



Transformative Solutions
Sustainable Impact



4C For Good

2025 Impact Report

Certified



Corporation

The background of the slide is a high-angle aerial photograph of a dark asphalt road with white dashed lines, winding through a dense forest. The forest consists of many green coniferous trees and some deciduous trees with autumn-colored leaves. The lighting suggests it might be late afternoon or early morning. A large, semi-transparent orange circle is positioned in the upper left quadrant of the slide, containing the main text.

4C drives **sustainable transformation and cost savings** across organisations' commercial activity, supply chains and operations. Our people-led, technology-enabled solutions deliver **lasting client and societal value**.

We are a **trusted partner**, working with public and private sector organisations around the world. Our success is fuelled by our people who bring diversity of knowledge, experience and thinking to every project.

At 4C we believe that business can be a powerful tool for creating positive change and are **proud to be a BCorp**, leading the way towards a more sustainable and equitable future.



A word from our MD

As we complete our third year as a proud BCorp, it's a good time to reflect on how sustainability continues to shape our business, guiding how we operate, make decisions, and work with clients and partners. Our goal is to deliver sustainable impacts that are people-centric, socially responsible, and environmentally positive whilst also being commercially strong . Sustainability is embedded in almost everything we do, even when it's not obvious.

This year, we've taken further steps to reduce our environmental impact through better ways of working, travelling, and staying connected, especially focused on how to support flexible and sustainable hybrid working. These changes aim to cut emissions, improve efficiency, and boost the wellbeing and resilience of our people.

Our commitment goes beyond our own operations. We've continued to support local communities, dedicating time and expertise to activities that create positive social impact. For example, our teams spent over 300 hours volunteering and have been active members of the BCorp movement, talking about the benefits on podcasts and to prospective new BCORPs.

For clients, sustainability remains central to the services we provide. Across sectors, we've helped organisations strengthen processes, improve performance, and build resilient systems for the future – delivering practical, long-term solutions that create lasting value.

Entering the new year, we're committed to building on our progress and elevating our standards once again. As one of the UK's first 1,000 BCorp-certified organisations, we're working towards re-certification in early 2026—continuing our journey to create the greatest possible impact for our team, our clients, and the communities we serve.



Jeremy Smith

MD, 4C Associates



Our Manifesto



4C aims to transform organisations so they are more agile, cost-effective, resilient, and sustainable—delivering better outcomes for businesses, people, and the planet. To drive that change, in 2025 4C focused on:

Broader delivery of impact standards

To recommend and implement responsible business practices with our clients looking for opportunities across the BCorp pillars: Workers, Environment, Community, Customers & Governance

Building on our certification

Through our Group ESG forum and company engagement such as the 4CforGood

Storytelling

To amplify examples of 4C as a force for good through LinkedIn posts and annual Impact reports

Community building

Supporting local charities and encouraging teams to use paid volunteering leave. Supporting organisations who want to join the BCorp movement



Broader delivery of impact standards



Across 2025 we've recommended and implemented responsible business practices with our clients looking for opportunities across the BCorp pillars: Workers, Environment, Community, Customers & Governance



We supported multiple Universities to enhance student experience and value for money, and maximise the impact of research grants



4C supported a Healthcare Insurance provider to maintain the affordability of Healthcare Insurance in the US

We also supported the NHS to effectively and compliantly implement legislative changes to the Procurement Act



We were shortlisted by the Management Consultancy Association as a Finalist in the Private Sector Performance Improvement category for a project improving the sustainability, availability, food traceability and safety for catering at a chain of UK holiday parks



All year we've continued to develop local supply chains and employment, supporting UK Industrial Fusion Solutions to bring together the expertise needed to deliver commercial fusion energy, developing cost-effective fusion plans that will transform global energy production.



We're proud to be supporting some of the UK's key infrastructure projects, including new rail stations to improve affordable access to employment, and one of the UK's major transport hubs to improve supply chain sustainability and resilience.



Storytelling: We spoke & posted about sustainability topics across the year



Waste Reduction

Companies have the power to make sustainability more than a slogan - because consumers expect it, and the planet needs it. ...more

UK households generate over 3 million tonnes of extra waste during Christmas, including 114,000 tonnes of plastic packaging

In this festive packaging guide, we showcase alternates to classic packaging, gifts & décor. Let's Make This Christmas a Little More Eco-Friendly.

Source: Christmas packaging waste and waste statistics (2018 update)

Mental Health

This Suicide Prevention Day, we join the global call to Change the Narrative on Suicide.

By speaking openly and with compassion, we can help break stigma and remind each other that no one is alone.

Support is available:

- Samaritans, Inc. (116 123)
- Mind (mind.org.uk)
- findahelpline.com

#SuicidePreventionDay

World Suicide Prevention Day

'Changing the Narrative on Suicide'

Internships

Earlier this year, we said goodbye to Joe & Joe as they wrapped up their placement year with us at 4C Associates.

This video looks back at their reflections and the impact they made during their time here, alongside Alisa, who continues her journey with us!

We're grateful for their contributions and proud to have been part of their journey. Wishing them continued success in everything ahead!

Interested in a career at 4C Associates? Check out our analyst roles here.

#ConsultingCareers #LifeAt4C #FutureLeaders Alisa Chirgadze Joe Gillespie Joseph Vinken Ali Barrett Swati Singh

The most rewarding part has been seeing how my work has been implemented

Thought Leadership

We are thrilled to announce that **Allison Ford-Langstaff (FCIPS)** will be attending edie25, the UK's leading sustainable business event, on 26-27 March 2025!

This year, the event focuses on Biodiversity, Net Zero, Circularity, Cross-sector collaboration and Innovation, which directly aligns with 4C's mission to empower organisations to embed sustainability into every aspect of their strategy, operations and reporting - driving measurable impact for people, planet and profit to deliver prosperity.

This is a fantastic opportunity to gain insights from industry leaders, engage in interactive sessions, and network with sustainability professionals.

Are you attending edie25? Connect with Allison at the event to explore how our tailored sustainability solutions can help you accelerate impact. Send a DM to arrange a meeting!

Don't miss out on our sustainability games on the website later this week, a fun way to challenge your sustainability thought process. Watch this space for updates.

#Sustainability #edie25 #CorporateSustainability #NetZero #SustainableBusiness #4C Rowena Mockridge Gopal Iyer, CMILT

edie25

Allison Ford-Langstaff

Managing Partner

DEI

Last week at 4C Associates, we had the privilege of hosting **Dr Rashada Harry**, Executive Director at Amazon Web Services and Woman of the Year in Tech 2023-24, for an inspiring session on inclusive leadership and creating lasting impact beyond Black History Month.

We were reminded that inclusion isn't something to celebrate once a year, it's a continuous journey that shapes how people experience the workplace every day.

Some key takeaways that resonated with us:

- Inclusion in action - Built through the small, everyday choices we make, from how we host events to how we collaborate.
- Culture is the glue - Inclusion holds a business together; it's not a project, it's a mindset.
- Lead with awareness - Conscious leadership means inviting discussion, understanding resistance, and creating space for growth.
- Measure what matters - "What doesn't get measured doesn't get done." Lasting change comes from tracking and owning our impact.

A huge thank you to Rashada for sharing her insights and inspiring us to embed inclusive practices into our everyday culture, act with empathy, and ensure that inclusion lives beyond a single month.

And special thanks to Janet Conneh, Zohra A, Alex Cox, and Hubaira Abubakar for their dedicated effort in organising the session as well as the delicious snacks from local Afro-Caribbean businesses.

#blackhistorymonth #speaker #EDI #culture #awareness #inclusivity #diversity #equity

Cut down on e-waste with eSIMs
Donated laptops to the Turing Trust
Boosted energy efficiency — one photocopier at a time
Volunteered 600+ hours and raised £4,000+ for Mind and Alzheimer's Society
Helped clients deliver sustainable, high-impact solutions
Recertified with a big jump in our B Corp impact score
Built a better workplace with 83% employee satisfaction and new apprentices

BCorp Certification

At 4C, being a B Corp isn't just a badge — it's our blueprint for doing business better.

This Zero Waste Week, we're celebrating the small actions that add up to big impact:

- Cut down on e-waste with eSIMs
- Donated laptops to the Turing Trust
- Boosted energy efficiency — one photocopier at a time
- Volunteered 600+ hours and raised £4,000+ for Mind and Alzheimer's Society
- Helped clients deliver sustainable, high-impact solutions
- Recertified with a big jump in our B Corp impact score
- Built a better workplace with 83% employee satisfaction and new apprentices

We're proud of the progress we've made — and we'd love to help you do the same.

Want to make sustainability initiatives actually work for your organisation? Reach out to **Allison Ford-Langstaff (FCIPS)** and **Daniel Walsh** — they'd love to chat.

#Bcorp #Sustainability #SocialValue #ZeroWasteWeek #Lab UK #ConsultingForGood #4CForGood Alex Willis Lubaina Cementawa Sabika Mazhar Charlie Savage Alice Lloyd-Evans Rowena Mockridge Maha Ashraf Ali

4C Retail & Consumer 1,078 followers 3hr • 0 4C Associates 17,253 followers 3mo • 0 4C Associates 17,253 followers 1mo • 0 4C Associates 17,253 followers 3mo • 0

Podcast Episode

How to Make Money and be a Force for Good: 4C Associates B Corp story with Suzanna Hinnell

Talent Talks Podcast

Martin Smith Host Suzanna Hinnell Director, 4C Associates

How to Make Money and be a Force for Good: 4C Associates B Corp story with Suzanna Hinnell



Workers

- Our annual **Employee Engagement Survey** delivered an employee satisfaction rate of **82%**.
- Powered by our people, **networks** helped shape 2025 by bringing colleagues together through learning, conversation, social connection and shared experiences. Across EDI, Mental Health, 4C For Good, the Women's Network and our employee taskforce, these initiatives reflected what matters to our people and strengthened our sense of community.
- We supported 25 internal **promotions & progressions**, championing our people, their development and success
- We continued to support our 2 **apprentices** and 2 **placement students** to champion future industry leaders



Governance

- Our **sustainability performance** has been regularly reviewed by the 4C and FourCentric Boards and is integrated into our performance reporting alongside our financial and operational performance.



Environment

- We achieved a 75% **reduction of emissions** per £m revenue generated since the baseline year of our Carbon Reduction Plan
- We fully embedded our **Travel Management Solution & Expenses** policies, encouraging our team to take sustainable travel options and book Eco Rated accommodation options
- We actively balanced in-office and **virtual events** and team meetings, to ensure we maintain our human connections, whilst minimising emissions, as one of our key categories of emissions. We continued our policy of not mandating office working days.
- Renewing our lease, we replaced our office printer with **Certified Carbon Neutral** equipment
- We now only offer e-SIMs, not separate company phones, significantly **reducing e-waste** and have contributed to the **circular economy** donating surplus office equipment to not for profits.

Community building



300.5 hours were spent giving back in 2025, with our people getting involved in volunteering and BCorp activities that support our communities and shared values.

- Our European team learned about sustainable gardening volunteering at **Heemtuin de Heimanshof**, helping with preparations for an upcoming event by cleaning up the garden.
- A Group of 15 4C employees completed a **26 mile, near 12 hour walk along the Jurassic Coast** raising money for the Alzheimer's Society. They raised an incredible £6,447 for the cause.
- Building on our work from the previous year, we were proud to return to the **Josiah Braithwaite and Hammersmith Community Gardens** in 2025. Our team once again rolled up their sleeves to help care for these spaces, contributing time and effort to activities that support health, wellbeing and connection within the community.
- To build an inclusive community our **DEI Group** and **Women's Network** hosted multiple events including:
 - Candle Making
 - International Women's Day Speaker: Apprentice Winner Sian Gabbidon
 - Eid Dinner
 - Safe Working Space LGBTQ+ workshop
 - Golf Afternoon
 - Women's Network Book Club
 - Padel Social
 - Women's Network Speaker: Isabelle Liu, CIPS Award Winner for the Best Initiative to Build a Diverse Supply Base
 - Establishing a Running Group 'Billable Miles'
 - Sponsoring 'Procurary' fundraising & celebrating the unsung heroes of procurement
 - Hosting Dr Rashada Harry Executive Director at Amazon Web Services and Woman of the Year in Tech 2023–24, for an inspiring session on inclusive leadership and creating lasting impact beyond Black History Month.



Thank you, from the 4C for Good Team



Suzanna Hinnell



Vikki D'Arcy



Alex Willis



Jack Vanner



Zohra Ahmad