

OXFORD

2025 IMPACT REPORT



Certified
B
Corporation

Our impact journey

We became a B Corp in March 2020, signing the Declaration of Interdependence, incorporating this commitment in our company Articles of Association and subsequently setting out on our 'good growth' mission

We're proud of the standards we maintain and the impact we continue to have, even in a year like 2025, with rapidly shifting economic, technological and political circumstances

Here are 10 examples of where and how we continue to have a positive impact across 5 key areas (Customers, Workers, Governance, Community and the Environment)





O X F O R D

We've worked closely with Nestlé over the last year, helping them transform their marketing approach

We've been really proud to work closely with the world's largest food business, to support them on their marketing transformation journey across all their categories and brands, from coffee to infant nutrition and pet food

With their stated commitment to unlock 'the power of food to enhance the quality of life for everyone, today and for generations to come', and their advanced efforts to reduce their impact on the environment and support the communities they serve, we've supported them in building a deeper understanding of consumer and category needs, as well as nutrition and sustainability, into their everyday marketing decisions

We're proud to continue this journey with them as they embed this way of thinking across their businesses around the world, and continue to help people and pets live happier, healthier lives

We helped CSL Behring launch a new product that prevents life-threatening attacks

We designed and implemented a scalable, customer-first global launch framework for CSL Behring, replacing inconsistent local approaches with a unified, ethical, and patient-centred model

The framework has been adopted as CSL Behring's global standard for new product launches. It has enabled alignment across multiple international markets, supported regulatory approvals in the UK, EU, Japan, Australia, and the US, and contributed to the successful FDA approval of Andembry® in June 2025, which prevents life-threatening attacks for people with Hereditary Angioedema

This approach strengthened cross-market collaboration, improved consistency and governance, and ensured patient outcomes were central to launch decision-making



A close-up photograph of a young girl with a clear plastic oxygen mask over her nose and mouth. She is looking slightly to the side. A large, white, stylized letter 'P' is overlaid on the bottom left of the image, partially obscuring the girl's face.

sanofi

Protecting children from severe respiratory illness to reduce burden on healthcare systems and parents

Millions of young children worldwide are hospitalised or die each year from preventable infectious diseases, placing a heavy emotional strain on families and pressure on health systems. Despite scientific progress, gaps in awareness, access and timely protection persist during early life

Sanofi aims to change this by advancing preventative solutions that protect children before severe illness occurs, while supporting parents, caregivers and healthcare professionals to make informed decisions

In 2025, Oxford partnered with Sanofi to support early brand and launch planning, grounding strategy in deep insight into disease burden, care pathways and system readiness. This helped shape brand foundations that balanced scientific innovation with responsibility, equity and real-world impact

The result was stronger cross-functional alignment, clearer strategic choices and a shared focus on prevention as a societal good – supporting life-saving innovation and more sustainable health outcomes for future generations



Building Marketing Excellence to narrow the health incidence to treatment gap

Around the world, too many people continue to live with treatable health conditions. Haleon, a global consumer healthcare business, has set an ambition to empower 50 million people each year to be more included in opportunities to achieve better everyday health, by helping remove the barriers that prevent access, understanding and support

Oxford has partnered with Haleon to create a simple and effective Marketing Way that enables marketers and agency partners to place deep health condition understanding — and the science that underpins it — at the heart of brand building

By creating and embedding one consistent, global 'Way', Haleon can better leverage its scientific expertise and condition knowledge to support more people in achieving better everyday health, while continuing to deliver creative, consumer-preferred brand activity at scale



nourish.NJ

We continue to support Nourish.NJ

We started working with Nourish.NJ in 2017.

Previously the 'Community Kitchen and Outreach Center' of Morristown NJ. Our pro-bono strategic support, helped the leadership team and Board define a very focused and grounded growth plan which helped them refocus.

This plan led to a significant rebrand and relocation to a bigger, purpose-built facility that was officially commemorated this year

As a result of these changes, Nourish.NJ now supports 4 times more people, serving 1,000 people per day in the Morris County area of New Jersey





A new approach to foster care in the UK

Foster care is in crisis in the UK, affecting over 80,000 children and young people at any one time. Fewer carers are coming forward, while more are leaving fostering, outpacing demand. Outcomes for too many young people leaving care remain poor

Pro bono, we conducted an extensive review of the fostering system to identify radical improvements for foster carers and the children and young people they support – 60% of whom enter care having experienced trauma



We developed five bold recommendations with a new approach to solving these challenges:

Preparing for life. Improving outcomes for care leavers, tackling the c.40% of 19–21-year-olds who become NEETs after leaving care

Fostering without boundaries. Providing in-home specialist therapy and support to families in crisis to prevent children entering foster care

A new breed of foster carer. Attracting people with transferable skills, such as former teachers, police and social carers, to apply specialist expertise to fostering

Plugging the gap. Reducing drop-out, with two in three potential carers withdrawing during assessment and one in three leaving within 18 months of approval

Right people. Right place. Better matching local supply and demand for carers



Building confidence, capability and sustainability for JET

Impetus

Impetus transforms the lives of young people from disadvantaged backgrounds by backing high-potential charities and accelerating their impact through funding, strategic support and performance management. We have been supporting them with pro-bono work for 4 years

Jon Egging Trust (JET)

JET helps young people build confidence, resilience, and aspiration through experiential learning and inspirational STEM-based opportunities. Their Blue Skies programme blends in-school and out-of-school experiences to re-engage pupils, strengthen social and emotional skills, and improve attendance and attainment

Our Pro Bono Brief

Impetus asked Oxford to help JET prepare for a major strategic shift: introducing a school-contribution model to sustain and scale their Blue Skies programme. This required a sharper value proposition and stronger capability to engage school leaders and governors with clarity and confidence

How we helped

We refined JET's school-focused value proposition and delivered targeted training to their regional and area teams. The sessions equipped staff to shift from "selling" to "helping," articulate outcomes for pupils and whole-school priorities, navigate the end-to-end selling journey, and use tailored materials with SLTs and governors. The result: a confident team ready to have high-quality commercial conversations that protect the programme's long-term sustainability



People and inclusion, are at the heart of what we do

Our goal is to provide a safe environment where we can be ourselves and realize the full potential of every person's skill, ability, lived experience, and background

We are committed to making our community and business stronger and more dynamic by ensuring our teams and external partners reflect the diversity of the societies in which we live and work, and the markets our clients serve

We introduced a new 'People Squad' – a cross-functional group within our organisation – to guide and enable important people initiatives, turning feedback from our people into practical actions that strengthen our culture and inclusion

We use the Gartner Inclusion survey to help us track progress across 7 dimensions

In 2025, we saw improvements in most dimensions

Inclusion survey results

| CATEGORY | 2024 | 2025 | CHANGE |
|--------------------------------|------------|------------|-------------|
| Fair Treatment | 3.7 | 4.0 | +0.3 |
| Integrating Differences | 4.1 | 4.3 | +0.3 |
| Decision Making | 4.3 | 4.3 | -0.0 |
| Psychological Safety | 3.7 | 3.9 | +0.2 |
| Trust | 3.6 | 4.0 | +0.3 |
| Belonging | 4.0 | 4.2 | +0.2 |
| Diversity | 2.2 | 2.8 | +0.6 |



Fair payment and responsible purchasing

We continued with our policy of paying people promptly. It's fair and we know our community appreciates it!

We aim to pay micro businesses within 15 days and all other suppliers within 30 days

Many of our key suppliers have worked with us for 15+ years, reflecting relationships built on trust, quality and mutual benefit

We recognise that how and where we spend our money matters

We aim to purchase responsibly wherever possible, supporting businesses that demonstrate strong social and environmental practices. The gift hampers from Social Stories Club have been particularly well received!

ENVIRONMENT

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Continuing our carbon journey

We have been measuring and managing our carbon footprint since 2019. Over time, this has enabled us to build a structured and transparent process for understanding, reducing and addressing our emissions

We have set out this approach in full on our [website](#)

This year we removed 349 tonnes of CO₂e, once again supporting the Delta Blue project

We also reached our goal of 0 Scope 1 emissions by switching our remaining company vehicle from petrol to electric

In October, we completed our Ecovadis assessment, earning the Ecovadis Committed badge and sharing our scorecard with a number of our clients



Delta Blue Carbon, Pakistan

686
tCO₂e removed

12
SDGs

Scorecard

This scorecard provides an overview of our performance in key environmental, social, and governance (ESG) metrics over the past three years

| | | 2023 | 2024 | 2025 |
|---------------|--|--------|-------|-------|
| ENVIRONMENTAL | Total Revenue (£) | 16.75m | 14.6m | 17.5m |
| | Good Growth Projects | 35% | 22% | 16% |
| | Trees Planted = no. of Good Growth Projects | 161 | 77 | 45 |
| | Total GHG Emissions (CO ₂ e) | 454 | 391 | TBC* |
| | Total Carbon Removed (tonnes) | 337 | 349 | 350* |
| | Employee Satisfaction Score | 8.0 | 7.8 | 7.6 |
| SOCIAL | Customer Satisfaction Score | 8.84 | 8.72 | 8.71 |
| | Diversity (Women) | 66% | 68% | 67% |
| | Pro Bono Projects | 3 | 1 | 4 |
| GOVERNANCE | Board Diversity (Women) | 47% | 33% | 33% |

* 2025 calculations being finalised

Looking ahead

We remain committed to our mission - to inspire and help teams and organisations make better choices in a 3P world for good, profitable growth

In an increasingly brittle and uncertain world, with different challenges emerging daily, our ability to deliver this mission will continue to be tested and challenged

Even so, we believe that over the next 5 years, we can grow our business revenue, grow our people and grow our impact at many different levels, by sticking to our principles and always putting people first

