



refreshing work

# Impact Report F22

As a mission-led organisation, Hoxby uses business as a force for good to make a positive impact on Hoxbies, our clients and the world.

A second year into the pandemic, 365 days into the new world of work. Thanks to workstyle, which allows Hoxbies and everyone to choose when and where they work, we have a diverse, multidisciplinary community and progressive approach to business. This means cognitive diversity and the collective intelligence to deliver the most refreshing work for our clients.

All of this with one goal in mind, our north star: Bringing people back to what's important in life.

We're happy to share our latest Impact Report, which proves that doing good is beneficial for business, and for people. So good that we want everyone to be part of it.

This is our definition of the new normal.



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# Our mission

We exist to create  
a happier, more fulfilled  
society through a world  
of work without bias.



People are happier and more fulfilled when they can choose where and when they work, and be part of inclusive teams where diverse perspectives are valued.

We're better motivated to deliver high quality, refreshing work because individually we choose the projects that excite us. We bring the very best versions of ourselves to each and every project.

Collectively, we have an unrivalled range of skills available so almost any challenge can be solved.

# Our impact goals

In our second impact report (F21) we set specific goals to achieve by F25. Our impact results in F22 prove that we're moving in the right direction, and have even exceeded expectations.

Besides the F25 specific goals, we've established a new one for all Hoxby:

**We are aiming to be an impact-led organisation working on only impact-led projects by F27.**

		F25 targets	F22 results
Help clients	1	Deliver refreshing work, the Hoxby way	100% of projects delivered in 'The Hoxby Way' that respects workstyle and produces refreshing solutions Achieved
	2	Deliver projects that have a positive impact	15% of revenue from impact focused project 22.88%
Help Hoxbies	3	Create more workstyle work for more Hoxbies	80% of Hoxbies receiving paid workstyle work 47.19%
	4	Create a diverse and inclusive community	Hoxbies represent the diversity of the world 80% average across all areas of our 'Help Us Understand' wellbeing and inclusion survey In progress 74.98%
Help the world	5	Create more workstyle work for more people	500,000 people positively impacted by workstyle In progress

# F22 highlights

## Help clients

**22.88%**

of our revenue came from impact projects. From these:

**9.14%**

of our revenue came from impact-led projects, which refers to services having a direct positive impact – up from 3.6% in F21 and exceeding our F22 target of 5%

**13.74%**

came from impact-related projects, which refers to services supporting an impact project

## Help Hoxbies

**£2.5m**

paid out to Hoxbies for workstyle work,

up from **£2.2m** in F21 (+13.64%)

**693**

active Hoxbies in the community

up from **587** in F21 (+18.06%)

## Help the world

Hoxby co-founders, Alex Hirst and Lizzie Penny, wrote the **workstyle book** (co-created with the community sharing chapters for feedback), published by Hachette in October 2022.

Hoxby is getting ready to **recertify as B Corp** in F24, with a new roadmap of actions, improvements and impact strategy.

# Helping our clients



# Impact goal #1

## Deliver refreshing work, the Hoxby way

Stronger relationships and new faces – this year we've been lucky to work with 38 clients providing services across eight business functions.

Our commitment to delivering refreshing work, the Hoxby way, has been enhanced through developing and implementing a new client experience using feedback forms and client newsletters.

Why? Because our clients are more than the organisations we provide services to – they're our partners in collective growth and impact.

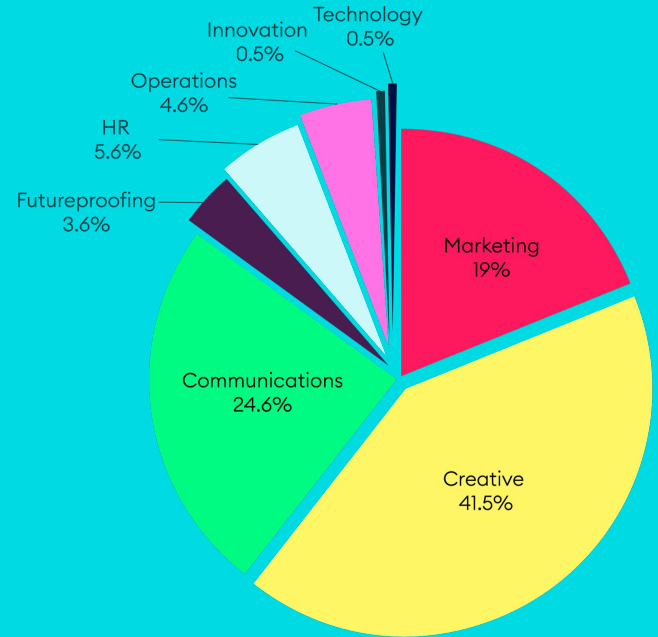
# 157

Projects delivered across eight business functions

Worked with

# 38

clients in 14 different countries



## Impact goal #2

### Deliver projects that have a positive impact

As a B Corp organisation, we are leaders in the global movement for an inclusive, equitable and regenerative economy. And we want to work with clients that share our values and have a mission that aligns with ours.

Our F22 target of 5% of revenue coming from impact-led projects was exceeded for the second year in a row, coming in at 9.14%.

In addition to that, we also track the impact-related projects we deliver, which contributed a further 13.74% of revenue – making a total of 22.88% of Hoxby's F22 revenue coming from impact projects.

This outstanding performance in our impact goals has inspired us to set a new one: **We aim to be an impact-led organisation working purely on impact-led projects by F27.**

# 22.88%

of our revenue came from impact projects.

**x6 times more than in F21**

From these:

# 9.14%

of our revenue came from impact-led projects

**up from 3.6% in F21 and exceeding our F22 target of 5%**

# 13.74%

came from impact-related projects



# Impact projects classification

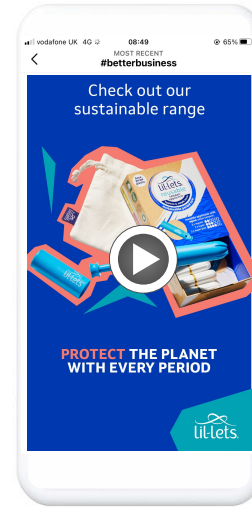
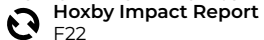
We follow B Lab's criteria (the foundation that grants the B Corp certification) to identify and classify our impact-led projects. In addition, we also consider projects related to impact, where we've provided services supporting an impact project.

## Impact-led projects

- Support for underserved/purpose-driven enterprises: groups that do not traditionally have access to the positive social or economic outcomes, and organisations that are intentionally designed to create positive social or environmental impact, rather than just company profits or shareholder returns
- Impact improvement: drive positive changes in organisations to improve their social or environmental impact
- Education: enhance the skills and knowledge of individuals

## Impact-related projects

We've provided services to support a project that the client has developed to improve their social or environmental impact.



# Client example #1: B Lab East Africa

**Context:** B Lab East Africa, member of the B Lab Global Network, works to transform the economy in Africa to benefit people, communities and the planet. In 2021, their global grant was coming to an end, so they turned to Hoxby to help fundraise \$200K to cover their operational costs. The task was complex, the timings were tight and the budget was small. But the impact could be massive. Six of the world's 10 fastest-growing economies are in Africa; this means that the businesses being created in Africa have the power to make or break sustainable economies and ecosystems around the world. Despite this, they are underfunded and their workers are living on as little as \$2 a day. B Lab East Africa can help African businesses become truly sustainable by offering them the tools and training that will enable them to have access to funding and support. This was a joint mission.

**How:** A handful of Hoxbies were mobilised. Our previous experience in charitable fundraising and crowdfunding was pivotal. The additional 'satellite' support from other Hoxby experts was eye-opening. We navigated three 'opposite' time zones (UK, California and Kenya), we involved the client in every step via a slack client channel, we supported them to engage with the B Lab global partners and mobilise the B Lab hive. In two weeks, we delivered a crowdfunding strategy, a campaign plan and a landing page design. Within a month, **#BackBetterBusiness** digital campaign went live. This included a [campaign video](#) – briefed, produced and edited via mobile phone conversations – a prelaunch and a [launch campaign toolkit](#) that included emails, more than 20 digital assets, social media captions, hashtags, email templates, press releases, etc. The campaign is ongoing and has helped raise the profile of B Lab East Africa globally.



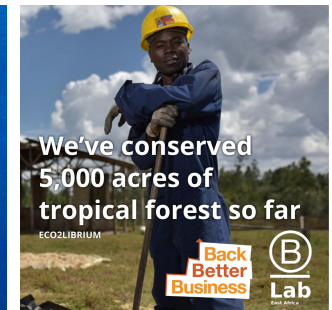
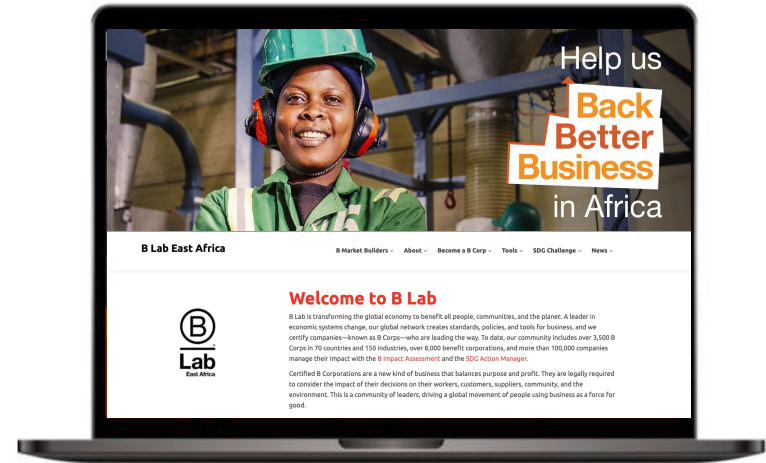
# Client example #1: B Lab East Africa

## Backing better business in Africa with B Lab

B Lab East Africa is transforming the economy in Africa to benefit people, communities and the planet. In 2021 they needed to fundraise \$200K to cover their operational costs to help African businesses become truly sustainable.

Our previous experience in charitable fundraising and crowdfunding was pivotal. A small group of Hoxbies worked across three time zones and involved the client in every step via Slack. We helped them engage with the B Lab global partners and mobilise the B Lab Hive, delivering a crowdfunding strategy, a campaign plan and a landing page design in just two weeks and the live campaign within a month.

The #BackBetterBusiness digital campaign included a campaign video and a launch campaign toolkit (with emails and templates, 20+ digital assets, social media captions, hashtags, press releases, etc). The campaign is ongoing and has helped raise the profile of B Lab East Africa globally.

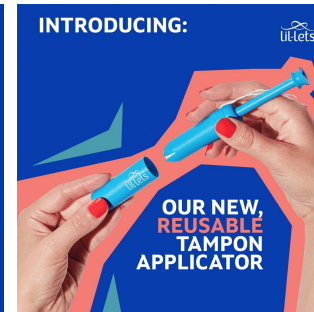
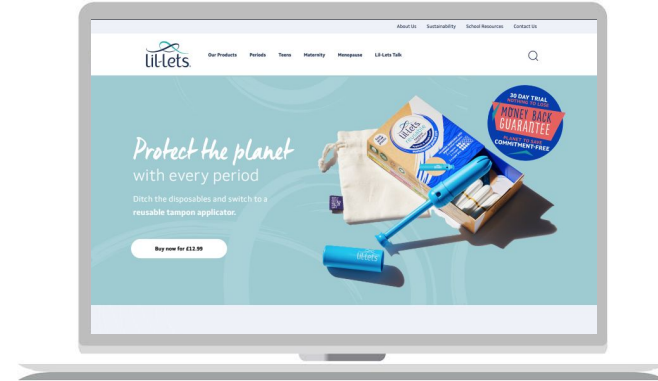
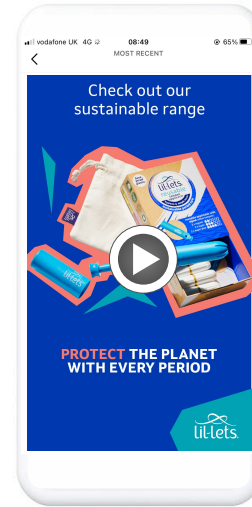


# Client example #2: Lil-Lets

## Protecting the planet with every period and Lil-Lets

Lil-Lets is one of the UK's leading feminine hygiene brands, offering women and teen girls a wide range of sanitary products. With more than 60 years of experience and innovation, Lil-Lets is committed to providing women with the right comfort and protection. In January 2022 we helped Lil-lets with a digital campaign promoting their new reusable applicator.

We rewound to the beginning to focus on educating people with periods about the plastic problem. For this second burst of the campaign, we handed over some creative control to influencers. We drew on insights from the Hoxby community to help shape the response to the brief.



# Client example #3: AIA

## Connecting AIA with customers at the heart of healthy living

**AIA is the largest publicly-traded life insurance and securities group in Asia, across 18 regional markets. AIA doesn't just protect lives, its whole purpose is to help people live Healthier, Longer, Better Lives. It's a bold statement. To test if the brand lives up to this ambition, AIA asked Hoxby to carry out a comprehensive brand review and audit.**

We handpicked a strategic team of experts, whose diverse skills and backgrounds helped us get to the heart of the issue swiftly. Our team focused on gathering a variety of perspectives across the business to pinpoint key challenges and find opportunities that could deepen the resonance of the AIA brand across its diverse territories.

With a new CEO arriving we had the opportunity to create some significant tonal and visual shifts, working at speed to make sure everything was in place for his arrival. Using creative sprints, we developed a framework for a new set of brand guidelines and, together with the brand team, created a roadmap to better express AIA's purpose-led intention and establish brand standards for all local markets.

The result? We created a solid platform and strategy to evolve the brand, bringing AIA to life through a persona that is fully aligned to their purpose and customer base. Our detailed brand guidelines are now in use across all AIA markets, providing local teams with clear direction on all facets of the evolved brand and the tools they need to implement it.

The key to our success was finding the right balance between avoiding unnecessary change and pushing boundaries, to create a long-term solution that will see AIA through to its next chapter.

A brilliant piece of work that will fundamentally shift our brand into a more energetic, vibrant, customer-centric space  
**THANK YOU!**

Fiona Travers, Associate director of brand, AIA

18

Markets covered in brand audit

15

Stakeholder interviews across the organisation

100%

Stakeholder buy-in to brand evolution at first presentation



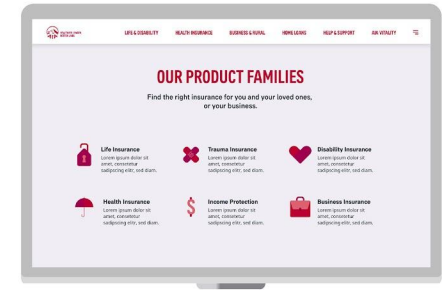
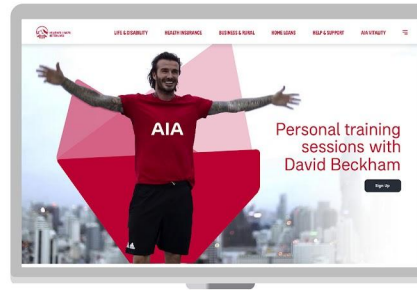
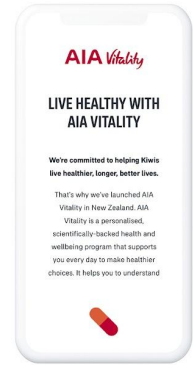
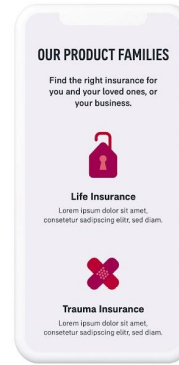
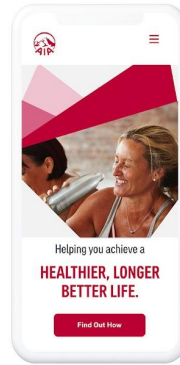
# Client example #3: AIA

## Connecting AIA with customers at the heart of healthy living

AIA is the largest publicly-traded life insurance and securities group in Asia and it aims to help people live **Healthier, Longer, Better Lives**. To test if the brand lives up to this ambition, AIA asked Hoxby to carry out a comprehensive brand review and audit across 18 markets.

Our handpicked team used creative sprints to develop a framework for a new set of brand guidelines and, together with the brand team, created a roadmap to better express AIA's purpose-led intention and establish brand standards for all local markets.

The resulting platform and strategy to evolve the brand brought AIA to life through a persona fully aligned to its purpose and customer base. Our detailed brand guidelines are now in use across all AIA markets, providing local teams with clear direction on all facets of the evolved brand and the tools they need to implement it.





# Helping Hoxbies



## Impact goal #3

### More workstyle work for more Hoxbies

Hoxbies have never earned from workstyle work as much as in F22. £2.5m was paid out to Hoxbies, 13.64% more than in F21.

This means 327 Hoxbies doing paid work, which is 47.19% of the community (a bit down from 59% in F21). However, this year we increased the community by +18.06%, with 693 active Hoxbies in F22.

The stable increase of workstyle work makes us confident about achieving our F25 goal of 80% of the community receiving paid workstyle work.

**£2.5m**

paid out to Hoxbies  
for workstyle work

**up from £2.2m in  
F21 (+13.64%) and  
£1.6m in F20**



**693**

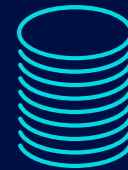
active Hoxbies in  
the community

**up from 587 in  
F21 (+18.06%)**



**327**

Hoxbies worked  
on paid projects



## Impact goal #4

### A diverse and inclusive community

Creating a world of work without bias can best be achieved with a diverse community, and Hoxbies are living proof of inclusivity. It's something our clients value the most, and results in refreshing outcomes created through collective intelligence.

Our goal is to represent the world as best we can, and every year we get closer to it. During F22 we have seen improvements in all our demographics. Although the majority of Hoxbies are based in the UK, our global community is spread across 32 different countries.

Having such an assorted combination of cultures and backgrounds, ages and ways of thinking, and access needs and identities makes our diverse community unique.

We continue to provide inclusive application processes and encourage the representation of all groups under our refreshing roof.

# 73.8%

of Hoxbies  
are female

(compared to 49.6% of  
the world's population)

**Last year: 74%**

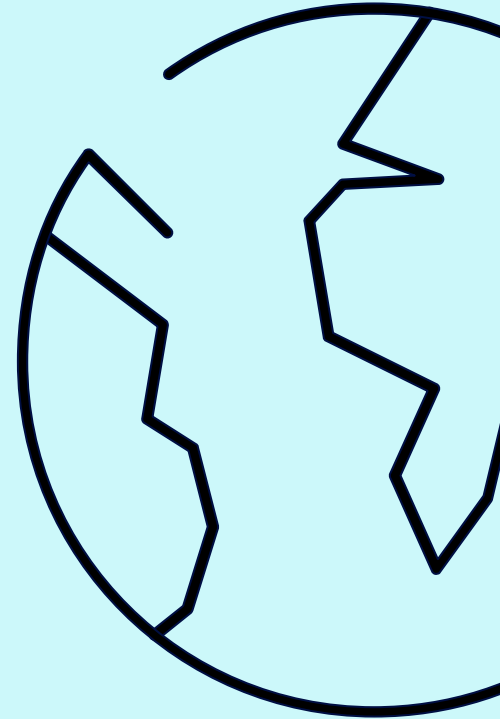
**0.2% non-binary (same last year)**

# 30.4%

of Hoxbies live  
outside the UK

(compared to 99% of the world's  
population)

**Last year 25%**



# 8.2%

of Hoxbies have a  
mental health condition

(compared to 12.17% of adults worldwide)

**Last year 8%**

# 8.9%

of Hoxbies are  
neurodivergent

(compared to 15-20% in the world)

**Last year 5%**

# 7.7%

of Hoxbies identify with  
having a physical disability

(compared to 25% of the world's population)

**Last year 6%**

# 8.2%

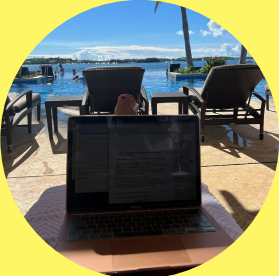
of Hoxbies  
identify as LGBTQ+

(compared to 2.2% in the UK)

# #ThankYouWorkstyle



# #ViewFromMyDesk



# #DearWorkstyleDiary

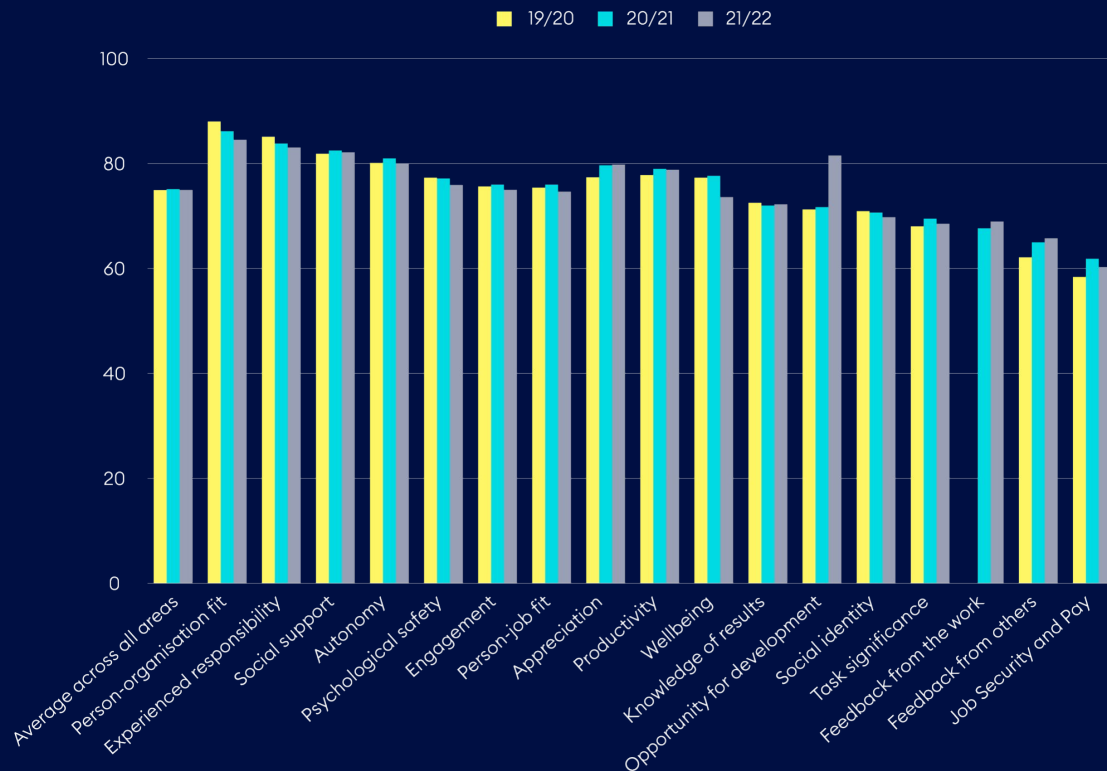
# Wellbeing and inclusion first hand Asking Hoxbies

In 2019 we mapped the Hoxby values against relevant academic variables that can be measured using robust, validated survey questions. The 'Help Us Understand Survey' is the result of this. For the third consecutive year, we've asked all Hoxbies about their last 365 days in the community, to understand how they have experienced wellbeing and inclusion.

Keeping an eye on our F25 goal of reaching 80% average across all areas, and comparing year-on-year data, allows us to identify potential emerging trends, like 'opportunity for development' (related to challenging and independent work, worthwhile accomplishment and career development).

We're also working on cornerstones like wellbeing, productivity and engagement, analysing correlations between these areas and demographics. This means we can focus on groups within the community that will drive the biggest positive impact on overall wellbeing and inclusion.

We will continue asking Hoxbies for input, to maintain a constant flow of information and together build the organisation we all want to be part of.





## Impact goal #5

### More workstyle work for more people

With our F25 goal in mind (half a million people positively impacted by adopting workstyle), our focus in F22 has been to establish new projects as a base to achieve this.

We've launched research projects in collaboration with the University of Liverpool to understand the impact of workstyle in parents, women with menopause and presenteeism.

We have collectively created a book. Written during F22 by Hoxby co-founders, Alex Hirst and Lizzie Penny, the chapters were shared in our Slack workspace to gather feedback and notes from the Hoxby community.

Engaging with the new Workstyle Revolution community on social media, we've shared workstyle stories, futureproofing conversations and inspiring a growing population of people that believe in the new world of work.



# Helping the world



# On our way to B Corp recertification in F24

Hoxby certified as a B Corp in 2020, obtaining 89.9 points distributed among the areas of governance, community, environment and customers.

In 2023, we're aiming to recertify with an impact score above 95 points. Our impact strategy works towards increasing our score in the customers area, collaborating with more impact-led clients and working on more impact projects in the upcoming years.

We are focusing on supporting underserved and purpose-driven enterprises, and providing services around education and impact improvement to organisations that also want to become impact-led.

Certified



Corporation





# LOVE WHAT YOU DO

Punam Sanghrajka-Patel,  
Project Lead and Studio Manager,  
Hoxby



refreshing work

# Onwards and upwards

[enquiries@hoxby.com](mailto:enquiries@hoxby.com)