



B Corp Impact Report

2025/2026



Kamwell

It's time to re-define and re-design the way we work

Certified



Corporation

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CEO letter

This year has been a defining one for Kamwell as we became even clearer on what matters, what works, and what kind of organisation we want to be as we grow. As a B Corp, we hold ourselves to a simple standard: our work should create value for people and society, not just activity. That lens has shaped every decision we have made this year, from strengthening our governance and responsible data practices, to refining our product offering so it is built for long-term impact rather than short-term inspiration.

We have continued to support forward-thinking organisations to advance human sustainability and build workplaces where wellbeing, equity, belonging and purpose are not “nice to haves”, but core drivers of sustainable performance. Alongside this, we have invested in tools and thought leadership that help leaders cut through noise, understand what is really happening in their organisation, and take meaningful action. That includes expanding Beyond Wellbeing, launching our Future-Readiness Wellbeing and Culture Scorecard, and deepening our focus on the data to insights to action gap we see so many organisations struggling to close.

I am also proud of how we have looked after one another. Building a business that supports sustainable performance starts at home. From our Christmas shutdown and flexible time off, to embedding the Performance Recipe approach and investing in learning and development, we have continued to protect the kind of culture we advocate for every day. Finally, we have begun shaping a future ambition that we believe could meaningfully expand our impact: the development of Kamwell Analytics. Our aspiration is clear. We want to help organisations measure, understand and improve the workforce conditions that affect performance, retention, risk and leadership action - combining consultancy, data, insights and analytics to turn people signals into meaningful decisions and action - in a way that is ethical, evidence-led and human-centred.

Thank you to our clients, partners, collaborators and wider community for your trust, your curiosity, and your willingness to keep pushing for what “good” looks like. We are proud of the progress in this report, and even more energised by what comes next.

Kirsten Samuel – CEO



About Team Kamwell

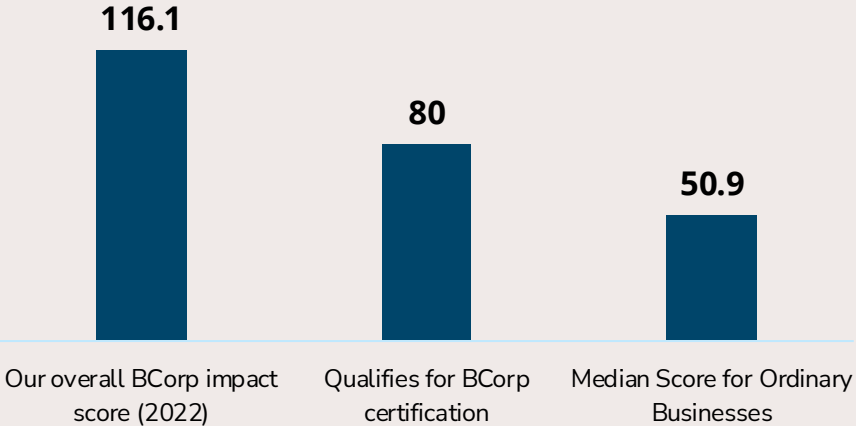


We are Kamwell, a multi-award-winning, B Corp Certified Wellbeing and Culture Consultancy.

Today, Kamwell brings together consultancy, insights and analytics to help business leaders and HR teams better understand the workforce conditions driving performance - and turn that insight into clearer priorities & practical action. We care deeply about helping organisations:

- Identify workforce pressure and risk earlier
- Improve manager effectiveness and leadership action
- Strengthen retention, resilience and change readiness
- Build healthier workplace conditions
- Turn people insights into practical, prioritised action

Score breakdown – 2025 re-certification








TOTAL
116.1

	Community	24.9
	Environment	10.7
	Customers	25.1
	Governance	19.4
	Workers	35.7

2025-26 progress



2025-26 progress at a glance

	Impact Area 1: Governance 	Impact Area 2: Workers 	Impact Area 3: Customers 	Impact Area 4: Environment 	Impact Area 5: Community 
What we said we'd do	<ul style="list-style-type: none"> Deepen engagement with the B Corp community by exploring partnership opportunities with other B Corps, actively participating in B Corp events and increasing activity on the B Hive platform. Continuously monitor and evaluate the impact of the transformations made in 2023/2024 to ensure they deliver the intended outcomes. 	<ul style="list-style-type: none"> Continue all existing Mindset session as they've been highly impactful and well-received by the team. Introduce a new employee feedback mechanism - an Employee Opinion Survey (EoS) - to complement our ongoing feedback touchpoints. Establish a formal budget for career development and clearly communicate its availability to the team. 	<ul style="list-style-type: none"> Bring customers along on our Human Sustainability journey, weaving this wider education piece into our communications, planning and delivery. Following our test and learn period, work to embed our new offerings with more customers, and extend their impact with existing customers, maintaining a continual feedback loop. Streamline our data and insights service to enable us to offer this to more customers. Refine our CRM to enable more effective segmentation and ensure our marketing is more targeted, relevant and valuable. Launch refreshed customer feedback survey 	<ul style="list-style-type: none"> Deepen our engagement with environmental awareness days by creating blog posts, sharing actionable tips, and emphasising the intrinsic link between environmental sustainability and wellbeing. Raise awareness across our network about the interconnectedness of environmental health and workplace wellbeing. Collaborate with another B Corp with a strong environmental score to exchange skills and insights, 	<ul style="list-style-type: none"> Team: Increase the use of volunteering days from 50% to 100%. Upskill the Team: Offer targeted training to equip our team with new skills. Partners: Continue to diversify our KPN by onboarding more DE&I and international experts to ensure we represent a wider range of experiences and perspectives. External Communications: Build on our position as thought leaders by continuing to engage with the public through events and platforms, spreading awareness of human sustainability.
What we did	<ul style="list-style-type: none"> Strengthened data security and set clear principles for ethical AI use, with human oversight Offered preferential rates to fellow B Corps to support purpose-led organisations. Shared practical value and community activity for World Wellbeing Week. Expanded Beyond Wellbeing to amplify diverse voices and cascade our purpose through new channels. Focused on closing the data to insights to action gap, helping organisations turn intent into practical steps. Advanced our move into data and analytics, building robust methodologies while keeping humans in the loop. Customer listening and co-creation to sharpen value and guide our next phase. 	<ul style="list-style-type: none"> Replaced EOS with new learning and sharing opportunities, including a session with an external expert. Embedded the Performance Recipe approach across the whole team. Continued mindset sessions, with a more strategic focus. Used training budgets for development, including HR Analytics Summit and Watercooler. Continued Christmas shutdown and flexible time off to support recovery and sustainability. 	<ul style="list-style-type: none"> Ran a Client Feedback Survey Launched a free Future-Readiness Wellbeing and Culture Scorecard, including a personalised PDF report with tailored recommendations. Prioritised high-impact consultancy work and shifted marketing to secure more long-term projects, while stopping one-off talks. Expanded structured talk packages to build sustained learning and momentum for clients. Supported organisations through key client engagements, including the group wide Wellbeing Summit and deep, consultative programmes. Refined our CRM to strengthen how we manage relationships, insight and follow-up. 	<ul style="list-style-type: none"> Educational session for clients to highlight link between wellbeing and environmental issues Continued to be guided by our virtual office stewardship Solar panel installation for one of the team 	<ul style="list-style-type: none"> Enabled strong community contribution, with 75% of the team actively volunteering. Continued to evolve the Kamwell Partner Network to strengthen value, standards and collaboration. Launched the Kamwell Book Club and Pod Club to support shared learning and connection. Hosted a timely Beyond Wellbeing response to the US de-prioritisation of DEI, bringing expert clarity and support to our community.
Goals for the next 12 months	<ul style="list-style-type: none"> Publish and embed a practical Responsible AI framework (human-in-the-loop, privacy-first). Strengthen governance influence through advisory panels, B Local hubs, and local stakeholder connections. Formalise and launch the next phase of Kamwell Analytics, shaped through client co-creation. Introduce a clear, consistent preferential rates framework for fellow B Corps and track uptake. Publish the Kamwell Manifesto to clarify our standards and hold ourselves accountable. 	<ul style="list-style-type: none"> Explore and implement an EMI employee share scheme to strengthen shared ownership. Prioritise purposeful team time, including one comfort-zone stretch activity for connection and learning. Repeat our externally facilitated feedback session and track follow-through actions. Formalise the Performance Recipe rhythm with two refresh points and regular check-in use. 	<ul style="list-style-type: none"> Introduce a lightweight measurement approach across all programmes (5-question pulse + 1 qualitative prompt) and roll results up quarterly. Improve global accessibility by designing delivery for multiple time zones and inclusive formats, and track engagement by region. Run a structured pilot phase for Kamwell Analytics with a small group of customers to test the concept, refine outputs, and validate impact. 	<ul style="list-style-type: none"> Deliver three "Climate x Wellbeing" mini-campaigns around key awareness days. Link awareness to inclusive activity that drives measurable action and shared learning. Formalise and launch a Home Working Sustainability Fund with clear criteria and tracking. 	<ul style="list-style-type: none"> Deepen connections with local B Corps through B Local engagement and collaboration. Increase CEO LinkedIn sharing to offer practical insight and support to others. Host a roundtable or innovation lab to co-create and refine our proposition. Provide defined pro-bono or subsidised support to a local school, charity or purpose-led organisation.

Progress Deep Dive



1 Governance

'Governance evaluates a company's overall mission, engagement around its social/environmental impact, ethics, and transparency. This section also evaluates the ability of a company to protect their mission and formally consider stakeholders in decision making through their corporate structure (e.g. benefit corporation) or corporate governing documents.'

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Corporation



Governance: overview



What we said we'd do:

- Deepen engagement with the B Corp community by:
 - Exploring partnership opportunities with other B Corps.
 - Actively participating in B Corp events and increasing activity on the B Hive platform.
- Continuously monitor and evaluate the impact of the transformations made in 2023-2025 to ensure they deliver the intended outcomes.



What we did:

- **Data security** - Strengthened our approach to data security through systems, policies and training.
- **Preferential pricing for fellow B Corps** - Offered preferential rates to fellow B Corps as part of our commitment to supporting purpose-led organisations.
- **World Wellbeing Week** - Marked World Wellbeing Week with community-focused content and activity designed to share practical value and amplify positive workplace wellbeing action.
- **Beyond Wellbeing thought leadership** - Expanded our thought leadership through Beyond Wellbeing, using new channels to share our message and purpose, and to amplify diverse voices on wellbeing, culture and sustainable performance.
- **Bridging the data to insights to action gap** - Built our narrative and content around a consistent insight from our work: data and strategies only create value when they lead to action. We focused on helping organisations translate wellbeing, inclusion and leadership intent into practical next steps.
- **Evolving into data and analytics with human oversight** - Progressed our move into data and analytics, exploring frameworks and methodologies that

strengthen insight and decision-making, while staying clear that human judgement remains essential.

- **Customer consultation and co-creation** - Committed to consulting with customers twice a year to pressure-test value and impact, and to co-create the next phase of our work through structured listening and feedback with key stakeholders.

Governance: overview



Goals for the next 12 months:

1) Ethical use of AI, with clear guardrails

Create and embed a practical Responsible AI Framework that sets out what we will and won't use AI for, how we protect confidentiality, what "human-in-the-loop" means in practice, and how we document decisions. We will socialise this internally, use it in onboarding, and review it annually so our technology choices stay aligned to our values and the trust clients place in us.

2) Strengthen our external governance connections and influence

Deepen our engagement beyond Kamwell by actively connecting with groups shaping the future of work and workforce health. This includes participating in relevant advisory panels where our expertise can add value, engaging with B Local hubs and the B Corp community, and building relationships with local MPs and stakeholders who are actively interested in workplace wellbeing, culture and human sustainability.

3) Formalise and launch the next phase of Kamwell Analytics (in development)

Move Kamwell Analytics from a working vision into a clearer, accountable "next phase" by formalising the concept, defining the problem we are solving, the principles guiding it (evidence-led, privacy-first, ethics-by-design), and what will be built first. We will continue to co-create the direction with clients and collaborators, and share periodic updates on what we are learning and how our thinking is evolving.

4) Formalise preferential rates for fellow B Corps

Turn our informal approach into a transparent, consistent offer for fellow B Corps. We will define eligibility, how the preferential rate is applied, and how we track uptake, so we can support purpose-led organisations in a fair way and report on reach and impact over time.

5) Publish the Kamwell Manifesto

Publish a short, public-facing Kamwell Manifesto that clearly sets out what we stand for and what "good" looks like in wellbeing and culture work, including the non-negotiables we believe organisations should hold themselves to (for example: evidence over hype, inclusion as a performance enabler, and action as the measure of listening). This will help us stay accountable, guide our product and partnership choices, and give our community a clear sense of our stance.

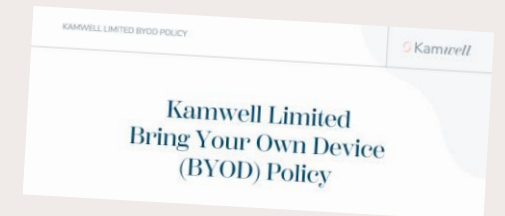
Governance: Strengthening Data Security and Responsible Technology Use

Over the past year we have taken deliberate steps to strengthen how we safeguard data and manage technology across the business. As a wellbeing and culture consultancy working with sensitive organisational and employee insights, maintaining strong data security and ethical technology practices is central to protecting the trust placed in us by clients and partners.

Key actions this year include:

- **Strengthening our technology infrastructure** by consolidating more of our systems within the Microsoft 365 ecosystem, improving security, governance, and consistency in how information is stored and shared.
- **Implementing 1Password as our secure password management platform**, enabling stronger credential practices and safer sharing of access across the team.
- **Embedding our data security policies in practice** through internal learning sessions on our Information Security Policy and Bring Your Own Device (BYOD) Policy, ensuring these principles guide day-to-day working.
- **Launched ongoing cyber security and data protection training through uSecure**, providing continuous learning and helping us monitor and reduce organisational cyber risk through a human risk score.

Together, these actions strengthen our governance practices and help ensure our systems, behaviours, and policies reflect the level of care and accountability expected of a B Corp.



usecure

Governance: Kamwell Analytics (in development)

Evolving our impact through insight

As part of our commitment to long-term impact, we are exploring how Kamwell can evolve to help organisations better understand and improve workforce health and wellbeing at scale.

Through our work with clients, we consistently see a gap: many organisations care deeply about employee wellbeing, but lack clear, trusted insight into what is really driving workforce health and performance.

Our ambition is to help close this gap by developing new ways to bring together wellbeing data, evidence and practical guidance - enabling leaders to make more informed decisions and take meaningful action.

Any future development will continue to be guided by the principles that underpin our work today:

- **Evidence-led and science-informed**
- **Ethical, transparent and privacy-first**
- **Focused on turning insight into practical action**

By strengthening how organisations understand and act on workforce wellbeing, we believe we can support better governance, healthier workplaces, and more sustainable organisational performance.

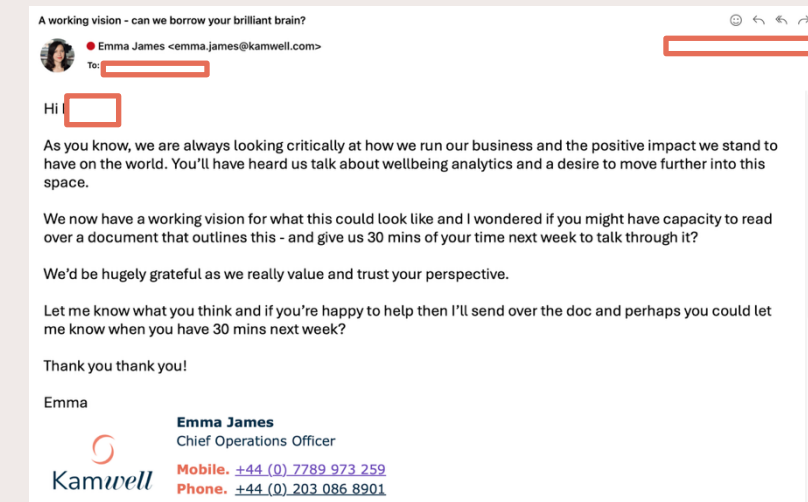
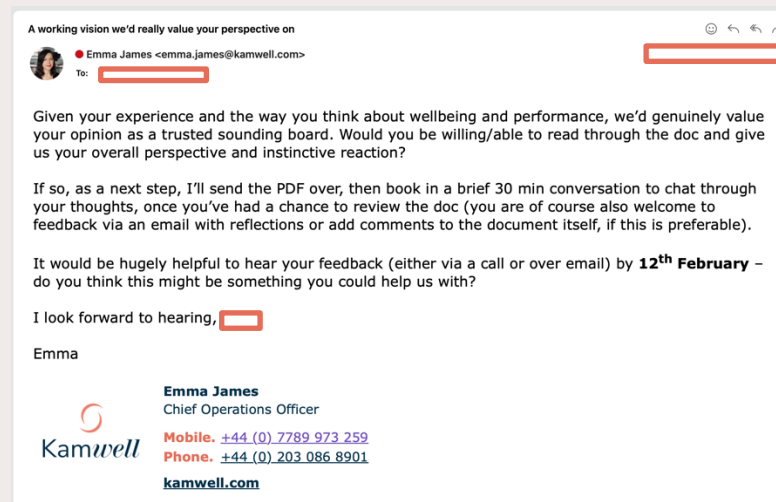
Governance: Kamwell Analytics (in development)

Co-creating our future direction with our community

Because any future evolution of Kamwell must respond to real organisational needs, we have been intentionally shaping our thinking in dialogue with the people we work with every day.

Over the past year, we have engaged clients and trusted collaborators in regular conversations and informal working sessions to explore the challenges organisations face in understanding and improving workforce wellbeing. These discussions have helped us test ideas, challenge assumptions and refine where we believe we can create the most meaningful impact.

This approach ensures our future direction is not developed in isolation, but informed by the lived experiences, insights and priorities of the organisations and leaders we support.



Governance: World Wellbeing Week

Dates: Monday 23rd June – Thursday 26th June 2025

At a time when the world felt more divided than ever, we responded to a growing need from our international clients, particularly those with large US employee populations. To mark World Wellbeing Week, we delivered a series of sessions focused on belonging, connection, identity and inclusion - creating space for employees to reconnect with themselves and with one another in the workplace.

The sessions we delivered included:

- **Neurodiversity & Belonging – Embracing Cognitive Differences at Work:** explored the power of neurodiversity and how embracing different ways of thinking can drive innovation, creativity and inclusion at work.
- **Reclaiming Identity for Wellbeing and Connection:** discussed how reconnecting with personal and shared histories can strengthen identity, wellbeing and belonging in today's changing world.
- **Panel Event: Why Inclusion is Positive for Everyone:** focused on why inclusion matters for everyone, the challenges inclusion efforts face, and how we can all play a role in building a world where we all belong.
- **Beyond the Binary – Myth-Busting Sex, Gender, and Identity:** a deep dive into the realities of these topics, breaking down common myths and explored the evidence behind them.

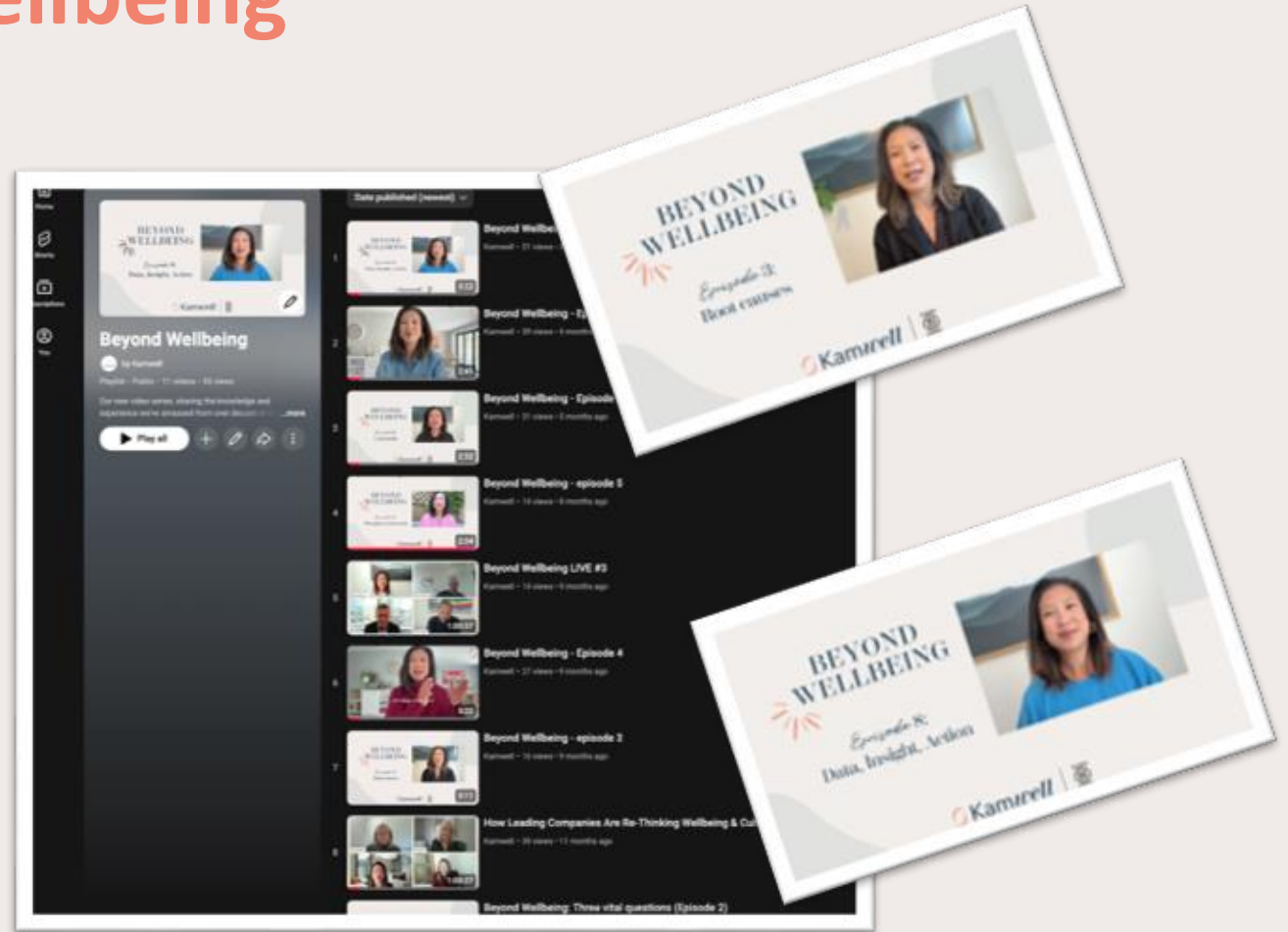


Screen grabs from the event

Governance: Beyond Wellbeing

As part of our governance approach, we strengthened how we share insight, uphold quality, and stay accountable to evidence, not hype, in a fast-moving wellbeing and culture landscape.

Our **Beyond Wellbeing** video series plays a key role in this. Through short, thought-provoking episodes, we explore the topics and trends shaping workplace wellbeing, culture and sustainable performance, translating complex ideas into clear, practical takeaways for leaders. The series helps us sense-check emerging narratives, challenge assumptions, and consistently reinforce the standards and principles that guide our work, including ethical practice, inclusion, and long-term impact. In doing so, Beyond Wellbeing supports good governance by keeping our thinking current, our advice grounded, and our community informed.



Governance: preferential rates for B Corps

As a B Corp, we believe in strengthening the wider community of purpose-led organisations. Over the past year, we've begun informally offering small discounts to fellow B Corps where we can, while we work through what a clear, consistent approach should look like. It's a simple way to make high-quality wellbeing and culture support more accessible, and to prioritise partnerships with organisations that share our values.

Over the next 12 months, we plan to formalise this into a transparent framework so we can apply it consistently and track uptake and impact.

I just wanted to follow up and say it was really lovely to meet you yesterday! It was great to hear more about what you've been doing around wellbeing at [redacted] and I'm so impressed with what you have achieved - especially alongside your busy 'main' job role.

Once you have your wellbeing plan for the rest of the year formulated, perhaps we can get another call booked in to look at how we might be able to support you. Or if you'd like to get a call together with [redacted], organised sooner, just let us know.

We're discussing this internally but, as you're a fellow B Corp, we'd like to be able to offer a small discount on our talk packages - let's pick this up next time we speak.

Hope the appointment with your daughter went well yesterday afternoon.

Wishing you a lovely rest of the week,

Emma



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kamwell.com



We're proud to be B Corp certified.

Governance: the Data > Insights > Action gap

What we're seeing

Many organisations are sitting on a goldmine of people data, but not “cashing it in”. Surveys, exit interviews, performance conversations and feedback pile up across systems and teams, and then little changes. This is the data > insights > action gap, sometimes experienced as “measurement theatre”, where listening happens but action does not follow.

Why it matters for governance

Good governance is about accountability, follow-through and trust. When organisations ask for input but nothing visibly changes, it sends an unhelpful message: we're not really listening. Over time, that erodes trust, lowers engagement and makes people less likely to share honest feedback in future.

What we did

We ran a focused educational campaign to help leaders understand why the loop breaks (data in silos, limited translation into meaning, unclear ownership, and slow decision-making) and what “closing the loop” looks like in practice.

What we're championing

A clear, repeatable approach to turning insight into action: map what you already know, connect the dots, assign ownership, respond visibly and quickly, and measure what matters.

Listening only creates value when it is followed by action.



The Data > Insight > Action Gap Is Costing Organisations Trust, Time and Talent

Kamwell
2,380 followers

September 9, 2023

Many organisations
actually cash it in

Feedback from surveys
wellbeing checks...
happens.

This is the data > insight
doesn't follow.



Progress Deep Dive



2 Workers

'Workers evaluates a company's contributions to its employees' financial security, health & safety, wellness, career development, and engagement & satisfaction. In addition, this section recognizes business models designed to benefit workers, such as companies that are at least 40% owned by non-executive employees and those that have workforce development programs to support individuals with barriers to employment.'

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Corporation



Workers: overview



What we said we'd do:

- Continue all existing initiatives as they've been highly impactful and well-received by the team.
- Introduce a new employee feedback mechanism—an Employee Opinion Survey (EOS)—to complement our ongoing feedback touchpoints.
- Establish a formal budget for career development and clearly communicate its availability to the team.



What we did:

- **Alternatives to the EOS:** when EOS was no longer the right fit, we created other ways to learn, connect and share our thinking, including a session with an external expert and exploring additional opportunities for external collaboration and visibility.
- **Embedding the Performance Recipe approach:** we introduced the Performance Recipe as a shared way of working across the whole team, giving us a consistent, practical framework for sustaining performance without sacrificing wellbeing.
- **Evolving our mindset sessions:** we continued our mindset sessions and strengthened them by making them more strategic, with clearer themes and stronger links to real work and day-to-day challenges
- **Values review and alignment:** we reviewed and refreshed our values to ensure they better reflect who we are today and the culture we want to protect as we grow.
- **Professional development and learning:** the team actively used their training budgets to invest in relevant development, including sector-leading events such as the HR Analytics Summit and Watercooler, bringing fresh insight back into our work.
- **Rest and recovery built into our culture:** we maintained our Christmas shutdown and continued to support flexible time off, reinforcing our commitment to sustainable ways of working and meaningful rest.

Workers: overview



Goals for the next 12 months:

1) Introduce an employee share scheme (EMI)

Explore and, if viable, implement an EMI employee share scheme so that team members can share in the long-term success of Kamwell. This will reinforce fairness, shared ownership and our commitment to building a purpose-led business that rewards contribution over time.

2) Protect connection through purposeful team time

Create intentional in-person team time that strengthens connection and collaboration, including at least one shared activity designed to take us slightly outside our comfort zone. The aim is bonding and learning, not “team building theatre”, and to keep our culture strong as a small remote team.

3) Continue our facilitated feedback approach

Build on this year’s feedback process by running another externally facilitated team session, creating a supportive space to reflect on what’s working, where we want to evolve, and what we each need to do our best work. We will capture clear actions and revisit them through regular check-ins.

4) Make the Performance Recipe a living rhythm

Formalise the Performance Recipe as an ongoing practice, not a one-off exercise. We will run two structured refresh points across the year, and use the outputs to guide check-ins, workload planning, support needs and sustainable high performance habits.

Workers: Performance Recipe

Where it comes from

We introduced the Performance Recipe as a practical way to define what “sustainable high performance” looks like for each person, built around six performance pillars: Technical, Tactical, Physical, Mental, Emotional and Contextual. The reflection questions go a layer deeper, helping people connect performance to identity and purpose, pressure patterns, support systems, and accountability.

Why it's valuable

This approach moves performance support from vague advice to clear self-insight. It helps each team member recognise what's happening when they're at their best, spot early warning signs when performance dips, and identify the few habits and conditions that make the biggest difference.

How we embedded it as a team

Everyone completed their own Performance Recipe and we then held sessions to share themes, build understanding, and normalise honest conversations about energy, focus, support and ways of working.

Living documents, not a one-off exercise

These are living, breathing tools we return to, especially during busy periods or moments of change, to guide check-ins, protect recovery, and help us perform well in a way that is sustainable.

🌟 My Personal Performance Recipe (Planet K2) – Team Template

This template is designed to help you reflect deeply and practically on your performance. It's built on six core performance pillars. For each of these areas jot down what you're doing, what's happening when you're performing well and when you're not.

Step 1 - reflection:

	When I'm performing well	When I'm not performing well
Technical		
Tactical		
Physical		
Mental		
Emotional		
Contextual		

1. TECHNICAL – What I Know and Can Do

This pillar encompasses your skills, qualifications, and knowledge base - the "what" you know and can do. It's about the foundational expertise required to perform your role effectively.

- What are the three technical skills or areas of knowledge you rely on most?
- Which skill or qualification do you feel most confident in?
- Where do you currently feel a gap or lack of confidence?
- If you could master one new skill overnight, what would it be?

	Importance ranking (1/6)	My current level (1/10)
Technical		
Tactical		
Physical		
Mental		
Emotional		
Contextual		

LAYER 1: IDENTITY & PURPOSE

- What's your personal definition of high performance?
- When have you felt most fulfilled and alive in your work?
- What 3–5 words describe how you want to show up as a leader?
- Why does your work matter – to you, and to the world?

LAYER 2: PRESSURE POINTS & PATTERNS

- What are your early warning signs that performance is dipping?
- What's your default stress response or pattern?
- When have you felt close to burnout, and what caused it?
- What environment or situation regularly drains your energy?

LAYER 3: SUPPORT & SYSTEMS

- What consistently boosts your performance (people, habits, tools, routines)?
- What systems or routines help you stay on track?
- Where do you tend to drop the ball or avoid tasks?
- What would a high-performance week look like in your life right now?

LAYER 4: VISION & ACCOUNTABILITY

- What does success look like for you in the next 12 months (work/life/leadership)?
- If you followed this recipe for 3 months, what would change?
- What performance indicators would you want to track?
- Who will you share this with and how will you hold yourself accountable?

Workers: Facilitated feedback

Why we chose a different approach

As a small team, a traditional employee survey can feel overly formal and disconnected from how we work day to day. Instead, we wanted a feedback approach that matched our size, culture and values, and created real conversation, not just data.

What we did

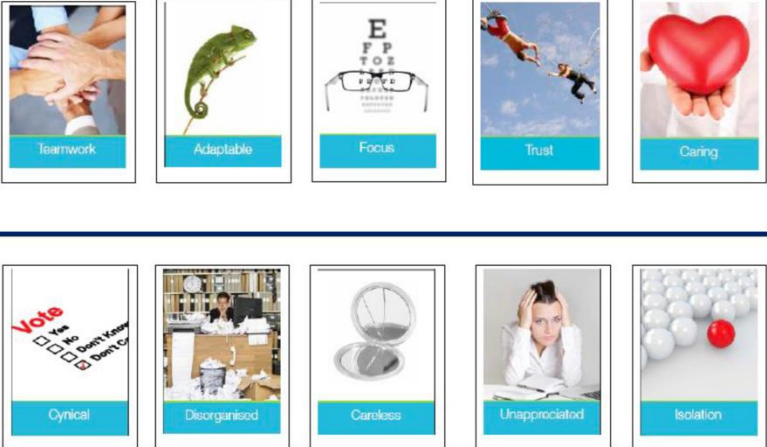
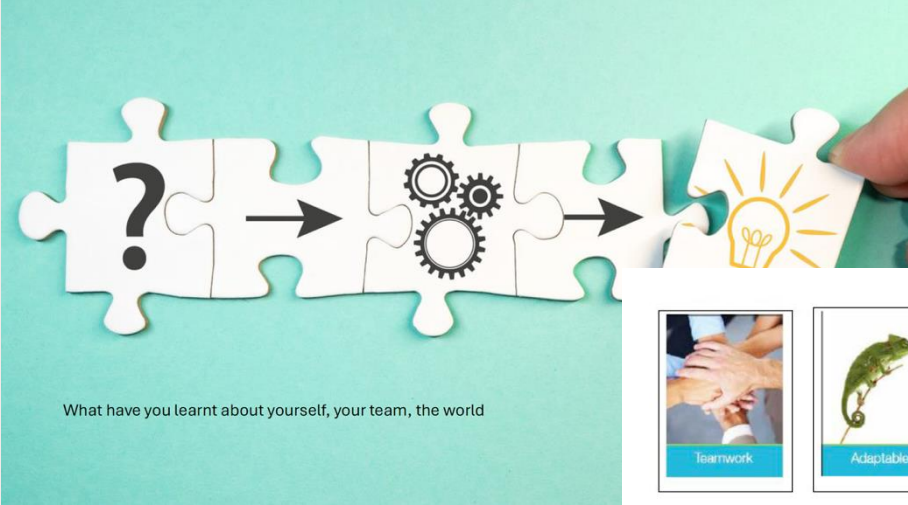
We brought in a trusted external facilitator to run a dedicated team session. In a supportive, structured way, we explored what each of us is bringing to Kamwell, where we are playing to our strengths, where we could do things differently, and what we need from one another to do our best work.

What it gave us

The session helped us surface both the good and the uncomfortable, with care. We came away feeling more connected, clearer on how we want to work together, and aligned on how we move forward as a team, with a shared commitment to making sure the whole is greater than the sum of its parts.

How we'll use it

We will revisit the key themes through regular check-ins and use them to guide decisions on ways of working, roles and responsibilities, and how we support one another during busy periods.



Tip 1
Know yourself.
Know your people.
Konow the important stuff.



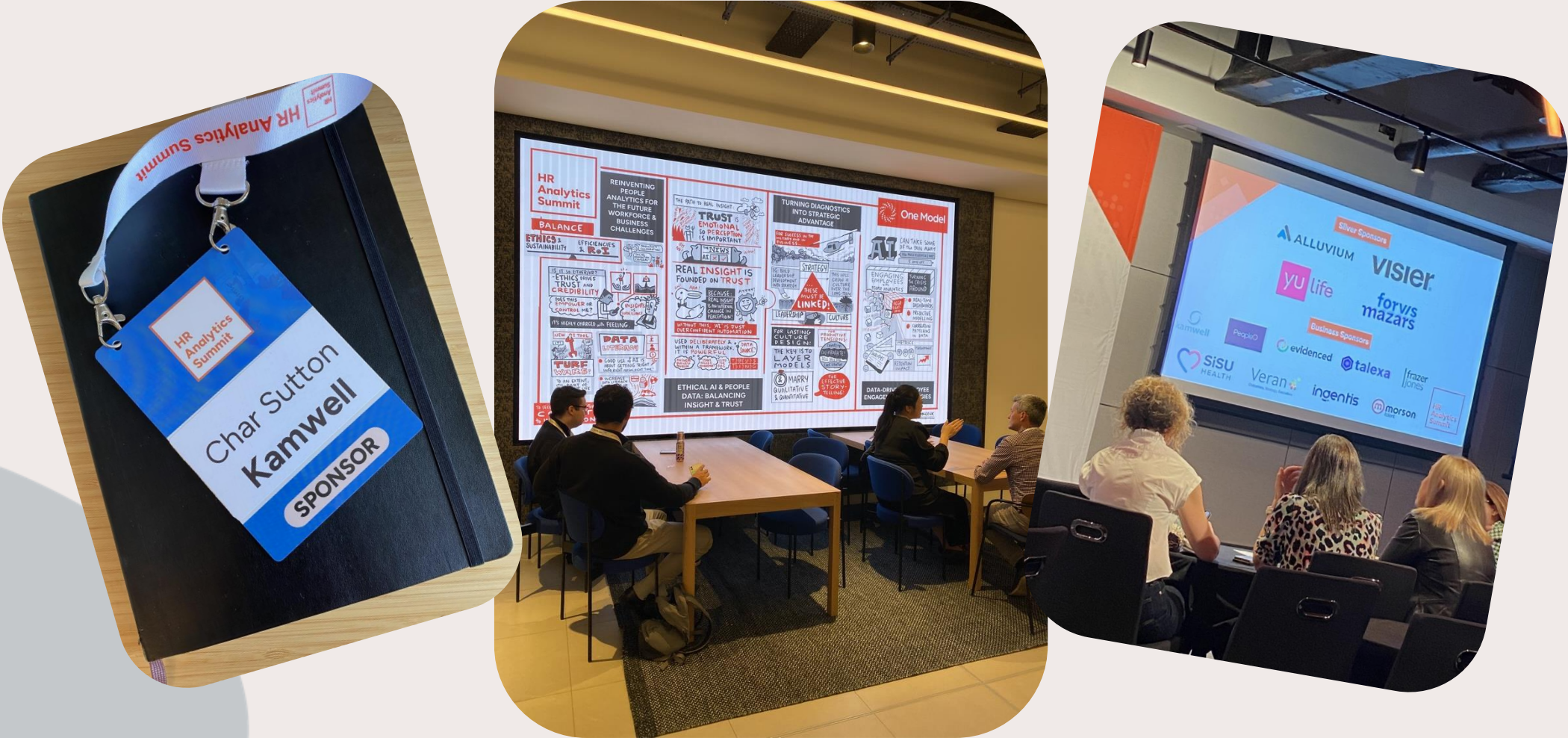
Workers: Events & Networking – The Watercooler

In May 2025, our Head of Partner Engagement attended The Watercooler Event, using our training budget to take part in a two-day exhibition that focused on creating workplaces where people can truly thrive. The event brought together industry leaders to share insights on evolving business and people strategies, while also providing opportunities to connect with like-minded professionals and explore innovative approaches to wellbeing, culture, and productivity



Workers: Events & Networking – HR Analytics Summit

In September 2025 we sponsored the HR Analytics Summit in London and used our training budget to enable our Head of Insights to attend. This provided a valuable opportunity to learn from peers, explore emerging trends in People Analytics, and bring fresh insight back into our work - supporting continuous professional development and strengthening the evidence-led approach we bring to our clients.



Workers: Strategic Mindset Session Series

Following a successful series of mindset sessions delivered by our partners, we took a more strategic approach by working closely with them to develop sessions aligned with our business vision and goals, supporting us more effectively on our journey.



Navigating Difficult Conversations

This important discussion was designed to help us feel better equipped to engage in open, constructive dialogue that strengthens relationships and supports positive outcomes.



Courage, Confidence and Visibility

The session focused on building courage in stretching situations, addressing imposter syndrome, managing fear of judgment, and supporting each other to show up more authentically at work



Navigating Uncertainty & Building Psychological Flexibility

Charlotte helped us explore why uncertainty feels so uncomfortable, how it impacts thoughts, emotions and behaviour, and how to build practical skills for staying grounded.

Workers: Christmas Shutdown and flexible time off

Christmas shutdown - We're proud to offer a full office shutdown over Christmas, because real rest needs more than a long weekend. We close on the same day UK schools break up and remain closed until the new year, so everyone can properly switch off. This year we added two extra days, giving working parents space to recalibrate once the children were back at school, before work restarted. It's a simple message to our team: recovery is part of performance.

Sabbatical - This year our CEO, Kirsten, took a two-month sabbatical. After 11 years of building Kamwell and consistently showing up with extraordinary energy, she finally took the kind of break that actually restores you. We backed it fully, and the team stepped up to keep momentum and client delivery strong in her absence. It was a practical example of the culture we want to lead: sustainable leadership, shared responsibility, and permission to pause before burnout forces it.

Extended time off - We also approved a six-week period of annual leave for our Head of Insights and Customer Success, so she can take a once-in-a-lifetime adventure with her family before her son starts school in September. For a small team, covering a full-time role for that long takes planning and flexibility, but we are committed to making it work. We want people to have full lives, not just full calendars, and we believe that when you support moments that matter, you build loyalty, trust and long-term sustainability.



Progress Deep Dive



3 Customers

'Customers evaluates a company's stewardship of its customers through the quality of its products and services, ethical marketing, data privacy and security, and feedback channels. In addition, this section recognizes products or services that are designed to address a particular social problem for or through its customers, such as health or educational products, arts & media products, serving underserved customers/clients, and services that improve the social impact of other businesses or organizations.'

Certified



Corporation



Customers: overview



What we said we'd do:

- Galvanise the positive impact we stand to make with our new business model, with an increased focussed on leaders & managers and wellbeing champions.
- Continue to communicate and campaign for the importance of prioritising wellbeing in the workplace, educating current and new clients on how they can make wellbeing a board level strategic priority.
- Continue to increase opportunities for impact measurement by aiming to conduct a survey after all our initiatives.

What we did:



- **Ran our latest Client Feedback Survey**, ensuring we understand what we're doing well, where we could improve, and how we can evolve to better support our clients.
- **Launched a free Future-Readiness Wellbeing and Culture Scorecard**, giving organisations a quick, expert assessment across five pillars and a high-value personalised PDF report packed with practical recommendations.
- **Sharpened our service model** towards work with the greatest impact, focusing on longer-term consultancy projects that create meaningful change, rather than short-term interventions.
- **Stopped offering one-off talks** altogether, and instead invested in curated talk packages designed to build capability over time and support sustained progress.
- **Delivered strategic client work and sector-facing learning**, including contribution to the Group-wide Wellbeing Summit and deeper, analytical engagements with clients that required insight-led, tailored support.
- **Improved our operational foundations** by refining our CRM, strengthening how we track relationships, understand client needs, and follow through effectively.

Goals for the next 12 months:

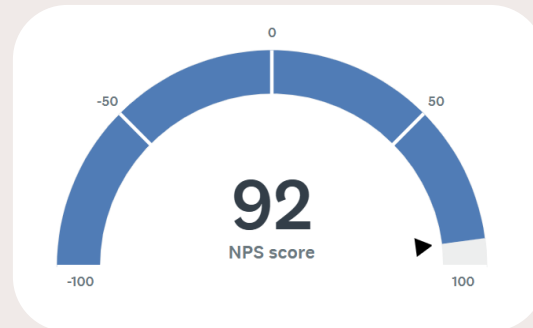
- **Extend global reach of programmes - set one specific "global access" goal (time zones, language, region-specific comms) so programmes that historically skew US/Europe become more equitable and inclusive by design.**
- **Make impact measurement simple and consistent - Introduce a simple measurement system that works across everything (consultancy, talk packages, leadership work): 5-question pulse + 1 qualitative prompt, plus a quarterly roll-up so we can report impact without it becoming admin-heavy.**
- **Move Kamwell Analytics from concept to a clear first release by running a structured pilot phase with a small group of customers. We will use this pilot to test what outputs are most useful in practice (for example: how workforce health is summarised, which drivers matter most, and what makes insight genuinely decision-ready). We will gather feedback through two iteration cycles, refine the approach, and validate that the product helps organisations take practical action, not just generate more data. Throughout, we will maintain our core principles: evidence-led, privacy-first, ethical by design, and with human interpretation at the centre.**



Customers: 2026 Feedback Survey

We're always looking for ways to improve how we support our clients. Their feedback helps us understand what we're doing well, where we can improve, and how we can evolve our work to better support organisations.

Our latest client feedback survey highlights consistently strong experiences of working with Kamwell, alongside clear evidence of positive organisational impact. We review all feedback internally to shape how we continue to evolve and support our clients over the coming year.



'[We really value] The depth of knowledge within the team and how that translates into the delivery of a 1st class proposition and the flexibility to partner with us on different initiatives within our budget.'

'Kamwell are very well organised and are great at listening to the needs of your business. They are able to build amazing proposals on areas of concerns raised with plenty of options for sessions.'

Our impact:

Across all types of engagement, clients reported positive impact, with depth of impact increasing alongside the level of partnership:

- **100%** of clients reported positive impact in their organisation from working with Kamwell
- **83%** of consultancy clients reported a *significant* positive impact in their organisation, with all others reporting positive impact

'Brilliant organisation - leading the way in wellbeing'

Customers: consultancy project: Aegon UK

Between June and September, we delivered a consultancy project exploring the drivers behind high sickness absence at Aegon UK, with the aim of identifying root causes and developing practical recommendations for improvement.

The problem:

Despite achieving high engagement scores, Aegon UK was experiencing high levels of sickness absence, particularly within its call centres.

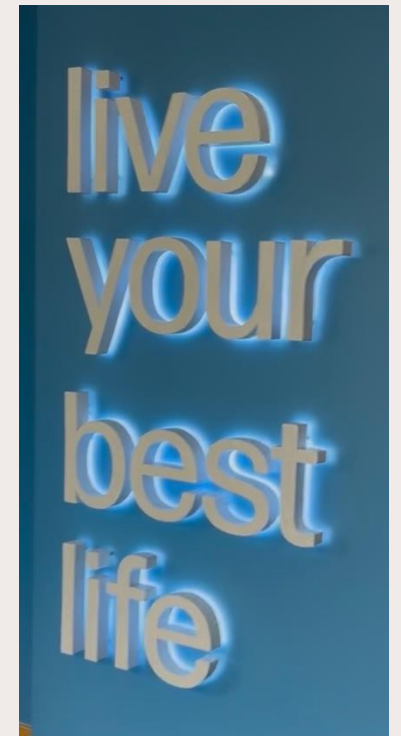
Our approach:

This began by thoroughly assessing Aegon UK's current wellbeing landscape - examining existing policies, data, and communication channels - to understand the "As Is" state. We then collaborated with the team to define a compelling "To Be" vision, leveraging targeted data gathering, focus groups, and industry best practices to drive sustainable change.

We visited each office location in Edinburgh (head office), Witham and Peterborough, where we ran the stakeholder interviews and focus groups, and met with team members to gather qualitative data.

The outcome:

We identified 5 strategic levers to help to reduce sickness absence, which covered manager capability, policies and procedures, wellbeing and mental health support, the high intensity of the role, leadership, culture and ways of working.



Customers: Case study: RELX Wellbeing Summit

In September 2025 we collaborated with our long-standing client Elsevier to run a first-of-it's-kind event for RELX, a Wellbeing Summit bringing colleagues from all companies within the RELX group together.

An event uniting and supporting those in human-centred roles.

Whether a HR professional, wellbeing champion, Mental Health First Aider, or any other human-centred role, these colleagues are key in holding organisations together.

We provided a varied agenda of sessions together to educate, inspire, connect and support this group.

Session 1: Education & Inspiration

You make the difference: global insights and practical tools for workplace wellbeing advocates

Session 2: Support & Care

Resilience & self-care for those who care - how to sustain your own energy, purpose & wellbeing while supporting others

Session 3 - Boosting Experience

Facial yoga

Amplifying positive impact.

It was key for us to bring colleagues voices into the event and allow them to share their positive impact stories with their peers, providing inspiration and contributing to a renewed sense of community and purpose.

Over the two events (spanning multiple time zones) we had colleagues sharing stories around neurodiversity, disability and social community.



Impact of the event:

- 94% agreed it provided useful insights or tools to support wellbeing
- 100% learnt something new
- 81% feel very or extremely motivated to apply what they learned to their own wellbeing
- 69% very or extremely likely to share tools, insights or practices with their colleagues
- NPS of 65 (in the excellent range)
- 100% would like the event to run again next year

Customers: Case study: **Simplyhealth**



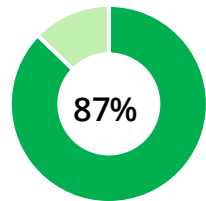
Spotlight on Simplyhealth's All Together Healthier programme

In 2024-25, we continued to make strong progress with one of our key customers and fellow B Corp, [Simplyhealth](#).

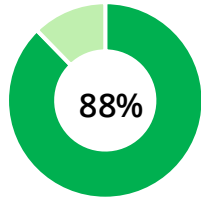
We run Simplyhealth's annual wellbeing survey along with helping to run core strands of the wellbeing programme, All Together Healthier (ATH), together with their People team.

Now in its sixth year, the programme has entered a phase of maturity, with survey results not only sustaining last year's record levels of positive sentiment and impact, but showing further improvement. Building on the exceptional gains achieved in year five, this continued upward trend is a testament to the long-term impact of the programme and our partnership approach.

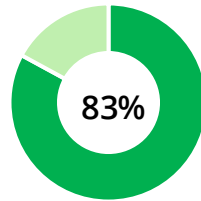
Key highlights demonstrating the wider impact of our work in 2024/25:



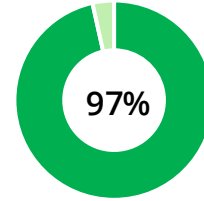
agree Simplyhealth is a **great place to work**
(▲4% - 6-year high)



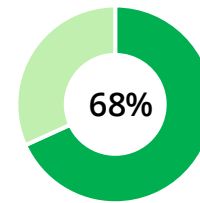
agree Simplyhealth demonstrates a **commitment to their wellbeing**
(▲4% - 6-year high)



agree their manager **takes action to support their wellbeing**
(▲2% - 3-year high)



rate the ATH programme as **good or excellent**
(▲2% and 5-year high)



agree that they **acted upon what they learnt** and it's **positively impacted their wellbeing**
(▲8% - 5 year high)

Alongside these brilliant headline results we saw notable increases in various measures around wellbeing at work (more energy, fewer feeling stressed) and wellbeing in life (improved resilience, mental wellbeing and financial wellbeing).

"Based on all the sessions focussing on Neurodivergence, I have found the confidence to seek an assessment.."

"I took a lot away from the resilience webinar...One of the most valuable takeaways for me was the reminder that feeling like a failure doesn't mean I am one. It's such an important distinction, and one that really helped shift my perspective..."

"The emotional spending session resonated with me. It led to a bit of a breakthrough around why I've been doing certain things. That awareness has helped me curb my spending and reduce some of my financial anxiety. I've been tracking my spending and become more self aware of my purchases. This has helped me regain control of my finances."

We're extremely proud of the **continued impact of our partnership** with Simplyhealth and look forward to building on this momentum as we move into 2026 and beyond.

Customers: New products for long-term sustainability

Why we refined our focus:

Over time, we've learned that the most meaningful wellbeing and culture change comes from sustained partnership, not one-off activity. This year we sharpened our product offering to focus on what is most accessible for clients to engage with, and most likely to deliver lasting impact for their people.

What changed:

We have stopped offering one-off talks completely. While they can be inspiring in the moment, they rarely create the conditions for real change, and that does not align with our purpose or B Corp values. Instead, we are prioritising products that combine insight, practical guidance and follow-through.

What we're prioritising now:

- Wellbeing Discovery & Insight Review: helping organisations understand what is really driving workforce health and culture, and where to focus first.
- Talk packages: curated sessions that build knowledge and momentum over time, rather than a single stand-alone event.
- Leading for Wellbeing and Performance: strengthening the leadership behaviours and capabilities that make healthy cultures stick.

How we hold the line on values:

We are also more intentional about the work we take on, including turning away "tick box" requests where there is little appetite for long-term commitment. We want our work to be more than a short-term boost. We want it to contribute to sustainable performance, genuine care for people, and measurable progress.



Customers: Free Scorecard

This year we launched a free scorecard to help organisations understand how their approach to wellbeing and culture is shaping real outcomes for their people.

What it is

A practical self-assessment that gives HR, People and Wellbeing leaders a clear snapshot of where they are today, and what “future-ready” could look like next.

What it covers

Five pillars that together determine sustainable workforce health and culture:

1. Wellbeing
2. Sustainability
3. Inclusion
4. Leadership
5. Data



What clients get

A high-value personalised PDF report, generated from their responses, packed with practical, tailored recommendations and clear priorities.

Why it matters

It helps organisations move beyond good intentions and spot the gaps that hold progress back, so they can focus time and resources where it will make the biggest difference.

Customers: Testimonials

“

Kamwell has been our strategic wellbeing partner since the inception of our wellbeing programme, supporting us with an initial Discovery Phase through to strategising, planning, orchestrating, and delivering our programme. Not only have they helped us work through our challenges with solutions and best practice, but they have also enabled us to exceed our objectives in a short space of time. They work shoulder to shoulder with us on the programme and have helped us to create a more caring and compassionate workplace culture. Their support to create, build, establish and embed MindLife into our DNA has been a catalyst for culture change and we could not have created this genuine and authentic focus on wellbeing without their leadership, partnership, friendship and support. This is one of the closest examples of a strategic partnership you will see.

MindLife Wellbeing Lead at Elsevier

We worked with the fabulous team at Kamwell to inspire our TechWomen to notice and diagnose their physical and mental wellbeing and take positive action. The programme fits brilliantly with our broader wellbeing offering at BT and feedback so far has been fantastic.

Managing Director, IT at BT Group

Without Kamwell's input, we wouldn't have made such a radical change to the company culture. It's now a much better work environment for the younger people joining us. We couldn't have kept the momentum up without outsourcing so much of the Wellbeing side to someone who knows what they're doing!

Managing Director at Cambridge Vacuum Engineering

Kamwell are great to work with and we have really enjoyed building our relationship with the team as we start our wellbeing journey.

Director of Employee Engagement at RELX

Kamwell has helped us create a global wellbeing programme, spanning multiple geographies and engaging thousands of our employees, resulting in us winning the CIPD Award for Best Health & Wellbeing Initiative. Kamwell has guided us, supported us and helped us get more value than we could ever have envisaged.

Chief Executive at LexisNexis Risk Solutions Group

I have spent the past 6 months working with Kamwell to create a staff wellbeing strategy for our organisation. This journey has been a total whirlwind of innovation, creativity, determination, co-production and collaboration. The teamwork and commitment to get this right for our organisation was inspiring and the end product is nothing short of phenomenal.

Associate Director OD & Learning at NHS Lothian

I would highly recommend Kamwell to any organisation. They have been our Health & Wellbeing partner of choice for the last 4 years and have really over-delivered on that partnership.

Director of Leadership and Development & Colleague Experience at Simplyhealth

Customers: Testimonials

The team at Kamwell have been incredible to work with – knowledgeable, flexible, approachable at all times and they have worked hard to understand our needs and provide an experience that has resonated extremely well with our people. I am looking forward to working with Kamwell on the next stage of our journey.

Human Resources Manager at Birmingham City University

We have really valued all that Kamwell has done to help us to develop our wellbeing strategy. From the outset, it was clear that we were working with a team of experienced consultants who were determined to gain an in-depth understanding of our organisation. They were utterly flexible, 100% reliable and always available to respond to queries. They have energised our thinking and I have no hesitation in recommending them.

Senior Deputy Head at Highgate School

Kamwell provided expert advice and helped us as we embarked on our journey to develop an integrated Wellbeing programme. Kirsten partnered closely with us to understand our requirements: her flexibility and commitment to deliver to us as a customer was exceptional. I would highly recommend both Kirsten and Kamwell if your organisation wants to move their Wellbeing agenda forwards.

Head of Human Resources at Balfour Beatty

We are delighted with the positive experience we have had working with Kamwell - they have advised, guided and supported us through the entire process and have been exceptional partners to work with.

HR Manager at Eisai Europe Limited

Kamwell has helped us develop a holistic wellbeing programme that has brought people together, raised awareness, inspired employees to care about their wellbeing, and increased productivity and performance.

HR Business Leader at Tata Consultancy Services

We have had a consistently positive experience with Kamwell - both with the wide variety of topics and speakers available and the bespoke approach we've taken sometimes. We are grateful for Kamwell's exceptional service and look forward to our continued collaboration.

ERG Lead at Integral Ad Science

We would highly recommend Kamwell as the wellbeing partner of choice. They are extremely professional, experienced, knowledgeable, and collaborative – a great experience all round!

Head of Engagement and Wellbeing at Reynolds Porter Chamberlain

Progress Deep Dive



4 Environment

'Environment evaluates a company's overall environmental management practices as well as its impact on the air, climate, water, land, and biodiversity. This includes the direct impact of a company's operations and, when applicable its supply chain and distribution channels. This section also recognizes companies with environmentally innovative production processes and those that sell products or services that have a positive environmental impact. Some examples might include products and services that create renewable energy, reduce consumption or waste, conserve land or wildlife, provide less toxic alternatives to the market, or educate people about environmental problems.'

Certified



Corporation



Environment: overview



What we said we'd do:

- Continue to be guided by our Virtual Office Stewardship Policy.
- Find ways to engage more of our clients through educational sessions on environmental issues.



What we did:

- Maintained alignment with our Virtual Office Stewardship Policy to minimise environmental impact.
- Onboarded new environmental experts to educate the organisations we partner with.
- Explored and implemented options for supporting lower impact home working



Goals for the next 12 months:

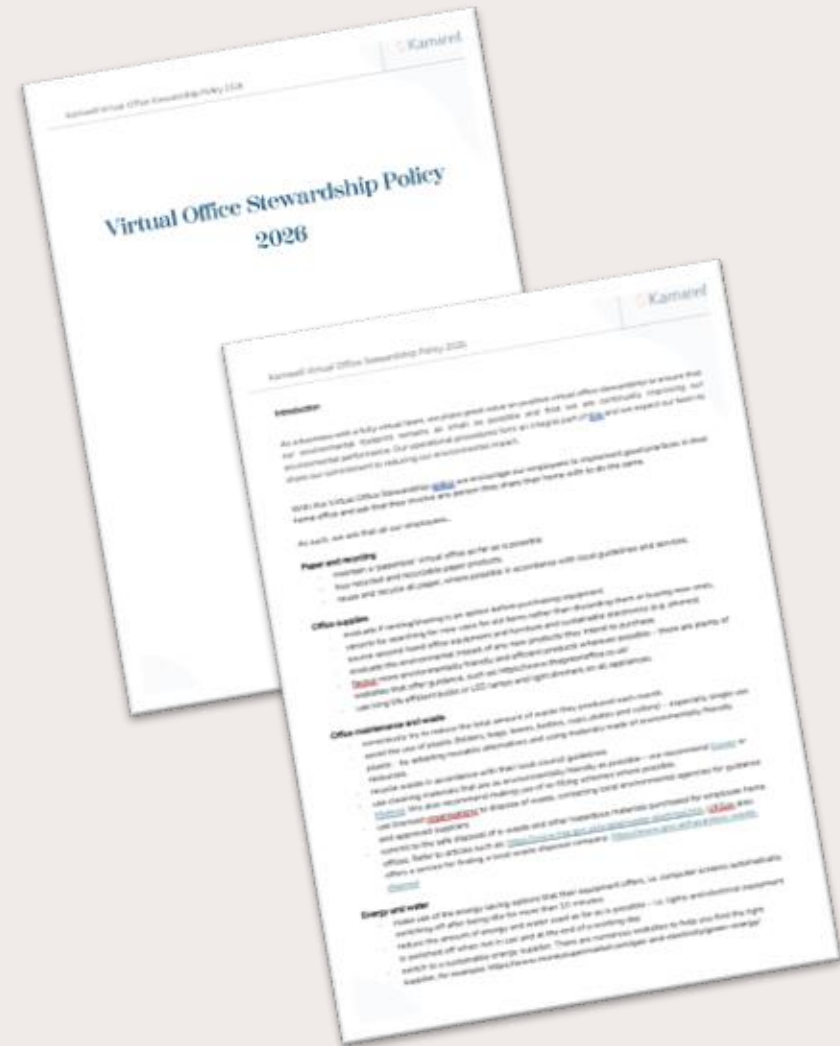
- Deepen our engagement with environmental awareness days (e.g., Earth Day, World Ocean Day, Plastic Free Day) by creating blog posts, sharing actionable tips, and emphasising the intrinsic link between environmental sustainability and wellbeing.
- Raise awareness across our network about the interconnectedness of environmental health and workplace wellbeing.
- Collaborate with another B Corp with a strong environmental score to exchange skills and insights, helping us enhance our environmental policies and practices as a small business.
- Introduce Home Working Sustainability Fund of £100 per employee

Environment: virtual office stewardship

As a fully remote team, we operate with an inherently low environmental footprint. Our lack of a physical office eliminates the energy use, waste generation, and emissions typically associated with on-site operations. Additionally, we do not travel for work, significantly reducing our carbon emissions compared to businesses that require frequent commuting or flights.

As we produce no physical products, our operations do not contribute to resource-intensive production processes or waste generation. While this setup naturally limits the ways we can directly address environmental impact, we remain committed to promoting sustainability by aligning with environmentally conscious policies, collaborating with experts to educate our clients, and advocating for the intrinsic link between environmental health and workplace wellbeing.

We continue to be guided by our Virtual Office Stewardship Policy.



Environment: supporting lower impact home working

Why this matters for us

As a remote-first team, our day-to-day environmental footprint is shaped less by an office and more by our home working set-ups. That means our impact efforts need to include the spaces where we actually work.

What we did

This year, one of our team installed solar panels at home. For a business that runs almost entirely from home offices, this is a practical step towards powering working days with lower-carbon electricity and reducing reliance on grid energy.

Why we're including it

While this is a household change, it reflects a wider commitment to making home working more environmentally optimised. It's also a reminder that sustainability is not only about big corporate initiatives. It is built through many everyday decisions, especially in a remote working model.

What's next

We will explore the option of a Home Working Sustainability Fund so that others in the team can be supported to make small changes at home.



Environment: education

Where we stand to make the greatest impact is by connecting our clients with expert voices who can inspire action and drive meaningful change. Over the past year, we've worked hard to onboard a diverse group of climate and wellbeing experts, ensuring we can offer fresh perspectives and specialist knowledge tailored to the unique challenges our clients face.

By facilitating these powerful conversations, we're helping organisations embed sustainability and wellbeing at the heart of their workplace cultures, amplifying our impact far beyond our own operations.

In 2025 we were delighted to work with Wai-Shin Chan, an analyst driving the global climate and sustainability agenda, to deliver educational, empowering sessions to our customers.

Partners: Through an Environmental Lens



Melissa Re

Session: Zero Waste Living

Melissa is known for her engaging and inspiring workshops that combine her unique areas of specialisation in stress management, creativity, clinical hypnotherapy, dream interpretation, mindfulness and meditation, mythology, depth psychology, and yogic philosophy.



Professor Martin Siegart

Session: Climate change & wellbeing: how we should inhabit Planet Earth

Prof. Martin Siegart is the Deputy Vice Chancellor at the University of Exeter, where he is responsible for supporting the 2030 target for net-zero greenhouse gas emissions.



Andy Hix

Session: Saving the Planet, Mindfully

Andy is a committed climate activist and uses his drive to also advocate the benefits of mindfulness, combining his two passions.



Climate Change Coaches

Session: Climate Change: From Alarmed to Activated

Sarah Flynn is co-author of the Climate Change Coaches' book "Climate Change Coaching: the power of connection to create climate action", and a working coach with a background in psychology.

Excerpt from customer webinar:

Climate & Nature - 3 key takeaways

- Climate change affects temperatures and water; strange things happen when there's more energy in the system.
- Biodiversity is the living part of nature; every single organism has a function within its ecosystem.
- We're all individuals - so our conscious choices matter - for planetary health, community health, individual health!



Follow me on LinkedIn => www.linkedin.com/in/wai-shin-chan

Q&A

Progress Deep Dive



5 Community

'Community evaluates a company's engagement with and impact on the communities in which it operates, hires from, and sources from. Topics include diversity, equity & inclusion, economic impact, civic engagement, charitable giving, and supply chain management. In addition, this section recognizes business models that are designed to address specific community-oriented problems, such as poverty alleviation through fair trade sourcing or distribution via microenterprises, producer cooperative models, locally focused economic development, and formal charitable giving commitments.'

Certified



Corporation



Community: overview



What we said we'd do:

- Maximise the impact of our team's two volunteering days per year.
- Continue expanding our Knowledge Partner Network (KPN) to bring in a more diverse range of expert voices.



What we did:

- Strengthened quality standards across our Partner Network, completing an audit to ensure experts continue to meet rigorous criteria, prioritising quality over quantity.
- Contributed to our communities beyond Kamwell, with 75% of the team actively volunteering during the year.
- Evolved the Kamwell Partner Network, improving how we engage, collaborate and maintain a strong, values-led ecosystem of trusted specialists.
- Launched the Kamwell Book Club and Pod Club, creating new, low-barrier ways for our community to learn together, exchange ideas and stay connected.
- Responded quickly to major external developments, including a Beyond Wellbeing session addressing the US de-prioritisation of DEI, offering timely expert insight, reassurance and practical next steps.



Community: overview



Goals for the next 12 months:

1) Build stronger connections with local B Corps

Deepen our relationships with local B Corps by actively participating in B Local activity and creating more opportunities to connect, collaborate and share learning. Our aim is to strengthen the purpose-led ecosystem around us and contribute to the wider movement, not just benefit from it.

2) Use our platform to share learning that helps others

Support the community by increasing CEO-led LinkedIn sharing that offers practical insight, honest reflections and useful observations from our work in wellbeing, culture and human sustainability. The focus will be on content that helps others make better decisions, not promotional posting.

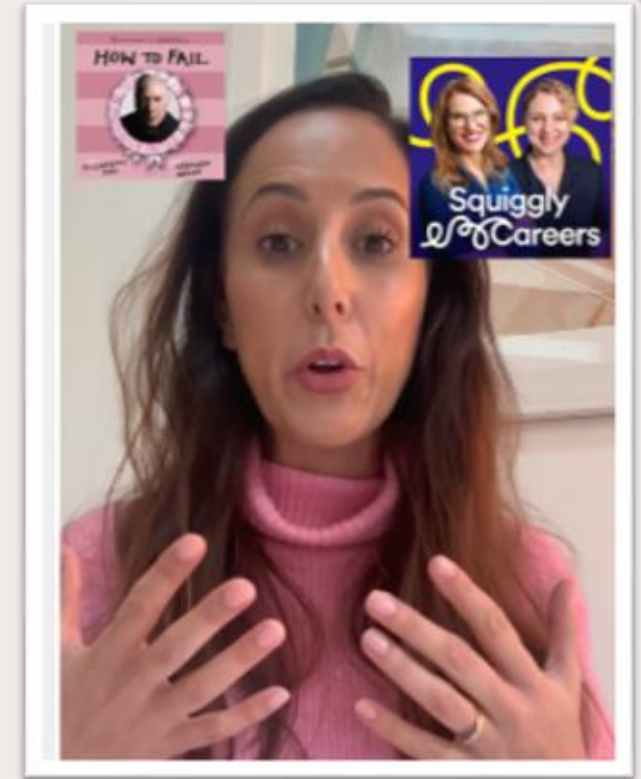
3) Host a roundtable or innovation lab to co-create what comes next

Run at least one roundtable or innovation lab with clients and collaborators to pressure-test our thinking, explore emerging needs, and continue developing our proposition. This will keep us grounded in real-world challenges and ensure what we build stays relevant and useful.

4) Offer pro-bono or subsidised support locally

Provide a defined amount of pro-bono or subsidised support to a local school, charity or purpose-led organisation where we can create genuine value. We will set clear parameters to ensure it's sustainable for a small team, and focus on support that leads to practical outcomes rather than one-off activity.

Community: Kamwell Book & Pod Club



The Kamwell Book & Pod Club is a space for curiosity, reflection, and connection. Through our bi-monthly recordings, we introduced our community to books and podcasts we highly recommend in the wellbeing and mental health space.

Community: Kamwell Partner Network Audit

As the needs of our client base continue to evolve, we regularly review our network of industry-leading partners to ensure we're offering the highest quality support. As part of this, we've expanded our network to include additional clinically qualified experts, further strengthening the depth and credibility of our sessions while complementing the expertise already in place.



Dr. Tom Gedman
NHS GP



Dr. Lalith Wijerdoru
Storytelling Facilitator,
former Paediatrician



Dr. Ute Liersch
Clinical Psychologist



Dr. Josh Kavoor
NHS GP and A&E doctor



Dr. Helen Garr
NHS GP



Dr. Azmain Chowdhury
NHS GP

Community: volunteering



Reducing loneliness in later life
est. 1986

Re-engage Volunteering

Thank you for your support



Dear Emma,

What a milestone!

Did you know that yesterday you made your 10th call to Robert? A tremendous achievement and one you should be proud of – we certainly are!

Thank you so much for your commitment to volunteering with Re-engage. You're making a huge difference in helping us to reduce loneliness in later life.

Progress:

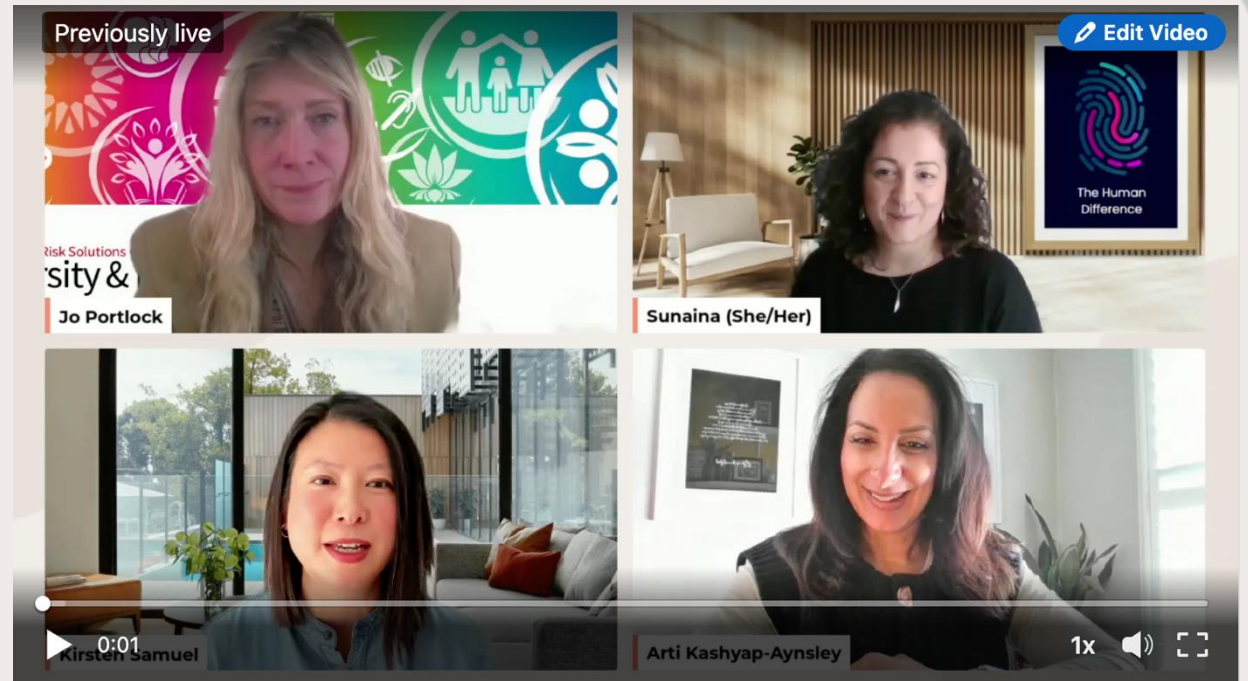
We are really proud that 75% of our team now have weekly volunteering roles. Our CEO is Chair for the Childhood Tumour Trust, our Customer Success Account Manager, Zoe, supports a local food bank on a weekly basis and our COO, Emma, volunteers as a Call Companion for Re-Engage, a charity that focusses on reducing loneliness amongst the elderly.

Community: Beyond Wellbeing LIVE

Over the past year, we've actively sought opportunities to raise awareness and share our mission on wellbeing, culture, and human sustainability beyond our client base.

Case study:

In response to the Trump Administration's rapid rollback of diversity, equity and inclusion (DEI) initiatives in the US, we hosted a timely LinkedIn Live to help our community make sense of what was changing and what it could mean in practice. Drawing on expert perspectives, the session created space for informed, practical discussion, cutting through noise and uncertainty to offer clarity, reassurance and constructive next steps. It also served as a point of connection for HR, wellbeing and DEI leaders navigating difficult conversations, helping organisations stay anchored to their values and commitments even as the external landscape shifted.



Belonging: how to create lasting change amidst global DEI challenges

Event by Kamwell

COO letter & closing words

This report captures more than a set of activities. It reflects the practical choices we have made to align our business more closely with our purpose and with the principles of the B Corp movement.

Operationally, this year has been about focus and follow-through. We have deliberately prioritised work that drives sustained change, strengthened how we manage data and systems, and improved our foundations so we can deliver with consistency and care. We refined our CRM, embedded stronger security practices, and continued to develop a responsible approach to emerging technology and AI, with human judgement kept firmly in the loop.

We have also doubled down on the idea that impact is not only what we deliver externally. It is how we work internally. As a small remote team, we have chosen feedback mechanisms and performance support that fit our reality and deepen connection, including facilitated team reflection and the Performance Recipe approach. We have protected recovery through our Christmas shutdown, and we have backed meaningful life moments, including a CEO sabbatical and extended leave for a team member. These are not perks for show. They are part of building a business where people can do their best work in a way that is sustainable.

Looking outward, we have continued to contribute to the wider community through volunteering, strengthening our partner network, and creating accessible spaces for shared learning through initiatives like Book and Pod Club. We have also used our voice in moments that mattered, bringing clarity and support when the external context called for it. As always, we know there is more to do. But we are proud of the progress made across governance, workers, customers, environment and community, and we are committed to building on it in the year ahead.



Emma James – COO