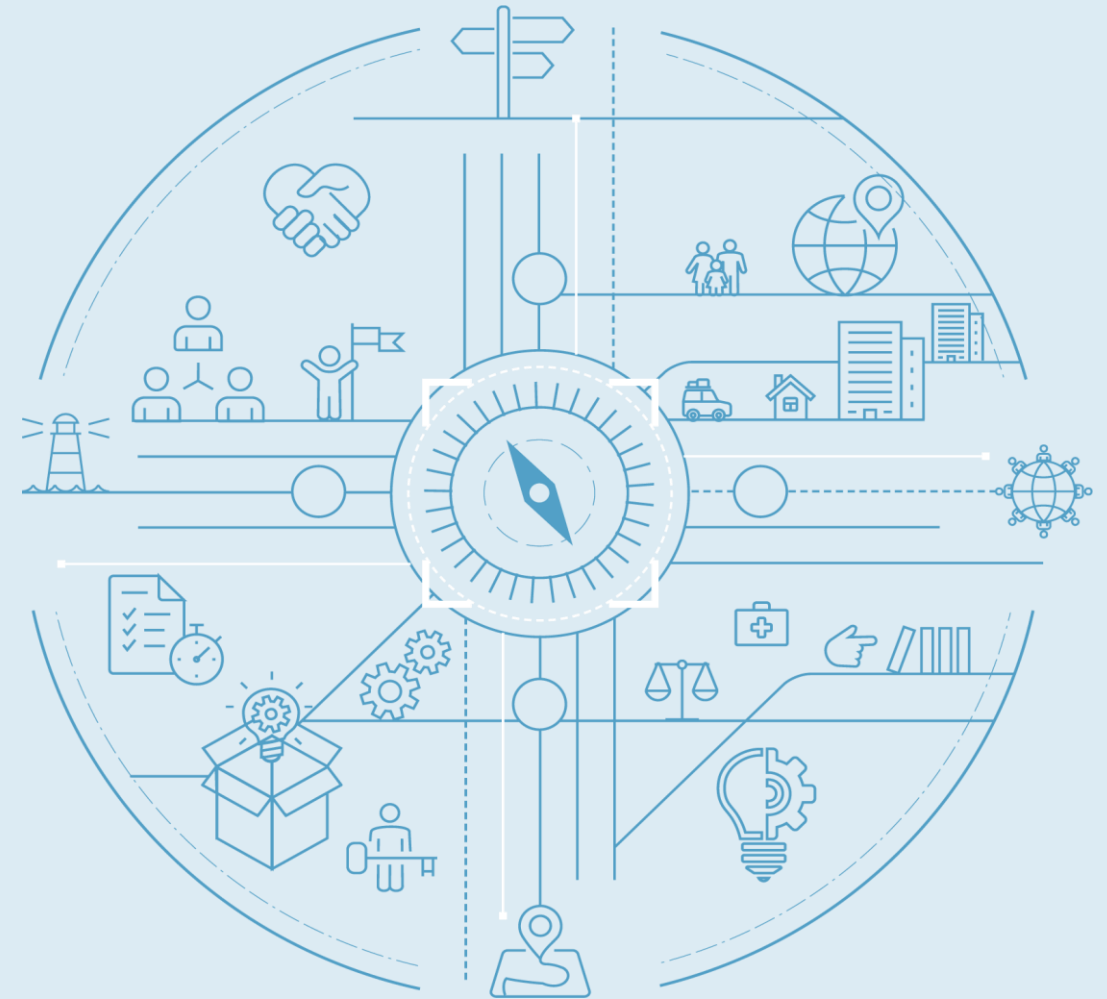


Blueprint Trust

Impact Report

Year ended 30 April 2023





The year ending April 2023 saw the world emerge from the crisis of the Covid pandemic to face another set of challenges. The ongoing war in the Ukraine continued to bring uncertainty and fear to many people's lives, as well as soaring fuel prices to much of the world. In the UK, rapidly rising inflation and interest rates, affecting everything from food prices to mortgage rates, created a cost of living crisis with far-reaching consequences – including significant industrial action across public services. Leadership changes in government, unusual weather patterns and challenging economic conditions all contributed to a sense of unease and anxiety. For many, it feels as if life is getting harder. One of the many consequences of these troubled conditions can be an increasing desire for certainty, simplicity and easy answers. And an increasing tendency towards polarisation, outrage and blame. Exactly the wrong conditions for nuanced solutions to emerge, solutions that find a path to a more hopeful future, where every human being lives a life of dignity on a healthy planet. These solutions, we believe, will only be found through seeking out diverse perspectives, careful listening, informed dialogue, calm reflection and a deep conviction that creating a better world for all is possible.

In our work, we are lucky enough to meet many people who are trying to create these conditions in their workplaces and beyond. I believe one of the most important roles we have played this year is to help bring some of those people together to build community, share learning and hopefully increase the momentum of this critical movement – finding ways to bring the extraordinary power of business to be a force for good in our collective future. We don't have time to wait for this to happen incrementally – we need 25 years' worth of change to happen in the next 5 if we are to seize the opportunity of this “decisive decade”. As you will see from this impact report, our work with businesses and the wider system is designed to catalyse this shift in scale and pace, extending our reach far beyond the companies we work with directly.

As ever, 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

We are an independent charity whose **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:

We seek to stimulate and energise a different way of thinking and behaving in business through presenting a different way of thinking about the purpose of business and what motivates people:



Delivering value by serving society:

Profit is an outcome and condition of a well-run business that has a positive impact on people and planet



Each person is a someone not a something:

A business is a series of relationships and the quality of these relationships will be stronger if people are treated with dignity and they feel connected to a meaningful enterprise

Our focus:

Senior leaders in large companies:

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

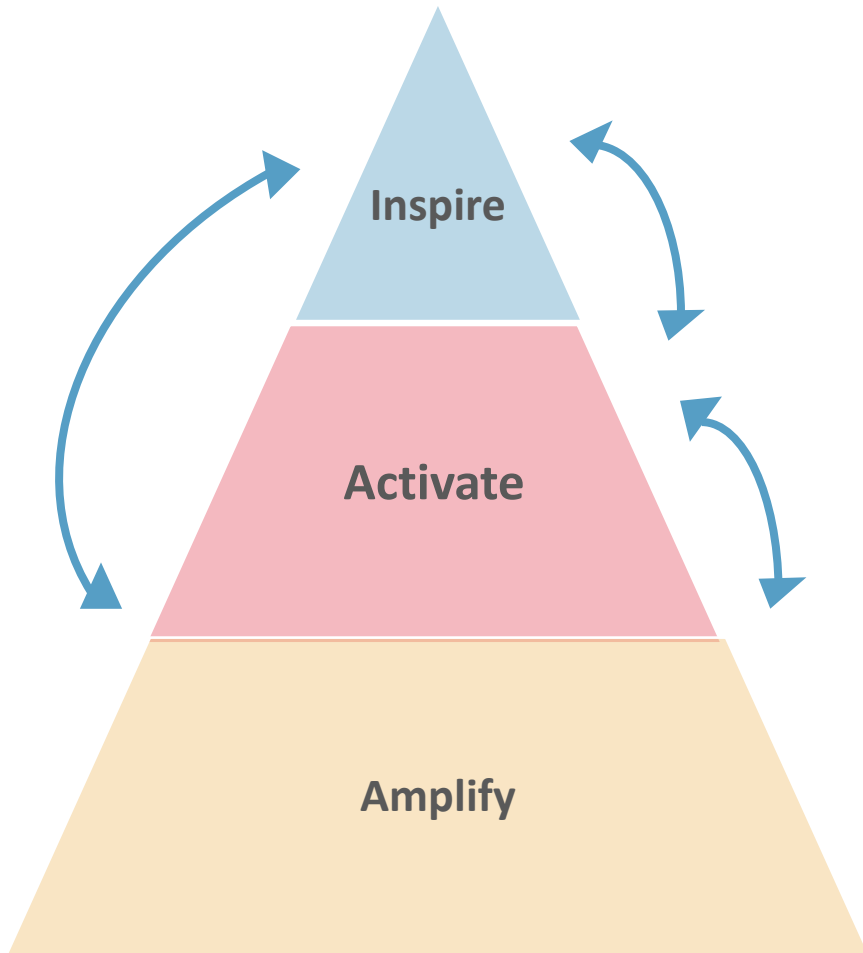
Changemakers:

We support and convene forums and communities of practice for practitioners in business and coaches, consultants and advisers to business to facilitate exchanging experience, building capacity and learning from each other to activate change within organisations

Influencers:

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

Our 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 through:

- Social contracts and interventions
- CEO & other forums

Activate: Encourage action at scale

Create and be part of spaces to develop the capability, capacity and confidence to disrupt 'status quo' practices and create conditions for change to flourish through:

- Community of practice
- Collaborating with organisations in our space to scale impact
- Collaborating with coaches and consultants to scale impact

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 through:

- Building on and enhancing our Knowledgebase
- Public speaking etc. to grow the movement

The impact we seek



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

Inspire

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

Activate

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

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

Shift in mindset

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

How our learning has informed our strategy

How our work has evolved

In recent years much of our focus has been on the work we have been doing with CEOs and leadership teams in a small number of large corporates. The desired outcomes of this work are to:

- catalyse change in these organisations that has a positive impact on people and planet
- have a positive impact on a large number of people through the scale and influence of these large organisations including through their customers and supply chains
- help us to test our thinking and approach - building learning that we can share with others
- build a movement of CEOs and senior leaders who can act as champions and encourage others to change

Alongside this work we started to experiment with bringing together groups of practitioners such as Heads of Sustainability and HR and saw that they valued and benefited from being in spaces where they can learn together with others facing into similar challenges. In 2023 we therefore started to focus more on initiatives that help amplify our impact through working with practitioners (the activate part of our strategy) – for example, building a purpose-led community of practice in collaboration with NatWest Group. We believe working at both the CEO and senior leadership level and with practitioners will help to accelerate the change as well as building even more learnings that we can go on to share more widely.

Changing the conversation about the purpose of business and what motivates people



Working with senior leaders of large corporates and those who influence them to test our thinking and approach and learn how to help create change in practice

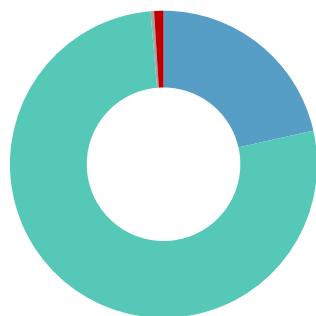






Encourage action at scale though creating and being part of spaces to develop the capability, capacity and confidence to disrupt 'status quo' practices and create conditions for change to flourish

Income and expenditure - Year ended 30 April 2023

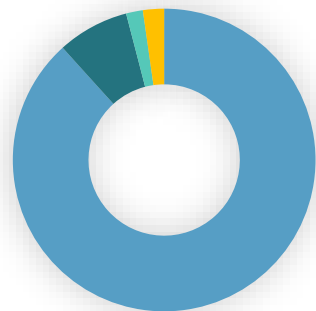
We are an independent charity and our work is solely funded through donations





Funds received in the year:



	Charitable trusts	108,000
	Corporate donations	388,000
	Other donations & other income	1,860
	Investment income	4,938
<hr/>		
	Total	502,798

Expenditure:



	Staffing	508,402
	Operations	44,038
	Depreciation	10,333
	Governance & other support	12,984
<hr/>		
	Total	575,757

Note: The income above reflects donations actually received in the year. The total income disclosed in our accounts amounts to £394,799 and reflects adjustments on the timing of when donations are recognised, to comply with SORP. Our full accounts can be seen [here](#)

Donations received in the year:

Charitable trusts:

Oak Foundation	83,000
Syder foundation	<u>25,000</u>
<i>total</i>	108,000

Corporate donations:

Severn Trent	10,000
Turner & Townsend	50,000
NatWest Group	83,000
National Grid	50,000
Ardagh	100,000
Brewin Dolphin	15,000
JLL	<u>50,000</u>
<i>total</i>	388,000

Note: The donations disclosed above are those actually received in the year. The total donations disclosed in our accounts amount to £389,360 and reflect adjustments to comply with SORP. Our full accounts can be seen on our website [here](#)

Our engagement with business



Our engagement with business contributes to our purpose by:

Inspiring



CEOs and senior business leaders are guided by a purpose that benefits society and respects people and planet

Activating



Changemakers develop the confidence to disrupt 'status quo' practices, creating conditions for change to flourish

Amplifying



Companies openly share learnings and insights to catalyse change more broadly.

We engage directly with individual businesses in 3 ways:

Interventions

An initial 3-6 month engagement with the CEO and Executive team to introduce Blueprint's Framework and Principles

Social contracts

A sustained engagement over 24-36 months to challenge and support organisations on their journey to becoming a purpose-led organisation.

CEO forums

Small groups meet quarterly to explore what it means to be a purpose-led business in practice, to make sense of their emerging experience and context with others, and build the courage and self-awareness to act in complexity

Evidence of impact

The impact we are seeking is a shift in mind-set and behaviour 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:

One of the companies we have been working with in social contract is NatWest Group. This extract from their [2022 Annual Report](#) clearly references the influence we have had :

“*‘We continue to partner with the Blueprint for Better Business, whose framework informs our purpose-led decision-making and helps us to create and protect value for customers, suppliers, colleagues, communities, future generations and our shareholders.’*

”

This influence is referenced in a number of places in their Annual Report.

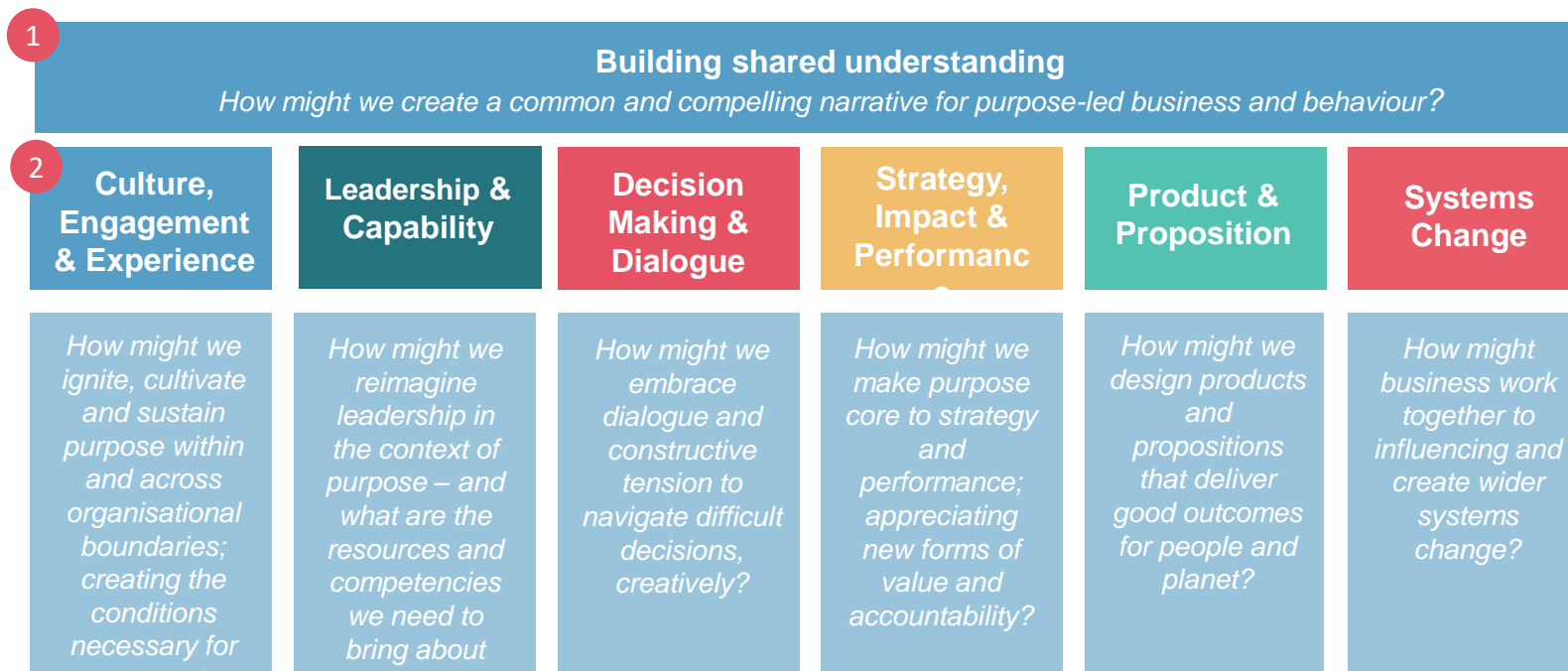
“*Blueprint has been a crucially important critical friend throughout our purpose journey. Without them, I doubt we would have been able to achieve the depth of understanding we now have about the value our business could bring to society. Working with Blueprint has broadened our thinking and given us tools to openly, critically and collectively make decisions which positively impact a wider group of stakeholders than we ever thought possible*

Vince Clancy,
CEO Turner & Townsend



Purpose led community of practice

As part of the "activate" part of our strategy, we have been working closely with NatWest and an organisation called [Imagine](#) to build a collaborative community bringing together people from a range of different companies who are seeking to accelerate their personal and company commitment to becoming truly purpose-led. Meetings to launch the community started in September 2022, with over 60 organisations involved. The community identified seven Lab topics to start, with each Lab being led by different companies. The Labs include:



Each Lab is led by one or two members of the community

Blueprint's role throughout has been and will continue to be as a critical friend, using the Blueprint lens to review and inform the approach. We are exploring with the core team how we capture, collate and disseminate what we are learning so that it is accessible by others who want to help their organisations to be purpose-led.

The community includes practitioners from:



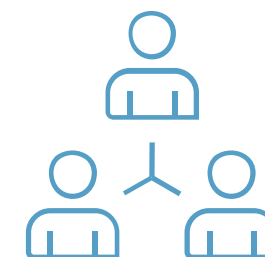
Activate

We recognise that as a small team we are unable to work directly with a large number of companies. Part of our strategy is to reach a larger number of businesses indirectly through influencing the work of coaches, consultants and other advisers to business.

We continue to build our informal network of coaches and consultants (C&Cs) who share our ethos and continue to get interest from C&Cs who come across Blueprint either through their work, via other C&Cs, 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 C&Cs who work with businesses of all sizes.

We convene meetings for these C&Cs at least twice a year to provide a space for them to exchange learning and experience and to network. We held 2 meetings in November 2022 on the topic of the work companies do to connect personal and organisational purpose. Both meetings were well attended and there was a rich discussion including the tensions we all hold to help us ensure we do the work in an authentic way. In February 2023 we convened a meeting [to socialise PAS 808](#) – the BSI’s new standard on purpose-driven organisations. We invited the Head of Sustainability at Anglian Water, who was on the steering group that developed the PAS, to talk about how they seek to use it at Anglian Water and the practitioners group he has set up to test it. We also launched a digital space on LinkedIn (the purpose Co:Lab) for engaged C&Cs and others to encourage more active participation and to build a community for online learning and participation.

During the year we started to test workshops to help consultancies to help their clients to be purpose-led and we developed and tested a workshop with 3 consultancies. We are now actively exploring how we might collaborate or partner with mid-sized consultancies who work with large corporates to scale our impact and enable us to reach a larger number of companies, as well as how such partnerships might help us to create new sources of income.



Activate

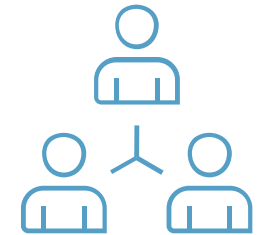
Collaboration



Over the Summer and Autumn of 2022 we collaborated with [ReGenerate](#) to deliver a [Pioneers](#) programme for changemakers in business. Building on what learned from collaborating on this programme we launched a project with ReGenerate and the Forward Institute to explore the potential for the 3 organisations to collaborate.



Following initial discussions in October 2022, we invited a number of organisations in the purpose 'ecosystem' to discuss a proposal to form a 'Purpose Centre of Gravity' to explore their appetite to be involved, and to thought partner how we shape it. Representatives from Business in the Community Cambridge Institute for Sustainable Leadership, The Institute of Business Ethics, Forum for the Future and BCorps attended, as well Timothy Henry (Conscious Capitalism) and Professors David Grayson and Victoria Hurth. It was suggested at this meeting that we should carry out some research to better understand the needs of practitioners in business in order to inform a potential collaboration. We co-funded a person to carry out this research with the Forward Institute. The research was finalized at the end of June 2023 and can be seen [here](#)

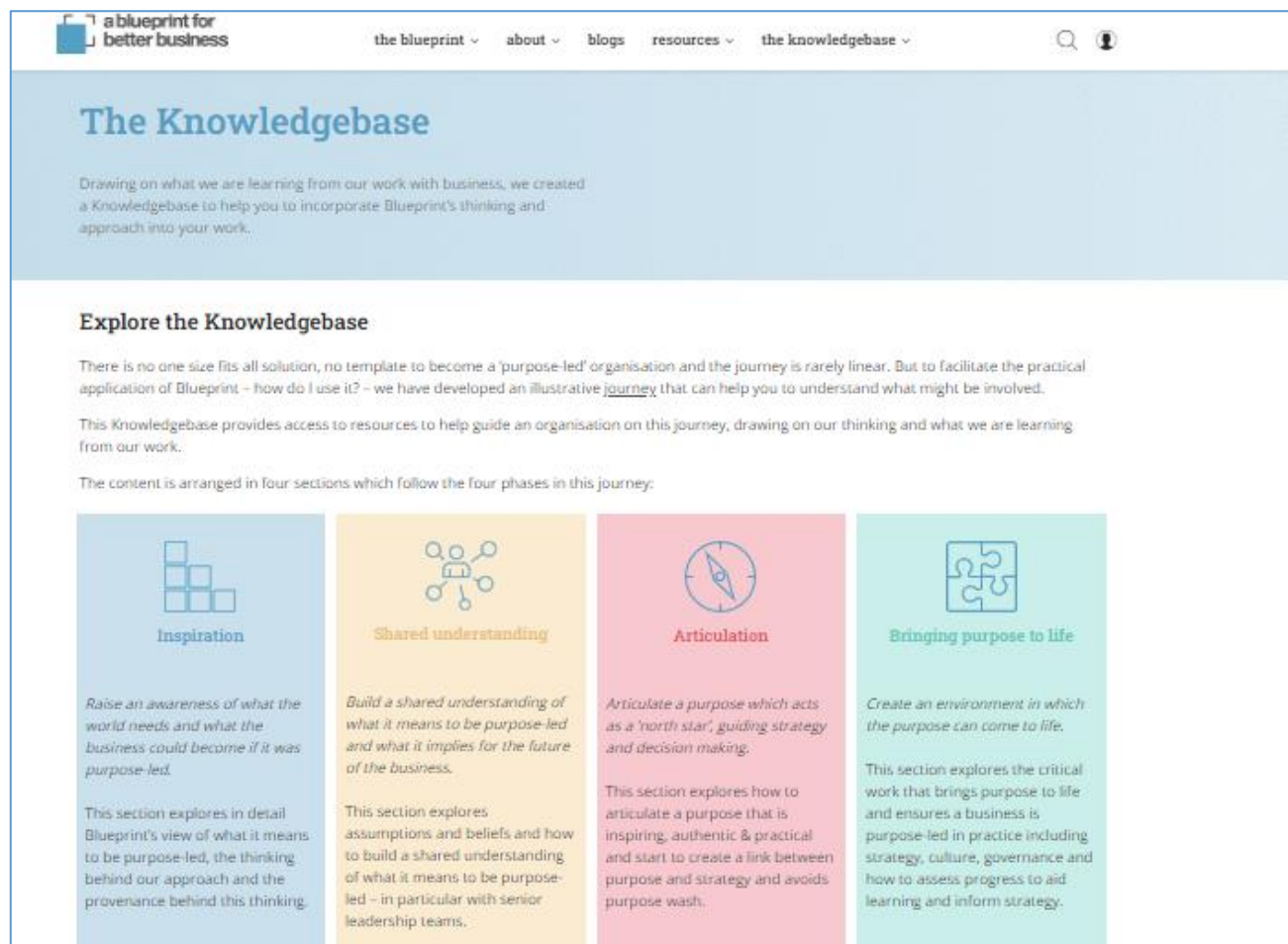


We were part of the steering group chaired by for the [Sustainable Purpose British Standard on purpose driven organisations \(PAS 808\)](#) which was launched in July 2022. Our CEO Sarah Gillard was invited to be on a panel at the launch event and has been invited to be part of a new national committee to provide input and direction for the development of an international standard on purpose-driven organisations.



Sharing what we are learning

Blueprint Knowledgebase



The screenshot shows the 'The Knowledgebase' section of the 'a blueprint for better business' website. The header includes the logo and navigation links: 'the blueprint', 'about', 'blogs', 'resources', and 'the knowledgebase'. Below the header, the title 'The Knowledgebase' is followed by a brief introduction: 'Drawing on what we are learning from our work with business, we created a Knowledgebase to help you to incorporate Blueprint's thinking and approach into your work.' The main content area is titled 'Explore the Knowledgebase' and contains three paragraphs of text. The first paragraph states: 'There is no one size fits all solution, no template to become a 'purpose-led' organisation and the journey is rarely linear. But to facilitate the practical application of Blueprint - how do I use it? - we have developed an illustrative journey that can help you to understand what might be involved.' The second paragraph states: 'This Knowledgebase provides access to resources to help guide an organisation on this journey, drawing on our thinking and what we are learning from our work.' The third paragraph states: 'The content is arranged in four sections which follow the four phases in this journey:'. Below the text are four colored boxes representing the phases: 'Inspiration' (blue), 'Shared understanding' (yellow), 'Articulation' (pink), and 'Bringing purpose to life' (teal). Each box contains an icon, a title, and a description of the phase.

The Knowledgebase





Drawing on what we are learning from our work with business, we created a Knowledgebase to help you to incorporate Blueprint's thinking and approach into your work.

Explore the Knowledgebase

There is no one size fits all solution, no template to become a 'purpose-led' organisation and the journey is rarely linear. But to facilitate the practical application of Blueprint - how do I use it? - we have developed an illustrative journey that can help you to understand what might be involved.

This Knowledgebase provides access to resources to help guide an organisation on this journey, drawing on our thinking and what we are learning from our work.

The content is arranged in four sections which follow the four phases in this journey:

Inspiration	Shared understanding	Articulation	Bringing purpose to life
 <i>Raise an awareness of what the world needs and what the business could become if it was purpose-led.</i>	 <i>Build a shared understanding of what it means to be purpose-led and what it implies for the future of the business.</i>	 <i>Articulate a purpose which acts as a 'north star', guiding strategy and decision making.</i>	 <i>Create an environment in which the purpose can come to life.</i>
This section explores in detail Blueprint's view of what it means to be purpose-led, the thinking behind our approach and the provenance behind this thinking.	This section explores assumptions and beliefs and how to build a shared understanding of what it means to be purpose-led - in particular with senior leadership teams.	This section explores how to articulate a purpose that is inspiring, authentic & practical and start to create a link between purpose and strategy and avoids purpose wash.	This section explores the critical work that brings purpose to life and ensures a business is purpose-led in practice including strategy, culture, governance and how to assess progress to aid learning and inform strategy.

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 through our engagement with corporates. During 2020 and 2021 we embarked on a project to create a free to access, 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. This 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.

We continue to add and enrich the content drawing on what we learn from our 1:1 work and the feedback and interaction we get from the practitioners and coaches and consultants who use it.

the number of new
registered users
increased by 100%
in the period to 342

Amplify

Activities to amplify and grow the movement



Our Trustee and former CEO, Charles Wookey, hosted a [seven-part podcast series](#), exploring the realities of purpose-driven business, and the pioneers who embody the Blueprint principles including David Blood, Generation Investment, Mark Cutifani, former CEO Anglo American, Alison Rose, former CEO Nat West Group and others. The first podcast in the series was launched in June 2023

We held a very well attended event on 3 May hosted by Nat West Group to introduce our new CEO and celebrate the achievements of our outgoing CEO. There was a panel discussion moderated by [Andrew Hill](#), FT, with [Alison Rose](#)

former CEO of NatWest Group, Professor [Rebecca Henderson](#) from Harvard Business School, entrepreneur, CEO, and writer [Margaret Heffernan](#) and [Nilesh B. Dosa](#), Founder of icanyoucantoo. Their conversation about purpose and what we might see in business, and society over the next 10 years was stark, honest, and hopeful. The panel discussion was filmed and can be seen [here](#).



ANTHROPY
Inspiring a better Britain

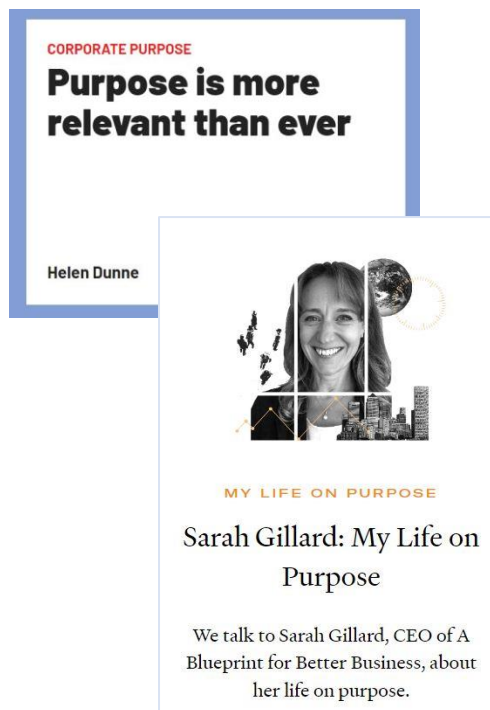


We helped co-create 3 of the panel discussions at the [Anthropy](#) event in early November 2022, as part of the Future of Business working group. These were well attended and well received and our CEO was invited to join 3 further panels. Our Chair, Sue Garrard, also chaired a panel which framed the end of the event offering a leadership perspective.



Amplify

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



Our CEO was interviewed by or invited to speak at:

- Beautiful Truth magazine for their Life on Purpose theme
- Andrew Hill about purpose and its "crossroads moment" for an FT column on 2 August
- The Law Society of Scotland for two 15 minute videos on their CPD platform for 12,000 members.
- The Chartered ABS annual conference on the evolution of purpose-led business schools.
- The global impact team at Fidelity Investment Management on the rise of purpose-led business.
- The Better Futures event in September organised by the Mayor of London to help SME's transition to net zero, and she was also interviewed for a webinar to go out to all their members.
- Part of a panel at an event organised by consultants Q5 in collaboration with Prospect Magazine on the changing role of business in society.
- The [Oxford SDG Impact Lab](#) to speak about purpose to a cohort of students who are working as part of a programme that trains and supports small groups to work with BMW Mini to develop actionable, research based impact projects that engage the SDGs.
- Dina Medland for an Article for the ICAEW, and has been quoted in the published article [Culture Holds the Key: The Role of the Boardroom | ICAEW](#).
- Dr Deborah Benson of the Directors Convention for this short video [Stimulating Purposeful Change..](#)
- *A fireside chat with Helen Dunne at the Corporate Purpose Summit - a summary of the discussion was published - [Purpose is more relevant than ever](#)*

- Our Head of Corporate Engagement spoke on a panel for The Institute of Corporate Responsibility and Sustainability.
- Our COO spoke about purpose-led business at a virtual Sustainable Brands Turkey event in September.
- Our COO was on the panel of judges for the [Good Small Business Awards](#). The awards were presented in March 2023 at an event in Liverpool.
- Our Head of Corporate Engagement spoke at the virtual Sustainability 2100 event in January on organisational purpose and creating sustainable change



Amplify

Our organisation

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

Team

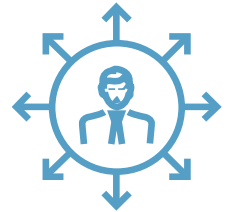
Sarah Gillard, CEO
Soulla Kyriacou, COO
Dee Corrigan, Corporate Engagement
Fiona Bibby, Associate
James McCarthy, Projects & Operations

Trustees

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

Advisory Council

David Blood
Stephen Brenninkmeijer
Jane Corbett
Baroness Jeannie Drake
Alex Edmans
Annabel Gillard
Gillian Guy
Margaret Heffernan
Rebecca Henderson
Philip Marsden
Sir Charlie Mayfield
Cardinal Vincent Nichols
David Nussbaum
Jeff Twentyman
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.



www.blueprintforbusiness.org

Registered Office: Oldbourne House, 46 Chancery Lane, London WC2A 1JE

