B CORP IMPACT REPORT MARCH 2025





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Who are we?

The AAW Group (AAW) is a global consultancy practice with a distinguished track record in not-for-profit leadership, collectively raising over US\$2bn for social good causes.

AAW was founded by Tobin Aldrich, Imogen Ward and the late Mark Astarita who, between them, have decades of experience of operating in leadership roles for some of the largest nonprofits in the world.

We work with leaders to co-create organisational, operational solutions to help them address key challenges and optimise opportunities. Our goal is to make nonprofits better able to operationalise their mission and vision through having stronger income and funding models, optimal digital and data solutions and the best possible leaders and teams to make all of this happen.

Our solutions are focused on strategic development, digital transformation and the recruitment of people.

This report reflects our journey over the past year, illustrating the ways in which we live our values and deliver meaningful impact.

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A selection of our clients

































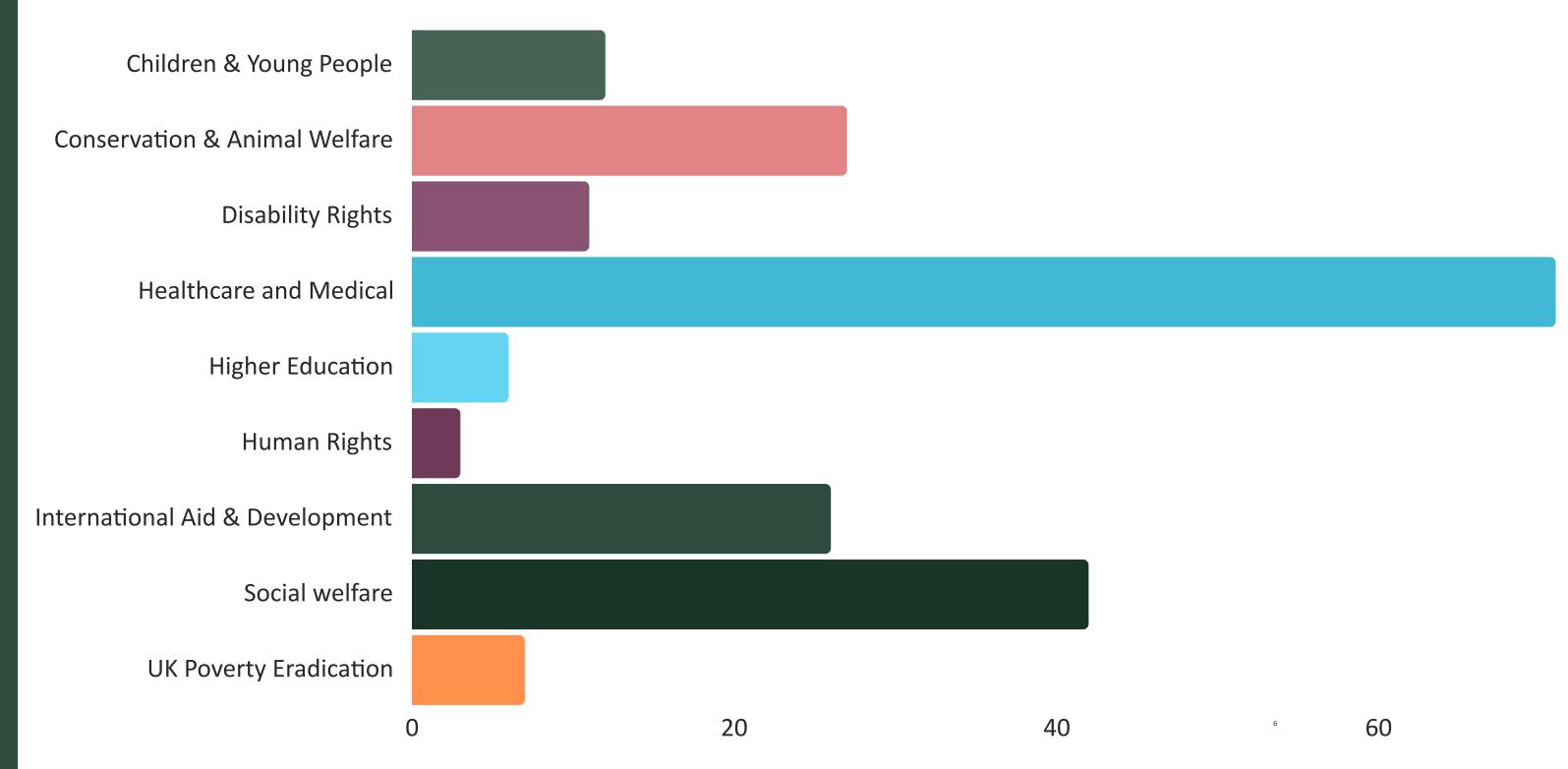




The Children's Society



The sectors we have worked in



A few words from our Executive Director, Imogen Ward

The process of securing our B Corp Certification in 2024 enabled all of us at AAW to really understand why our company exists and how the social impact we inspire to make, actually plays out in reality.

And that 'B-Corp journey' has hard wired the belief that every action we take and every decision we make reflects our core values. We are far from perfect – but we feel we are a more focused, accountable and purpose driven organisation thanks to our decision to join the B Corp family.

This past year has been one of profound change. In June 2024, we were thrilled to receive our B Corp Certification. However, this achievement was marked by a deep loss that forever changed our company. On April 26, 2024, we lost one of our Founding Partners, Mark Astarita OBE. Mark's sudden death was a huge shock to all of us at AAW, but the impact of losing Mark was also felt globally by our not-for-profit community. Mark's passion to make the world a better place defined him as a human. And the outpouring of grief reflected this sense of sadness of what was lost, but also gratitude in the man that he was and that, thanks to his existence, so much happiness and hope had been achieved.

As we navigated the loss of Mark, we knew that we needed to continue to support nonprofits in the way we had envisaged as a gang of three – and in 2024 we delivered some of our most ambitious projects yet, working with a range of organisations to end UK poverty, deliver first class higher education, protect the environment, expand opportunities for people with disabilities, safeguard young children, provide humanitarian aid, deliver healthcare support and provide emergency medical assistance.

Following Mark's death, we are especially proud to have launched the Mark Astarita Fellowship in our friend and colleague's honour. Mark Astarita OBE was not only a global leader in our world, but also a tireless advocate for bringing exceptional talent from diverse backgrounds into the charity sector. To date, we have raised nearly £80,000 to support Fellowship placements at some of the UK's most respected charities—a legacy that reflects Mark's passion for empowering others to create meaningful change.

The challenges facing the nonprofit sector, both in the UK and globally, became more acute in 2024. Rising operational costs, increased demand for services and the need for digital transformation are just a few of the hurdles ahead. Meanwhile, the world continues to grapple with complex issues such as climate change; political, social and economic upheaval; growing wealth inequality; conflict; and the impact of food insecurity. Despite these challenges, we remain determined to approach the future with curiosity, courage and a commitment to learning and adaptation.

None of this would be possible without the incredible dedication of our team and the trust of our clients.

As we look forward to 2025 and beyond, we continue to be optimistic that a better world is possible, despite the increasingly more complex challenges we face. And we are proud to be playing a small part in making this change happen.

mogen

Journey to Certification

AAW was founded in 2016 with a clear purpose: to provide consultancy expertise and recruitment guidance to the third sector based around everything we had learned during our time leading some of the world's largest and most prominent charities. Our expertise and knowledge are grounded in our core values and our deep commitment to collaboration and making a tangible difference.

At the core of everything we do is a dedication to creating positive change. This ethos drives us every day, shaping how we empower our clients and the wider sector to amplify their impact and achieve lasting results.

Our journey toward becoming a B Corporation began a year before we formally applied in October 2023. Seeking B Corp accreditation was a way to hold ourselves accountable—not only to our employees, associates and clients, but also to the planet. We wanted to ensure that our actions matched our intentions and that our operating principles—purpose-led passion, ambition, expertise, integrity and curiosity—were more than just words on paper.

The assessment process was both rigorous and eye-opening. It challenged us to take a closer look at ourselves, reflect deeply on our practices and identify opportunities to strengthen our commitment to accountability, sustainability and equality.

Receiving our B Corp accreditation in June 2024 was a proud milestone, but it is only the beginning. This is our first impact report since achieving certification, and it marks a moment to reflect on our progress, share our learnings and reaffirm our dedication to continual improvement.



First year score

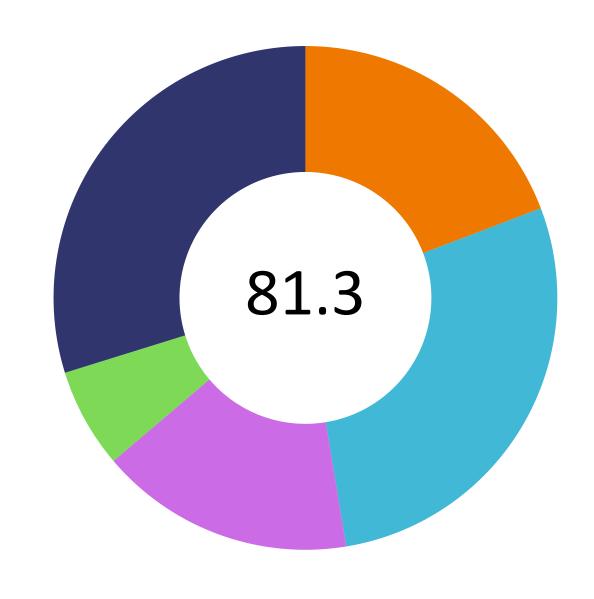
GOVERANCE 15.6

COMMUNITY 13.3

ENVIRONMENT 5.2

CUSTOMERS 24.2

WORKERS 22.9



We are proud of our initial first year score. However, in June 2025 when we apply for recertification, our ambition is to improve our score across all five impact areas and continue to edge nearer to that magical 100. Realistically we will be thrilled with a score of 85-90.

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The Governance Impact Area evaluates our company's mission, ethics, accountability and transparency. This includes integrating social and environmental goals into employee performance evaluations, impact reporting and transparency, stakeholder engagement and related initiatives.

Our starting point

believe that strong governance foundation for meaningful impact. Our mission is to embed B Corp principles into every aspect of our decision-making processes to ensure commitment to core values is reflected throughout our business and that our operational systems are fit for purpose.





What we did

- Introduced 360-degree employee feedback into our appraisal process to promote accountability and transparency across the organisation.
- Reviewed and updated our data protection policies, ensuring compliance with regulations and safeguarding sensitive information.
- Conducted a comprehensive review of business practices and surveyed employees to gather valuable feedback and insights for continuous improvement.
- Enhanced our HR practices, resulting in the creation of a detailed employee handbook and the development of an improved onboarding process.
- Carried out an extensive review of our CRM systems, ensuring data cleanliness and operational efficiency.



- Develop and roll out a training program on B Corp principles for all employees, reinforcing our commitment to governance and ethical decision-making.
- Expand partnerships with external organisations to adopt and share best practices for governance and accountability.
- Continue to engage employees through regular surveys and feedback loops, ensuring their voices shape the future of our governance practices.

Impact Area

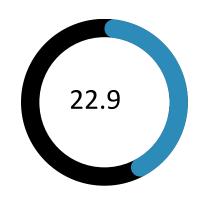


The Workers Impact Area evaluates a company's contribution to employees' financial, physical, professional and social well-being. This includes topics such as payment of a living wage, employee benefits, health and safety, professional development opportunities and fostering a positive workplace culture.

Our starting point

Our goal is to have a diverse, motivated, incentivised, and happy workforce, including staff, freelancers and associates. We have always committed to paying our teams a Living Wage or above.





What we did

- Set clear objectives for all employees to ensure alignment with organisational goals and personal growth.
- Fully embraced and supported hybrid working practices, providing flexibility for staff.
- Actively supported Continuing Professional Development (CPD) with both financial contributions and time off for learning and growth opportunities.
- Ensured a positive workplace culture by providing a fully stocked kitchen for employees.
- Held regular team meetings to foster collaboration, share ideas and promote best practices.
- Refurbished the office to create a more comfortable and productive workspace.
- Installed soundproof pods to ensure privacy during confidential client conversations.
- Awarded all staff an annual bonus.



- Expand our CPD initiatives by introducing mentorship programs and access to new training platforms.
- Conduct an employee wellbeing survey to identify additional areas for support and improvement.
- Explore the implementation of enhanced health and wellness benefits, such as mental health support services or gym memberships.

Impact Area

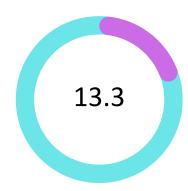


The Community Impact Area assesses a company's engagement with and impact on its local and broader communities. Key topics include diversity, equity, and inclusion (DEI), economic impact, civic engagement, charitable giving, and responsible supply chain management. It also highlights business models addressing community-focused challenges, such as poverty alleviation, fair trade, microenterprise distribution, cooperative models, local economic development and formal charitable giving commitments.

Our starting point

Promote diversity, engage with the community and our stakeholders in fostering EDI best practices





What we did

- Launched the Mark Astarita Fellowship, aimed at addressing inequality in the third sector by fostering talent and leadership development.
- Hosted events to enable our clients and nonprofit community the space to explore and share their EDI journeys so that our sector can be better placed to improve performance.
- Refined our Equality, Diversity, and Inclusion (EDI) recruitment policies to improve diversity in hiring practices for our clients, as well as for our own business.
- Included detailed EDI statistics in client reports to enhance transparency and accountability.
- Increased charitable donations compared to the previous financial year.



- Continue expanding the reach and impact of the Mark Astarita Fellowship.
- Strengthen partnerships with local organisations to address community challenges, particularly in underrepresented areas.
- Further refine and implement EDI-focused initiatives in recruitment and training.
- Increase charitable contributions through formalised giving programmes and engagement with stakeholders.
- Develop and roll out a community impact assessment framework to measure and report on the social and economic effects of our initiatives.





The Environment Impact Area evaluates a company's overall environmental stewardship, including how it manages general environmental impacts and specific topics such as climate, water use, sustainability and impacts on land and biodiversity.

Our starting point

Given the nature of our consultancy-based business, we have a relatively low carbon footprint, limited supply chain involvement, and minimal international travel. However, we committed to identifying areas where we could make a positive environmental impact despite these constraints.





What we did

- Introduced office recycling initiatives to reduce waste and improve sustainability practices.
- Actively targeted and partnered with environmental organisations to support their missions and amplify their impact.
- Implemented a hybrid work policy requiring employees to work in the office only one day per week, reducing commuting-related emissions.



- Conduct an environmental impact assessment to identify additional areas where we can make meaningful improvements.
- Explore opportunities to partner with local sustainability initiatives, such as tree planting or conservation programmes.
- Review and enhance office practices, including adopting energy-efficient technologies and further reducing waste.
- Introduce employee awareness campaigns to promote sustainable practices at work and at home.





The Customers Impact Area evaluates the value a company creates for its direct customers and consumers of its products or services. This includes ethical and positive marketing, warranty and quality assurance, data privacy, data security and more.

Our starting point

We are committed to providing high-quality consultancy and recruitment services to notfor-profit organisations, helping them achieve step changes in performance.





What we did

- Expanded our client base with a focus on achieving organic growth with existing customers, reflecting trust and satisfaction in our services, and broadening the value we can offer them as long term partners.
- Implemented a system to monitor customer satisfaction through end-of-project questionnaires, ensuring continuous improvement based on client feedback.
- Applied for and received Cyber Essentials accreditation to strengthen the privacy and security of client and candidate data.



- Continue to refine our customer satisfaction processes by introducing new tools to gather actionable insights.
- Expand our service offerings to provide more tailored solutions for the unique needs of not-for-profit organisations.
- Establish a social media policy to share our work and collaboration with our clients and promote recruitment opportunities within the sector.

Thank you

To our team - thank you for living out our values every day and bringing passion, resilience and expertise to everything you do.

To our clients and partners - thank you for allowing us to be part of your journey and for inspiring us with your bold vision and relentless drive to make a difference.

