

Annual Stakeholder Impact Report YE 2025

Certified B Corporation | The 5 Key Impact Areas

Introduction

TBLA strives to be part of a global economy that uses business as a force for good. This economy is comprised of a new type of corporation – the B Corporation – which is purpose-driven and creates benefit for all stakeholders, not just shareholders.

Founded in 2009, our firm changed its name to Triple Bottom Line Accounting (TBLA) in 2013, progressing from traditional accountancy to a business that embodies the change necessary to overcome social and environmental injustice. We chose to put caring and respect at the centre of who we are, demonstrating respect for society and our shared environment.

In 2023 we successfully had our impact verified via the B Impact Assessment and became a certified B Corp member.



TBLA Impact Metrics

Key Achievements Since B Corps Certification 2023

658%
Increase

Volunteer Hours

From 12 (2024) to 91 (2025)

£6156
Invested

Cybersecurity Investment

2024 - 2025 data protection improvements

154

Purpose-Driven Clients

40 charities, 43 CICs, 71 purpose-driven businesses

3

Employees

Employee Shareholders

Plus 2 co-working employer-owners (60% women-owned)

£7000+
Invested

Workplace Comfort

Workstation assessments & equipment (2023-2025)

82%

Client Satisfaction

Found self-assessment process easy or very easy (2025)

£4500
Saved

Sustainable IT Investment

Hardware repair vs replacement (2024-2025)

60

Tonnes

Carbon Offset Annually

Scope 3 emissions via Norfolk tree planting

80+

Companies

Sustainability Training

Net zero & sustainable business training (since 2021)

Triple Bottom Line Accounting

Using business as a force for good since 2013



Mission Statement

Triple Bottom Line Accounting supports clients in achieving financial success alongside positive social and environmental impact.

Vision Statement

To be a leading force in transforming accountancy, inspiring SMEs to embrace a triple bottom line approach and collectively build a more sustainable and equitable future.

As Certified B Corporations and leaders of this emerging economy, we believe:

- That we must be the change we seek in the world.
- That all business ought to be conducted as if people and place mattered.
- That, through their products, practices, and profits, businesses should aspire to do no harm and benefit all.
- To do so requires that we act with the understanding that we are each dependent upon another and thus responsible for each other and future generations.

Summary of certifications and accreditations

A practice quality assured by the AIA



B Corp certified



Member of the Good Business Charter



Member of the Organisation for Responsible Business



A Real Living Wage employer



SME Climate Hub Committed



Norfolk Net Zero Waste Champion



Member of the Fair Payment Code



A Note from Our CEO and Founder: Dr Peter Ellington



"Founding Triple Bottom Line Accounting was never just about numbers—it was about redefining what success looks like in business. As a former corporate accountant, I saw first-hand the damage caused when profit is pursued without regard for people or planet. At TBLA, we embed sustainability into every service we offer, proving that accountancy can be a catalyst for environmental and social transformation. Leading a team that shares this belief, and watching

our clients thrive whilst doing good, gives me hope that business can—and must—be a force for systemic change."

Executive Summary

We welcome feedback on this report: hello@triplebottomlineaccounting.com

Triple Bottom Line Accounting achieved B Corp certification in September 2023, reinforcing our commitment to balancing profit with purpose across five key impact areas: Governance, Workers, Community, Environment, and Customers. Recertification under the new B Impact Assessment is due in 2027.

Key Achievements Since 2023

Governance: Developed mission and vision statements focused on sustainability. Initiated leadership training programmes for senior management. Invested £6,156 in cybersecurity improvements (2024-2025).

Workers: Continued funding our comprehensive employee assistance programme with fully funded medical insurance. Expanded flexible working arrangements. Increased employee ownership to 30% not including co-working employers (60% women-owned). Volunteer hours increased from 12 (2024) to 91 (2025).

Community: Expanded purpose-driven client base to 154 (out of c400) organisations (40 charities, 43 CICs, 71 purpose-driven businesses). Launched monthly financial help clinic with UEA Law Clinic. Volunteer hours increased from 12 (2024) to 91 (2025).

Environment: Continued to achieved Net Zero for Scopes 1 and 2 emissions. Offset 60 tonnes of Scope 3 emissions annually through Norfolk tree planting and rewilding projects. Offering carbon accounting and carbon reduction planning as an additional service.

Customers: Provided carbon literacy training to over 80 companies since 2021. Conducted 14 net zero assessments. Delivered two complete ESG Gap Analyses (2024-2025). Implemented targeted client surveys with 82% satisfaction rates.

Industry Leadership

- CEO sits on Association of International Accountants (AIA) Council as sustainability lead
- Judge for Accountancy Excellence Awards ESG category (three consecutive years)
- CEO appointed Technical Moderator for ICAEW Sustainability and Ethics module
- CEO represented accountancy practices for Quality Assurance Agency benchmark review of accountancy degrees
- Team delivered multiple webinars and workshops on sustainability-related topics reaching hundreds of accountants and businesses

Areas for improvement

Governance: Structured stakeholder engagement plan, enhanced board-level sustainability involvement, Cyber Essentials certification (2026), aspiring to ISO 27001 (2027).

Workers: Expanded wellness programmes, transparent profit-sharing model implementation, continued MHFA training.

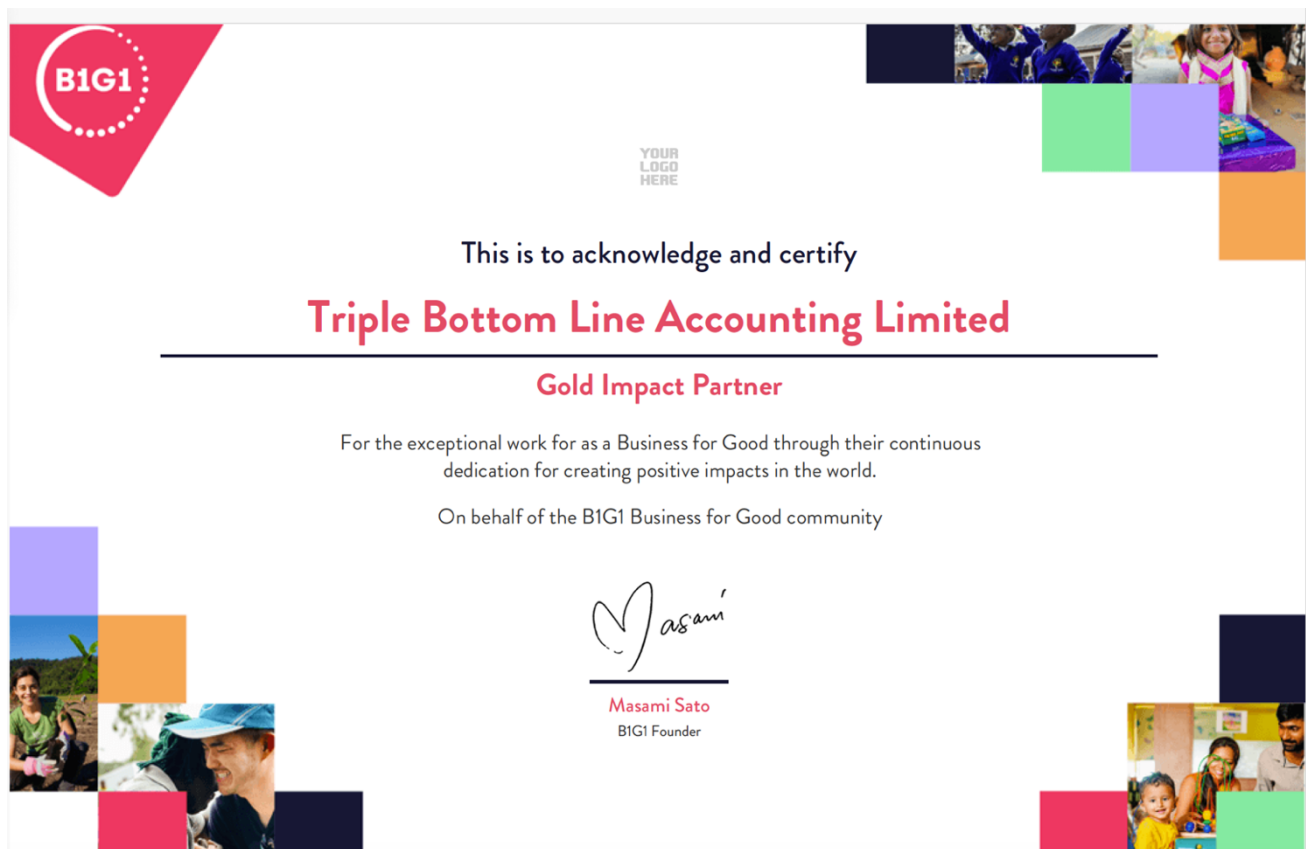
Community: Formal volunteering programme expansion, increased local economic impact through strategic partnerships.

Environment: Continued Scope 3 emissions reduction strategies, enhanced sustainable purchasing practices, ongoing climate advocacy and education.

Customers: Expanded sustainability services, comprehensive client experience strategy, Cyber Essentials certification (2026), formal complaints policy and feedback procedures.

TBLA's Commitment to UN Sustainable Development Goals

Through our partnership with B1G1's 'Business for Good' movement, we drive progress on the 17 UN Sustainable Development Goals. For every invoice raised, we give back through B1G1, providing safe drinking water, building latrines, and maintaining school water pumps in developing countries.



In 2024-2025, we incentivised clients to submit self-assessment information promptly and encouraged not-for-profit clients to provide feedback via this incentivisation scheme.

We have just been awarded a B1G1 Gold impact partner certificate for achieving two years of impact partnership.

Track our real-time impact via B1G1: <https://triplebottomlineaccounting.com/positive-impact/>

Governance: 20.1/25 B Corp Points in 2023

“The Governance Impact Area evaluates your company’s overall mission, ethics, accountability and transparency through topics such as integration of social and environmental goals in employees’ performance evaluation, impact reporting and transparency, stakeholder engagement, and more.”



Governance

QUESTIONS ANSWERED
25/25

OVERALL SCORE
20.1



What We Do Well

Mission Integration: New mission and vision statements explicitly focus on environmental sustainability and social responsibility, created through team workshops. Upholding B Corp standards is now a requirement in every job description.

Leadership Development: Comprehensive training programmes rolled out, including Ethical Leadership Programme and First Intuition Leadership Programme, equipping senior management to guide TBLA towards sustainability goals.

Board Engagement: Regular meetings and reviews of social and environmental performance are now standard practice.

Cybersecurity Investment: Appointed external IT consultant (2023). Invested £1,993.50 (2024) and £4,162.50 (to November 2025) on data protection improvements. Implementing security awareness training for all employees.

Compliance: Implemented industry-specific fit and proper statements for employees and enhanced anti-money laundering compliance measures.

Transparency: Published this second annual stakeholder impact report to go alongside our 6th environmental impact report. Identified key stakeholder groups and begun developing structured engagement plans.

Areas for Improvement

Develop robust Information Security Management System aligned with UK Cyber Essentials (2026 target), aspiring to ISO 27001

- Implement comprehensive stakeholder engagement plan including regular surveys and feedback sessions
- Enhance board diversity through skills matrix
- Establish community advisory board for input on significant decisions
- Further integrate social and environmental performance metrics into board-level strategic planning

WORKERS: 33.2/ 50 B Corp points in 2023

"The Workers Impact Area evaluates your company's contribution to its employees' financial, physical, professional, and social well-being through topics such as payment of a living wage, benefits, employee health and safety, professional development opportunities, and more."



Workers

QUESTIONS ANSWERED 45/45 OVERALL SCORE 33.2

Health and Wellbeing

- **Employee Assistance Programme:** with 24/7 physical and mental health support.
- **Fully funded medical insurance scheme:** with option to take cash equivalent if preferred.
- **Workplace Mental Health Support:** Minimum of two Mental Health First Aiders at all times (since 2024).
- **Workplace & Working from Home Comfort:** Invested over £7,000 (2023-2025) on workstation assessments and equipment through Access to Comfort, sourcing from sustainable suppliers and second-hand options where possible.
- **Annual Health & Safety Audit:** by Croner HR requiring continuous improvement.
- **Inclusive Culture:** Away Days including neurodiversity workshops, workplace culture and values sessions, communication improvements. Extended team meetings throughout the year including wellness training on nutrition.

Wellbeing Monitoring: Anonymous surveys conducted several times yearly since 2021. October 2024 showed best results (81.82% satisfied/very satisfied, 18.18% neutral). February 2025 showed regression (50% neutral, 40% satisfied/very satisfied) during traditional peak stress period. November 2025 survey underway to assess effectiveness of new interventions:

- Improved Management Information for deadline management
- Fortnightly line manager check-ins
- Self-assessment incentives for earlier client submissions
- Ongoing QX outsourcing with continuous process improvements
- Additional admin support recruitment

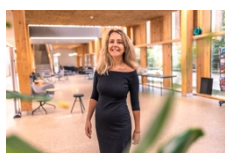
Career Progression and Flexibility

- **Professional Development:** Leadership training for Senior Management Team (2023 - ongoing). Pioneer Programme launched (2025) offering 13.5 hours paid career mentoring for all employees.
- **Flexible Working:** Employees choose 3, 4, or 5-day work weeks with flexitime options.

Fair Compensation and Ownership

- **Living Wage:** Affiliated with Living Wage Foundation, ensuring real living wage as absolute minimum.
- **Employee Ownership:** 45% of employees hold shares (60% women-owned).
- **Performance Management:** Bonus and discretionary award policy discussed November 2024, implemented late 2025. Training provided for all managers on appraisals and performance management.
- **Outsourcing Partnership:** Engaged QX in India, carefully vetted for ESG alignment, improving diversity and inclusion.

What Our Colleagues Say:



Tatiana Blana ACCA, Senior Accountant: *"I once believed that business success required being ruthless, selfish, and competitive, focused solely on maximising shareholder profits through harsh decisions. With my strong values and principles, I felt I couldn't fit into such a world. Working for TBLA transformed my perspective,*

showing me that business can be a force for good and that we all have a role in creating positive change. It helped me understand how interconnected our world truly is—that we must view everything holistically rather than in isolation. The environment is such a crucial part of this bigger picture, and I've learned we need to work with it, not against it."



Claire Atkinson, Senior Accountant (Not for Profit sector): *"With over 10 years' experience in the charity sector, my ethos has always been to go beyond simply doing a job, it's about making a meaningful, positive impact in whatever form that takes. Working at TBLA allows me to continue supporting charities as they navigate*

their financial challenges, whilst also contributing to a niche sector that is truly making a difference in the world for people and planet."



Fran Ellington, Sustainability & HR Director: *"I channel my climate anxiety into active hope by taking meaningful action. Working at Triple Bottom Line Accounting gives me the platform to reduce my own environmental impact, support our company's authentic sustainability journey, and help other*

organisations—regardless of their starting point—minimise their negative environmental effects. This role allows me to continuously learn and grow whilst making a tangible difference in the fight against climate change."



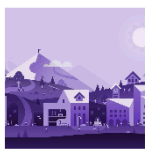
Richard Newell, Director and Senior Accountant: *"Since joining TBLA, I've learned that numbers aren't just tools to encourage strong financial performance; they're also powerful instruments that reveal how a company is performing in helping protect our environment. This perspective has fundamentally changed how I view*

accounting and business success. The traditional bottom line is no longer enough—we need to

consider our environmental and social impact alongside financial results. What particularly inspires me is working with clients who share this vision. It's incredibly rewarding to be part of conversations where financial success and environmental responsibility go hand in hand."

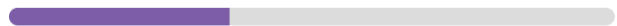
Community: 18.1/50 Points in 2023

"The Community Impact Area evaluates your company's contribution to the economic and social well-being of the communities in which it operates, through topics such as diversity and inclusion, job creation, civic engagement and philanthropy, supply chain management, and more."



Community

QUESTIONS ANSWERED OVERALL SCORE
32/32 18.1



Our Approach

Our time and expertise as accountants are best spent providing accounting services for social enterprises. Rather than volunteering as trustees or at food banks, our reach is greater when we provide financial support (often at subsidised rates) to enable others better suited to those roles. As our early motto stated: "You look after the planet and the people around you, and we'll help you prosper."

Client Base Impact

- **Purpose-Driven Clients:** 154 organisations (40 charities, 43 CICs, 71 purpose-driven businesses), offering discounted services to improve financial efficiency and access to grant funding.
- **Free Training:** Provided to organisations including Feel-Good Norfolk.
- **Sponsorship:** Akcela Ventures LLP supporting young tech entrepreneurs; Norwich Society Conference "Adapting Our City for Climate Change" (October 2024).

Diversity, Equity and Inclusion

- **DEI Surveys:** First anonymous survey (September 2023) to ensure values understood and training undertaken. Improved survey (October 2024) with results and recommendations shared in team discussion.
- **Training:** All team members required to undertake DEI training via Bright HR.

Supply Chain Management

- **Fair Payment Code:** Awarded Gold Award by UK Small Business Commissioner for high standard of payment practices in 2025.
- **Sustainable Purchasing Policy:** Reviewed annually with preferred local suppliers. Weekly spend of £24 on organic fruit and coffee from Norwich CIC Goodery (zero-emission delivery). £4,500 spent repairing and upgrading hardware (2024-2025) rather than purchasing new equipment, creating economic and emissions savings. This applies to our workplace comfort DSE adjustments see “Workers” section above.
- **IT Consultant:** Locally based consultant for hardware upgrades and repairs with cyber security focus—only one laptop purchased in 2025 and no other hardware

Civic Engagement

- **The Feed Partnership:** Raised £1,127 (September 2022) through "Sustainable Food Production" community event. All refreshments for Extended Team Meetings purchased from The Feed, a Norwich Social Enterprise empowering communities through food.
- **Norfolk Community Foundation:** Signed up as "Good for Good" supporter (2024). Donated £600 (November 2024) to Nourishing Norfolk Christmas hampers campaign. Increased to £1,000 match-funded donation (2025).
- **Community Volunteering:** Beach clean (40 person hours, 2025). Conservation work and tree planting at local nature reserve (51 person hours, 2025). Special school volunteering (1 hour weekly for 3 months, 2024).
- **UEA Partnership:** Monthly business and household finance clinic launched (2025) in collaboration with UEA Law Clinic. TBLA team members working with UEA law students to provide resources for social enterprise start-ups.

Key Metric: Volunteer hours increased from 12 (2024) to 91 (2025)—658% increase.

Environment: 12.1/ 20Points

"The Environment Impact Area evaluates your company's overall environmental stewardship, including how the company manages general environmental impacts as well as specific topics like climate, water use and sustainability, and impacts on land and life."



Environment

QUESTIONS ANSWERED OVERALL SCORE

28/28

12.1

Key Achievements 2023-2025

- **Net Zero Status:** Achieved for Scopes 1 and 2 emissions.
- **B Corp Certification:** Validated commitment to balancing profit with purpose (September 2023).
- **Major Client Projects:** Norse Group ESG strategy advisory (12-month contract, August 2024-November 2024). RenEnergy ESG Gap Analysis and PPN06/21 compliant carbon reduction planning (2025, delivered September 2025).
- **Service Expansion:** Carbon accounting and reporting services expanded through Trace collaboration. Product Carbon Footprints (PCF) for two clients through partner organisations.
- **Employee Education:** Multiple team members completed high-level sustainability certifications.
- **Scope 3 Emissions:** Offset 60 tonnes annually through Norfolk tree planting and rewilding projects with twice-yearly conservation volunteering. Purchased goods and services emissions increased with company growth. Currently reliant on spend-based estimation, which can create distortions where sustainable purchases from smaller ethical suppliers appear higher despite potentially lower actual emissions.
- **Sustainable Procurement:** Strengthened policy through updated database of approved sustainable suppliers prioritising local, sustainable and ethical options.
- **Industry Engagement:** UK SRS roundtable (2025), ICAEW Sustainability in Practice discussions (2025), ongoing feedback to carbon tracking developers (Trace, Sage Earth).

Environmental Policies and reporting: At TBLA, we embed environmental sustainability at the core of operations, partnerships, and services. Guided by our mission to redefine prosperity beyond financial success, we actively pursue strategies contributing to climate change mitigation, biodiversity preservation, and sustainable practices.

- [Environmental Policy Statement](#)
- [Sustainable Purchasing Policy](#)
- [Climate Perks Policy](#)
- [Carbon Footprint Report and Procedures Statement](#)
- [Carbon Management Report](#)
- [Carbon Reduction Plan](#)

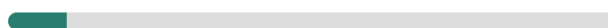
Customers: 6.2/65 points in 2023

"This 'Customers' section 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."



Customers

QUESTIONS ANSWERED 35/35 OVERALL SCORE 6.2



Client Satisfaction and Feedback

- **Survey Evolution:** Annual client surveys since 2021 with results shared publicly, declaring shortfalls and improvement plans. Began targeted surveys (2025): Self-Assessment clients (March), Not for Profit clients (November WIP). Payroll clients early 2026, followed by VAT and Company clients. Response rates increased through B1G1 donation incentives (£5 per response).
- **2024 Survey Results:** Strong engagement across entire client base. Improvement areas identified: proactive planning and communication; service consistency during growth; enhanced payroll services; more regular check-ins; improved accuracy in certain areas.
- **Strategic Response:** Outsourced payroll to dedicated specialist service. Partnered with QX for additional accounts support. Freed account managers for proactive client engagement and planning support. 2026 survey expected to demonstrate measurably improved satisfaction.
- **Self-Assessment Survey Results (April 2025):** 82% found process easy/very easy. 79% satisfied/very satisfied with support. Three improvement areas identified: more proactive deadline and progress communication; earlier completion with better electronic document handling; clearer guidance on tax processes and requirements.
- **Actions Taken:** Bespoke tax planning for all company directors. Improved Management Information showing ahead of submissions compared to previous year. Enhanced information checklist. Reminders about previous years' submissions. B1G1 incentive improving early information submission. Office administrator building client relationships and understanding communication preferences.

Client Testimonials

- **Anonymous social enterprise (2025):** *"I am glad to have TBLA at the end of an email—they have helped our small social enterprise no end over the last 10 years."*

- **New Routes Integration (Refugee charity):** *"We are delighted, having outsourced our finance management, with the service we have from TBLA."*
- **Adrian West:** *"Very good service and wonderful staff."*
- **Roland Pascoe, The Resilience Foundation:** *"When The Resilience Foundation was looking for an accountancy service that aligned with our approach, we could find only one. That was TBLA and in 2019 we signed on. We have regularly reviewed that relationship, and we still find that TBLA are the only ones that meet our requirements."*

More testimonials: triplebottomlineaccounting.com/what-they-say/

Service Impact

- **Purpose-Driven Client Base:** 154 identified out of c400 organisations (2025).
- **Management Accounting and Advisory:** Help charities and social enterprises attract funding and save money through subsidised fees and cost-effective solutions.
- **Sustainability Services Expansion:** Carbon accounting and net zero advisory to increasing client numbers. Historical achievements include carbon literacy training to over 80 companies, 14 net zero assessments, Trace partnership for broader carbon accounting services. 2025: two PPN06/21 compliant carbon reduction plans for larger clients, supported one [NHS Evergreen Assessment completion](#).
- **Client Education:** Extensive training programmes completed. Developing webinars and resources on sustainable business practices. Improving communication through planned client magazine, advanced SEO and content marketing strategies.
- **Social Impact Referrals:** Businesses seeking social impact referred to Norfolk Community Foundation.
- **Complaints Processes:** Formalised and [transparently published the complaints policy](#) that currently exists in the T &Cs signed by clients. Improved processes and set up a register to track issues and how resolved.

Areas for Improvement

- **Sector Leadership:** Establishing TBLA as leading provider of sustainability-related consulting in accounting sector.
- **Service Development:** Advanced sustainability services tailored to different client segments. System for ongoing tracking and reporting of client impact.
- **Enhanced Client Experience:** Personalised onboarding processes, regular reviews.
- **Cybersecurity:** Targeting Cyber Essentials standard (2026) aligned with Good Business Charter recommendations for client care. Cyber governance training for board (2026).

Conclusion

This report demonstrates TBLA's unwavering commitment to using business as a force for good, transforming accountancy, and building a more sustainable, equitable future. By continually improving our services and focusing on clients' sustainability goals, we're not just providing accounting services—we're partnering with clients to build a better world.

We do not claim to be perfect. As Patagonia founder Yvon Chouinard put it in their latest “Work in Progress Report”: *"We do not have all the answers, but the fear of getting things wrong in the process cannot stop us from trying to get things right in the end."* Our clients continue to tell us where we could be better, our colleagues have never reported 100% satisfaction with their wellbeing at work, and we use AI whilst knowing that the development of large language models has contributed to increased carbon emissions and water resource consumption. Our journey towards more positive impacts on people and planet is ongoing, and we are committed to learning, adapting, and improving along the way. This report is our honest account of progress made, acknowledging where our impact is weak, and the challenges ahead—a transparency tool that holds us accountable to our mission of using business as a force for good.

We welcome feedback on this stakeholder report: hello@triplebottomlineaccounting.com

For detailed reports, policies and real-time impact tracking, visit triplebottomlineaccounting.com

Triple Bottom Line Accounting

Using business as a force for good since 2013

Certified B Corporation since 2023

