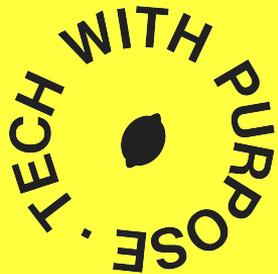


BigLemon®

• A FORCE FOR GOOD

Impact Report.
22/23



We build the best digital products that leave the world in a better place.

We do our bit to solve our planet's challenges,
through **Tech With Purpose** ®.



We believe tech shouldn't be a barrier to achieving **big change**.

We're on a mission: to build the best digital products that leave the world in a better place. We create tech with purpose, positively impacting communities, people and the planet. Building products that have a positive outcome for the end-user, not the bottom line. A collaborative group that will bring projects to life through co-design and a sense of fun.

We don't just build and leave; we create products with genuine social impact.

Award-winning tech for good products, delivered with transparency, care and for the wider social impact. Tech shouldn't be a barrier for achieving change. We partner with founders with big ideas, businesses looking for a transparent tech partner, and non-profits ready to showcase their community impact.



Co-production



Social Impact



Transparency



Care

A quick intro from us.

A big Big Lemon welcome to our very first impact report.

As a (relatively) new BCorp, we're excited to share our journey with you, the reason for this report is not to only highlight where we are now, but how we've got here and the journey ahead. So pull up a chair, grab a brew and let us spin the yarn.

In the spirit of transparency, we're super excited to share some of the strides we've made in the past couple of years, and the recognition we've received for our hard work. As we take a short stop to recognise our achievements so far, it's imperative to remember; the importance of an impact report is not to get hung up on the reflection of achievements. It's about how we publicly state our plans and areas for improvement in the coming year, to be held accountable in plain sight for everyone to see.

The digital sector is full of its challenges, and in an industry that isn't known for its social impact, we want to be the facilitator for change, by doing our bit to solve the world's largest challenges.

In this report we're stepping up and taking responsibility for how we can all have a positive impact, one small step at a time.

Doing good fuels our vision, and we're on a mission to solve big societal issues by implementing projects and working with people that deliver social impact, delivered with the Big Lemon secret sauce: transparency and care.

We can't wait to see you on the other side.



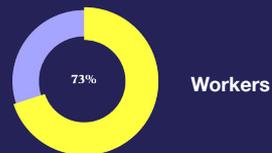
O. Richards



Our Journey to Certification.

After 2 years of continuous improvement in our internal process, and rebuilding our approach to how we do business, we achieved BCorp status In 2021. We're now part of an amazing family of like-minded businesses around the world, all working to drive positive change on a local and global scale.

Though we're super proud of this achievement, we know that the buck doesn't stop here. We're already working towards improving our BCorp score, and have highlighted key areas from our Business Impact Assessment to focus on in the coming months, but more on that to come.



50.9

Average score for UK business

80.0

Qualification score for BCorp

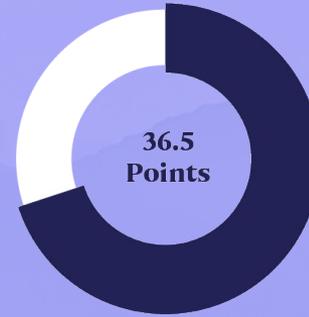
104

Our B Impact score

We're a Certified Best for the World B Corporation - Workers.

A Best for the World award recognises the top-performing B Corps creating the most significant positive impact through their businesses. More than a badge of honour, Best for the World provides an opportunity for recognised companies to share knowledge, learnings, and best practices with the B Corp community and businesses outside of the community to encourage innovation and transformation across the business sector.

But, there's so much more for us to learn, adopt and implement.



Our Workers Score



Industry Average Score

How did we get here?

2014

The early years.

The year is 2014, 'Happy' by Pharrell Williams is at number 1 and people are pouring buckets of ice over themselves in aid of the ALS foundation (remember that!)

A fresh faced Owen and Kieran join forces to create what was then the digital agency Big Lemon Creative.

2016

Our first staff member of staff, joined in November 2016

Big Lemon was predominantly a website agency then, we had several notable projects with large welsh organisations such as Admiral, NHS Wales and many startups, but our work was missing something we couldn't put our finger on.

2019

Changes in the tide

By 2019, we were a team of 5 and a majority of our work was now focussed on larger scale Web Apps, rather than websites. We were early adopters of React and React Native, so wanted to push our own boundaries of what we could create.

During 2019, we began work with an organisation called Amber on a project called The Student Energy Project. This was our first project that aimed to tackle an ethical mission, in this instance it was improving the sustainability of freshers students as they moved away from home, most of whom for the first time.

Completing this project made us realise that this was the kind of work we wanted to do, it aligned with who we were as individuals, and it felt good knowing that we could make a genuine difference by building the products we loved.

That year, we decided to put more emphasis on the kind of work we wanted to produce. We didn't know exactly what that looked like, but we knew this was our future. This was the Big Lemon rebirth.

2020 - 2022

The Pandemic Days - Pivot!

Sam Wheeler joined Big Lemon in 2020, during a phase of growth, and became instrumental to the new direction of the organisation.

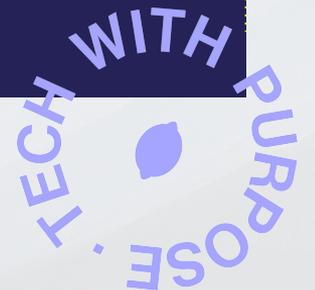
By 2020 the world was on the cusp of the Coronavirus pandemic, but unbeknownst to us we forged on. We were starting to align ourselves to our new mission to build better products for people, but we'd still not refined what exactly that meant.

By Autumn of 2020 the coronavirus pandemic took hold, and everyone's lives changed. I think it's safe to say it was a completely surreal experience for everyone. With all of the unknowns in personal and business life this period of time allowed if anything, an opportunity for reflection. We had no idea what was about to happen, so we doubled down on our new mission; build the best digital products that leave the world in a better place.

This period was a new learning curve for us as an organisation, we scaled quickly due to the demand of organisations pushing new digital policies whilst the real world was locked down. We worked on some truly amazing new products that impacted people greatly.

This is where our BCorp journey really began. We started implementing our new direction in full force, with a new brand identity, a new team and a new found ambition to help others in the face of adversity.

We are now an organisation that built Tech With Purpose ®.



Benchmarking our current B Corp impact

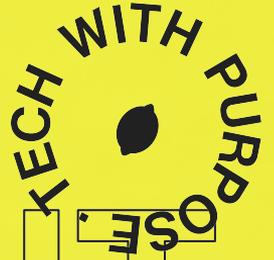
Big Lemon has been a BCorp since 2022; we scored 104 points for our first certification. At the time of scoring, we were the highest-rated BCorp in Wales. Our ambitions are to continue making incremental improvements though each impact area to reach this benchmark again.

Though each of the impact areas carry equal importance, **we've decided to outline our benchmark criteria in reverse order of where we scored the most, starting from the lowest to highest.** We believe this offers the best transparency, and highlights the steps we want to take to improve our Impact Assessment score on recertification in 2025.

In 2025, when we recertify, we would like to achieve

120 Points

1—



ENVIRONMENT ENVIRONMENT ENVIRONMENT

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.

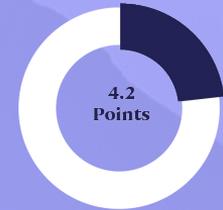
ENVIRONMENT & SUSTAINABILITY

We understand the important role that technology can play in addressing climate change and other environmental issues. In the past 12 months, we've reviewed the impact of our energy uses. As we're entirely remote, server energy was highlighted as a significant environmental impact within Big Lemon. We reviewed our server uses and moved over to greener suppliers. 75-99% of the energy used within these server centres is now carbon-neutral, set to improve over the coming two years.

We're currently actively collating information to report on our sustainability activity, analysing our direct and indirect impact on the environment through our initiatives and client projects. This will allow us to benchmark our carbon score and implement actions to get steps closer to carbon neutral.



Our Benchmark



Industry Average Score



2025 Ambition

*out of 20 available points

Our Sustainability and Environment Goals.

As an organisation that promotes solving our planet's challenges, climate change is something that's close to our hearts. As such, we want to be a part of the solution to reducing emissions and reducing the collective carbon footprint. Year on year, we're putting plans in place to reduce our carbon footprint as an organisation.

We're pledging to achieve

Net Zero by 2030

What we have in place now : Environmental sustainability action and monitoring plan.

We have implemented a number of initiatives to reduce our carbon footprint in recent months, including switching to renewable energy where possible, and assessing the carbon output of our product hosting.

Since certification we have also implemented an Environmental Sustainability Action and Monitoring Plan. This plan consists of a 5 step improvement plan with specific actions to be regularly reviewed and improved upon. Each year, this plan is reviewed, and new actions are added.

Our monitoring plan is broken down into 4 stages, which are monitored on a quarterly basis, they consist of:



Plan - Recognize an opportunity and plan a change.



Do - Test the change. Implement what has been planned.



Check – Review/Evaluate what has been done, analyse the results and identify what has been learned.



Act - Take action based on what has been learned. If the change did not work, go through the cycle again with an amended plan. If successful, incorporate wider changes within the organisation and wider community. Implement the learning and plan new improvements, then begin the cycle again, so that it becomes an iterative process and is embedded in the organisation's culture.

Sustainable conscious projects

We're working on nationwide projects, such as The Student Energy Project, and Hello Zero, in collaboration with Amber. The Hello Zero project aims to assist hundreds if not thousands of SMEs to reach Carbon Zero in the coming years by tracking their current energy usage and offering help and information to change habitual behaviour to decrease the use of 'dirty energy'.

40,176 Trees planted, or 2,998 tonnes of CO2 saved so far, through the app we produced for Amber.

Working with Benthgy Cymru we built a new website to make borrowing easier and to support the development of more libraries around the country. The platform enables users to find their nearest library and borrow what they need, reducing energy wastage, supporting local communities and reducing landfill waste.



In 2022 we:

- ✓ Implemented an environmental sustainability action and monitoring plan.
- ✓ Reviewed our hosting for bespoke websites, which are now cleaner than 70% of all websites tested, but are still run off energy which isn't renewable.
- ✓ Reduced the average amount of carbon per page view to 0.28g of CO2 on our bespoke websites.

We recognise our contributions to negative CO2 outputs through hosting choices. We've made strides in 2022 to improve our sustainability measures, but there's still more to do.

In 2023 we will become a more environmentally conscious organisation by:

- ☀ Register for the BCorp climate commitment to NET Zero 2030.
- ☀ Reduce our Carbon footprint by at least 5%.
- ☀ Survey team members to understand how we can reduce our work related energy consumption.
- ☀ Research and implement cleaner hosting practices for our digital products.
- ☀ Ensure our custom sites are cleaner than 80% of all websites tested and hosting will be powered on renewable energy.
- ☀ Educate others on saving CO2 on digital products. Including file sizes and cleaner hosting.

We will implement new processes that review website CO2 outputs at the end of each project. By reducing file sizes, removing unnecessary font files and using sustainability design practices will enable us to reduce the CO2 output by up to 60%.

2—



CUSTOMERS **CUSTOMERS** CUSTOMERS

The Customers Impact Area evaluates the value that your company creates for your direct customers and the consumers of your products or services through topics such as ethical and positive marketing, warranty and quality assurance of products and services, data privacy, data security, and more.

CUSTOMERS & PARTNERS

We believe that our products can make a positive impact on the world by solving problems and improving people's lives. That's why we take a holistic approach to product development, considering the social and environmental impacts of our products at every stage of the process. We also strive to be transparent about the impact of our products, and we provide our customers with clear information about the benefits and potential impacts of our products to suit their needs.

We actively partner with organisations that are doing good, we frame ourselves as an organisation that doesn't build a product and leave, but rather stays around for the long term, supporting and growing with our partners.



Our Benchmark



Industry Average Score



2025 Ambition

*out of 90 available points

In 2022 we:

- ✓ Implemented a new Penetration Testing process on any large projects that handle client data. The process tests the security of the products built, ensuring sensitive user data remains safe.
- ✓ Reviewed our quoting and sales materials to be more transparent, breaking down exactly how much elements of each feature cost, and offering alternatives if they exist.
- ✓ Implemented an internal and external feedback protocol which allows us to learn from internal project challenges as well as thoughts from partners to improve future services.

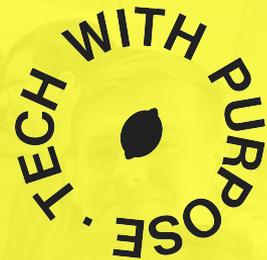
In 2023 we will better our customers and partners processes by:

- ⚙️ Reviewing our project data security as we transition into a new code stack.
- ⚙️ Formalise a new proposal system that offers greater transparency and information at the sales stage of new projects,
- ⚙️ Formalise a client project debrief, reviewing anonymous data to ultimately improve the experience of the work we produce.

We've always taken a transparent approach when it comes to customers and partners. We've made strides in 2022, and we have ambitions to improve upon these in 2023.

3—

COMMUNITY **COMMUNITY** COMMUNITY



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.

PEOPLE & COMMUNITIES

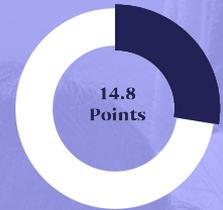
What we have in place now:

Diversity and Inclusion

As an organisation championing Equality Diversity and Inclusion, we review our internal and external processes to ensure that they align with our ambitions. In the past 12 months, we've worked with organisations and bodies, including Chwarae Teg, to improve our employment processes. We have hired two women in predominantly male-dominated roles, and additionally, Sam Wheeler has become a joint owner and director of the company. Sam was also awarded the prestigious Womenspire Woman in STEM/STEAM award for her contributions to the sector.



Our Benchmark



Industry Average Score



2025 Ambition

*out of 50 available points

What we have in place now:

Co-production

Any projects internally and externally now go through our co-production process, ensuring that anyone who has contact with the project feels valued and has an opportunity to voice their opinion. Ultimately this makes our projects not only more accessible to the intended audience but, more importantly, built for purpose.



What is Co-production?

Co-production brings together different forms of lived or living and learnt (personal and professional) knowledge, understanding, and experience, for better outcomes and mutual benefit.

Genuine co-production in research and services has been limited. Those who will be affected by a project or programme don't often get the chance to influence its design and development. This is especially the case for specific groups and communities whose voices have historically been excluded from power and decision-making.

More details on the co-production process can be seen at the Co-Production Collective website we designed, built and are continually evolving.

What we have in place now:

Accessibility

We continuously review our accessibility processes internally and for the products we produce. We already conform to AA level to WCAG (Web Content Accessibility Guidelines) guidelines, but we have ambitions to do much more. As much of our work is in the 3rd sector who need advanced accessibility options, it's opened our eyes to the importance of an open and accessible web for all. As such, we're in the early stages of scoping our open-source accessibility tools to use across our projects and allowing others access to them, too, getting one step closer to a web for all. We're open and transparent on all of our process, and don't shy away from our challenges to better ourselves in this area. We regularly blog on our findings and learnings in this area, with some of our team building accessibility products in their spare time.

Events

We're firm believers in giving back to the community on our learned experiences, from implementing a four day work week, building products with no code, to how we approached BCorp certification and implementing a triple bottom line:

-  Tech for Good Podcast guest speaker
-  BBC Wales 4 Day Work Week adoption
-  Insider Round Table with Golley Slater
-  Cwmpass Internal team speaker presentation
-  WIST guest speaker
-  STEAM workshops in schools
-  Bethnal Green No-Code webinar speaker
-  Co-Production Birthday celebrations speaker

In 2022 we:

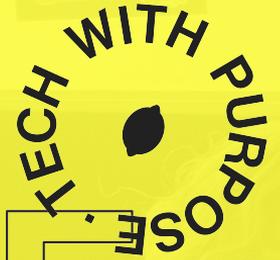
- ✓ Ran a free Four Day Work Week Webinar with 60 individual attendees.
- ✓ Signed up to the Step Programme, which is a scheme run in collaboration with UCL to supply young East Londoners an opportunity to work with an organisations for 12 months.
- ✓ Set up a discounted rate for 3rd sector and CiC organisations
- ✓ Registered to the DIAW (Digital Inclusion Alliance Wales) Network.

In 2023 we will engage with more people and communities by:

- ☀ Running at least 2 more free workshops or webinars.
- ☀ Improve the diversity of panellists at any Big Lemon event.
- ☀ Continue to support 3rd sector organisations by offering discounted rates.
- ☀ Continue to work with the DIAW Network to discuss and tackle some of Wales' largest digital social challenges.

Engagement with peoples and communities is something we believe strongly in, especially underprivileged or otherwise underrepresented individuals. Diverse views make products and services more accessible and inclusive to everyone.

4-



GOVERNANCE

GOVERNANCE

GOVERNANCE

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

We prioritise ethical governance in all aspects of our business. We have a strong code of conduct that guides our decision-making and holds us accountable to our values. We also have a diverse and inclusive leadership team, which helps us to consider a wide range of perspectives when making decisions.



Our Benchmark



Industry Average Score



2025 Ambition

*out of 25 available points

What we have in place now:

Social Impact Goals

Every project we partner on has an element of social value, either in the theme of the project delivery or the impact it has on its users. In the slim case where a product doesn't have a direct effect on the end user by its theme, we implement other social value by ensuring that the delivery partner has other channels of social impact not always available within the industry of the product in question.



In 2022 we:

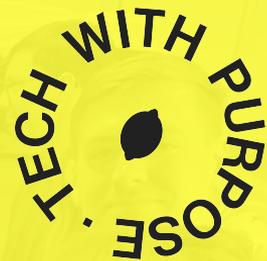
- ✓ Implemented a board transparency recap with the Big Lemon team after every board meeting.
- ✓ Committed to change our articles of association to publicly disclose financial results and integrate social and environmental issues into decision-making.
- ✓ Hired 2 new junior developers to upskill and progress to middleweight level.
- ✓ Registered as a Disability Confident Employer.

In 2023 we will:

- ⚙️ Attempt to diversify the team to include more ethnic minority employees and leadership.
- ⚙️ Ensure at least 50% of full time employees will be Female.
- ⚙️ Review and implement new steps to accredit at least stage 2 as a Disability Confident Employer.

5—

OUR TEAM **OUR TEAM** OUR TEAM



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

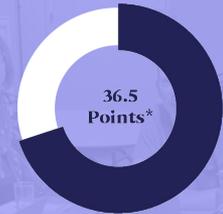
OUR TEAM

What we have in place now:

We run a quarterly retrospective of all members based on the Stop, Start and Continue methodology. We have started to conduct a bottom-up retrospective for senior staff members, meaning the most junior members of our team conduct the retrospective for our most senior, offering total transparency for all.

We also run frequent anonymous polls to question the team on several factors, including productivity, wellbeing, workload, and various other metrics. We use the output of these polls to make internal changes to the direction of the business.

We were awarded not only a Best for the World award, but an Escape the City top 100 2021 and 2022, ranking in at no.24 in the world, which we're really proud of.



Our Benchmark



Industry Average Score



2025 Ambition

*out of 50 available points

In 2022 we moved to a Four Day Working Week.

We've recently moved to a Four Day Working Week with no loss of pay to support the team's broader wellbeing and work-life balance.

We believe this is a fundamental step to reevaluate societies' relationship with work. We've run successful webinars to help inform other organisations on the benefits, challenges and opportunities of the campaign, partnering with influential speakers such as the 4DWW campaign, Escape the City and City to Sea. We're hoping to involve Welsh Government representatives, BCorp and larger SMEs in our next event, which is happening in the coming months.

The decision to go 100% remote as an organisation has opened our network of employees to a much wider audience than we previously had access. Even though we offered remote working in the past, it wasn't until we committed to going 100% remote we were able to commit to hiring the best talent from all over the UK, and in the future, from all over the world. We're avid believers that work doesn't need to be conducted from a set location but wherever individuals feel comfortable. We offer a remote working package, leaning on our partnerships with TownSq, Welsh ICE and other remote working locations, allowing staff to access an area of their choosing to work from anywhere in the UK.

We believe this flexible working approach, combined with our 4DWW, makes Big Lemon more appealing to families, working parents and those looking for a work-life balance. FlexAppeal is something we are firmly committed to, actively seeking those in our network who could benefit from the way we work. We work with freelance mums, dads, and neurodivergent partners who benefit from our commitment to this method.

What we have in place now:

Transparent Reporting

After each board meeting, we report to the team, including all financials, upcoming projects and internal and external commitments to our BCorp responsibilities. This enables everyone in our team to have a voice and affect the direction of our mission.



We have core-hours of 10-3, allowing flexibility for the team to choose their own working hours. We believe this allows for ultimate flexibility, because life shouldn't be about work.

There's no form of micro-management in Big Lemon, everyone is responsible for their own work, and there's always support from colleagues when needed. This gives the team full manoeuvrability of the projects and how they are built. It also allows them to push their technical and creative boundaries, ultimately leading to increased personal growth.

“We have meaningful work, a community of genuine, talented, hard working individuals, a great work life balance. I'm constantly reminded by how lucky I am to have found this company.”

Niall, Frontend Developer

In 2022 we:

- ✓ Reviewed and updated policies to improve equality and diversion across the team.
- ✓ Registered as a Real Living Wage Employer
- ✓ Won BCorp Best For the World in the Workers Category.

“A truly open and transparent organisation, with an amazing work-life balance and an awesome team to work alongside. So happy to have found this company.”

Stefan, UX/UI Designer

In 2023 we will improve our team culture by:

- ☀ Explore profit based bonuses and equity in projects and products.
- ☀ Formalise a training budget for all staff members, enabling personal growth
- ☀ Review personal growth days, including allocated time for charity work.
- ☀ Review the current private healthcare and decide if it's fit for purpose.
- ☀ Research and implement further mental health support through our private healthcare policies.
- ☀ Implement a new monthly perks programme to replace the current plan.
- ☀ Register for BFTW 2023 in the Workers Category.

A final word from us

Thank you for reading our first ever Impact Report, one of many more to come in the future.

We recognise that this is just the beginning of a journey to becoming a more ethically focussed organisation, and we want to take this time to recognise our team, who's dedication and commitment means the world to us.

Here's to a successful 2023 for everyone, no matter how you define success.

We'd love to hear your thoughts on this report. If you're a new Bcorp, considering applying, or looking to implement a four day work week, or just want a good old chin wag, then we're all ears. Let us know by contacting hello@biglemon.co.uk, and we'd be happy to help where we can.

Until next time, thank you!



BigLemon®

▪ A FORCE FOR GOOD

