

Kearland & Co Impact Report

Year ended 31 July 2024



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Introduction from Kearthland & Co's founder

An overview of the year

So much can happen in 12 months! It's hard to believe that Kearthland & Co only became a certified B Corp™ at the end of August 2024, within this reporting year. That's a definite highlight of the year and it's been wonderful to become part of the B Corp community. I have started to form partnerships with other B Corps and took on the role of Co-Chair of B Local Surrey.

I have also been working more closely with Nicky Leach and her business, [The Spiral Hub](#). Nicky and I started working together at the beginning of 2023 and realised we can deliver far more value to clients when we work together. We combine our different skills and experience of leading and delivering change within organisations, both from the outside as consultants and from the inside as senior leaders ourselves.

During 2024, we've been working closely together – setting objectives together, having a shared plan and priorities, managing one pipeline of work, tracking progress jointly and becoming clearer on how we can support our clients and have the biggest positive impact. This has taken time and means I've deprioritised some things I committed to in last year's impact report or delayed them until Nicky and I are clearer

on the future. Where this is the case, I've been transparent about it in this report.

I have also strengthened Kearthland & Co's relationship with the Institute of Chartered Accountants in England & Wales (ICAEW), working with them to upskill members and the wider finance community. Accountants (both as advisors and working within businesses) play a crucial role in the sustainability transition – conversely, they can also act as a blocker to change. Therefore, working to upskill ICAEW members could have a significant impact.

Another highlight of the year is launching three free resources, all designed to help business leaders scale up and communicate their impact:

- ▶ Impact Reporting Roadmap
- ▶ Scale Up Your Impact Guide
- ▶ Build a Sustainability Plan that Delivers seminar

I've loved hearing that people find these helpful.

This Report

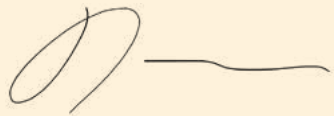
I believe every business should intentionally work to reduce their negative impact and scale up their positive impact. This report's role is to be transparent about Kearthland & Co's impact (good and bad) and the progress I've made in reducing the negative bits and increasing the positive bits.

How the business has a positive impact is framed by its Theory of Change, which I've described in the first section of the report. The rest of the report is then structured using the five pillars of that Theory of Change. Everything I've done to reduce Kearthland & Co's impact falls under pillar 4 (being a role model).

Under each pillar, I share the progress made against the commitments made in last year's impact report together with anything else material that has happened. Then I share what's next - commitments for the next year and beyond, which I will report progress against in next year's report.

So what is next? The biggest priority is getting clear on how Kearthland & Co and The Spiral Hub will work together.

I hope you enjoy reading this report and take something useful from it. If you have any feedback or questions, please do get in touch.



Hannah Kearthland



The difference Keartland & Co wants to make

VISION

It is the norm for businesses to integrate positive social and environmental impact into what they do and how they do it.

MISSION

Helping business leaders turn their sustainability / responsible business commitments and plans into action that makes a meaningful difference.

APPROACH

Delivering change that shifts the needle and accelerates progress towards the UN Sustainable Development Goals. Not just tweaks around the edges.

Why the focus on businesses? Because they play a crucial role in delivering the UN Sustainable Development Goals and creating a world that is peaceful, healthy, fair and prosperous. Conversely, if businesses don't change, we don't stand a chance of delivering the goals.

Many businesses have made commitments or created sustainability plans that aren't translating into action at the pace that is needed or the level required. Businesses are not substantially reducing their negative impact or increasing their positive impact. Their activity is not making a meaningful difference, risking a world which cannot sustain life as we know it.

The five pillars of Keartland & Co's Theory of Change ensure our activities are aligned, intentional and focused on delivering our mission:

- 1. Help existing businesses scale up, integrate and amplify their impact**
- 2. Support the trailblazers**
- 3. Be a role model**
- 4. Change the system**
- 5. Develop and share the model**





Pillar 1

Help existing businesses scale up, integrate & amplify their impact

All Keartland & Co's work is now with businesses that are looking for support to progress on their responsible business journey, including several B Corps.

Consultancy for established businesses is currently Keartland & Co's main source of revenue and so this pillar is where I focus the majority of my time because I believe financial sustainability is the foundation of a successful business. It's impossible to deliver impact and make a difference if the business doesn't survive. And it's nigh on impossible to make a difference when you're wondering how to pay the bills.

Progress summary

- ✓ Refine and tighten up target market and ideal client definitions.
- ✓ Evolve solutions based on client feedback and market research.
- ✓ Work with two businesses to refine the Amplify solution.
- ✓ Develop Impact Pioneers, becoming clearer about who it is for, the value it delivers and how it does that.
- ✓ Establish and operationalise a marketing strategy that delivers a strong pipeline of 'right clients, right work'.

Commitment in 2023 impact report	Details of progress made
<p>Refine and tighten up target market and ideal client definitions.</p>	<p>✔ I am now much clearer on Keartland & Co's target market and ideal client.</p> <p>We work with business leaders who want to have a meaningful impact on the world through their business. This tends to be the person responsible for sustainability / responsible business on the Executive Team of B2B, service-based businesses with 100 to 1500 employees.</p> <p>They've already started their responsible business journey, have done the relatively easy things and are now stuck. They're looking for help to move forwards and scale up the business's impact.</p>
<p>Evolve solutions based on client feedback and market research.</p>	<p>✔ The solutions we offer to clients are much clearer than 12 months ago. They meet a pressing need for our clients, are designed to deliver impact and make the best use of our skills and experience.</p> <p>Clarify-Catalyse-Coach</p> <ul style="list-style-type: none"> - Clarify: a one day working session to develop a roadmap for delivering sustainability / responsible business objectives. - Catalyse: guidance and support to ensure successful implementation of that roadmap. - Coach: ongoing mentoring, strategic guidance and objective challenge. <p>Report</p> <ul style="list-style-type: none"> - Helps businesses create an impact report that communicates their impact effectively. <p>Amplify</p> <ul style="list-style-type: none"> - Helps businesses develop a cohesive impact framework (theory of change) that enables them to take meaningful action.

<p>Work with two businesses to refine the Amplify solution.</p>	<p>✔ I've worked with two businesses to refine this solution. This is reported under pillar 2 (support the trailblazers) as both these businesses fall into this category.</p>
<p>Develop Impact Pioneers, becoming clearer about who it is for, the value it delivers and how it does that.</p>	<p>✔ This objective was included under pillar 5 (develop and share the model) last year. However, in November 2023, Nicky and I realised we could deliver more value and greater impact through a paid solution.</p> <p>Impact Pioneers is a practical supportive community for sustainability leaders. This invitation-only peer network gives members access to practical support for their day-to-day challenges and the opportunity to learn from sustainability experts and other business leaders.</p> <p>Following extensive research with potential members, we launched the Founding Group of six members in June 2024 and held a second meeting in July.</p>
<p>Establish and operationalise a marketing strategy that delivers a strong pipeline of 'right clients, right work'.</p>	<p>✔ I graduated from Impacters Group's Amplify Accelerator in November 2023 after 18 months. Kearthland & Co wouldn't be here today without this accelerator - I learnt so much about marketing and sales, most importantly taking an ethical approach to these.</p>



“““

Hannah has always been that calm, professional, clear head who always has a thought on how to move things forward. That's been invaluable. I don't know how I would have done it without her.



**Myfanwy Neville, Partner and
Head of Sustainability at BKL**

“““

I'm really happy with what we've achieved ... We couldn't have done it without your guidance, steering, and support.



**Rob Boughton, CEO at
Thakeham**



Case study – Becoming a Responsible Business – Saffery

Saffery is a partner-led and people-focused top 20 accountancy firm in the United Kingdom. In July 2022, Saffery set an intention to become a responsible business. A key focus was working with the business to identify where they could use their skills and experience as accountants to have a positive impact.

When they came to us in February 2023, the core Responsible Business team had learnt a lot about responsible business but were unsure what steps to take. They asked us to help them with two specific challenges:

- Planning and creating an approach to responsible business that was suitable for an accountancy firm of their size and nature, and in a rapidly changing area where there is no blueprint; and
- How to engage and communicate with the whole business including involving them in carrying out a materiality assessment.

Our work started with a one-day Clarify planning session to scope out a programme of work and create a prioritised high-level roadmap. Over the following six-months we worked alongside the core Responsible Business team upskilling them and giving them the knowledge, tools and confidence needed to lead the transformation. We also supported Saffery with writing their first impact report.

The results:

- Clarity on their level of ambition for the next three years.
- Alignment on the areas where they can have a significant positive impact as a business.

- Prioritised plan with guidance on where to invest time and money to deliver the plan, which gave the team clarity on what to focus on and when.
- Confidence to implement the plan.
- An approach to change that aligns with their culture, enabling them to deliver change that sticks.
- Becoming a more responsible business through changes made to internal operations and activities.

“““

For us, being a passionate team on a responsible business learning journey, we understood the ‘why’ and it was the ‘how’ we needed support with. How to engage with everyone across the whole firm, articulate what responsible business meant for us and remain true to the integrity and values of Saffery.

Hannah and Nicky spent time listening and really understood our culture and how we can create a responsible business strategy that is embedded across the whole firm and works for us as a business.

With Hannah and Nicky working together I felt we had both the support and challenge to deliver and stretch our strategy.



**Fenella Martin-Redman,
Partner at Saffery**



Impact Pioneers



Commitments for the next year

- Capture learnings from the Impact Pioneers Founding Group and evolve the proposition. Recruit two more groups to start during 2025.
- Work out how to measure the impact of our consultancy work in a more quantitative way.
- Evolve and operationalise our marketing strategy so it delivers a strong pipeline of 'right clients, right work'.

Pillar 2

Support the trailblazers

Trailblazers: Bold businesses and business leaders who are challenging the status quo and looking to integrate impact into what they do and how they do it.

We support trailblazers in five ways:

1. **Reduced fee and pro bono consultancy**
2. **Financial investment**
3. **Procurement**
4. **Mentoring and advice**
5. **Volunteering**

Progress summary



Become clearer on the definition of trailblazers.



Set targets for each area of activity and develop processes that help me work towards these targets.








Look at how to structure investments and develop an approach for this area.



Longer term – develop a formal mentoring programme.



Longer term – explore how I can share Kearthland & Co's existing tools with trailblazers in a cost-effective, impactful way.

Commitment in 2023 impact report	Details of progress made
<p>Become clearer on the definition of trailblazers.</p>	<p> My definition of trailblazers and how they fit into Keartland & Co's Theory of Change has evolved and matured during the year. It is defined on the previous page.</p>
<p>Set targets for each area of activity and develop processes that help me work towards these targets.</p>	<p> I deprioritised this and have not created the targets and processes I committed to.</p>
<p>Look at how to structure investments and develop an approach for this area.</p>	<p> I deprioritised this and have made no progress.</p>
<p>Longer term - develop a formal mentoring programme.</p>	<p> No progress.</p>
<p>Longer term - explore how I can share Keartland & Co's existing tools with trailblazers in a cost-effective, impactful way.</p>	<p> No progress.</p>

1. Reduced fee and pro bono consultancy

Over the last year, I have worked with three trailblazer businesses. Comparing the fees charged with my standard rates, this was an investment of £5.6k (two years to 31 July 2023: £6.7k).

Amplify Programme

Amplify is an eight-module programme that helps businesses develop a cohesive impact framework (theory of change). During the year, two impact-focused founders completed this programme. Here's what they had to say:

“““

This is giving me goosebumps. Businesses need this. For me this is what the world needs beyond everything else I've seen.



Sarah Whale, founder of Profit Impact, during our Module 8 team call

When I first started working with Hannah, my business was already creating a positive impact and had been B Corp certified. However, my approach to impact was scattered – I had initiatives and actions that weren't necessarily aligned or contributing to a specific big impact goal.

The journey was in no shortage of aha moments. I loved the structure and clarity of each step, the exercises, templates, checklists and all the real life examples. They all helped me reflect on what and how I do things in my business, and also to decide which actions or initiatives to focus on to maximise the impact I create. Very important for me is that Hannah understands how a business works and makes sure that creating impact is not a side thing but is fully integrated into the business strategy and in line with other goals, including profitability.

I am almost at the end of the journey and I am genuinely excited about the future of my business. I have clarity on how my business is creating change, right now and in the future, what are the exact strategic pillars I'll be focusing on and what actions I'll take this year, and in the years to come. This clarity brings with it a huge relief because instead of trying to do everything "to increase my impact", I can now focus on what I know is relevant and be able to track my progress. Besides, having this clarity means I can rally people around my goals and inspire them along the journey.

I am genuinely excited about the future of Impacters Group and that's thanks to you Hannah!!!



Ioana Hardy, founder of Impacters Group

“““

2. Investment

I committed one investment as part of a funding round that did not reach its target.

3. Procurement

I continue to proactively buy from trailblazer businesses – e.g. [Honest Mobile](#), [World of Books](#), [Switchfoot Accounting](#), [the small green studio](#).

4. Mentoring and advice

I became an Impact Advisor to [Glad](#) in April 2024, helping them to integrate meaningful impact into what they do and how they do it.

5. Volunteering

I did not undertake any volunteering specifically related to trailblazers this year.



As our Impact Advisor, Hannah has been invaluable, bringing an independent, pragmatic perspective and a wealth of impact expertise. Her positive encouragement, combined with a thoughtful balance of constructive challenge, has helped us identify and address potential impact blind spots.



Ben Wynn, CEO at Glad



Commitments for the next year

- Set targets for each area of activity and develop processes that help me work towards these targets.
- Look at how to structure investments and develop an approach for this area.
- Longer term - develop a formal mentoring programme.
- Longer term - explore how I can share Kcartland & Co's existing tools with trailblazers in a cost-effective, impactful way.

Pillar 3

Change the system

Businesses operate within a wider system and many of the standard ways of operating are defined or dictated by that system. For Kcartland & Co's vision to become a reality the system must change.

Progress summary

- ✓ Be an active member of the ICAEW Sustainability Committee and become clear on the impact I can have through my role.
- ✓ Continue to build relationships with umbrella organisations within Surrey to understand the role Kcartland & Co can play in supporting and changing the local system.
- ✓ Identify and support campaigns and petitions that are demanding system change, with the aim of supporting at least 12 campaigns over the year.
- ✓ Donate 1% of annual revenues to charities that are doing work that aligns with the five pillars of Kcartland & Co's impact strategy, with at least 80% of donations going to organisations that are 'changing the system'.

Commitment in 2023 impact report	Details of progress made
<p>Be an active member of the ICAEW Sustainability Committee and become clear on the impact I can have through my role.</p>	<p>✔ I have been an active member of Institute of Chartered Accountants in England & Wales (ICAEW) this year, participating in Sustainability Committee meetings as well as developing and delivering courses for their members and presenting at the Climate Summit and Sustainability in Practice events (see pillar 5 – develop and share the model).</p> <p>The ICAEW and its Sustainability Committee continue to influence change within the wider system, for example around new reporting requirements.</p>
<p>Continue to build relationships with umbrella organisations within Surrey to understand the role Keartland & Co can play in supporting and changing the local system.</p>	<p>✔ I was appointed Co-Chair of B Local Surrey in December 2023. Our priority is to build a supportive, inclusive community for certified B Corps and those on the journey. Our flagship event, The Journey to Better Business, was held at the University of Surrey during B Corp month and had 101 attendees.</p> <p>I have continued as Strategic Advisor for Surrey Sustainable Business Network. I co-created and hosted a fireside chat in November 2023 where three local business leaders shared learnings from building and leading sustainability-focused businesses. This series didn't gain traction and we cancelled it, using this opportunity to revisit the best way for the Sustainable Business Network to add value to Surrey-based businesses.</p> <p>I have continued to develop my relationship with the Institute for Sustainability at the University of Surrey and we are looking to formalise this in the next year.</p> <p>I spoke at the Surrey Hills Enterprises Sustainable Business Showcase in February and will be delivering a workshop event for them in September in partnership with fellow Surrey-based B Corp, Chimney Fire Coffee. The topic is 'How to Make a Meaningful Impact'.</p>

Identify and support campaigns and petitions that are demanding system change, with the aim of supporting at least 12 campaigns over the year.



I supported 19 petitions and campaigns during the year, focusing on those that are demanding system change and changes to the traditional financially-focused shareholder-primacy approach to business. One of the petitions I signed in January about the changes to angel investment criteria resulted in a [reversal of the changes](#).

I volunteered as a marshal at the Queue for Climate and Nature in September 2023 at which [Business Declares](#) coordinated an open letter signed by business people asking political leaders to accelerate action on climate and nature.

In January, I started a collaboration with fellow B Corp, [Profit Impact](#). We'd spotted an opportunity to create greater impact. We noticed that people often find out about campaigns and petitions by chance. We decided to identify and share on LinkedIn campaigns that were (a) a specific campaign calling for change (b) involved a quick, simple, immediate action (c) focused on business and changing the system businesses operate in. The posts received little engagement and so we paused the campaign.

Donate 1% of annual revenues to charities that are doing work that aligns with the five pillars of Keartland & Co's impact strategy, with at least 80% of donations going to organisations that are 'changing the system'.



I have donated just over 1% of Keartland & Co's revenue to charities that are doing work that aligns with the five pillars of Keartland & Co's impact strategy. 91% of these donations supported organisations that are 'changing the system'. These are [ClientEarth](#), [Good Law Project](#), [Global Justice Now](#) and [ShareAction](#).

Working with ICAEW

I have strengthened Keartland & Co’s relationship with ICAEW, working with them to upskill members and the wider finance community. Accountants (both as advisors and working within businesses) play a crucial role in the sustainability transition – conversely, they can also act as a blocker to change. Therefore, working to upskill ICAEW members could have a significant impact.

As well as speaking at two ICAEW events (detailed under pillar 5 – develop and share the model), I developed and delivered a CPD Essentials Course (‘An Introduction to Sustainability for Finance Professionals’) attended by 111 people. I also developed the [ICAEW Sustainability and ESG Leadership Programme](#) – the first cohort has been recruited and starts in September 2024.



Hannah is a pleasure to work with. She is challenging, insightful, and supremely professional. Hannah dedicates a lot of her time as a member-volunteer and also works for ICAEW as a consultant. Everything she produces is always to a very high standard. She also has the rare quality of being able to listen to understand; rather than simply to respond asserting her own point of view.



Richard Spencer, Director of Sustainability at ICAEW



“““

Over the past year, Hannah has significantly deepened her voluntary support for the Sustainable Business Network, serving as a Strategic Advisor and contributing valuable insights during monthly calls. She has also led a fireside chat with business leaders, authored a blog post on sustainability strategy, and connected SBN with other experts to accelerate businesses' transition to net zero and the SDGs. We are grateful for the insights Hannah provides and the constructive challenge she brings.



Bex Bolland, Sustainable Business Network Project Lead, Zero Carbon Guildford



SBN fireside chat



B Local Surrey event during B Corp month



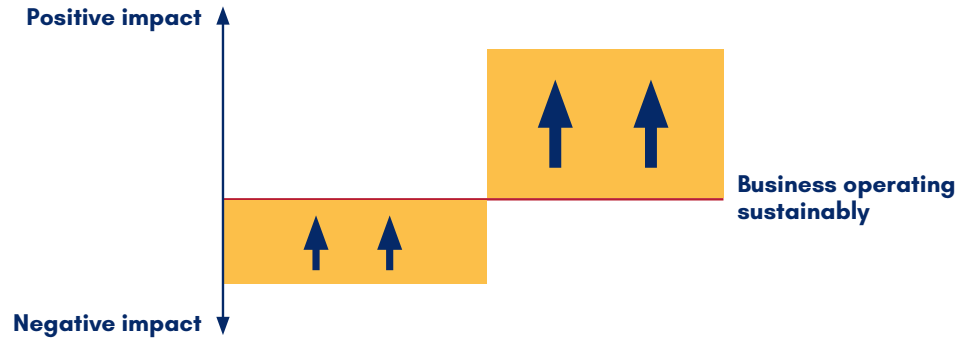
Commitments for the next year

- Continue to build relationship with ICAEW and understand how this aligns with Kearthland & Co's Theory of Change.
- Deliver at least one cohort of the ICAEW Sustainability & ESG Leadership Programme. Identify other opportunities to engage with ICAEW members.
- Continue to build relationships with umbrella organisations within Surrey. Focus on progressing partnership with the Institute for Sustainability at the University of Surrey.
- Work with fellow Co-Chairs to deliver next flagship B Local Surrey event in December 2024.
- Continue with targets for donations and supporting campaigns / petitions:
 - Identify and support campaigns and petitions that are demanding system change, with the aim of supporting at least 12 campaigns over the year.
 - Donate 1% of annual revenues to charities that are doing work that aligns with the five pillars of Kearthland & Co's impact strategy, with at least 80% of donations going to organisations that are 'changing the system'.

Pillar 4

Be a role model

It's important that I practice what I preach. How can I persuade other businesses to be impact-led if I'm not leading an impact-led business myself? For me, this is all about understanding the impacts of our decisions and then taking responsibility for reducing the negative impacts and increasing positive impacts, with positive impact being focused and based on Kearthland & Co's Theory of Change.



Progress summary





- ✓ Understand the role Kearthland & Co can play within the B Corp community.
- ✓ Continue to improve Kearthland & Co's B Impact Assessment score.
- ✗ Create an impact measurement framework to measure progress against my impact strategy and effectiveness of activities.
- Develop a more formal approach to measuring client satisfaction, including setting targets.
- ✗ Decide which accreditations are right for a business of Kearthland & Co's size and type.
- Work with a website developer to build a new website which has accessibility, ethics and sustainability as key considerations.
- Develop a more robust supplier screening process and documentation around this.
- ✓ Complete cyber secure training.

(Cont.)





Progress summary (cont.)

- ✓ Complete the ICAEW Sustainability Certificate.
- ✓ Identify and prioritise other learning and development opportunities.
- ✓ Work with a carbon accounting expert to become more confident in my approach to carbon calculations, expand the scope of these and agree an approach to setting emissions reduction targets which is appropriate for a small, lean, home-based business like mine.
- ✓ Improve my understanding of carbon credits so I can make a more informed decision about the most impactful way of investing in these.
- ✓ Volunteer for at least 50 hours during the year, focusing on volunteering activities that are aligned with Kearthland & Co's impact strategy.
- ✓ Identify how Kearthland & Co can support and be involved in the local community, especially where this is aligned with Kearthland & Co's impact strategy.
- ✓ Look for more support from outside Kearthland & Co.

Commitment in 2023 impact report	Details of progress made
<p>Understand the role Kearthland & Co can play within the B Corp community.</p>	<p>✔ I was elected Co-Chair of B Local Surrey in December 2024 (see pillar 3 – change the system).</p> <p>Developed my relationship with fellow B Corp Includability and spoke at their Employee Support Group in January (see pillar 5 – develop and share the model).</p> <p>Shared the following resources on the B Hive to help other B Corps – Kearthland & Co’s first Impact Report, Impact Reporting Roadmap, Scale Up Your Impact Guide and Build a Sustainability Plan that Delivers seminar sign up details.</p> <p>Provided feedback on B Corp’s new draft standards.</p> <p>Applied to run a workshop at B Corp’s Louder Than Words festival but was turned down.</p>
<p>Continue to improve Kearthland & Co’s B Impact Assessment score.</p>	<p>✔ Completed the B Impact Assessment in August 2024 and achieved an unverified score of 104.0 (August 2023: 88.3), broken down as follows:</p> <ul style="list-style-type: none"> - Governance – 13.7 (August 2023: 12.2) - Environment – 16.3 (August 2023: 13.2) - Community – 44.0 (August 2023: 41.0) - Customers – 29.9 (August 2023: 21.8) <p>The main reason for the increase is that all Kearthland & Co’s work now sits under two impact business models:</p> <ul style="list-style-type: none"> - Increased social and/or environmental impact for businesses or other organisations. - Improved education or skills development (i.e. helping ICAEW develop and deliver sustainability training for their members and other finance professionals).

<p>Create an impact measurement framework to measure progress against my impact strategy and effectiveness of activities.</p>	<p> We have developed a model which could help us measure the impact of our work - we will mature our thinking over the next year. For now, we rely on qualitative feedback which we proactively capture and log.</p>
<p>Develop a more formal approach to measuring client satisfaction, including setting targets.</p>	<p> We capture feedback after every workshop. We review this and reflect on changes we could make.</p> <p>We launched our first NPS survey in January to all clients we'd worked with in the last 6 months. The projects that Kearthland & Co had worked on scored an NPS of 67% (on a 10-point scale, two people scored 10 when asked if they would recommend Kearthland & Co, one person scored 8). There was a very low response rate, but it gives a starting point.</p>
<p>Decide which accreditations are right for a business of Kearthland & Co's size and type.</p>	<p> On hold while Nicky and I confirm our future direction.</p>
<p>Work with a website developer to build a new website which has accessibility, ethics and sustainability as key considerations.</p>	<p> I spoke to four website developers and then decided to postpone this work until Nicky and I confirm our future direction.</p> <p>Kearthland & Co's current website is on Squarespace. I asked them what steps they are taking to reduce the carbon footprint of websites built and hosted on their platform - they have shared my feedback with their developer team.</p>



<p>Develop a more robust supplier screening process and documentation around this.</p>	<p> I have not formalised this process. It didn't feel urgent as Keartland & Co has few suppliers and I informally take steps to buy from businesses that are local, have taken steps to be responsible (e.g. B Corp) and are owned or led by an under-represented group.</p>
<p>Complete cyber secure training.</p>	<p> I completed and passed five Cyber Clear courses delivered by the Hiscox Risk Academy in May 2024.</p>
<p>Complete the ICAEW Sustainability Certificate.</p>	<p> Completed in December 2023.</p>
<p>Identify and prioritise other learning and development opportunities.</p>	<p> My priorities were to familiarise myself with the draft new B Corp standards and PAS808, as well as deep dive into transition planning regulations and theory of change.</p> <p>I joined Chapter Zero, have attended three of their excellent events and used their online Knowledge Hub.</p> <p>I attended the Anthropy conference in Cornwall.</p> <p>Nicky and I have been coached by Jannine Barron who is supporting us as we explore how we want to work together.</p> <p>I enjoyed an immersion day at Springwood Farm, learning from Giles Hutchins about regenerative leadership.</p> <p>I continue to read many books related to and tangential to my work and listen to podcasts, my favourite being Outrage + Optimism.</p>

<p>Work with a carbon accounting expert to become more confident in my approach to carbon calculations, expand the scope of these and agree an approach to setting emissions reduction targets which is appropriate to a small, lean, home-based business like mine.</p>	<p>✔ I shared my current approach with Mike Jones of 5D Net Zero, a B Corp certified, Surrey-based carbon management consultancy. Mike provided me with feedback and advice, confirming that my current approach is sensible.</p>
<p>Improve my understanding of carbon credits so I can make a more informed decision about the most impactful way of investing in these.</p>	<p>✔ I discussed this with Mike Jones and decided to continue to purchase carbon credits from Gold Standard. I have shared the detail of the projects I invested in below.</p>
<p>Volunteer for at least 50 hours during the year, focusing on volunteering activities that are aligned with Keartland & Co's impact strategy.</p>	<p>✔ I completed 57.8 hours of volunteering during the year, which is an estimated 3.3% of working time (2023: 26.5 hours and 1.5%). This has increased from the prior year as I took on the B Local Surrey Co-Chair role and was a member of the ICAEW Sustainability Committee for the full year. The volunteering roles I have carried out are explained elsewhere in this report.</p> <p>Note that I do not include time spent delivering talks for ICAEW within volunteering time as there is also a profile-raising business benefit to these.</p>



Identify how Kearthland & Co can support and be involved in the local community, especially where this is aligned with Kearthland & Co's impact strategy.



My involvement with B Local Surrey, the Surrey Sustainable Business Network and the University of Surrey is listed under pillar 3 (change the system).

I participated in a volunteering day on the Hampton Estate in Puttenham helping restore chalk grassland. Chalk grasslands are some of the most plant and insect-rich habitats in the UK and support some of our rarest orchid, butterfly, and bee species. So hopefully this work will have a positive impact on biodiversity.

I made donations to two local charities equalling 9% of Kearthland & Co's revenue.

Look for more support from outside Kearthland & Co.



A key focus of the last year has been working more closely with Nicky and The Spiral Hub. Three assistants have supported us over the last year, and we have been working with an associate on our main client project during 2024.



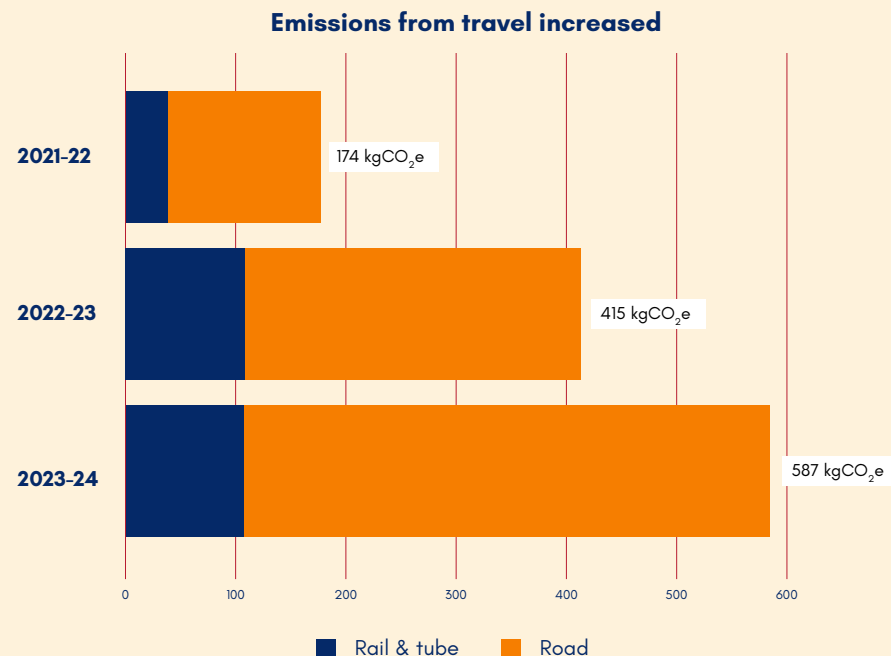
Carbon footprint

I have taken a conscious decision not to set an absolute (total) emissions reduction target as my current carbon footprint is minimal and likely to grow as the business grows. That said, I will monitor Kearthland & Co’s carbon intensity as a proportion of revenue and ensure this does not increase as the business grows (unless the nature of the business changes materially). Business revenue currently includes amounts which I have invoiced on behalf of partners who have worked with me on projects. For transparency, I am currently only calculating carbon emissions related to my own work. On this basis, Kearthland & Co’s benchmark carbon intensity is 5.4kg of CO₂e per £1,000 revenue.

Kearthland & Co’s carbon footprint all falls under Scope 3 (i.e. all emissions are indirect). I measure material emissions (those that form over 5% of Kearthland & Co’s total footprint) which are the energy used in my home office and emissions related to travel.

A year ago, I bought an energy meter for my home office so I can accurately measure energy use rather than using estimates. The energy meter is attached to the power bank I use for all elements of my home office - heating, lighting, and charging IT equipment. I don’t switch on the central heating when I’m working from home. Last year’s estimated energy use emissions were 518 kgCO₂e, based on [Compare Your Footprint](#)’s standard conversion factors and number of hours worked. This year’s actual measured emissions were 12 kgCO₂e (location based approach, lower with a market based approach as we are on a renewable energy tariff).

Travel-related emissions (calculated using mileage and transport type in Compare Your Footprint) have increased this year. This was driven by one client project which required me being on a site with no easy access by public transport.



Otherwise, I try to make choices which keep the business's carbon footprint as low as possible, as set out in last year's report:

- Procurement – I run the business in an intentionally lean and resource light way, buying second hand where possible and from businesses that are ethically responsible (e.g. B Corp certified). My largest single supplier is [Switchfoot Accounting](#), a business whose approach to sustainability and reducing emissions I hugely respect.
- Bank – Starling, an independent bank that scores well on [bank.green](#).
- Savings – Newcastle Building Society. Whilst not perfect, this scored best of the options available in terms of sustainability.
- Pension – ethical, recommended by [Greenspace Sustainable Financial Planning](#).
- Travel – only when necessary, following low carbon principles.
- Food – vegetarian and minimising the amount of single-use packaging.

Carbon credits

I have continued to invest in Gold Standard projects that are reducing carbon emissions. Gold Standard are known for their integrity towards carbon accounting and their certified projects are highly regarded.

This year I have supported three projects saving in total an estimated 6 tonnes of CO₂ emissions from being released into the atmosphere:

- [Ceará Renewable Energy Project, Brazil](#). I selected this project because it uses waste materials from one process as inputs into another – the project receives wastewater from a local beverage company to be used in its production process.
- [Fairtrade Project: Cookstoves for coffee farmers, Ethiopia](#). I picked this project because it delivers on SDG12 (responsible consumption and production) which is the UN Sustainable Development Goal that Nicky and I have been homing in on.
- [Uganda Gender Responsive Safe Water Project](#). I chose to invest in this project because it is the first ever Gold Standard-certified gender responsive carbon credits. This project takes “a proactive approach to promoting and implementing gender equality practices in the community where the project is based”.

Purchases from suppliers owned or led by an under-represented group

41% of business purchases (excluding salaries, tax and charitable donations) were from suppliers that are owned or led by an under-represented group, an increase on 36% in the prior year though short of my 50% target.

In reality, it will be difficult to increase this percentage. The other 59% of spend is on travel, software subscriptions, insurance, and annual subscriptions (e.g. B Lab and ICAEW) where I have minimal choice over who to purchase from.

I haven't included 'cost of sales' in the above calculations, which is paying Nicky and others for their time spent working on client projects. All this spend goes to female-owned businesses and would comfortably push the percentage of purchases from suppliers owned or led by an under-represented group over 50%.



Volunteering



Commitments for the next year

- Continue to test and develop Kcartland & Co's Theory of Change. Use this to create an impact measurement framework to measure progress and effectiveness of activities.
- Continue to formalise our approach to measuring client satisfaction, including setting targets.
- Understand the new B Corp standards and identify how Kcartland & Co needs to improve to retain certification.
- Understand my role within the B Corp community going forward, ensuring this aligns with Kcartland & Co's Theory of Change.
- Continue with existing target for volunteering - volunteer for at least 50 hours during the year, focusing on activities that are aligned with Kcartland & Co's Theory of Change.
- Revisit method for measuring percentage of purchases from suppliers that are owned or led by an under-represented group to explore how to make this target more meaningful.

Pillar 5

Develop and share the model

One of the best ways to influence change is by talking about it - why we need it, practical tools for delivering it and stories of people and businesses who are already delivering change. This pillar of the impact strategy sits across and reinforces all the others, amplifying Kearthland & Co's impact.

This pillar also includes developing, evolving, and sharing the models and tools that underpin our work.

Progress summary

-  Continue to evolve Kearthland & Co's organic communications and engagement strategy so this is effective at delivering value to the business's target audience.
-  Become more strategic and proactive about identifying the third party communication opportunities which are most aligned with Kearthland & Co's impact vision and strategy.
-  Develop methods for capturing and measuring the impact of activities, in particular the actions people take as a result.

Commitment in 2023 impact report

Continue to evolve Kearthland & Co's organic communications and engagement strategy so this is effective at delivering value to the business's target audience.

Details of progress made



Whenever I write anything, I always keep Kearthland & Co's ideal client in mind. Where I'm aware of challenges they tend to face, I try to provide advice on how to address these.

I'm particularly proud of launching the free [Impact Reporting Roadmap](#) and [Scale Up Your Impact Guide](#) during the year. The Impact Reporting Roadmap has been downloaded by 117 people. The Scale Up Your Impact Guide has been downloaded by 105 people.

Nicky and I delivered a free seminar in July - Build a Sustainability Plan that Delivers: Five Strategies for Senior Executives. This was attended by 25 people.

I published Kearthland & Co's first Impact Report in October 2023 - I have received lots of positive feedback and am aware of other business leaders who have used it as a guide when writing their own report.

I publish my monthly newsletter (Better Business Bites) via email and on LinkedIn. Reach continues to grow steadily. As of 31 July 2024, the newsletter had over 1800 subscribers and is read by around 700 people per month (31 July 2023: 1,300 subscribers, read by 600 people per month).

My [Impact Report Reviews](#) series continues to be popular. I regularly hear anecdotal feedback on these posts and this page is the second most popular on [Kearthland & Co's website](#). I know of four businesses that published their impact reports during the year and used my freely provided advice when writing them - I felt this shone through in the quality of their reports.

In January, I started a series of books reviews on LinkedIn and have collated these on Kearthland & Co's website. These have received a good level of engagement suggesting they are valuable.

In September 2023 and throughout the autumn, I shared a series of LinkedIn posts about impact enablers - aspects of a business's culture / governance / leadership / processes that help it deliver and scale up its positive impact. In the posts, I highlighted businesses that have them in place. Engagement was minimal and suggested it was not adding the value I had hoped, and so I stopped the series.

Become more strategic and proactive about identifying the third party communication opportunities which are most aligned with Keartland & Co's impact vision and strategy.



I have been more strategic about which opportunities I say yes / no to but can't confidently say I'm being proactive yet.

I spoke at ICAEW's Climate Summit. The session was viewed by 221 people.

Nicky and I delivered a workshop on transition planning at ICAEW's Sustainability in Practice event, which was attended by 51 finance professionals.

I spoke on the [A Little Bit Radical](#) podcast in June. By the end of July this had been listened to by 54 people and the median play time suggests most people are listening to the whole episode. We talked about the important role of the finance team and several finance directors contacted me to say that my insights resonated with them.

I spoke on [The Butterfly Effect](#) podcast in May. By the end of July this had been listened to by 28 people.

I spoke at [Includability](#)'s January Employer Support Group on Making Sure You Actually Make a Difference This Year.

I spoke on a panel at Accountex run by [Compare Your Footprint](#) - the topic was The Vital Role Accountants Play in ESG. Around 40 people attended the panel discussion and at the end of July there had been 40 views of Compare Your Footprint's [follow up blog](#).

Develop methods for capturing and measuring the impact of activities, in particular the actions people take as a result.



I capture activity level data (as reported above) and feedback received (as shared on the following page) but this doesn't measure actions taken or impact.

Better Business Bites newsletter:

"As always, I loved your latest newsletter. I know I've said it before, but it's such a clear and enjoyable format. I wish more businesses would follow your lead in thinking about the reader when designing their newsletter! As a marketer, I find most newsletters pretty painful! I also particularly appreciated the book list you included."

ICAEW Sustainability in Practice event:

"I have said for a while that ESG is 'Just another Transformation'. The excellent Hannah Keartland and Nicky Leach made perfect sense of how to start, plan and execute this transformation to ensure you stay focused, aligned and deliver the right results for you and your clients."

Includability Employer Support Group:

"Thank you Hannah you superstar! I love how you are so clear, there's not pointless waffle with you!"

Linkedin Content:

"Of the LinkedIn influencers I follow, you and Jen Gale really stand out to me. You are relatable, authentic and thought provoking. You are so far ahead on the sustainability journey but it's amazing that you always come back to your personal and business impact. Because that's all we can affect really. And that really resonated with me on that post it had tangible actions and a path through."

Impact report reviews series:

"Your lovely posts reviewing impact reports got a big thumbs up recently: I sent a link to a colleague who was interviewing for a sustainability reporting role as he wanted some examples of good impact reports. He loved your critiques and has subsequently got the job."





Build a Sustainability Plan that Delivers seminar:

"Really insightful presentation. I like how you clearly broke down the strategies making them all easy to understand no matter where you are on your sustainability journey, and with actionable steps to go away with."

"I enjoyed the way you broke down the different strategies and it's clarified to me where we need to improve. Thank you so much!!"

Scale Up Your Impact Guide:

"Thank you so much for this guide. It is a helpful tool to organize things and prioritize urgent actions or ideas. The beauty of this guide is also about advice for breaking down ideas to tame the beast. Thank you so much."

ICAEW Climate Summit:

"The best seminar of sustainability week so far – a great overview of how innovative businesses are making a difference."

Keartland & Co's impact report:

"I am a big fan of yours for many reasons but today I want to say thank you for sharing your impact report – it's a no bullshit, no fluff, no pretences and honest account of where your business is at and it's the best one I have seen. ... I hope this email makes you smile, you have helped me in so many ways and I wanted to let you know that you are creating impact by sharing the report!"

Accountex event:

"Your insights at the Accountex talk had a profound impact on my career. [It] led me to launch a recruitment business, helping green companies hire professionals who can lead the shift to a green economy."

Commitments for the next year

- Share the models we have developed that underpin our work.
- Understand how communications can support Kearthland & Co's Theory of Change. Develop a communications and engagement plan that both delivers value and has a positive impact.
- Develop methods for capturing and measuring the impact of our communications activities, in particular the actions people take as a result.

| Learnings

As ever, the last year has had both disappointments and celebrations. I have continued to grapple with the challenges of building a business that has impact at its core and navigate this vital journey that has no blueprint. Here are my key learnings:

- ▶ I can have a greater impact collaborating with others than I can on my own.
- ▶ Collaboration creates its own challenges. Constant communication is key, especially when it involves leaning into the difficult conversations and working through things together. A walk in nature helps!
- ▶ Working with a coach is worthwhile, especially one who brings a totally different perspective and approach.
- ▶ I am getting clearer on the value we can bring. Specifically, our clients appreciate that we are pragmatic, recognise the realities of leading a business and are action oriented.
- ▶ The habits I've put in place for my wellbeing are crucial for my health and relationships, and the health of the business.
- ▶ Stepping outside my silo always generates useful insights and ideas.
- ▶ Tracking data, feedback and progress throughout the year makes it much easier to write an impact report.
- ▶ What's the point if you aren't laughing and having fun?



Thank yous



I'd like to say a particular thank you to the following people for their support over the last year:

- ▶ Keartland & Co's clients without whom the business wouldn't exist.
- ▶ Nicky Leach for journeying with me.
- ▶ Jannine Barron for helping Nicky and me navigate the journey.
- ▶ Ioana Hardy for ongoing support, challenge and pragmatic advice.
- ▶ Mike Jones from 5D Net Zero for advising me on my approach to carbon reduction and carbon credits.
- ▶ Nick Brincat from the small green studio who took the photos of Impact Pioneers, the B Local event and the SBN fireside chat.
- ▶ Heather Davies for reviewing this report and sharing invaluable feedback.
- ▶ Tara Pigott from Metari Design for designing this report brilliantly, once again.
- ▶ The people behind the scenes who have helped Keartland & Co run smoothly - Shalyn Wilkins, Jen Read, Jenny Cooper and Rebecca Trudgett.
- ▶ Everyone who has supported me, attended events, engaged with me on LinkedIn, and given feedback or advice.





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