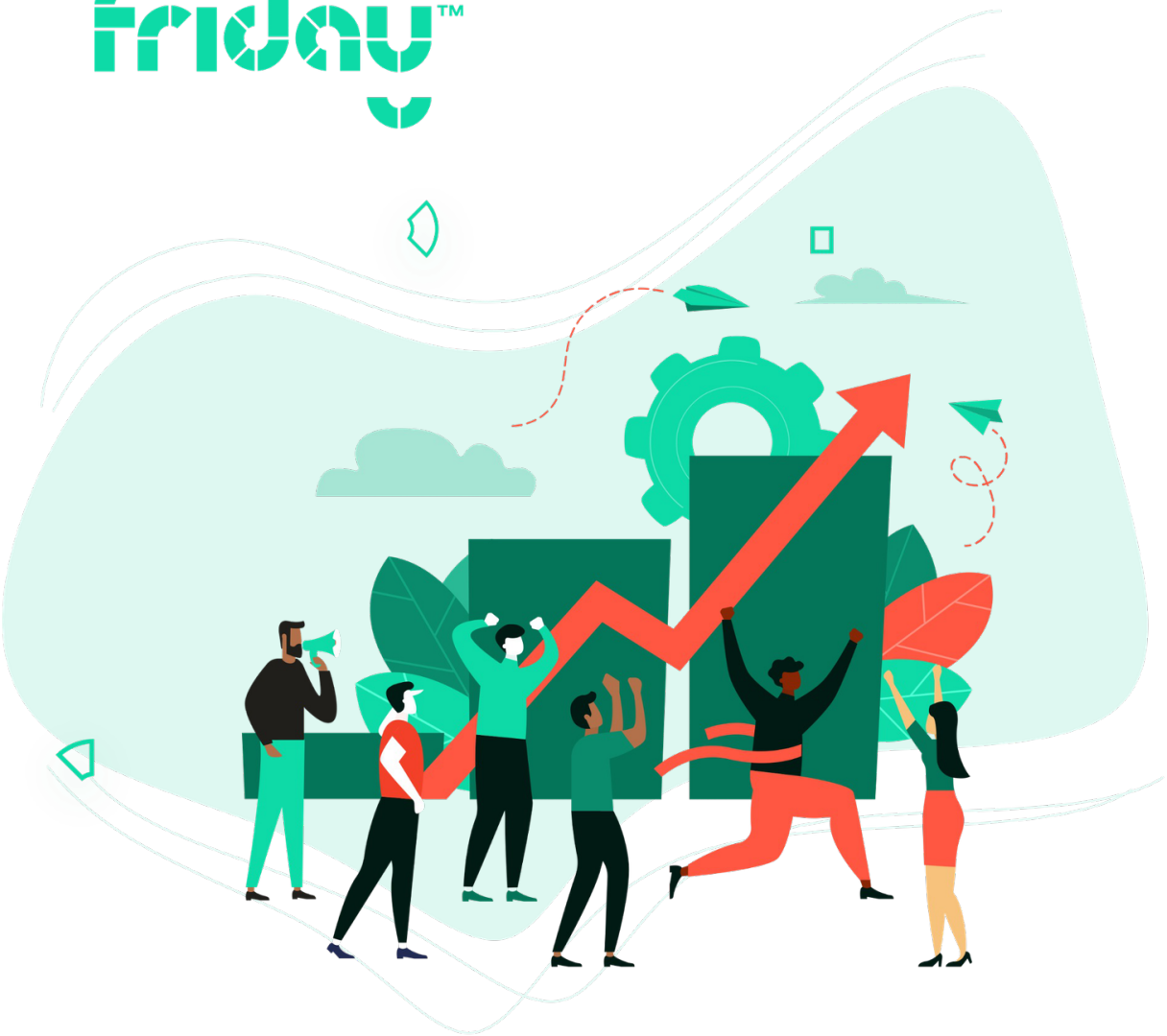


Fair Work Evidence Pack

Measuring culture and acting on feedback: your evidence for B Corp certification

PREPARED FOR KESTREL & FERN LTD
1 DEC 2025 TO 30 NOV 2026 GENERATED 2 DEC 2026

FRIDAYPULSE.COM

Sample. Kestrel & Fern Ltd is a fictional company. All data is illustrative.

OVERVIEW

About this pack

Company	Kestrel & Fern Ltd
Workers	108
Sector	Sustainable packaging manufacturer
Period covered	1 Dec 2025 to 30 Nov 2026
Generated	2 Dec 2026
Culture themes measured	Well-being, Belonging, Feeling engaged

This pack supports your evidence for B Lab's Fair Work Impact Topic. Assurance decisions are made by B Lab's independent assurance providers. Requirement summaries are paraphrased from B Lab's published Fair Work guidance; check the standard for full wording.

Evidence index

Ref	Requirement	Status	In this pack	You add
FW4.1	Measures workplace culture regularly	**Covered**	Survey records, measurement data, themes, results-sharing records; view-only access to Friday Pulse for your auditor on request	Copies of slides and emails used to share results
FW3.2	Considers feedback from workers on decisions that affect them	**Covered**	Weekly feedback, ideas and frustrations; Influence decisions score; 'you said, we did' log	The emails and slides referenced in the log
FW4.2	Has a plan to continuously improve workplace culture	**Draft provided**	Draft plan with dates, actions and participation actions	Leadership approval (minutes or signature)
FW4.3	Disaggregates culture measurement by gender identity or sex at birth	**Client to supply**	Not included	Check whether it applies to your size
FW4.4	Disaggregates by one additional social identity	**Client to supply**	Not included	Check whether it applies to your size
All	Worker interviews by the auditor	**Not covered by documents**	Audit prep session	Staff available for interview

SECTION 1 FW4.1

Measuring workplace culture

What's required

Measure workplace culture regularly, including at least two of B Lab's six themes (satisfaction, well-being, belonging, feeling engaged, being engaged, psychological safety). Keep records of the measurement and of how results were communicated to workers.

Evidence provided

Method and records for 52 weekly measures and four quarterly Culture Profiles; all six B Lab themes mapped, with three claimed; results; dated records of sharing results with staff.

The evidence

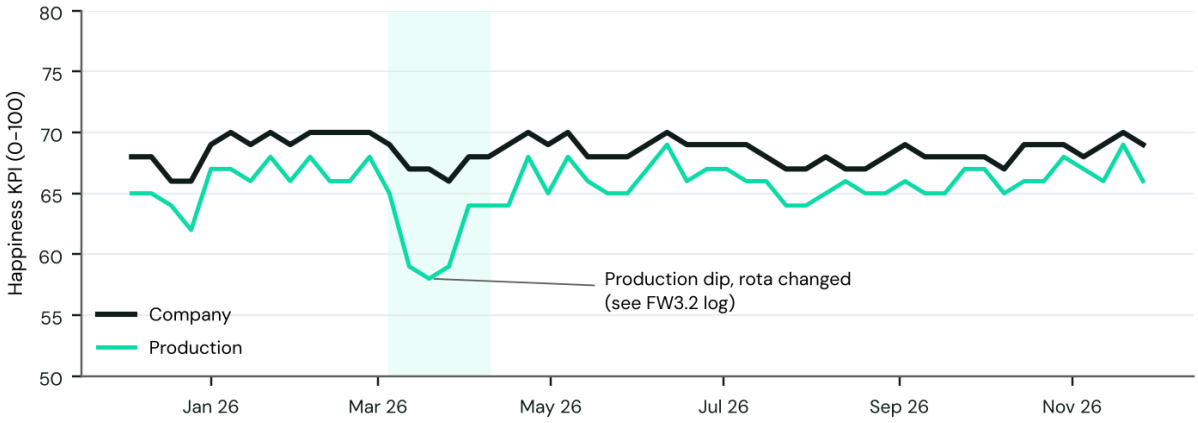
Weekly measure	"How happy were you at work this week?" Scale 1-5, reported 0-100. Sent every week, results by team.
Culture Profile	15 questions (1-5, reported 0-100), quarterly: 10 Feb 2026, 12 May 2026, 11 Aug 2026, 10 Nov 2026.
Participation	Optional. Stated in every invitation (Appendix B).
Anonymity	Weekly score and Culture Profile are anonymous. Results for teams under 3 people are hidden and count in the company total only.
Auditor access	View-only access to Friday Pulse can be set up for your assurance provider on request, so they can see the data in the tool directly.
Response rates	Weekly average 74%. Culture Profile: 81%, 78%, 84%, 86%.

Themes measured

B Lab theme	Measured by	Latest result	Fit
Well-being	Weekly Happiness KPI, Workload	Happiness KPI 69, Workload 60	**Strong, claimed**
Belonging	Belonging, Team relationships and feedback	Belonging 75, Team relationships and feedback 80	**Strong, claimed**
Feeling engaged	Purpose, Interesting work, Pride in the organisation	Purpose 85, Interesting work 68, Pride in the organisation 83	**Strong, claimed**
Satisfaction	Recognition, Fair treatment	Recognition 73, Fair treatment 68	Partial, not claimed
Being engaged	Learning and growth, Clear goals	Learning and growth 58, Clear goals 63	Partial, not claimed
Psychological safety	Influence decisions, Autonomy	Influence decisions 65, Autonomy 65	Partial, not claimed

B Lab asks for at least two themes. This pack claims three.

Weekly Happiness KPI



Culture Profile results by quarter

Topic	10 Feb 2026	12 May 2026	11 Aug 2026	10 Nov 2026
Team relationships and feedback	78	78	78	80
Belonging	73	73	75	75
Manager support	68	68	68	70
Fair treatment	65	65	65	68
Recognition	70	70	73	73
Workload	55	53	58	60
Influence decisions	53	55	60	65
Autonomy	63	65	65	65
Resources and tools	50	53	58	60
Learning and growth	58	58	58	58
Interesting work	65	68	65	68
Clear goals	60	63	60	63
Purpose	83	83	85	85
Pride in the organisation	80	80	80	83
Trust in leadership	63	63	68	70
Response rate	**81%**	**78%**	**84%**	**86%**

Results shared with staff

Date	How	Record
26 Feb 2026	All-hands: Culture Profile results	Slides (client to attach)
28 May 2026	All-hands: Culture Profile results	Slides (client to attach)
27 Aug 2026	All-hands: Culture Profile results	Slides (client to attach)
26 Nov 2026	All-hands and email: annual results summary	Email and slides (client to attach)
Weekly	Team results visible in Friday Pulse to each team	Information in the measurement tool

WHAT YOU NEED TO ADD

- Copies of the slides and emails used to share results (listed above).
- If your auditor asks: staff available to talk about how results are shared.

SECTION 2 FW3.2

Considering worker feedback

What's required

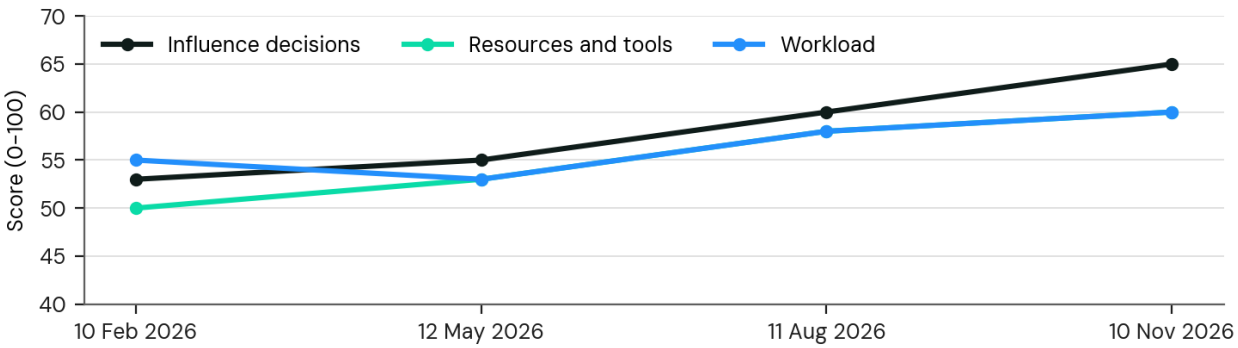
Seek and consider feedback from workers on decisions that affect them, and show how that feedback was considered, for example through records of surveys and discussions and the communications that followed.

Evidence provided

Weekly feedback from every team: ideas, frustrations and thank-yous shared throughout the year; the Influence decisions score from each Culture Profile; and a log of what was heard, what was decided and when staff were told.

The evidence

Feedback scores over the year



Culture Profile scores, company level.

You said, we did

Date	What we heard	Source	Decision	Told staff	Record
24 Feb 2026	'Influence decisions' was the lowest Culture Profile topic (53).	Culture Profile Feb	Monthly town hall Q&A; started, with decisions and reasons published afterwards. Result: Influence decisions up to 65 by November.	5 Mar 2026	All-hands slides, 5 Mar (client to attach)
26 Mar 2026	Production happiness fell for four weeks in March; frustrations about the peak-season rota.	Weekly KPI + Notes themes	Rota redesigned with the production team; overtime capped at 6 hours a week. Result: Production KPI back to its usual level by late April.	2 Apr 2026	All-hands slides, 2 Apr (client to attach)
20 May 2026	Resources and tools scored low, with recurring frustrations about scanners and laptops.	Culture Profile May + Notes themes	Warehouse scanners replaced; laptop refresh brought forward. Result: Resources and tools up from 50 to 60.	4 Jun 2026	Team briefing notes, 4 Jun (client to attach)

Date	What we heard	Source	Decision	Told staff	Record
10 Jun 2026	Ideas to cut duplicate data entry in order processing.	Notes (ideas)	Order form automation built by Customer Service and Finance. Result: In use since July.	1 Jul 2026	Newsletter, 1 Jul (client to attach)
20 Aug 2026	Request for clearer career paths in Production.	Results conversation	Not adopted this year: budget committed. Skills matrix planned for 2027. Result: Carried into next year's priorities.	3 Sep 2026	All-hands slides with the reason given, 3 Sep (client to attach)
17 Nov 2026	Workload still the lowest topic in Production (53).	Culture Profile Nov	Included as priority 1 for 2027. Open.	26 Nov 2026	All-hands slides, 26 Nov (client to attach)

Weekly feedback: what staff shared (summary)

Quarter	Thank-yous	Celebrations	Frustrations	Ideas
Dec-Feb	196	84	31	15
Mar-May	188	79	29	17
Jun-Aug	214	96	20	19
Sep-Nov	228	104	17	21

Frustration themes: Shift patterns and rota 31%; Equipment and tools 27%; Communication between sites 22%; Other 20%. **Idea themes:** Process tweaks 42%; Tools and automation 33%; Team and social 25%.
Summary prepared by Friday Pulse: counts and themes only, no names or quotes.

WHAT YOU NEED TO ADD

- The emails, slides and briefing notes referenced in the log.
- Records of any other workshops or discussions where feedback was considered.

SECTION 3 FW4.2

Improvement plan

What's required

Have a plan to continuously improve workplace culture, approved by the executive team or highest governing body, with dates and actions to increase participation.

Evidence provided

A draft plan for 2027, built from this year's results, with targets, owners, due dates and participation actions. Approval to be completed by your leadership.

The evidence

Actions

Action	Target	Owner	Due
Reduce workload pressure in Production	Production Workload score above 63	Operations Director	30 Jun 2027
Launch a skills matrix for operational roles	Live for all operational roles	Head of People	30 Sep 2027
Add a direct psychological safety measure	Measured from the Q2 Culture Profile	Head of People	31 May 2027

Actions to increase participation

Action	Target	Owner	Due
Weekly question sent at the start of each production shift, with a shared tablet on the factory floor	Production weekly response rate up to 80%	Operations Director	31 Mar 2027
Share each team's response rate in monthly team briefings	Company response rate held above 75%	Team leaders	Ongoing

Approval

APPROVED BY (NAME AND ROLE)	
GOVERNING BODY	
DATE	
SIGNATURE OR MINUTE REFERENCE	

WHAT YOU NEED TO ADD

- Leadership approval: sign above, or attach the meeting minutes approving the plan.
- Any changes your leadership makes to the actions or dates.

SECTION 4 FW4.3 AND FW4.4

Breakdown by identity

What's required

Where these apply to your company's size, break down workplace culture results by gender identity or sex at birth (FW4.3) and by one additional social identity (FW4.4), protecting worker identities.

Evidence provided

Not included in this pack.

WHAT YOU NEED TO ADD

- Check whether FW4.3 and FW4.4 apply at your size.
- If they do: disaggregated results and the steps taken to protect identities.

APPENDICES

A. Culture Profile topics

Five Ways to Happiness at Work	Topics
Connect	Team relationships and feedback, Belonging, Manager support
Be Fair	Fair treatment, Recognition, Workload
Empower	Influence decisions, Autonomy, Resources and tools
Challenge	Learning and growth, Interesting work, Clear goals
Inspire	Purpose, Pride in the organisation, Trust in leadership

Full question wording is supplied with the data files.

B. Survey invitation wording

Each week you'll get one question: how happy were you at work this week? It takes under a minute. Each quarter there's a slightly longer Culture Profile. Taking part is optional. Your answers to both are anonymous, and results are only shown for groups of three or more. We'll share what we learn and what we decide to do about it.

C. Data files

File	Contents
weekly_kpi_by_team.csv	Week, company KPI, response rate, KPI per team (teams under 3 hidden)
culture_profile_by_quarter.csv	Date, topic, score, response rate
culture_profile_questions.csv	Full question wording and topic

About Friday Pulse: Founded by Nic Marks, who has spent more than 25 years working out how to measure what matters for people and the planet. At the New Economics Foundation he created the Happy Planet Index and the Five Ways to Wellbeing.