



OUR ANNUAL REPORT

2024 - 2025

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Our Values



Nurture over coercion



Truth over sales



Value over quantity



Equip over dependency

Our Mission

1.

To help **people understand people.**

2.

To help **improve the moral and ethical performance**, efficiency, and effectiveness of organisations by improving management and responsible leadership through behavioural insights.

3.

To help **create nurturing environments** that improve the safety, health, and wellbeing, of those at-risk, who work in high-risk industries.

4.

To lead with **accountability and purpose**, we align our actions with our words, demonstrating integrity and responsible leadership within our own culture.

1.

**To help people
understand people.**

A note from Bob.

This report is a chance to step back and look at what's actually changed over the past year.

Not just what we've delivered, but what's different as a result.

It's been a busy year. We've delivered more work across a growing number of organisations, while being more deliberate about how we do it, reducing travel where possible, cutting down on waste, and paying closer attention to our overall impact.

We've worked with organisations across a range of industries, all facing their own pressures, constraints, and challenges. Different contexts, different goals, but a common theme running through them, how do we improve the way work really happens?

Because that's where the results sit.

Not in policies or intentions, but in day-to-day behaviour. What people do, what they say, what gets noticed, and what gets reinforced.

Over the past year, we've continued to focus on helping people understand that link, and how to influence it. Whether through courses, tools, or more bespoke work, the aim has been the same, to make better behaviours more likely.

What's been most encouraging is seeing this thinking take hold in the organisations we work with.

Teams are starting to solve their own problems. Supervisors are changing how they lead. Organisations are designing environments that support the outcomes they want, rather than relying on individuals to try harder.

This report captures some of that work. The numbers matter, but the real value sits behind them, in the conversations, decisions, and changes happening every day on site and in teams.

The photo is from a visit to Warburtons, where we facilitated a behavioural incident analysis session, a good example of the practical, on-the-ground work that sits behind the headlines.

As always, the credit sits with the people doing the work.



Bob Cummings



Bob
CEO



Rachel
Office Manager



Allison
Training Consultant



Dani
Board Member



Shhh
Silent Board Member

2.

**To help improve
moral and ethical
practices.**

Reach.

Our mission is to spark meaningful change in how organisations think and work through better leadership, sharper management practices, and behavioural insight that sticks.

This year, that mission has taken shape in the workshops and courses we've run; each one designed to help people lead more responsibly, work more effectively, and create better environments for their teams.

We've worked with a wide range of organisations including; Warburtons, QTS, M Group, and Envolve reaching teams across industries and levels to support lasting, practical change.

I've recently been learning from SODAK Behavioural Science about how real change happens; not through posters or PowerPoints... but by understanding what actually drives behaviour.

Naturally, I tried a few techniques at home.

Result so far:

- ✓ Clear goals
- ✓ Better prompts
- ✓ Reduced friction

Program Manager, REL

BEHAVIOURAL SCIENCE FOR LEADERS COURSES

4

PREVIOUS YEAR: 11

TRAIN THE TRAINER COURSES

2

PREVIOUS YEAR: 2

BEHAVIOURAL SCIENCE FOR BUSINESSES COURSES

8

PREVIOUS YEAR: 3

SUPERVISOR COACHING/ WORKSHOPS

10

PREVIOUS YEAR: 3

ESTIMATED "HOMEWORK" MARKED

1,708

PREVIOUS YEAR: 600

COMPANIES ENGAGED WITH

13

PREVIOUS YEAR: 17

TOTAL ATTENDEES

334

PREVIOUS YEAR: 347

BIA WORKSHOPS

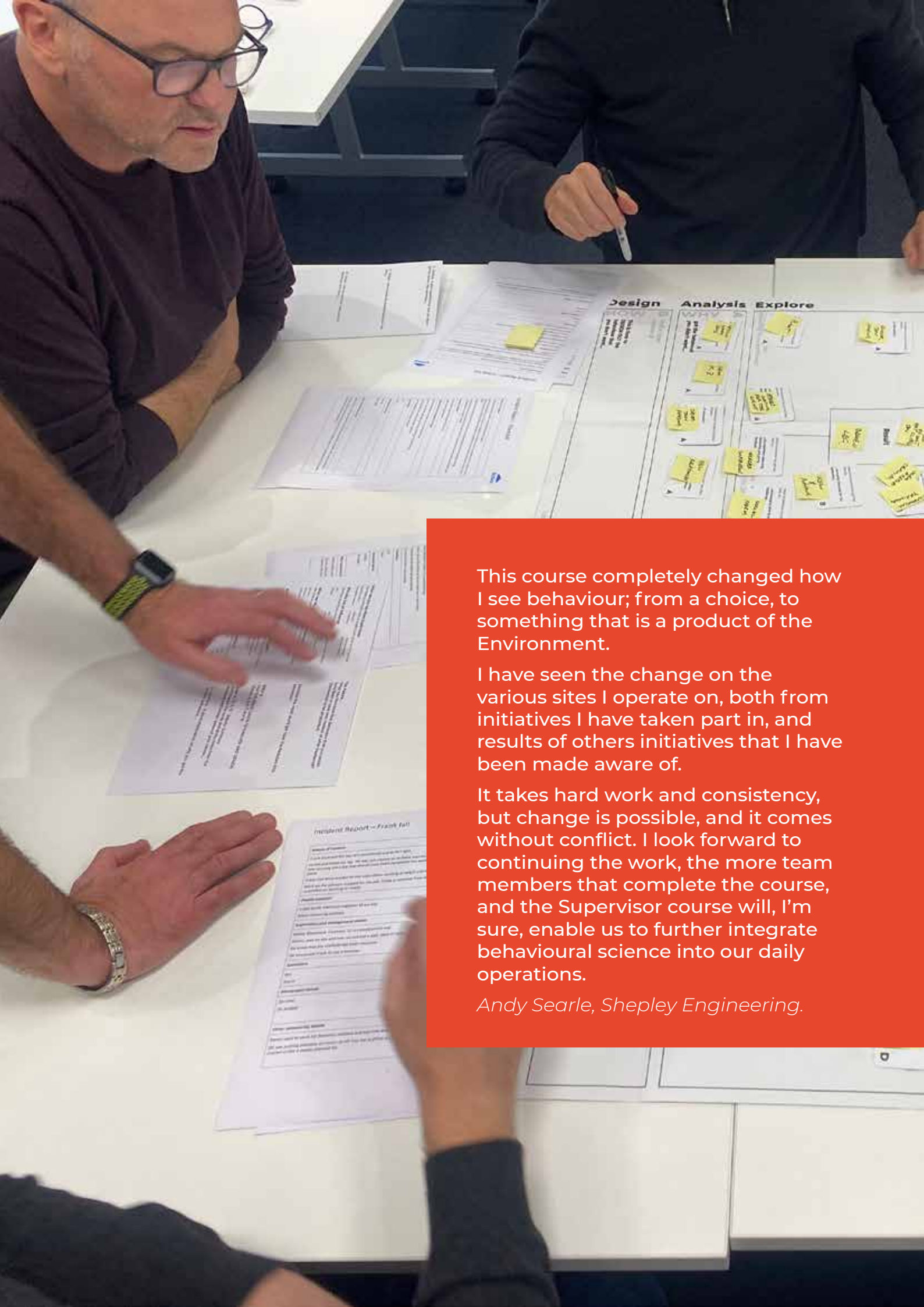
3

PREVIOUS YEAR: 4

OTHER WORKSHOPS

16

PREVIOUS YEAR: 15



This course completely changed how I see behaviour; from a choice, to something that is a product of the Environment.

I have seen the change on the various sites I operate on, both from initiatives I have taken part in, and results of others initiatives that I have been made aware of.

It takes hard work and consistency, but change is possible, and it comes without conflict. I look forward to continuing the work, the more team members that complete the course, and the Supervisor course will, I'm sure, enable us to further integrate behavioural science into our daily operations.

Andy Searle, Shepley Engineering.

Impact.

Measuring impact isn't always black and white.

While we can count courses and attendees, the real value often lies in what happens next: how people take what they've learned and apply it in the real world. Last year, we shared how our Behavioural Science programme helped AMCO reduce workplace risk through more intentional practice across their teams. Since then, they've continued to see the benefits, running many of their own in-house sessions after being equipped to lead training sessions themselves.

This year, we wanted to explore a different kind of impact: one that happens closer to the ground. The case study that follows focuses on our work with MGroup, where we partnered with supervisors to build day-to-day leadership skills that directly affect safety, productivity, and team morale. It's a great example of how small shifts in behaviour can lead to significant results.



M GROUP

WHO ARE MGROUP?

MGroup is one of the UK's leading infrastructure services companies, delivering essential water, energy, transport and telecoms projects nationwide. This case study focuses on their work within the Water Division, spanning contracts with Thames Water, Welsh Water and Yorkshire Water. Their supervisors operate in high-pressure environments where clarity, safety, and leadership on-site are critical.

WHAT WE DID.

To support stronger frontline leadership, Sodak delivered a targeted development programme for supervisors. The aim was to build practical behavioural skills that support safety, productivity, and better team interactions.

8 SUPERVISOR COACHING WORKSHOPS

Supervisor coaching workshops strengthen leadership effectiveness through three interactive sessions combining peer learning, reflection, and SODAK 1:1 coaching. 72 supervisors completed the programme.

128 ONE-TO-ONE COACHING CALLS

These calls created space for supervisors to reflect on their own practice, troubleshoot challenges, and embed what they'd learned into real situations on-site.

60 PERSONAL IMPROVEMENT PLANS

Supervisors developed focused plans to improve specific aspects of their leadership. Common themes included:

- Giving clearer instructions
- Delivering regular feedback
- Running more interactive briefings
- Tackling difficult conversations constructively
- Being more visible and purposeful on site

WHAT CHANGED?

STRONGER SITE LEADERSHIP

Supervisors now have a shared language and set of tools. They're tackling issues earlier, giving better feedback, and leading more consistently across contracts.

IMPROVED SAFETY CULTURE

Safety is no longer just a briefing: it's a conversation. Supervisors are more confident in identifying risk, encouraging reporting, and modelling safer behaviours.

HIGHER PRODUCTIVITY

With clearer expectations and more presence on site, teams are better coordinated. Problems are solved faster, rework is down, and time is used more efficiently.

BETTER ENGAGEMENT AND RETENTION

Supervisors are more approachable, and teams feel heard. That's leading to higher morale, fewer absences, and stronger intent to stay.

GREATER CONSISTENCY ACROSS CONTRACTS

Rolling out the same programme across multiple regions has created a more unified approach to supervision, one that's easier to scale and recognised by clients.

A STRONGER PIPELINE OF LEADERS

Many supervisors are now better equipped for future leadership roles, with skills in coaching, feedback, and behaviour change embedded in their daily work.

WHAT'S THE IMPACT?

The results speak for themselves. Through focused work with supervisors and managers, MGroup have seen measurable improvements in safety culture, team performance, and day-to-day leadership across their water contracts.

96%

of delegates said they learnt something that would help them.

95%

had already tried doing something differently in their role as a result of the training.

Benefits driven through:

- Fewer mistakes and rework
- Fewer accidents and near misses
- Improved productivity,
- Stronger workforce engagement and retention.

THE IMPACT ISN'T JUST CULTURAL. IT'S COMMERCIAL TOO.

While the biggest wins are seen in how teams work together and how leaders show up on site, the financial benefits are hard to ignore. For MGroup, the behavioural changes we supported translated into real savings and measurable returns. It's a great reminder that doing the right thing for people often makes solid business sense too.

Estimated annual commercial value of improved supervision:

£356,000

Giving an ROI of ~2.8:1 in year one against the £128k investment.

3.

**To help create
nurturing
environments.**

Programmes That Fit.

Some of our most impactful work doesn't come from standard programmes.

It comes from working with organisations to solve specific problems, designing interventions that change how work actually happens, not just how it's described.

This year, our work with Renew Holdings' SEMG conferences is a good example of that in practice.

The Safety and Environmental Management Group (SEMG) conferences are run twice a year by Renew Holdings, bringing together their subsidiary businesses to step back, think differently, and improve how work actually happens.

These aren't update sessions. They are deliberately designed to challenge thinking.

Renew are clear on their intent, to create space for honest conversations, new ideas, and better ways of working. Across the group, teams come together to share practice, test thinking, and push each other forward. Many of the organisations attending are also our clients, which creates a strong, open environment with a shared commitment to improving performance.

We worked closely with the Renew directorate to design and deliver a series of workshops within these conferences, each one built around a specific, real-world problem.

Conference 1: Designing for Improvement October 2024

The starting point was simple:

Every behaviour happens for a reason.

If we want different results, we have to change the environment.

Using behavioural science principles, alongside



the work of Dr John Austin, we developed a structured canvas to help teams move from discussion to action across commercial performance, health, quality, sustainability, IT and safety.

The canvas guided delegates through a practical improvement cycle:

- Pinpoint behaviour that needs to change
- Measure what's currently happening
- Agree clear expectations
- Build feedback into the work
- Recognise and reinforce improvement

But more importantly, it forced a shift in thinking.

Away from: "people need to try harder".
Towards: "what in the environment is making this behaviour likely?"

Teams applied this to real issues they were facing, breaking them down into specific, observable behaviours and designing changes that would make better outcomes more likely.

The result was a move from conversation to clarity, from ideas to ownership, and from intention to action.

Plant and People Interface (PPI)

April 2025

The second workshop focused on one of the highest-risk areas in the industry, the interaction between people and plant.

But instead of focusing on rules, we focused on reality.

Because risk rarely looks dramatic.

It creeps in.

"I'll just have a quick word."

"He knows I'm there."

"We've always done it this way."

These are the moments where behaviour drifts, and where risk becomes normal.

Across three workshops, delegates:

- Surfaced real at-risk behaviours from site
- Redesigned safer, specific alternatives
- Mapped how leadership, planning, and the wider system either reinforce or weaken those behaviours

The focus throughout was consistent:

Risk doesn't live in procedures. It lives in behaviour. And behaviour is shaped by what's expected, accepted, and reinforced.

By the end, teams weren't just clearer on what "good" looked like, they understood what needed to change around them to make it happen.



Why this matters

This work is different from our standard delivery. It's not about sharing knowledge. It's about designing change. It requires more collaboration, more challenge, and a willingness to look honestly at how work is really done, not how it's described.

But this is where the biggest gains sit. Because when organisations start to:

- Pinpoint the behaviours they want more of
- Make them visible
- Measure them
- And reinforce them

...change stops being an initiative.

It becomes part of how the business operates.

And that's when it sticks.

Products with Purpose.

Sometimes you need the right tool at the right moment. Our products are built to make that possible and our clients and customers play a big part in that.

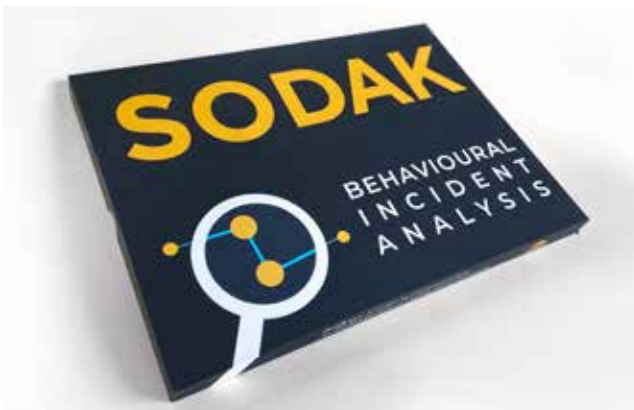
We always encourage feedback from everyone who uses them: questions, observations, what's working and what isn't. This year we took that a step further, sending questionnaires to some customers so we could make improvements and develop tools to support effective use.

A prime example is our At Risk/Reduce Risk observation books: feedback from clients using the original led to a revised version that works on messy, real-world sites.



100 Conversations to Reduce Risk

"Employees are more open to challenge and raise concerns. They have provided the framing for opening the conversation, which at times have opened up new avenues and opportunities to pursue"



Behavioural Incident Analysis Toolkit

"The toolkit has helped us focus on prevention of incidents, and has taken blame away allowing for investigation teams, management and our operational colleagues to work as team under the common goal of stopping another incident. To get the most out of the toolkit, a dedicated facilitator squeezes the golden nuggets out of the sessions."



100 Conversations to Improve Humans

"It's helped our leaders have conversations about ED&I. We'd love to see a digital app that not only gives the option to freshen up "cards" but also gives data on what people talk about, what they've done as a result and ranking the quality of conversations."

CONSIDERING REAL WORLD WORK SITES.

This year, one simple idea made a real impact.

Site teams told us they needed an observation book that could withstand the realities of their real-world environments. Paper versions were getting soaked, torn or lost. When the tool disappears, so does the conversation.

So we created a solution.

The result is a pocket-sized, fully waterproof At Risk / Reduce Risk Observation Book, built specifically for life on site. It keeps the layout clear and practical, with space for three observations per spread, along with notes and agreed next steps, while being durable enough to handle rain, mud and the everyday battering of a busy project.

In 24/25, we sold 172 copies, demonstrating the demand for tools that are both behaviourally informed and genuinely fit for purpose.



AT-RISK REDUCED-RISK OBSERVATION BOOK

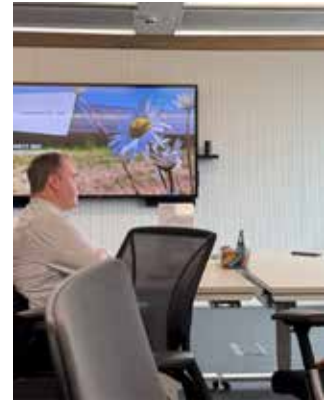
“Our Group and subsidiary businesses have been working with Bob and the SODAK team since 2020. For me the key differentiator, compared to other behavioural consultants, is that Bob and Allison don't just train the theory of behavioural science, they have devised and share a whole range of tools to support our work in changing environments, from the Behavioural Incident Analysis kits, the Conversation Cards, and the Supervisors Briefing Kits to name but a few; and these practical tools are what bring the programme to life in the real world and without doubt help us build reduced-risk environments to support keeping our people safe.”



“I’ve really enjoyed the challenge of understanding and pinpointing behaviours. [Making a conscious effort to apply this thinking, whether in planning, assessing situations, or working through issues, will take time to embed, but I’m committed to it.] I’m looking forward to exploring this more with our teams to see how we can maximise the benefits and overall try & achieve 100% of task successfully.”

AMCO Course Participant

Clients.



Working with people who are serious about change is what drives us. Whether you're just starting out or building on years of progress, we're proud to support the bold steps you're taking; in leadership, safety, culture, and beyond.

This year, we've had the privilege of working with new organisations, deepened our work with long-standing clients, and continued to build momentum across the business.

To everyone on the journey, thank you.

Shepley QTS Envolve Carnell AMCO
Renew SPEN SSE Clarke Telecom
Morrison CWA MGroup Warburtons
Vantage

Building Momentum = Clients who have joined in this past year

Industries.

The table below highlights the industries we serve, showcasing the wide impact of Behavioural Design Initiatives.

Industry	Services
Construction	Rail infrastructure, civil engineering, vegetation management, fencing, drainage, electrification, highways maintenance, office fit-out, coastal and marine infrastructure, public realm, plant hire
Utilities	Water and wastewater infrastructure, electricity transmission and distribution. Nuclear power generation.
Transportation	Passenger rail services.
Engineering	Engineering consultancy, multidisciplinary services across rail, energy, environmental sectors, nuclear engineering.
Food Manufacturing	Large-scale bakery operations, logistics, national distribution.
Telecommunications	Mobile network infrastructure, radio signal transmission, installation and maintenance services.

4.

**To Lead with
Accountability
and Purpose.**

Living Our Values.

This year: Bringing Ideas Together

At Sodak, we believe that culture isn't something you write on a wall. It's something you build through the way you work together, day to day. As a small team, we know the value of staying open, curious, and reflective. And this year, we've put particular focus on how we bring our ideas together: collaboratively, honestly, and with purpose.

We've leaned into our collective strengths, creating space to explore ideas that challenge us, spark discussion, and take us somewhere new. Whether we're designing tools, developing new products, or tackling complex problems, we make space for different voices and perspectives to shape the outcome. The result is work that feels genuinely co-created, not just coordinated.

A big part of this is practising what we preach. Just as we encourage clients to build environments where people feel safe to ask questions and share ideas, we do the same at

Sodak. We're intentional about creating the kind of team culture where no suggestion is too early, no question too small, and where feedback flows without fear of judgement. We know that great ideas often start as small sparks, and we work to protect and nurture them, wherever they come from.

Our 100 Conversations cards reflect this philosophy too. They're designed to unlock the kind of meaningful, open dialogue that helps people connect and collaborate more deeply. This year's DEI series has helped us hold space for richer, more thoughtful conversations, not just with clients, but within our own team.

At the heart of it all is a belief that everyone brings value, even if they don't always see it straight away. That's why we continue to invest in listening, learning, and lifting each other up. The best work doesn't come from any one of us alone. It comes from what we create together.

How are we building a collaborative workforce?

One of the ways we do this is through automated check-ins. We run a regular check-in with our team built around wellbeing, job satisfaction, and honest feedback, designed to create a genuinely safe space to share. Our biggest takeaway: keep them short. Five questions, five minutes. Nobody wants to spend a quarter of an hour filling in a form to tell their boss how they feel. The check-in is a starting point, not the whole conversation. Where answers need more discussion, we follow up in a way that reflects that same spirit: no blame, no accusation, just an open dialogue.

We apply the same principle to our quarterly business check-ins, shifting the focus from individual wellbeing to the business as a whole. How has the quarter gone? What do we want to do differently? Automating it means nothing gets dropped or deprioritised, and keeping it brief means people actually do it. Five questions, five minutes, and a framework for conversations that move things forward.



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sed do you feel by the work you're c

emotivated
and downs
ally engag

Governance.

This year, we've shifted focus; from creating policies and introducing them last year to embedding them into daily practice this year. With our B Corp application submitted, we've been testing how our governance holds up in the real world, and using what we learn to guide what comes next.

Our Governance in Practice



Policy Creation

Last year we co-created a full set of policies that reflect our values and meet (or exceed) UK legal standards. They covered everything from flexible working and parental leave to grievance and travel.



Putting into Practice

This year we focused on applying those policies, ensuring they're understood, accessible, and genuinely support the team.



Review & Improve

In 2026, we'll review and refine what we've learned from real-world use, making sure our governance continues to serve our values.

We aim to do more than meet the minimum. Every Sodak policy is built to match or exceed the UK legal baseline, and it's in that "exceeding" space where we pay close attention. That's where we discover what's working, what needs to change, and how we can support our team, clients, and the environment even better.

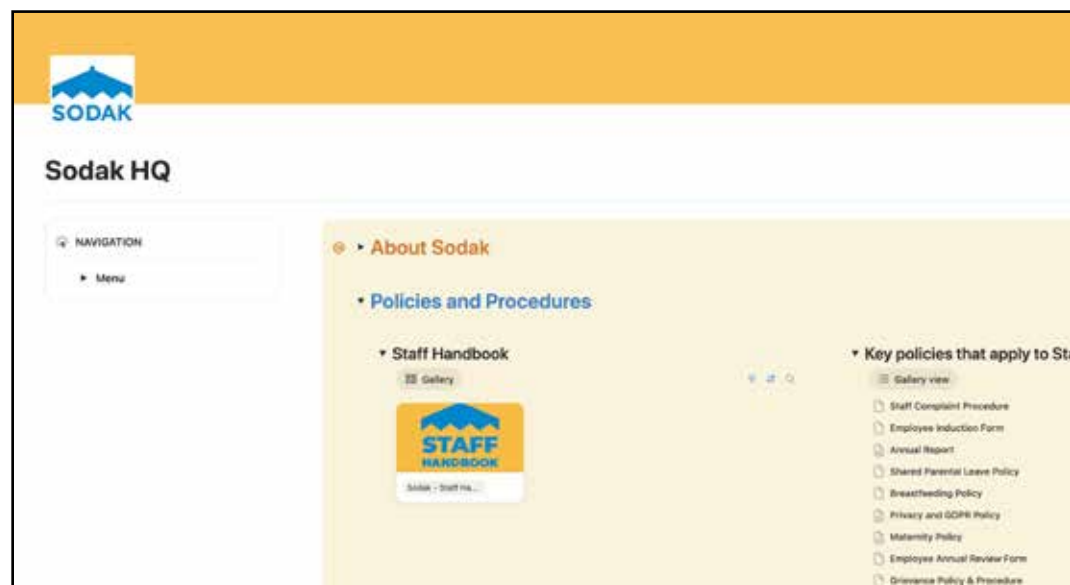
This Year's Focus

This year we've been putting our governance to work.

We've focused on ensuring our policies are built to be accessible and practical: easy to find, easy to understand, and free from unnecessary jargon. Because a policy that nobody can find or follow isn't really a policy at all.

We've supported flexible and fair working practices, created real opportunities for our small team to feed back and reflect, and worked to make sure policy feels like a tool for clarity rather than control. Good governance should make people's working lives easier, not add another layer of complexity.

Submitting for B Corp certification sits at the heart of all of this: a way of keeping ourselves accountable and making sure we're pushing forward, not just standing still. It's a commitment to doing things properly, not just ticking boxes.



Corporate social responsibility.

Our Commitment to Community Engagement

We believe responsible business extends beyond our clients and into the communities we operate within.

This year, our focus has been on strengthening local relationships, supporting causes aligned with our values, and contributing time as well as financial resources. Our approach remains simple: meaningful action over statements.

Being Part of Tribe

We are based within Tribe Party, a community-led coworking space rooted in people and place.

Tribe brings together small businesses, independent contractors, creatives, and remote professionals. It is not simply shared workspace; it is a collaborative environment where community is actively practised.

The culture of mutual support, shared learning, and local connection aligns strongly with our own values. Being part of this ecosystem allows us to contribute to, and benefit from, a network built on presence, participation, and care rather than transaction.

Open Access & Creative Commons

Where appropriate, the materials we produce are released under Creative Commons licensing.

Our goal is simple: to equip others to equip others. We want those who learn from us to be able to reproduce materials, share learning, and continue delivering impact without significant additional cost.

By making our resources openly reproducible, we reduce financial barriers for individuals and organisations and support wider dissemination of good practice. We aim to keep ongoing work affordable and accessible wherever possible, ensuring that knowledge circulates rather than remaining commercially restricted.

Giving Back

This year, we donated £7,000 in direct financial contributions.

Two staff-elected charities were selected:

- Friends of the Earth (£2,000) – supporting environmental advocacy and sustainability initiatives.
- Edinburgh Women's Aid (£2,000) – supporting women and families within our local community.

These choices reflect both environmental responsibility and local social impact.

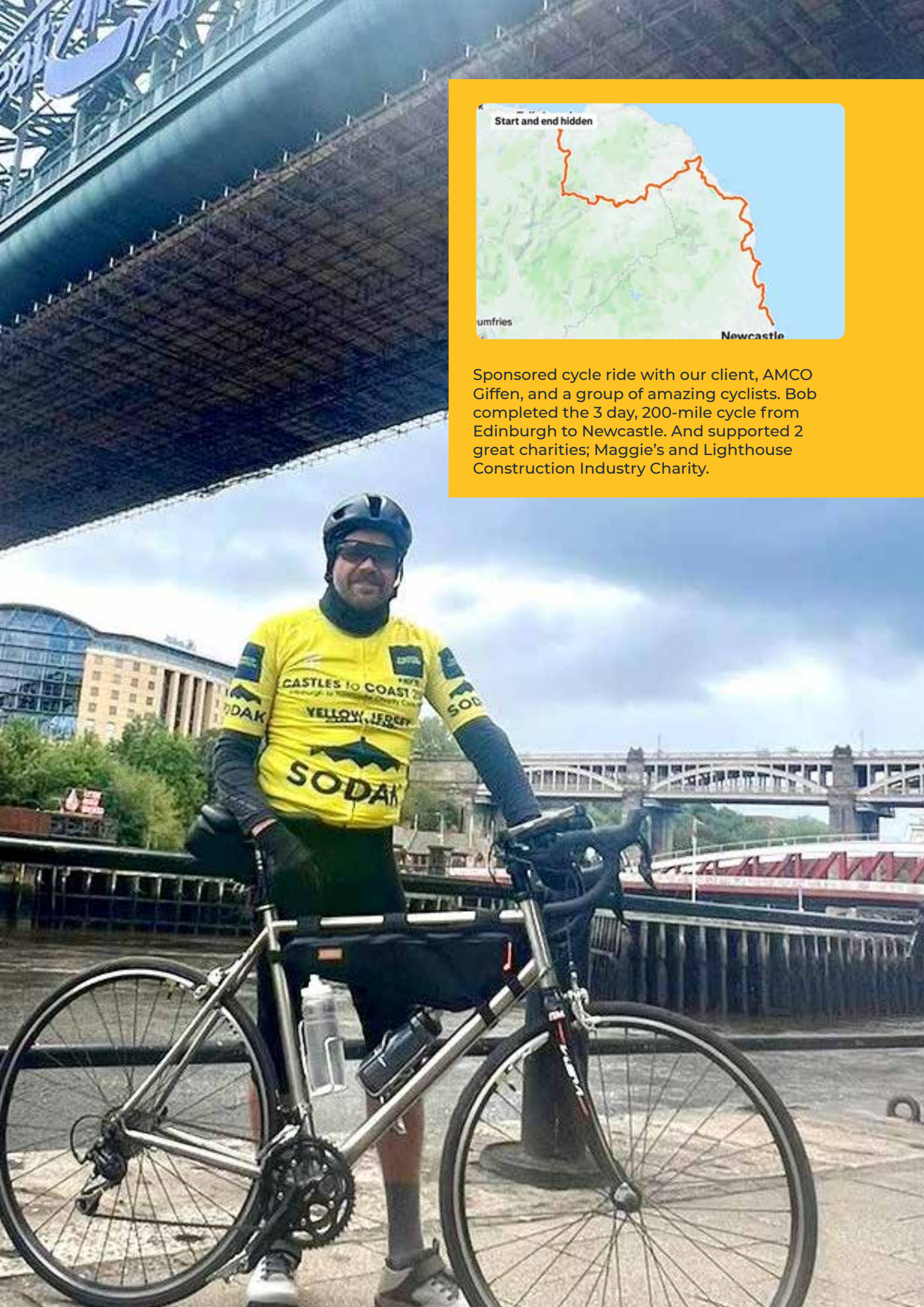
In addition, Sodak donated £3,000 by sponsoring the cycle ride with one of our clients, with funds directed via Charities Trust.

Volunteering and Community Events

Alongside financial contributions, we continue to support our wider professional community through pro bono and voluntary work.

Over the year, approximately 110 hours were contributed in unpaid speaking engagements, advisory support, and pro bono professional services.

This work enables knowledge sharing, supports emerging professionals, and contributes to sector development without commercial return.

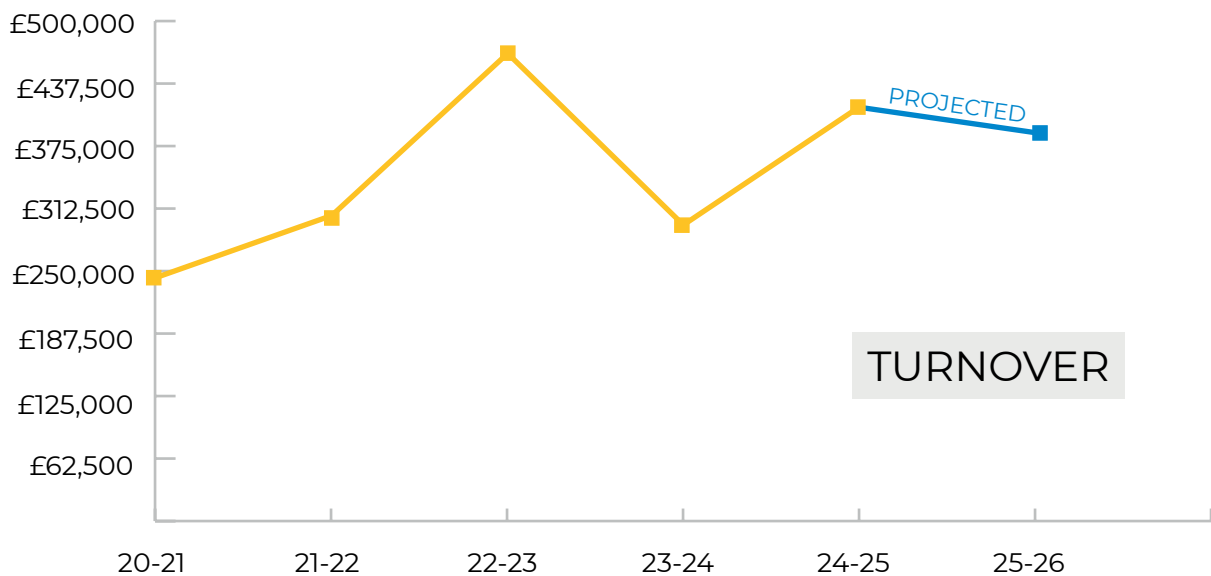


Sponsored cycle ride with our client, AMCO Giffen, and a group of amazing cyclists. Bob completed the 3 day, 200-mile cycle from Edinburgh to Newcastle. And supported 2 great charities; Maggie's and Lighthouse Construction Industry Charity.

Financial responsibility.

At Sodak, we prioritise financial transparency and responsible management to ensure long-term sustainability and the delivery of exceptional value to our clients.

Overview



INVESTED IN R&D (NOT INCLUDING SALARIES)

£32,500

LAST YEAR: £12,000

DONATED TO CHARITY

£7,000

LAST YEAR: £5,000

INVOICES PAID BY DUE DATE

95%

LAST YEAR: 92%

% OF TURNOVER DONATED

6.41%

LAST YEAR: 6.2%*

5 YEAR GROWTH

68.4%

LAST YEAR: 93.5%

VOLUNTEERED TIME

110hrs

LAST YEAR: 90HRS

£ EQUIVALENT VOLUNTEERED TIME

£20,017.5

LAST YEAR: £15,300

Environmental responsibility.

As this is our first year of reporting, we have no base data to build a comparison on. Thus this year, 2024, we will be reporting as we are and creating our baseline year from this. In future years you can expect a comparison between the current year and the base year, the first year of reporting. This will demonstrate any improvements we have made and highlight areas we need to improve on.

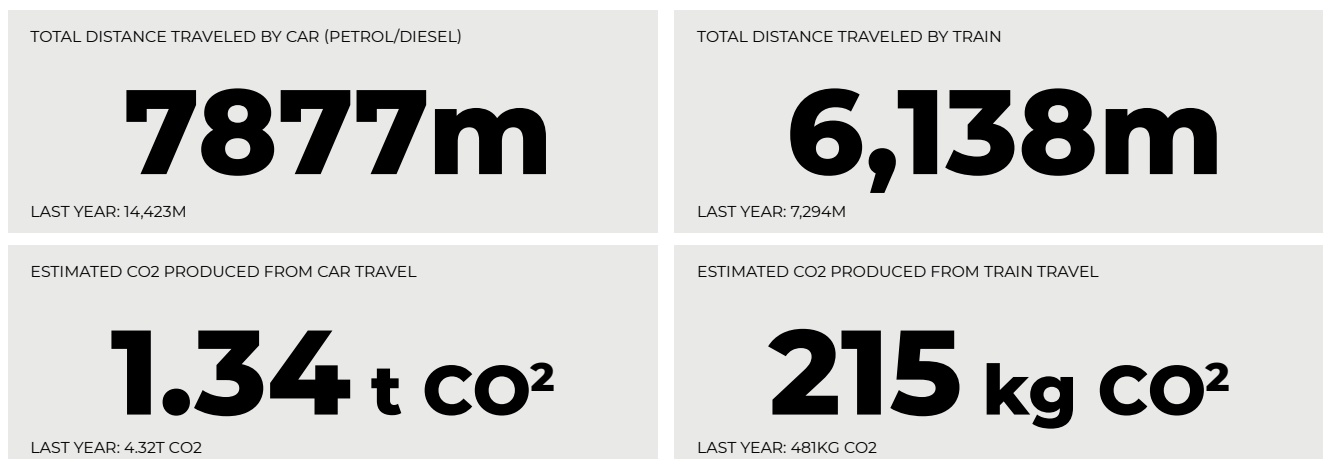
When building a baseline, it is crucial to also examine the business as it stands. Information such as staff numbers, products sold and courses run can give an impression of failure to improve when they fluctuate each year. However this may not be the case. If there are more staff, the travel footprint may be higher, as with the energy consumption and procurement. More materials sold means more printed products and more shipping. More courses means more travel though with this also comes more education.

Office



Travel

Travel includes any business related travel such as traveling for courses or attending meetings. Most of our travel happens in the UK, usually by car or train as per our travel policy. Below you can see our estimate on what we've saved this year by taking the train.



In March, we replaced one of the vehicles used for a lot of the car journeys with an EV. This accounted for 1,753 miles travelled.

Procurement

We use a printing broker to produce our materials. By regularly engaging with them to ensure they align with our policies we have been able to work together to find more sustainable options for producing our materials.

Here are some figures from our key products. We order small batches only as needed to minimise waste. These numbers reflect new materials ordered between October 2023 and September 2024.

KITS PRODUCED	CONVERSATION CARD PACKS	BOOKS	DESIGN CARDS
190	600	682	22
Materials: Box, card stock, paper, sharpies, stickynotes Recyclable: 90%	Materials: Card Stock Recyclable: 100%	Materials: Paperback Recyclable: 100%	Materials: Card Recyclable: 100%

Distribution

We use Royal Mail to distribute all products from our office in Edinburgh. Wherever possible, we ship materials directly to their final destination. However, because many of our materials are printed in short runs that may include resources for multiple courses, direct shipping isn't always feasible.

TOTAL PACKAGES SENT (UK)	TOTAL PACKAGES SENT (OVERSEAS)	AVERAGE WEIGHT OF PACKAGE	AVERAGE UK DISTANCE (STRAIGHT LINE)
45	1	3.11 KG	207 miles

Numbers cover 1st Jan to 31st September 2025.

Over the past year, we have moved fully to recyclable packaging across all outbound shipments.

- Boxes are sourced from UK supplier Rajapack and are made from recycled, recyclable materials.
- Void fill is paper-based (no bubble wrap).
- Boxes are sealed using recyclable paper tape.
- We reuse supplier boxes wherever possible, removing plastic tape before reuse.

Next step: Introduce clear recycling guidance on parcels to encourage responsible disposal.

Our outbound deliveries travel an average of 207 miles (one way) per package, highlighting the importance of reducing shipment frequency.

We have begun consolidating deliveries where possible, particularly for internal course materials, sending multiple courses' resources together when timings allow.

This reduces packaging use, courier collections, and transport emissions per course delivered.



Anything worth having is worth doing right.

This year, we committed serious time and attention to becoming a BCorp. Not just to earn the badge, but to make sure the foundations were genuinely in place.

We've spent the past 12 months strengthening our policies, formalising our documentation and putting clear systems behind the commitments we want to stand for. That includes building a stronger policy framework, introducing tools to measure and track our impact, and setting structured goals to keep ourselves accountable.

In September, we submitted our application and are now working through the certification process with our assigned BCorp assessor. But for us, this isn't about waiting for a certificate to arrive.

We're already operating in line with the standards we've committed to: tracking our progress, acting on our data and making improvements where we can. The certification will formalise it. The work is already happening.

What We've Strengthened

- **Policy Foundation:** We've put the right policies in place and made sure they're easy to find, for staff and clients alike. Just as importantly, we've worked to make them clear, practical and free from unnecessary jargon.
- **Impact Measurement:** We've introduced new tools to monitor how our work affects people and the planet, because we can't improve what we don't measure.
- **Improvement Planning:** We're using that data to identify where we can do better and increase our positive impact. It keeps us honest and moving forward.

Goals for the Coming Year

The next 12 months will be about action and certification. We're focusing on:

- **Achieving Certification**
- **Supporting Client Sustainability:** We want to help our clients get the most out of the materials we provide, making reuse and recycling as straightforward as possible.
- **Advancing Inclusion:** We're expanding our DEI card packs and resources so more organisations have the tools they need to build genuinely inclusive workplaces.

Because if we're asking organisations to design better environments for people, we should be holding ourselves to the same standard.



Thanks for reading our annual report.

Got questions? Let us know what they are
and anything you'd like to see in next years
report by emailing:

bob@sodak.com