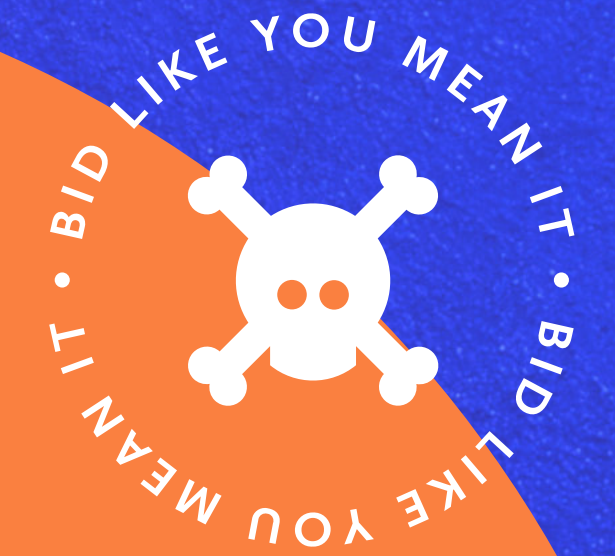




Impact Report

February 2026 | Version 1

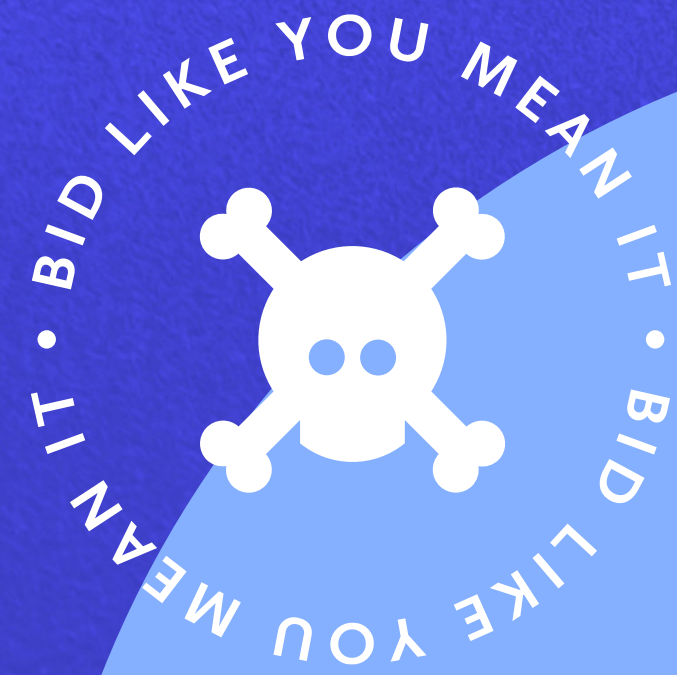


1 Introduction	3
1.2 Message from Jon (the MD)	4
1.3 Message from Eve (the Other Director)	5
1.4 What is BidCraft?	6

2 Impact	7
2.1 Purpose & Stakeholder Governance	8
2.2 Fair Work	12
2.3 Justice, Equity, Diversity and Inclusion (JEDI)	13
2.4 Human Rights	16
2.5 Climate Action & Environmental Stewardship	17
2.6 Government Affairs and Collective Action	18
3 Over to you	20

This report references the **United Nations Sustainable Development Goals**. Each section shows which goals are relevant.





1 Introduction

1.2 Message from Jon (the MD)

There must be a better way. That was the core belief that started BidCraft.

What if we could create a company that challenged accepted bidding practices and shook things up a bit?

You can choose what kind of company you want to be and what kind of company you want to keep. Making a few quid at someone else's expense or cutting corners will eventually catch-up with you. Ultimately, I believe it's more important to take pride in what you do and sleep well at night. That's why the word 'craft' came to mind. Bidding is a blend of art and science, but you need craftspeople who can bring it to life through their expertise, perseverance, and willingness to learn and try new things.

The main driver for forming BidCraft was proving I can build a successful business from scratch that people choose to be part of and work with. A phrase I use a lot is, "what could go wrong?" And, sometimes, things do go wrong but if you're surrounded by good people then you can quickly

overcome them and learn from the experience. Employing people with diverse backgrounds and perspectives means we all keep learning from each other, and we encourage people to keep improving the company by bringing new ideas and always asking "why".

Helping others and forming networks is an important aspect of who BidCraft is. I'm a firm believer that if you do good, then good will come to you. If we can help others solve a problem or introduce them to someone else who can, then that's hugely rewarding.

That's a big factor behind my idea to form an annual 'International Day for Bids and Proposals'. Now in its fourth year, its purpose is to promote community, fun and recognition for the serious and challenging work bidding can be. We deliberately chose not to brand it as a BidCraft event, invested in setting it up, and now work alongside other bidding companies to organise

and fund a networking event in Bath each year, with proceeds donated to a local charity.

As a small company, we have to choose our development projects carefully. So, when we considered the opportunity to become a certified B Corp company, it felt like a natural way to formalise what we set out to be in the first place.



1.3 Message from Eve (the Other Director)

We started out with a simple intention: Be More Pirate.

Not cartoon pirate. A Golden Age pirate. The kind Sam Conniff writes about – crews who didn't just break rules for the fun of it, but because the rules were rigged, outdated, or actively harmful. Pirates were early adopters of ideas that still feel radical now: shared power, fairness, accountability to the crew, and a clear code that kept them honest when nobody else was watching.

That spirit matters to us because, bizarrely, it's a practical way to think about impact:

- » **Rebel** against the status quo when it's not good enough
- » **Rewrite** the rules when they don't serve people or planet
- » **Reorganise** around a strong crew and real collaboration
- » **Redistribute** power and value fairly
- » **Retell** the story so change spreads beyond the ship.

This impact report is, in a roundabout way, the result of following that thread. We're committed to being a good company, not in the 'looks good on LinkedIn' sense, but in the hard, measurable, accountable sense. That's why we're working towards B Corp: we want the external standards, the uncomfortable questions, and to learn from the discipline of doing this properly.

Along the way, we've done some good things. We've also found blind spots, trade-offs, and places where we need to be braver. That's part of the deal. A pirate code isn't something you frame on a wall, it's something you use when the choices get a little complicated.

So. This report is our logbook (sorry, not sorry): what we've done, what we've learned, and what we're doing next.



1.4 What is BidCraft?

We are a bidding services consultancy that guides organisations to secure complex public sector and defence deals.

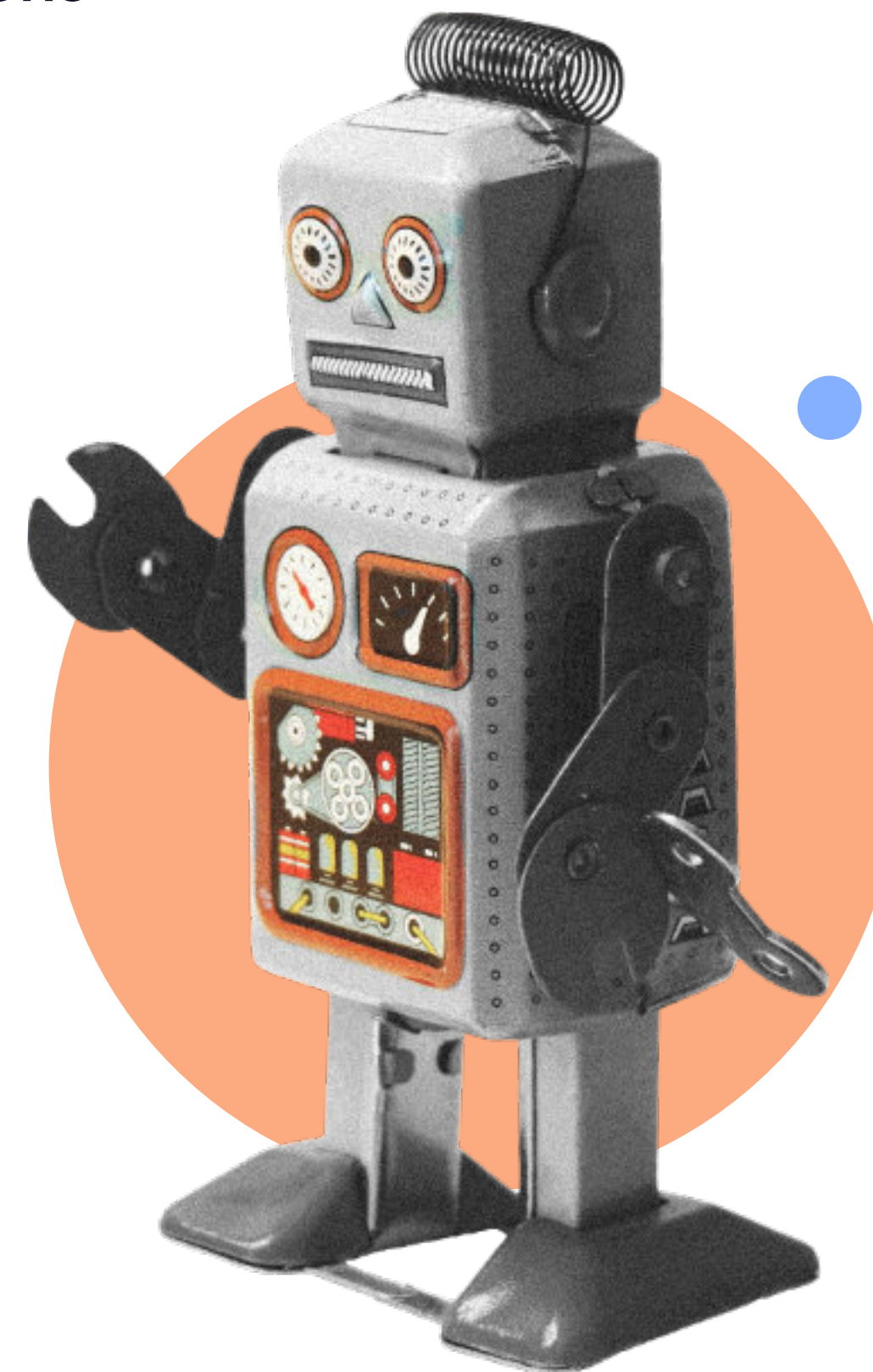
We work with organisations from several industries bidding into government - from IT services, management consulting, soft FM, to charities and Ombudsmen.

Based in the UK we offer a comprehensive blend of deal support, training and bid function development to help companies 'Bid Like They Mean It'. We have a sister company in Australia led by Paul White where we're looking to help companies grow in another geography.

As the instigator and technical author of BSI PAS 360:2023 Bid and Proposal Management - we have literally set the standard for bidding, whether you're an SME or a multinational. We're also an accredited training organisation (ATO) for the Association of Proposal Management Professionals (APMP) and a Make UK Defence 'Fit for Defence' partner.

We signed the Armed Forces Covenant in June 2024 and were accepted into the Career Transition Partnership last 2025. We want to support service leavers and veterans enter the bidding industry and find fulfilling work.

In 2023 we launched the International Day for Bids and Proposals to raise awareness of the profession and celebrate the vital contributions bid and proposal professionals make to economic growth.

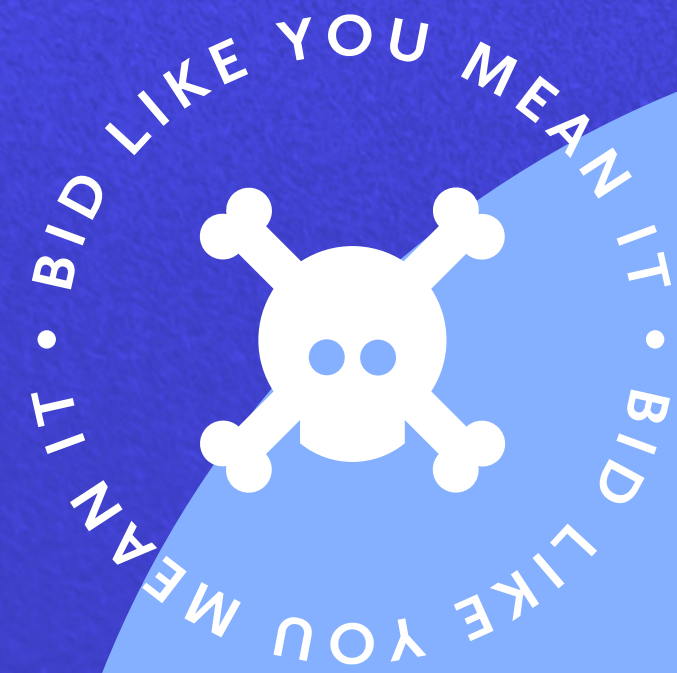


Who we are

There are 7 of us in the UK company now (we're growing on the back of a mind-bogglingly record year), one in Australia and a close community of Buddies of BidCraft (Bobs) - associate contractors and SME partner companies who share our values and ability to deliver. Being small we lean on each other.

We're a Private Limited Company - we're here to make a profit for us as well as the good stuff for others. Having impact is a balancing act, which makes it interesting.

When we can certify to B Corp we will embrace the mission lock into the legal foundations of the company.



2 Impact

This report covers up to the end of 2025 to make life easy initially. In future we'll publish soon after the end of each fiscal year (so June once we've totted up the numbers). We're committed to transparency and accountability, so these will be published on our website.

To structure the report we're attempting to align with the new B Corp Impact Topics so we can track change over time.

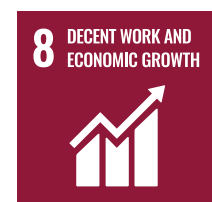
We're working with transformacy for help and advice - they are a

corporate sustainability consultancy we have supported from the beginning. They have deep understanding of this world and can help us improve and deliver lasting impact. Like all our partner companies, we look out for each other and share what we know.

There's a big caveat on all of this - we're just starting out, so the reporting and metrics are being backwards engineered as we build the structures needed to better assess impact.

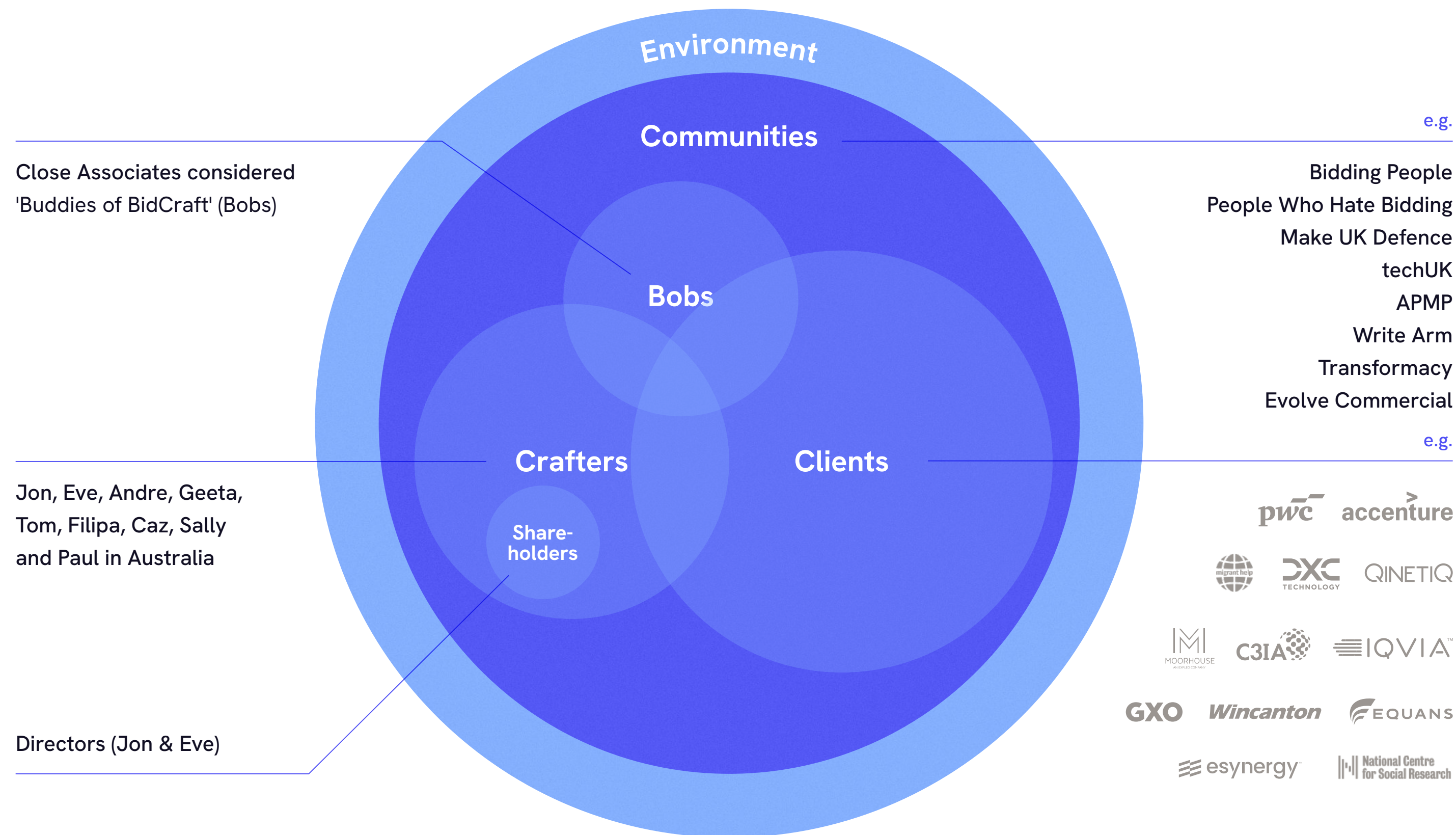
2.1 Purpose & Stakeholder Governance

“Companies act in accordance with a defined purpose and embed stakeholder governance in decision making. By doing so, they contribute to an inclusive, equitable, and regenerative economic system for all people and the planet.”



As we started the B Corp journey it gave focus to how we make decisions in general, which you rarely get to stop and think about. This is now part of the director’s review cycle.

We updated the mission to include what we’re trying to achieve for our stakeholders. We actually worked out who those stakeholders are, so we can talk to some of them about what good looks like.



2.1 Purpose: Crafters and Bobs

We're a pretty diverse bunch.

As a team, we come together every quarter to talk shop and work out what needs to change. We invite the Bobs too - our Buddies of BidCraft - trusted associates and partner companies we build closer relationships with. Being good bid managers we have action lists with the results of these sessions. And the bill for the curry.

We don't survey employees because in such a small company the responses would be too easily identifiable and that would be awkward to say the least - workers can talk to either of the directors at any time with any concern. We'll keep checking this decision as we grow.

As a result of feedback from the team and Bobs, we've strengthened the processes around engagement and support on assignments - getting more of a balance between autonomy and micromanagement.

We're working on improving our collaboration and information sharing with Bobs, having talked about what works.



Targets

Bobs

Get the Teams and comms cadence up and running, and improve as we go.



Suppliers

We now have a structured process to consider social value factors in the selection and dealings with suppliers.

We'll start recording data, setting targets and then reporting on it.



Fair Payment

We were signatories to the old Prompt Payment Code and we've got the forms for the new one...

Fill out the Fair Payment Code forms and start recording the data.



2.1 Purpose: The Crafters



Jon supports the Villa, watches Grand Designs, and loves train travel. Send help.



Eve eats mostly cheese and is beta-testing menopause (not impressed so far).



Paul spends his 'free time' reading. Very short books. Very loudly.



Andre is football mad and a musical fanatic, can't beat the combo. Let's sing.



Geeta is an Ayurvedic practitioner fuelled by hikes, Rocky montages, and dancing!



Tom is learning piano and likes to cuddle his Border Collie Maia (when she'll let him).



Filipa loves to paint and illustrate. You'll find her exploring the latest exhibitions.



Sally is a proud Nana who enjoys helping others through volunteering.



Carolina is either running around a field or running around B&Q. Both great fun!

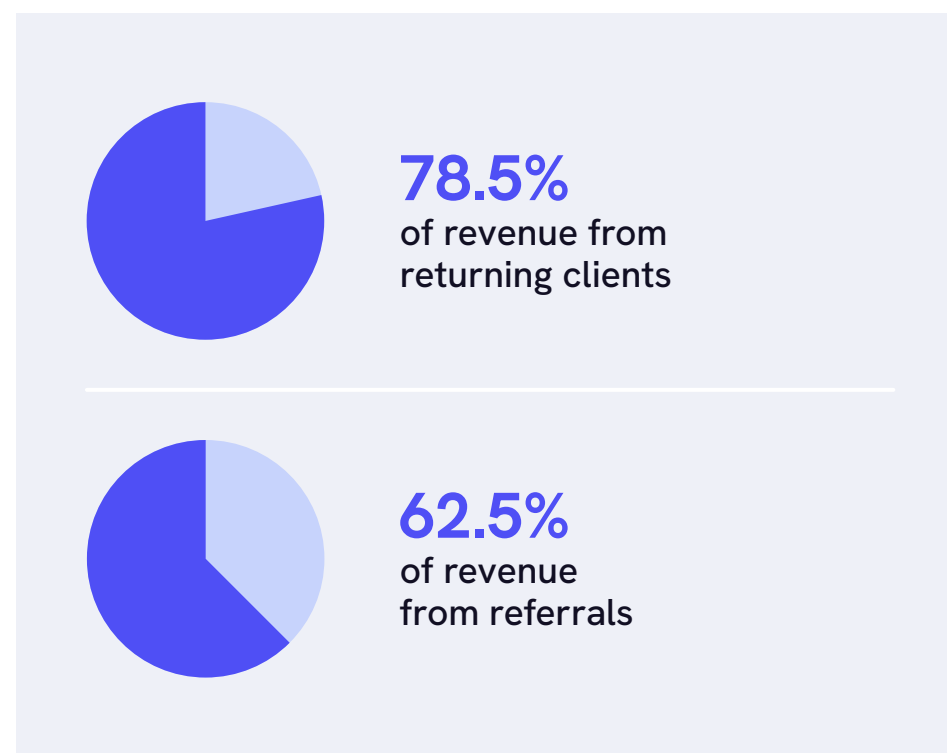


Maia loves to be bouncy, chase things and lick faces.

Clients are a pretty important stakeholder group for us, as you'd imagine.

They are engaged early to ensure expectations are managed, and regularly during assignments so work is of the quality we demand and anyone we place is in a 'safe' environment. We collect evidence including client feedback (surveys or calls/meetings as appropriate), repeat assignments stats (78.5% of our revenue last year came from clients coming

back for more), and document changes to templates or guidance (via our CSI process). We know we've done a good job because our work from referrals is above the 45% target (62.5% of new revenue comes from someone referring us to someone else, which is nice).



Targets

- We want to increase the number of client surveys and feedback to 80%
- Repeat clients of 70%
- Referral rate of 50%

Shareholders

This is easy because the directors are the only shareholders so we're not beholden to any investor. Every penny has come from clients being happy enough to pay for our collective labour. No VCs, no SaaS, no Daddy with Deep Pockets.

We want growth - investment in the local economy and our 'economy'. We want managed risk and a company that reflects the values set.

~~One~~
~~Two more employees*~~

Wider communities

Engagement here is more difficult as communities are more ephemeral, so we gather available data and what we hear when we can. We have ongoing structured commitments to support our communities (eg APMP, techUK, Make UK Defence), and identify a cohort to focus on each year for more engagement and support.

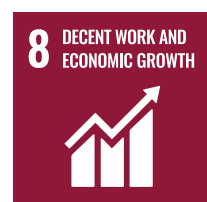
For 2026 we will focus on armed forces leavers and veterans. We're developing a plan for this.

* We employed a new Crafter during the drafting of this document!

“Companies provide good quality jobs and have positive workplace cultures.”



Our employees are proper employees with proper contracts. It seems odd to have to say this, but some companies have obscured or complicated corporate structures that mean their ‘employees’ they quote on the website are either fully independent contractors with all the risk that implies, or worse – independent contractors who are exclusive to the shell company and pay ‘rent’ to be so. We want people to have the choice to be an employee or clearly an independent contractor because that’s what they want to be.



Whatever you are, we pay a fair wage or a fair rate (above current industry benchmarks¹).

We’ve built on the existing benefits package (26 days + bank holidays; £2k employee development budget pa; life insurance;

enhanced parental leave and pay; paid volunteering; paid professional membership; and 5% employer pension contribution) to add health insurance this year. We love and support everything the NHS stands for, and we’d like to minimise the pressure on it where we can, as well as helping employees stay healthy. Next year we’ll be more systematic about measuring what we spend and do for volunteering and development.

Targets

100 hours of volunteering



25% training budget spent



Fair work and Fair play

Fair work is only healthy if it includes some fair play. For example, when we pick the destination for the Christmas party weekend it’s a spoon in a bag lottery, picked at random by one of the most trustworthy people we know. A fair choice. We spend time as a team away from work, inviting partners if they want to come.

Targets

Hold 4 quarterly meetings and Christmas to spend time together



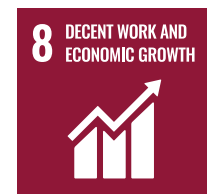
Run a Vitality challenge to encourage fitness, wellbeing, and healthy competition



¹ On this note, bidding industry salary benchmarks aren’t great. Several are self-reported, self-selected surveys. Others are recruitment-agent data. We think this needs to improve and have an action to lobby for something better.

2.3 Justice, Equity, Diversity and Inclusion (JEDI)

“B Corps have inclusive and diverse workplaces and contribute to just and equitable communities.”



JEDI principles make for a better and more successful company, so we're all for that. We read books like Rebel Ideas and Be More Pirate and they resonate. That's who we want to be as a company.

The leadership knows enough to be dangerous, so we're adding more training to their PDPs.

We've reviewed policies with JEDI in mind - so, for example, the clarity in the enhanced maternity policy had a pro rata into the paternity one, and we cover IVF and adoption. Family matters so we offer more than the statutory minimums.

The exec team should reflect the diversity of the community. We're not as diverse as our worker community, but we're as diverse as the bidding community (depressingly white but gender-balanced). We need to advocate for more people with interesting backgrounds to enter the industry, at all levels. We're going to use the influence we have for better race, disability, background and other data in the industry surveys.

As part of our efforts under the Armed Forces Covenant and a desire to bring people into the industry, we are going to focus on service leavers in 2026,

with a programme of outreach, advice, training and advocacy (with the aim of quality jobs for the service leavers and excellent bidding people for the industry). We've just been approved as a Preferred Supplier and the only bidding partner on the Career Transition Partnership. We've started a cunning plan with a like-minded company (who are veterans so this is properly inclusive) to partner in a series of webinars and coaching. We're also working toward AFC Silver Award.

Targets

Whole team complete training on an area of JEDI that interests them most



Convince one of the industry survey specialists (Bid Solutions or APMP UK) to survey other demographic measures in 2026



Develop and deliver the plan for veterans



Progress towards AFC Silver Award



Convince our industry association (APMP) to do something for service leavers and/or others facing challenges getting good work in our world



Benchmarks

	Industry	BidCraft
Management male:female	51:49	50:50
General male:female	40:59 (1% other)	43:57
Degree-level	74%	85%
Hired with no bid experience	Unknown, but likely low into consulting going by job adverts	60%
Gender pay gap (bidding in our main industries - FM, IT, Prof services, Defence)	12-24%	None
Race pay gap	No data	None

NB benchmark data is sparse in the bidding industry, so we're using a salary survey that reports every few years (Bid Solutions). It's self-reported and selected, but it's the best we have. (We don't collect any other characteristics because we're a micro company and that seems a bit intrusive, but as a team we'll revisit as we grow.)

Targets

Maintain pay parity



Make sure our hiring is open to non-degree educated people (we are explicit in this in the adverts, but haven't seen a change in the applicant backgrounds) (Jon doesn't have a degree).



We're already seeing that 2026 will be a grim environment to young people, so we plan to hire or give paid internships for work experience.

Hire or paid internship for a young person



We're also aware that the over 55s are facing difficulties getting new roles, so that will be a focus in future years.

Hiring

We include our commitment in all job postings, and offer accommodations for any disability through the process. Our most recent hiring process happened to include candidates with several protected characteristics, which is encouraging. We want the best people for the job, so we're pleased we can attract everyone (hopefully).

We do make employment contingent on passing BPSS and a right to work in the UK, because of the nature of the work we do for clients.



Suppliers

As mentioned before, we're looking at our suppliers more systematically now, so will be able to report more on ownership etc. We have an informal preference for suppliers with strong ethics, are B Corp, are scale-ups or micro-SME, or are local. This will become formalised under the new process.

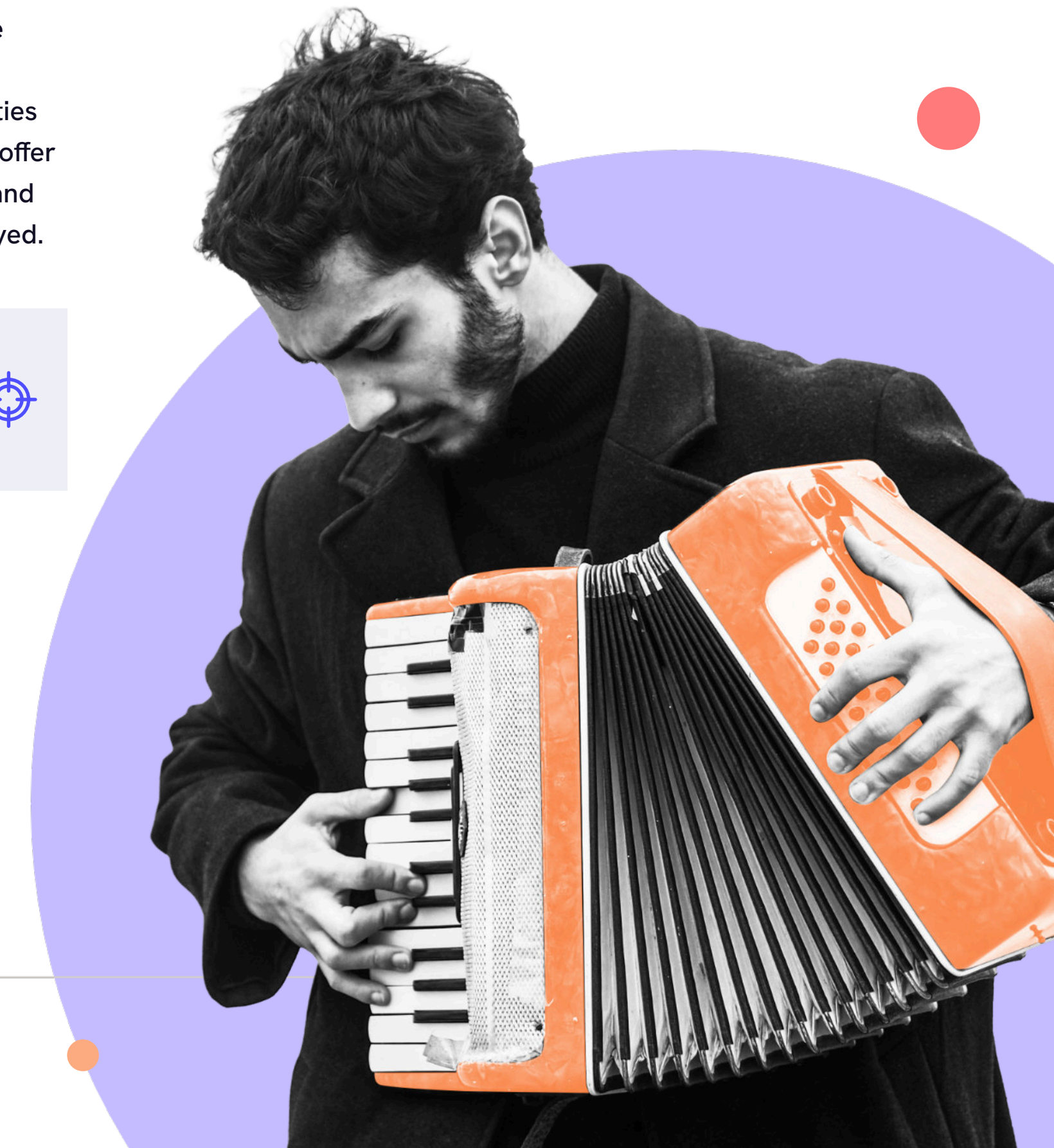
Supplier due diligence formalised and tracking baselines for future targets



Clients

We look for clients we can support that face obstacles to growth (eg SME - we work on reduced rates) or provide social good (charities - also reduced rates or pro-bono work). We offer discounts on training courses for veterans (and spouses), charities and similar, the unemployed.

Find another group for discounts (needs robust and non-intrusive way of validating)



“Companies treat people with dignity and respect their human rights.”



As a micro-SME supporting organisations bidding for government contracts, we realise that our human rights impacts are primarily indirect and our influence is pretty small. We do not manufacture goods, deliver frontline services, or operate facilities. Our influence sits upstream, through advice that may support public-sector delivery in areas with heightened human rights risk.

Given this, we apply human rights due diligence focused on client selection and bid scope, rather than attempting to monitor impacts beyond our control. Someone will win the bid, so we need to either back the better company or not be involved at all.



The most salient risks are around bids for:

- » Defence and security capabilities, including weapons systems or military support services
- » Custodial services, detention, or infrastructure linked to prisons
- » Border control, enforcement, or surveillance-related services.

In these contexts, there is a risk that our work could contribute to outcomes that adversely affect the right to life, liberty, privacy, or humane treatment, even where activities are lawful and clearly state mandated.

Defence, security, and ethical tension

In the classic AI-written style, ‘in the current political and heightened war-mongering landscape, defence surfaces as the critical something something’. More seriously, we can’t hide from the importance of defence right now.

We do recognise a genuine tension in relation to defence and national security work. The protection of the nation and its citizens is a legitimate state function and can be essential to safeguarding human rights, including the right to life and security. At the same time, weapons systems and security infrastructure carry inherent risks of misuse, escalation, or harm to civilians, both domestically and internationally.

Our approach does not assume that defence-related work is inherently unethical, nor that it is automatically benign. Instead, we assess whether

our involvement is consistent with UK law and international humanitarian and human rights frameworks; the nature and end use of the capability or service being procured; and the degree of foreseeable harm and whether meaningful safeguards exist.

Where this circle can’t be squared, we reserve the right to decline or limit our involvement. There are clients we will not work with because of the nature of what they deliver, how they deliver, or where they are based.

Speaking up, review, and learning

We, of course, have processes that allow concerns about potential human rights impacts to be raised without retaliation. Where concerns were raised, we would review our approach and adjust future engagement criteria accordingly.

“Companies take action to combat the climate crisis and its impacts. Companies demonstrate environmental stewardship and contribute to the circular economy in their operations and value chain. They both minimise negative impacts, to help stay within ecological thresholds, and pursue positive impacts.”



We are a small, remote-first, services company, so our environmental footprint is limited but not negligible. Most of our impact comes from business travel, the equipment we use, and the suppliers we choose. We are committed to putting a climate action plan in place, but we are also realistic about what we can credibly measure. We commit to Net Zero by 2050, but we have no idea what that means right now.



At this point, we don't have a full emissions baseline. As a remote workforce, home energy use and day-to-day travel sit largely outside our direct control, and we want to avoid publishing figures that are made up. Establishing a simple, credible, proportionate way to measure what matters most is a priority for the next year.

In the meantime, we focus on making better decisions where we do have influence and offsetting assumed emissions through ecologi.

We prioritise virtual working and only travel when there is a clear benefit (eg getting the team together each quarter for team building, despite Eve's misanthropy) or client need. When travel is needed, we choose train over car or plane wherever possible/safe. Printing is avoided unless it is genuinely necessary. We aim to keep physical materials to a minimum.

We also try to reduce the impact of what we buy. This includes choosing laptops and phones that

work and are supported for many years so we're not buying often (Apple) and have strong resale or refurbishment options. Where practical, we look for refurbished equipment and ensure devices are donated, resold, or responsibly recycled at the end of their life.

Our supplier choices matter. We prefer suppliers that support reuse, recycling, and circular economy models, such as print-on-demand and take-back schemes (teemill make our merch).

Our aim is steady improvement. As our understanding improves, our reporting and actions will become more specific and measurable.

One interesting dilemma for everyone now is how we all use AI given its current and potential impacts (on people as well as the planet). We will stay informed of the impact as the world works it out, and evolve our policies as needed.

Targets

Over the next reporting period, we will:

Provide training so everyone knows what they can do to be better



Agree a simple method to measure our most material impacts, starting with travel and equipment



Set a baseline year, even if it is imperfect



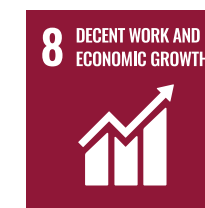
Use that baseline to identify realistic improvements for the following year



“Companies play a leadership role in fostering shared understanding and implementing solutions toward an equitable, inclusive, and regenerative economy. This role includes a fair and responsible contribution to their operating countries’ economies and infrastructure”

We’re realistic about the extent of our influence. We do not engage in party-political lobbying or seek to influence legislation or public spending decisions for commercial advantage (or bribes). Our engagement with government activity is limited, transparent, and focused on improving the quality of bids and fairness of public procurement for everyone involved.

Where our work could be described as ‘lobbying’, it is more like professional advocacy: promoting higher standards, clearer practice, and appropriate recognition of bidding as a professional discipline.



Responsible lobbying principles (the formal bit)

Our approach to any advocacy or policy engagement is guided by the following principles:

- » **Positive societal intent:** we engage only where the aim is to improve procurement outcomes, raise professional standards, or support better value and fairness in public spending.
- » **Evidence-based input:** our contributions are grounded in professional experience, practitioner insight, and established good practice in bidding and procurement, rather than political alignment.
- » **Political contributions:** we do not make financial or in-kind contributions to political parties, candidates, or elected officials.
- » **Anti-corruption and bribery:** we maintain a zero-tolerance approach to bribery, facilitation payments, or improper influence.
- » **Intermediary organisations:** we work through recognised professional and industry bodies where appropriate (APMP, techUK, Make UK Defence), and ensure our participation is consistent with these principles.
- » **Governance and review:** oversight of this approach sits with the directors and is reviewed annually to ensure it remains proportionate and appropriate.



Advancing bidding as a profession (the bit we really care about)

We actively support the recognition of bidding as a skilled professional discipline. This includes advocating for higher standards of practice (eg instigating and authoring **BSI's PAS 360 for Bid and Proposal Management**), clearer career and transition pathways, and better understanding of the role bidding plays in delivering effective public services.

We instigated the PAS development for the good of the profession and invested time and experience to be the technical author for free.

We also collaborate with professional and industry bodies such as **APMP** (we have long service histories on the Chapter board and Board of Directors, formal voluntary mentoring roles, public speaking on new

and improved practices, and delivering training as an ATO). We have given years of volunteering to APMP.

We're actively building constructive engagement with procurement professionals in government (eg through roles in **techUK Central Government Council**) and aligned organisations (eg joint free events with **Evolve**). We donate our time and cover our expenses/proportion of the costs for this.

We work with Make UK Defence as a Fit for Defence supplier supporting SMEs break into and succeed in the Defence industry. The objective is to improve the quality of bids submitted and the quality of procurement processes themselves, and to help UK SMEs succeed in bidding

to government. We also give free guidance through webinars and speaking events - eg Eve speaking about Frameworks for SMEs at techSpark in the south west, Jon partnering with a Social Value consultancy (e50K) on a webinar for SMEs under Make UK Defence.

We created the **International Day for Bids and Proposals** to celebrate the bidding profession, first with free events delivered with like-minded people/organisations, and now wider promotion for others to hold their events and celebrations. We give time and money to make this free to attend every year.

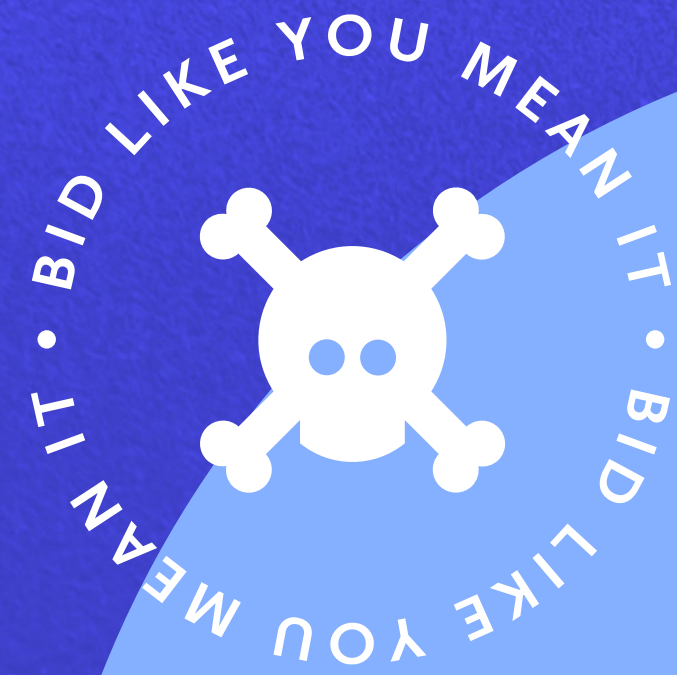
We intend to maintain and expand on these initiatives in the coming year.

Direct charity and volunteering

We will give 1% of profit this year to a charity chosen by the team. We'll tell clients what their money has done. Tom Rickhuss from Studio Rukus does this and we thought it's such a great idea we'd steal it (Tom's aware :-)).

We've always given pro bono time for charities for short reviews of their grant applications, using our skills for good.





3 Over to you

What will you do to be better
and Bid Like You Mean It?

Get in touch

This impact report reflects how we work and what we care about. If you would like to know more or ask a question, we would love to hear from you.

Find out more

curious@bidcraft.co.uk

 [bidcraft.com](https://www.bidcraft.com)

 [@BidCraft](https://www.linkedin.com/company/bidcraft)

