

Warren Partners

Leading with purpose

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Warren Partners

# B Corp impact report 2025

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# *“We believe leadership should be a force for good.”*



That is why we became a certified B Corp – a natural progression for a business that has always been driven by purpose, people and long-term impact.

As an employee-owned executive search firm, we help organisations build more diverse and inclusive boards, develop responsible leaders and drive meaningful change. For more than two decades, our approach to executive search has been shaped by values – transparency, fairness, long-term thinking – and by a belief that a business can be run for both profit and purpose.

This report is a snapshot of how we are putting those values into action.

**Kirsty Dougan**  
Managing Director





Purpose →

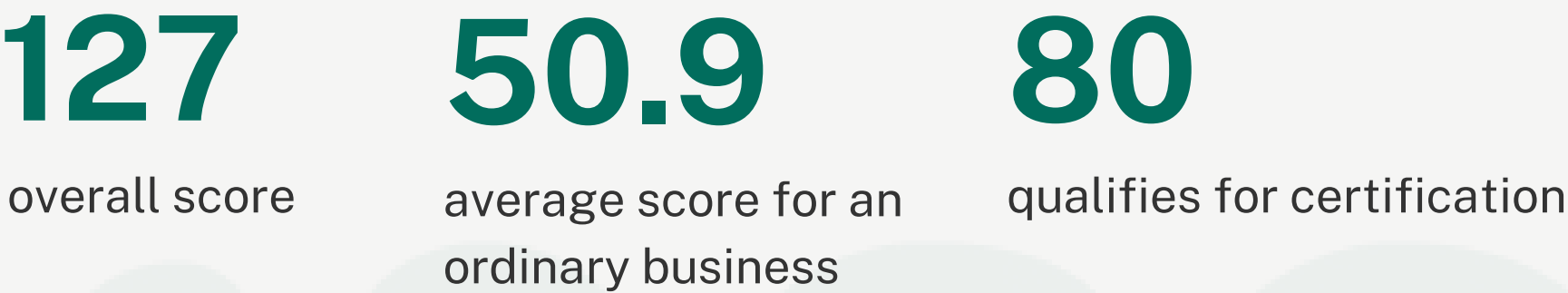
In a transactional business world, we have a relentless human focus. We drive excellence through every engagement, providing courageous counsel and care for every leader we place and organisation we transform.

Mission →

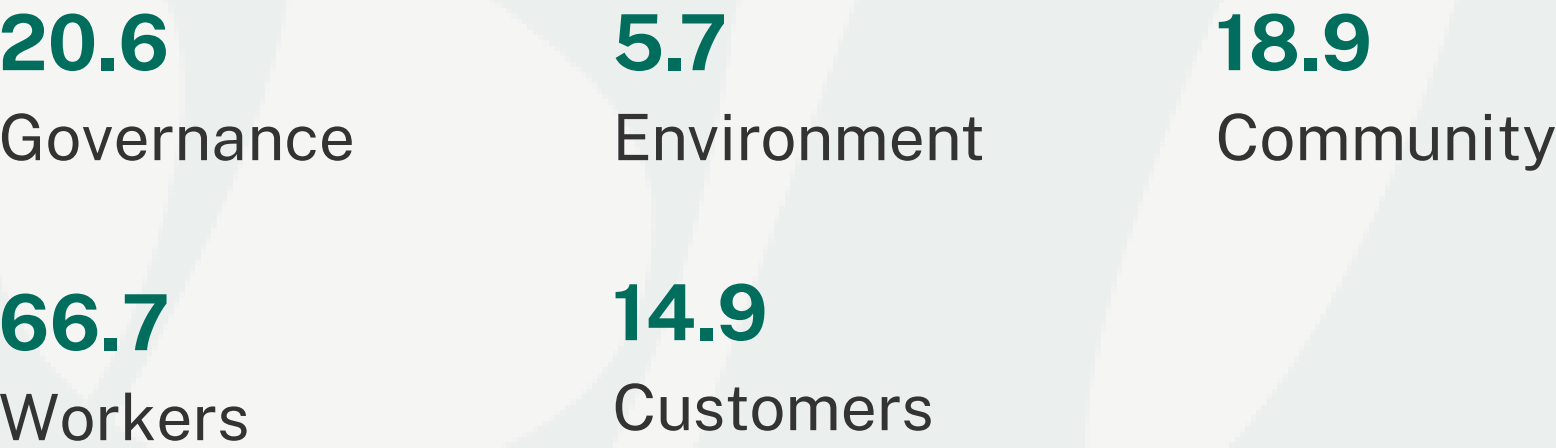
We are an employee-owned executive search firm, focused on appointing inclusive, high-performing boards and leadership teams.

Our mission is to improve representation at the most senior levels and to help organisations meet today’s leadership challenges with clarity, integrity and purpose.

Our B Corp impact score



Category scores



## Introduction

In 2024, Joëlle Warren stepped back from leadership of the firm she founded. This letter, written at the time of the business moving to employee ownership, sets out the principles that shaped Warren Partners from day one. These same values underpinned our decision to become a certified B Corp.

## Why values matter

Warren Partners has always been about people, because people matter, and how you treat them matters. ‘Treating others as you want to be treated’ is often called the Golden Rule – and for us at Warren Partners, it has been our Golden Rule.

Over the last 21 years, we’ve referred to it when making decisions in the boardroom, we’ve been guided by it as we’ve drawn up our operating procedures and we’ve used it in the way we behave towards our candidates, clients, colleagues, suppliers and community.

## How we treat people

So what does it mean to treat candidates as you want to be treated? Being honest with them, straight talking in giving them feedback, generous with our time to support them, loving the fact that we’re all different and committed to promoting all forms of diversity – because it’s the right thing to do, as well as good for business.

Our colleagues can expect the same treatment. We like to have fun together and we reward them well, expecting their commitment in return, but we understand that they want to succeed in business without losing in life – that their families and life outside work matter.

Clients find us warm and fun to deal with, but they can also count on us never to lie to them, to do what we say we’ll do when we say we’ll do it. We aim to be adventurous and creative in coming up with solutions to their problems, pioneering in our approach to diversity and running a successful business as the modern equivalent of those Quakers who made money because they offered honest products and treated their people decently.

Treating suppliers well too often gets forgotten by businesses – but we feel it’s really important to treat them just as we’d want to be treated. If they make a mistake, we give them a chance to recover with style. We’re open and honest with them and we pay them on time, even if we’re not paid on time by our clients. Some of these things are costly, but we believe that they’re the right thing to do. For us, that’s what running an ethical business is about: doing the right thing.

In the community, we’ve always recognised that business is not just about making money but about contributing more broadly to society. We’ve worked on projects pro bono, contributed to industry groups, proudly supported charities and given of our time and skills to support others – because that’s how we want to be treated.

## Why employee ownership was the right step

As I looked at the options in preparation for my succession, I wanted to ensure that these values were maintained and our independence secured so that the business had control over its own future. Employee ownership seemed like the obvious solution.

As a parent, I’ve always felt my job was to prepare my sons for the time when I wouldn’t be there to guide them in every decision they make. My hope has been that, as they left home, they were equipped to make good decisions for themselves.

That’s my wish for Warren Partners as it comes of age and moves out of my ownership into employee ownership. I hope that using the Golden Rule – “treating others as you want to be treated” – will be a guiding principle for the business in years to come. Because people matter. And how you treat them matters.

**Joëlle Warren**  
Founder October  
2019

# *What B Corp status means for our stakeholders* —————→

## Clients



Working with Warren Partners means working with a firm that is independently certified for its commitment to ethical, inclusive and sustainable practices.

## Communities



We contribute to community initiatives through pro bono work, charitable partnerships and purpose-led recruitment. B Corp certification reinforces this commitment to social value.

## Colleagues



Employee ownership and B Corp status reflect our longstanding values: fair reward, flexible working and a culture that supports inclusion and long-term career growth.

## Environment



We operate as a remote-first business, reduce unnecessary travel, and work with like-minded suppliers to minimise our environmental impact.

# *Helping clients build inclusive leadership teams* →



We support our clients in building boards and leadership teams that reflect the diversity of society. Our processes are designed to surface a broad range of talent – and to challenge traditional thinking about what leadership looks like.

In 2024, our partners met with 658 prospective candidates outside of live assignments; **60% were women or from ethnic minority backgrounds**. We have also set clear diversity targets: **50% of our placements are women and 14% are from ethnically diverse backgrounds**.

Our **Board Fellowship** programme connects FTSE 250 boards with high-potential ethnic minority leaders. We also provide pro bono work and use post-assignment reviews to refine and improve our approach.

## What's next:

- Expand our work with clients on inclusive hiring strategy
- Review and refresh diversity targets in line with evolving benchmarks
- Explore new ways to support underrepresented candidates into senior leadership roles



# *In the community: contributing beyond our core work* →

Warren Partners has long supported charitable and community initiatives that reflect our purpose.

We offer every employee a day per year to volunteer and run an annual company-wide initiative – most recently supporting the Bread and Butter Thing, helping **80 families save over £2,000 in food costs**. We also partner with charities such as Smart Works and Zarach and donate 1% of annual profits to employee-nominated causes.

In 2024, **45%** of our revenue came from work that supported clients' social or environmental missions – including impact-focused searches for non-profits and purpose-driven businesses.

## What's next:

Launch regional volunteering options to widen access

Strengthen partnerships with community organisations and stakeholders

Formalise our social impact reporting to increase transparency





# *A people-first culture backed by ownership* →

As an employee-owned firm, we are committed to creating a fair, inclusive and supportive workplace. Our colleagues benefit from flexible working, mental health support and shared success through bonuses and profit-sharing for the whole team.

We invest in regular employee feedback, transparent communication and inclusive hiring practices. The team is predominantly female, and all roles are recruited with a focus on equity and representation.

Average tenure at Warren Partners is seven years – reflecting a culture built on trust, autonomy and long-term opportunity.

## **What's next:**

Complete a full remuneration review to ensure fairness across roles

Integrate social and environmental objectives into individual review

Strengthen team cohesion through more in-person social events










# 100% remote-first since 2020

What we've done...



-  Reviewed and renewed our Environmental Policy
-  Introduced an Environmental Preferable Purchasing Policy
-  Launched a Transport Policy
-  Recertified with Green Small Business (four years)
-  Implemented 'work from home' contracts across the full firm

We operate as a remote-first business to reduce travel and office emissions. Our approach is paper-light, and all e-waste is disposed of in line with environmental regulations.

We prioritise working with ethical, local and fellow B Corp or employee-owned suppliers, and we are certified by Green Small Business for our environmental policies.

To support sustainable practices at home, all colleagues are encouraged to use environmentally responsible products and services in their virtual offices.

What's next:

- Introduce carbon footprint tracking across business operations
- Provide employees with vetted lists of green suppliers and vendors

*Thank you* —→

This is our first impact report as a certified B Corporation – but the principles it reflects have shaped Warren Partners from the start.

Thank you for taking the time to read it. We welcome conversations about how leadership can be a force for long-term value – for organisations, people and society.

To learn more, visit [warrenpartners.co.uk](https://warrenpartners.co.uk)

