September 2021

- Our COO was invited to speak on one of the panels at the edie Sustainability Leader's Forum 2022 in March focused on the ‘S’ of ESG.
- Our COO spoke on one of the panels at the Good Business Festival in Liverpool in March alongside BCorp and the TUC.
- Our CEO chaired a discussion at the ‘Daring to Leap’ online conference on 2 December with Jo Alexander (bp) and Alison Taylor (Executive Director, Ethical Systems) on how to develop more purpose led businesses
- Our CEO spoke at the UK Green Business Council for their leadership course on the 19 October
- Our Head of Corporate Engagement was invited to record a podcast interview on Purpose by Sparks Studio Sparks Studio/Interviews (sparks-studio.com)
- Our Head of Corporate Engagement was interviewed for the Why it Matters Podcast – the recording was launched in August. Listen here: Why Purpose-driven PLCs Matter



# ACTIVITY IN THE YEAR

## SOCIAL MEDIA & WEBSITE

2131

Twitter followers

(27.4k impressions)

800

Subscribers to our newsletter

(49.6% average open rate)

1951

LinkedIn followers

(25% director or c-suite)

1292

Average unique visitors to our website each month

(86.4% new)

We published a number of blogs during the year including:

### [Purpose and Profit](#)

A series of 3 blogs responding to questions raised in a webinar with Alex Edmans on the relationship between purpose and profit

### [What is the point of professional services firms?](#)

### [Re-thinking the role of business in addressing political and social issues](#)



Charles Weidley, CEO, A Blueprint for Better Business

[This article was originally published on LinkedIn](#)

*Maxim Gaidar at the IEA recently offered a penetrating analysis of how, particularly in the US in recent decades, business has come to influence 'to set the rules of the game under which it then can play...the results are a form of capitalism that, for all its undoubted economic superiority over alternative systems, creates a highly unequal distribution of rewards and shifts unmanageable risks onto ordinary people.'*



Charles Weidley, CEO, A Blueprint for Better Business

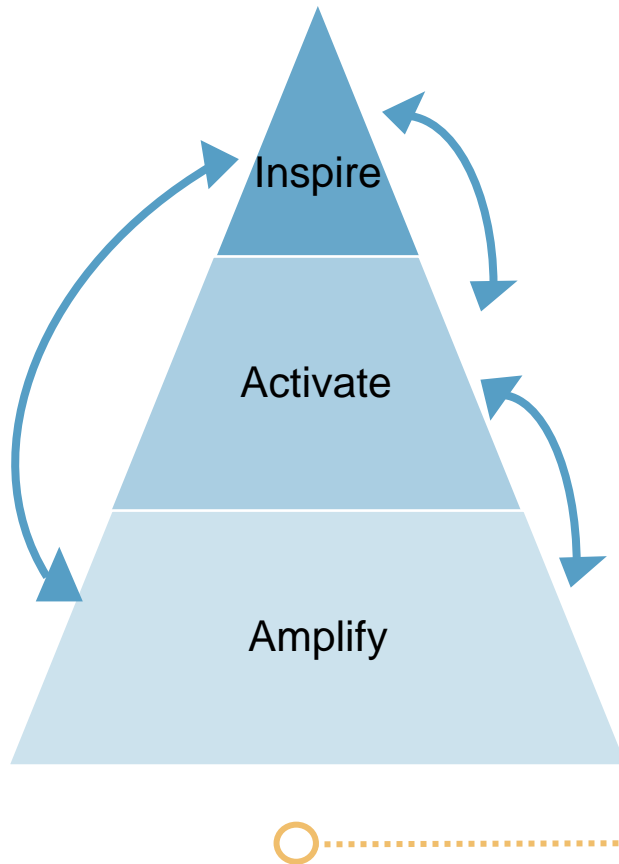
[This article was originally published on LinkedIn](#)

*As more major companies commit to a purpose beyond profit and adopt a stakeholder model of creating value for society rather than just a shareholder value, they are looking to their closest advisers - strategists, lawyers, accountants and others - to do the same. And given the scale of global challenges we face, society needs advisers firms to challenge and support their corporate clients to succeed in business and not becoming a just a means. That means helping them create profitable solutions to the problems of people and planet to use technology in a way that promotes fairness and social wellbeing, and to operate in healthy social organisations which are better businesses, better for society and better for people.*

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

Twitter: @blueprint4biz

## STRATEGIC FRAMEWORK AND KEY INITIATIVES



### **INSPIRE: Provide credibility and push boundaries**

Inspire and nurture the **will**, rationale and courage for change by creating space for continuous dialogue, critical reflection and sense-making of what it means to be a purpose-led business.

This will include updating how we run our social contracts to reflect what we have learned to date and expanding our CEO and other forums

### **ACTIVATE: Encourage action at scale**

Create and be part of spaces to develop the **skills** and confidence to disrupt 'status quo' practices and create conditions for change to flourish

This will include launching a community of practice, creating an active community of coaches and consultants and collaborating with others to create a suite of immersive courses and help practitioners to better navigate the purpose landscape

### **AMPLIFY: Support social contagion and momentum**

Capture and share stories to build courage, share learning and facilitate / collaborate to catalyse change in early majority and strengthen the movement

This will include making the Knowledgebase more accessible and further building Blueprint's profile.



# OUR ORGANISATION

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

## Team

Sarah Gillard, CEO  
Soulla Kyriacou, COO  
Dee Corrigan, Corporate  
Engagement  
Sophie Thomas, Community  
Engagement Manager  
Amelia Watts, Communications  
Lucy Kay, Executive Assistant

## Trustees

Sue Garrard (Chair)  
Maaïke de Bie  
Mike Barry  
Loughlin Hickey  
Julie Hirigoyen  
Brendan McCafferty  
Andrea Ponti  
Charles Wookey

## Advisory Council

Jane Corbett (Chair)  
David Blood  
Stephen Brenninkmeijer  
Baroness Jeannie Drake  
Gillian Guy  
Margaret Heffernan  
Philip Marwood  
Sir Charlie Mayfield  
Cardinal Vincent Nichols  
David Nussbaum  
Rumi Verjee, Baron Verjee

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.

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 as we are all primarily working remotely, we actively take environmental considerations into account in our decision making.