

Kearland & Co's First Impact Report

1 August 2021 to 31 July 2023



Certified



Corporation

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An introduction from Kearthland & Co's founder

I've been looking forward to writing this impact report for several months, jotting down ideas as they pop into my head and thinking about the structure and what I want to share. It feels good to be sitting down and actually writing it.

Two years ago, I pivoted my business and relaunched it as Kearthland & Co. The focus over the two years has shifted from helping charities deliver more impact through their innovation to helping businesses have a positive and meaningful impact on the world.

I'm really proud I made that switch and that Kearthland & Co is helping me deliver on my vision for impact-driven business that's been crystallising over the last 20+ years. This sort of business is crucial and is becoming increasingly appealing to the public, investors and business leaders as they start to believe that this is what is needed for long term resilience and societal wellbeing.

This impact report tells the story of the first two years of Kearthland & Co - from 1 August 2021 to 31 July 2023. And my ambitions for the future.

The reality is that in the first few years of running a business, the focus needs to be on financial sustainability and putting foundations in place. A business must be financially viable to survive and have an impact. You need to generate a profit to fuel the impact you can have. So, for the last two years, my top priority has been establishing financial sustainability.



That said, I have a clear ambition and vision for the long-term impact of the business and have developed a strategy for how to deliver that impact. Having this strategy means I have a clear framework for making decisions and guiding the business. For example, which volunteering positions to take on, which charities to donate to, which campaigns to support, and which suppliers to choose.

Having this long-term vision and strategy means I've had an eye on the impact I want the business to have right from the start. It's been embedded from the very beginning. It's being integrated into the work I do with clients as well as the governance and operational processes of the business.

Taking this approach and working in line with this vision over the last two years resulted in Kearthland & Co becoming a certified B Corporation® on 25 August 2023, an achievement I'm incredibly proud of. I'm thrilled to be part of this global community of businesses who are working collectively to deliver economic systems change.

I've genuinely loved writing this report. Getting everything out of my head and onto paper. And making public commitments about where I want to take Kearthland & Co in the next year and beyond. I hope you enjoy reading it, that you learn from it and that it inspires you.

Some of you will be familiar with my [series reviewing impact reports](#) - the tables have now turned and I'd love to hear your thoughts on this one. What do you like? What questions does it raise?



Hannah Kearthland



The difference Kcartland & Co wants to make

My vision is that it becomes the norm for businesses to integrate positive social and environmental impact into what they do and how they do it.



There are some huge problems in the world. Climate destabilisation, biodiversity collapse, persistent inequality and exploitation, poverty, injustice, pollution, war. Complex, interconnected problems for which solutions demand transformation on a global level. The economic model that focuses on short-term financial returns and 'profit at all costs' has fuelled many of these global problems - this model isn't sustainable and we need to develop a different way of doing business.

At the same time, businesses have the power to deliver rapid solutions and global impact because they're financially sustainable and internationally scalable. Think about large global food and drink manufacturers - they have products in remote villages in countries all around the world. Imagine what positive impact they could have with that level of reach!

There are over 300 million businesses in the world and 5 million in the UK. Their activities touch on lives and impact ecosystems constantly. Imagine if every single business took a tiny step to reduce their negative impact and increase their positive impact. Then imagine if they took a big step.

To achieve the level of change the planet needs, we need businesses to be taking responsibility for their actions and addressing their impact on the world and the communities in which they operate as a core part of their strategy.

Kcartland & Co works with business leaders who want to have a meaningful impact on the world through their business. They've usually started on their responsible business journey and are now looking to scale up and amplify their impact.



My impact vision is delivered through the five pillars of Keartland & Co's impact strategy:

- ▶ **Help existing businesses scale up and amplify their impact**
- ▶ **Support the trailblazers**
- ▶ **Change the system**
- ▶ **Be a role model**
- ▶ **Develop and share the model**

The fifth pillar, developing and sharing the model, is crucial – it reinforces all the other pillars of the strategy.

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

Help existing
businesses scale up &
amplify their impact

Support the trailblazers

Change the system

Be a role model

Develop & share the model

Why impact

Every single action we take, every decision we make has an impact on people and the natural world – both positive and negative. They affect people’s livelihoods and wellbeing. They affect nature and ecosystems.

For example, Kearthland & Co has an impact in the following ways:

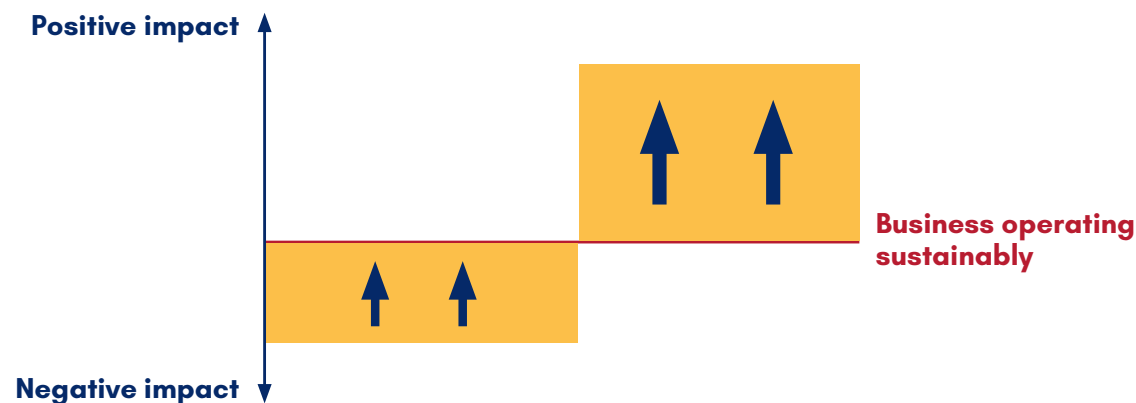
- How I’m communicating with you now – what I say, the words I choose to use and how I present them.
- Which suppliers I choose to work with and the payment terms we agree.
- Which clients I work with and the projects we work on.

The list goes on. Every single thing we do has impacts on people and on the natural world. Impacts that can be observed, felt and measured.

From a business point of view there are two things to think about:

1. The negative impact the business has on people and the planet.
2. The positive impact the business has on people and planet.

Once you know these impacts, you can focus on reducing the negative impacts and increasing the positive ones. In this report I touch on both these aspects, looking at them through the five pillars of Kearthland & Co’s impact strategy.



Pillar 1

Help existing businesses scale up and amplify their impact

This pillar of the strategy is about helping established businesses integrate impact into what they do and how they do it.

At the moment, consultancy for established businesses is Kearthland & Co's main source of revenue.



What I intended to do

The number one priority for the last two years was to provide consultancy services to established businesses and ensure the financial stability of Kcartland & Co.

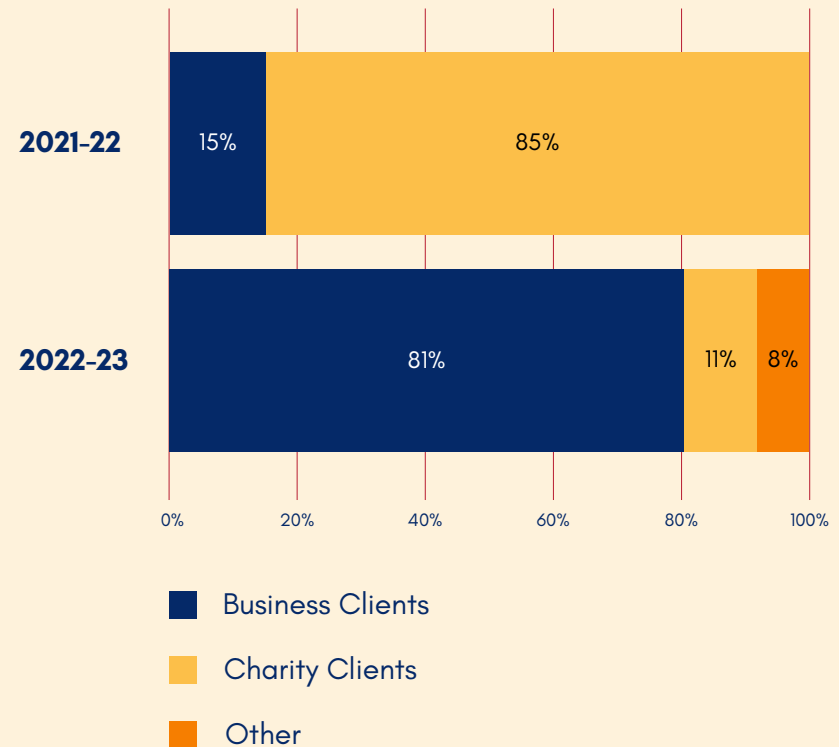
What I did

1. Paid consultancy work

Kcartland & Co works with business leaders who want to have a meaningful impact on the world through their business. They've already started on their responsible business journey, have done the relatively easy things – and now they're stuck. They're looking for help to scale up and amplify the business's impact. The focus is B2B service-based businesses located in the UK.

In Kcartland & Co's first year, working with charities delivered over 85% of the business's revenue. In the second year, this changed completely. 81% of revenue came from working with ten businesses, every single one of which was looking for support on their responsible business journey (four of which were B Corps). The other 19% of revenue in the second year related to two projects researching impact business models and sustainability-driven business model innovation.

The transition from working with charities to businesses



Through conversations and working with business leaders (including 17 focused research interviews), I developed, sold and evolved four solutions which meet the needs that businesses are facing right now:

- ▶ **Clarify** – a one day working session to develop a prioritised roadmap that helps businesses get clear on priorities, quick wins and budget requirements.
- ▶ **Amplify** – supports businesses to develop a cohesive impact framework (impact vision, impact strategy, impact goals) that helps them take meaningful action.
- ▶ **Outsourced Chief Impact Officer** – provides businesses with ongoing mentoring, strategic guidance and objective challenge to help ‘unblock’ business leaders, kick the tyres on impact-related issues and questions, consider things they haven’t considered, prioritise and make decisions.
- ▶ **Report** – helps businesses write an impact report that communicates their impact effectively.

To support this work, I have:

- Invested time and money in learning about marketing and sales, in particular through being part of Impacters Group’s [Amplify Accelerator](#) since May 2022.
- Evolved Keartland & Co’s commercial terms to support healthy cash flow.
- Developed internal processes to monitor pipeline and cash flow forecasts.

The good news is that I can now confidently say that Keartland & Co is financially viable, which creates an exciting platform for building the business and scaling its impact.



2. Other activities

Helping existing businesses scale up their impact isn't all about paid consultancy work. I also:

- Worked as a Public Benefit Advisor to the Board of Nominet from September 2022, providing independent advice and support to ensure their public benefit funding delivers the greatest impact to society. This role was created at a time when Nominet had committed c. £65m to public benefit programmes over the following three years.
- Volunteered as a strategic advisor to the Surrey Sustainable Business Network (funded by the University of Surrey) as it was being developed - this included helping shape an initial 12 month programme of events for local businesses from September 2022.
- Shared advice and learnings with business leaders, for example through speaking engagements - these are covered under pillar 5 'develop and share the model'.
- Created a procurement policy for Keartland & Co that prioritises choosing suppliers that promote and encourage ethical and responsible business practices - this is covered under pillar 4 'being a role model'.

Myfanwy Neville

Head of ESG, BKL, a B Corp mid-size accountancy firm



We wanted to prioritise and streamline our approach to ESG, creating impact without overengineering things. ESG and sustainability is an enormous space with a number of contradictory working practices and we wanted to work with someone who could help us navigate the technical terminology, avoid greenwashing and come up with a sensible plan that worked.

Working with Hannah helped to immediately demystify some of the challenges and break them down into more manageable concepts that we could work through as a team. She has been an immensely valuable counsel and sounding board to have on our ESG journey.

She comes at things from a pragmatic and structured perspective, which is great when we are trying to navigate some of these questions for the first time. Hannah focuses on tangible results and outcomes, and understands the tension between making decisions that balance profit and purpose, and also idealism and realism, which is really helpful - a sustainability professional who also lives in the real world.

Gary Lake

Supply Chain and Procurement
Director, The Collective UK, a B Corp
food & drink challenger brand



Hannah has opened our eyes and helped us to see things more clearly and holistically.

We all have a tendency to be absorbed in our own bubble, no matter how much of a growth mindset we think we have, and Hannah delivered some great challenges and insights in equal measure to ensure we keep expanding our horizons.

With both highly detailed perceptions into how to articulate our successes and failures as well as high level strategic questioning, our sustainability journey continues to evolve with greater understanding and sharper focus thanks to the impact report review from Hannah.

The follow up call provided a great opportunity to delve a little deeper and gain complete clarity on actionable next steps. I couldn't recommend Hannah more highly!

What's next?

Over the next year, I will:

- Refine and tighten up Kcartland & Co's target market and ideal client definitions.
- Continue to evolve Kcartland & Co's solutions based on client feedback and market research. Specifically, I will work with two businesses to refine the Amplify solution.
- Establish and operationalise a marketing strategy that delivers a strong pipeline of 'right clients, right work'.

Pillar 2

Support the trailblazers

This pillar of the strategy is about working with bold business leaders who are challenging the status quo. They are usually leading relatively young businesses and looking to integrate impact into their business from the very beginning.



What I intended to do

- Become clear on the different ways in which Keartland & Co can meaningfully provide support to trailblazer businesses.
- Deliver light touch support that doesn't compromise the focus on developing financial sustainability.

What I did

Working with 'trailblazers' and helping them make their impact vision a reality is an area I'm naturally drawn to. I've had to consciously hold myself back from saying yes to everything in order to focus on my priority of becoming financially sustainable.

There are five ways in which I have supported trailblazer businesses through Keartland & Co.

1. Reduced fee and pro bono consultancy

Many trailblazer businesses are small, in their early-stages, and don't have huge budgets to invest in consultancy advice. That said, my feeling is they could benefit hugely from the advice that Keartland & Co can provide.

Over the last two years, I've worked with four businesses that I categorise as trailblazers. Comparing the fees I charged them with my standard rates, this was an investment of £6.7k.

Sebastian Elwell FPFS TEP

Director of Switchfoot Wealth Limited, B Corp Independent Financial Planner



We are a firm with a mission, we knew what we wanted to achieve and we had become a B Corp, sorted out our operations and started to report on our impacts. But we felt there was something missing, we were a little lost as to how to actually scale impact and to be more strategic about the change we wanted to create. Step in Keartland & Co.

We worked with Hannah to help us define our theory of change and be bolder about the change we want to see in the world. Hannah helped us to focus on what was most important to achieving our mission and to create a methodology. After all we have a business plan and a financial plan, so it makes sense to have a plan for creating impact and Keartland & Co helped us see the way to build that plan.

Scott Johnson

Human being, activist, founder of Kung Fu Accounting, B Corp accountancy firm



There are two distinct parts to my work at Kung Fu Accounting – Before Hannah and After Hannah.

Before Hannah, I was impactful. So was my company. But it was disorganised and unstructured. We were achieving great things in terms of people and planet, but it was unfocused.

After Hannah, I redefined our work, and our impact, into five distinct pillars; profitability, people, place, planet and politics.

As a result of this, I uncovered a clear passion, and talent, for small P politics; disrupting the status quo and changing our very traditional industry.

This resulted in Counting Change – a course for accountants and bookkeepers who want to change the world, but don't know where to begin.

The first cohort of four amazing humans committed to over 100 impactful actions across ten different areas of business, for their own business and then with their clients.

We're now creating a structured campaign calendar to address what we see as the key challenges we are all facing, to change the defaults within 'business as usual' and our society.

Ripples all spreading from that conversation with Hannah.

2. Financial investment

An ambition I've had since establishing the business is to invest at least 1% of revenue into businesses that exemplify my vision for business. Investment will help these businesses scale up their impact and prove the validity of this type of business model.

Funding through investment means some of this money should be returned to Kcartland & Co in due course. These funds will be protected and reinvested in other impact-focused businesses, so scaling up the impact that each pound can have.

So far, I've just dipped my toe in the water by participating in Oddbox's crowdfunding campaign, investing 0.1% of revenue in 2023, admittedly some way off target!

3. Procurement

One of the best ways to support a business is through buying their products / services. Kcartland & Co's procurement policy (covered under the 'be a role model' pillar) means I prioritise buying from businesses that promote ethical and responsible business practices. This includes 'trailblazer' businesses like [Honest Mobile](#).



4. Mentoring and advice

To date, advice to trailblazer business leaders has been ad hoc and has included:

- Running a workshop for other members of the Amplifiers Accelerator on 'How to Talk About Impact', plus follow up conversations.
- Facilitating a workshop for members of the Google Startups for Sustainable Development programme on 'How to Maximise Your Impact'.
- Providing informal advice and signposting to other entrepreneurs on sustainability and approaching B Corp certification.

5. Volunteering

I was on the Board of [Social Tech Trust](#) until November 2021 which invests in and supports ventures using technology to address complex social and environmental challenges.

Ioana Hardy

Founder & Managing Director
of Impacters Group



One of the things that Hannah talks a lot about is having a clear impact vision that then drives all the actions, initiatives etc. This has been a turning point in how I look at, plan and measure the impact that I create through my business - it's not anymore about doing lots of things and feeling good about them but mostly about being more focused, doing fewer things but the ones that I want to see happening. Hannah's work and guidance helped me channel my time and resources and make sense of how to create positive impact - which can sometimes be overwhelming.

What I like about Hannah is that she is not just preaching theory. She understands how a business works and the various layers of priorities that exist in a business. She always offers pragmatic, practical and actionable guidance that is easy to implement.

Evelyn González Ordóñez

Programme Manager - Startups for Sustainable Development, Google



Quick shout-out to Hannah Keartland for leading an awesome training session today on 'How to maximise your impact' for the Startups for Sustainable Development programme at Google. Your passion and knowledge of the subject matter was impressive and made the session both informative and fun. Looking forward to applying what we learned and start reading your book recommendations!

What's next?

Over the next year, I will develop a strategy for this pillar of work, which will include:

- Becoming clearer on the definition of the 'trailblazers' that Keartland & Co supports.
- Setting targets for each area of activity and developing processes that help me work towards these targets.
- Looking at how best to structure investments and developing an approach for this area.

In the longer term, I'd like to;

- Develop a formal mentoring programme, which is clear on how I select business leaders to mentor, and what that mentoring package looks like.
- Explore how I can share Keartland & 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. To deliver on my vision and effect meaningful, long term sustainable change, the system must change and Keartland & Co will play a part in changing it.



What I intended to do

My priority was to identify the role Keartland & Co could play in catalysing, enabling and delivering systemic change and the best opportunities to do it.

This is another area I'm naturally drawn to – but it wasn't obvious how it could support my priority of becoming financially sustainable and so is another area where I had to hold myself back.

What I did

I identified three ways to deliver on this pillar of the strategy:

1. Get involved with umbrella bodies

I'm a Fellow of the Institute of Chartered Accountants in England & Wales (ICAEW) and have been building my relationship with their Sustainability Committee since September 2021. I've supported them by participating in and speaking at conferences, roundtables and events. I was formally appointed to the Sustainability Committee in May 2023 and attended my first meeting in June 2023.

Keartland & Co is based in Surrey, and I've been building connections in the area, for example at Surrey County Council, the Institute for Sustainability at the University of Surrey, and Surrey Chamber of Commerce. This will hopefully be a foundation for understanding the role Keartland & Co can play at a systemic level within Surrey.

2. Supported campaigns and petitions

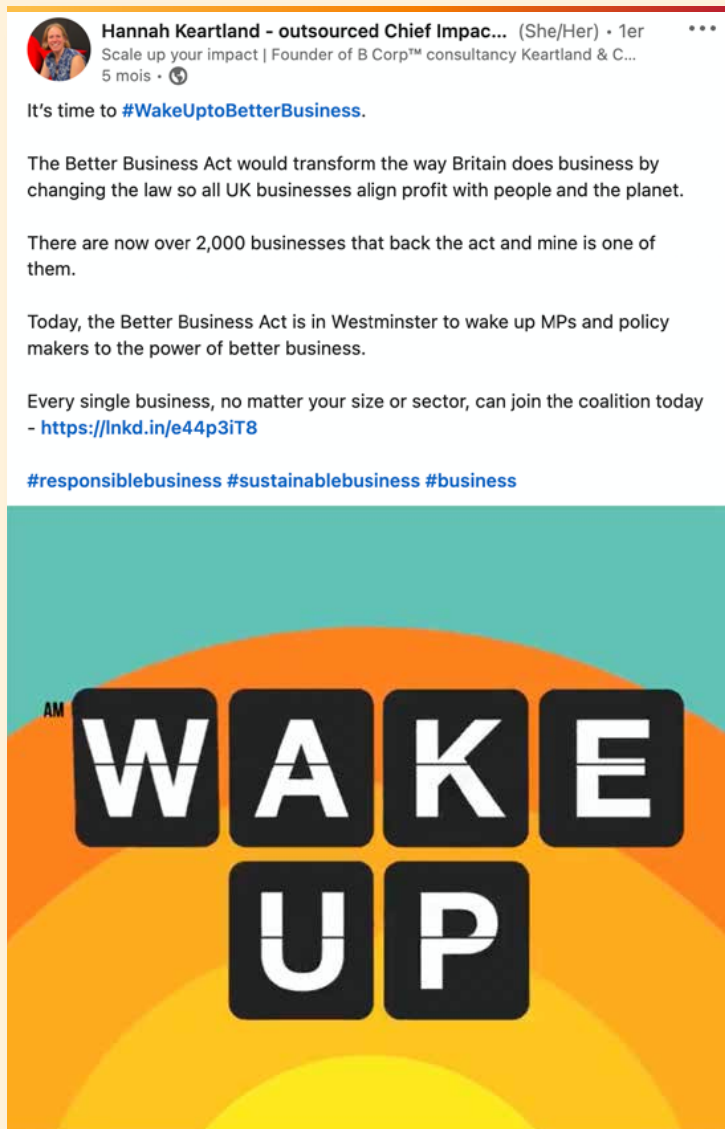
Keartland & Co has signed up to the [Better Business Act coalition](#), a collaboration of over 2,000 businesses lobbying the government to change the law so that every UK company must align their interests with those of wider society and the environment.

On Better Business Day 2022, I went to Westminster and met with my MP to discuss the Better Business Act – I wrote about it in [this blog](#). On Better Business Day 2023, I took part in the Wake Up to Better Business Campaign thunderclap across social media.



*Meeting with Jonathan Lord MP
at the Houses of Parliament on
Better Business Day 2022*

better business
act



LinkedIn post on Better Business Day 2023

I've also written to my MP twice. I posted one of these letters as [a blog](#) and shared this on social media, encouraging others to take action.

On 21 April 2023, I took part in The Big One, a four-day peaceful protest in Westminster organised by Extinction Rebellion and supported by more than 200 organisations. It was my first protest. I joined because I felt compelled to add myself to the numbers showing that they care and want change.

I talked a lot about my experience of this protest on LinkedIn in the hope that I help to normalise activism.

I also signed open letters calling for system-level change:

- Make My Money Matter's ['don't bank on it' open letter](#).
- An [open letter to party leaders](#) encouraging them not to roll back on climate pledges.



The Big One, April 2023



The Big One, April 2023

Hannah Keartland - outsourced Chief Impac... (She/Her) · 1er
Scale up your impact | Founder of B Corp™ consultancy Keartland & C...
5 mois · Modifié · 🌐

After I posted about attending the protests on Friday, someone messaged me to say how brave I'd been. That lots of people wouldn't 'own that' on LinkedIn.

So I thought I'd explain why I felt it was important to share.

I care. I care a lot. And I think we need massive change at a whole system level.

I know that can sound scary and it can be tempting to resist. Especially when you think most people are happy with the status quo and that your desire for change goes against the grain.

But I also know that the vast majority of people AREN'T happy with the status quo. They're struggling. They see others struggling. They can see that the system is broken and needs fully rewiring.

And when they see and hear people they know sharing what they feel and what they've done, it starts to normalise it. It makes it seem less radical. Less scary.

I believe strongly in this change and wanted to add myself to the number gathering in Westminster over the weekend.

I also know that by talking about it on here I might influence someone else to do something. It might be something small. And that something small might then turn into something bigger. And they might tell their friends and colleagues about it, encouraging them to make small changes.

And if I influence more than one person then that multiplies the impact.

The stories we tell to our family, friends, colleagues and neighbours can influence their behaviour.

By talking about the changes we're making or the actions we're taking, we normalise it and can accelerate the change.

So please share what you're doing - on here, on other platforms and at every opportunity. It's one of the most powerful tools we have.

📷 Photo credit: [Matthew Letley](#)

[#climateaction](#) [#sustainablebusiness](#) [#responsiblebusiness](#) [#timeforchange](#)



LinkedIn post about *The Big One*, April 2022

3. Donated money to charities that are 'changing the system'

This is the strategic pillar where I've decided to focus Keartland & Co's charitable donations, supporting organisations that are working to 'change the system'.

I've only been able to commit to regular donations in the last six months. This has included supporting [ClientEarth](#), which is carrying out bold legal action to protect life on earth and hold businesses to account.

Charitable donations over the last year have been 0.2% of revenue, far short of my 1% target.

What's next?

Over the next year, I will build on the foundations and develop this pillar of work by:

- Being an active member of the ICAEW Sustainability Committee and becoming clear on the impact I can have through my role.
- Continuing to build relationships with umbrella organisations within Surrey to understand the role Keartland & Co can play in supporting and changing the local system.
- Identifying and supporting campaigns and petitions that are demanding system change, with the aim of supporting at least 12 campaigns over the year.
- Donating 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'.



Standing outside Chartered Accountants Hall with Myfanwy Neville after our first Sustainability Committee meeting

Pillar 4

Be a role model

It's important that I practise what I preach. How can I persuade other businesses to be impact-driven if I'm not leading an impact-driven business myself?



What I intended to do

From the outset, I wanted to integrate positive social and environmental impact into what Keartland & Co does and how it does it. I wanted this to be officially recognised by becoming a Certified B Corporation.

What I did

1. Keartland & Co became a B Corp™

During 2022, I completed the B Impact Assessment and created a Better Business Action Plan. Following this plan meant I was ready to submit my B Corp application just before I closed my laptop for Christmas 2022.

I had my review call with B Lab in June 2023 and Keartland & Co became a Certified B Corporation on 25 August 2023, just after the date of this report but as a reflection of all the work that has been done during the reporting period.

Keartland & Co's overall B Impact Score is 88.3, broken down as follows:

- Governance - 12.2
- Environment - 13.2
- Community - 41.0
- Customers - 21.8



- 88.3 Overall B Impact Score
- 80 Qualifies for B Corp Certification
- 50.9 Median Score for Ordinary Businesses



2. Created my impact vision and strategy

Anyone who follows me on LinkedIn or has heard me speak will have heard me say "be clear on the dent you want to make on the world ... and have a clear strategy for how you're going to do that".

Following this advice, I prioritised developing Keartland & Co's impact vision and strategy. It provides structure and direction for everything I do and the decisions I make, as evidenced in this report.

3. Built strong operational and governance foundations

Much of the last two years has been about getting the foundations of a 'good business' in place. To do this I:

- Changed Keartland & Co's Articles of Association to create a legal requirement to consider the impact of all stakeholders in decisions.
- Used the [B Impact Assessment](#) and [Organisation for Responsible Business](#) training to create a Better Business Action Plan which I've been implementing.
- Wrote the Keartland & Co company handbook which contains the impact vision and strategy, company values and all company policies.
- Drew up legal contracts which are fair and in plain English.
- Developed systems for capturing key non-financial metrics to be able to report things like travel mileage and method, and volunteering hours.
- Developed financial systems for forecasting, planning and reporting.
- Created a pipeline management system.
- Produced a capacity planning system.
- Built a system for capturing and acting on feedback.

4. Selected ethical and responsible suppliers

I'm committed to using Kearthland & Co's power as a buyer to support ethical and responsible business practices and my procurement policy encourages this. Examples of purchasing decisions I've made are buying second-hand books from [World of Books](#) where possible and subscribing to [The Guardian](#) for independent journalism.

I aim for more than 50% of purchases to be from suppliers that are owned or led by an under-represented group – this includes women, people from the BAME community, people living with a disability and people from the LGBTQIA+ community.

In the year ended 31 July 2022, 55% of non-staff spend was with businesses that are owned or led by an under-represented group.

In the year ended 31 July 2023, this figure was 36%. The main reason for the drop is because I invested a significant amount with a female coach in the prior year.

In early 2023, I changed accountants and am now working with [Switchfoot Accounting](#), a female-owned accountancy practice with strong sustainability credentials. This is a material area of spend and should impact this key metric in future.

5. Measured and took steps to reduce my carbon footprint

Kearthland & Co's carbon footprint all falls under Scope 3.

Home office

I work from my home and am running the business in an intentionally lean and resource light way. These are some of the choices I've made to reduce my carbon footprint:

- I run a workstation with one laptop and one phone. The only IT equipment I've bought in the last two years is one adaptor cable.

- I use LED lighting.
- I use a small electric waist strap for heating when required rather than using central heating or an electric heater.
- I buy very few materials for the business – over the last two years I've bought some books (second-hand when possible), a few items of stationery and one branded hoodie and T-shirt from ethical business [Rapanui](#).

Since I work from home, reducing Kearthland & Co's footprint is inextricably linked to decisions we make as a family. For example, our home is on a renewable energy tariff, we installed a more efficient gas boiler in January 2023, and in June 2023 we installed external wall insulation in our house. I expect these steps to reduce emissions. We have also explored the option of installing solar panels and a heat pump and have been told these aren't currently viable.

In the absence of clear guidance in the Greenhouse Gas Protocol, I used a couple of methods to estimate the carbon footprint of my home office.

1. Pro-rate gas and electricity use

I took total gas and electricity use for my home and apportioned it based on the room I use for work as a proportion of liveable rooms in the house. Using a location-based approach, this suggested a footprint of 765 kgCO₂e in 2021-22 and 570 kgCO₂e in 2022-23. We are on a renewable electricity tariff and so these figures reduce to 570 kgCO₂e in 2021-22 and 406 kgCO₂e in 2022-23 if a market-based approach is used.

In reality, I expect these to be an over-estimation as I use relatively little of the overall energy to work because the heavy lifting relates to washing and cooking and I aim to keep the heating off during the day.



2. Compare Your Footprint

[Compare Your Footprint](#) was recommended to me by several sustainability experts. This enabled me to estimate emissions related to running a home workstation (electricity and heat) based on number of hours worked. This method of estimating the carbon footprint of my home office doesn't reflect any of the actual choices I make day-to-day as it uses a standard conversion factor.

I assumed the same number of working hours each year which gives the same estimated emissions each year of 518 kgCO₂e.

I have now purchased an energy meter which I can attach to the power bank I use for all elements of my home office – going forward, this will give me a more accurate indication of the energy I am using.

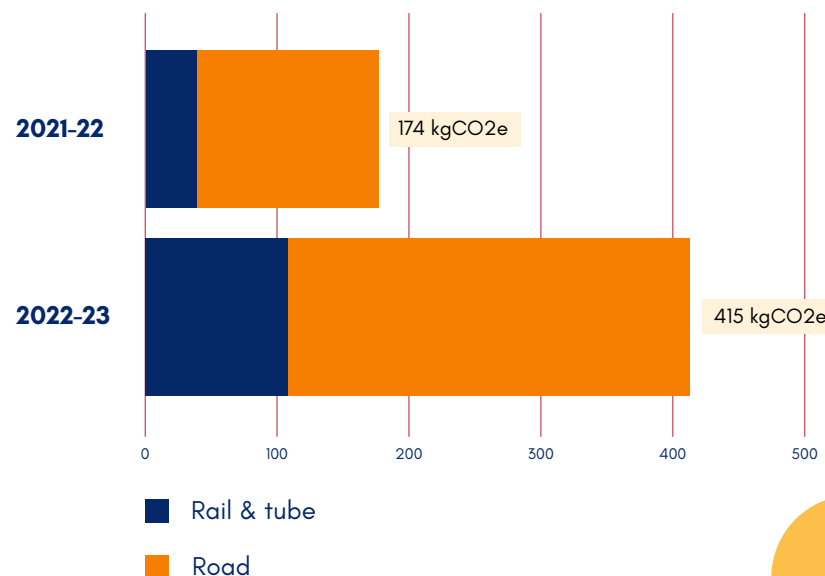
Travel

I tracked all my travel and used [Compare Your Footprint](#) to estimate the carbon footprint.

In 2021-22, Covid restrictions were still in force and so I minimised my travel and in person meetings until March 2022. Since I both increased client work and face-to-face networking in 2022-23, there was a significant increase in travel-related emissions even though I tried to keep these as low as possible by making decisions in line with my travel policy (only travelling when necessary, walking or using public transport where possible, avoiding flying). I don't realistically expect to be able to reduce travel emissions in future unless my family buys an electric car.

When I'm working away from home I take food and drink with me when possible and only purchase vegetarian food – I'm not currently tracking the carbon footprint of this.

Emissions from travel increased



Purchased carbon credits

Despite efforts to minimise and reduce my carbon footprint, I'm aware that I continue to have a negative impact on the environment. Therefore, I've chosen to invest in projects that are reducing carbon emissions. I've bought carbon credits through [Gold Standard](#) since they are known for their integrity towards carbon accounting and their certified projects are highly regarded.

Over the last two years I've committed:

- \$104 to The Nicaraguan High Impact Reforestation Programme, which is estimated to have saved 2 tonnes of CO₂ emissions from being released into the atmosphere.
- \$84 to the Climate+ Portfolio which invests in a variety of projects, which is estimated to have saved 6 tonnes of CO₂ emissions from being released into the atmosphere.

6. Collaborated and built partnerships

I can only deliver on my vision for Keartland & Co by working with others – that’s what the ‘& Co’ is all about. By collaborating with others who have complementary skills and experience to mine, we can deliver far more value to clients and much greater impact to the world.

For example, when I collaborated with Nicky Leach from [The Spiral Hub](#), we worked with clients to create and deliver a plan that highlighted the strategic, structural and/or governance actions they needed to take to become more impactful (e.g. developing a strategy, creating a new process or policy, changing their approach to measurement and reporting). Working alongside the clients on how these activities are implemented, we used approaches that engaged their team to ensure they are an integral part of the change journey. The end result is that business change is more successful and has a higher impact.

Over the last few years, I’ve tested various collaborations and partnerships – some have worked, some haven’t. This is what I’ve learnt about what makes a successful partnership:

- It’s important that our vision and values are aligned – and that we keep talking about this as the partnership evolves.
- Open communication and honest, timely feedback is crucial.
- Everyone involved is sensitive to whether the partnership is fair, both in terms of workload and compensation.
- We need a similar definition of what ‘good’ looks like in terms of client service.
- Be clear on roles, what you each bring to the table and how you complement each other.
- Test out working together in a light touch way before building any assets together or investing too much time in the partnership.



Nicky Leach and me on our way to a client meeting



‘Two heads are better than one’ is something I greatly believe, and it couldn’t be more true working with Hannah. Our complementary skills and similar backgrounds working in the Big 4 make it easy to work together. Finding ourselves converging on similar industries has enabled us to create a compelling offer for businesses which we couldn’t otherwise do on our own. Hannah is not afraid to have the knotty conversations that come with partnership working and over time this has increased the trust between us. I’m looking forward to working on more projects together.

Nicky Leach, founder of The Spiral Hub

7. Committed to ongoing learning and development

The world is changing ever faster. And our collective understanding of sustainability is evolving constantly. To be a business leader, I believe it's important to stay abreast of developments and invest in ongoing learning and development.

Here are some of the ways in which I've invested in learning and development over the last two years:

- Completed the Cambridge Institute of Sustainability Leadership certificate in Business Sustainability Management in November 2021.
- Was selected to take part in Common Purpose's Sky Blue Programme from November 2021 to March 2022.
- Trained as a Climate Fresk facilitator in March 2022.
- Have been part of the Amplifiers Accelerator since May 2022.
- Worked with Julia Darlington as a coach from October 2021 to April 2022.
- Affiliate member of the Institute of Environmental Management & Assessment (IEMA) - I've attended several webinars and particularly enjoy reading their monthly Transform magazine.
- Attended conferences including the Better Business Summit, Reset Connect and several Innov8rs conferences.
- Attended webinars hosted by organisations including the ICAEW, edie, Chartered Accountants Worldwide, Doughnut Economics Action Lab, and Business Fights Poverty.
- Read books - particular favourites have been The Solutionists by Solitaire Townsend, Lean Impact by Ann Mei Chang, Net Positive by Paul Polman, The Green Grocer by Richard Walker, Citizens by Jon

Alexander, How to Save the World by Katie Patrick, From What Is to What If by Rob Hopkins, and Less Is More by Jason Hickel.

- Listened to podcasts - particular favourites are The Obu Podcast, A Little Bit Radical, All Together's Three Things and Good Business Talking.

Every Friday, I take time to do a weekly reflection exercise where I reflect on a series of questions such as:

- What did you love doing this week?
- What did you enjoy the least?
- What was your biggest learning?
- What do you need more of at the moment? What did you miss / lack?
- Do you have any niggles in your gut?

This helps me become more self-aware, capture learnings and identify areas where I could look for support.

8. Involved myself in local community networks

Businesses are responsible to the communities in which they operate. In the last 2 years I:

- Was a Strategic Advisor to the Surrey Sustainable Business Network.
- Volunteered for Enterprise M3 as an Enterprise Advisor at Hoe Valley School, providing support to their careers leader and delivering careers talks to students.
- Was the Volunteer Chair of the ICAEW's Surrey Members Business Forum.
- Was an active member of B Local Surrey.



- Spoke about sustainable business at the [Woking & Sam Beare Hospice](#) business breakfast.
- Raised £85 for Woking & Sam Beare Hospice by taking part in their annual dragon boat race.
- Made a Christmas donation to [The Lighthouse](#) which supports the local community in a variety of valuable ways.

9. Volunteered

The volunteering roles I've carried out over the last two years are all mentioned elsewhere in this report. In the year ended 31 July 2022, I carried out 50 hours of volunteering which is 2.8% of working time. In the year ended 31 July 2023, I volunteered for 26.5 hours, which is 1.5% of working time.

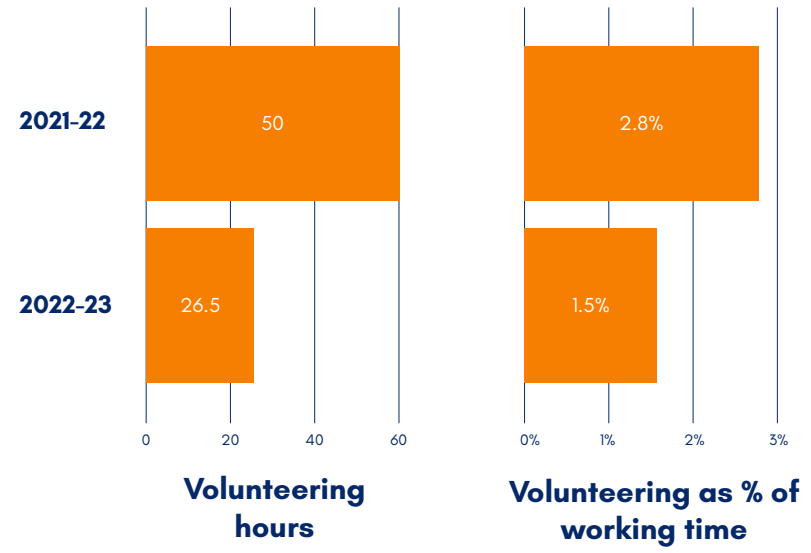
The reason for the reduction in volunteering hours was largely due to changes at the ICAEW and Enterprise M3 which were outside my control. I used this as an opportunity to review my volunteering roles and ensure they were more aligned with my impact strategy.



Speaking at the Woking & Sam Beare Hospice business breakfast



Dragon boat racing to raise money for Woking & Sam Beare Hospice



What's next?

B Corp:

- Understand the role Kearthland & Co can play within the B Corp community.
- The intentions of the next year which are captured throughout this report should contribute to Kearthland & Co's B Impact Assessment score continuing to improve.

Impact vision and strategy:

- Much of the data I'm reporting at the moment is activity-level data rather than measuring impact. This is especially noticeable in the 'develop and share the model' section of this report. I've done a lot but I can't confidently tell you what difference that's made so I will create an impact measurement framework to measure progress against my impact strategy and effectiveness of activities. This will enable me to better understand what makes a difference so I can focus my energies / money / resources.

Operational and governance:

- 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.
- Until now Kearthland & Co's website has been a DIY version on Squarespace. This has limitations especially in terms of reducing the carbon footprint of the website. I will work with a website developer to build a new website which has accessibility, ethics and sustainability as key considerations. I will use this as an opportunity to review all processes and ensure they are GDPR compliant.
- Complete cyber secure training.

Supplier selection:

- Develop a more robust supplier screening process and documentation around this.



Carbon footprint:

- 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.
- Improve my understanding of carbon credits so I can make a more informed decision about the most impactful way of investing in these.

Collaboration and partnerships:

- Much of what Kcartland & Co has achieved over the last two years has been down to me. To scale up my impact, I'm likely to be looking for more support from outside Kcartland & Co. I will build on my learnings of what makes a successful partnership and will look to the B Impact Assessment for guidance.

Ongoing learning and development:

- Complete the ICAEW Sustainability Certificate.
- Identify and prioritise other learning and development opportunities as I develop my service offerings and impact strategy.

Local community involvement:

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

Volunteering:

- Volunteer for at least 50 hours during the year, focusing on volunteering activities that are aligned with Kcartland & Co's impact strategy.

Pillar 5

Develop and share the model

One of the best ways to influence change is by talking about it. The why, the how and the stories of people and businesses who are doing it. This pillar of the impact strategy sits across and reinforces all the others, amplifying Keartland & Co's impact.

"We believe in having conversations of all shapes and sizes. Big. Small. Quiet. Loud. By having conversations, you're opening a dialogue to create change. You're putting ideas out into the world, planting seeds, and inspiring a better Britain." - Anthropy UK



What I intended to do

- Develop the model that Keartland & Co's work will be based around.
- Test different approaches to communication and engagement to see which are most effective.

What I did

1. Developed The Impact Flywheel

I've played around with several models over the last couple of years. The one that truly encompasses all the work I do is The Impact Flywheel. I use it to help businesses:

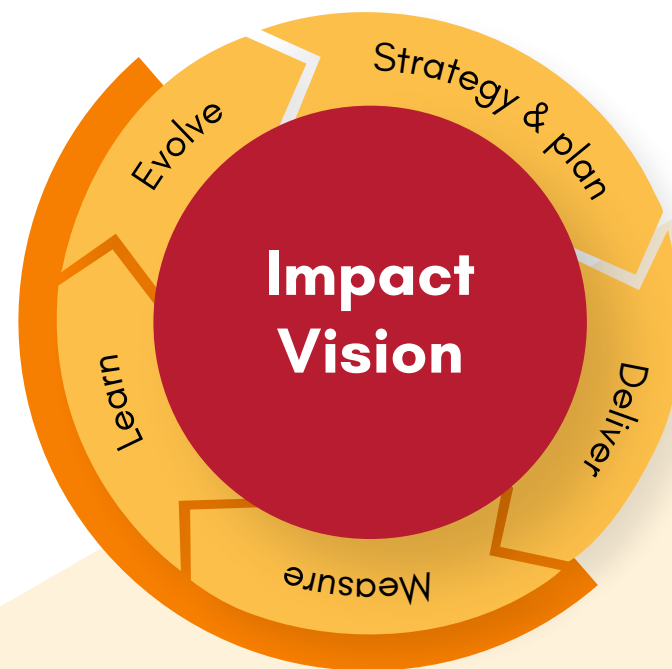
- Shift their impact work from being a set of tactical actions to a strategic set of activities that enable the business to have a meaningful impact.
- Report on the impact they've had by explaining the different sections of this wheel.

The model applies at every stage of a business's journey - from start-up through to established businesses having lots of positive impact in the world.

- We start at the middle by getting clear on the business's impact vision - what's the difference they want to make in the world?
- We then develop a strategy and plan for delivering that vision, which includes a plan for how the business will measure progress and take their whole team on the journey.

- The business delivers that plan, with mentoring and support from Keartland & Co as needed.
- We measure how things went and use that data to reflect on the journey so far and capture learnings.
- We use those learnings to evolve the strategy, plan and measurement approach ... ready to go round the flywheel again, and again and again.

Why do I call it a flywheel? Once you get it moving, it builds up momentum. As you keep going round-and-round-and-round, you scale up and amplify the positive impact you're having on people and the planet.



2. Communicated and engaged on LinkedIn

I chose to focus on LinkedIn as a key communication and engagement platform. My priorities were to build my network of relevant business leaders and create engaging informative posts that deliver value.

Between 1 August 2021 and 31 July 2023, my number of followers increased by over 170% with much of this growth over the last year coming from proactively connecting with people who are leaders within UK-based B Corps.

Over the same two years, I posted content on LinkedIn 549 times and have seen increased levels of engagement as I learned which posts deliver the greatest value to my target audience. As well as using these posts to provide advice on how to build an impact-driven business, I also shared my own story of developing a business that has impact at its core and my personal journey of trying to reduce my impact on the world, including questions I have.

It's hard to know the impact these posts have but I've received anecdotal feedback that what I'm saying is helpful and starting to impact perspectives and actions.

I've also published 23 [blog](#) posts during the period, which I share on LinkedIn.

3. Ran an impact report review series

In November 2022, I started reviewing published impact reports and sharing my thoughts - three things I like and three questions the report raises. By 31 July 2023, I'd posted 20 of these reviews on LinkedIn and collated them on [this page](#) of Keartland & Co's website.

The CEO of one of the businesses I reviewed messaged me to say *"Thanks for the shout out! It was circulated in the team and we loved the feedback."* I had a 1 hour follow up conversation with their Head of Impact to discuss the review in more detail.

I've lost count of the number of people who I've spoken to who mention the series and how valuable they find it. Here's some of the feedback I received when I collated the posts onto one website page:

"This is pure gold."

"What a brilliant resource, I will definitely direct people to this."



4. Started the Better Business Bites Newsletter



I launched my newsletter, Better Business Bites, on 18 March 2022. It's published monthly and shares three bites of impact-related information – one impact insight, one question to ask, one action to take. It usually includes some leftover crumbs as well.

As at 31 July 2023, the newsletter had just over 1,300 subscribers and it is read by over 600 people per month.

Here's some of the feedback I've received, some of which touches on the impact the newsletter is having:

"Digestible, informative and actionable. Great format. Thanks."

"I love the 'So what?' question. Definitely will start asking this more."

"I so enjoyed reading it this morning and have written two genius take-aways on my post-it notes to mull over more."

"A really enjoyable read, as always, Hannah. I love the question of 'Is anyone sensing a lack of alignment?' – a great question to ask in so many business conversations."

"I'm going to start using the phrase 'what would nature say?'. As you said it's a much warmer way of bringing environmental sustainability questions into the room."

5. Co-launched Impact Pioneers

In March 2023, Nicky Leach, founder of [The Spiral Hub](#), and I launched Impact Pioneers.

Impact Pioneers is an invitation-only community of leaders from business-to-business service businesses who want to have a meaningful impact on the world. This community is focused on how service-based business can scale up their impact through their business model.

We started with a series of virtual roundtable events, each aiming to generate quality discussion, be bold and push boundaries by exploring a specific question. We've held three sessions so far and have explored the following questions which were selected by the group:

- What are the questions we need to ask to get ourselves thinking differently and ready to transform?
- How can we influence our clients to come on this responsible business journey with us?
- How can we use a coaching approach to win hearts and minds of colleagues and peers?

When we started Impact Pioneers, we didn't know if anyone would turn up. They did and so we are continuing to evolve the group based on their feedback about what they find valuable, what's worked and what could be improved.

32 people from 26 different businesses have attended at least one of the meetings, 15 of whom have attended more than one meeting.

Across the three meetings, 95% of attendees have said that the meeting was a 'good' or 'amazing' use of their time. For the 5% of attendees who didn't give these scores, we've followed up with them



after the session to understand what we could have done better.

We also had helpful conversations outside the meetings about how we can make them more inclusive, especially when held remotely and where some people know each other and others don't.

6. Developed webinars

In spring 2022, I marketed and delivered three webinars through Kearthland & Co - the first two were called 'create your sustainability roadmap' and the third had a guest speaker from [Net Zero International](#) who spoke about 'demystifying net zero'. I also facilitated an open Climate Fresk workshop.

Whilst these events received positive feedback, I felt they were duplicating content delivered by other organisations and wasn't convinced they were delivering meaningful impact or supporting Kearthland & Co's marketing strategy. I may deliver webinars and workshops like this in future but this will be part of a broader strategic communications plan.

7. Became a TEDx speaker

A highlight of 2022 was being selected to speak at TEDx Woking. My talk was entitled 'How to change the story of our planet by doing two simple things' - you can watch it [here](#).

I spent over 100 hours preparing the talk and practising it. Honing in on one idea that I wanted to share rather than the millions zooming around inside my head. Working out how to communicate that idea so it could be understood by anyone, anywhere in the world. Sharing the idea in a way that was engaging and memorable and, more importantly, that would encourage people to act on it

Doing this took a huge amount of support and collaboration. Over 20

people listened to my talk and gave me feedback. Some saw just the early rough ideas. Others gave me feedback that helped me tweak and refine the talk when it was almost there.

One of my biggest learnings was to leave the professional language, theoretical models and jargon behind. To speak as if I were chatting with a friend. And to use stories and anecdotes to bring it to life, make it real and make it easier for people to grab hold of.



Speaking at TEDx Woking

Tim Los-Herringshaw

Marketing Manager,
CO2Analysis



I loved the way you put your TEDx talk together and how you started and got into your story. It's made me think a lot about what stories I'm going to tell clients in the future. One of our clients is doing some amazing things on social values (and doing them and not just talking about them) and yet they're too scared to talk about them online because they're scared that people think they're greenwashing.

8. Shared my knowledge and experience

In addition to TEDx Woking, I've had the opportunity to provide advice and talk about my journey through a huge range of other channels, which included:

Articles

- Contributed to a Raconteur feature report on Sustainable Business, which was published in The Times on 7 September 2022 and is available to download [here](#).
- Wrote 'Harnessing the power of innovation to enable the sustainability transformation' for Sopheon, which is available [here](#).
- Wrote 'Transitioning to a net zero world - the role of finance' for Charity Finance magazine, which is available [here](#).
- Contributed to Unit of Impact's 'Advice for creating your impact report from impact reporting pros', which is available [here](#).

Podcasts & Videos

- I was asked for my top five tips for writing an impact report as part of the Includability Shorts series. You can watch the video [here](#).
- [The Rise of the Chief Impact Officer](#) for The Alternative Business School podcast (now part of the 'Regenerative by Nature' podcast).
- [Integrating Sustainability to Make an Impact](#) for the Innovation Talks podcast from Sopheon.
- [How Might We Increase Trust in What Businesses Say About Sustainability](#) for the How Might We...? podcast from The Innovate Crowd.



Conferences & Talks

- Ran a three-part series of seminars for the ICAEW on how to develop and deliver a sustainability roadmap for your business. I also chaired a discussion at their 2022 Climate Summit and spoke at their Council Meeting in July 2022.
- Curated the sustainability and impact stream at the Innov8rs Unconference 2022, moderated sessions at the Innov8rs Connect conference on Climate & SDGs and delivered a book review session on 'How to Avoid a Climate Disaster' by Bill Gates.
- In December 2022, I spoke about 'communicating impact' at Something Big's Christmas event (Something Big is a B Corp communications agency). The conversation was recorded and is available [here](#).
- Ravi Rai of [Four Points Consulting](#) and I held a private screening of [Beyond Zero](#) (a documentary that charts Interface's pioneering 25 year journey towards becoming a regenerative business) for London Business School's Social Impact Club. We paused the film at several points and helped the attendees explore the crucial role they play as business leaders.
- Spoke at a range of other events, including for Kingston University, B Local Surrey, B Local Yorkshire, Includability, Surrey Sustainable Business Network, Innovate Island, Woking & Sam Beare Hospice business network, Sopheon, UK for Good and Enterprise M3.

9. Created this impact report

This impact report has been a valuable way of sharing my approach to building and running Keartland & Co, a business with environmental and social impact integrated into what the business does and how it does it.



LBS screening of Beyond Zero



LBS screening of Beyond Zero

Rebecca Stark

MBA student at London Business School and London Business School Social Impact Club leader



On behalf of the Social Impact Club, thank you so much for running this session! It was wonderful collaborating with you, and it was inspiring to hear the conversations and ideas sparked by the film. My greatest takeaway is that we CAN make a positive impact for society and the planet by putting sustainability at the core of our businesses and institutions.

What's next?

Over the next year, I will:

- 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.
- Nicky and I will develop Impact Pioneers, becoming clearer about who it is for, the value it delivers and how it does that.
- Develop methods for capturing and measuring the impact of activities, in particular the actions people take as a result.

Learnings

The last two years have been a journey with twists, turns, mistakes and disappointments as well as lots of moments for celebration. I've never had to be so resilient and have learnt a phenomenal amount. Here are my key learnings:

- ▶ Meet businesses where they are rather than where you want them to be.
- ▶ The sustainability space is huge, complex and diverse. No one will ever get close to knowing everything there is to know! Get clear on what you are ... and what you are not. And then build a strong network of other brilliant people to collaborate with.
- ▶ When you're clear on your vision and strategy, this helps you prioritise and make decisions.
- ▶ It's much easier to have an opinion when you're doing something you really care about and are 100% interested in.
- ▶ Be patient and trust the process. You need to go on the journey and experience the learnings along the way. Don't try to rush it. Building a business takes time.
- ▶ Stories resonate with people. They don't need to know the theory or models that sit behind it if the story engages them.
- ▶ Build up a tribe of people who you can call on for support or to bounce things off.
- ▶ Take a break after lunch, go for a walk and clear your head.



Thank yous

I'd like to say a particular thank you to the following people who've made the journey so far possible:

- ▶ **Keartland & Co's clients** without whom the business wouldn't exist.
- ▶ **Ioana Hardy** for mentoring me and teaching me how to do marketing and sales.
- ▶ **Nicky Leach** for being an open, honest and supportive business partner.
- ▶ **Heather Davies** for reviewing this report and sharing invaluable feedback.
- ▶ **Tamma Carel** from Imvelo for reviewing the carbon footprint section of this report and providing much-needed advice.
- ▶ **Tara Pigott** from Metari Design for designing this report far better than I could have myself.
- ▶ **Brett Keartland** for his constant support and encouragement.
- ▶ Too many other cheerleaders to name – people who have supported me, engaged with my LinkedIn posts, and given feedback or advice.



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