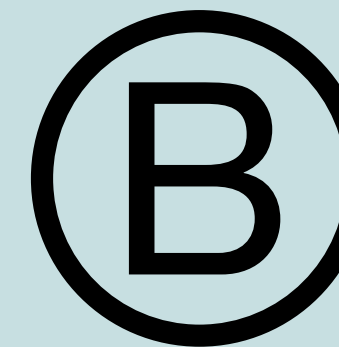
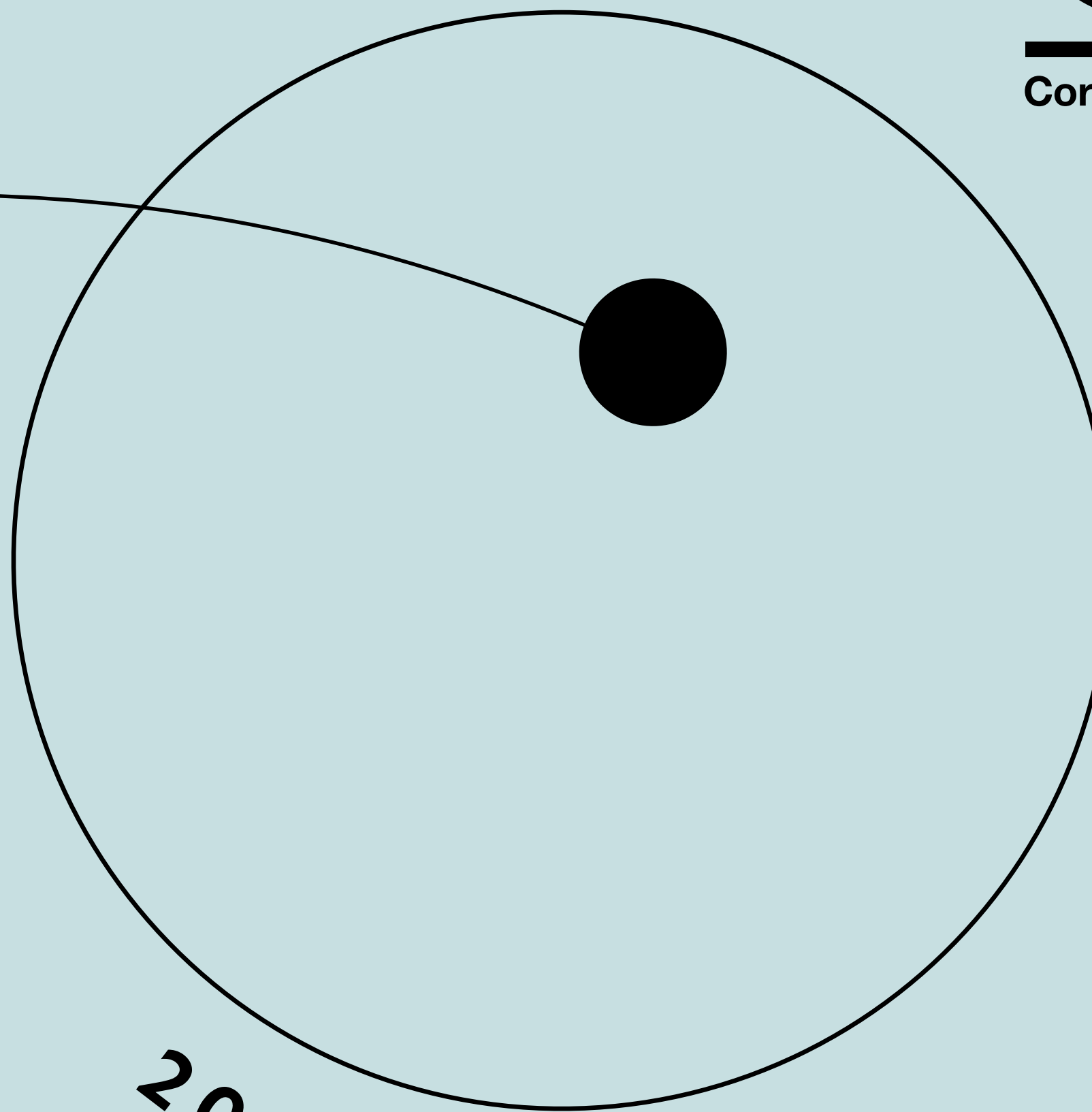
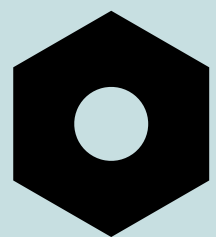


Impact Report

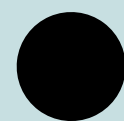
Certified



Corporation



2024 - 2025

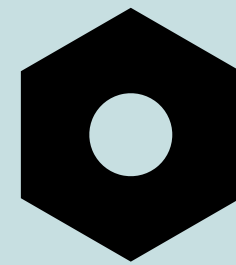


400

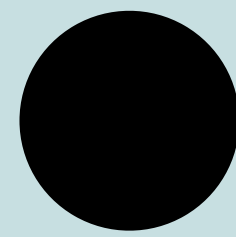
Key:



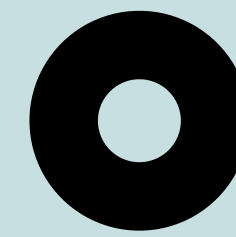
Environment



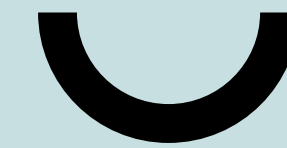
Workers



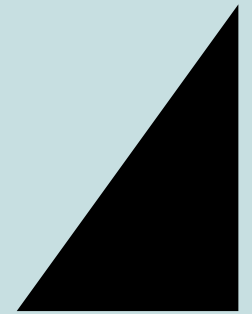
Community



Purpose



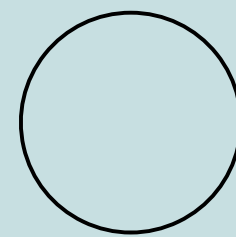
Customers



Governance



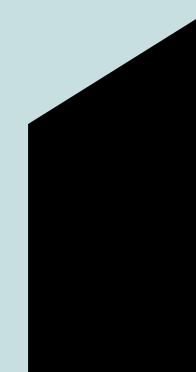
Collaboration



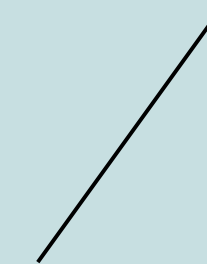
Humanism



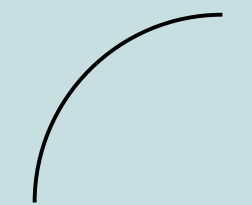
Creativity



Impact



Growth



Movement

Being a B Corp: What it means to us.



A lot can change in six years. When we began our first B Corp assessment back in 2020, it gave us a distinct framework to make improvements and measure our impact in line with our vision as a creative business.

Along the way, it has challenged us to acquire new knowledge and adopt new practices. It has also transformed how individual members of our team contribute to the way we operate.

Outside the walls of our agency, client expectations have changed too. Public sector, third sector and (increasingly) private sector clients require robust procedures and commitments to governance,

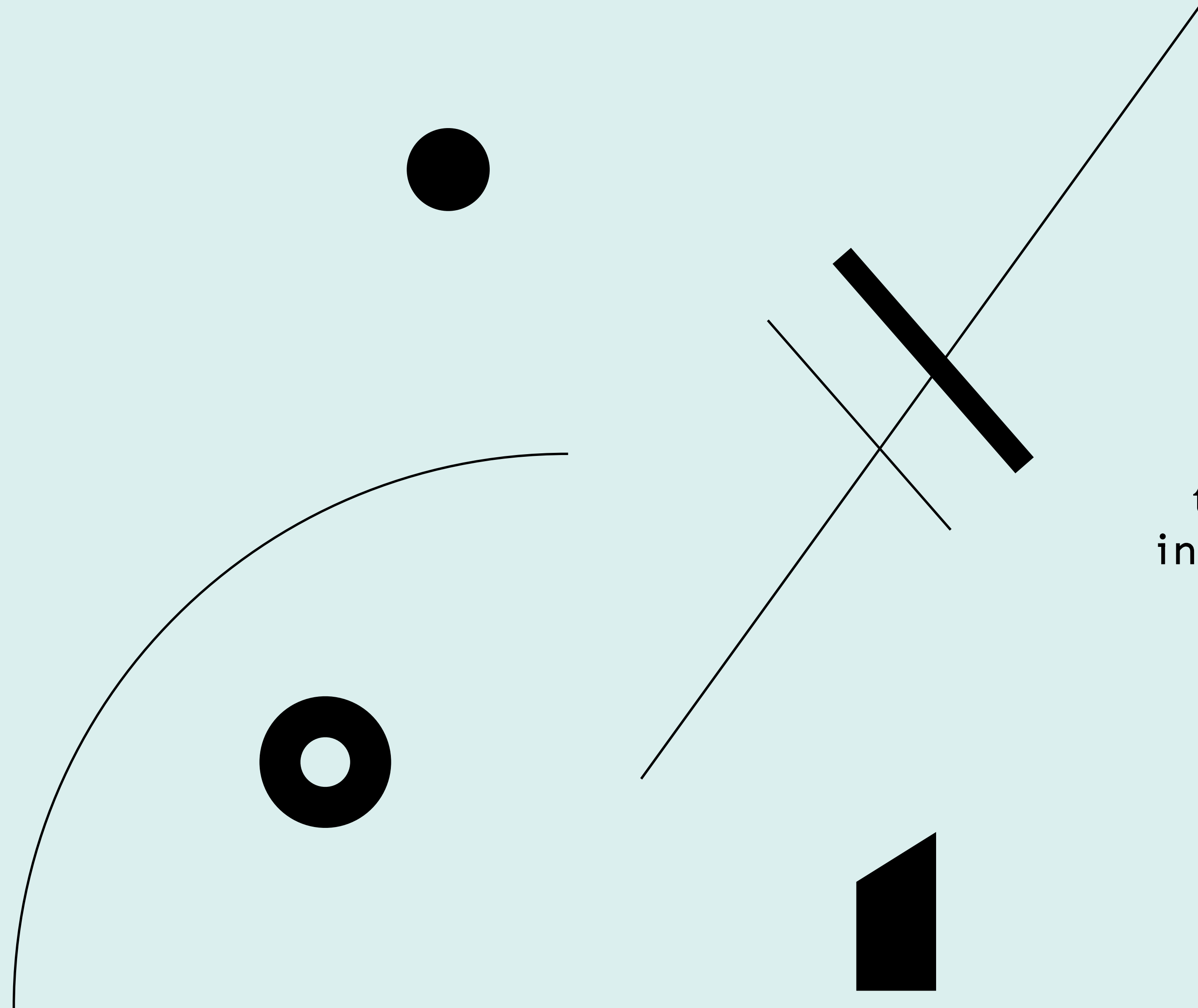
sustainability and communities. By certifying and re-certifying as a B Corp, we are well prepared to respond to these growing demands.

Achieving recertification with improved scores is no mean feat for a creative agency like ours and I am immensely grateful to the team for embracing change with such enthusiasm. It also shows just how important it is to all of us here at 400 that we continue to improve and use business as a force for good in the world.

One thing that doesn't seem to change is change itself. New B Corp standards with mandatory baselines will pose new challenges. Having learned so much in such a short space of time, I'm confident in our team's ability to adapt and excited to continue on this journey together.

"We've always been committed to doing meaningful creative work for organisations that have a positive impact on the world. Being a B Corp is now fundamental to how we deliver that vision."

Paul Dennis
Founder & Creative Director



"It is good to have an end
to journey toward; but it is
the journey that matters,
in the end."

— Ursula K. Le Guin

o n e

Impact and improvement.

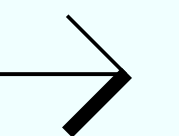
We're proud to recertify as a B Corp. We didn't just retain our accreditation, we improved it considerably.

The last 18–24 months have been challenging for our industry: economic uncertainty, tightening budgets, rapid technological change, and growing pressure on teams have reshaped how creative businesses operate.

At the same time, the climate crisis, social inequality, and questions around trust and transparency haven't paused, they've intensified. In that context, holding ourselves to higher standards felt even more crucial.

As a design agency, we see improvement as a practice, not a milestone. B Corp challenges us to examine how we run our business: how we support our people, who we choose to work with, how we minimise our environmental impact, and how our decisions ripple out into the wider world.

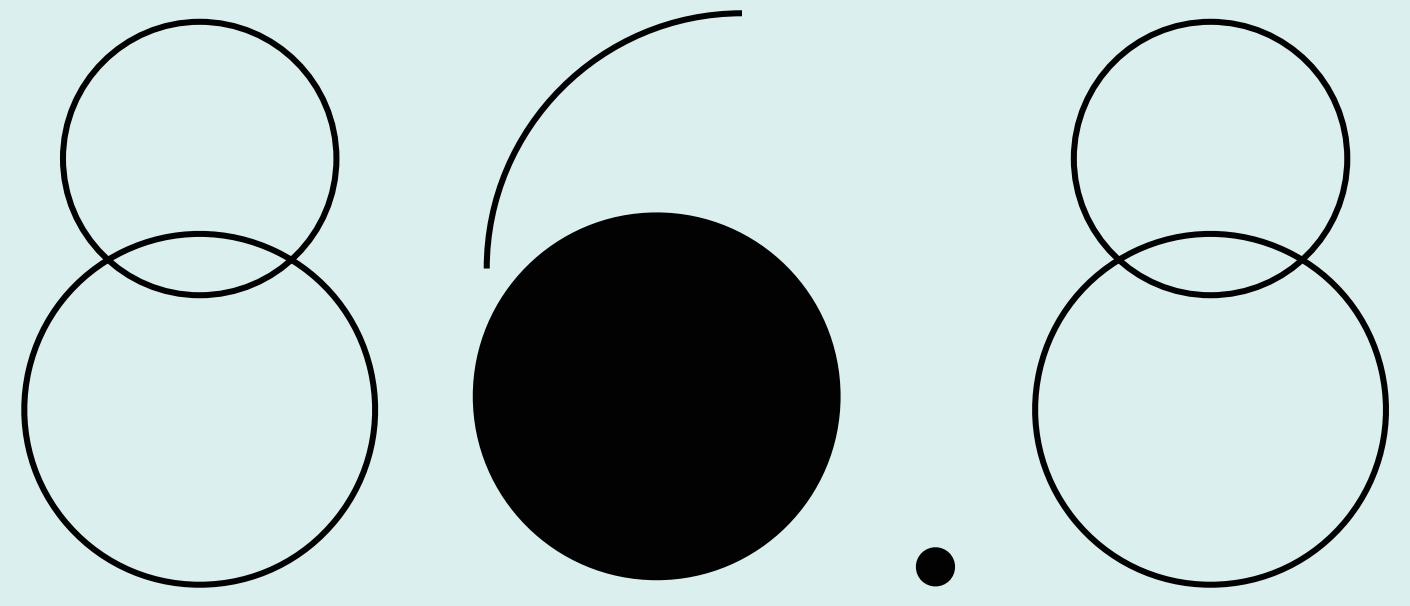
Even as a small team, these deliberate actions have led to measurable improvements across all five impact areas: Governance, Workers, Community, Environment and Customers; demonstrating that thoughtful, values-led decision making can drive both meaningful impact and business resilience. This chapter details our improved scores and we'll hear from Operations Director, Leo Sudea, as he outlines some of the outcomes we are proud to have achieved.



Certification score (2021)

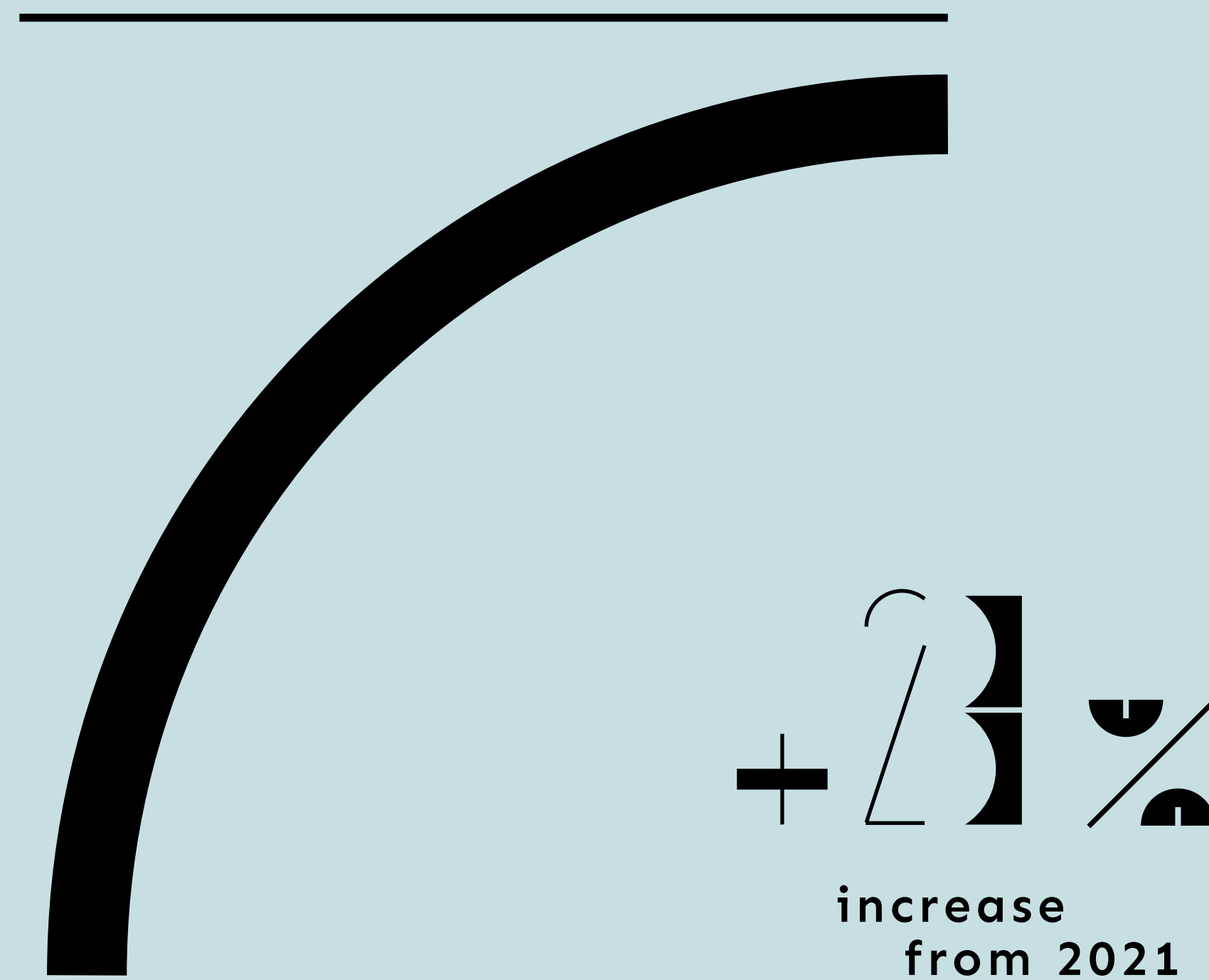
| | |
|-------------|------|
| Governance | 15 |
| Workers | 36.3 |
| Environment | 9.4 |
| Community | 17 |
| Customers | 9.1 |

TOTAL:

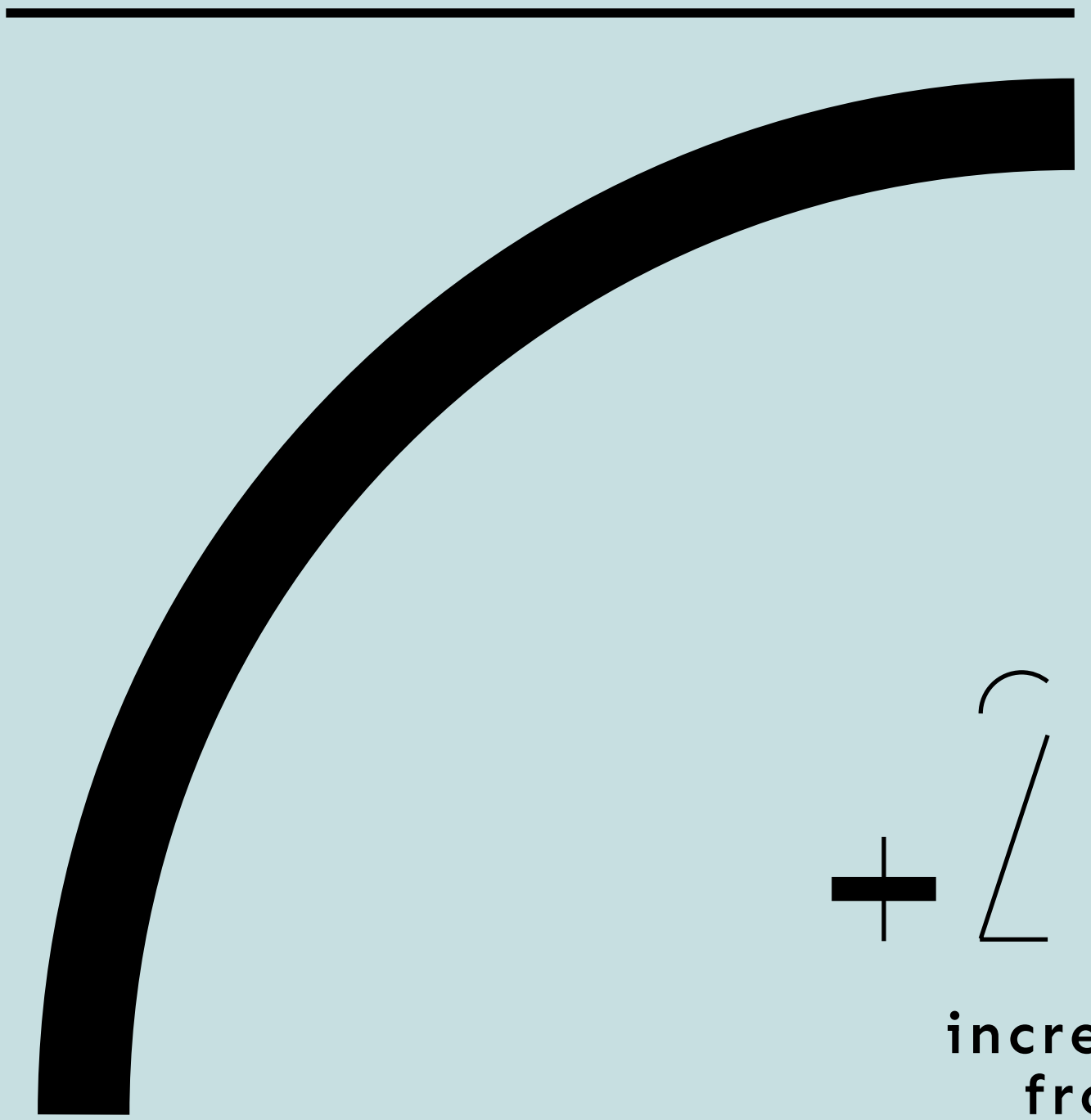
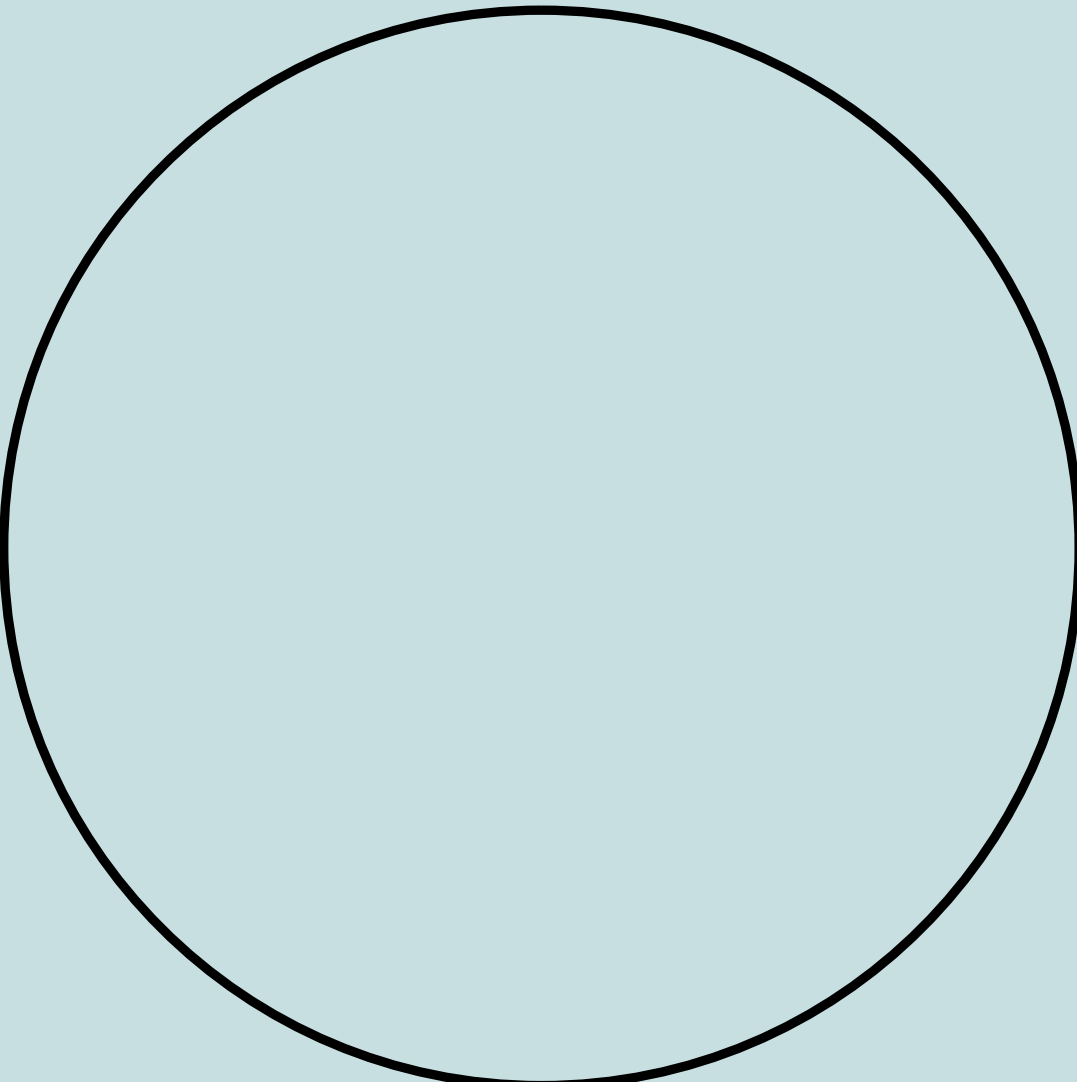
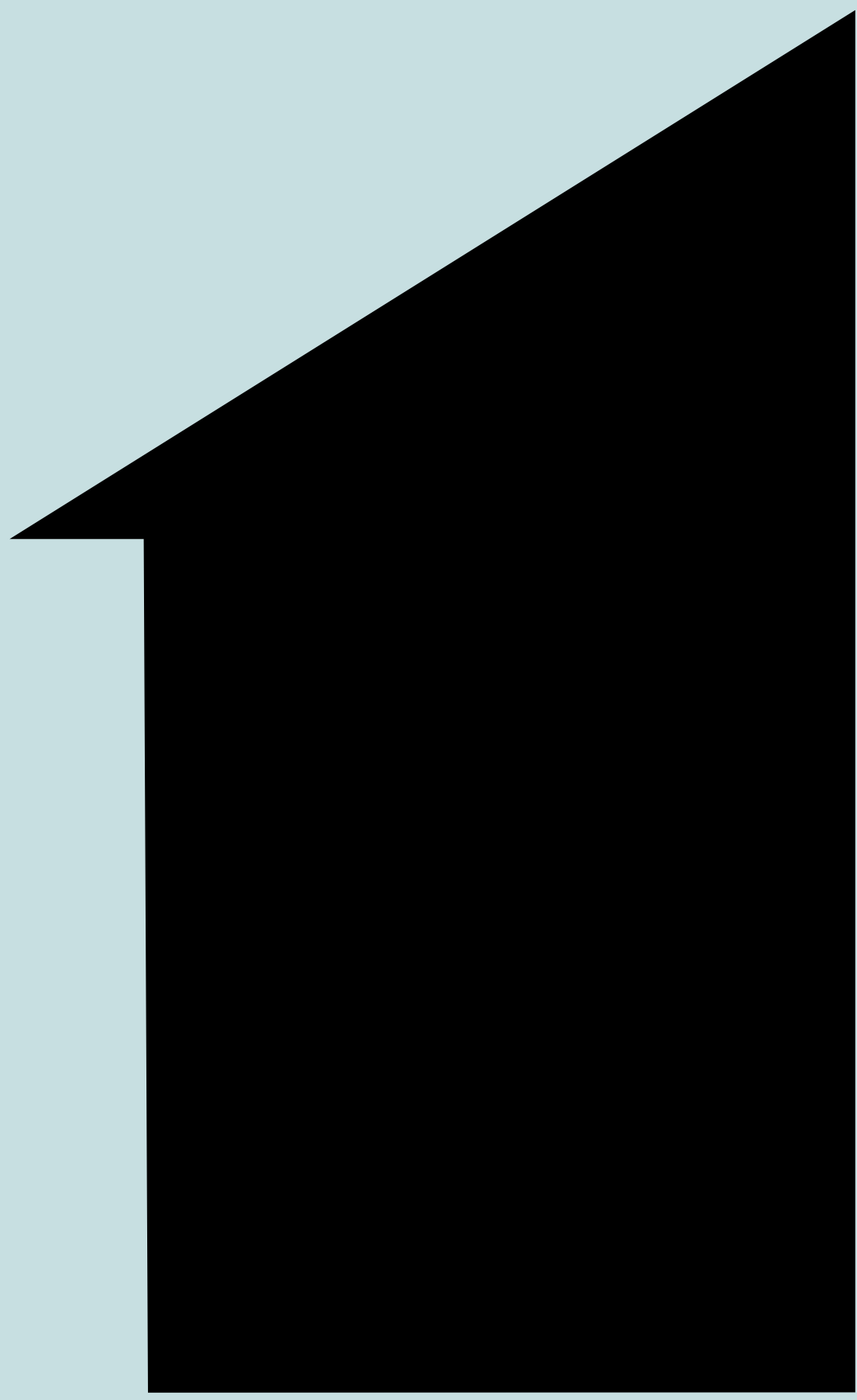


Re-certification score

| | |
|-------------|------|
| Governance | 17 |
| Workers | 40.1 |
| Environment | 10.9 |
| Community | 19.1 |
| Customers | 19.7 |



Re-certification total:



+ 23%

increase
from 2021

Continuing the journey

When we first achieved B Corp certification in November 2021, it was about formalising many of the good habits and intentions that were already important to us as a business.

The last few years leading up to our recertification have been much more about exploring new ideas, adopting best practices and pushing ourselves to do better.

Even as a small team, we set up internal working groups to focus on the five core criteria. For example, our 'Environment' group looks at how sustainable practices can extend beyond the business into our

own lives, sharing ideas and advice on home and virtual office stewardship. While our 'Community' group has put processes in place to coordinate our volunteering efforts as well as evaluate the work we do and its link to under served and under represented communities.

One of the biggest rewards for the team's efforts was reflected in our 'Customer' score. We jumped from 9.1 to 19.7, thanks in large part to developing new capabilities to gather and act on detailed client feedback.

We've already taken giant strides for a business of our size. But we're an ambitious agency that wants to be at the forefront of positive change in our sector. So for the next certification period, we've set ourselves the goal of not just meeting the updated B Lab criteria but exceeding the baseline across each of the new categories.



"Our aim was to gain 10 - 15 points and increase our overall score during the recertification process. I'm delighted to say that we exceeded our initial target with a new score of 107, an increase of 27 points or 23%."

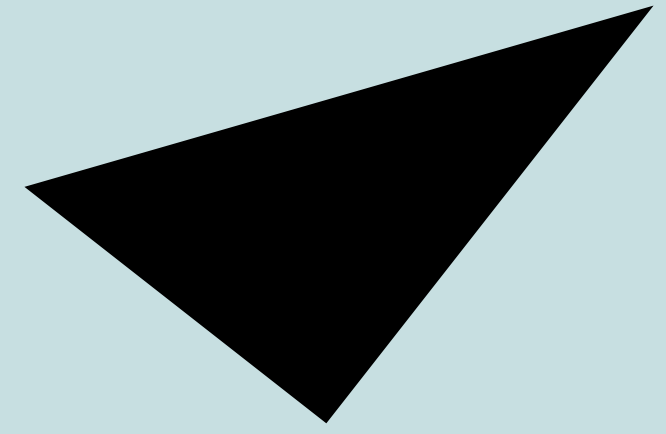
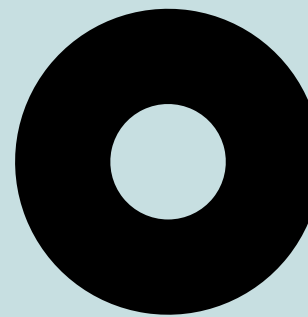
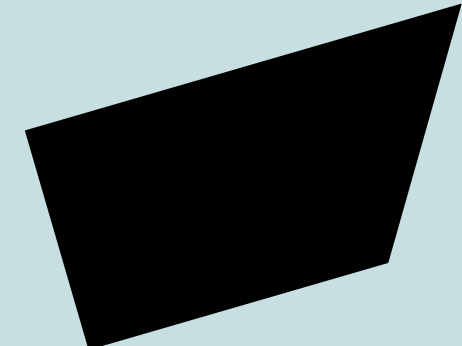
Leo Sudea
Operations / Director

"Little

by

little,

one travels far."



— J.R.R Tolkein

t w o

It starts with good governance.

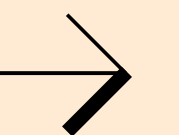
As a design agency, our vision is to do meaningful creative work for organisations that have a positive impact on the world, and we've always been committed to using our business as a force for good.

Effective governance is what ensures our commitment is consistently upheld across our leadership, operations and long-term strategy. This section looks at how our values are embedded into the way we run our business. It considers the strength of our mission, the approach to ethical decision making, transparency

and accountability, and how actively we engage with our social and environmental responsibilities. In doing this, we ensure the interests of our people, partners, clients and wider community are considered alongside commercial goals.

For us, good governance is about setting clear expectations and creating the conditions for better decisions. The following pages detail a governance culture which does just that.

By strengthening our policies in the way we have, we're better equipped to balance long-term purpose with day-to-day realities, ensuring our business remains resilient, responsible and aligned with the impact we want to have.



What we said we'd do.

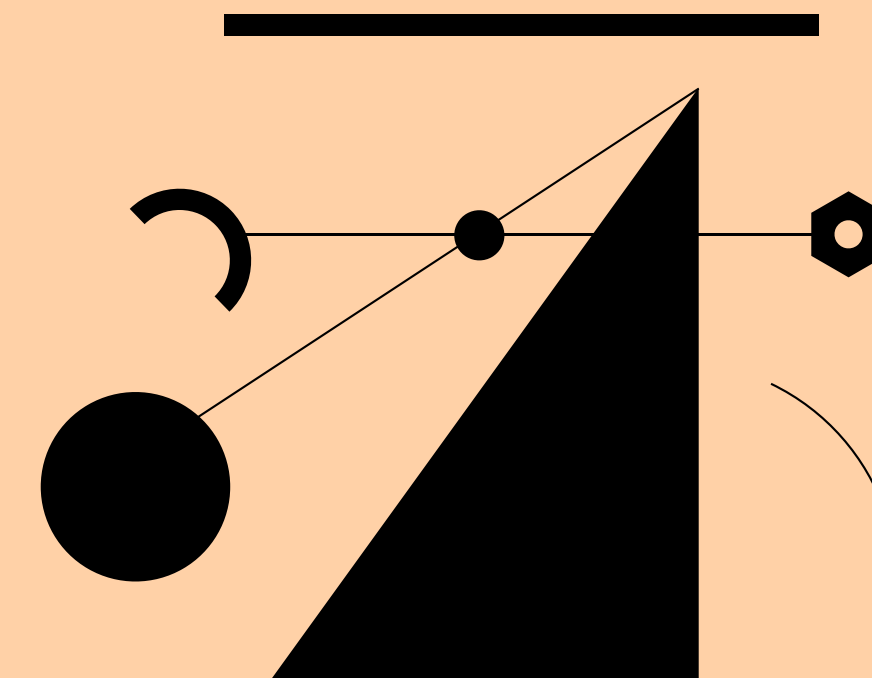
- Set up an internal B Corp Committee of 5-6 staff with shared responsibilities to help further embed B Corp practices and values within agency and improve our score.
- Increase transparency in the reporting of our financial, ethical and overarching targets with staff through quarterly performance reviews.
- Presenting Impact scores and Impact Report on our newly launched website.
- Appoint a Non-Executive Director (NED) to act as an independent, impartial and experienced advisor to the Senior Management Team.
- Build social and environmental performance principles and conscious decision making into onboarding, performance reviews and training.
- Invest in Sustainability and Environmental awareness training for management and employees and include topics in performance reviews.
- Increase impact score to 95-100 points.

What we delivered.

- Established internal working groups for each of the B Corp evaluation criteria. Teams met monthly, produced internal newsletters and really helped to further embed B Corp practices and values within agency and improve our score.
- Promoted our Impact Report and emissions on our [website](#).
- Built social and environmental performance principles and conscious decision making into onboarding, performance reviews and training.
- With partners such as Seedling, we have improved Sustainability and Environmental awareness among our management team and employees and built these topics into performance reviews.
- Exceeded our goal and increased our impact score by 27, to 107 points.

Goals for next year.

- Appoint a NED to act as an independent, impartial and experienced advisor to the Senior Management Team.
- Increase transparency in the reporting of our financial, ethical and overarching targets with staff through quarterly performance reviews.



Certification
score (2021)

Fifteen

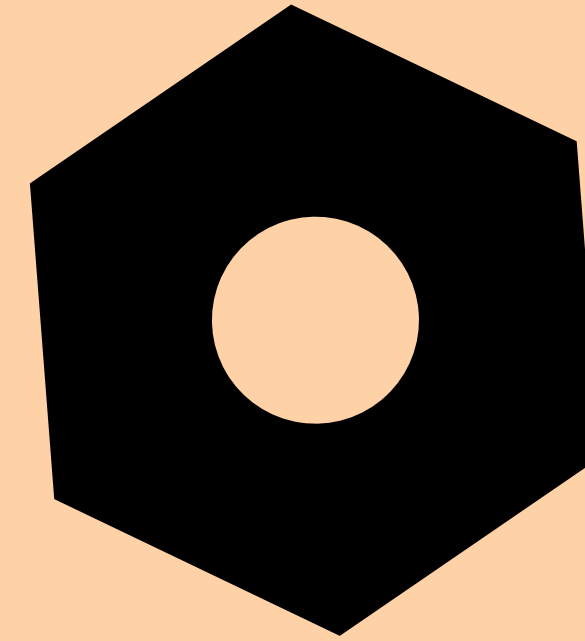
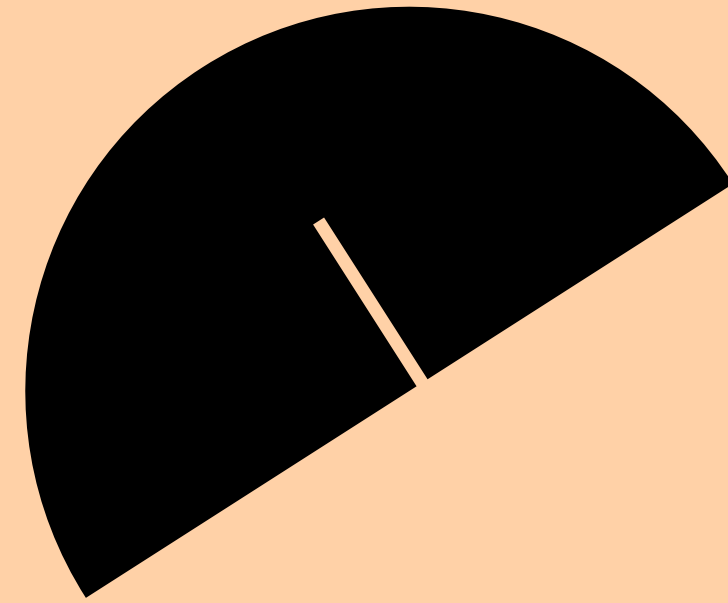


Re-certification score

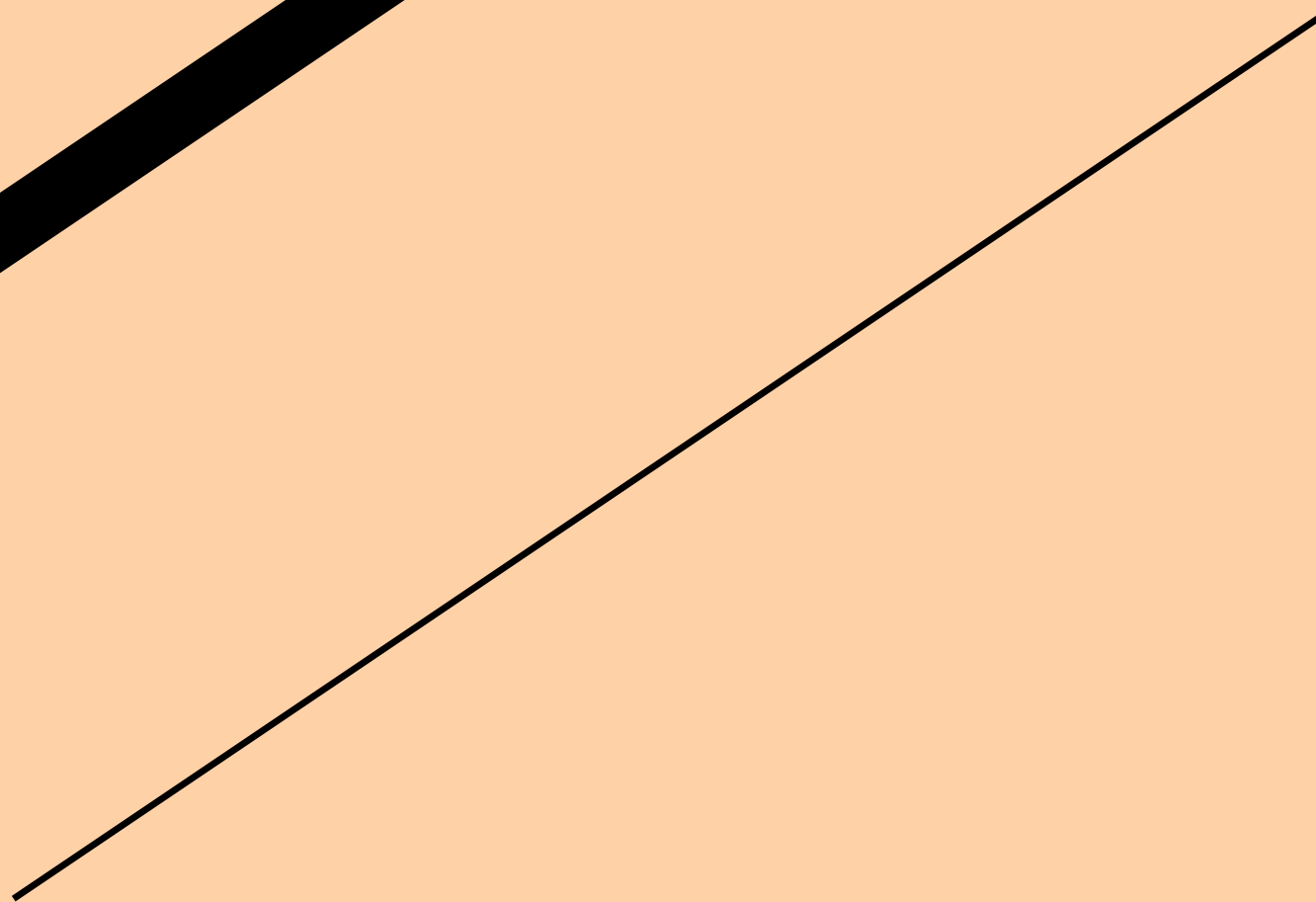
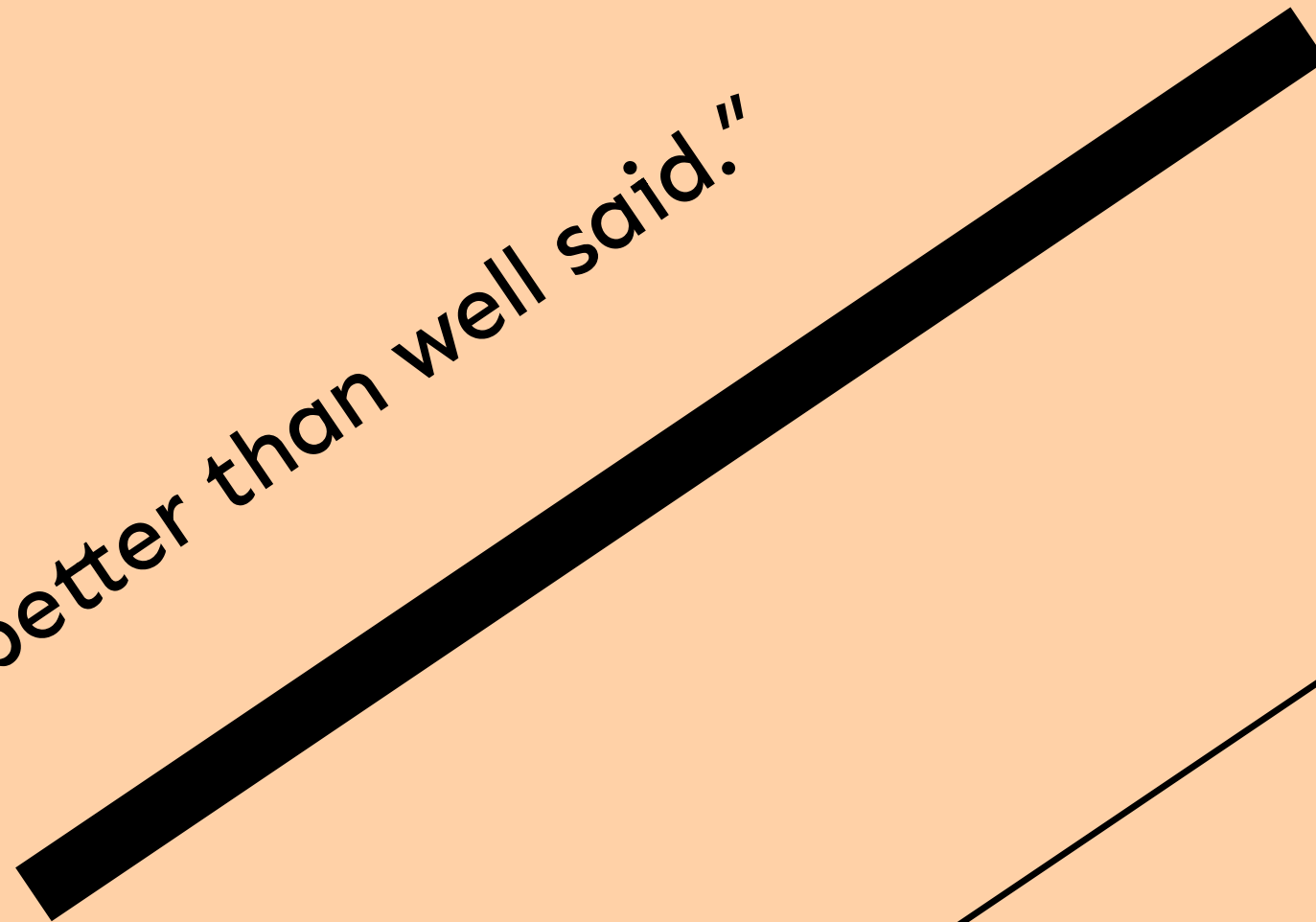
Seventeen



+2
increase
from 2021



“Well done is better than well said.”



— Benjamin Franklin

t h r e e

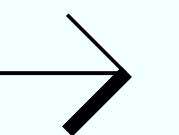
Our workers mean more to us than work.

At the heart of our vision are our people. The quality, integrity and impact of our work is inseparable from the wellbeing, diversity and creativity of the team behind it.

We rely on collaboration, trust and curiosity. That means creating an environment where people feel supported, valued and able to do their best work. The last few years have reshaped expectations of work. Flexible and hybrid models, mental health awareness, cost-of-living pressures and the pace of change across the creative industries have all influenced how

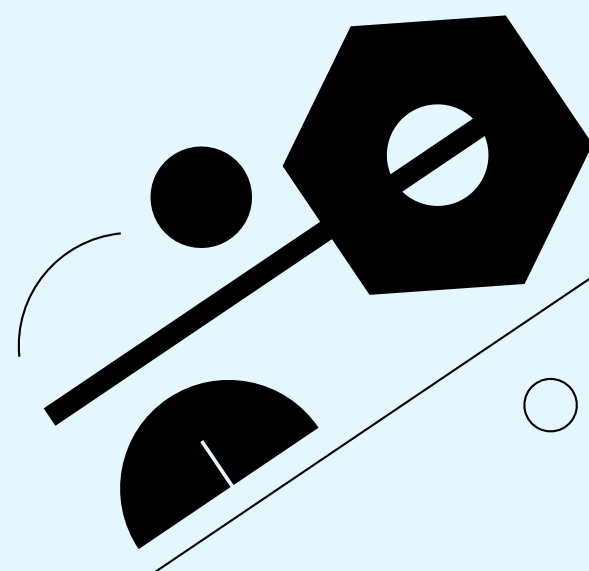
people experience their working lives. In this context, supporting our team goes beyond policies alone; it requires ongoing listening, adapting and committing to fairness, inclusion and transparency.

The Workers criteria focuses on how we support the people who make our work possible. From mentoring, benefits and development opportunities to wellbeing, engagement and employee voice, it assesses how we care for our team today while building a resilient, inclusive workplace for the future. Recognising that a creative business can only thrive when its people are supported to do the same, our aim is not just to meet standards, but to continuously improve how we support the people who make our business possible.



What we said we'd do.

- Plan and launch an Apprenticeship, intern and / or student placement scheme.
- Expand scope of learning and development framework to include Diversity & Inclusion, and Environmental awareness training.
- Introduce Menopause policy.
- Continue to offer Hybrid and Flexible working arrangements for all staff to suit their individual circumstances.
- Conduct an external employee satisfaction survey and gain accreditation from 'Great Place to Work'.
- Introduce a 'Cycle to Work' scheme so staff can save on transport costs and get fitter.



What we delivered.

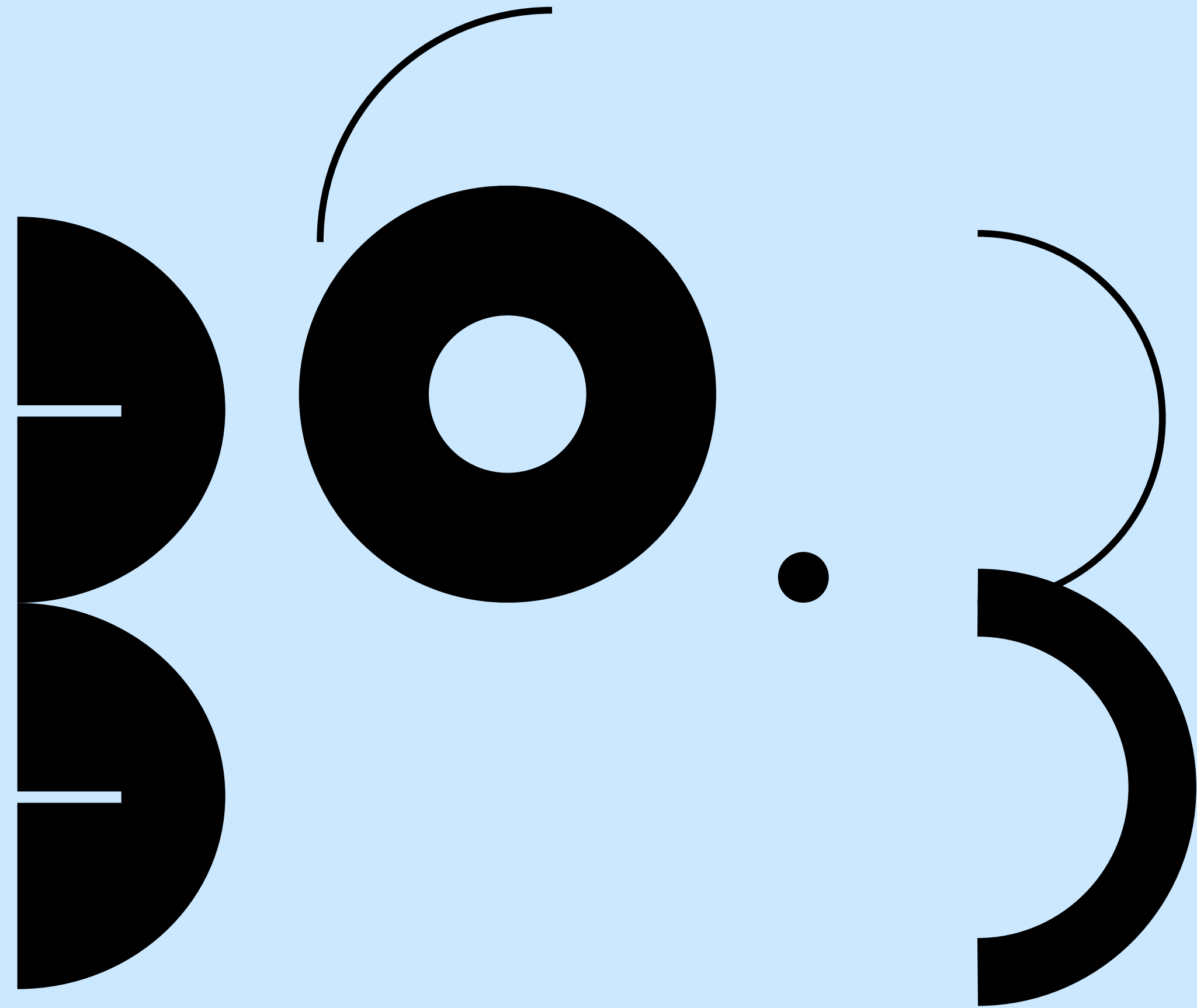
- We've reintroduced our intern programme and have our first intern working with us on a 7-month placement.
- In consultation with employees, we have introduced a workplace Menopause policy.
- Continued to offer Hybrid and Flexible working arrangements for all staff to suit their individual circumstances.
- Undertook an external employee satisfaction survey and received 'Great Place to Work' accreditation, scoring very highly. We were even recognised as one of the UK's Best Workplaces in Advertising, Media and Marketing.
- Introduced a 'Cycle to Work' scheme so staff can save on transport costs and get fitter.
- Access to Work support facilitated for two neuro-diverse employees.

Goals for next year.

- We will be moving to a new office space operated by fellow B Corp, Work.Life. This will provide workers with a better working environment and other helpful facilities. For example, complementary breakfasts, the office space is dog-friendly and they run regular, free exercise classes.
- For recruitment, we will introduce anonymised first-sift and structured interviews with diverse panels.
- Partner with accredited providers; ring-fence outreach to URG networks; assign mentor; track completion and retention.
- Deliver DEI & active-bystander training.
- Pay equity: complete baseline gender/ethnicity pay analysis by Q4 and achieve ≥ 2 percentage point reduction in any unexplained gap.
- Safe culture: Incident reporting and resolution: 100% of substantiated cases closed within SLA; zero tolerance breaches.

Certification score (2021)

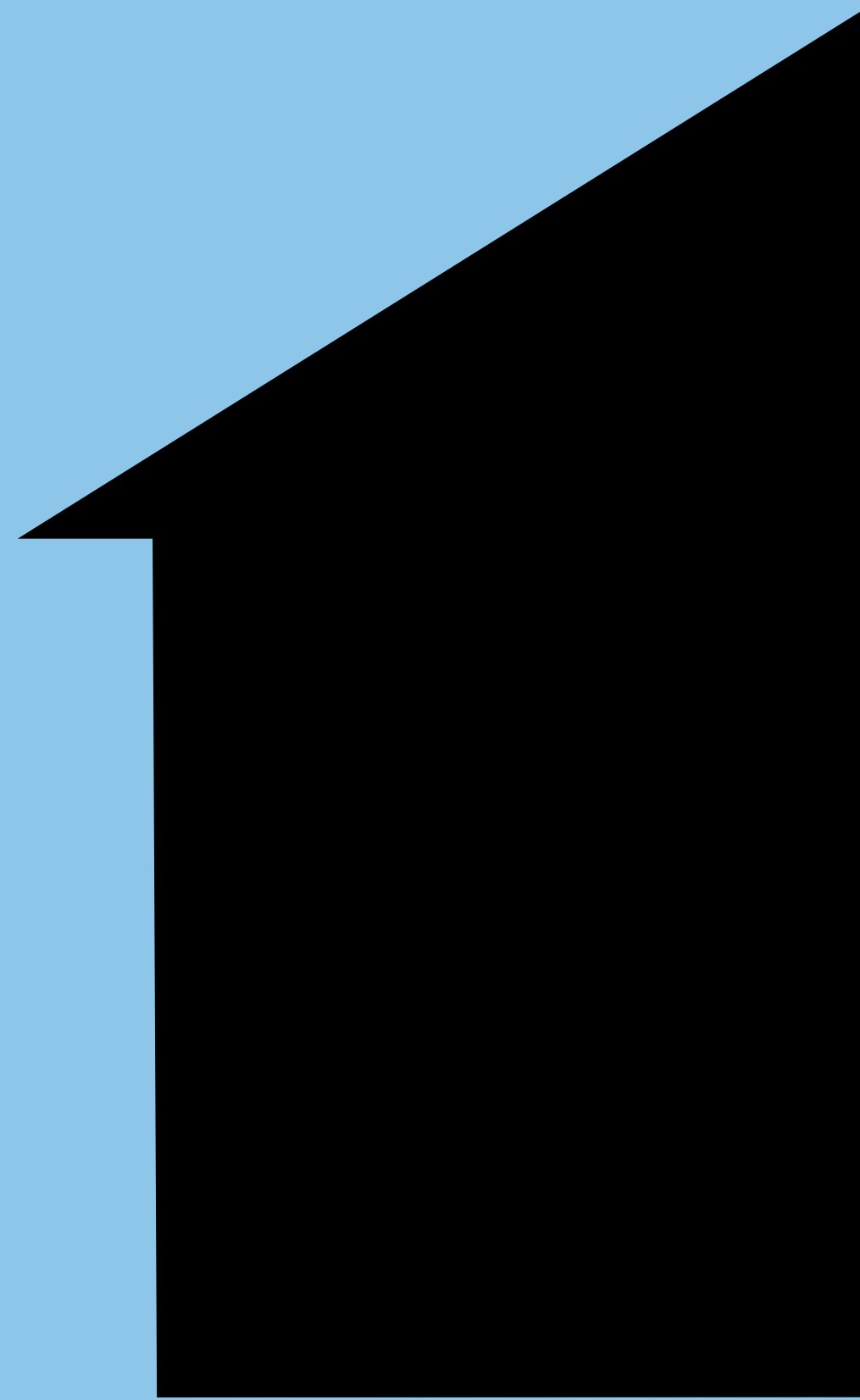
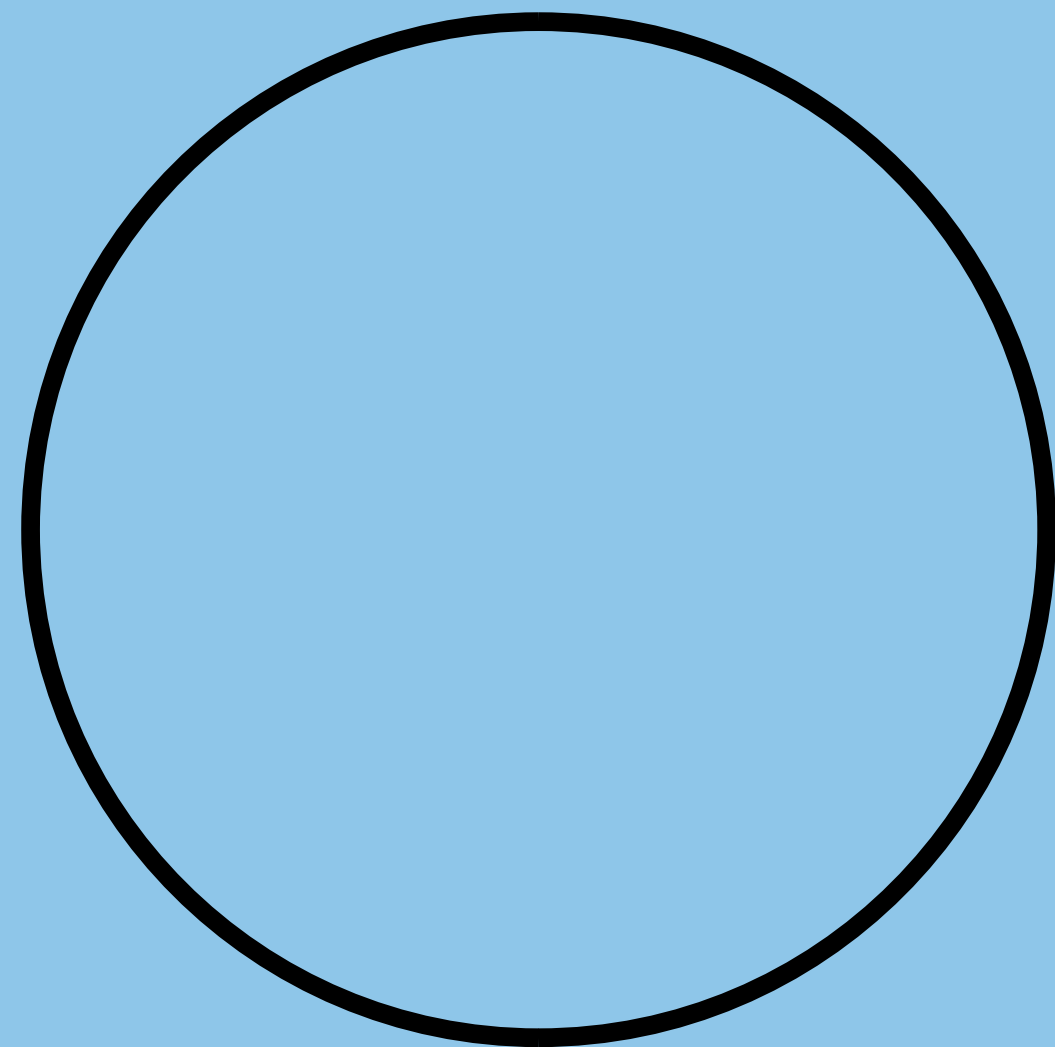
Thirty six pt. three



Re-certification score



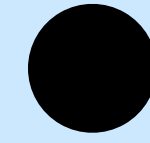
Forty pt. one



↑ 3.8
increase
from 2021

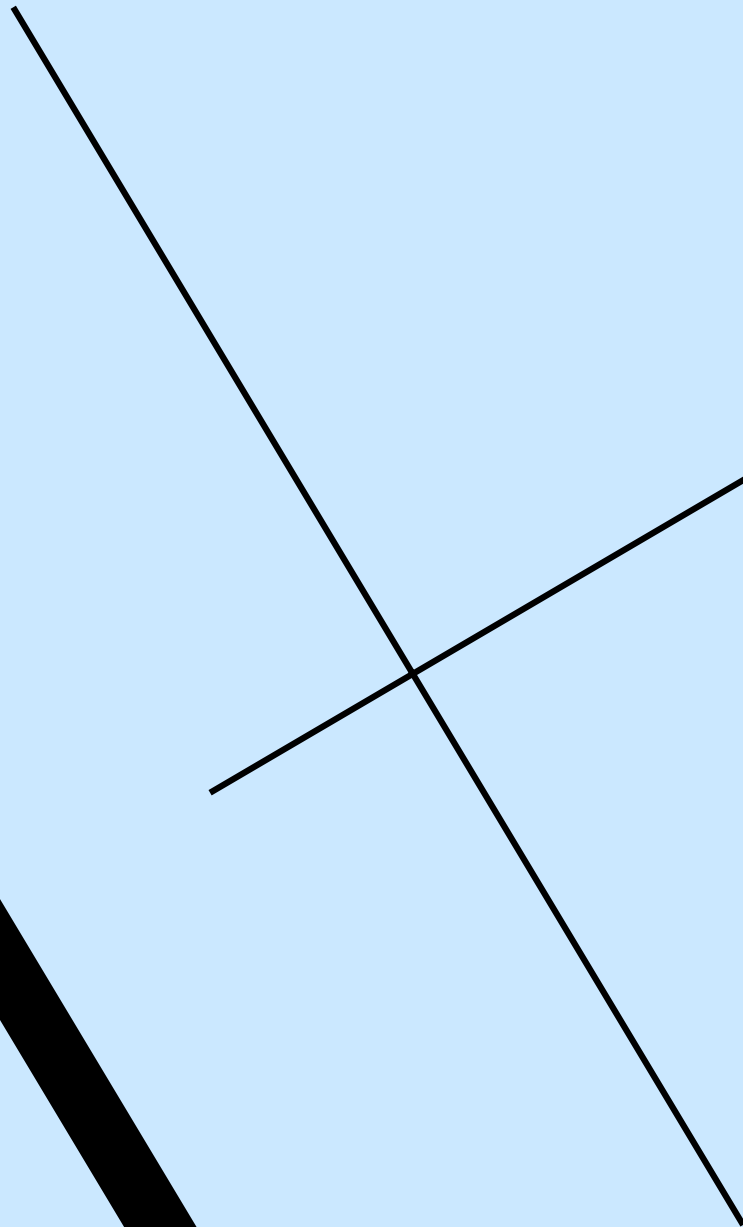
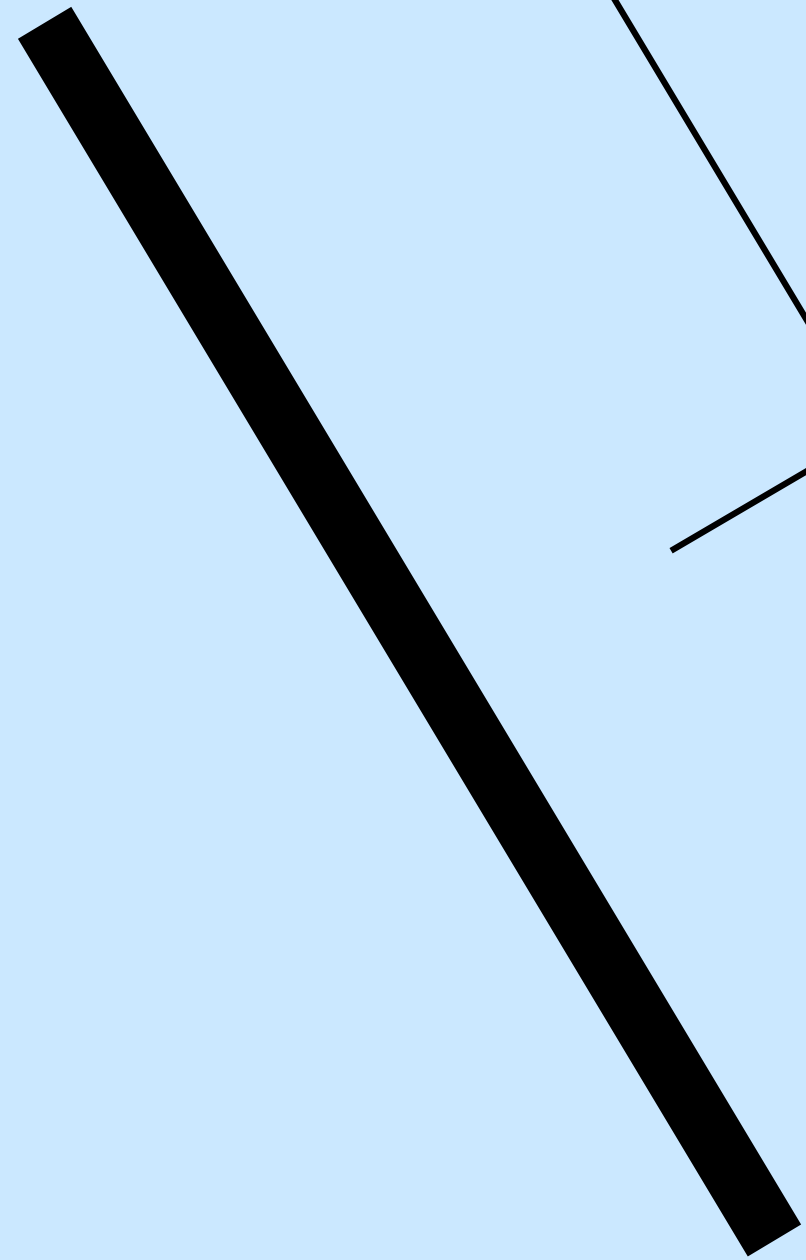
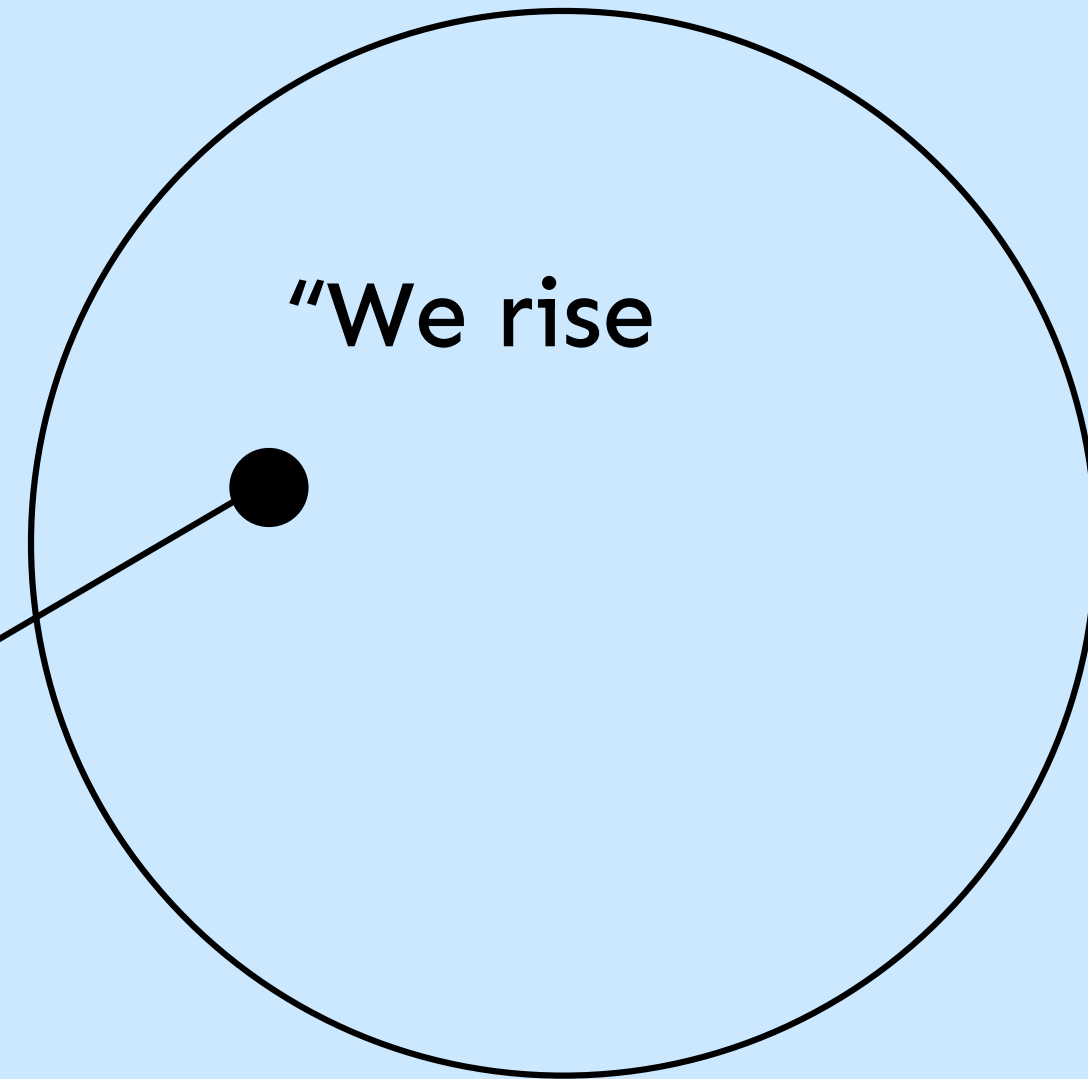
Workers

others.”



by lifting

“We rise



— Robert Ingersoll

f o u r

Environment: Caring for our planet.

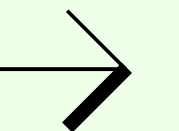
We completed our first full carbon emissions report and achieved carbon neutral status for our 2023-24 financial year.

This milestone marks an important step in how we understand, measure and take responsibility for our environmental impact. Our footprint may be smaller than companies in other industries, but it is not insignificant - and we believe that accountability starts with clarity. Measuring our emissions in full will allow us to move beyond assumptions and take informed, credible action.

Achieving carbon neutrality is not the end goal, but a foundation. Our focus now is on reducing emissions wherever possible, making more considered choices, and continuously improving how we minimise our environmental impact over time.

This section considers how we manage this focus, how reduction targets are set and reviewed, and how responsibility is shared across the business.

It also looks at how environmental thinking is embedded into everyday behaviours, from the way we work and travel, to how we engage our team and partners in making more sustainable choices. Together, these elements help ensure our environmental approach is practical and focused on long-term change.



What we said we'd do.

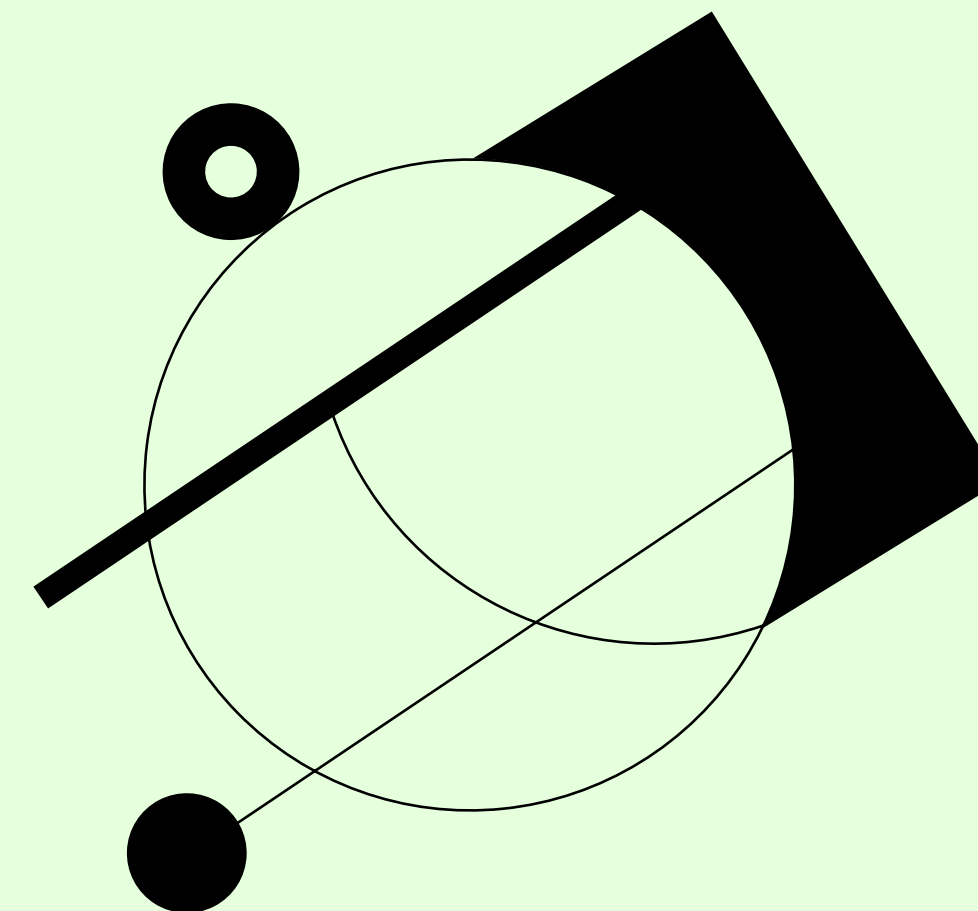
- Measure scope 1, 2 and 3 emissions and set as baseline for future energy and waste reduction targets.
- Engage external support to help us on our journey to Net Zero.
- Prepare a detailed plan on further reducing our Carbon Footprint and share with our team on our half-yearly Net Zero updates.
- Measure our Scope 3 Carbon Footprint for FY22/23 as a benchmark and set up our Scope 3 measurements to be more accurate for next year. Get this independently assessed.
- Conduct a supplier audit of sustainability credentials and policies.
- Work with landlord to implement carbon/waste reduction policies and office enhancements.
- Explore various carbon off-setting options.

What we delivered.

- We completed our first full Scope 1, 2 and 3 carbon emissions report with the help of, and verified by, Seedling.
- Transparent reporting of our verified carbon emissions on our web and via the Seedling portal [viewable here](#).
- We began to shape our carbon reduction plan and set SBTI Net Zero targets.
- We offset our carbon emissions via UN SDG projects and were certified Carbon Neutral for our 2023-24 financial year.
- Our internal Environment working group, made up of five staff members, helped to write our first internal Environment newsletter, sharing ideas and advice on Home and Virtual Office Stewardship and how to run an environmentally efficient home and virtual office.
- We updated and communicated our corporate travel policy with the aim reducing the environmental footprint caused by travel.

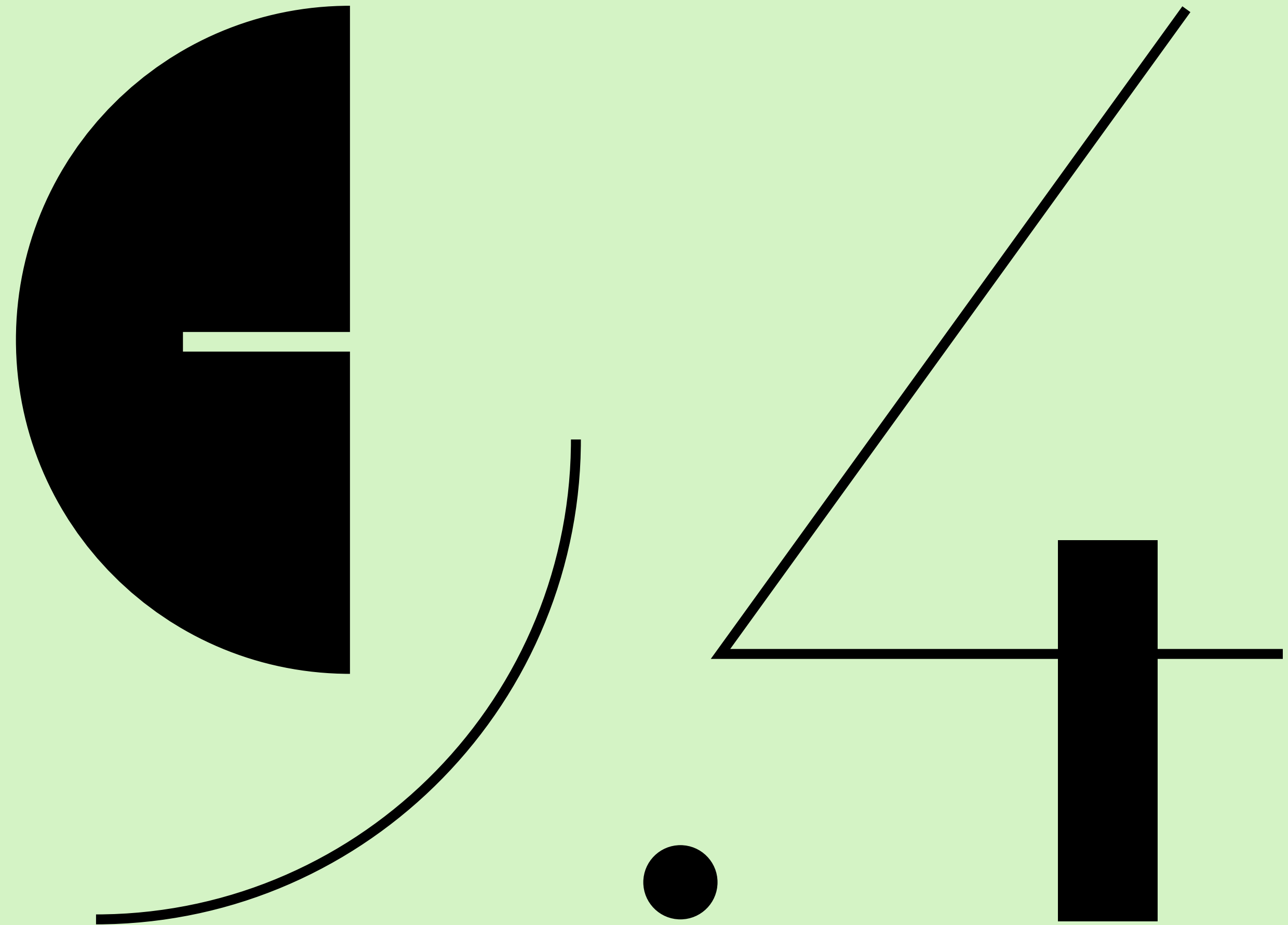
Goals for next year.

- We will move to an office space that has better environmental standards and policies in place. This will allow us to better collaborate with our landlord to shape policies, monitor and report emissions.
- We will complete our second carbon emissions report and demonstrate progress against our carbon reduction plan.

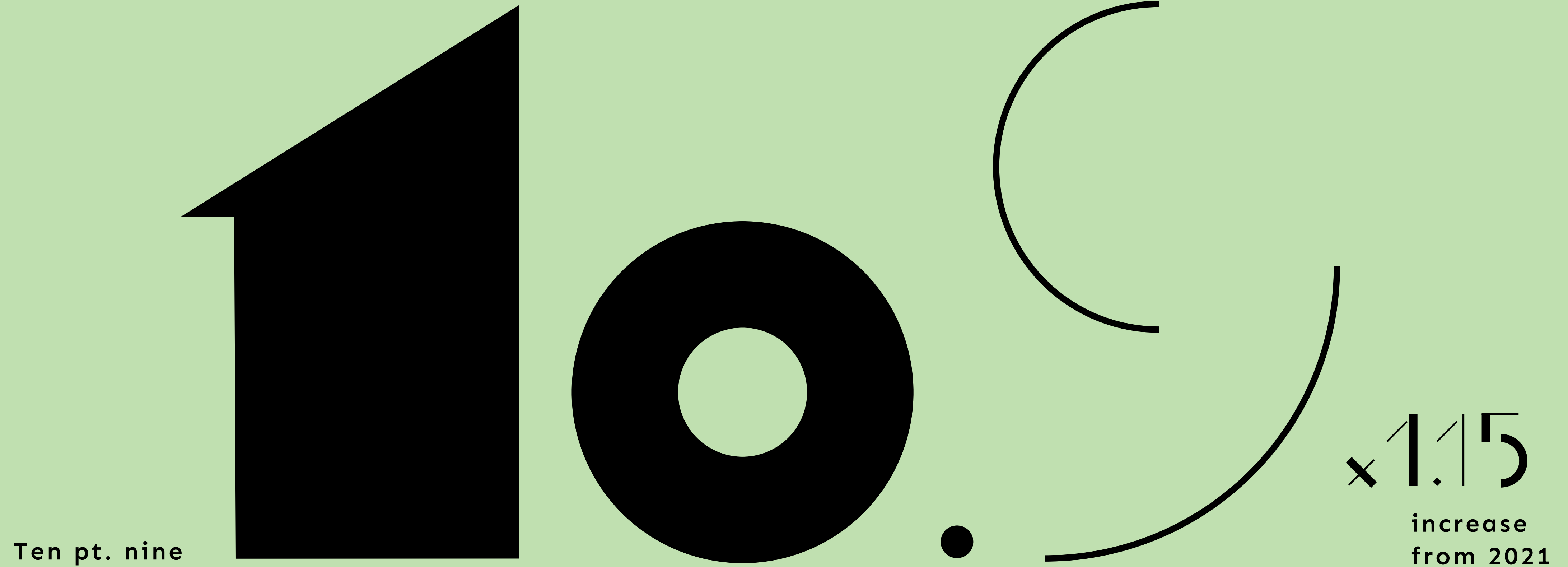


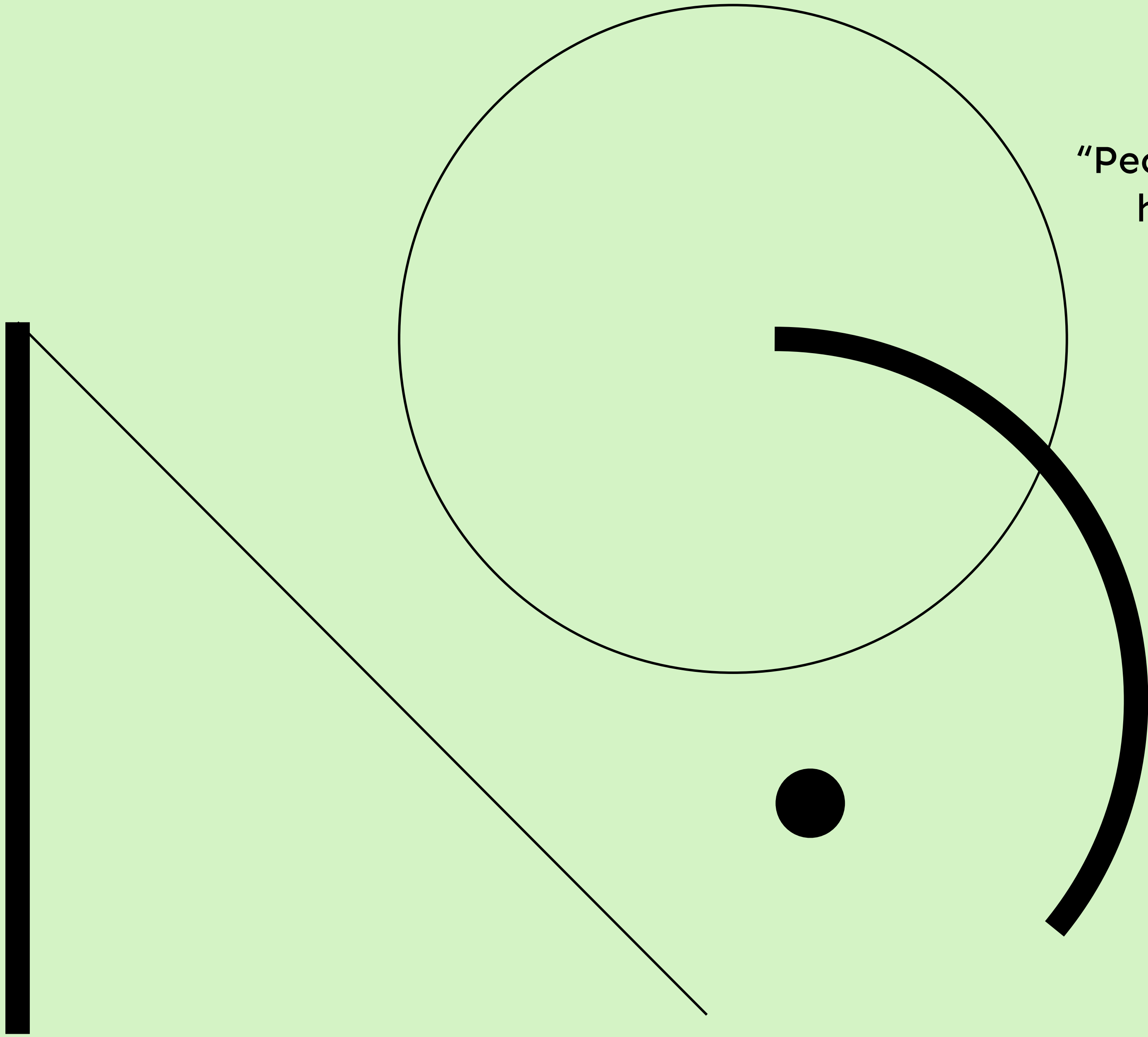
Certification score (2021)

Nine pt. four



Re-certification score





“People don’t care
how much you know,
until they know how
much you care.”



— Theodore Roosevelt

f i v e

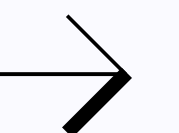
Community matters.

2024 - 2025 saw us contributing over 50 days of pro-bono work to charities and other purpose-led organisations.

That's because community is about more than where we are located; it's about how our business supports and contributes to the people and places around us. This includes engagement with local initiatives, charitable giving, volunteering and fostering equitable access to opportunity. It also considers how our business decisions, from hiring to supplier selection, can have a positive ripple effect on the communities we touch, while promoting inclusion, fairness and civic responsibility.

A strong community focus also recognises innovative business models and partnerships designed to address social challenges, whether through direct support, mentoring or sustainable economic engagement. By embedding these practices into our operations, we aim to support not just immediate needs, but also long-term community resilience and development.

This section highlights the ways we invested in our communities, from pro-bono creative projects and staff volunteering, to fundraising and mentoring initiatives. It reflects the broad spectrum of our impact, including both direct contributions and longer-term programs that foster local growth, support education, and create meaningful connections with the people and organisations we serve.



What we said we'd do.

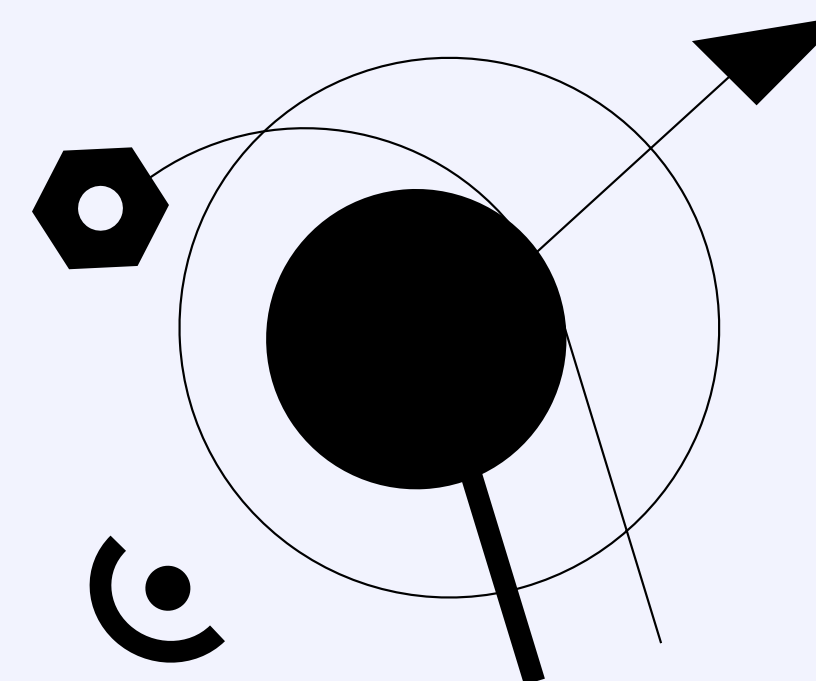
- Undertake (at least) two pro bono projects in this year.
- Re-engage staff and relaunch Volunteering programme to deliver more hours of community support.
- Aim to increase the number of employees that do volunteering to 40% or above.
- Set a company fundraising target through various staff activities.
- Commit to a fixed percentage of profit that we will make as charitable contributions.
- Continue to build partnerships with other B Corps and local suppliers such as printers, office suppliers etc.
- Establish and introduce a formal code of conduct for suppliers. Screen / evaluate significant suppliers for social and environmental impact.

What we did.

- We provided pro-bono creative work for two organisations. These included the branding and design of communications materials for [CIC Rise Community Jiu-Jitsu](#) and an organisation called [Finding the Flex](#) that helps local authorities, Trusts and schools offer flexischooling so every child can thrive in education.
- Two members of the team ran the London Marathon and raised nearly £7,500 for the Breast Cancer Awareness and Phab charities.
- We re-launched our volunteering programme with approx. 40% of our staff engaging in different activities. Leo volunteered admin support for a girls' football team totalling approximately 200 hours across the year. Once a week, Shak provides an hour of mentoring support to boys at an inner-London school. Abbie participated in the The Reading Agency's Summer Reading Challenge, going into her local library during the summer school holidays to read with families.
- Surveyed significant suppliers to enable us to better understand and vet their social and environmental impacts.

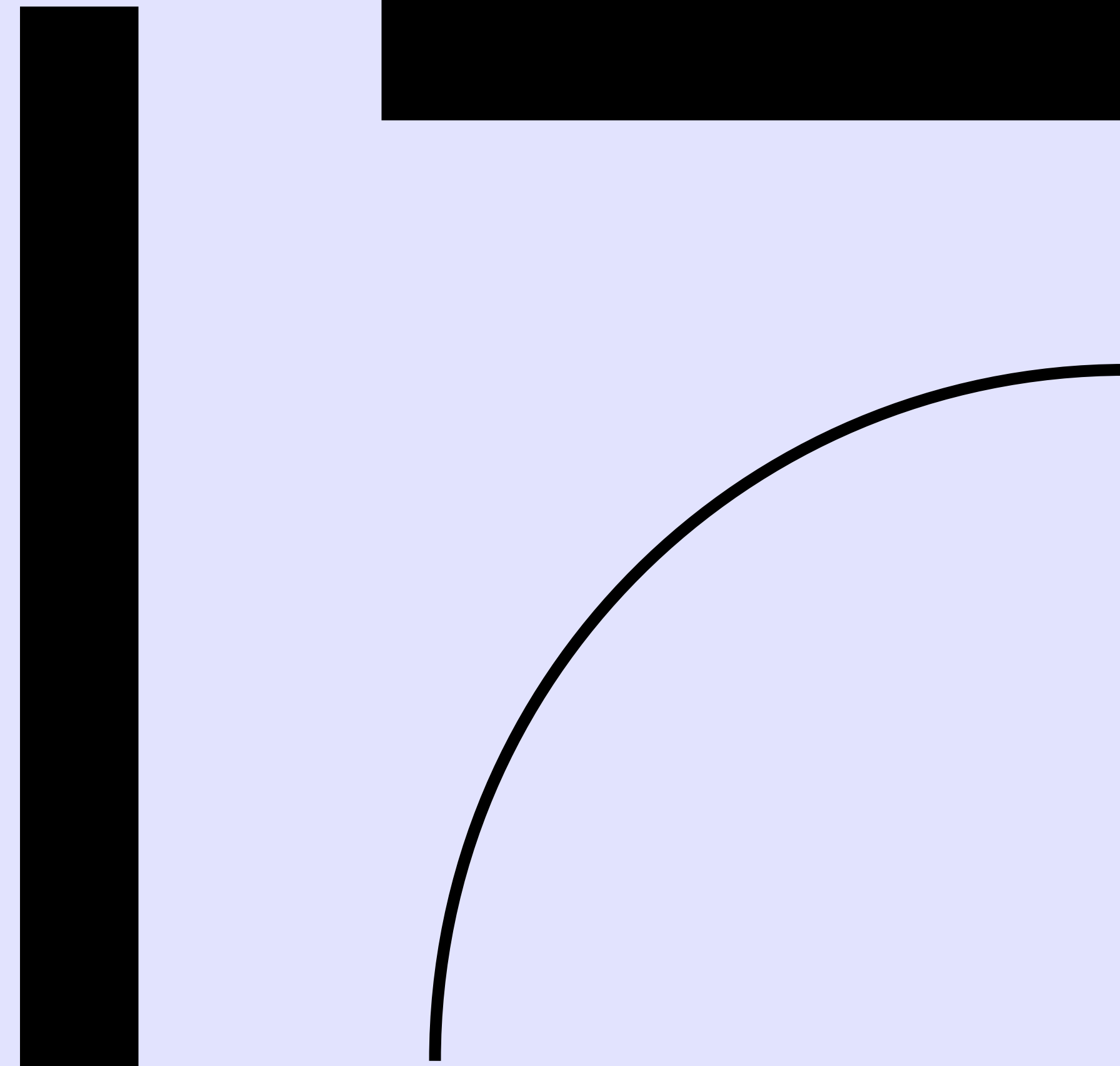
Goals for next year.

- Deliver two pro bono creative projects for community focused or under resourced organisations, prioritising social impact and alignment with our mission.
- Grow volunteering participation from ~40% to 55%+, and tracking process to capture hours and outcomes.
- Support youth and education through internship opportunities paid at the Living Wage. Build partnership with local school(s) and participate in school careers sessions to widen access to our industry.
- Strengthen supplier responsibility. Significant suppliers to complete screening for social and environmental standards.



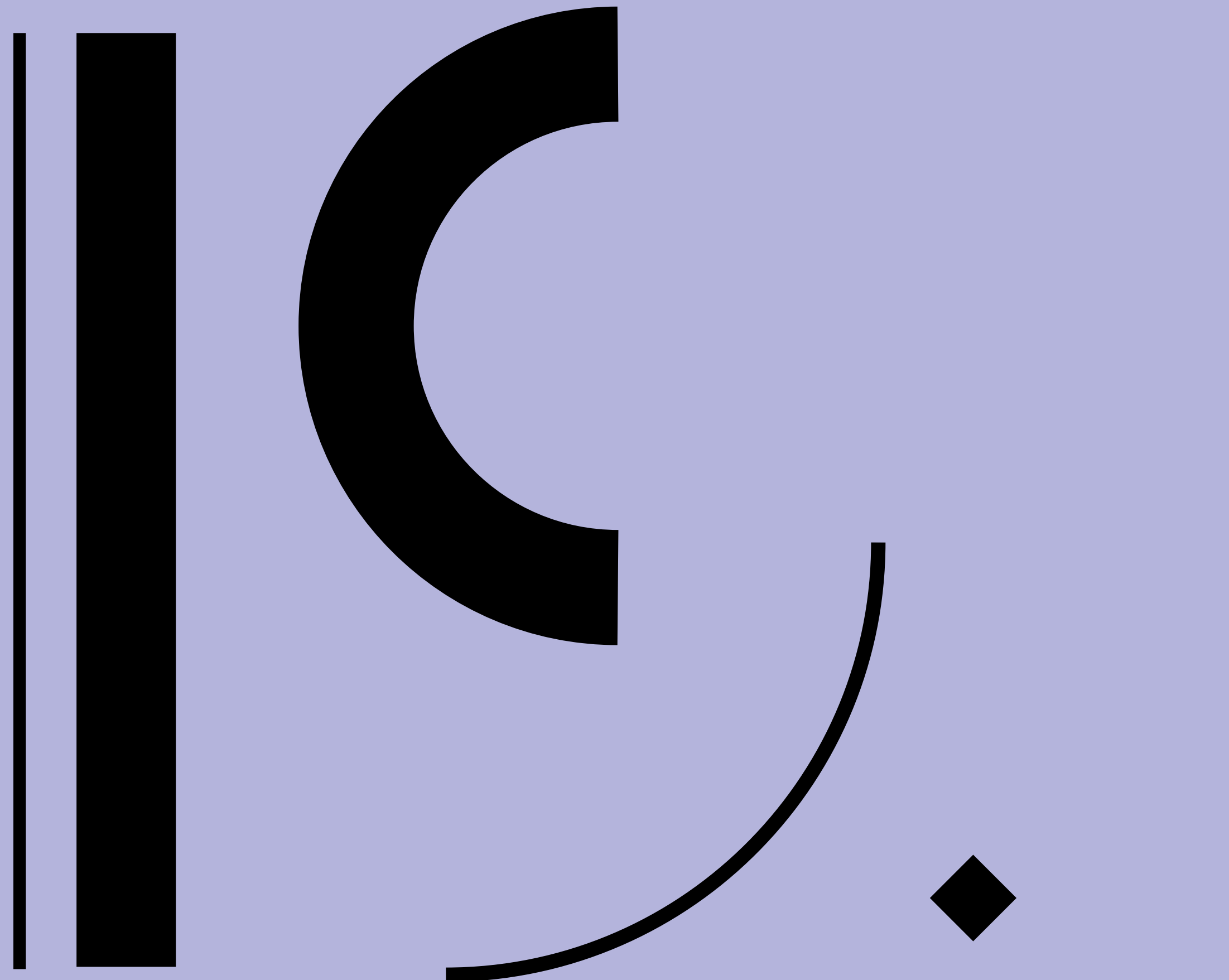
Certification score (2021)

Seventeen



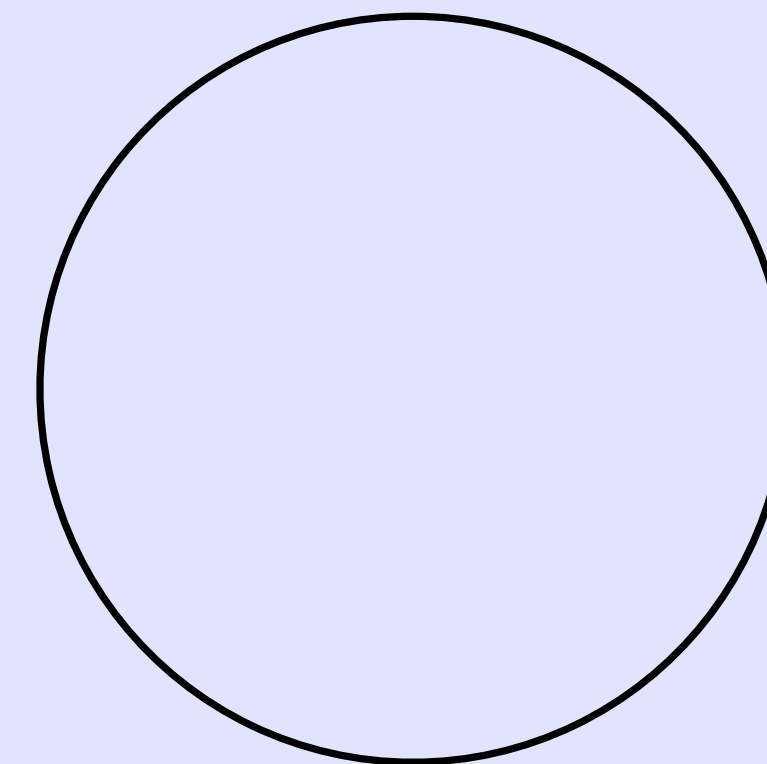
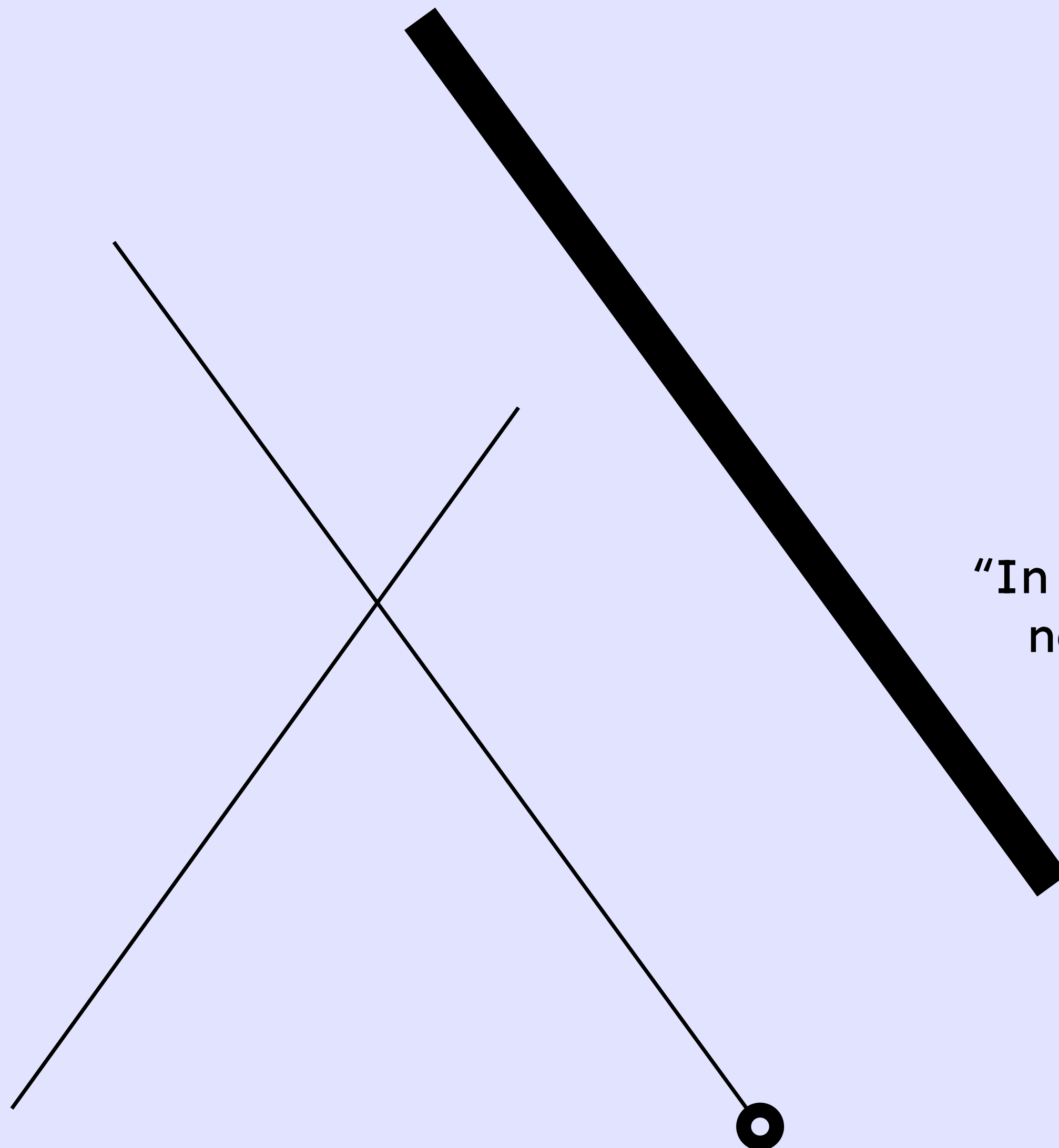
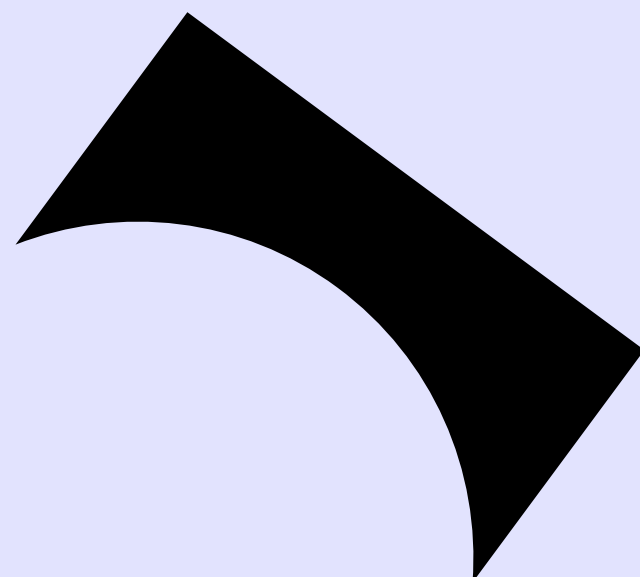
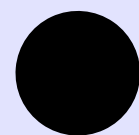
Re-certification
score

Nineteen pt. one



+21
increase
from 2021

Community



"In
nature
nothing
exists
alone."

— Rachel Carson



s i x

Our customers: Partnering with purpose.

100% of clients are satisfied or very satisfied with the services we provide.

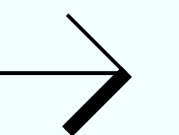
That perfect score didn't happen by chance. It reflects our belief that delivering exceptional client experiences requires more than simply completing projects; it means listening carefully, anticipating needs, and adding value in ways that go beyond expectations.

In this chapter, we explore how we care for the people and organisations we serve. We cover how we approach charge rates responsibly and ethically, making services more accessible where they can create meaningful impact.

We also explain how we gather and act on client feedback, continuously improving both the practical and human aspects of working with us.

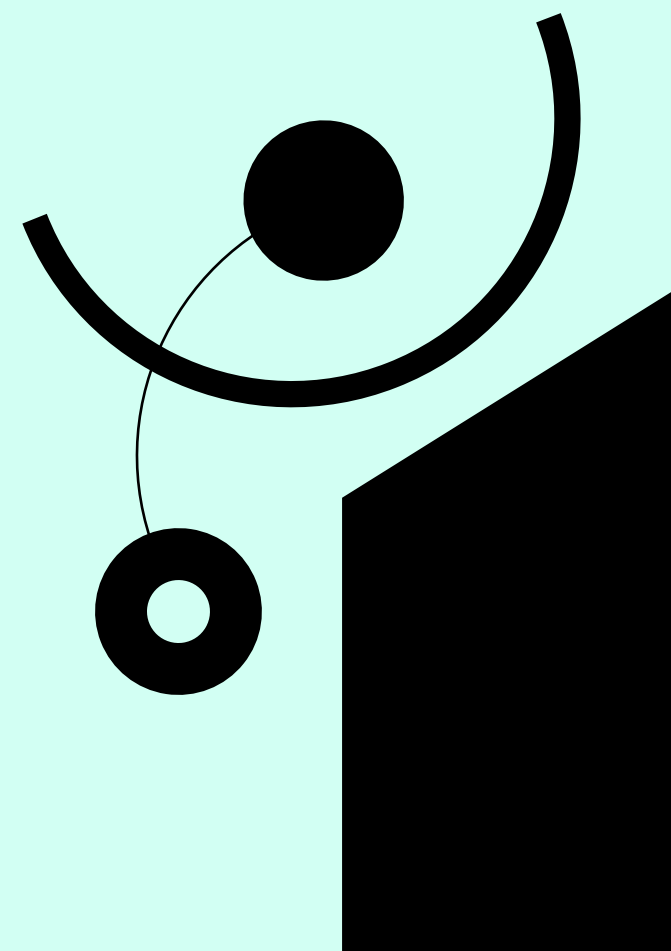
Supporting purpose-led organisations amplifies the difference our work can make. By offering creative solutions that help clients achieve tangible outcomes for their communities or causes, we ensure our services align not just with professional standards, but also with the values and priorities of those we serve.

Overall, this section highlights our ongoing efforts to foster long-term relationships that generate both creative excellence and positive social impact.



What we said we'd do.

- Start to issue customer satisfaction surveys after key projects and establish formal debrief process.
- Share customer satisfaction scores in our next Impact Report.
- Continue to offer value-for-money and lower than industry average charge out rates to purpose-driven clients (equivalent to 20% investment by 400).
- Implement internal audit to ensure continued data protection.



What we did.

- We issued over 25 client satisfaction surveys with 100% our clients reporting they were satisfied or very satisfied with the creative and client services we provide.
- Continued Cyber Essentials accreditation and staff training, providing customers with reassurance around our data protection measures.
- Providing public sector and purpose-led organisations with lower than industry average charge out rates, equivalent to 20% investment by 400.
- Increased the number of purpose-led clients that we work with to include organisations such as Clear Voice, Community Energy England, EuroBats, Finding the Flex, Rise Jiu-Jitsu and UN Volunteers. We also extended our commitment to working for the WFP, WHO and WTO.
- The percentage of our total revenue that purpose-driven clients remains at around 50%.

Goals for next year.

- Deepen client feedback and learning. Continue to gather structured feedback after all major projects to help foster continuous improvement. Publish client satisfaction scores on our website.
- Expand fair and accessible pricing. Maintain the 20% value in kind investment for purpose led organisations, charities and grassroots groups with limited budgets.
- Uplift data protection. Progress from Cyber Essentials to Cyber Essentials Plus, and run annual all staff simulations to strengthen data handling and phishing resilience.
- Embed accessibility in design. Train the creative team on WCAG aligned practices and ensure all digital deliverables meet defined accessibility criteria captured in project templates.

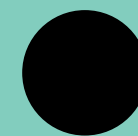
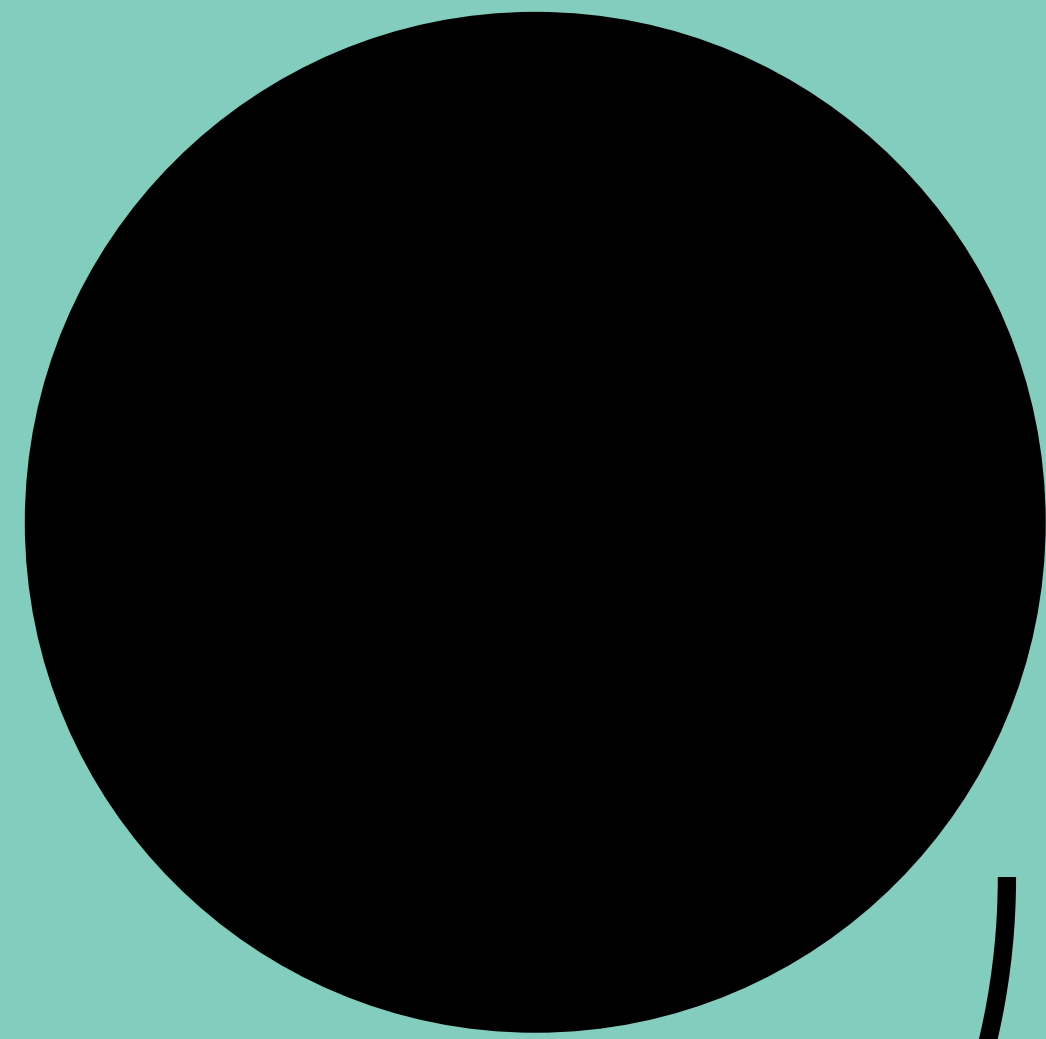
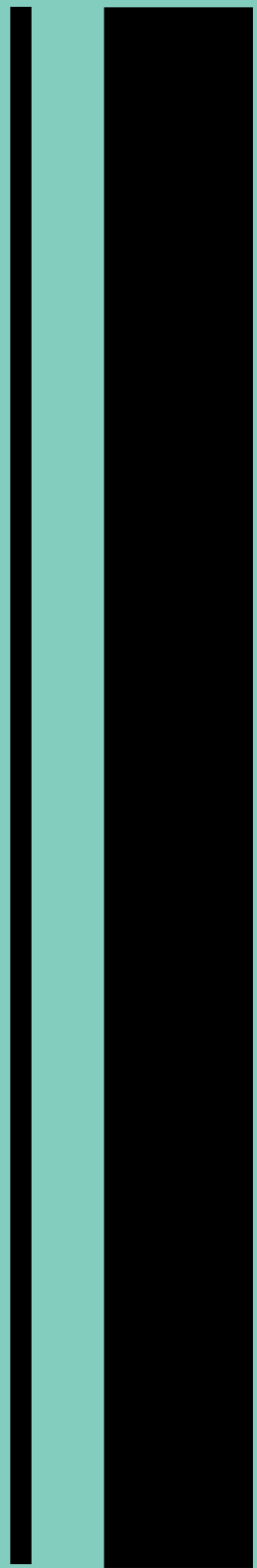
Certification score (2021)

Nine pt. one



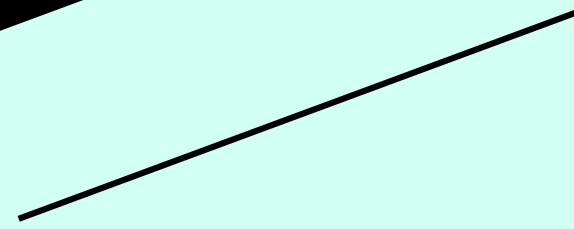
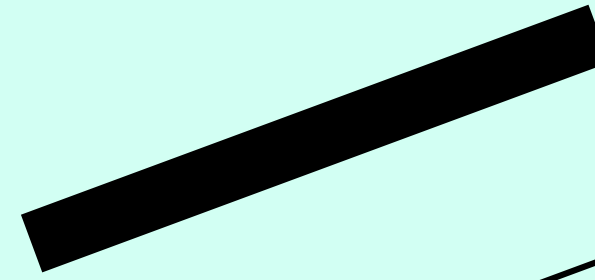
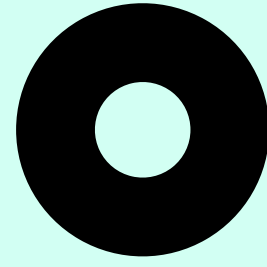
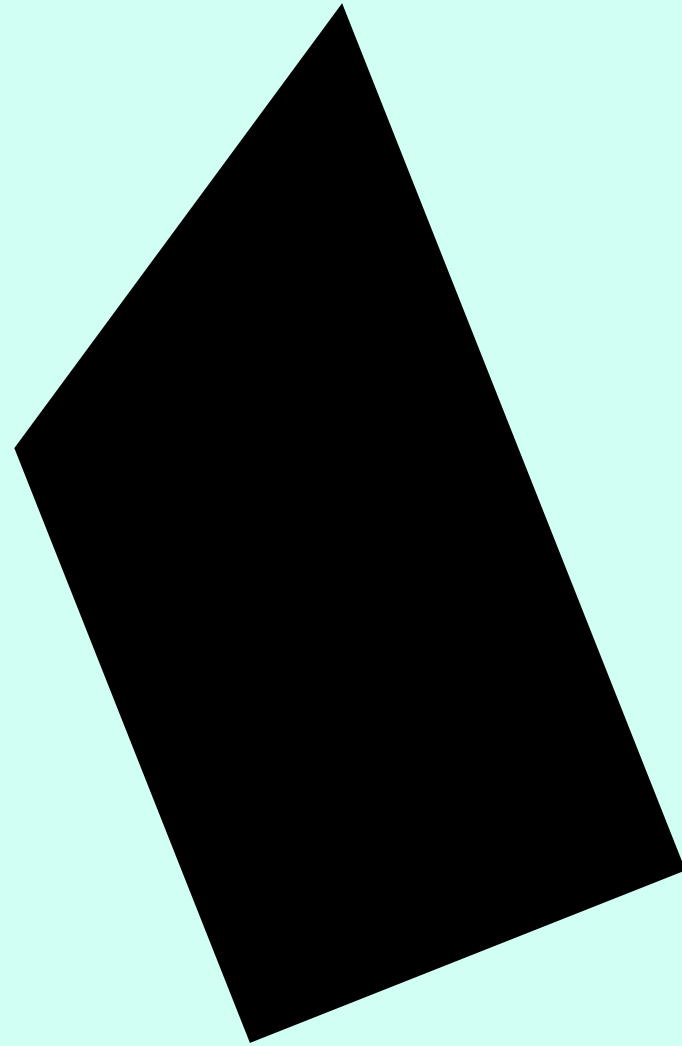
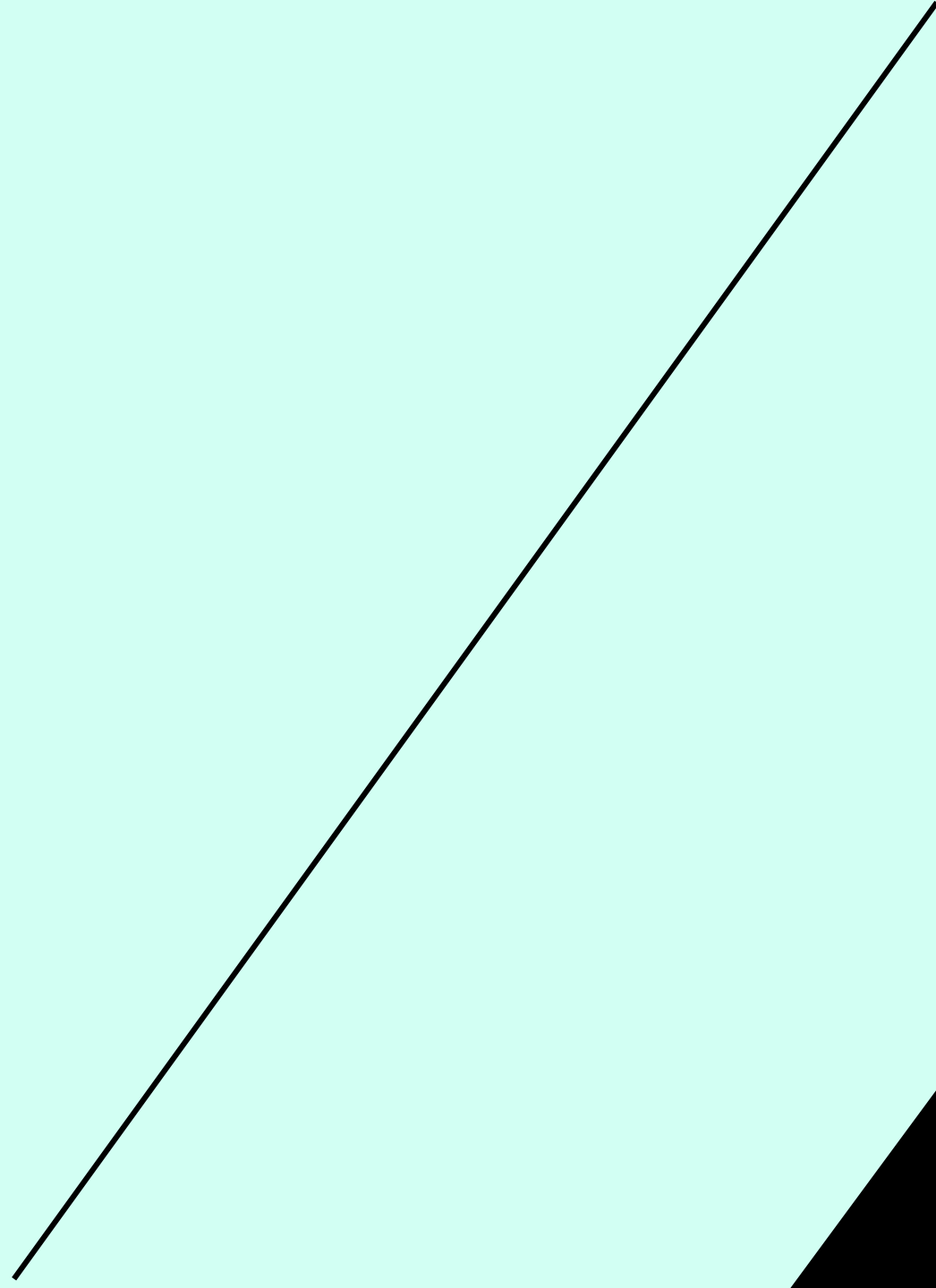
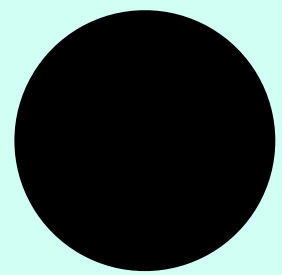
Re-certification score

Nineteen
pt. seven



115%

increase
from 2021



*"Change is the
only constant."*

s e v e n

In conversation: Progress from within

We brought together two members of our team: Karo (Senior Designer) and Maddie (Client Services Director) to reflect on how B Corp standards have shaped their day-to-day, during a period of significant change for the business and wider industry.

MY: When I interviewed at 400 and we discussed our B Corp accreditation, I was genuinely excited by the opportunity it presented for us to “grow up” as an agency. It felt like a blueprint for doing business differently. I think it felt like something that could be embedded not only in the work we do, but in how we operate day to day. For me, it’s not just about doing good in

terms of the clients we work with. It’s about creating a positive environment for everyone here. That means giving people space to develop not only job skills, but softer life skills and confidence as well. We’ve also been intentional about building an intergenerational culture of learning and recognising that hybrid working is now the norm for many younger colleagues. And we’ve had to think seriously about diversity in an industry that has been predominantly male and white... how better representation, especially at director level, benefits our thinking, our culture and our morale.

KH: That idea of “growing up” really resonates. I joined around the time we became certified, and what struck me was that it wasn’t treated as a badge or a marketing angle. It felt like a visible framework for how we were choosing to work going forward. B Corp’s emphasis on social and environmental performance

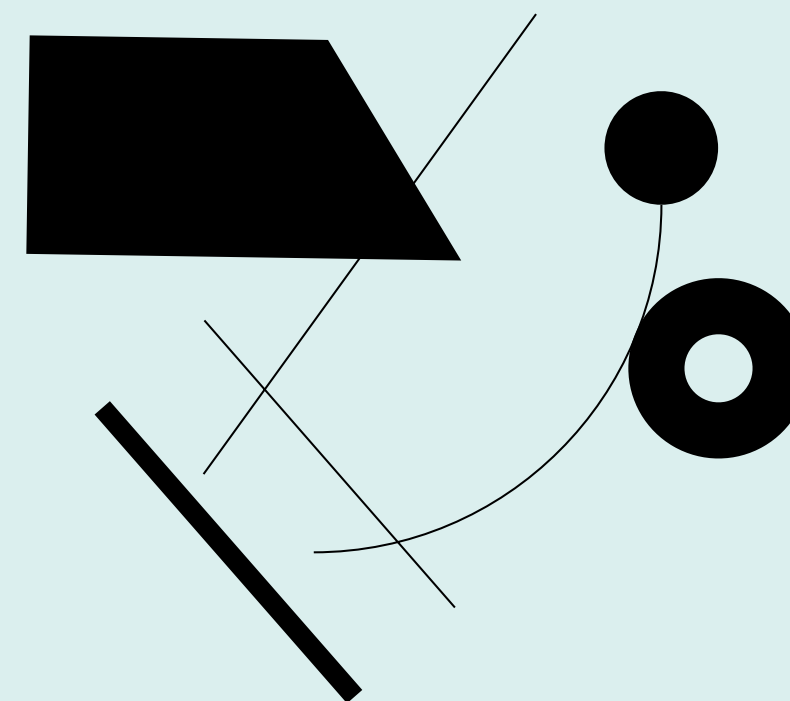
echoed values we already cared about, like workplace culture, sustainability, and the self-awareness we bring to client work. One thing it's reinforced for me is having project conversations about the long-term value we're creating. That might mean community impact, accessibility, supplier ethics, or how the work lands beyond the immediate client team. The recertification process also reminds us that improvement is continuous. It sets a tone that we're building something with longevity and responsibility attached.

MY: Yeah, exactly that... And that sense of responsibility also makes us think beyond who we are as an organisation. We look at how we support communities, like through volunteering, fundraising and showing up where we can make a difference. Internally, especially among the women in the organisation, there's a real culture of elevating and supporting one another. Having a framework that prioritises fairness gives us permission to have honest conversations about progression, flexibility and representation.

KH: I've definitely noticed that as well, like for me, being part of a B Corp has helped me define the kind of designer I want to be. Purpose and values aren't a background hum, they're part of the decision-making criteria: which clients we take on, how we frame strategy, how we balance aesthetics with impact. In a world juggling climate anxiety and pressure for ethical, diverse leadership, choosing accountability over convenience makes me optimistic about the future and the role we can play in shaping our industry.

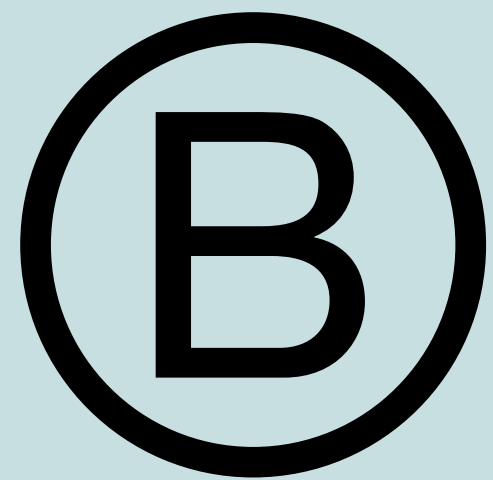
“There's a culture of elevating one another”

Maddie Yervant
Client Services Director



400

Certified



Corporation

400.co.uk