



# GOOD SMALL FARMS

**B CORP IMPACT REPORT**  
October 2023 – October 2024

Certified



Corporation



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## OUR PURPOSE

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**We will demonstrate that small, mixed, regenerative farms can be profitable while increasing ecology and strengthening community.**

**Our mission is to** support 100 small-scale farms on their regenerative journeys by 2030

# LEADERSHIP LETTER

## Dear Stakeholders

We've made massive strides in 2024 towards our goal of demonstrating that small, mixed, regenerative farms can be both ecologically sustainable and economically viable. Here are some of our proudest achievements. In 2024 we:

- certified organic with the Soil Association
- started a chicken egg enterprise that can't keep up with demand
- hired 4 more people
- started selling trees from our tree nursery
- delivered around 600 veg and meat boxes
- sent our first hide to be tanned
- welcomed around 120 people to our first open day
- started a mushroom enterprise
- sold our meat and veg at around 85 markets
- accommodated 100 groups at the farmhouse
- welcomed 100 children from primary schools

## Advancing Our Mission

Our original mission was to establish 20 similar farms by 2030. On repeated reflection and from our learnings so far, this does not feel quite right. It is both a big undertaking and doesn't result in a significant number of acres that have seen an improvement in management. We have therefore amended our mission to support 100 small-scale farms on their regenerative journeys by 2030. This is a far more targeted approach, but also acknowledges that we may not own outright all of that which we influence, and we are ok with that.

Our immediate focus, however, is to prove it works here. That means demonstrating that a small, mixed, regenerative farm is viable. Viable means profitable. We believe that in order to be sustainable, we need to make more money than it costs us to run the farm.

## Biodiversity and Agroforestry Initiatives

This year we allowed the 10,000 trees that we planted in the first two years to really bed in, establish their own communities and start to thrive. The chickens, pasture fed and mob grazed, are already visibly impacting the land and the cows continue to bring fertility back. The tree nursery is an abundance of life and the market garden has been humming with variety. All this diversity of activity and actors adds ecological niches and opportunities (as do the pond and stream we installed).

## Community Engagement and Education

We believe that changing the way we produce and distribute food is fundamental to solving the world's most pressing social and ecological problems. And that small, local farms are part of that solution. We have hosted tours of MSc students from the Royal Agricultural University (RAU), farmer collectives trying to understand mixed farms, primary school children from Gloucester and Cheltenham as well as local permaculture groups, biodynamic students and agroforesters. Sharing our experiences, successful or otherwise, is key to creating connections and speeding up the transition to responsible farming.

Supporting SS Horton, one of the largest regenerative farming businesses in the south west, Good Small Farms and Jonty Bunyee's Conygree Farm took on the tenancy for the RAU's 465 acre farm. Our role is to help encourage and develop social enterprises around the primary arable production, integrating it with the university and the wider Cirencester community.

## Looking Ahead

We are excited about our role in promoting regenerative agriculture. Our goals for the coming year include:

- **Expanding Our Model** Continuing to develop our farming ecosystem and sharing our experiences to encourage other farming entrepreneurs to develop regenerative farms at scale
- **Enhancing Biodiversity** Further increasing biodiversity by encouraging wildflowers, increasing hedgerows, and establishing pollinator borders within our system
- **Strengthening Community Ties** Deepening our engagement with the local community through educational initiatives and collaborative projects



We are grateful for the support of our customers, partners, and community. But this year has shown that the stars central to the progress we have made are the team whose unwavering support and total commitment to the cause not only make this the most exciting endeavour of my life but also the one that is most fun!

All the best,

**Eric Walters**  
Founder Good Small Farms

## B CORP IMPACT SCORE

**We are due to re-certify in October 2026, by which time we expect to be certifying under the new version 7 B Corp standards, which will not be scored, therefore our aim is to pass all mandatory standards and remain B Corp certified!**

## METRICS

Median score for an ordinary business

50

Qualifies for B Corp certification

80

Our first verified B Corp Impact score (2023)

84.7

## GSF SCORE BREAKDOWN



# IMPACT AREA PLANS

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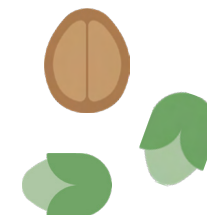
|            |         |           |             |           |
|------------|---------|-----------|-------------|-----------|
| GOVERNANCE | WORKERS | COMMUNITY | ENVIRONMENT | CUSTOMERS |
| 08         | 10      | 12        | 16          | 19        |

# GOVERNANCE

These are the things that we had in place in October 2023 and still have in place in October 2024, to ensure good and ethical governance. Some things we already had in place before we embarked on the B Corp journey and others we implemented as part of our B Corp improvement journey to become more socially & environmentally responsible:



- A commitment to a specific positive environmental impact in our mission, as mentioned in Our Purpose statement above
- Manager roles with job descriptions that explicitly incorporate social and environmental performance
- Performance reviews that formally incorporate social and environmental issues
- We measure social and environmental outcomes over time – soil quality & biodiversity on the farm
- A formal organisational chart outlining the management and reporting structure of the company
- Written job descriptions for all employees outlining responsibilities and decision-making authority
- Management team meetings to plan strategy or make operational decisions
- Disclose all financial information (except salary info) at least quarterly with staff
- In addition to sharing financials, we also have an intentional education program around shared financials
- Have a written Code of Ethics
- Have a written whistleblower policy



# GOVERNANCE

What's improved in the last year...

## Where we were in October 2023

We consistently incorporated social and environmental impact into decision-making because we considered it important to the success and profitability of our business.

We didn't have internal financial controls.

Turnover for calendar year 2023 was £130,000.

## Where we are in October 2024

Since embarking on the B Corp journey, we now treat our social and environmental impact as a primary measure of success for our business and prioritise it even in cases where it may not drive profitability.

We have now created internal financial controls.

Turnover for calendar year 2024 was £250,000, largely due to increased veg and meat sales.



## Plans for 2025

- Develop a commitment to a specific positive social impact (e.g. poverty alleviation, sustainable economic development)
- Employee training to include social or environmental issues material to our company or its mission  
Social trainings on unconscious bias training and environmental trainings on soil carbon capture, microscopy, biodiversity audit
- Develop a formal and regular processes to gather information from stakeholders (focus groups, surveys, community meetings, etc.) on our social & environmental performance
- Create a formal stakeholder engagement plan that includes identification of relevant stakeholder groups
- Look into setting up a Non-Fiduciary Advisory Board
- Develop more formal company social & environmental KPIs

# WORKERS

These are the things that we had in place in October 2023 and still have in place in October 2024, to ensure we treat our workers well. Some things we already had in place before we embarked on the B Corp journey and others we implemented as part of our B Corp improvement journey to become more socially & environmentally responsible:

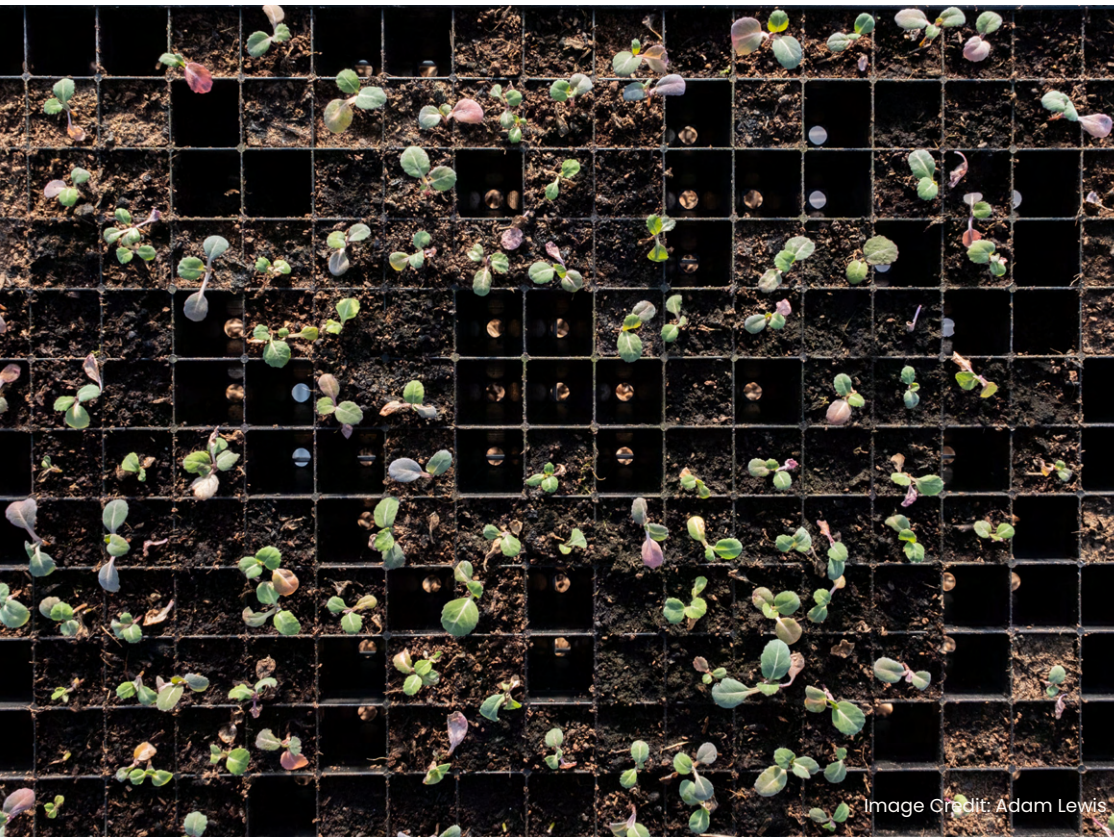


Image Credit: Adam Lewis

- Pay 100% of our workforce the Real Living Wage
- We regularly (at least once a year) conduct employee satisfaction or engagement surveys
- Have 90% employee satisfaction rate
- Have a retirement programme that includes Socially-Responsible Investing option
- Have accident insurance that covers all full-time and part-time staff
- On-the-job training (one week to one month) for new hires
- Have a regular staff review process, which is conducted at least annually, and includes: clearly-identified and achievable goals, feedback from managers on performance, peer and subordinate input, as well as social and environmental goals
- Over 75% of workers received skills-based training to advance core job responsibilities during the last 12 months
- Have a formal employee handbook
- Policy to support breastfeeding mothers
- We have processes in place to provide input from employees prior to operational and/or strategic policy or practice changes
- We have a formal onboarding process for new employees
- We have a policy to encourage internal promotions and hiring for advanced positions (e.g. posting job openings internally first)

# WORKERS

What's improved in the last year...

| Where we were in October 2023                                                                                                           | Where we are in October 2024                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| We had 2 full-time workers.                                                                                                             | Full-time workers have doubled to 4.                                                                                                                                                                              |
| We had 4 part-time workers.                                                                                                             | We now have 5 part-time members of staff.                                                                                                                                                                         |
| Lowest hourly wage was £12.                                                                                                             | Increased lowest hourly wage to £12.60.                                                                                                                                                                           |
| We didn't have an allocated budget for external professional development opportunities, (e.g. conference attendance, online trainings). | We now facilitate external professional development opportunities, (e.g. conference attendance, online trainings) – and over half the workforce has done some external professional development in the last year. |

What has changed since last year...

|                                   |                                                   |
|-----------------------------------|---------------------------------------------------|
| Our attrition rate was below 10%. | Our attrition rate is 22% for the last 12 months. |
|-----------------------------------|---------------------------------------------------|



## Plans for 2025

- Create formalised communication channels for workers to communicate with managers, and the executive team
- Ensure that feedback is always sought from the workers affected by a decision
- Create a recruitment policy that states we do not request job applicants to provide their wage histories



# COMMUNITY

These are the things that we had in place in October 2023 and still have in place in October 2024, to ensure we are supporting our community. Some things we already had in place before we embarked on the B Corp journey and others we implemented as part of our B Corp improvement journey to become more socially & environmentally responsible:



- Source from other small-scale farmers to supplement what we supply to our customers
- Anonymously track the demographic diversity of our workforce
- Have over 50% workers who identify as female
- Have a low high to low ratio of 1 to 5x
- Local ownership: majority (over 50%) of the company's ownership is located locally to at least two-thirds of the company's workforce
- Source 80% of our Cost of Goods Sold from UK
- Spend 20-39% with independent suppliers local to the company's headquarters
- Use an independently owned bank, Starling Bank, for the majority of our business banking
- Screen our Significant Suppliers on their social & environmental performance, using a Supplier Social & Environmental Code of Conduct and Assessment
- Have had a relationship with a majority of our suppliers (on a currency basis) since our first year of operations
- Our independent contractors are verified to either work on a time-bound basis, split their time with work for other clients, or have been offered employment
- Independent contractors are paid a living wage (calculated as hourly wage when living wage data is available)
- We include a statement in all our job postings with a commitment to diversity, equity, and inclusion
- We have a philanthropy policy where we document our overall intention of the social or environmental impact of our company's philanthropy

# COMMUNITY



What's improved in the last year...

| Where we were in October 2023                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Where we are in October 2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• 2 school visits of around 60 children in the last year, carried out by the County Trust – helping disadvantaged children connect with the countryside and help their understanding of where their food comes from and how it is grown</li> <li>• Local volunteers, who want to reconnect with nature, have come with Stroud Valleys Project to plant 3,000 trees on the farm in the last year. We paid them the £5,000 Countryside Stewardship grant we receive, for managing the project</li> <li>• We have joined the WWOOF community to enable volunteers to come and live and work on the farm in order to gain/share knowledge</li> <li>• We offer direct volunteering opportunities for people wanting to gain/expand their knowledge of regenerative farming – we currently have 3 regular volunteers working with us on the farm</li> </ul> | <ul style="list-style-type: none"> <li>• 6 school visits of around 180 children this year</li> <li>• Stroud Valleys Project helped to establish trees in a riparian area beside a newly formed stream and pond</li> <li>• We continue to host WWOOFers, sharing knowledge and experience with people from the US, Germany, Australia and Latvia</li> <li>• Research: MSc dissertation being carried out on the farm, involving a small crop trial of linseed varieties grown and harvested for both seed and fibre</li> </ul> |
| We gave free use of company facilities to host community events e.g. The Long Table.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Gave free use of company facilities to host community events e.g. Farmer Sam runs “farm club” with children.                                                                                                                                                                                                                                                                                                                                                                                                                  |
| All of our workforce had a university degree.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Now 10–19% of our workforce do not have a university degree.                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| We weren't doing any pro bono/voluntary work.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | We now do pro bono/voluntary. This year our staff provided 30 hours of pro bono time with SEND students from South Gloucestershire & Stroud College, showing them how to farm.                                                                                                                                                                                                                                                                                                                                                |
| We didn't conduct analyses of our job description language and requirements to ensure they are inclusive and equitable.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | We now conduct analyses of our job description language and requirements to ensure they are inclusive and equitable.                                                                                                                                                                                                                                                                                                                                                                                                          |

# COMMUNITY

| Where we were in October 2023                                                                                                                                                                                                                                      | Where we are in October 2024                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| We spoke about setting up fruit & nut tree agroforestry at The Agroforestry Show, September 2023.                                                                                                                                                                  | We spoke on the panel at the Royal Agricultural College on local food systems, coordinated by Ros Savage (now a local MP) in March 2024. We participated in the panel discussion at Hawkwood College on 'Six Inches of Soil' film in summer 2024.                                                                                                                                                                                              |
| We had offered support in name and/or signed petitions e.g. we signed the Better Business Act                                                                                                                                                                      | We have offered support in name and/or signed petitions e.g. We voted on Riverford/Sustain Petition to stop supermarkets greenwashing fake farm brands                                                                                                                                                                                                                                                                                         |
| We hadn't directly introduced, testified, made recommendations or provided expertise to advance standards                                                                                                                                                          | We directly introduced, testified, made recommendations or provided expertise to advance standards e.g. We provided feedback on Organic pasture/poultry rules to Soil Association                                                                                                                                                                                                                                                              |
| We hadn't yet worked with other industry players on a cooperative initiative on relevant social and environmental standards for our industry                                                                                                                       | We have worked with other industry players on a cooperative initiative on relevant social and environmental standards for our industry. <ul style="list-style-type: none"> <li>• We are part of a collaboration of organic tree nurseries in UK, promoting increased awareness of organic trees</li> <li>• We are part of a collaboration of Pasture for Life farmers trying to re-invigorate the British pastured leather industry</li> </ul> |
| 87% of our customers are located within 50 miles of our farm – this is because we've increased our veg box scheme direct to consumers, taken on a stall at Stroud Farmers Market and continue to increase the number of local restaurants that buy our vegetables. | We continue to increase our veg box scheme subscriber numbers, and our presence at local markets, ensuring that what we produce is bought by those living in and around Stroud.                                                                                                                                                                                                                                                                |



# COMMUNITY

What has changed since last year...

## Where we were in October 2023

Our job growth rate was 25–49%.

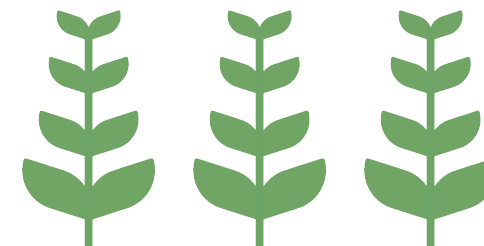
## Where we are in October 2024

We haven't had any job growth in the past year.



## Plans for 2025

- Be more proactive on recruiting people from diverse backgrounds especially from low-income backgrounds, ethnic minorities and under 24 or over 50 years e.g. through Land Workers Alliance's youth group (FLAME), Emergent Generations, Royal Agricultural University, Hartpury College.
- Conduct a pay equity analysis by gender, race/ethnicity, or other demographic factors and, if necessary, implement equal compensation improvement plans or policies
- Become registered as Disability Confident
- Publish an equality & diversity statement on the website  
Start doing diversity & inclusion trainings, including unconscious bias training for hiring managers
- Ensure our recruitment policy includes that we do not do credit checks or criminal records during the application process, unless it is required to do so by law.
- Publish a human rights statement on the website



# ENVIRONMENT

These are the things that we had in place in October 2023 and still have in place in October 2024, to ensure we are reducing our environmental impact. Some things we already had in place before we embarked on the B Corp journey and others we implemented as part of our B Corp improvement journey to become more socially & environmentally responsible:

- 100% of fertilizer applied to land-under-cultivation is organic
- We've designed our business processes to conserve/ minimise water e.g. using drip technology, low-pressure micro-sprinklers and irrigation water use is planned based on monitoring and analysis of soil moisture level, weather data and other relevant information
- There is no application of nematicides within 20 meters of any permanent water body
- There is no application of agrochemicals within 10 meters of any permanent water body
- There is a riparian buffer zone at least 25 feet in width from any permanent water body
- We do not use pesticides or other agrochemicals, instead we use pest- and disease-resistant varieties, crop rotation and use organic nematodes to control slugs
- We regularly monitor soil quality and are aware of areas at risk for soil erosion

- We maintain records to demonstrate changes in soil quality season-by-season
- All of the productive area uses restricted tillage systems
- At least 25% of the productive area is covered by an organic matter layer (composed of dead and decaying biomass) or nitrogen-fixing cover crops
- Perennial crops are integrated
- We only use certified organic seeds/plants
- We monitor and record flora/fauna diversity
- We have a single environmental management policy, covering all ways in which we will look to reduce our negative environmental impact
- We're still managing a tree nursery to grow organic native walnut trees and fruit bushes to sell – currently it is not possible to buy organic walnut trees in the UK and only one or two companies sell fruit bushes in the UK but only on a small scale.
- We monitor and record energy usage
- We are on a 100% renewable energy tariff, of which less than 15% comes from high impact hydro-electric sources
- We have a fleet of 4 electric vehicles to transport and distribute products



# ENVIRONMENT



- We regularly monitor and record water usage
- We have eliminated toxic wastewater on the farm because we use Organic farming methods
- We regularly monitor and record waste production
- We separate all recycling streams and compost organic waste on site for use on the farm
- Our packaging materials are certified to meet independent standards for environmental impact
- Our packaging is recyclable and provides instructions on how to recycle it correctly
- Our packaging is non-toxic
- Our packaging materials are designed to have less overall environmental impact than common alternatives
- Just under half of our materials come from recycled materials, reused components, and/or certified sustainably sourced materials
- Any hazardous waste is always disposed of responsibly e.g batteries, paint, electronic equipment

## What's improved in the last year...

### Where we were in October 2023

0% of crops grown & sold had an environmental certification because we were still going through Organic Conversion.

Under 24% of our farm (by hectares) had received certification for sustainable management of agricultural ecosystems.

We were raising our cattle under Pasture for Life methods but hadn't sold any for meat.

We didn't have solar panels.

We didn't harvest rainwater.

We generated 11 tonnes of waste, of which 10 tonnes went to landfill and 1 tonne went for recycling.

### Where we are in October 2024

Now 50-74% of crops grown & sold had an environmental certification because we finished going through Organic Conversion in May 2024.

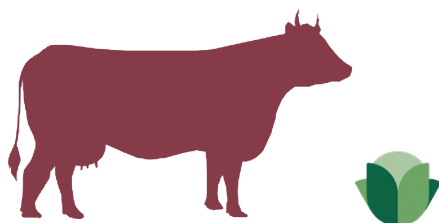
Now 100% of our farm (by hectares) is Organic certified with Soil Association.

Our cattle have matured under the Pasture for Life methods and we began selling meat this past year.

We installed solar panels in 2024 and reduced our energy usage (from 11,851 to 656 kWh).

We now harvest rainwater from one of our barns into 2 10,000L tanks.

We generated more waste – 18 tonnes – because we've been doing building work, but 14 tonnes of it went for recycling and only 4 tonnes went to landfill.



# ENVIRONMENT

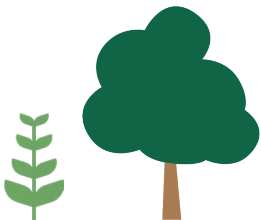
What has changed since last year...

| Where we were in October 2023                                                                                                                                                                          | Where we are in October 2024                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| We planted 10,000 trees in 2023, which created over 900 metres of new hedges on the farm, providing new wildlife habitat and wildlife corridors.                                                       | We have managed the trees that we planted in 2023 by weeding, re-fixing tree guards and replacing any dead trees.      |
| We worked with Stroud District Council flood management team to reduce the risk of flooding of the Painswick Stream. A pond and a stream were created to slow the flow of water into Painswick Stream. | Stroud Valleys Project helped us to plant trees alongside the pond and stream to develop a riparian wildlife corridor. |
| We were measuring GHG emissions for the whole farm.                                                                                                                                                    | We will measure GHG emissions every two years                                                                          |
| Our water usage was 2,013 m³.                                                                                                                                                                          | Our water usage doubled in the last year due to a leak, which we have since fixed.                                     |



## Plans for 2025

- Do a full GHG footprint of the whole business again
- Set science-based reduction targets for whole business
- Develop a whole business climate transition plan, including energy, water & waste reduction targets



# CUSTOMERS

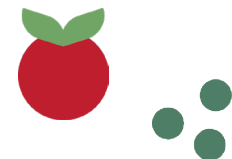
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- We have formal quality control mechanisms
- We have feedback / customer service feedback or complaint mechanisms
- Products and / or websites feature customer service contact information
- Company responds to all direct inquiries or complaints within a month of receipt
- We monitor customer or consumer satisfaction
- We share customer satisfaction internally within the company
- We share customer satisfaction publicly
- We incorporate customer testing and feedback into product design
- We have written policies in place for ethical marketing
- We manage the privacy and security of client / customer data

## Plans for 2025

- Do more consistent customer feedback requests for veg boxes
- Develop a customer grievance process





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[hello@goodsmallfarms.co.uk](mailto:hello@goodsmallfarms.co.uk)



Good Small Farms B Corp Impact Report 2023-2024

