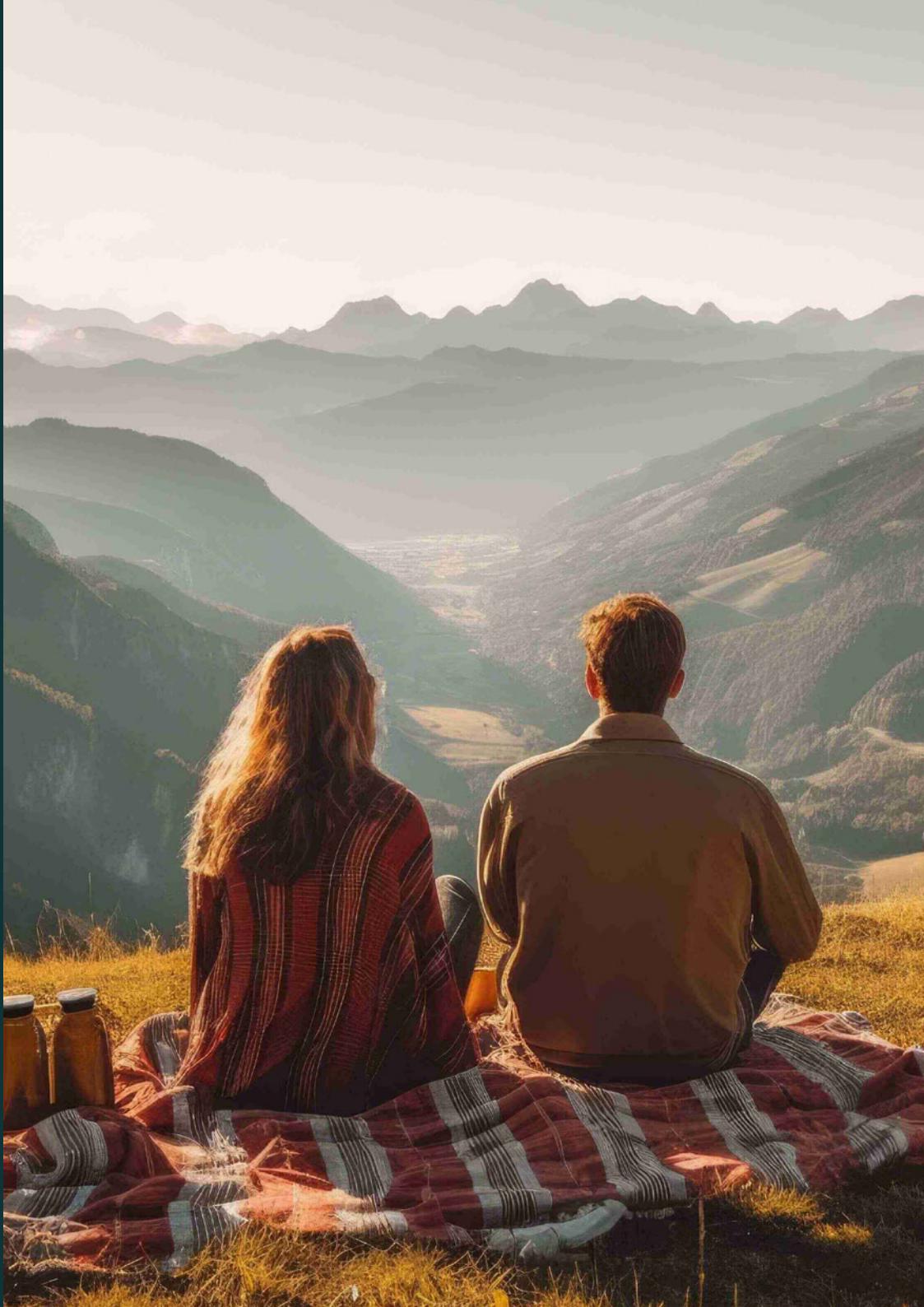


Certified



# B Corp Impact report 2025

KILLIK&Co



# Contents

## About us

A note from our founder, Paul Killik	3
Into the next generation: Chief Strategy Officer Georgie Killik	3
Our Managing Partner, Sarah Threadgould	4
About us	5
A year in numbers	7
The journey to becoming a B-Corp	8
Our original B-Corp score	9

## Scores

Workers	10
Community	12
Customers	17
Governance	24
Environment	28





## A note from our founder Paul Killik

**When we opened our doors over 35 years ago, we set out with a simple and enduring belief: that we would make the benefits of investing available to all.**

While a lot has changed in the intervening years, that 'to all' element has remained at the heart of our philosophy as a family business. We are proud of the support we have delivered to clients in that time but are always looking for new ways to make wealth management more accessible; to inform and educate about personal finances so that more may benefit. Our independent ownership means we have the freedom to introduce new ideas and initiatives that broaden our circle of impact beyond our clients. One year into our B-Corp accreditation, I look forward to continuing these high standards into the next decade.

## Into the next generation: Chief Strategy Officer Georgie Killik

**As I took on a role at Killik & Co in 2011, I did so with immense pride at the family business my father had built.**

But I also did so with a passion to innovate – to grow with our evolving client base, expand the types of talented individuals we hire, and to widen our reach in the local communities within which we operate. Our core mission is simple: to create lasting wealth for our clients and their families. At the heart of this mission is our ability to provide trusted advice and build personal relationships, underpinned by a commitment to responsible business practices and long-term, positive impact. Achieving B-Corp certification in 2024 was a natural evolution for us; a milestone that formalises these practices. For us, this recognition was not simply a badge, it is a promise to ensure we continue to build a business that benefits our clients, our team, and society at large.

In the last year, we have introduced key changes that I believe will see the business through into the next generation. One of these is the launch of the Social Mobility Working Group as an extension of our DE&I Forum, which I Chair, dedicated to looking at how we can improve our own recruitment practices and financial literacy within our communities. I am particularly proud of this development and look forward to the initiative growing. And, last year, as I was appointed Chief Strategy Officer, Sarah Threadgould accepted the invitation take the role of Managing Partner. I am delighted to work alongside her as we see through the next phase of the business.

# Our Managing Partner, Sarah Threadgould



**Since joining Killik & Co, I have been consistently impressed by the strength of our philosophy and culture.**

Over more than three decades, we have upheld the ethos, innovation, and family-oriented client focus with which Paul Killik founded the firm. His mission, to make investing accessible to all and help people achieve their long-term financial aspirations, remains central to our client promise today.

This year has brought immense change for our clients and our sector. As global uncertainties persist, financial decisions for clients and their families have become more complex. In response, and through embedding Consumer Duty, we have deepened our commitment to understanding what clients think, and need, and updating our communication and financial education to build transparency and confidence. Our weekly Killik Explains videos and How To guides from Head of Education, Tim Bennett, together with our Weekly Market Update and regular media contributions from partners Rachel Winter and Will Stevens, aim to inform and reassure all savers and investors, not just our clients. External feedback reinforces how valuable these resources are.

We continue to invest in high-street locations, ensuring we remain close to our clients and their communities so that we can build meaningful, lasting, in-person relationships. Recognising the increasingly intricate dynamics of modern families, we have invested in strengthening support for vulnerable clients, particularly those who have experienced bereavement or trauma. Our dedicated Client Care team plays a vital role in this work.

Since achieving B Corp status, the Killik Charitable Trust has reached £1.1 million in donations to charities across medicine, education, and vulnerable groups. Its long-term partnerships with supported charities are central to its impact. As a Trustee of Sands, which supports anyone affected by the death of a baby, I know how important it is to sustain and grow these relationships.

Internally, we have invested in training to ensure all our teams feel equipped and confident in delivering exceptional service. We have also strengthened our governance framework to improve accountability and support sound, long-term decision-making.

We are enormously proud of our B Corp status. I would like to thank our clients for the trust they place in us, and our team for everything they do each day to deliver outstanding service and support in keeping with the original Killik vision.

# About us

**At Killik & Co, we offer a full suite of wealth management and wealth planning services, from investing to personal taxation and trust services.**

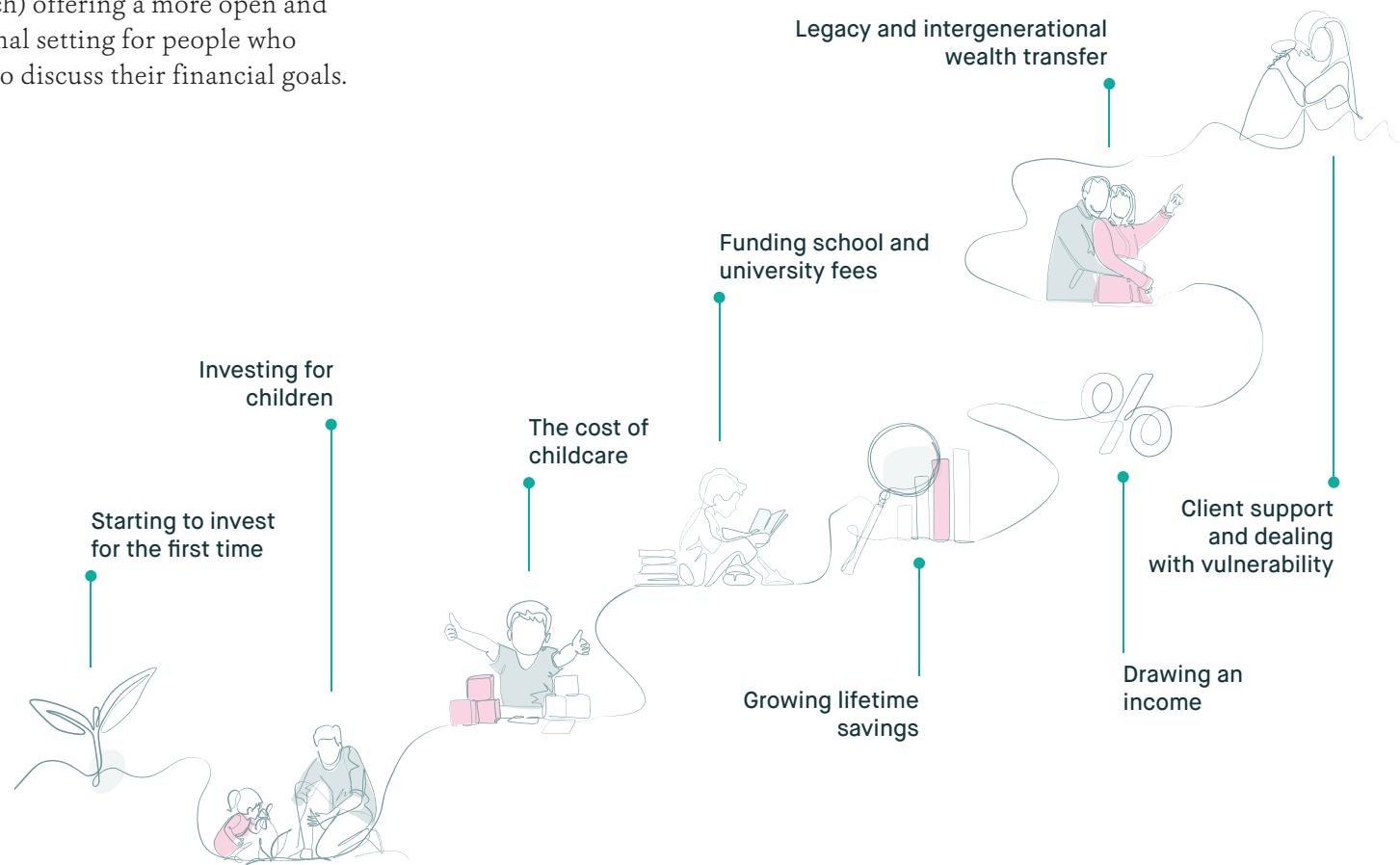
We are one of the few remaining independently-owned wealth managers, and we pride ourselves on the personal service we provide and our history of delivering bespoke solutions for clients of any age, at any stage.

Since we first opened in 1989, in an old pharmacy in Chelsea, Killik & Co has been proudly forward-thinking.

Our efforts have seen industry-first products and services brought to life and expert advice delivered via high street branches at a time when many are moving away from a physical presence. Located in

communities that are popular with families, we have high street branches in Mayfair, Chiswick, Esher, Hampstead and Northcote Road (with a Middle Office in Ipswich) offering a more open and informal setting for people who want to discuss their financial goals.

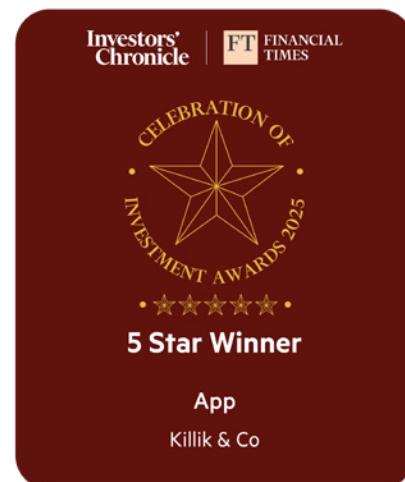
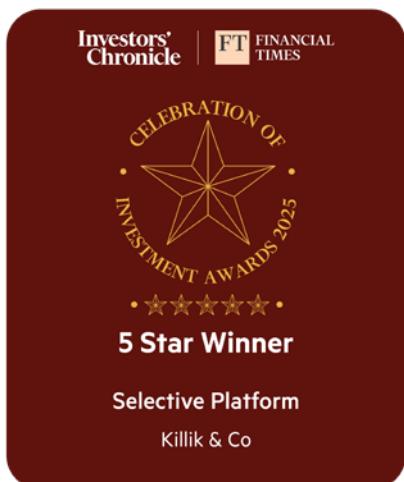
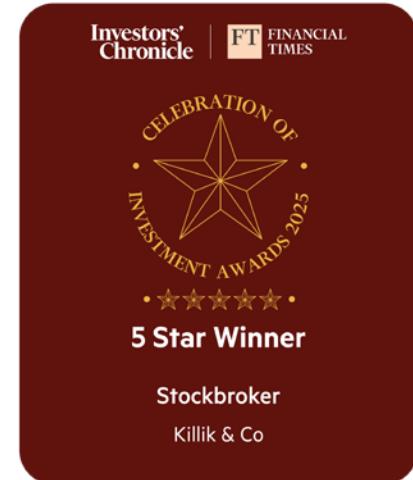
Our knowledgeable team are there to support, simplify and nurture financial growth for every generation.



# About us

At the time of writing, we are proud to have received 5\* ratings from The Financial Times & Investors Chronicle Awards 2025 in the following categories:

Wealth Manager | Stockbroker | Selective Platform |  
SIPP Provider | ISA Provider | App



# A year in numbers

 <b>£1.1 million</b> Donated to charities through the Killik & Co Charitable Trust	 <b>2</b> Extra weeks of Company Paternity Pay (full pay). 4 in total.	 <b>57</b> Promotions in the last year	 <b>72.45%</b> All-time NPS score
 <b>£50 million</b> Passed by ShareGift	 <b>91</b> Team members reimbursed for training courses	 <b>36</b> Volunteer days taken part in	 <b>5.08</b> Out of 7 – this year's employee satisfaction result
 <b>7</b> Sabbaticals taken	 <b>220</b> Reimbursed for memberships of industry/trade bodies	 <b>65</b> Young adults attended our Insight Day	 <b>180</b> Tonnes per year – the carbon emission saving from the new heating and cooling system

# The journey to becoming a B-Corp



We received B-Corp certification in June 2024 with a score of 81 – a very proud moment. As a family founded, independent business, the certification was an endorsement of our ambition and a standard to hold ourselves accountable to for the future.

The process involved providing information on everything from how the Executive Board is compiled and our recruitment processes right through to the cleaning products we use, across five different focus areas: Governance, Workers, Environment, Customers and Community.

The application process gave us a chance to pause, reflect, and consider what more we could be doing. This first impact report also allows us to outline where we see more opportunity ahead, and areas to improve – because it is about continual progress, and there are parts we haven't got right just yet. Above all, it has been a clear signal to our industry, clients and team that we believe in doing good and raising standards.

# Our Original B-Corp score



80 qualifies for  
B Corp Certification



50.9 median score for  
ordinary businesses

The five impact areas and the individual and overall score granted **81** (*fiscal year ending 31 March 2023*).

**50.9** The median score for ordinary businesses who complete the assessment

**10.6** Governance

**33.0** Workers

**14.0** Community

**5.8** Environment

**17.5** Customers

# Workers

SCORE

33

As a wealth manager, trusted by our clients to build financial plans around their lives, family and personal goals, it is critical that we have an internal culture that reflects the same values, and builds trust, collaboration and respect – whatever role an employee may play. At least once a year we conduct employee satisfaction surveys, and disaggregate the results based on different demographics to identify any important trends. We are proud to report that this year's survey returned an employee satisfaction result of 5.08/7, a year-on-year improvement.

To aid the juggle of work and personal life, we offer part-time and flexi-time work schedules. Our four-week, paid sabbatical is available to all after ten years of service, and we have seen great examples of this benefit being used to its full potential over the last year.

And, if employees want to make a lateral move within the business or even change the direction of their career, we will support and facilitate that.

We also prioritise support that extends to employees' wider family unit. Our free wellbeing hub offers 24/7 telephone support with an experienced therapist or adviser, and live chats, phone or video calls with a wellbeing councillor. These behavioural health counselling services are available to all those in our employees' household.

We have greater insight than many other sectors into the rapidly evolving financial landscape and are acutely

aware of the importance of supporting ongoing learning and development to upskill. Education is a cornerstone of our offering, and we support any of our employees who want to enhance their skills and knowledge, providing reimbursements for, or subsidising those obtaining credentials such as college degrees or professional licences.

To that end, we are incredibly proud of the team who have progressed within our business over the last year, achieving promotion to new roles and responsibilities.

---

James Hornett, Partner, Chief People Officer:



*"We firmly believe Killik is only as good as the people we employ. That's why we are focussed on attracting the best talent, nurturing their growth, and creating an environment where they feel engaged, valued, and supported. Through open dialogue, innovation, and a strong values-based culture, we aim to keep evolving our people proposition to reflect what matters most to our workforce. Our commitment to our people, and their families, remains at the heart of everything we do."*

---

# Workers

## What we have achieved in the last 12 months:

 **Improved our paternity leave policy:** modern parenting is rightly seeing a continuous shift towards more equitable sharing of childcare responsibilities, and a goal of ours was to improve our paternity leave policy to reflect that. We have added an additional two weeks of Company Paternity Pay, paid at full pay, bringing our policy to four weeks Paternity Pay in total. This gives our employees a greater opportunity to support their partners after childbirth and enjoy time with their newborn.

 **Holiday allowance, sabbaticals and flexible working:** we have a sabbatical benefit, allowing for 4 weeks paid leave after ten years of service, and seven employees have taken this opportunity in the last year. Eight of our team were also granted additional flexible working requests, and we introduced the option to buy more holiday.

 **Training and development:** 91 members of our team received reimbursements for training courses, and 220 for memberships of industry and trade bodies like CISI Financial Services – dedicated to setting the highest standards of professional excellence in a broad range of financial services disciplines – and The Institute of Chartered Accountants in England and Wales (ICAEW).

 **Promotion and progression:** we are incredibly proud of the 56 individuals who achieved promotions in the last year, across 25 teams, 42.86% of which are female. There is, of course, always more we can do here, and it is a focus of our DE&I Forum.

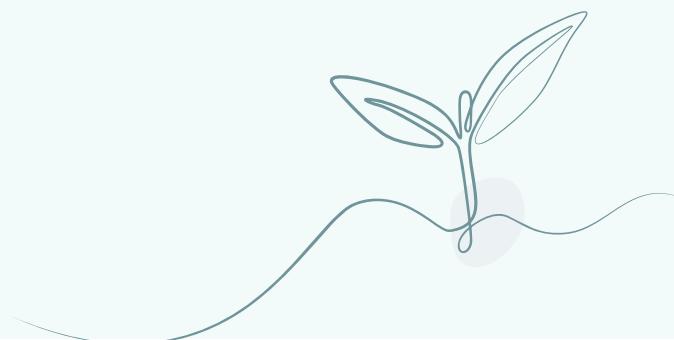
 **Health and wellbeing:** we offered all eligible employees a wellbeing payment of £360 in September – a new annual initiative introduced in 2024.

## Our aims for the next 12 months:

Alongside our employee survey, our DE&I Forum, which meets every month, has been instrumental in spotlighting opportunities for improvement. We will be taking feedback on board and progressing some new initiatives, including a Female Insights Working Group that will help us to ensure the Killik & Co workspace is one that supports and nurtures women in our business.

And based on the brilliant feedback we have received from team members who have been supported by us to upskill, and the positive impact it has had on their progression, we want to continue to offer reimbursements for educational credentials.

As ever, there will be more ideas and developments across the year, and we are excited about the potential this offers – to shape the way we work, to help our team progress in their careers while making the most of their life outside, and ultimately to be a business everyone can be proud to work for.



# Community

SCORE

14

**We have a dual commitment to making a positive impact both outside, and within, our business.**

Our high street locations are modern, welcoming spaces designed to support informal conversations about financial goals - and it is essential that we embed ourselves within, and reflect, the communities in which we operate.

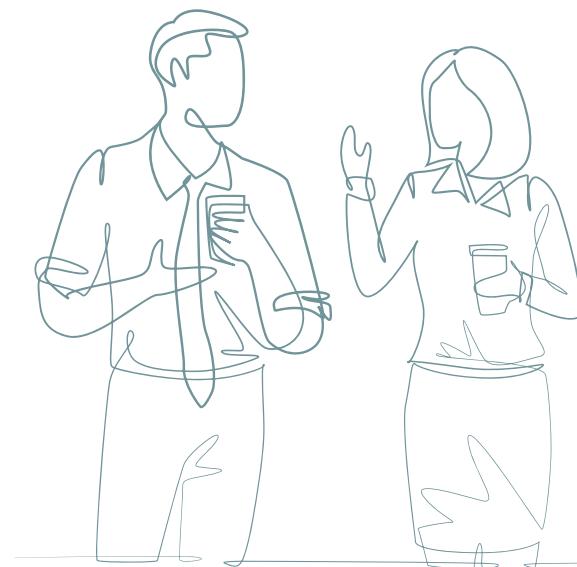
Our high street locations go beyond offering wealth planning support and guidance to those who walk through our doors. We have a long history of working with local schools and fundraising with local charities and community spaces. For example, the team at our House in Northcote Road, Battersea, designed and built a new garden for a school's gardening club and supplied sports kits and equipment for others. They are also regularly involved in community charity events - such as sponsoring a yearly opera for the Trinity Hospice in Clapham and donation drops to Little Village, which supports families with babies and young children living in poverty.

We also gifted our 'Save for a Rainy Day' Chelsea Flower Show 2025 garden to a Centrepoint women's shelter for 18-21-year-olds in Camden - a charity that we are proud to have supported for many years.

Our Killik Charitable Trust continues to go from strength to strength, with a commitment to matched donations, and we

ensure our team are empowered to support the charities closest to their hearts, with paid time to undertake volunteer days.

There is then our long-running support of ShareGift, founded by Claire Mackintosh and Matthew Orr - the co-founder of Killik & Co, alongside Paul Killik. The purpose of the charity is to make good use of small shareholdings, those that are often too small to sell. It combines them until they can be sold and donates the money to charity. As part of our support to ShareGift, we offer pro bono services, free office space and administrative services, such as HR support, all at no cost.



# Community

Looking inwards, it is critical – as a people-focused business and now, as a B-Corp – that we lead by the same example with equity in our operations, including how we build our teams.

We have established several internal working groups to drive change in specific areas. Our Social Mobility Working Group is focused on developing and launching initiatives that will make our business more inclusive and open to a wider range of perspectives, experiences and backgrounds.

Our Killik & Co Insight Day also plays its part in this approach. Each year, we host over 60 school leavers and undergraduates at our offices, partnering with charities and scholarship programmes to do so – including LTSB, a Social Mobility Youth Employment charity that prepares and supports young people from disadvantaged backgrounds into meaningful roles with major firms, and the Chartered Institute for Securities & Investments (CISI), which offers scholarships and bursaries to aspiring financial professionals and students in achieving their CISI qualifications.

Attendees can hear from teams across Killik & Co, ask questions and network. We are delighted that one of the attendees now has a permanent role at Killik & Co and works in our Hampstead location.



*House of Killik Esher were delighted to help launch the 150 Laps of the Racecourse Challenge – raising funds for Sandown Park's and the Mayor of Elmbridge's chosen charity this year.*

# Spotlight on: the Killik Charitable Trust

The Killik Charitable Trust was established to support causes close to the hearts of people within our business, clients and partners, who play a key role in selecting the UK charities. It makes grants to charities, voluntary bodies and individuals, and includes a commitment to matching each individual donation.

It donates to approximately 40 charities each year and in 2025, reached a milestone of £1.1 million, with an average of £150,000 donated in each year since foundation.

Our donations have supported a range of causes:

- Medicine (including cancer research, Parkinson's and dementia)
- Education (such as the Duke of Edinburgh's Award)
- Vulnerable groups in society (including Age UK and Time to Talk Befriending)
- Family-related charities (such as Centrepoint and The Sick Children's Trust)

Beyond simple donations, the Trust Committee places a strong emphasis on building long-term relationships with the organisations it supports, with three-five-year partnerships preferred. This approach allows us to 'grow with' the charities and ensures our contributions have a lasting impact. Examples of longstanding partners of the Trust including Centrepoint, Mind, The Jobs Foundation, and Chickenshed.

Furthermore, many of our colleagues take part in sport challenges throughout the year to raise vital funds, raising on average £600 for a marathon and £300 for a half marathon.

We are also committed to opening our own doors. This includes offering charities use of our meeting or event spaces, arranging volunteer and insight days, and integrating them into broader Killik initiatives. For example, inviting charity leaders to client events or featuring CEO interviews in our Confidant magazine to bolster their profile.

In short, helping these organisations thrive, in every way, is central to our culture.



# Spotlight on: The Trinity Hospice

Our Northcote Road team has been working with The Trinity Hospice for many years.

The oldest in the UK, Royal Trinity Hospice is the local hospice for south west and central London. Its team provide free specialist palliative and end-of-life care for people living in Wandsworth and parts of Lambeth, Merton, Westminster, Hammersmith & Fulham, Kensington & Chelsea and Richmond.

The Killik & Co team sponsor and take part in events arranged by Trinity, but in the last year went one step further - sponsoring its opera event, Opera At The Hospice, in full. Those who purchase tickets get to experience the magic of live opera in Trinity's own gardens, and this year's event raised over £10,000. Killik's support has meant all funds raised go towards Trinity's free care.

---

*"We are deeply grateful to Killik & Co for their generosity and continued support of Royal Trinity Hospice. Over the past three years, they have raised over £12,000, directly helping us provide compassionate end-of-life care to thousands of patients and their families across south-west and central London.*

*"A true highlight of this partnership has been Killik & Co's generous sponsorship of our much-loved Opera Night. Their continued support has not only ensured the event's financial success but has also played a vital role in uniting the local community and inspiring new supporters of the hospice.*

*"Killik & Co's strong community focus shines through everything they do. Their dedication demonstrates how local businesses can make a lasting impact, ensuring our services remain free for everyone who needs them. We are proud to count them as a valued partner in our work."*

Lisa Fraser-Ashton, Corporate Partnerships Manager, Trinity Hospice



*Richard Morris, Branch Manager, Northcote Road and Emily Carter CEO of Trinity Hospice*

# Spotlight on: The Social Mobility Working Group



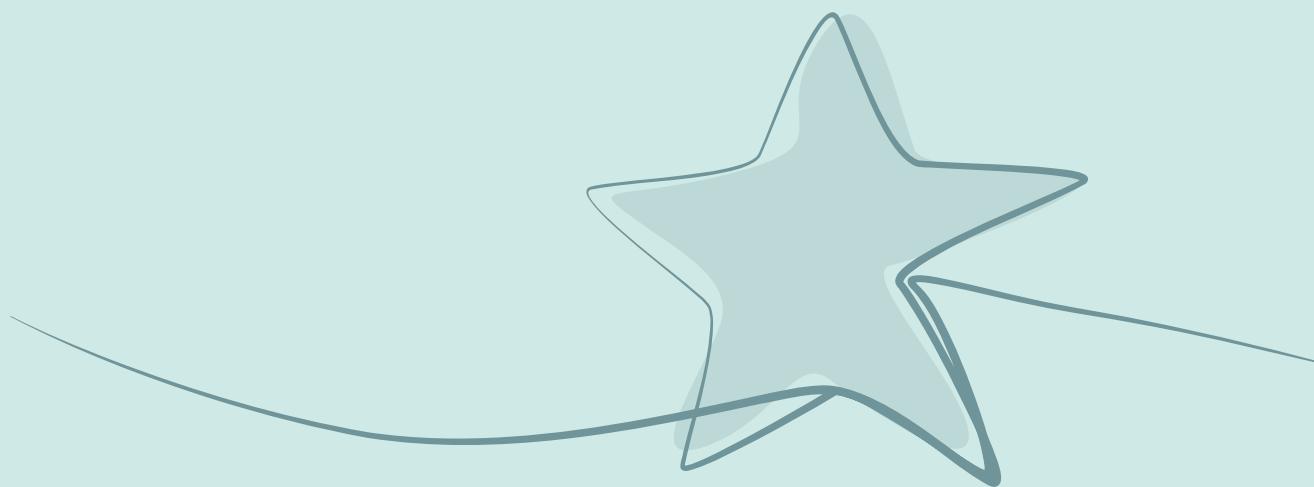
**Historically, the wealth management industry has been relatively homogeneous.**

However, things are changing fast, and wealth is transferring to a generation that expects to see themselves reflected in their advisers - rightly so. As a wealth manager operating primarily in London, this is even more pertinent for us.

As an extension of our DE&I Forum, in March 2024 we established the Social Mobility Working Group, spearheaded and chaired by Senior Equity Analyst Martin Maloney. This has two key areas of focus: firstly, to explore how we can improve social mobility within Killik and recruit and retain talented individuals that better mirror the diverse societies of today. Secondly, to improve financial literacy in our local communities.

This group is made up of representatives from across the business and a range of backgrounds, all bringing passion and an honest opinion about the potential for change.

This past year, the Group worked alongside the Future Foundation from the Chartered Institute for Securities and Investment (CISI), which focuses on social mobility by promoting financial literacy and education for those from disadvantaged backgrounds.



# Community

## What we have achieved in the last 12 months:

-  **The Killik & Co Charitable Trust**: has now reached a milestone of £1.1 million in donations since its inception. Each year the Charitable Trust donates to around 40 charities, equating to around £150,000 a year.
-  **Charitable work in the local community**: alongside the ongoing charitable work from our branches, including Little Village, Friends of Clapham Common and St George's Hospital, in the last year our Northcote Road House of Killik sponsored, in full, the Trinity Hospice Opera night.
-  **Killik & Co Insight Day**: this year, 65 young adults attended the day, hearing from 14 teams across Killik including the Executive team, wealth planning, investment, HR, data and AI and marketing. From this one session, one gained permanent employment at Killik & Co.
-  **Volunteer days**: from the 1 April 2024 – 31 March 2025, our team took part in 36 volunteering days.

## Our aims for the next 12 months:

**Social mobility**: this is a very important area to us, and there are several ways we intend to build on our exiting efforts over the next year:

- We would like to add a social mobility charity to the Killik Charitable Trust.
- We will empower our branches to identify more local outreach opportunities in this area - particularly community groups.
- We plan to collaborate with even more charities for our Insight Days, particularly organisations that support those from disadvantaged backgrounds, so that we can play a role in helping them build the necessary connections to progress their careers. We would like to work more formally with an organisation to facilitate paid internships in our business, and recruit more permanent team members from these days.

**Local charity support**: our Northcote Road branch has plans to deepen its relationship with charities like The Trinity Hospice, building on the success of this year's opera night.



# Customers

SCORE

17.5

**Our Client Charter is our guiding principle: our first priority is to deliver the best possible service and outcomes for our clients, and we believe that being independently owned helps us to achieve this.**

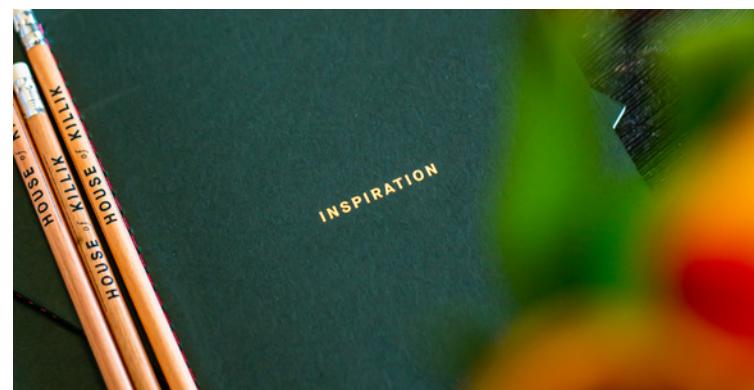
As we work with many generations of families, and with beginnings as a family business ourselves, we know how important the relationships that clients have with our team are in order to deliver the best possible outcomes for them. Financial planning is as much about understanding our clients' life goals and ambitions, and the sensitivities between family members, as it is about wise counsel on saving and investment decisions. Conversations with our clients will include navigating death and divorce as much as they will be about the opportunity ahead: buying property, school fees, marriage. Our Client Outcomes Dashboard is an effective means of measuring and monitoring our successes in delivering a consistent service for clients, overseen by our Client Outcomes Forum that sits firmly within our Governance structure.

Challenging times can come at any point, including through age or health-related issues. We have a regulatory responsibility to help clients through them, and a duty to identify subtle changes that may indicate that they are having difficulty understanding financial decisions or are

feeling overwhelmed. Not everyone has a family around them to support. But we also want to go a step further and we are proud of the work our team has been doing to support vulnerable clients and those going through trauma.

Furthermore, with our steadfast belief in improving financial literacy, we created a Head of Education role 12 years ago and see this as an absolute priority in everything we do, with regular how-to guides and educational videos that are free to all and objective; separate to the Killik & Co offering.

But we don't always get it right. Client needs and expectations change, and we must continue to adapt and innovate alongside them. In the last year, we have evolved the way we approach our client surveys, to ensure our clients have ample opportunity to feed back on the service we provide. We have bigger plans to ensure these insights are even more sophisticated.



# Customers

## Helping clients navigate trauma:

Money within families can be an emotional topic, and this can easily cause delays to, or avoidance of, decisions that may be in a client's best interests. It means helping clients make these decisions when navigating trauma is a crucial aspect of wealth management.

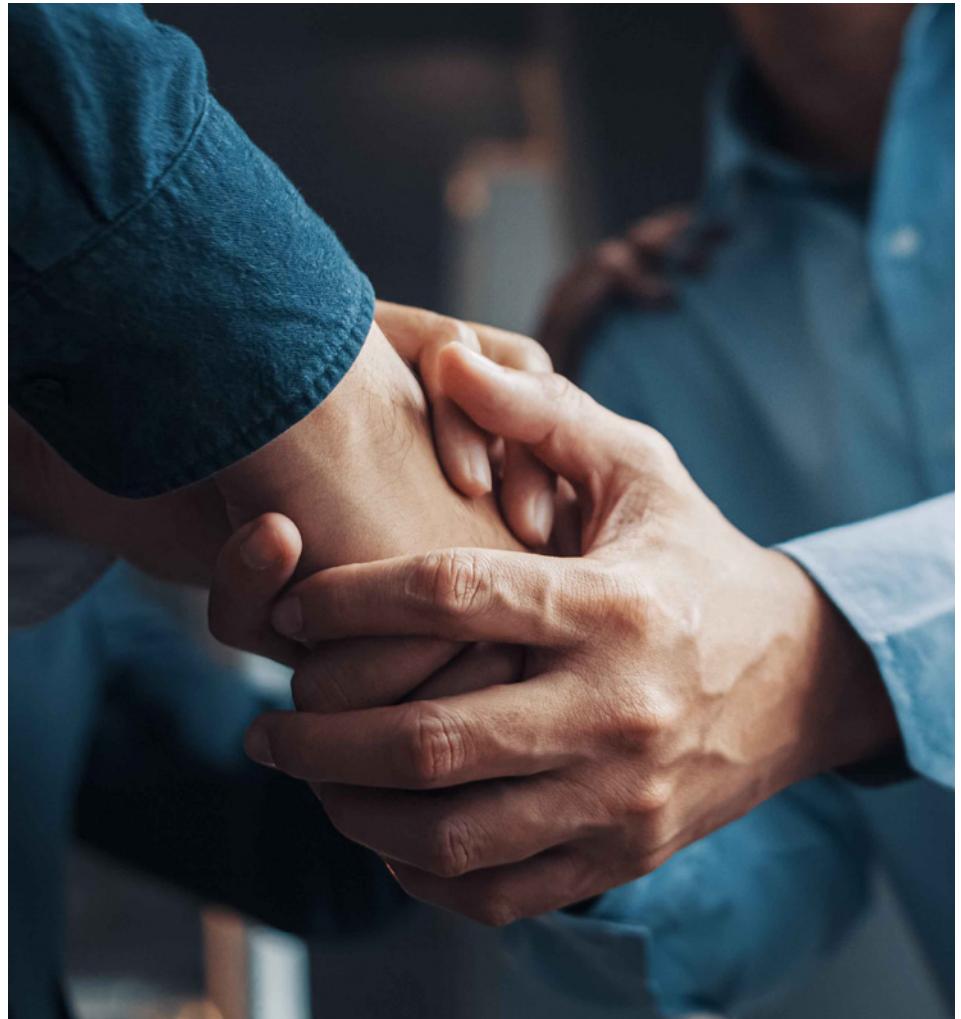
Emotions are particularly high in cases of family law, an area in which our Family Office team - headed by Jer O'Mahony - has significant experience. For instance, in divorce proceedings, fair and equitable distribution of assets is essential, but often women will be left without a full support system such as an existing wealth manager or family lawyer.

We work closely with Rosefield Divorce Consultancy, which specialises in high level strategy for divorce and financial proceedings, and offered our office space for a training event alongside high court judges and solicitors, who spoke about the effect trauma can have on clients.



*“It’s a disservice to clients if their wealth manager doesn’t have trauma training, or at the least, knowledge of the signs to spot and recognition of the need to slow down and be mindful. That can be as simple as offering for a friend to join their next meeting.”*

Jer O'Mahony, Partner, Head of the Family Office



# Customers

## Support of vulnerable clients:

In 2023, the Financial Conduct Authority published regulation requiring firms like ours to deliver good outcomes for all customers, particularly those in vulnerable circumstances. But we had been supporting vulnerable customers as a core part of our service before this. We appointed a dedicated Vulnerable Client Coordinator, Maggie Prime, over three years ago, and have since made efforts to align what we would naturally do in the service of our clients with ensuring we are abreast of regulatory requirements.

Maggie is now available for all teams, working particularly closely with our Advisers and Investment Managers, who are empowered to raise issues when they see them emerging in clients.

We have a newly established Client Care Team who help weight and prioritise these issues, and work through potential actions and solutions to ensure our clients are provided with the additional care and attention they need. We recognise that our expertise only goes so far, so have also introduced training from Age UK and Mind to focus specifically on elderly clients and those in whom we identify wellbeing challenges.



*“Vulnerability is a very broad spectrum. It can develop from health issues like chronic illness and dementia, but also big, unexpected life events like redundancy. Anyone, of any age, can be vulnerable at any point in time and it can ebb and flow. At Killik & Co, we are relationship driven at our core and would be following our plans to support vulnerable clients, regulation or otherwise.”*

Maggie Prime, Vulnerable Client Coordinator

# Spotlight on: financial education

## Our commitment to financial education extends beyond our clients.

In 2013, we appointed Tim Bennett as our Head of Education with the sole purpose of creating and sharing free insights to help everyone navigate many of life's most important financial decisions.

From the basics of saving and investing to securing children's financial futures, fund retirement or deal with later life challenges, these insights are always written in an accessible and jargon-free style and have seen over three million hits since they were started.

They come via the weekly 'Killik Explains' video series which is relevant for everyone, from novice to more experienced investors. Videos include 'three traps young investors should avoid', 'key pension questions' and 'the pros and cons of cash'. Tim has also written six 'How To' guides - one on the fundamentals of working with a wealth manager, one on how to engage with equities, and four covering key life 'pivot points': saving and investing for a family, building a retirement pot, using a retirement pot and later life.

Our quarterly magazine, *Confidant*, then delves more into our key insights and analysis, and is available both digitally and in print at our offices and high street locations.

Finally, our branches are open to all and our local teams can be a sounding board for questions about finances. For some, this can simply help focus their thoughts and for others, it's the first step on their wealth management journey.



*"I love breaking down difficult things so that people can understand them. I aim to be a neutral voice for anyone who wants to learn more about building and managing their money and I have had messages from people all over the world who have learned something from the guides I put out."*

Tim Bennett, Head of Education



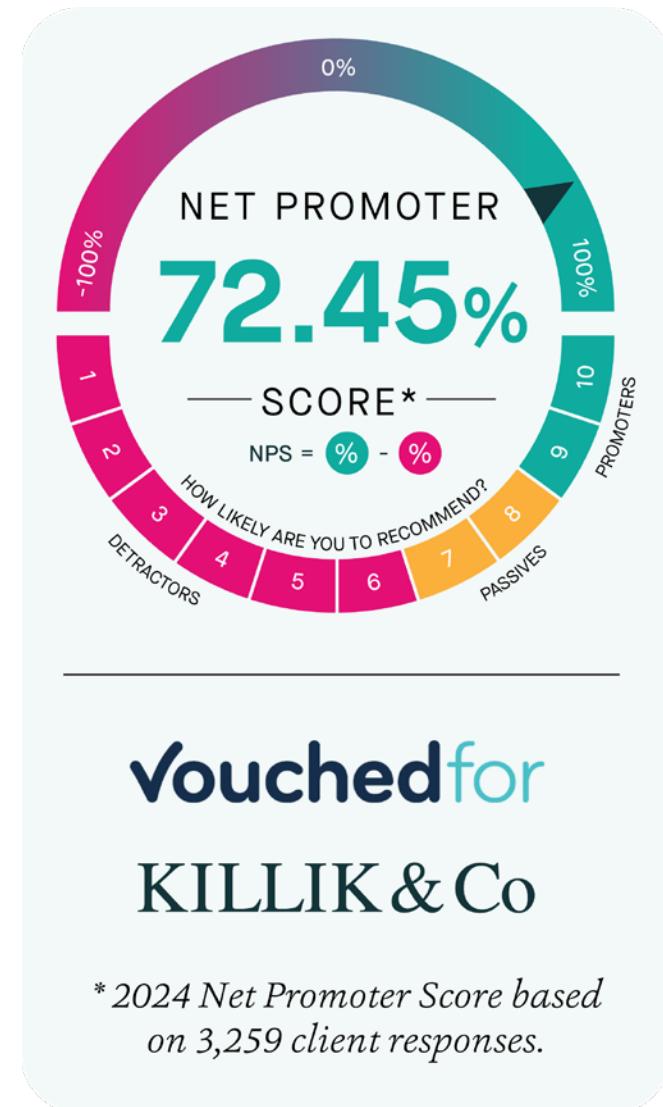
# Customers

## Improving how we gather and review client feedback:

None of these efforts would be worth it without ensuring tangible benefits to clients. Beyond our duty to collect and review client feedback, we want to continually improve how we source and use these insights.

The language on our website already has The Crystal Mark from the Plain English Campaign, which approves the clarity of our communication. We have also partnered with VouchedFor, an objective third-party platform, to gather comprehensive client feedback on both our overall service and individual advisers. We are proud to have an 'all time' Net Promoter Score of 72.45%, based on direct feedback from our clients, and have seen an increase in the last year.

Following client feedback, we introduced new awareness campaigns on fraud prevention and staying safe online, with videos and articles available in our free magazine, *Confidant*.



# Customers

## What we have achieved in the last 12 months:



**Trauma training:** we opened our office space for a training event run by Within the Window, which brings together legal, therapeutic and emotional specialist support for individuals going through any element of family law. Created by Rosefield Divorce Consultancy, specialising in high level strategy for divorce, and Burgess Mee, an award-winning family and private wealth law firm, this event was alongside high court judges and solicitors, who explored why awareness of the impact of trauma can improve client outcomes.



**Vulnerable clients:** while we set up a Vulnerable Clients Working group to identify and implement what was required from a regulatory perspective for Consumer Duty, we have now established a new Client Care Team. This brings together our duty and our existing processes to better support clients going forward.



**Client feedback:** we set out on a mission to improve our feedback process even further, including aggregating the free-text responses from our surveys to identify key themes. We then carried out in-depth interviews with 16 clients, with a mix of demographics, time with Killik and type of service used, to understand areas of satisfaction or dissatisfaction, the findings of which were presented back to the Executive team.



**Financial Education:** our Head of Managed Portfolio Services, Mick Gilligan, published a book on Investment Trusts, offering a guide to how to access and use one of the most powerful tools for building long-term wealth. This was edited by our Head of Education Tim Bennett to ensure the language used was as accessible as possible. We also produced a series of 'jargon busters' on over 30 key money terms for the MyKillik client portal.

## Our aims for the next 12 months:

**Financial education:** we want to continually grow our offering, with a focus on ensuring that the information we put out is as digestible and accessible as possible to all experience levels. This includes refining our weekly video series, Killik Explains, to include more jargon-busters as well as introducing a smart screen, allowing for better use of informative infographics to bring complex topics to life.

**Vulnerable clients and trauma training:** we have plans to introduce training with the Lighthouse Charity on financial abuse – a theme we are unfortunately becoming more aware of. We also want to strengthen our processes for supporting vulnerable clients, including more sophisticated categorisation of the issues raised. For helping clients manage trauma, we have plans to introduce more Trauma Training for our Advisers.

**Client feedback:** we plan to introduce more adviser training, further refining our feedback processes and improving communication around key life moments.

# Governance

SCORE

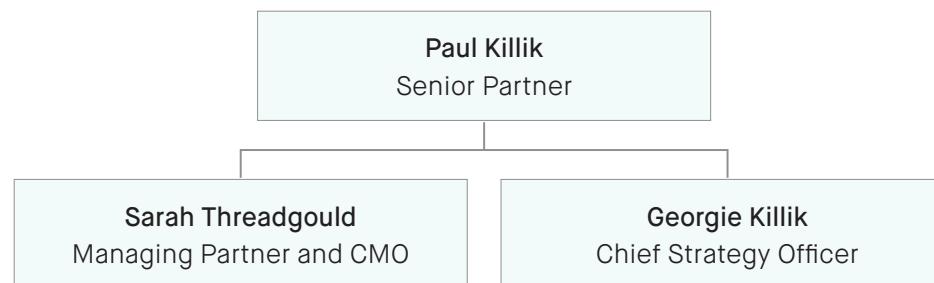
# 10.6

Last year, Killik & Co celebrated its 35th birthday. This was not just a moment for celebration, it was an opportunity to adapt. The needs of our clients are rapidly evolving, and so is our exceptionally talented and committed team. For us, it has always been about bringing the two together.

Paul Killik has been clear for some time about his intention to appoint new leadership to oversee the day-to-day implementation of the business strategy. In October, Sarah Threadgould, then our Chief Marketing Officer, was appointed as Managing Partner and Georgie Killik as Chief Strategy Officer, appointments which are significant for us and followed a review of our Board and Committee structure.

Georgie provides the continuation of the Killik family in the leadership and governance of the firm, ensuring we can retain our roots. She will take responsibility for our strategy and culture, the identity and experience of our high street branches and continuing to develop our digital-only savings proposition to meet the needs of both present and future generations. She will also continue to champion critical aspects such as diversity, equity and inclusion.

Bringing their collective experience and passion for the business together has been a key transition for us and has helped us streamline how we set our strategy, make decisions and define accountability.



# Our governance structure

**As a regulated business, we have an obligation to ensure good outcomes, and do an exceptional job, for our clients. But the passion for what we do runs right to the top, and into every layer of decision making.**

Our governance structure is designed to be robust enough to hold both the organisation and the Board accountable, while fostering an environment that is inclusive, collegiate, and aligned with our core values.

To ensure meaningful discussions, we have structured our Board to be intentionally small, comprising ten members, of which two are Non-Executive Directors. This size ensures that every member plays a vital role, encouraging active participation.

The Board meets quarterly to set the strategy, rotating through a variety of topics with a clear timeline for airing and addressing each matter. Each individual Board member then oversees the implementation of key decisions; delegating specific accountability to different committees who can drive it forward across the business, and ensure the necessary investments are made to achieve our objectives.

As part of the appointments of Sarah and Georgie, we took the opportunity to look ahead to our 40th anniversary and what we could achieve. This has resulted in the development of our Five -Year Plan with four key areas of focus:



**People:** building a world-class team, attracting and retaining the best talent, creating a culture where they can thrive and improving our Diversity & Inclusion



**Clients:** understanding their needs in-depth, creating and delivering the best possible service, outcomes and experience.



**Proposition:** delivering a wealth management service across our key verticals of saving, planning and investing, ensuring we have the correct products to meet the needs of our clients.



**Scale & Efficiency:** orchestrating the delivery of our business priorities and key initiatives, investing in technology and transformations that will drive long-term growth and help us meet our goals.

# Sarah Threadgould, Managing Partner, on our Five-Year Plan



Sarah had an extensive career in marketing prior to the five years spent as our Chief Marketing Officer and now Managing Partner. She has worked with some of the most recognisable brands, including Procter & Gamble, Marks & Spencer, HSBC and Which? This background has equipped her with the valuable skill of using insights to shape strategy and understand client needs.

Under her leadership, we are already deepening those relationships, developing more personalised experiences and ensuring we are well positioned for the next generation; to ensure new clients are as well served by us as their parents and grandparents have been.

*"I had a lightbulb moment at the very start of my career watching a graduate presentation comparing two well-known competing haircare brands. I was struck by how much research and creative thinking had gone into understanding consumer needs, developing the best product, and communicating effectively. I was hooked, and since then have been fortunate to work for some exceptional customer-focused businesses.*

*Brands should never lose sight of who their customers are and what drives their preferences and choices. Feedback must flow throughout an organisation, and once insights have been gathered, they must be used. Before I joined Killik, I visited the House of Killik on Northcote Road as a mystery shopper and was immediately impressed. Rather than being bombarded with numbers or jargon, our conversation explored my situation, aspirations, and concerns. I realised immediately how exceptionally client-orientated Killik & Co is. Our high-street presence remains a critical way for clients to talk to us, when and where it suits them, and helps us learn – every day – what clients think, want and need.*

*Our digital client experience is no less important. We are investing in our client website and app to complement this human relationship, provide greater transparency and insight for clients and build clients' perspective and confidence over the long term. This also helps us to better understand their preferences and priorities.*

*I am passionate about creating a Five-Year Plan focused on deepening our understanding of current and future clients and ensuring the service we provide delivers the best possible outcomes for them. Our ability to attract and retain the best people and deliver innovation and improvement throughout the client experience is key to this. This is especially important as we look to support the next generation of savers."*

# Governance

## What we have achieved in the last 12 months:



Appointed Sarah Threadgould as Managing Partner, and Georgie Killik as Chief Strategy Officer, as part of setting our business up for the next generation.



In our Five-Year Plan, introduced our four impact areas of People, Clients, Proposition and Scale & Efficiency, with Board ownership across each supported by dedicated committees of teams from across the business.



## Our aims for the next 12 months:

As we approach the year anniversary of our new governance structure and focus areas, we have an opportunity to think again about how we manage ourselves. In keeping with that dynamic nature, we want to ensure we are keeping it under constant review. We will be expanding the committees that deliver on the ideas, particularly our four focus areas, continuing to ensure colleagues are empowered to contribute to these as well as implement them. This approach ensures complete transparency on our priorities and progress.

At an operations level, our high street presence continues to be crucial to our business, and as part of the Client priority area we intend to focus on how we can build on this even further in the years ahead.

# Environment

SCORE

**5.8**

**As a services business, we are committed to reducing our environmental footprint through our energy consumption, travel, the resources we use and the waste we produce.**

In the last 12 months, we have made investments in our Grade II\* listed London office that go beyond the necessary modifications – specifically, a new heating and cooling system that has significantly reduced our carbon footprint.

As a London-based business, our travel impact is minimal, and we subsidise the use of public transport, carpooling and biking to work. We also carefully monitor and record our waste production and energy usage, and our aim is to introduce a system for better recording this, allowing us to implement further changes where needed.

In 2024, we had our debut exhibit at the Chelsea Flower Show, and our most recent appearance focused on the effects of our changing climate. As well as having the opportunity to use this space to meet with clients and other guests, we are very proud of the second message the garden had: even small changes can have a significant positive environmental impact.



*Jonathan Bradbury taking part in our annual fruit picking volunteer day for The Felix Project.*

# Chelsea Flower Show



Georgie Killik and Baz Grainger in the 'Save for a Rainy Day Garden', Chelsea Flower Show 2025.

Our 'Save for a Rainy Day Garden' was designed by Baz Grainger from Landform Consultants, with an imagined space representing gardens 25 years from now.

Designed with a family in mind, the garden anticipated the challenges of a changing climate. With rising temperatures and unpredictable weather patterns causing increases in both drought and flooding, the garden's resilient design aimed to withstand these extremes. The garden was divided into three zones: a family area, a flood zone and a water capture area. Cantilevered troughs suspended within a stone arch captured rainwater and directed it to a water feature that overflowed into a designated flood zone during heavy rainfall.

The garden featured plants more often associated with the South of France or Northern Spain, reflecting the predicted shift towards a warmer climate in southern England. It also showcased 'Future Trees' such as a Zelkova Serrata and Pinus Mugo, which are resilient to drought, flood and rising temperatures.

---

*"We have all experienced the effects of our changing climate, and I am delighted to have been able to offer various futureproofing solutions on how we can manage it.*

*"It is not just the garden that was ahead of its time, we used a cutting-edge eco-friendly 3D printing process to create some of the main elements of the space. This not only cut down on construction time and waste, it was the first time any such methods have been employed at the show.*

*"We wanted visitors to understand that by making some adjustments to their planting, managing rainwater and directing its flow, they can significantly improve their garden's resilience to unpredictable weather patterns. Even small changes can make a significant positive impact."*

Baz Grainger from Landform Consultants

---

# Environment

## What we have achieved in the last 12 months:



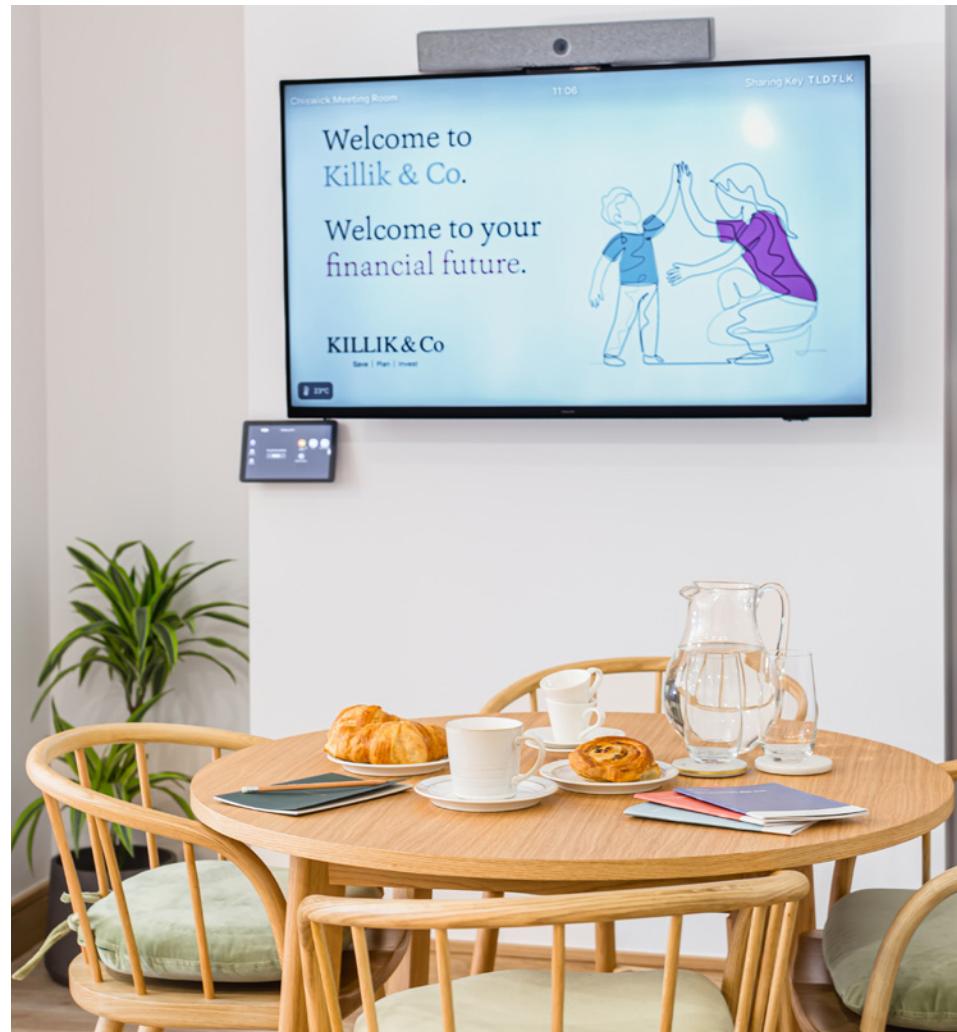
**Our heating and cooling system:** the system in our Mayfair office was installed in 1990 and was no longer fit for purpose. We needed to introduce a sustainable system that met our needs as a business, while minimising any impact to the historic architecture and decorations. But we also wanted to go beyond a quick fix and ensure that we were investing in a system that would reduce our emissions impact. The annual carbon emissions saving for the new system is calculated to be 180 tonnes per year; a saving that will only increase as the electricity grid is decarbonised further.



**Energy usage and waste:** 20% of our facilities are certified to meet the requirements of an accredited green building programme, and we have a company-wide recycling programme that ensures ongoing collection across 80% of our facilities.

## Our aims for the next 12 months:

We are still at the beginning of our path here, and there is much more we want to, and should be doing. While we believe that producing printed versions of our educational materials is still very important to support clients who may not be as able online, our aim is to be continually more paperless in areas that we can, such as removing physical statements, and continuing to reduce the need for printing internally.



## What's next

Our second Impact Report will be published at the same time next year, and we look forward to reporting back on our continued progress.

# KILLIK & Co



*2025 Killik & Co. Killik & Co LLP is authorised and regulated by the Financial Conduct Authority.  
Registered in England and Wales No. OC325132 at 46 Grosvenor Street, London, W1K 3HN*