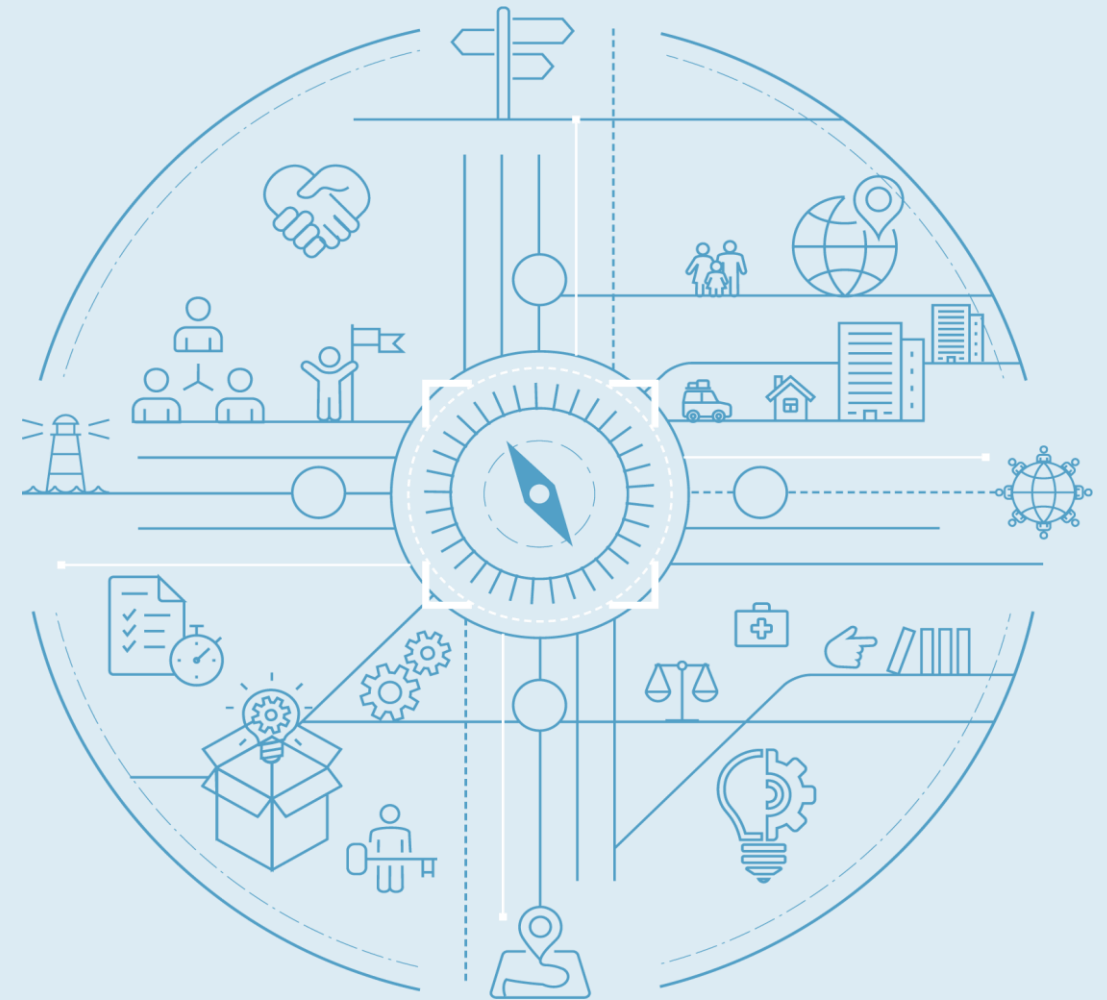


Impact Report

Year ended 30 April 2024





Every year, it seems the world is changing more quickly, becoming more complex, interconnected and unpredictable. The year ending April 2024 saw increasing geopolitical conflict in Gaza, Ukraine and Sudan, erratic weather patterns and continuing economic strain and uncertainty in this country and across the world. Rapid technological advancements in AI promise both enormous potential for good and significant risks for misuse, including the creation and spread of misinformation and disinformation, further reducing trust in an already febrile and polarised society.

However, as the WEF Global Risks Report noted, *"alongside global risks and the era-defining changes underway lie unique opportunities to rebuild trust, optimism and resilience in our institutions and societies"* and calls for *"open and constructive dialogue among leaders of government, business and civil society"*.

Even as the culture wars rage, and the pushback against ESG reporting and DEI policies continues, the direction of travel for societal expectations of business is clear – the challenges we face are simply too existential and urgent to be tackled by government or civil society alone. Whatever the ideological arguments, the practical realities demand that business – with its extraordinary power and potential to harness resources and innovate to find solutions – must rethink its role in society. It must define success through the positive impact it has on the long-term wellbeing of people and planet and recognise profit as the fuel needed to achieve that impact – not the goal itself.

Although this significant paradigm shift is already underway, we all need it to happen more quickly. Over this past year, we have focused our work on the initiatives that we believe can accelerate the scale and pace of this shift - creating more opportunities for trust-building dialogue between leaders, creating networks where people involved in this work can learn from each other, and sharing our insights openly.

Our network across business, government, civil society and academia enables us to be a trusted catalyst for the constructive dialogue that we believe needs to happen. We believe our ability to act as a neutral convenor and insights gatherer is greatly enhanced by being an independent, donation-funded charity. We are extremely grateful to all those who make our work possible – our trustees, members of our Advisory Council, our donors and all those who give their time to us pro bono.

Sarah Gillard, CEO

Our progress - Overview

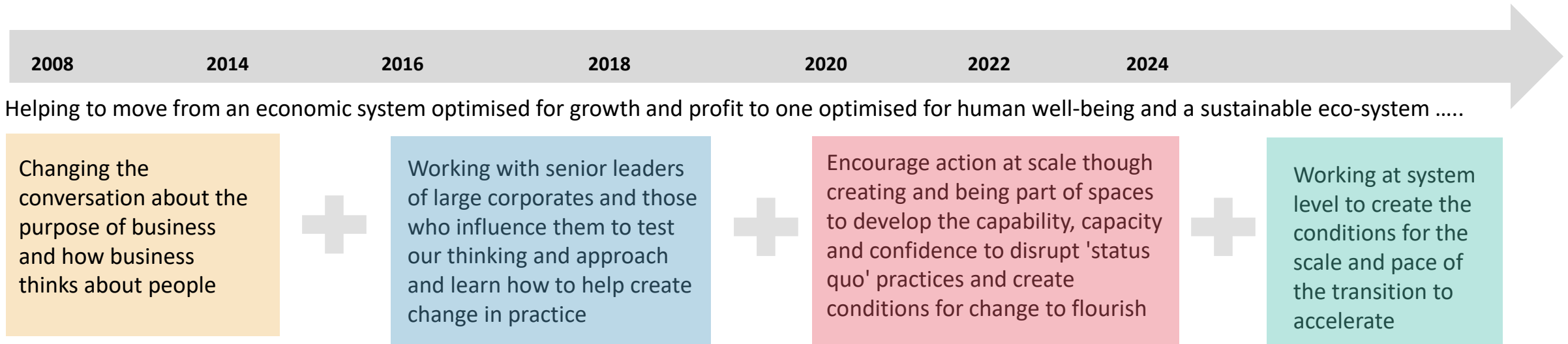


Our initial efforts were aimed at transforming the dialogue around the purpose of business and its perspective on people. Much of our work involved bringing together senior business leaders and those who influence them. In 2016 /17 we began engaging directly with a few large corporates to test our ideas and approaches, and to initiate a movement of CEOs who could serve as champions. To make our learnings widely accessible, we launched our online Knowledgebase in 2020, sharing our insights and enabling others to benefit from them.

How our learning has shaped our strategy and approach

We have observed a shift in our conversations with business leaders - increasingly, they recognize the need to view the purpose of business as more than just creating financial value. However, many struggle with the 'how' of transforming their organisations.^{1,2} There is no clear path to becoming a purpose-led organisation, so we in 2020 started to create spaces for senior leaders from different organisations to connect and learn how to achieve this together.

In 2022, we co-created the Purpose in Practice Community (PIPC) with NatWest Group, bringing together corporate practitioners to inspire, share experiences, and learn from one another. We believe that working with both CEOs and senior leaders, as well as practitioners, will accelerate change and generate additional learnings to share widely. Additionally, we are seeking to influence consultants, encouraging them to use their agency to challenge and support their clients in becoming purpose-driven.



1. A McKinsey survey found that only 7% of Fortune 500 CEOs believe their companies should mainly focus on making profits without considering social goals. [Corporate purpose: Shifting from why to how | McKinsey](#)
2. [Deloitte Global Human Capital Trends \(2019\)](#): Deloitte's survey revealed that, for the first time, CEOs ranked societal impact as the top success factor for their annual performance.

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 how we think about 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

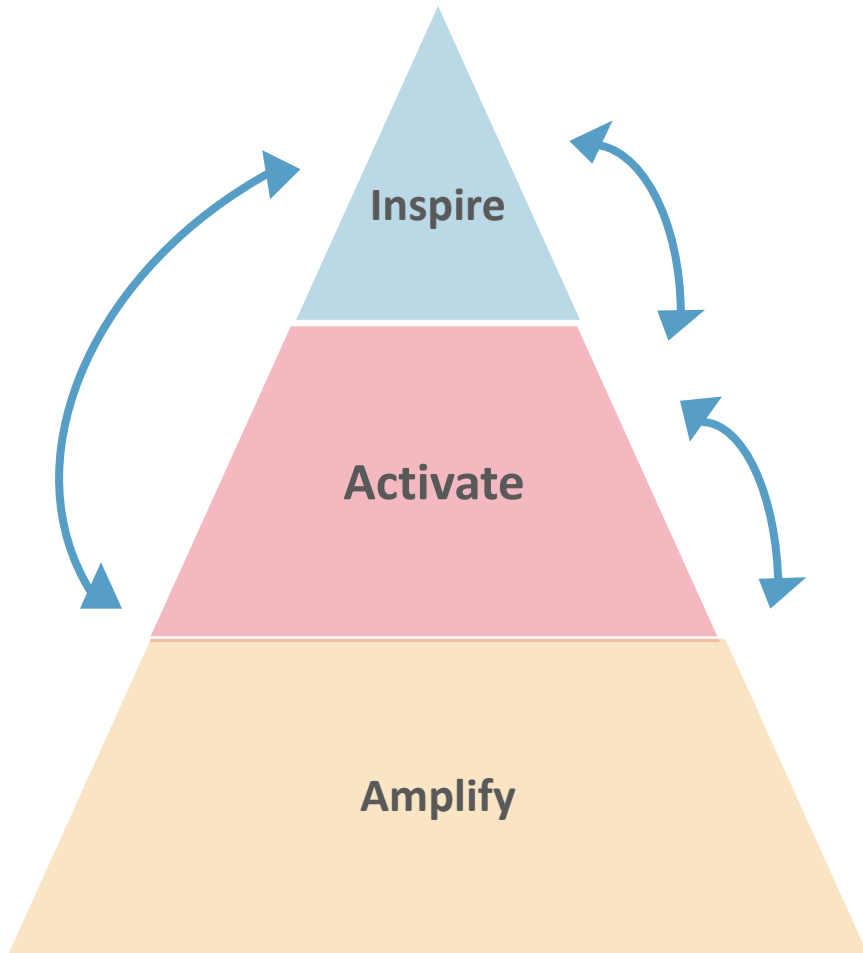
Changemakers:

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:

- Purpose in Practice Community (PiPC)
- Collaborating with consultants and coaches to scale impact
- Collaborating with other organisations with similar objectives 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 & senior leadership level and demonstrably using our thinking and approach to shape their strategy and culture

Inspire



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

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



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

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

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

We work with a small number of companies each year in what we call a ‘social contract’ (no legal, no financials). 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

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.

“

Our partnership with Blueprint has been transformative in helping us develop our approach to our own purpose and seeing the potential of a purpose-led approach to business. Working with many leaders across our business, their expertise and insight has helped us sharpen our understanding on the positive relationship between purpose and profit and has stimulated new ways of thinking about how we create value for wider society as well as our business

”

Simon Peacock, Head of Regions and Head of Clients JLL, UK

“

We have been working with Blueprint over the course of the past year, and their support is being felt deeply. What is distinctive about working with Blueprint is that they frame ideas in terms of their impact on people, and spend their time with you listening, coaching and helping you see the human difference your work is making – both inside and outside of your organisation. This is hugely motivating. It also sparks a profound shift in the way you approach problems and ultimately unlocks more value; for employees, customers and citizens.

”

Camilla Egginton, Director of Transformation, Nest Corporation

Activate: Purpose in Practice Community (PIPC)

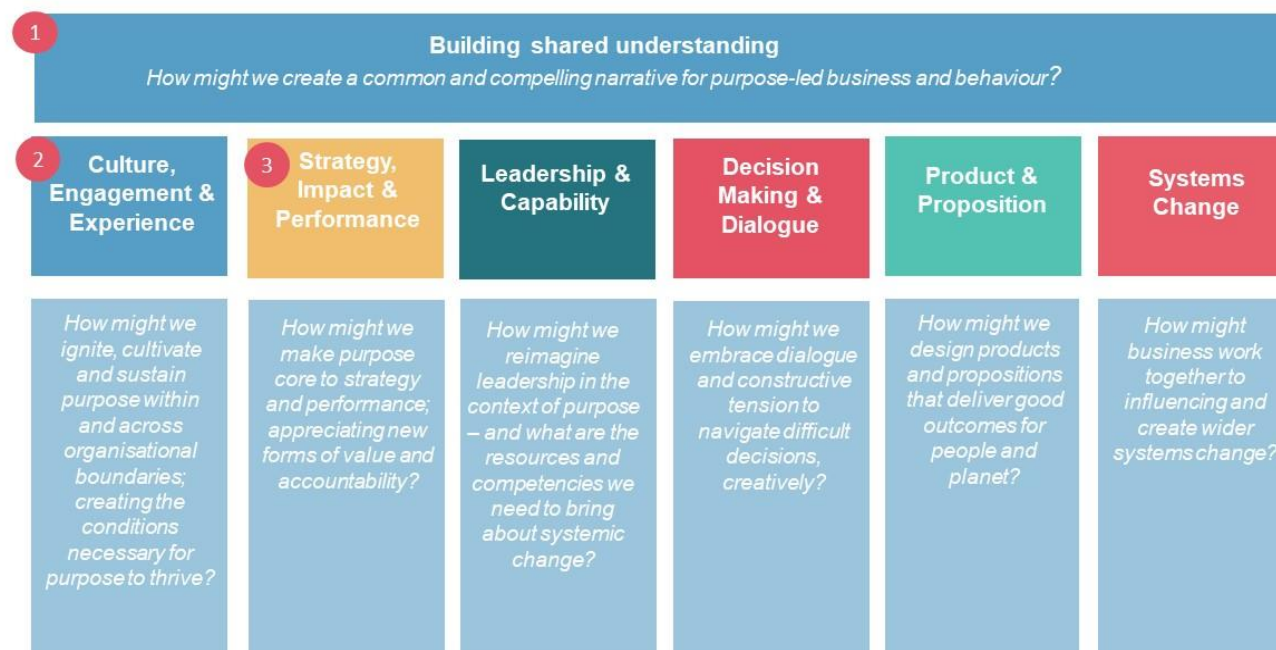


Through our work with people in corporates over the years we have seen that there is a skills and experience gap amongst practitioners inside organisations that are seeking to be purpose led. There is no road map to being purpose led and even the ‘pioneers’ are still learning. Working closely with NatWest and an organisation called Imagine Talent we therefore co-created a Purpose in Practice Community (PIPC) bringing together people who are seeking to accelerate their personal and company commitment to becoming truly purpose-led from organisations across different industries and sectors, to learn and experiment together.

Meetings to launch the community were held in September 2022, with over 200 people from 60 organisations involved. The community identified seven enquiry topics to explore. To explore the first three enquiries, we used a 'Lab' format, bringing practitioners together to connect, experiment and create breakthrough thinking and practice. Each Lab was powered by two community members and supported by facilitators. Lab 1 was completed in 2023. The findings from Labs 2 and 3 are being collated over the Summer of 2024.

There are regular all community connect gatherings to share learnings with the broader community and we also convene monthly drop in “Peer-to-Peer Clinics” offering a safe space where members can discuss purpose-related challenges and share experience and learning.

Whilst the primary audience for the PIPC is practitioners working inside companies to help their organisation to be purpose-led, we encourage participants to invite colleagues from different areas of the business to the relevant Labs e.g. HR colleagues to the culture Lab, colleagues leading on strategy to the Strategy Lab etc. – thus helping them to build up networks within their businesses who are also engaged in the work on purpose, who also have access to others from other businesses with whom they can exchange experience and learning.



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

Activate: Purpose in Practice Community (PIPC)



Outputs from Lab 1

Lab 1 explored how we can best build shared understanding of purpose within our organisations. It was a rich enquiry and produced some fascinating insights and practical frameworks.

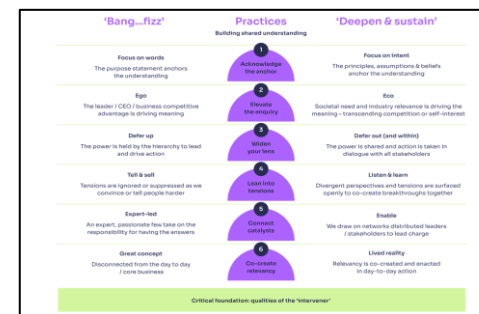
Insights summary - bringing together the learnings from community members on how to best embed purpose



Playbook - a 'how to' guide for cultivating shared understanding of purpose-driven business over time.



Some of tools and frameworks in the playbook



Questions	Bang/Fizz	My scores	Deepen & Sustain	Instructions
A: What anchors understanding?	Focus on Words The purpose statement anchors the understanding	1 2 3 4 5	Focus on Intent The principles, assumptions & beliefs of purpose-led business anchor the understanding	On a piece of paper, note down your responses to questions A-F in the left-hand column.
B: Where is the understanding centred?	Ego The leader/CEO/business competitive advantage is driving meaning	1 2 3 4 5	See The principles, assumptions & beliefs of purpose-led business anchor the understanding	Write down a score of 1-5 for each question to reflect where you think your organisation is today (most of the time). Be honest! You don't need to share this with anyone. You will find some scoring guidance on the next page.
C: Where do you default for action?	Defend up The power is held by the hierarchy to lead and drive action	1 2 3 4 5	Defend out (and within) The power is shared and action is taken in dialogue with all stakeholders	If possible, invite others to complete the exercise. Deepening responses (individuals). Capture those too (see guidance table on page 22).
D: Whose perspective matters?	Tell and Sell Perspectives are ignored or suppressed as we convince or tell people harder	1 2 3 4 5	Listen and Learn Divergent perspectives and tensions are surfaced openly to co-create breakthroughs together	Watch this video of a community member explaining their experience of completing this exercise.
E: Who leads the change?	Expert-led An expert, passionate few take on the responsibility for leading the answers	1 2 3 4 5	Enable We draw on networks distributed leaders / stakeholders to lead change	
F: How is it experienced?	Great concept Disconnected from the day-to-day / core business	1 2 3 4 5	Used really Relevancy to co-created and enacted in day-to-day action	

	Our Scores	Total / Average	Practices for cultivating shared understanding	Conditions to deepen & sustain
A: What anchors understanding?			1 Anchor to Intent Focus on Intent The principles, assumptions & beliefs of purpose-led business anchor the understanding	
B: Where is the understanding centred?			2 Elevate the enquiry Ego Societal need and industry relevance driving the meaning - transcending competition or self-interest	
C: Where do you default for action?			3 Listen your lens Defend out (and within) The power is shared and action is taken in dialogue with all stakeholders	
D: Whose perspective matters?			4 Lean into tensions Listen and Learn Divergent perspectives and tensions are surfaced openly to co-create breakthroughs together	
E: Who leads the change?			5 Connect catalysts Enable We draw on networks distributed leaders / stakeholders (with critical qualities) to lead change	
F: How is it experienced?			6 Co-create relevancy Used really Relevancy to co-created and enacted in day-to-day trial and error	

“ The Lab came at the perfect time for us. It helped us move faster and have more impact ”

“ Being part of the Lab has expanded our ambition ”

“ The findings from this lab have given us a language for what we were experiencing and the practices to be able to intervene effectively. ”

Activate: Purpose in Practice Community (PIPC)



The community includes practitioners from the following organisations:



NatWest
Group



ASAHI EUROPE & INTERNATIONAL



“The Community has given me an immediate network of incredibly helpful peers ”

“I've found my tribe - other people who have the same challenges, worries and motivation ”

“The opportunity to bring colleagues into PIPC has further cemented Purpose in our company's agenda ”

“We feel genuine progression and tangible differences in the work we are doing in our company ”

Activate: Influence coaches and consultants

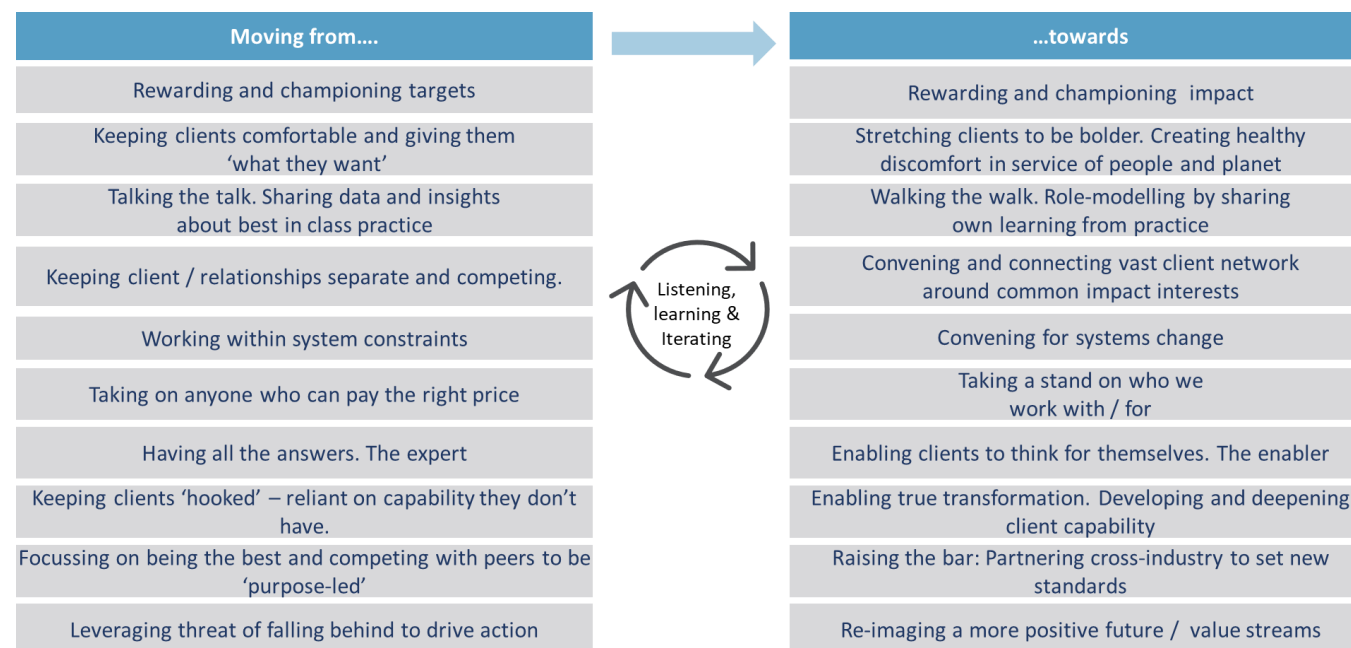
We recognise that as a small team we are unable to work directly with a large number of companies. Part of our strategy is to reach a larger number of businesses indirectly through influencing the work of coaches, consultants and other advisers to business. There are two streams to this work:

Influencing larger consultancies

We have run workshops to help consultancies think about how they can build on the services they provide to help their clients to be purpose-led. We are also actively exploring how we might collaborate or partner with 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.

As part of one of the experiments in the PIPC we convened representatives from consulting firms, to include all of the Big 4 and some of the larger niche and mid-sized consultants to explore the role of professional services firms using this blog as a provocation [What is the point of professional services firms? | Blueprint for Business](#). We explored the agency and ‘superpowers’ that consultants have and collectively created a vision of what consulting firms could move towards.

We have since been using this as a provocation in our discussions with a number of consultancies to explore how their work might evolve to help accelerate the transition to purpose led business.



Coaches and consultants network

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 a paid for workshop in November 2023 and in April 2024 we held 2 meetings (one in person and one virtual) to share and give the C&Cs the opportunity to explore the outputs of Lab 1 of the PIPC.

“ I loved the experience of learning through the questions in conjunction with the sharing and learning process of the members in the groups...especially very interesting how each question was incorporating more depth and complexity to the topic. ”

“ Thanks very much for inviting me to yesterday's event. I really enjoyed it, especially the stimulating discussions we had at the tables. Very interesting to hear other people's experiences and thoughts. ”

“ I can already see some applications of the work we discussed (well done to the team here for the wonderful work you are doing and continue to do). ”

“ Really insightful, helpful, supportive- the discussion, thinking processes and frameworks. Also, just as you intended, it was great to meet others in this space. I really did find it a very valuable afternoon and thank you, you all for all your great work. I feel very fortunate to be part of the Blueprint community. ”

“ It was very fulfilling to get to share everyone's thoughts and experiences and hear from people's solid expertise. ”

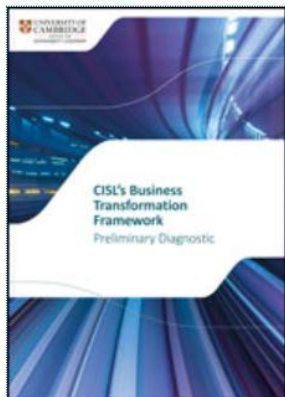
Activate: Collaboration



We have been actively collaborating with the Forward Institute to help shape the future of their programmes to include aspects of Blueprint's thinking and approach. Our CEO has been appointed an Associate Director, is leading one of the cohorts in their 2024 programme and is part of the group looking at the evolution of the programme in 2025.



We have also, together with the Forward Institute, been convening representatives from a number of the other non-profits with similar objectives to help us to start to create a space in which to share our experience, amplify what we are each doing and help identify any potential opportunities where we might collaborate. The organisations who participate in these meetings include BCorp UK, Forum for the Future, The Institute of Business Ethics, Cambridge Institute of Sustainable Leadership and BITC.



We were invited by Cambridge Institute of Sustainable Leadership to contribute to and comment on a [Business Transformation Framework](#) (BTF), which identifies some indicators of a business's progress towards purpose, in service of sustainability. The objective of the BTF is to enable businesses to assess their alignment to sustainability and purpose, to identify gaps between their current position and where they aspire to be, and to be informed and inspired on their transformation journey. The framework is currently being tested with the Business Transformation Group members.

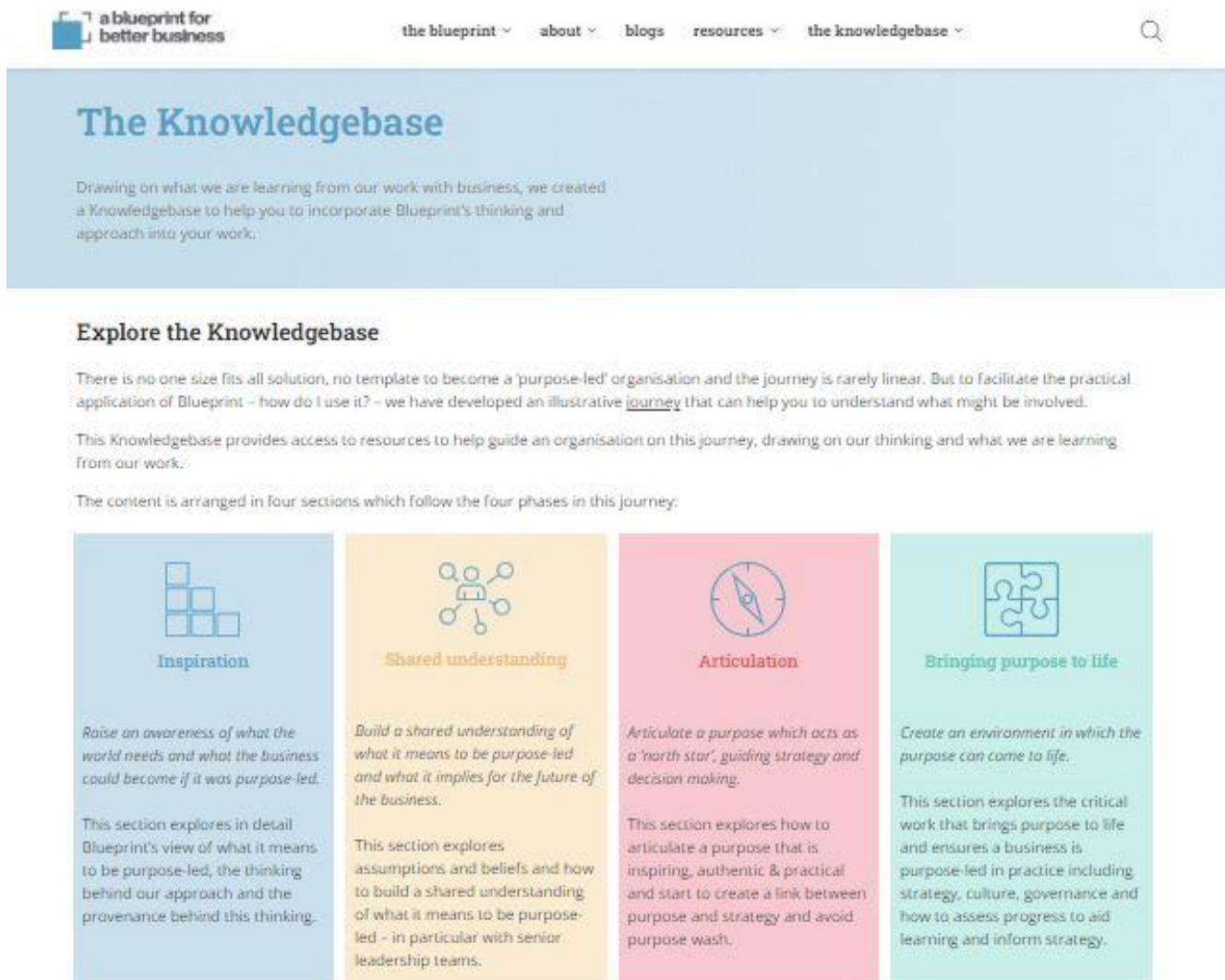
We were part of the steering group chaired Prof Victoria Hurth with the BSI which developed [PAS 808 – Purpose Purpose-Driven Organizations for Delivering Sustainability](#) which was launched in July 2022.



Our CEO Sarah Gillard has since been part of the national committee which is providing input and direction for the development of an international standard on purpose-driven organisations.

Amplify: Sharing what we are learning

Blueprint Knowledgebase



The screenshot shows the Blueprint Knowledgebase website. At the top is the navigation bar with the logo and links: 'the blueprint', 'about', 'blogs', 'resources', and 'the knowledgebase'. Below the navigation bar is a large blue header with the title 'The Knowledgebase' and a sub-header '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.' Below this is a section titled 'Explore the Knowledgebase' with a paragraph explaining the purpose of the Knowledgebase. At the bottom is a grid of four colored boxes, each representing a phase of the journey: Inspiration (blue), Shared understanding (orange), Articulation (pink), and Bringing purpose to life (teal). Each box contains an icon, a title, and a brief 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
 <p>Raise an awareness of what the world needs and what the business could become if it was purpose-led.</p> <p>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.</p>	 <p>Build a shared understanding of what it means to be purpose-led and what it implies for the future of the business.</p> <p>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.</p>	 <p>Articulate a purpose which acts as a 'north star', guiding strategy and decision making.</p> <p>This section explores how to articulate a purpose that is inspiring, authentic & practical and start to create a link between purpose and strategy and avoid purpose wash.</p>	 <p>Create an environment in which the purpose can come to life.</p> <p>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.</p>

We have built a wealth of knowledge on what it means to be purpose-led and the journey an organisation 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.

Amplify: Growing the movement



We hosted a [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

Our team, in particular our CEO, have been invited to speak at numerous events and meetings and to record a number of podcasts during the year. Links to many of these can be found here: [Podcasts | Blueprint \(blueprintforbusiness.org\)](#) and [Webinars and events | Blueprint for Business](#). Some examples are here: (click the images to listen):

ANTHROPY™
Inspiring a better Britain

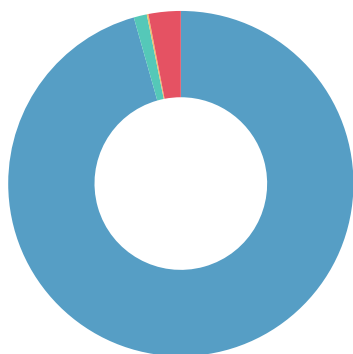


In November we participated in Anthropy 2023, actively leading two of the panel discussions – ‘*Demystifying the routes to becoming a force for good*’ and a panel called ‘*Creating change through communities of practice*’, together with speakers from NatWest, JLL, Jaguar Land Rover and Clarasys, all active members of the Purpose in Practice Community. The panels were well received and were also struck by how much Blueprint and our work was mentioned on other panels.







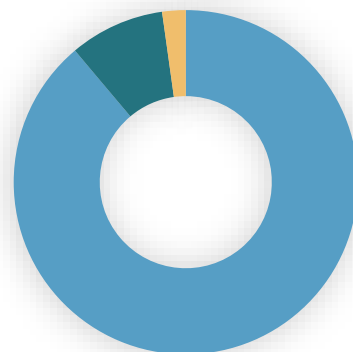
Income and expenditure - Year ended 30 April 2024

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






Funds received in the year:

	Donations	536,500
	Non-profit income	6,900
	Other donations	837
	Investment income	16,912
<hr/>		
	Total	561,149



Expenditure:

	Staffing	424,144
	Operations	42,623
	Governance & other support	10,539
<hr/>		
	Total	477,306

Note: The income above reflects donations actually received in the year. The total income disclosed in our accounts amounts to £478,149 and reflects adjustments on the timing of when donations are recognised, to comply with SORP. Our full accounts can be seen [here](#)

	<u>FY 2023/24</u>	<u>FY 2022/23</u>
Charitable trusts:		
Oak Foundation		83,000
Syder foundation		25,000
Corporate donations:		
Severn Trent		10,000
Turner & Townsend		50,000
NatWest Group	383,000	83,000
National Grid	50,000	50,000
Ardagh	100,000	100,000
Brewin Dolphin		15,000
JLL		50,000
Other	3,500	
Totals	<u>536,500</u>	<u>466,000</u>

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

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
James McCarthy, Projects & Operations

Trustees

Sue Garrard (Chair)
Maaïke de Bie
Mike Barry
Mary Johnstone-Louis
Julie Hirigoyen
Justin Keeble
Brendan McCafferty
Jeff Twentyman
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
Andrea Ponti
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 strive to 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

Blueprint Trust is a registered charity no: 1159150

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Registered Office: Quality Court, 5-9 Quality House, Chancery Lane, London WC2A 1HR

