



B CORP[®] IMPACT REPORT

2024



1. LEADERSHIP LETTER



**B Corp offered
something we didn't
have: a structured way
of testing ourselves,
and the inspiration
to go further.**

At CIL, we've always believed that business should be a force for good – for our people, our clients, and the communities around us.

Since the firm was founded in 1986, these values have been our foundation. And as Managing Partner, I'm responsible for how CIL shows up in the world. I take that seriously, and B Corp has given me a platform to drive change. That's why pursuing certification was one of the first things I wanted to do when I began this role.

B Corp offered something we didn't have: a structured way of testing ourselves, and the inspiration to go further.

And though becoming a B Corp has been a form of validation, we've continued to evolve since. For CIL, the process isn't about chasing points. It's about genuinely improving how we operate, and deepening the positive impact we have on the communities we're part of.

When we announced internally that we'd be applying, I was encouraged by how much everyone embraced it. It wasn't seen as a box-ticking exercise – instead, there was real energy around what we could achieve.

B Corp has shaped our approach to being a more responsible business. It's inspired us to make difficult decisions that reflect who we are and the impact we want to have – even if they have implications for revenue.

The B Corp framework now guides our ESG programme, but also supports our mission: to be the best consultancy to work with, work for, and invest in. As we continue to grow internationally, that mission has never felt more important.

I'm proud of the impact it's had. But certification is just the start. We'll continue to raise the bar, to challenge ourselves, and to stay true to the values that have always guided CIL.



Jon Whiteman
Managing Partner

2. ABOUT CIL



Who we are and how we operate

CIL is an international growth strategy consultancy. We help management teams and investors identify opportunities, solve complex problems and build strategies for long-term success.

We work with businesses to bring clarity to complexity and create sustainable growth.

Founded in London in 1986, we now operate globally, with offices in London, Frome, Munich, Paris and Chicago. But while our reach has expanded, our values have remained constant.



Our mission

To be the best consultancy to work with, work for, and invest in.



Our vision

To be a global strategy house, recognised for excellence in everything we do.



Our values

Aim for excellence
Be supportive
Act with integrity

3. OUR ESG TIMELINE



OUR ESG TIMELINE



CASE STUDY

**missing
people**

MISSING PEOPLE RESEARCH PROJECT

Missing People is the only UK charity dedicated to reuniting missing children and adults with their loved ones. CIL has partnered with Missing People since 2015, offering fundraising, strategic advice and research support.

Our support

In 2024, we funded a major new research project exploring the harm experienced by missing children. This is an area where data has historically been limited, and one in which official statistics may be significantly under-representing reality.

Impact

- Helping to close a critical knowledge gap about the risks faced by missing children.
- Supporting Missing People's efforts to improve data collection beyond police statistics, drawing on lived experiences of children themselves.
- Laying groundwork for better policy, intervention and support services for vulnerable young people.

4. OUR ALIGNMENT WITH UN SDGs



DEI initiatives and commitment to equal opportunity.

Outreach initiatives and partnerships with charities, such as The Elephant Group.

Creating meaningful careers for our people and helping clients build sustainable, high-performing businesses.

Policies that support the physical and mental health of our employees, like private health insurance, mentoring programmes and our cycle-to-work scheme.

Our long-standing charity partnerships.

Investment in climate action projects, to tackle emissions, support biodiversity, and promote sustainable resource use.





CASE STUDY

THE ELEPHANT GROUP

The Elephant Group (TEG) is a UK charity dedicated to widening university access for high-potential students from non-selective state schools, many of whom are from lower-income backgrounds. In late 2024, CIL entered into a partnership with TEG to support their mission.

Our support

We sponsored a university insight day at SOAS for around 100 A-Level students from Tower Hamlets, helping them experience university life first-hand. CIL team members delivered a session on career pathways, explaining what consulting is, how different academic backgrounds feed into professional skills, and offering advice to help students with their university applications.

Impact

- Enabled 100 students to participate in an immersive university experience, helping them see higher education as a tangible goal.

- 82% of students who attended our session reported that they developed skills to support their university applications.
- Connecting students from under-represented backgrounds with insights and role models from the professional world.



5. OUR JOURNEY TO CERTIFICATION





**B Corp status positions
CIL as a consultancy
that genuinely integrates
ESG principles into
what we do.**

Why we decided to become a B Corp

In 2022, we took a step back to review our ESG strategy. We wanted to make sure our short-term efforts were aligned with our long-term objectives.

The review prompted some reflections. Were we focusing on the right initiatives? Did we have the right balance of ambition and realism? Were we tracking progress properly, and could we demonstrate our impact?

Through this process, we decided that an external accreditation would help reinforce our commitments. B Corp stood out as the right choice for us.

Why B Corp status aligns with our strategy and culture

B Corp's core idea – that business can be a force for good – matched our values. Certification provided a framework for us to assess our performance against, it aligned with our desire to:

- Hold ourselves accountable to ESG standards.
- Improve transparency and build trust.
- Benchmark our ESG practices against our peers.
- Identify areas for improvement to help with goal-setting.
- Engage in a challenging process to drive continuous improvement.

How B Corp status has impacted us

B Corp has helped strengthen our ESG programme and shape practical changes.

We've made refinements to areas like parental leave and economic inclusion, introduced new governance structures, and taken clearer positions on the kinds of work we do – including a formal project acceptance process for restricted and controversial sectors.

It's also helped reinforce our culture. We've always sought external validation as a way to hold ourselves to high standards, and becoming a B Corp is a natural continuation of that. As markets increasingly prioritise ESG, B Corp status positions CIL as a consultancy that genuinely integrates ESG principles into what we do.

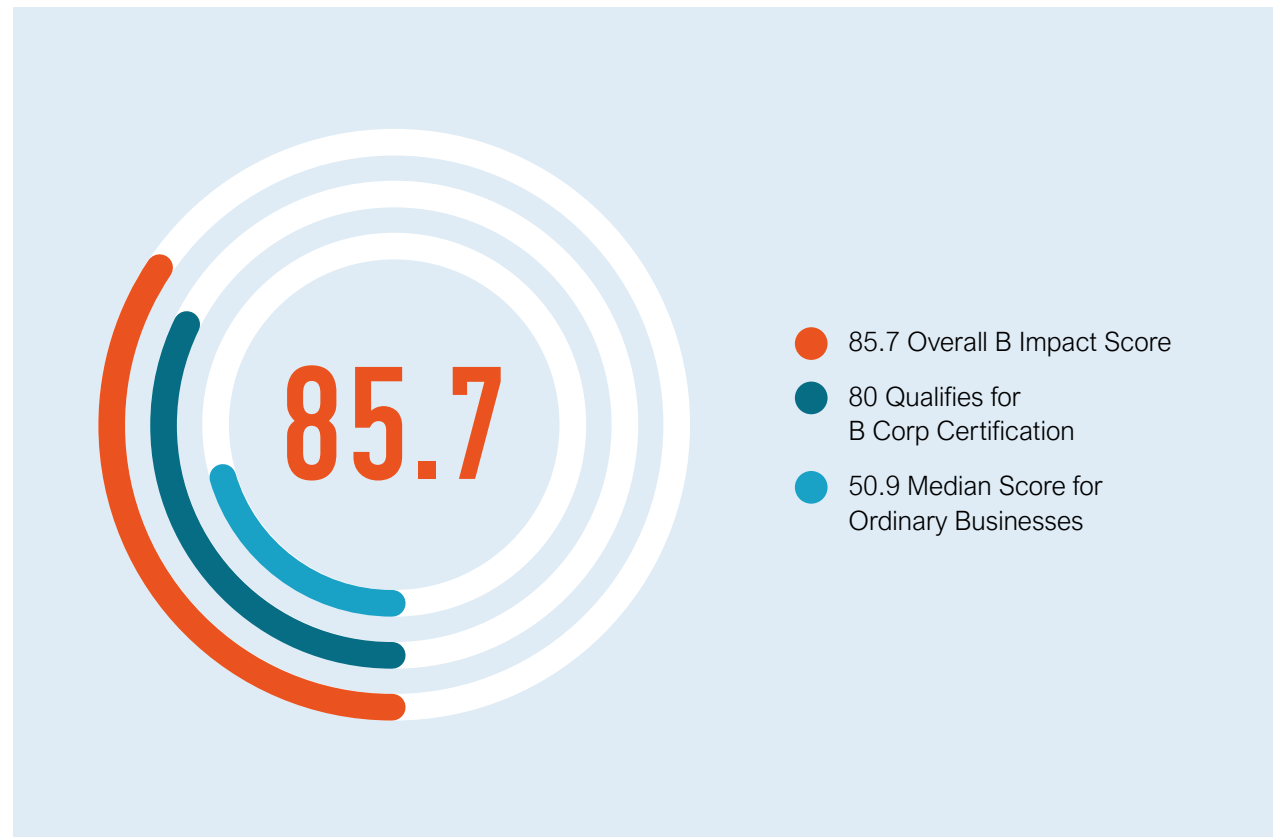


Megan Savage Shaw
Director and Head of ESG



6. OUR B CORP SCORES

Our overall B Impact score is 85.7. That puts us above the 80-point threshold for certification, and well above the median score for businesses who complete the B Corp assessment (50.9).



The breakdown on the right highlights our scores across the five categories of impact: Governance, Workers, Community, Environment and Clients.

In **Section 8**, we outline our goals for improving our score in each category.

Overall scores:



Governance

Overall score: 18.8

This area evaluates ethical and transparent business practices.



Workers

Overall score: 39.9

This focuses on the well-being and impact of a company on its employees.



Community

Overall score: 18.8

This assesses a company's impact on its local community.



Environment

Overall score: 5.8

This area examines environmental footprint.



Clients

Overall score: 2.1

This focuses on the value a company creates for its clients, including the quality of its products and customer service.

7. OUR IMPACT AREAS





B Corp certification measures impact across five key areas:
Governance, Workers, Community, Environment and Clients.



Governance

We're working towards a governance framework that fully aligns with our ESG and B Corp mission.

We want this framework to support transparency, regular monitoring, and continuous improvement, with clear reporting responsibilities.

What we've done in the past 12 months:

- Introduced an ESG Steering Committee, with more senior and cross-company involvement.
 - Created a B Corp Steering Committee, with clarity over reporting lines and ownership.
 - Continued ESG reporting, as part of quarterly Operational Leadership meetings.
 - Incorporated B Corp's restricted sectors list into our project acceptance process, with senior oversight, and actively decline opportunities to work with businesses in this list.
 - Begun improving our impact measurement across ESG.
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Workers

We want our people to thrive over the course of long and meaningful careers.

That's why we strive to provide a supportive, sustainable working culture, while holding each other to the highest professional standards.

What we've done in the past 12 months:

- Celebrated 65 promotions across our global consulting and operations teams.
- Promoted three new internal Partners, two of whom joined CIL as graduate Analysts.
- Ensured all of our UK employees and suppliers are paid the real Living Wage.
- Continued to offer internal secondment and sabbatical opportunities to our teams, with five CILers experiencing working life in a different country and six taking an extended career break.
- Maintained our position as one of Vault's top 25 consulting firms to work for in EMEA.
- Grown participation in our Employee Benefit Trust to 35%.



Community

As CIL grows, so does our responsibility to the communities around us.

We aim to contribute by focusing on causes where we can add real value. We do this through charitable partnerships, fundraising, pro bono work and volunteering.

What we've done in the past 12 months:

- Continued our long-standing partnership with the charity Missing People, including raising £30,000 with a sponsored walk, funding research and providing pro bono advice.
- Partnered with The Elephant Group, a UK-based social mobility charity, to support university access for high-potential students from under-represented backgrounds.
- Supported a range of local charities across our offices in Chicago, Munich and Paris.





CASE STUDY



CONDROBS E.V.

Condrobs e.V. is a Munich-based non-profit organisation that supports people facing addiction, homelessness and other social challenges. With around 950 employees across 70 facilities in Bavaria, it offers services in prevention, counselling, rehabilitation and reintegration.

Our support

In spring 2024, CIL Munich began a pro bono collaboration with Condrobs to help refine one of their core service offerings. Through a combination of primary and secondary research, we're helping the charity to sharpen the focus and positioning of its programme, aligning it with the needs of beneficiaries and expectations of external stakeholders.

Impact

- Helping Condrobs improve the clarity and strategic positioning of their service design.
- Strengthening the charity's ability to communicate its value and secure future funding.

CASE STUDY



TIME2START

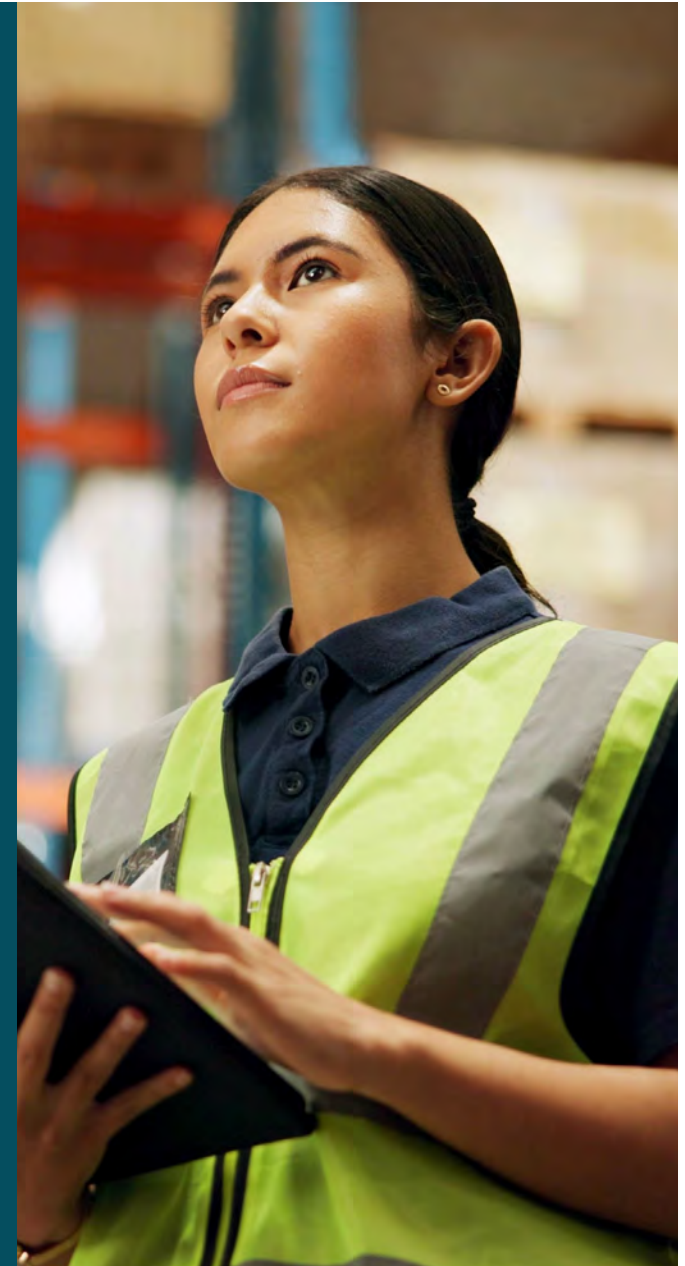
Time2Start is a French non-profit organisation that supports entrepreneurs from under-represented communities, particularly those from disadvantaged neighbourhoods. It offers coaching, networking, event space and access to interest-free loans to help entrepreneurs build their businesses.

Our support

CIL Paris team members sit on the selection committee for new programme applicants, helping evaluate pitches and identify entrepreneurs who will benefit. The firm also provides mentorship to selected entrepreneurs, offering hands-on support with business planning, pricing models and value propositions.

Impact

- Added capacity and strategic input to the programme's selection process.
- Provided tailored mentorship and business support to participating entrepreneurs.
- Helped entrepreneurs secure funding: KUPA, a remittance start-up, received a €23,000 grant from the French Tech incubator using a business plan and pricing model that CIL helped to create.





Clients

As a strategy consultancy, we recognise the influence we can have through the advice we give, the sectors we work in, and the standards we uphold. Over the past year, we've broadened our services to offer deeper insights, more practical levers for growth, and greater value across sectors.

What we've done in the past 12 months:

- Expanded our services to include:
 - Pricing and commercial excellence, helping businesses capture more value through smarter pricing strategies, improved go-to-market execution, and customer segmentation.
 - Advanced analytics, combining data science and consulting expertise to enable better decisions.
 - Value creation support, helping management teams and investors post-deal to drive sustainable growth.
- Built a more inclusive community in M&A by continuing our Women in M&A (WiMA) network in the UK and launching one in Chicago, bringing together senior women across private equity, advisory and industry to share experiences and build networks. We're also proud to have launched our Pre-Partner WiMA event series, for women in the early years of their careers.
- Achieved a net promoter score of 8.6 in 2024, reflecting strong client satisfaction and loyalty.
- Celebrated external recognition for our work, including Gold at the 2024 Consultancy Awards for our Advanced analytics practice, and being named a platinum-level firm for Strategy Consulting in the [Consultancy.org](https://www.consultancy.org) rankings.



Environment

We want to play a role in tackling climate change and supporting sustainability.

Our focus is on measuring our impact, reducing our carbon footprint, and investing in credible climate projects. We partner with Seedling, who help us calculate, verify and offset our carbon footprint.

What we've done in the past 12 months:

- Improved the measurement of our Scope 3 emissions through our partnership with Seedling, ensuring a full-scope compliant carbon footprint.
- Enhanced our carbon reduction plan, by improving energy efficiency, limiting international travel, incentivising greener commutes, implementing sustainable equipment policies, and assessing the sustainability of our events.
- Launched our Talking Green series, inviting industry experts to speak about the role businesses can play in tackling climate change.
- Invested in three carbon offset programmes:
 - Green Power, supporting the transition to renewable energy in developing countries.
 - Natural Impact, combating deforestation, soil degradation and biodiversity loss.
 - Beech Estate in East Sussex – our first UK-based investment – focused on sustainable farming, biodiversity and carbon sequestration.
- Confirmed our commitment to achieving net zero by 2050, including a 90% reduction in emissions.



CASE STUDY



CIL X SEEDLING

As CIL continues to grow, so does our responsibility to reduce our environmental impact. We were looking for a clear, practical approach to carbon management - one that would scale with the business and meet the expectations of our clients, our people and the communities we operate in.

Our support

That's why we partnered with Seedling - a carbon management platform founded by a CIL alumni. With Seedling's support, we've been able to:

- Measure our full carbon footprint in line with the GHG Protocol
- Identify opportunities to cut emissions across our offices, travel and supply chain
- Equip our team with data-led insights and practical steps to make a difference

Impact

- We now have robust emissions data we can track and report with confidence
- We've developed a realistic, long-term plan to reduce emissions across the business
- We're meeting the expectations of our clients and engaged the whole CIL team on the journey

Our Carbon Negative commitment

Although our focus is on reducing our own emissions, we're also keen to have a wider impact and offset emissions we can't currently avoid. That's why we're proud to be Carbon Negative, offsetting 110% of our emissions through carefully selected global projects.

These include:

- Biodiverse Forests in Panama – Reforesting degraded pastureland with a mix of native tree species, restoring habitats for 15 endangered species and planting over 7.5 million trees to date
- Ackron Mixed Woodland, Scotland – A UK-based afforestation project creating a 40-hectare native woodland, verified by the Woodland Carbon Code and home to species like short-eared owls and black grouse

These projects support the UN Sustainable Development Goals and reflect our long-term commitment to sustainability—for our clients, our people, and the planet



CASE STUDY

ROYAL HOSPITAL CHELSEA

The Royal Hospital Chelsea provides a home, care, and community for British Army veterans. CIL provided pro bono support to help the RHC develop a new regional outreach service for elderly veterans.



Our support

We created a research methodology and framework to help the charity target its efforts where loneliness and isolation among veterans is greatest. This included analysing areas with high numbers of older veterans and assessing existing support provision.

Impact

- Delivered a data-informed strategy to guide the new regional Outreach service.
- Developed a methodology and tools that the charity can use for future regional assessments.
- Strengthened the Royal Hospital Chelsea's ability to expand support beyond its historic site and into wider communities.



The support from the team at CIL Management Consultants has been invaluable. We will be more confident in our approach based on the outputs of this research."

Giles Woodhouse, Director of Chelsea Pensioners Outreach

8. OUR GOALS FOR RECERTIFICATION

Looking ahead to recertification in 2027, we've set clear goals across each of the five B Corp Impact areas.

B Impact area	B Impact topics	Our goals for recertification	
 Governance	<ul style="list-style-type: none"> • Mission and engagement • Ethics and transparency 	<ul style="list-style-type: none"> • Establish an ESG sub-committee at board level • Extend the rigour of our internal business reporting to our ESG metrics • Move some of our cash deposits into an ESG-aligned or green-friendly account 	
 Workers	<ul style="list-style-type: none"> • Financial security • Health, wellness and safety • Career development • Engagement and satisfaction 	<ul style="list-style-type: none"> • Elevate employee voice through participatory governance mechanisms • Preserve pay transparency and equity, including gender pay gap reporting • Enhance career development frameworks to support equitable internal progression across all employee groups • Prioritise health and wellness across offices, raising awareness of support structures and good practice 	
 Community	<ul style="list-style-type: none"> • Diversity, equity and inclusion • Economic impact • Civic engagement and giving • Supply chain management 	<ul style="list-style-type: none"> • Expand our reach into our local communities, with a focus on our newer regions outside of the UK • Streamline how we monitor initiatives, fundraising and donations, to improve measurement and reporting • Consider the introduction of a volunteering policy and supporting employee platform • Introduce a procurement framework that asks new and existing suppliers about their B Corp-related practices 	

Looking ahead to recertification in 2027, we've set clear goals across each of the five B Corp Impact areas (continued).

B Impact area	B Impact topics	Our goals for recertification	
 Environment	<ul style="list-style-type: none"> • Environmental management • Air and climate • Water • Land and life 	<ul style="list-style-type: none"> • Ensure we're maximising the lifespan of our IT equipment • Switch to LED lighting and energy-efficient appliances • Adjust office temperature settings in winter and reduce air-conditioning use on cooler summer days • Consider an electric vehicle scheme • Consider a supplier screening methodology that helps us choose suppliers who disclose emissions 	
 Clients	<ul style="list-style-type: none"> • Customer stewardship • Basic services 	<ul style="list-style-type: none"> • Continue to seek opportunities to support pro bono clients • Further build the WiMA community • Find new ways to support innovation in client service 	

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