

[illegible]

# Positive Impact Report

23 | 24

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In 2024 we were delighted to have achieved B Corp™ accreditation! This 2023/2024 Positive Impact Report has been prepared by Applied Information Group as part of our ongoing commitment to the B Corp journey.

Our second report reflects how we continue to embed positive impact into the way we work, and how it shapes our projects that serve people and places more meaningfully. It offers insight into our progressive approach, evaluates tangible outcomes achieved over the past year and establishes targets for the years ahead.

We continue to use the B Corp framework to guide and measure our development as a business, internally and externally. Alongside other initiatives we’ve introduced, this report represents our commitment to transparency and continuous improvement, with an annual reflection on the changes we’re making and the impact of our work on our clients, our employees and the wider world.

# Our mission is to help millions of people make smarter decisions that benefit individuals, society and the environment.

Applied Information Group is a specialist wayfinding design practice. We are dedicated to improving how people navigate and experience places. From hospitals and workplaces, to cities, transit systems, campuses and cultural sites, we know how to transform overwhelming spaces with smart solutions that look simple.

Working in partnership with our clients, we help them understand and improve the buildings and environments they own or manage, for the people who use them. We achieve this by designing signs, systems and infrastructure that integrate harmoniously with surroundings and communicate information clearly, ensuring that thousands of people can move through busy spaces easily, productively and enjoyably.

We call this wayfinding. Whilst the concept is simple, the process of implementing a wayfinding system is often challenging. It requires sustainable, long-term solutions that take into account the needs of multiple stakeholders and that can evolve as environments change and expand.

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## The Applied Manifesto

### Our mission

Our mission is to help people make smarter decisions, that benefit individuals, society and the environment.

### Our people

Our strength comes from our people. We believe in hiring great people, and creating great things together.

### Our passion

We are driven by a curiosity of how people behave. And how this knowledge can help our clients help their audiences.

### Our simplicity

Simplicity in everything we do. Always making complexity accessible.

### Our values

We carefully challenge boundaries. We are engaging, ambitious and responsible. Prejudice has no place in our world.

### Our creative acumen

We believe in being wildly creative and fiercely commercial. We work hard to make these mutually reinforcing.

### Our freedom

We are free to make our own decisions. We know that commercial success allows us this freedom.

### Our motto

*Think before we act  
keep it simple  
and do a little more  
than is required.*

### Our vision

To make more of an impact on the world and lead our industry, we will expand what we do.

## About us

# An inclusive & sustainable focus

For a small design consultancy, we have a big impact. We provide tangible, implementable solutions to complex, long term problems; solutions that support people and are relevant locally and globally.

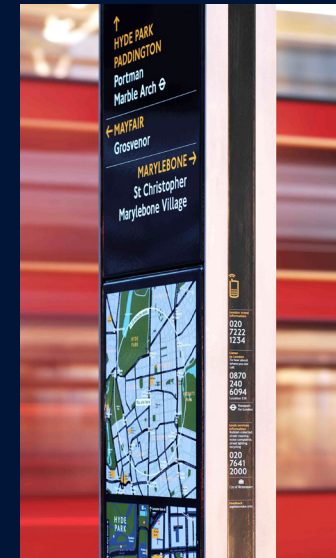
Since our inception in 2003, we have been occupied with the problem of how to encourage people of all abilities, ages and backgrounds to walk, wheel, cycle and use public transport more often. Increasing use of more sustainable modes of transport not only benefits the planet and people's health, it helps transform places into thriving communities.

Here we highlight key projects that illustrate our inclusive design approach and how we strive to ensure our work has a positive impact on the planet and the daily lives of millions of people:

### Pioneering work to get people walking

Legible London is a seminal project in the history of city wayfinding. It established global best practice and has influenced over two decades of city wayfinding, largely defining the sign typologies, content criteria, information architecture and graphic cues used by many subsequent city systems.

In addition to increasing public awareness of London's walkability and public transport connections, its innovation has been a catalyst to integrate wayfinding across the city and its many jurisdictional boundaries. Built on a programme of extensive stakeholder consultation, and based on core logics, the system has been extensively tested and reviewed.



# 62%

of respondents stated they would walk more because of Legible London information

*Buchanan Consultants, 2008*

# +5%

TfL found that Legible London is behind the measurable increases in walkability and a 5 percent increase in walking

*Steer, 2010*

# 9 in 10

people are satisfied with Legible London's ease of use

*Buchanan Consultants, 2008*



## About us

# An inclusive & sustainable focus

### Continuous improvement and evaluation

Testing and evaluation of systems in development are a key part of ensuring design inclusivity and impact. It is crucial to uncover how designs perform in real-world environments and amongst diverse audiences.

The Leer Madrid on-street city wayfinding system delivers information clearly via maps and signs. It aims to improve the experience of navigating throughout the city, while highlighting rich cultural and architectural gems. Visualising key destinations within a ten minute walk encourages people to venture beyond the familiar. This builds confidence, and drives economic and social benefits. Tourists may stroll more streets and encounter shops or cafés they patronise; residents may develop new local connections or choose to walk instead of drive. These individual actions, multiplied by millions of journeys, yield significant benefits.

The City Council of Madrid commissioned an independent evaluation of system prototypes installed in two neighbourhoods.

A control group of people with cognitive impairments resulting from acquired brain injury (ABI) also participated in the study. They supported researchers evaluating the accessibility of the system. This group was chosen to reflect the spectrum of abilities users of the Leer Madrid system may have, as the possible consequences of brain injury include physical-sensory, cognitive and emotional impacts, which affect memory, concentration, visual perception, information processing and communication. All of these are key aspects affecting urban navigation.

The study found the Leer Madrid system was easy to use for people with cognitive impairments. Participants reported they were able to identify destinations and navigate to them using the maps and signs. Some symbols and information were identified for refinement in future iterations to further align designs with the needs of users and the city environment.



# 96%

of users said the Leer Madrid system improved their pedestrian experience.

# 97%

encountered no difficulties using the system.

## About us

# An inclusive & sustainable focus

### Pathways Project

Everyone should feel safe and confident taking walking, wheeling and cycling journeys to travel about their local area. We have seen a way to support people using these modes of transport for local journeys, by turning the disjointed walking and cycling infrastructure scattered across the UK into a consistent, effective and enduring system that is accessible to everyone.

Increasing active travel will help improve the physical and mental health of the nation, and encourage exploration and connection within communities. Working with partners, we have created a prototype Inclusive Wayfinding Toolkit that empowers local authorities to implement an effective system for pathways in their region that tackles the causes of uncertainty. It outlines a set of core principles for three areas, directional (supporting people navigate to their destination), awareness (building understanding of the locality and confidence to explore an area and its amenities), and behavioural (communicating expectations and appropriate active travel behaviour to help everyone feel safe and respected).

Designed and tested around the public, with accessibility at the forefront, the prototype toolkit was researched in its first iteration with older people (60+) at the centre. This included people with a broad range of disabilities, such as mobility, memory, and visual impairments, as well as those who are anxious about walking, cycling or navigation.

Pilots of this system are taking place that will collect data from research to prove impact and identify improvements. This will enable the refinement of the toolkit and the development of a tested, inclusive system that could be rolled out nationwide, creating long-term benefits for our bodies, our minds, our communities and the environment.



# 1 in 4

people in the UK do less than 30 minutes of physical activity per week

*Sport England*

# 1 in 6

deaths are associated with physical inactivity, and each year they cost the UK an estimated

# £7.4 billion

*Office for Health Improvement and Disparities (OHID) and Health Education England via gov.uk*

## About us

# Positive outcomes of our projects

We create social, environmental, and economic value for our clients, while addressing a wide range of needs and abilities. Systems and solutions we create must be intuitive and accessible regardless of the user's background, age, language, or physical or cognitive abilities.

We encourage our clients to assess short-term outcomes of our solutions to ensure they align with the intended objectives and to help validate our approach.

To better understand the impact on end users, we actively gather feedback from beneficiaries—identifying what's working well and where improvements can be made. This includes our designers and planners going onsite to pilot test designs in real-world settings, as well as conducting hands-on user testing during development or launching more structured pilot initiatives.

We also advocate for independent reviews and evaluation processes. These often include pre- and post-pilot assessments to measure the effectiveness of proposed solutions and provide comparative insights. The findings can support a strong business case for further investment—particularly crucial for our public sector clients, where accountability for public funds is essential.

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Measuring and managing the results, outcomes and impact of our service is important to us.

Our projects contribute to positive social, economic, and environmental outcomes, including:

- Social inclusion through accessible information and spaces
- Improved community connectivity
- Enhanced health and wellness, promoting walking and cycling
- Reduced stress and fewer instances of people getting lost
- Lower greenhouse gas emissions due to reduced car travel
- Increased access to employment opportunities through improved public transit information
- Economic growth through increased foot traffic to businesses

*Over 11.5 days researchers spent 91 hours observing the Leer Madrid prototype system, documenting that 2099 consultations of the signs took place during this time. 4349 people were involved in these consultations and 100 in-depth interviews were undertaken with these users.*



## About us

# Positive outcomes of our projects

### Uniting trains and buses into one seamless network

Vancouver region's transit agency, TransLink, enlisted our help to connect the various transit modes in the minds of the public. To do this, we devised a complete overhaul of the availability and coherence of information. This helped people make sense of key intermodal connections across the region and see previously separate services as a 'network'.

With transport choices in the region being traditionally focussed around the use of motor vehicles, improving the public perception and experience when using the network has enabled sustainable transport modes to become a viable choice. This supports the long-term aims for behaviour change and the impacts this will deliver.

The network was unified with a new transit symbol and visual identity, making the system a standard-setter in North America.



We improved riders' ability to make onward connections by

# 69%

TransLink found that 'Walking from Here' maps and 'Buses from Here' maps at the exits of rail stations led customers to report a 69 percent improvement in their ability to find onward connections.

*Taylor Nelson Sofres (TNS) 2010*



## About us

# Impactful relationships

We work in partnership with our clients, building relationships based on open, transparent and regular communication. This helps us establish and maintain an in-depth understanding of the evolving needs of the organisation, the project and the relevance of solutions we propose, develop and implement.

An example of this is our ongoing relationship with Princeton University. From the outset of the project we carefully assessed the brief and the institution's overall goals, ensuring that we were mutually aligned in approach and fundamental values. For over five years we have collaborated effectively to create impactful solutions and build each year on our learnings, in particular developing and improving the digital mapping system we created that guides students, visitors and faculty around a growing campus.

A key driver for this project was to provide detailed routing for anyone with accessibility needs. We are working closely with specialists in accessibility to independently assess and integrate their expertise into the digital wayfinding experience.

*“We selected Applied for their understanding of user behavior. Some designers prioritize aesthetics, while firms like Applied concentrate on user experience, behavior, and information systems. They are adept collaborators.”*

**Ron McCoy, University Architect  
at Princeton University**

### Princeton Campus Map web app launch

The web app enables more people to access the interactive campus map functionality without downloading native apps. They can use a web browser on their desktop, tablet and mobile devices.

#### CSAT Score of the app

4.5/5

The first release of the Princeton Campus Map app received a Customer Satisfaction Score (CSAT) of 4.5 out of 5, indicating that 90 percent of participants were highly satisfied with the app.

#### App usage

15,570  
total active users

Compared to 2023, the app experienced +650.2% user growth by November 2024.

#### Retention rate

50.7%

In November 2024 the PU Campus Map App on iOS held a 5-week retention rate of 50.7% - well above industry averages - a clear sign that users are finding it useful and worth returning to.

### Voluntary Product Accessibility Testing (VPAT)

To ensure the inclusivity and usability of our Princeton Digital Wayfinding app we partnered with Perkins Access, renowned experts in accessibility assessment. They conducted a rigorous audit to ensure the app is accessible to all individuals, using the following inspection methods:

- A visual review of the graphical user interface to identify potential barriers for low vision, visually impaired users and users with various cognitive disabilities.
- Keyboard testing to identify potential barriers for users who cannot use a mouse, such as users who are blind or have motor impairments.
- Assistive technology testing on mobile and desktop.
- Code inspection for web content to determine the root cause of any accessibility issues.
- Interaction with various functions and dynamic content.
- Confirmations for input, error messages and other feedback from user interaction.

### AccessAble Data Integration

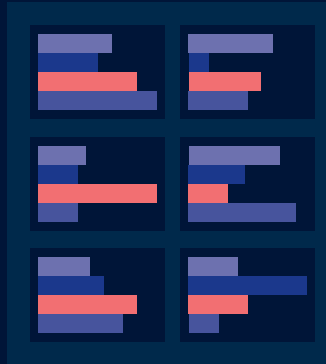
Applied are working with AccessAble to integrate the interior accessibility data they have collected from across the campus into the digital wayfinding experience. This will enhance the navigability of Princeton's campus for everyone. In 2024 we kicked off the integration of data from AccessAble into the Princeton Campus Map app.

## About us

# Ensuring we design for everyone

## Our methods and tools

Traditional approaches to describing people's abilities and experiences often rely on stereotypes, which can reinforce an artificial divide between those we design for and those needing additional support. We recognised the need to redefine language and perceptions regarding abilities. For the City of Madrid's pedestrian wayfinding system, *Leer Madrid*, we developed three pioneering techniques aimed at increasing accessibility for underserved groups, as well as adapting our approach to stakeholder engagement to gain valuable insights and promote cross-pollination of ideas:



### Abilities spectrum

The four-way Abilities Spectrum maps different user types in terms of physical, cognitive, financial and social ability. Understanding the range of user abilities helps us consider how wayfinding can support each user type.



### Diversity cube

The Diversity Cube makes use of the Rubik's Cube as a metaphor to demonstrate that users are not monolithic – instead, users have different combinations of abilities (cognitive, physical, language, knowledge, etc.). We can use this to consider more realistic user profiles without bias.



### Compensation circle

The Compensation Circle comprises three sectors – personal capacity, environmental capacity, and wayfinding support. It demonstrates how, based on personal and environmental factors, wayfinding (in varying degrees) can give users equitable access to and experience of the public realm.



### Stakeholder consultation & user testing

Stakeholder consultation sessions give us space to generate more constructive discussions between users and gather richer feedback. For the *Leer Madrid* pedestrian wayfinding system, we grouped stakeholders of mixed abilities, characteristics and interests together. This created an environment in which users could engage with varying perspectives and reach consensus – or if no consensus could be found, then identify that a design solution is needed. Testing the design solutions throughout the development process further supported the approach of ensuring we found the right solutions for the diverse audience.



## About us

# Ensuring we design for everyone



A varied range of skill sets, perspectives and specialisms underpins how we solve problems. We have a purposefully diverse group of experts of different backgrounds which gives us the ability to identify and tackle issues that are frequently overlooked, and allows us to challenge assumptions robustly.

We have a collaborative approach, both internally amongst our team, as well as externally with our clients. We mirror and speak the same technical language as our clients, strengthening our ability to communicate, engage and develop integrated solutions beyond the traditional scope of wayfinding projects.

Our team comprises experts in architecture, urban design, transport planning, engineering permitting and codes, crowd dynamics, GIS, spatial analysis, graphic and information design, product and industrial design, project management, research, environmental psychology, designing for inclusion, cartography, user interaction design, digital design, and operational and experience design.

Achieving diversity of representation in our workforce is an ongoing and expanding process, and something we commit to continually working on as we carry on tackling increasingly complex and varied projects.



# Our journey since becoming B Corp certified

We recognise that since our inception, we've naturally embedded social and environmental value at the core of our work. We have always believed that business involves a rounded view of the impact you are making. Walking, cycling and public transport is our world, and we put people at the heart of everything we do. Applied's work, by its very nature, demonstrates a high degree of measurable impact on social and environmental indicators.

B Corp certification is a formal recognition of our ability to affect change. Pursuing B Corp certification gave us a structured framework to measure and document the impact we were already making—and to identify areas where we can go even further. Importantly, the certification process didn't require us to change how we operate; instead, it helped us formalise and articulate the practices we already had in place.

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## Impact of certification?

Since becoming certified, B Corp principles have become embedded in our strategic decision-making. Every major choice we make is now guided by the commitment to balance purpose and profit, ensuring our impact continues to grow in meaningful and measurable ways.

# Our journey since becoming B Corp certified

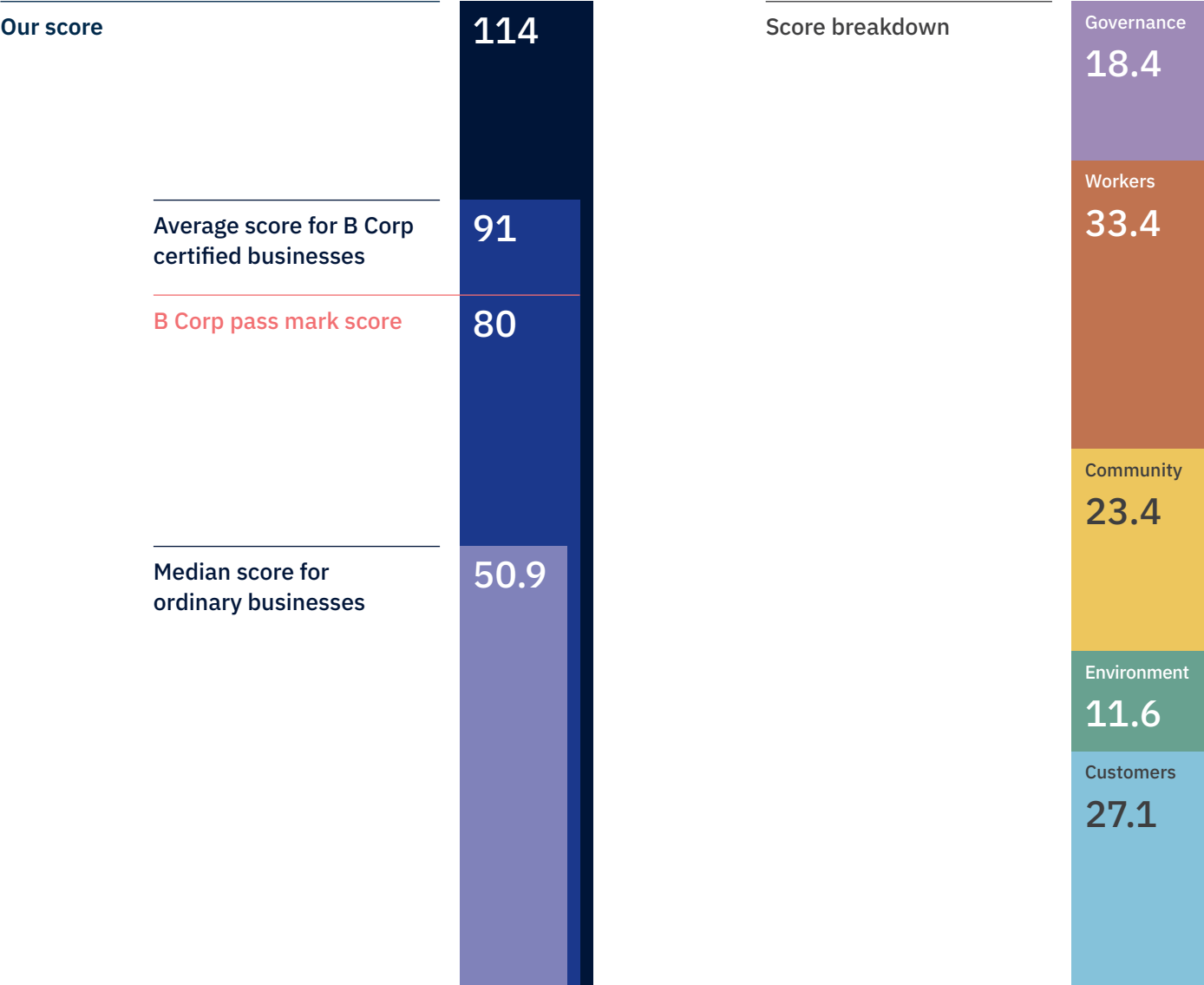
## Our Impact scores

We are proud to have achieved a score of 114 for our first accreditation, exceeding the B Corp pass mark score of 80.

This assessment reflects a company’s overall impact across five different categories: governance, workers, community, environment and customers. For context, the average score for ordinary businesses who take the assessment is 50.9, and for B Corp certified businesses the average score sits at 91. With Applied’s score of 114 significantly above average, it is a truly fantastic achievement.

*“The B Corp Certification process is rigorous and comprehensive, and has reached every corner of the business. It has been a journey of recognising the positive impact we have always had and understanding how we can have an even better impact in the future. It is a huge honour to be joining the B Corp community.”*

Applied’s CSR Lead Gemma Colbert, who led the B Corp certification process



# Our journey since becoming B Corp certified

## What’s important to Stakeholders

Through B Corp we assess our social and environmental performance based on the following key areas – Governance, Workers, Community, Environment, Customers.

As part of this B Corp journey we will be identifying and tracking our impact on all our stakeholders, understanding what is most important to them and reporting on these metrics.

We began our journey last year in identifying key impacts on two key stakeholder groups – our **employees** and our **customers**.

This year we are identifying and measuring our impact beyond these stakeholders and concentrating on our **environment** and our **community**.

As a B Corp certified company we understand the importance of minimising harm and actively contributing to environmental sustainability.

**Important for the environment:**

- Having Sustainable Operations
- Green Products/Services
- Responsible Sourcing
- Carbon Footprint Tracking
- Environmental Policies

**Important for the community:**

- Fair Employee Practices
- Diversity & Inclusion
- Local Engagement
- Ethical Supply Chains
- Transparency & Accountability

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The B Corp structure

**Governance**

- Evaluation of mission statement and business goals.
- Consideration of how decision-making aligns with social and environmental values.

**Workers**

- Inspection of employee treatment, along with compensation, benefits, training, ownership, and management opportunities.

**Community**

- Assessment of the company’s impact on local and global communities, including the effects of supplier and distributor relationships.

**Environment**

- Analysis of the company’s operations and its impact on the environment.
- Review of practices related to waste, energy, and resource usage.

**Customers**

- Exploration of how business products or services provided affect customers, including attention to customer feedback and engagement strategies.



# What we've achieved so far

The B Corp structure provides a framework for mapping and measuring our impact, gauging our performance and helping us maximise outcomes across the business. It will help us achieve structured and quantifiable improvements in the future.

On the following pages we have captured the positive impact we've made as individuals, teams and as a business, across the areas of Governance, Workers, Community, Environment, and Customers. At the end of this report we set out our goals for the future.

# What we've achieved so far

## Governance

### 1 Mission lock

As an independent company, we have revised our corporate governance documents and finalized the B Corp legal amendment. This commitment ensures that the interests of all stakeholders are integrated into our decision-making process and that social and environmental performance remain central considerations over time, irrespective of ownership changes.

### 2 Social and environmental decision-making

Our performance management system has incorporated social and environmental goals for each employee, ensuring everyone is playing a part in our commitment to environmental and social goals as a company.

### 3 Objective governance

We have two non-executive directors at board level to ensure unbiased decision-making.

The multiple between the highest and lowest compensated full-time worker at Applied is

# 3.7x

### 4 Strategic decision-making

We have a leadership team who hold regularly monthly meetings to make strategic decisions about the company. The Strategic Leadership team is varied across disciplines and equal in gender.

### 5 Transparency & accountability

We prioritise open communication with employees, sharing key updates and metrics regularly. We have weekly catch-ups where everyone can update each other on current work as well personal achievement.

### 6 Feedback-driven

We actively solicit and integrate stakeholder feedback into our strategies and operations. The quality of our services and products means that we persistently deliver above expectations, and we consistently get repeat business and positive feedback from Stakeholders.

### 7 Open reporting

We regularly share financial performance internally and have committed to releasing an annual impact report.

### 8 Policy update

We keep up to date with all legislative updates and make sure our policies are legally compliant.

# What we've achieved so far

## Workers

Our mission is rooted in a strong dedication to the well-being, development, and empowerment of our employees.

We invest in our team by offering fair pay, comprehensive benefits, opportunities for professional growth, and a workplace culture that values equity, inclusion, and active engagement.

We believe our people are our greatest strength. This section highlights our commitment to creating a supportive workplace, upholding labour practices that go beyond statutory standards, and ensuring every employee feels respected, valued, and heard. By investing in our team, we're not only building a stronger company—we're setting a higher standard for how businesses should care for their employees.

**1 Competitive salaries**

We have moved from annually reviewing wages to reviewing wages twice a year, to reward employees more frequently and to allow employees to progress faster.

**2 Profit sharing**

We recognise that successful company performance is largely down to our employees, as a result, we have introduced a new profit share initiative. Twice a year we review company profits and if successful, we distribute a proportion of the profits to all our employees.

All our employees receive salaries above the London living wage.

**3 Flexible work options**

Flexible working is a day one right. We offer hybrid schedules, adjustable start-times, and part-time contracts. We foster a culture that understands and accommodates personal responsibilities such as childcare and appointments.

**4 Sabbatical leave**

We demonstrate our commitment to long-serving employees by providing sabbaticals.

**5 Fair Employee Practices**

We have fair employee practices and offer above statutory in nearly all aspects of our policies.

**6 Career development**

We introduced a new performance management framework as well as a new training matrix, to help employees identify their current skills and the necessary skills needed for the next steps in their careers.



**7 Skill enhancement**

Our weekly creative reviews allow our employees to receive valuable feedback that helps them refine their skills and improve their work. It also acts as a training ground for presenting and defending creative decisions.

**8 Employee engagement**

We carry out annual staff surveys to monitor learning and satisfaction.



**9 Global assembly**

We hold an annual company gathering at our Head office in London and are joined by Applied employees from across the globe. This promotes international relationship building, sharing of knowledge and team building across countries and disciplines.



**10 Employee benefits**

We provide healthcare benefits. We ensure all employees have access to private health plans over and above minimum requirements. This supports everyday medical needs including dental and optical and includes access to counselling services. All employees have access to mental health support.

**11 Staff development and mentoring**

We conduct annual performance reviews and 1-2-1 appraisals aligned with our corporate mission which includes 360 degree feedback. Our new management structure allows for improved mentoring as well as defined performance indicators.

\*2024 staff engagement survey



# What we've achieved so far

## Community

We are dedicated to fostering positive change and opening up new opportunities both within our local community and across our broader industry. To support this commitment, we have initiated the following actions:

### 1 Blogs and Panel discussions

The 'Design For Good' content series shined a light on how creative innovation can be a driver for positive change. In this blog our CEO Tim shares the story behind Applied's innovative approach, Applied's global impact through wayfinding solutions, and the challenges of scaling a purpose-driven business.

### 2 Volunteer initiatives

We have established an internal social committee to promote community days.



### 3 Supply chain management

We are committed to supply chain integrity and have distributed supplier questionnaires to assess and continuously monitor our suppliers' social and environmental impact.

### 4 D&I Data and reporting

During employee onboarding we share an optional equal opportunity monitoring form, to be able to monitor equality and diversity in the workplace.



### 5 Leadership representation

38% of senior leaders are women.

### 6 Workforce demographics

43% of our employees identify as women.

30% of our managers identify as from an underrepresented social group.



### 7 Nurturing industry talent

We provide full-paid three-month internships, and transitioned two interns to permanent roles in the past year. We have an internship scheme where two interns are brought in the company every 6 months.

We also host work experience students from college and universities to allow young talent to experience the world of work and experience of working in the design industry.

Design Director George Sidaoui also lectures regularly at Central Saint Martins.

### 8 Charitable contributions

We divert our fruit to a hospital or charity when our offices are shut.

# What we've achieved so far

## Environment

We recognise that our environmental impact comes from both the spaces we operate in and the systems and products we design for clients.

### 1 Active Travel Wayfinding

Working with partners, Applied have developed a prototype toolkit that empowers local authorities to implement effective signage for pathways in their region. The goal? To make it easier and safer for people to embrace active travel as part of their everyday lives.

By establishing clear principles and a scalable approach, this project is set to boost active travel across the UK—and make it accessible for all.

### 2 Environmental management system

Following our work with Green Small Business, we have worked hard to maintain our Environmental Management System and to consistently manage and meet our environmental goals as part of our commitment to reducing our footprint.

### 3 Carbon footprint

We have successfully measured and recorded our carbon footprint related to travel, and we have reduced our carbon emissions by 15% over the course of the year (2023/24), beating our target of 5% yearly reduction.

### 4 Sustainable travel

We have been promoting our 'Cycle-to-Work' scheme available to all UK staff. This has increased our cycle usage, promoting more sustainable options for travel in the business.

### 5 ISTD award

Applied's Princeton University multimodal campus wayfinding project has been recognised at the 2024 ISTD awards in the environmental category.

We are honoured to have received a Certificate of Excellence from the International Society of Typographic Designers for this long-term project that utilises excellent typography in digital and physical wayfinding solutions to create a welcoming, sustainable and accessible campus.

### 6 Energy efficiency

We have changed to only using non-harsh chemicals in all of our cleaning products being mindful of what chemicals we use on a daily basis going forward.

### 7 Hybrid work model

We have minimised in-person meetings and adopted hybrid working to enable staff to commute only when needed.

### 8 E-waste management

Having the opportunity to move offices allowed us to think about waste management in a pragmatic way. Envirowaste helped us in ethical electronic disposals.

The Applied head office in London is supported by

# 71%

renewable energy sources

### 9 Paperless operations

We have implemented a digital-first back-office approach.

### 10 Carbon offsetting

We off-set 100% of all scope 1 and 2 emissions through the carbon off-setting scheme.

## What we've achieved so far

# Customers

Managing the positive impact and value we create for our customers is important to us. We dedicate resources to ensuring close collaboration and feedback mechanisms with all our customers and embed this value-creation into our business model in the following ways:

### 1 Partnership Approach

Our customers are actively involved in every phase of the project, ranging from research through to implementation. We take a partnership approach and seek to maintain long term relationships for continuous improvements.

### 2 Maintainable Systems

We have formal procedures to incorporate customer testing and feedback into the design and ensure we deliver a sustainable system that is easily maintainable long into the future.

### 3 Customer Feedback

We closely monitor customer satisfaction through a dedicated account management team, and share customer feedback internally to ensure continuous improvement.

### 4 Product Design

We work with our customers to recommend responsible suppliers, low impact materials and manufacturing processes.

### 5 Underserved Beneficiaries

The end beneficiaries of a successful wayfinding system will always have a multitude of needs and abilities. We review the mission and goals of all our customer organisations to ensure we meet the needs of any underserved beneficiaries identified.

### 6 Capacity Building

We provide training and guidance to our customer organisations on how best to meet accessibility needs and we engage with the underserved beneficiaries to ensure their perspective is incorporated into our designs.



# Continuing our commitment

In the following matrix, we set out our commitments to the 5 areas of B Corp in the short and long term.

This gives us an opportunity to plan for realistic action.

	<b>Short term</b> We aim to implement these in the next 2 years	<b>Long term</b> We aim to implement these in the next 5 years
<b>Governance</b>	<ul style="list-style-type: none"> <li>– Move from a general commitment to the environment in our job descriptions to the inclusion of specific responsibilities for key people to deliver our social and environmental performance targets</li> </ul>	<ul style="list-style-type: none"> <li>– Implement a formal social and environmental training programme for all employees</li> </ul>
<b>Workers</b>	<ul style="list-style-type: none"> <li>– Improve our employee satisfaction score from less than 65 percent to more than 75 percent</li> <li>– Improve our employee attrition rate from 15 departed employees to less than 10 in the fiscal year</li> </ul>	<ul style="list-style-type: none"> <li>– Provide a separate private space within our new offices for employees to use for purposes such as breastfeeding or praying</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>– Allocate each employee a paid day off to volunteer with a charity of their choice</li> <li>– Donate to an employee nominated charity that positively impacts the local community in which our headquarters is based</li> <li>– Continue to conduct demographic data surveys to ensure we can measure and improve our diversity and inclusion targets</li> </ul>	<ul style="list-style-type: none"> <li>– Increase the number of managers who identify as women from 27 percent to 40 percent</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>– Move from 71 percent to 100 percent renewable energy electricity tariff for the London head office</li> <li>– Formally appoint an internal lead on environmental sustainability, responsible for driving environmental improvement across the organisation</li> <li>– Adopt a data retention policy to reduce emissions from cloud computing</li> </ul>	<ul style="list-style-type: none"> <li>– Measure scope 3 emissions as well as scope 1 and 2 emissions</li> <li>– Reduce the carbon emissions of our leased premises by 5 percent year-on-year</li> </ul>
<b>Customers</b>	<ul style="list-style-type: none"> <li>– Create a dedicated channel for customer feedback, independent of the project delivery team</li> <li>– Implement more formal processes for documenting and summarising user testing results data during the project life cycle</li> </ul>	<ul style="list-style-type: none"> <li>– Improve the response rate from client sustainability surveys from 5 percent to 20 percent</li> </ul>

For more information on this report, or for other enquiries about how Applied can help you create positive impact through the transport systems, cities, campuses and places you manage, please get in touch.

*We look forward to hearing from you.*

Gemma Colbert  
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#### Cover image

Signs for active travel users, providing directions, behavioural information, and local route awareness. Part of Applied's *Inclusive Wayfinding Toolkit* and *Pathways Project* initiative to better support those walking, wheeling and cycling.

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Leer Madrid project images © Aramis León

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Diversity Cube visualisation  
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