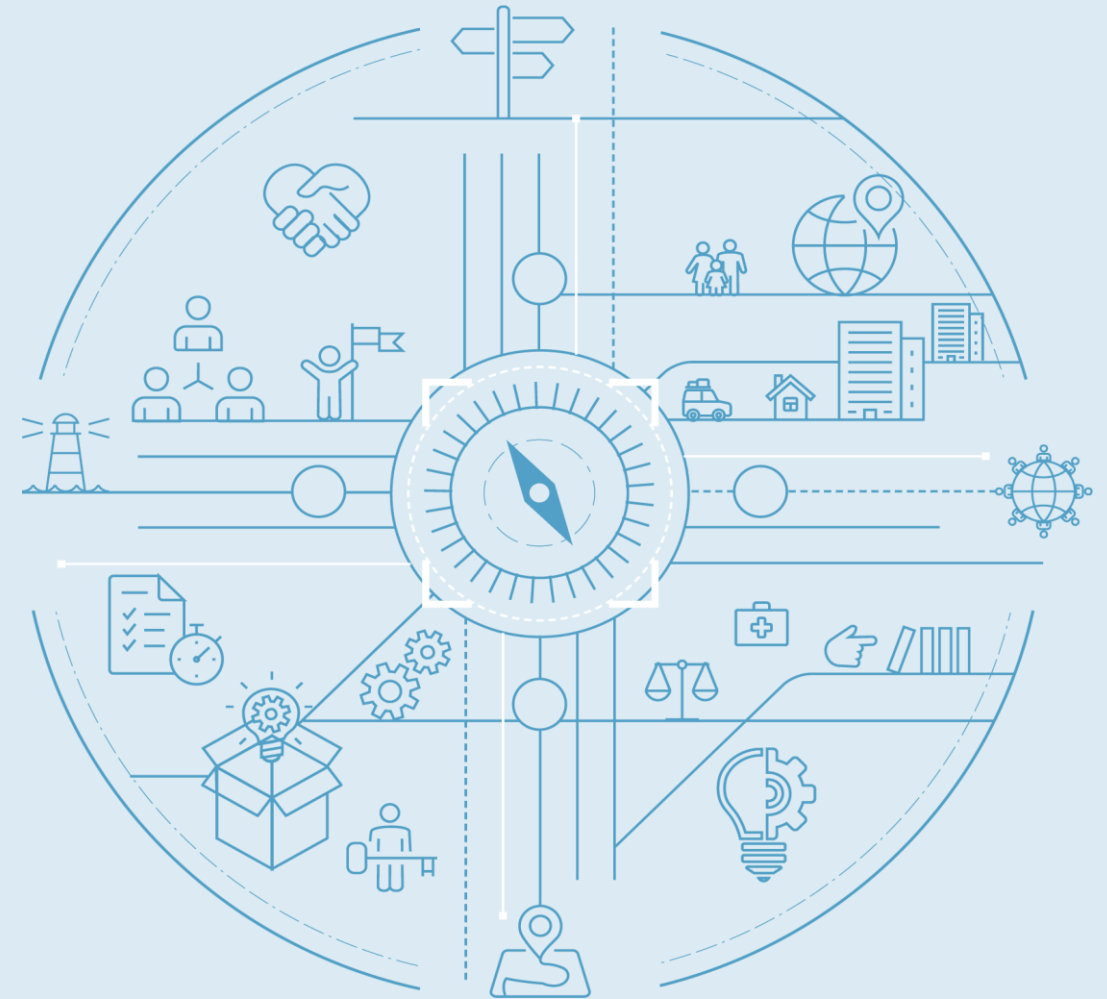


Blueprint Trust

Impact Report

Year ended 30 April 2025



Introduction



Over the past year, it has become ever clearer the world is changing rapidly. Leaders are facing significant shifts across geopolitical, technical, economic and social perspectives, as well as the increasingly volatile effects of a changing climate. For business leaders, these shifts can understandably create a focus on how to navigate the immediate challenges and stay profitable. Profound questions about the implications of today's decisions on our collective long-term future can become deprioritised or postponed for a "quieter time".

Our charity exists to ask those profound questions, convene discussions and inspire action. There is unlikely to be a "quieter time" - the fundamental shifts across a number of dimensions are likely to accelerate and interact to create an even more unpredictable and complex context for business leaders. Decisions made today are likely to have far-reaching consequences for society. We strongly believe it is more important than ever to offer the space and opportunity for thoughtful and informed dialogue across disciplines and sectors to explore how business can contribute to building a better future for all people and the planet.

As a result of this shifting context, we have focused our work on building relationships and networks between people who believe that a better future is possible and are working to make it a reality, despite the headwinds. It was wonderful to see many of our friends and colleagues at our summer party celebrating a decade since our official founding as a charity. Our Purpose in Practice Community (PIPC) continues to grow and we've been delighted to welcome more members as we collectively explore new ideas, actively experiment and share learnings from experts and organisations at the leading edge of purpose-led business. Our work with individual businesses continues, and the case study from Nest Pensions demonstrates the impact we can have on an organisation with significant scale and influence in a critical sector.

As we look ahead, particularly with the rapid advances in technology, we will continue to invite people to collectively imagine a better future for society and the planet, and the role business can play in achieving it. Curating networks and spaces for optimism, imagination and integrity seems to be extremely important right now, as well as providing some practical guidance and support.

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

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 progress - Overview

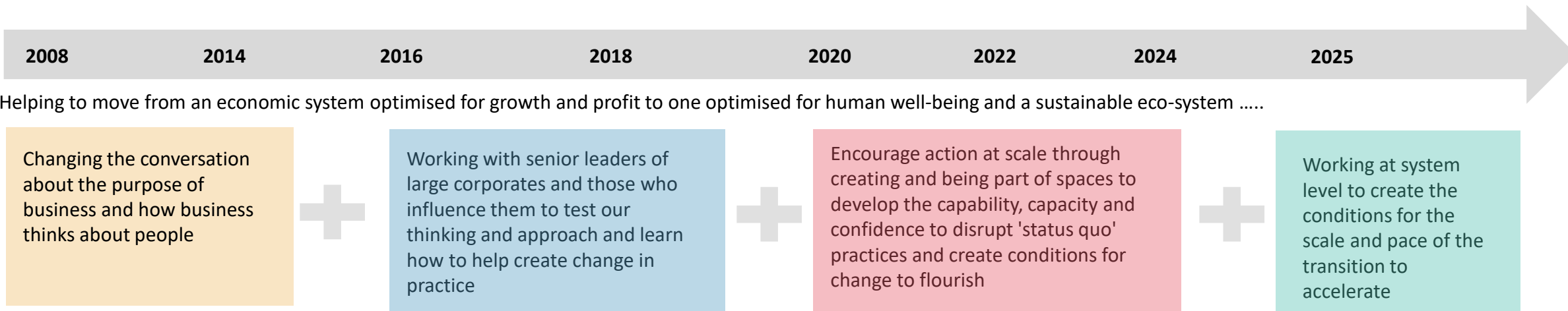


Our initial efforts were aimed at transforming the dialogue around the purpose of business and its perspective on people. Much of our work involved bringing together senior business leaders and those who influence them. In 2016 /17 we began engaging directly with a few large corporates to test our ideas 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

During the pandemic, we observed a shift in our conversations with business leaders - increasingly, they recognized the need to view the purpose of business as more than just creating financial value. However, many struggled with the 'how' of transforming their organisations.^{1,2} There is no clear path to becoming a purpose-led organisation, so in 2020 we 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.

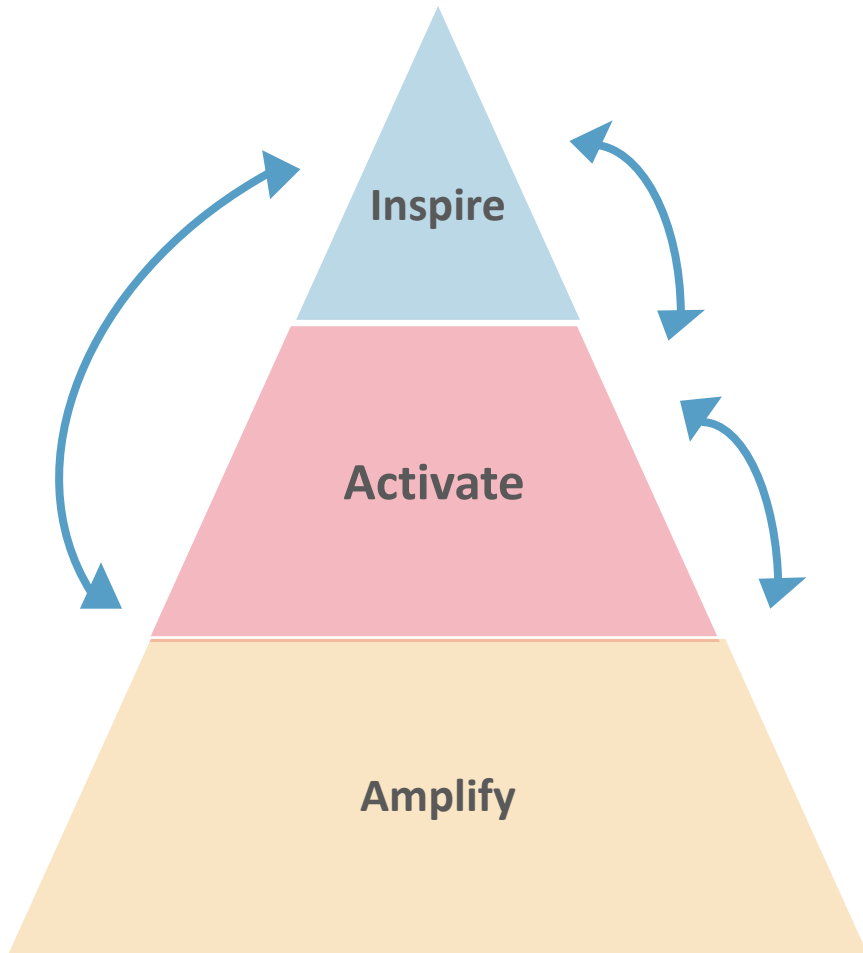
2024-25 marked another shift as a combination of factors created a more challenging environment for business: increasing geopolitical tensions, continuing low economic growth, rapid advances in technology and a strong pushback against ESG, particularly from some political parties. Many businesses are quietly abandoning targets for environmental or DEI progress and are instead focusing more exclusively on financial goals. As a result, we are increasing our focus on "systemic levers", convening across business, academia and civil society to explore how business can drive positive societal change in this new context, highlighting innovations and practices that help chart a path forwards.



Helping to move from an economic system optimised for growth and profit to one optimised for human well-being and a sustainable eco-system

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.

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:

- Direct engagement with businesses: social contracts and interventions
- Convening: 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:

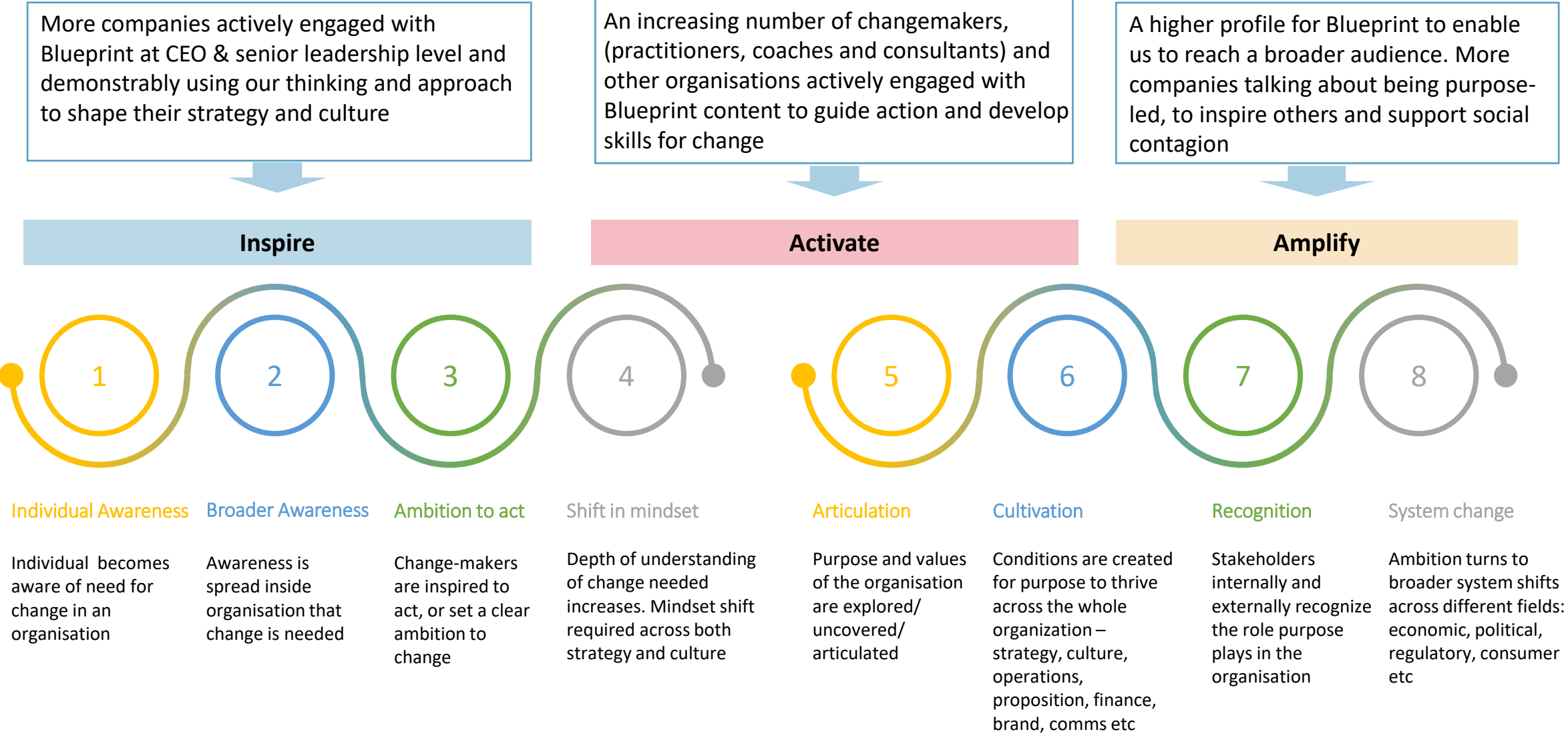
- Purpose in Practice Community (PIPC)
- Collaborating with consultants and coaches to scale impact
- Collaborating with other organisations with similar objectives to scale impact

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



Inspire: Our engagement with business

We work with a small number of companies each year. 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 senior leaders who can act as champions and encourage others to change

Case Study

In 2023, Nest decided to undertake a comprehensive review of its strategic framework. A core part of this was taking a step to consider, in depth, what role Nest should have and what difference it wants to make. Nest wanted to shift from having a sense of purpose to being truly purpose-led.

In order to achieve this, Nest collaborated with Blueprint and Forward Institute. Blueprint had already engaged with Nest senior leadership to explore foundational thinking and assumptions around purpose through workshops and coaching. The work was also informed by Nest's participation in PIPC Lab 1 (in helping them to build a shared understanding of what it means to be purpose led) and Lab 3 (in developing a purpose led strategy).

The report can be read here: [Nest-collaboration-learning-report-June-2025.pdf](#)



“
It seems as though the company is now more aligned, and the purpose is being included when discussing Nest's future. I think it is helping the vision come to light
”

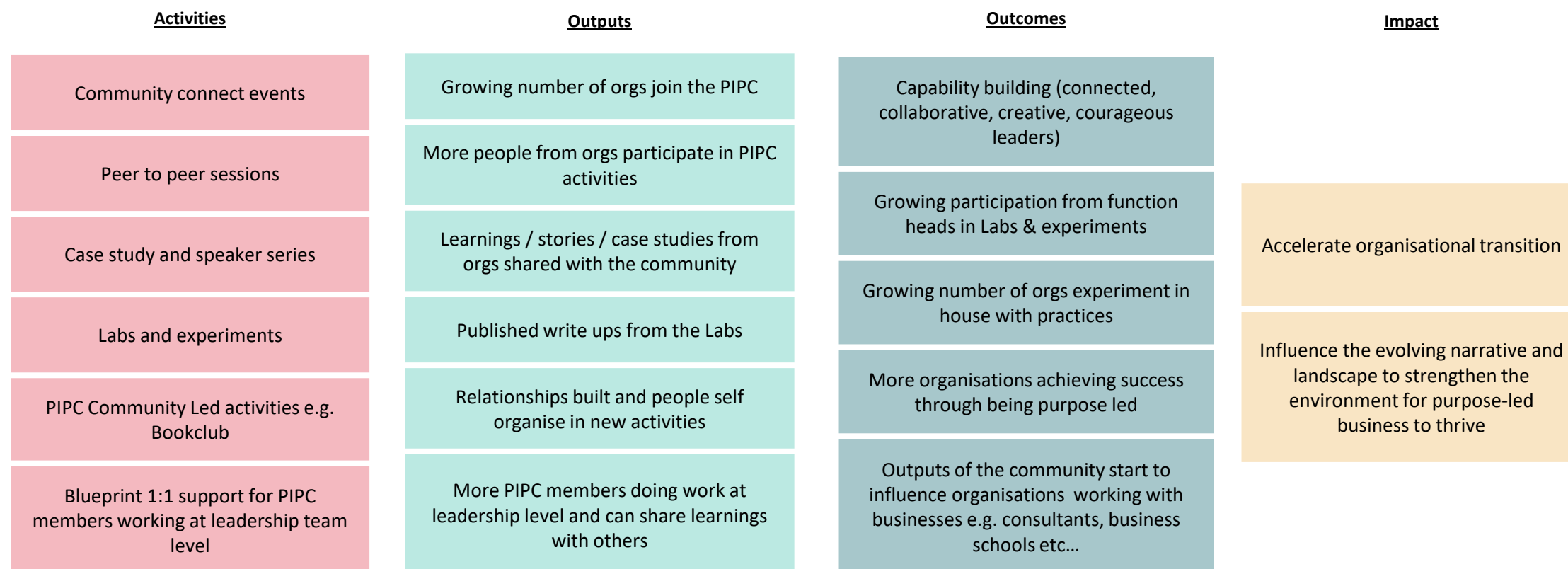
“
At the organisational level my key reflection is delivering our purpose is as much about how we do things as it is what we do. Delivering our purpose requires us to be bold and ambitious, to challenge the status quo and be advocates for a better world. This requires cultural change if we are to maximise our impact in pursuit of delivering our purpose.
”

Ian Cornelius, Nest CEO

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. In collaboration with NatWest group 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.

Our Theory of Change summarises the assumptions we have made around the outputs, outcomes and impact of our activities



Activate: Purpose in Practice Community (PIPC)



The community includes practitioners from the following organisations:



NatWest
Group



ASAHI EUROPE & INTERNATIONAL



“ *the takeaway for me is the power of community... I think I have learned more and had a greater impact back at work through my involvement in this in the last year than I've probably had in all of the conferences and the bits of training and stuff I've done over the last five years* ”

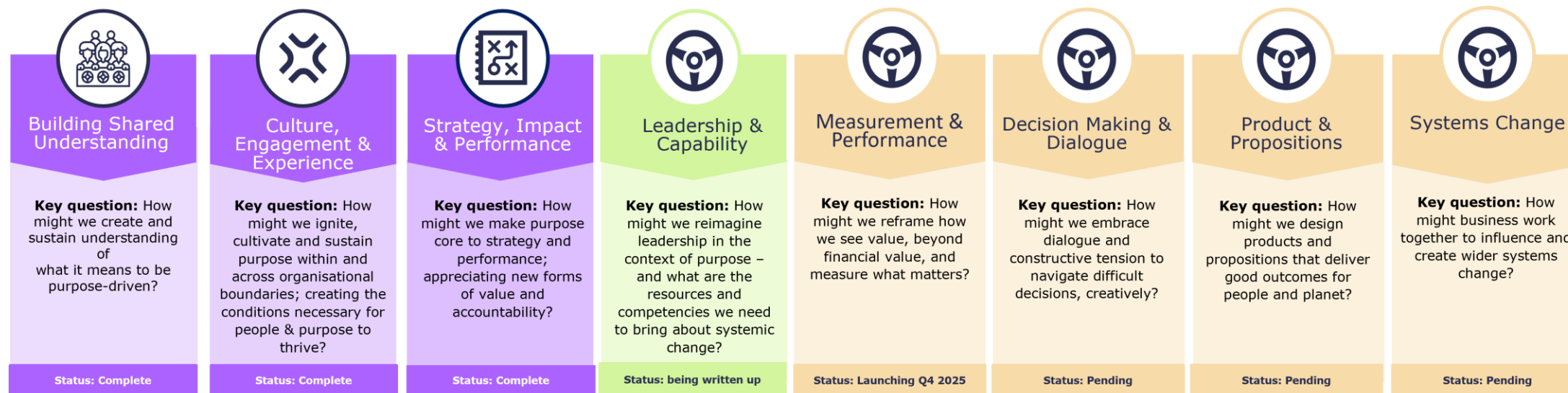
“ *PIPC provides opportunities to feel supported in a generally isolated field of work with like-minded individuals, but also networking opportunities to allow you to see other perspectives* ”

“ *There are two main areas of value. One is being connected to others doing similar stuff. And I've exploited that! The other thing is around being able to think deeply about the key concepts to hold as you deliver this work* ”

Activate: Purpose in Practice Community (PIPC)

Meetings to launch the community were held in September 2022, with over 200 people from 60 organisations involved. The community identified a series of enquiry topics to explore. We have been using a 'Lab' format for these, bringing practitioners together to connect, experiment and create breakthrough thinking and practice. Each Lab has been powered by community members and supported by facilitators.

Whilst the primary audience for the PIPC is practitioners working inside companies to help their organisation to be purpose-led, we actively 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.



“ I instantly thought ... this is a community where we're doing things rather than just talking to each other. ... the development of Labs to test things and to come together and to share thoughts, experiences and drive things forward was where I think the best kind of work gets done. ”

Activate: Purpose in Practice Community (PIPC)

Outputs from the Labs

Labs 1, 2 and 3 have been completed and the findings written up and shared. The findings from Lab 4 are being written up over and Lab will kick off in the autumn of 2025.

Lab 1 – Building a shared understanding of purpose

Lab 1 focused on practices to help avoid purpose being a “Bang... Fizz” to instead be something which can be deepened and sustained.



Find the Insights Summary [here](#)

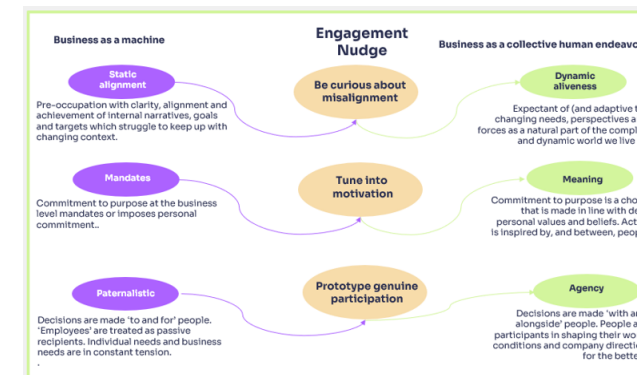


Find the Playbook [here](#):

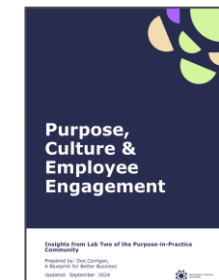


Lab 2: Culture, engagement & employee engagement

Lab 2 considered how we might ignite, cultivate and sustain purpose within an organisation, creating the conditions necessary for people & purpose to thrive



Find the Insights [here](#)



Find the Toolkit [here](#)



Lab 3 : Purpose led strategy

Lab 3 considered the practices needed to turn great strategy into purpose-led strategy and included an exploration of how ‘de-centring’ can help an organisation to deliver on its purpose

Activate: Purpose in Practice Community (PIPC)

All Community Connect meetings

Alongside the Labs, we convene regular all community connect gatherings to share learnings with the broader community.

In October 2024, Alison Taylor, Clinical Professor at NYU Stern School of Business and author of ‘Higher Ground’, was invited to a meeting with the community to share her insights into the evolving world of ethical business, purpose, and leadership. Alison touched on several critical themes, including ‘purpose-washing’ and the tendency for organisations to view ethics and sustainability as defensive measures rather than genuine commitments. She highlighted the urgency of redefining business values, particularly as employees—often the most powerful stakeholders—demand greater authenticity and transparency. Alison also addressed the shifting power dynamics within organisations, emphasising the need for leaders to foster trust and influence through openness and accountability, rather than traditional top-down control.



In March 2025, author and researcher John Higgins sat down with us to discuss the concept of tempered radicals—those who challenge the status quo while remaining within the system, a key theme that emerged from Lab 4. John described the unique tension tempered radicals face: their ideals are central to their identity and the organisation’s future, yet often seen as a side concern by leadership. He highlighted the struggle of being an insider-outsider, constantly balancing passion with pragmatism. Ultimately, tempered radicals play a vital role in shaping organisations, but they must navigate carefully—leveraging both the energy of marginalised voices and the power of existing structures to drive lasting change.



These and other PIPC resources can be found at: www.blueprintforbusiness.org/purpose-in-practice-community/

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:

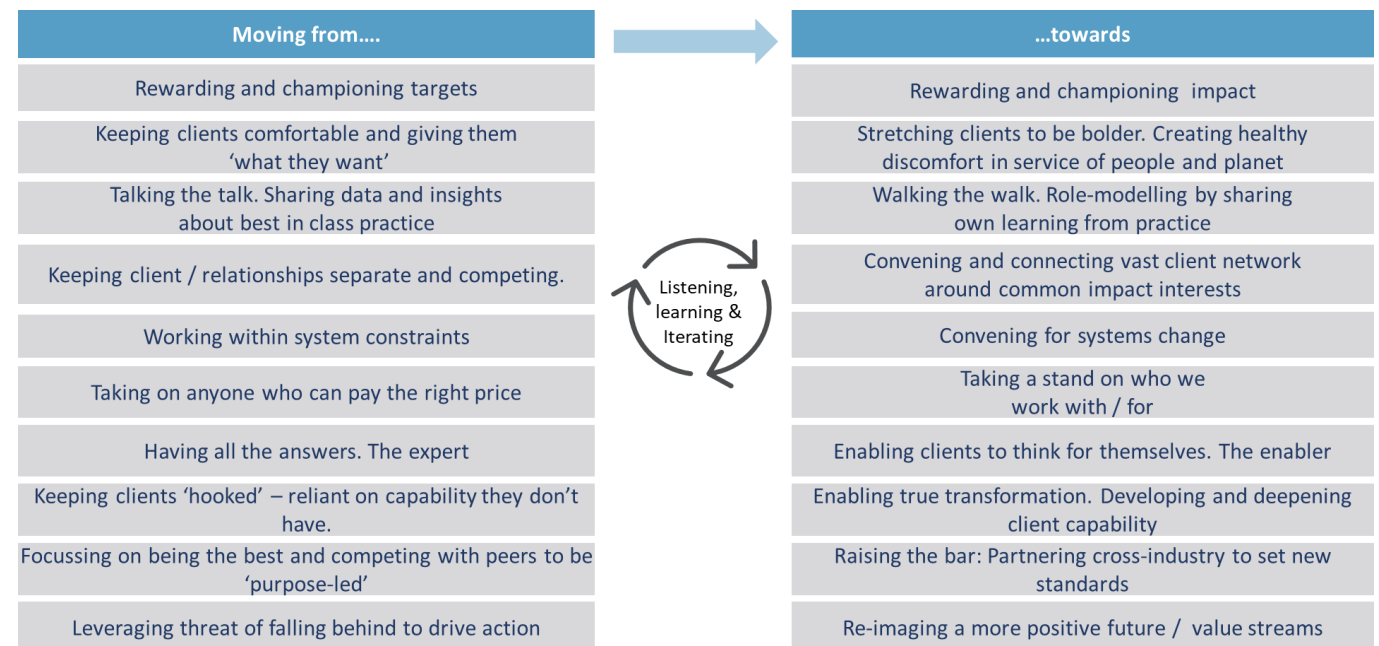
Influencing larger consultancies

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 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 large and mid sized consultancies to explore how their work might evolve to help accelerate the transition to purpose led business.



Activate: Influence coaches and consultants

Coaches and consultants network (C&Cs)

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.

Organisational health – purpose, wellbeing, revenue and impact - In October 2024, Nash Billimoria, who has been a member of Blueprint’s coaches and consultant network for a number of years, led a discussion with members of our network on “How Organisational Health Fuels Wellbeing, Revenue and Impact”. Nash works with SME start-ups who want to scale and believes that success must include the wellbeing of teams, value to society and profitability, and that sustainable growth happens when people are inspired and the environment fosters both wellbeing and high performance, hand-in-hand.



Creating the cultural conditions for purpose led business to thrive - In November we convened a meeting with the network to explore how we can help the people in the businesses we work with create the cultural conditions for a purpose-led business to thrive and shared insights from the PIPC Lab 2 on this topic.

Tough times to talk Purpose – how are corporates responding? - in April 2025 we held a series of meetings to provide a space for C&Cs to explore the current context, how the businesses they are working with are responding, the impact on their work and how we might collectively help people in business to navigate this. We also collaborated with consultants said & done to launch a research project [The Purpose Reckoning](#)

Activate: Collaboration



Together with the Forward Institute, we have 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. In December 2024 we had an all day meeting when we mapped our various activities and then held a series of monthly meetings from January to June 2025 to share experience and learnings across a number of different themes to include place based approaches, capability building, the role of finance, policy and a meaningful challenge focus. The CEOs of the various organisations were also convened to explore how they are seeing the work changing in the current context and discuss how we might collectively evolve our work.



We were invited by Annabel Gillard to contribute to a report by the IBE into the role of culture in investment analysis which was launched in August: [Is Organisational Culture the Next Frontier in Investment? | Institute of Business Ethics - IBE](#)



An ISO for purpose driven business

In September 2024, our CEO, Sarah Gillard, chaired a panel discussion at the BSI's event to mark the launch of the first international standard for a sustainable purpose driven organisation (ISO 37011). The standard will build on [PAS 808:2022 Purpose-Driven Organisations | BSI \(bsigroup.com\)](#) which was launched in the UK in 2022. We were part of the steering group that developed it.

Amplify: Growing the movement

Summer Party

London Business School professor and author Alex Edmans was the guest speaker at our summer party in June 2024.

Our CEO Sarah Gillard and Alex discussed the key ideas from his new book 'May Contain Lies', how these ideas built on the ideas in his previous book 'Grow the Pie' and how they inform people seeking to help their businesses to be purpose-led. The discussion was followed by a Q&A



ANTHROPYTM
Inspiring a better Britain



In March, we participated in Anthropy 2025.

We led a session drawing on the learnings from the PIPC called “Purpose in Practice – putting people and the planet at the heart of business success” including members from the PIPC. There was also a second session led by members of the PIPC “Exploring the role of regulators in enabling purpose-led business”.

Our CEO also moderated a number of sessions including “Leading Through Turbulence: Responsible Business in a Changing World” and 3 invitation only private dialogue sessions with a number of senior attendees

Amplify: Growing the movement

Podcasts

Our CEO Sarah Gillard recorded a podcast in conversation with Harvard Professor Rebecca Henderson and former Blueprint CEO and Trustee, Charles Wookey, to discuss reconnecting business with our sense of what it means to be human.

Sarah's blog with her reflections on the conversation can be read [here](#).
The podcast can be accessed [here](#).

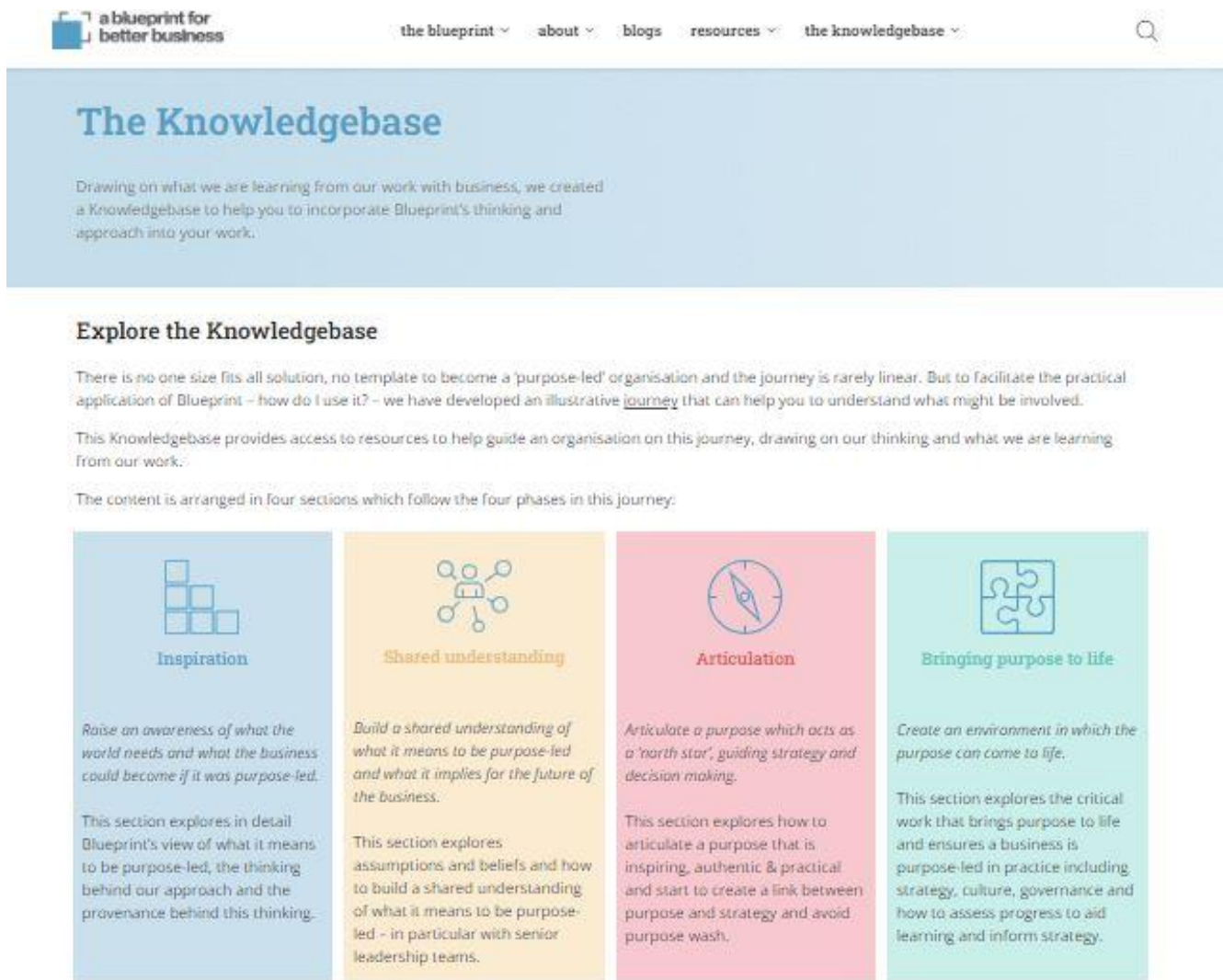


Our team, in particular our CEO, has been invited to speak at numerous events and meetings and participated in a number of podcasts during the year. Links to many of these can be found here: [Podcasts | Blueprint \(blueprintforbusiness.org\)](#) and [Webinars and events | Blueprint for Business](#).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



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 and a list of four sections: Inspiration, Shared understanding, Articulation, and Bringing purpose to life. Each section has a brief description of its content.

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**
Raise an awareness of what the world needs and what the business could become if it was purpose-led.
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.
- Shared understanding**
Build a shared understanding of what it means to be purpose-led and what it implies for the future of the business.
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.
- Articulation**
Articulate a purpose which acts as a 'north star', guiding strategy and decision making.
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.
- Bringing purpose to life**
Create an environment in which the purpose can come to life.
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 purpose-led and the journey an organisation goes on to become purpose-led through our engagement with corporates. We have created a free to access, web based [Knowledgebase](#) housed on our website that aims to enable practitioners in businesses and others to use our thinking and approach 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.

Our audited financial statements with information on our income and expenditure in the year can be seen [here](#)

Profiles of our team, Trustees and Advisory Council can be found [here](#)



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www.blueprintforbusiness.org

Blueprint Trust is a registered charity no: 1159150

Registered in England & Wales as a Company Limited by Guarantee no: 9006403

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