



Jack & Grace

● Impact Report 2025



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Hello!

We're Jack & Grace, a purpose-driven behaviour change communications agency on a mission to prove business can be a force for good.

Our work drives measurable positive impact and spans sectors that shape society - from health and wellbeing to education and skills, all our clients have one shared focus: turning good intentions into lasting change.

Yes, our clients choose us, but we also choose them. And because we believe business should be a force for good, we're on the side of those doing good - helping tell the stories that matter.

Our clients trust us to bring sharp thinking, bold ideas and behavioural insight to their comms – providing challenge where needed and backing recommendations with evidence.



How we work.

There's one thing we prioritise over everything else... Impact (not noise).

- That's why we start with the business objectives.
- Take measurement seriously.
- Always give best advice... not necessarily what you want to hear.
- It's why we base our ideas on insight, following the evidence.
- Obsess about the audience and channel – as much as the creative.
- Apply behavioural science tools.
- And bring tenacity and drive to all our work.

**And our clients tell us we're
great to work with. *Blushes***



What our clients say

“

It's a joy to work with the lovely Jack & Grace team; nicest agency ever.

● Holly McKenna
Head of PR & Comms, Leukaemia UK

What our clients say

“

Working with you has been a breath of fresh air. We're a seamless team.

I really value your energy, creativity and ideas.

● Lakshmi Turner
CEO, The Association of Lifetime Lawyers

A word from our founders

Five years ago, Jack & Grace was just an idea between friends: could we build a business where positive impact wasn't a nice-to-have but the actual cornerstone - and still be successful?

The answer it turns out is yes, because we have.

Roughly 60% of new businesses fail within their first five years in the UK. Not only have we beaten those odds, but we've also reshaped what success looks like.

To us, it's not just financial; it's also about people and the environment. That's why we design our business plans and measure impact through the lens of a triple bottom line: people, planet and purposeful profit.

Reflecting on our 2024/2025 year has been more joyful than the year itself. When you're in the thick of it, it can be easy to miss how far you've come - especially in a challenging year. The cost-of-living crisis, squeezed client budgets, increasing operating costs and wider uncertainty made this a difficult period for our sector, and for us.

Continuing to grow our impact and momentum in that context – while still balancing the triple bottom line - is something we're particularly proud of.

And that's why reaching our fifth year feels even more meaningful. We've continued to stay true to our values during tough times – upholding our impact framework and choosing clients as carefully as they choose us. It's proven what we've believed from the start: that business should – and can - be a force for good.

This impact report is both a reflection and a rallying cry. It celebrates what we've achieved in the last year and looks ahead to where we're going.

Thank you to every client and collaborator who's been part of our journey so far. Here's to the next five years of purposeful, ambitious impact.

Nyree & Laura



Our impact - the triple bottom line

We write our business plans and measure our success based on the triple bottom line of **People, Planet and Purposeful Profit.**

We'll never compromise our purpose and values for profit – which is why we like to talk about 'purposeful profit'.

There's no doubt that money is a really important part of running a business. But the people and planet bit of the triple bottom line are equally important.

How we reflect the B Corp impact areas in our triple bottom line:

People



- Workers
- Community

Planet



- Environment

Purposeful Profit



- Governance
- Customers

Our impact – highlights for 2024/5

People

100%

of the team feel respected, valued and like they belong at J&G. And everyone is proud to work here

- Developed our strategy for **#SayThePay** – our campaign to make salary transparency the norm for UK businesses

- Developed and embedded new policies, including compassionate leave, and enhanced parental leave

- We funded one Socially Mobile place, supporting someone from a lower socio-economic background to access industry-leading PR training



- Formalised our pro-bono policy and approach

Planet



- Introduced a **slow travel policy** (no flying), and continued to champion other carbon saving commitments, such as being a veggie business

- Signed the **Clean Creatives** pledge to never work with fossil fuel clients (we never have)

- Reduced our carbon emissions by **27%** - from 44 tonnes to 32 tonnes CO2e

Purposeful Profit

83%

of revenue from organisations making a demonstrable social or environmental impact

- Delivered campaigns tackling critical social issues such as health, technical education, lifelong learning, wellbeing and older people's rights



We haven't lost sight of the brilliant work from 2023/24, which we've woven into the fabric of our agency culture.

Our core policies remain in place, and include:

- Flexible and remote working - making work, work for our team.
- Enhanced sick leave – covering extra days for period and menopausal symptoms, and pregnancy loss.
- Employee benefits which include annual leave of 36 days (inclusive of public holidays – which you don't need to take on the actual bank holidays), a personal training budget, contributions towards internet subscriptions and an allowance for away from home working costs.

- Offering all roles flexibly and part-time as standard (we never assume everyone can or wants to work full-time).
- Salary transparency for all roles
- Pay parity – our highest paid employee is paid no more than 5x times the lowest paid.
- And we're still boycotting Amazon, not that Jeff's noticed (yet)



Staying true to our B Corp journey

- We certified as a B Corp in 2023.
- Our aim was to increase our impact score from 94.8 to 120 when we recertified, reflecting our ambition to keep raising the bar.
- Since then, B Lab has introduced [new global standards](#) – a significant step forward in the movement, raising expectations for all B Corps.
- Our next recertification will take place in 2027, under these new, more rigorous standards. Until then, our accreditation remains active, and we remain committed to embedding B Corp principles in everything we do. We're still aiming to improve our score when we recertify under the new standards.

Our verified B Corp score



Where we are now:

Recertification: the score we're aiming for:



“

Working for a B Corp gives me a warm, fuzzy feeling, as we're all working towards the greater good. Now, more than ever, it feels vital to put people and our environment first. Working at Jack & Grace means we all share this common goal and are actively trying to make a difference, whether that's through flexible hours for our team, or choosing to work with others that share our values.

● Laura Millward, Senior Account Executive

“

Being a B Corp shapes the way I feel about work and the way I work... I'm proud to say I work for a B Corp. The triple bottom line is a guiding principle for me.

● Amelie Wolf, Senior Account Manager

“

It's the B Corp values that run through everything I do - how I think, how I work with partners etc. It's a framework for all the work we do.

● Rakhee Rajani, Associate Director

Championing flexibility through the B Corp Community

How bendy can you reaaally be?

Flexibility has been part of Jack & Grace's DNA since day one. The agency was founded to make work work for more people - to build a business where flexibility isn't an afterthought, but a foundation for inclusion. And so, we enjoyed challenging our fellow B corps to consider both sides of the argument at the Louder Than Words B Corp festival where we asked: how bendy can you really be?

In an 'Oxford-style' debate in the Town Hall's Council Chamber, 100 B Corp business leaders participated by exploring opposing views on flexible work, posing as Lord Sugar (against) and Joeli Brearley (for).

Together, we unpacked what "flex" really means in practice, how far organisations can bend, and how to make flexibility work for both people and business...

We hope people came away energised and inspired – not with a one-size-fits-all answer, but with new ways of thinking about what flexibility can look like in their own organisations. Flexible work remains one of the biggest enablers of inclusive workplaces. By opening up this debate, we helped leaders challenge assumptions, share real experiences, and explore practical solutions that support their teams and their business.



So, how are we doing?

Areas of focus and where we're headed next



People

People

We're proud of the steps we've taken (and continue to take) to be a great place to work.

It's an ongoing journey we call "business not as usual" – rewriting the entrenched 'rules' of work to shape a fairer ways of doing things.

This has meant developing policies that support our agency values, choosing clients and projects the team feels proud of, and creating space for people to thrive - both in and outside of work.

And we're not just doing it for ourselves. We want to create ripples of change across the wider business community - by showing that putting people at the heart isn't just good for culture, it's good for growth.

**Our big goal:
Make work, work
for more people**

People

What we said we'd do

- **Launch our Say the Pay campaign** - we think every job advert should be transparent about salary
- **Formalise our pro bono programme where we support causes with free work**
- **Open our intern programme to support under-represented talent in our sector** - for example state schoolers, LGBTQIA+ people, and people of colour





Developed and embedded new policies, including bereavement and enhanced parental leave

Supporting colleagues through life (and making work, work better for them).



Fed business plan goals into individual personal development programmes

Strengthening the link between individual progression and the agency's wider ambitions - giving people clearer direction, shared ownership of our goals, and better visibility on how their work contributes to our impact.

Conducted a health and safety review of home working set-ups

Ensuring the safety and comfort of all our team members.

What we did - our team



Invested 18 days on team training

Improving our team's carbon literacy (with the aim of reducing our footprint); investing in team building activities and keeping up to date with innovation in our sector to support our client delivery.

Revamped our bi-annual reviews

Creating a more meaningful and consistent feedback process recognising contributions beyond outputs and supporting a stronger sense of purpose and belonging.



Spotlight on staff satisfaction

100%

of the team feel J&G is a supportive place to work

100%

of the team are happy with their work-life balance



100%

of the team feel J&G encourages good mental health



100%

of the team are happy with the quality of leadership and management

100%

of the team are proud to work for J&G

91%

of the team are satisfied with training and development opportunities

Everyone is proud to work at J&G. And the reasons why are awesome.

I feel proud to work with colleagues who support me, a senior leadership team who nurtures my professional growth and a business that champions better working standards in an industry that's pretty piss poor at that.

We actually do what we say we will. We have flexible working. We support people. And we do amazing work.

The flexibility, the independence given, the value-driven work, clients that do good. That makes me proud.

[We're]
breaking the
mould!

Being on a mission to do business better - treating people and our planet fairly and with kindness. And being part of such a talented team of fab people.

Our values and B Corp certification. The support the team offers in terms of flexibility and openness.

DE&I

We design work around individual needs – offering flexibility that works for each person, not a one-size-fits-all policy.

This approach continues to make us a go-to employer for parents and those balancing caring responsibilities, and we're proud of the inclusive culture we're building.

Compared with industry averages, our team remains more diverse across gender, age, socio-economic background and caring responsibilities – and we continue to champion women into senior roles.

But we're realistic about where we need to do better because representation in some areas isn't where we want it to be. We're tracking this, learning, and actively working to create routes into the sector for under-represented talent – including through our internship programme.

Because for us, DEI isn't a headline metric. It's a long-term commitment to building a business - and a sector – where more people can thrive.

90%

of the J&G team are women

100%

of the leadership team are women – compared to an industry average 60%

30%

of the team are from ethnically diverse or mixed backgrounds – compared to an industry average of 12%



SPOTLIGHT ON

DE&I

80%

of the team attended state schools (non-fee paying)

90%

of our team are straight



55%

of our team have caring responsibilities



Over

60%

of our team are over the age of 35

0%

of the team consider themselves to have a disability

30%

of our team consider themselves to be neurodivergent



The sense of belonging, inclusion and support at Jack & Grace is strong.

I feel incredibly supported and know the team has my back when I need it. I know that I do something good with the work I'm doing - which is incredibly important to me.

The way the team pulls together if someone needs time off, or if they're really busy during a certain week is really amazing.

We're all lovely people and it feels like one big family!

The support the team offers in terms of flexibility and openness is brilliant.

The culture and my colleagues is what I love most about working at J&G.

What we did – our community

- **Donated 2.5% of our time pro bono to help causes making a positive impact for people and planet.** In 2024/25 we allocated this to the World Wellbeing Movement, a not-for-profit social impact organisation on a mission to make wellbeing a key decision-making factor both in business and public policy. We also developed a strategy for our salary transparency campaign #SayThePay – a cause we truly believe in, at a time when the EU directive is close to being implemented, but UK legislation lags behind.
- **Donated 0.3% of revenue** to charitable causes.
- **Established structured pro bono support** - set to launch in 2026.
- **Funded one Socially Mobile place** - helping to diversify the leadership demographic of the PR industry, one cohort at a time.
- **Hosted one four-week internship, and 3 work experience placements** - equipping young people with entry-level skills to kick start their career in PR and comms.
- **Continued our work on the PRCA's nominations committee** - an important governance group of the PRCA, checking procedure and selecting/approving nominations on the board and committees.



People - what next?

We've achieved a huge amount in just a year - and we're proud that, as a small but growing business, we continue to put our people at the heart of everything we do. Investing in our team isn't just a nice-to-have for us; it's what allows us to grow with purpose.

Looking ahead, we've got some exciting milestones on the horizon - and some less glamorous, but essential priorities to make sure our foundations stay strong as we grow.

These include:

1.

Launch our Say the Pay campaign to encourage businesses to include salaries in all job ads

2.

Launch our intern programme to focus on supporting under-represented talent in our sector

3.

Review existing policies and make sure all fundamentals are in place



Planet

Planet

This year we took a closer look at our carbon impact, investing in more detailed measurement and analysis of our emissions. Because to take meaningful action, data accuracy matters.

We worked with an external consultant to assess the impact of our business – looking at everything from the suppliers we choose, to our remote work set-ups, home energy use and commuting routes.

Despite growing our team during the last year, the more detailed data gathering and analysis has shown our carbon impact has reduced since our last assessment. But more importantly, the data now tells us where we should focus our reduction efforts.

We remain committed to being net zero by 2035.



**Our big goal:
Net zero by 2035**

Planet CONT.

What's a carbon footprint?

A measure of the amount of carbon dioxide and other greenhouse gases emitted into the atmosphere as a result of human activities. It's typically measured in units of tonnes of CO2 equivalent (CO2e).

What do we mean by 'net zero'?

At its simplest, being a net zero business means adding no more greenhouse gases (or 'emissions') to the Earth's atmosphere than the amount we're taking out.

Jack & Grace commits to at least a 90% reduction in total emissions by 2035, compared to the 2023 reporting year. Any remaining emissions will be neutralised.

Why this is important:

We all have a role to play in reducing emissions – and, as a B Corp, that responsibility is built into the way we do business. Under the new B Corp standards, climate action is a mandatory topic.

We're required to:

- Measure our emissions (which we do)
- Set a net-zero target in line with the -1.5C goal (which we have)
- And implement a plan to reduce emissions across our entire value chain (which we've also done)

These actions aren't just box-ticking exercises - they reflect our commitment to meaningful climate action and to holding ourselves accountable as a responsible business.



What we said we'd do

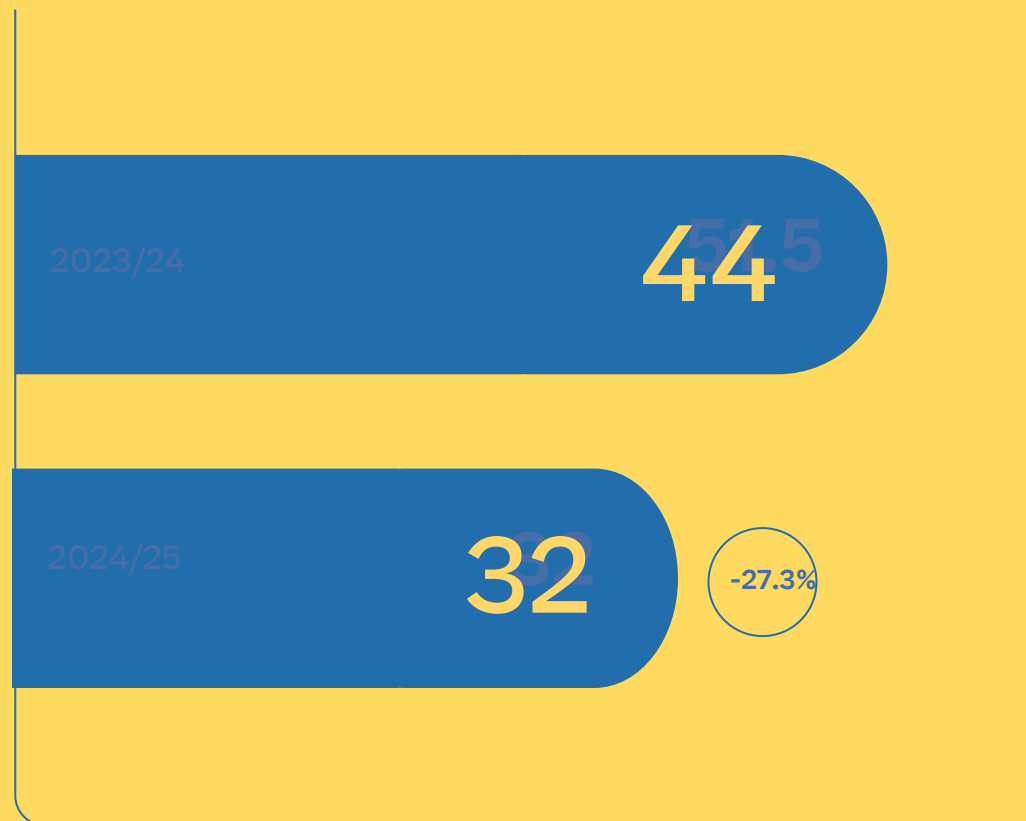
- **Better understand the footprint of our partner suppliers.**
Reductions here could save up to 18 tonnes of CO2e.
- Increase our team's **awareness and understanding of sustainability** through informal and formal training.



Where we are...

We've reduced our emissions in the last year, despite growing as a business.

Total Emissions



Total Emissions (tonnes of CO2e)

Emissions in 2024/25 were equivalent to:



118,963

miles driven in an average car



11

average UK homes annual electricity & gas usage

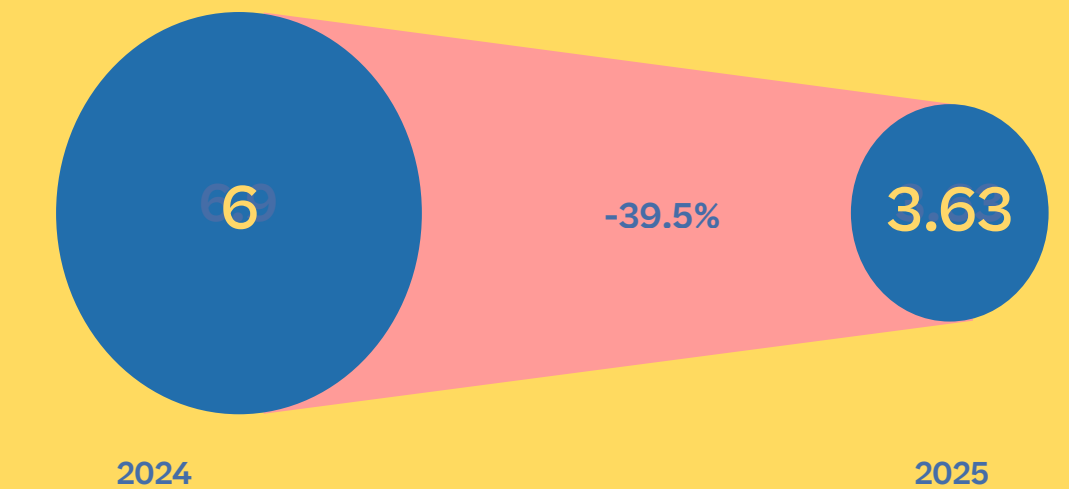


14

return flights from London to NY

Intensity Ratios

tCO2e Emissions per Employee



Again, we've offset all our annual unavoidable emissions with The World Land Trust. By choosing their Carbon Balanced programme, we're supporting biodiversity conservation and restoration projects around the world, with projects currently taking place in Guatemala, Mexico and Uganda.

How we got there...

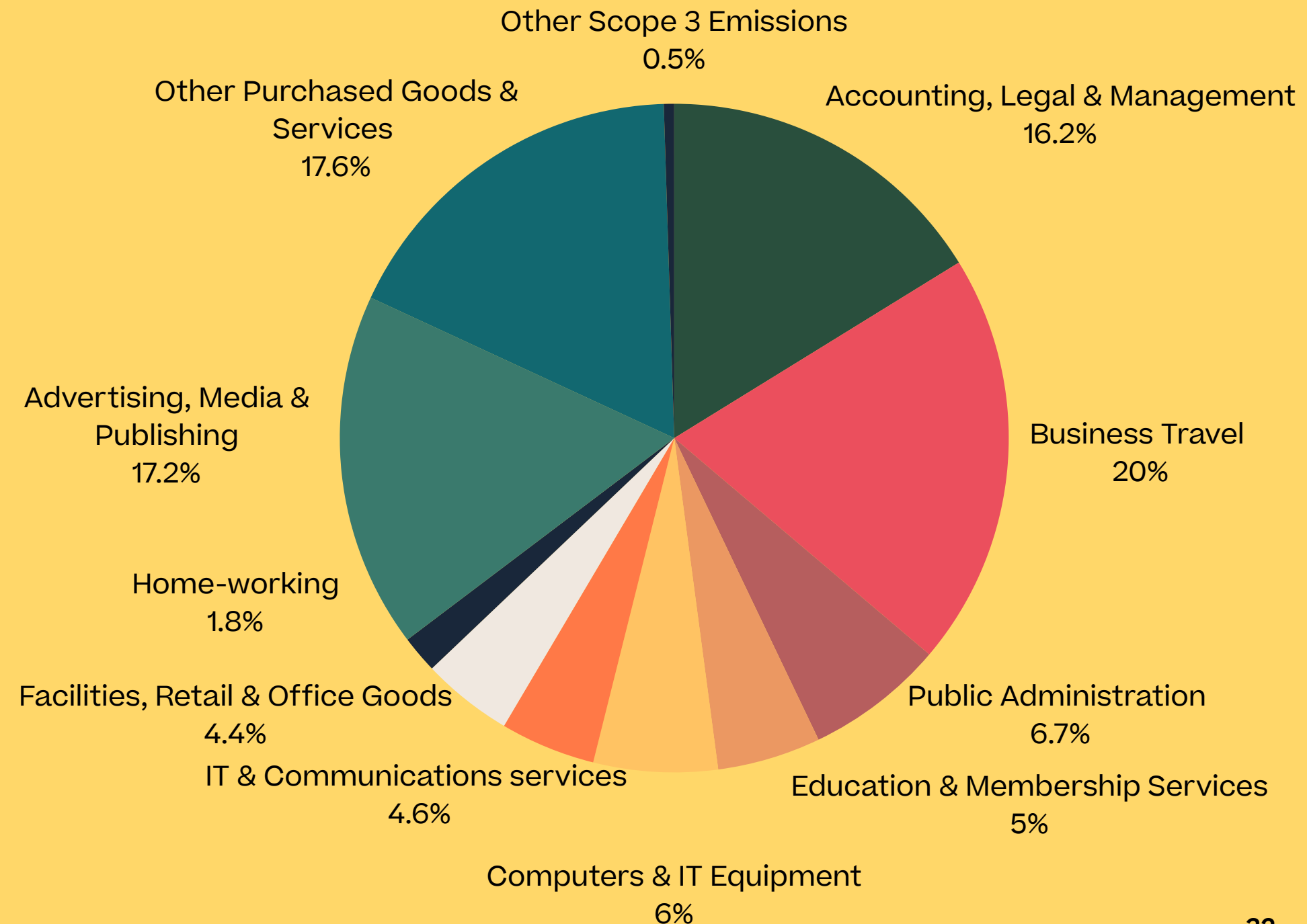
This year we invested in more detailed data capture and analysis, which improved the accuracy of our reporting.

Crucially, this refined methodology paints a more precise picture of where we are now, and which areas we should focus on to continue reducing our impact.

In this year, we've:

- Upheld our shared commitment to reducing our impact
- Gathered and analysed more granular data – giving us better, more reliable reporting
- Made operational shifts – thinking carefully about how (and who) we procure
- Put behaviour change in action: from slow travel and smarter home energy use, to only buying vegetarian food
- Offset our unavoidable emissions with The World Land Trust's Carbon Balanced programme

2025 Emissions by Activity



Planet - what's next?

As a service business, the partners we choose to work with have an impact on our own carbon emissions. So that's where our focus lies for the year ahead, to:

- **Engage our supply chain:** inviting partners to complete our new B Corp-aligned sustainability questionnaire, helping us understand their impact and look for opportunities where they can reduce their own footprint.
- **Continue prioritising ethical businesses** as part of our supply chain, knowing they have values-aligned policies in place.
- **Extend the life of our homeworking equipment** through repair, reuse and shared use.
- **Encourage our team and suppliers to switch** to renewable home/office energy where possible.



Purposeful Profit

Purposeful Profit



**Our big goal:
To be on the side
of businesses
doing good**

Money matters – but only when it’s made in line with our values. For us, purposeful profit means combining strong governance with work that creates positive change for people and planet.

We’ve applied our impact framework again this year, choosing our clients carefully, even against a challenging backdrop for the comms industry.

Our impact framework remains central to deciding who we work with and this year, 83% of our income came from values-driven clients (leaving some room to work with clients who have good intentions but can’t yet back that up with evidence of impact).

Values-driven clients

What we said we'd do:

- 70% of turnover from clients who are already making an evidenced positive impact



What we did:

- 83% turnover from clients who are already making an evidenced positive impact.

What we said we'd do:

- Deliver more impact-focused work with clients who share our vision and values



What we did:

- Delivered impact-driven campaigns that raised awareness of new career guidance and technical pathways for young people, championed lifelong learning, supported British growers, promoted mental health and wellbeing, and powered positive change across health, government and civil society.



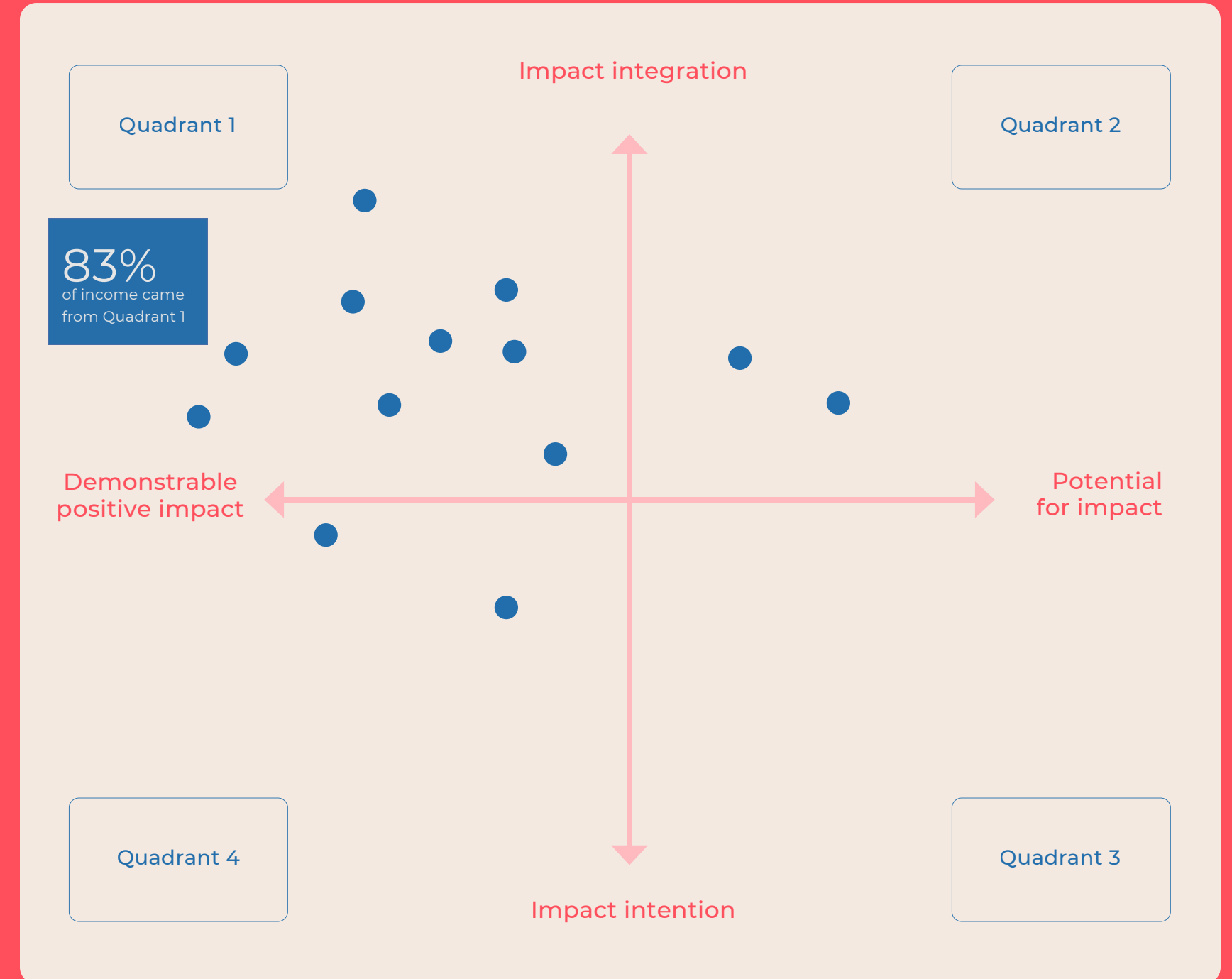
How we choose our clients

Our clients choose us.
And we also choose them.

We've developed a framework to help us work with clients that are on a mission to make a positive difference (rather than just saying they are). This allows us to plot clients based on environmental and social good, looking at intention and impact.

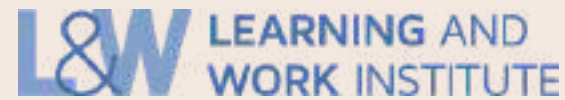
Our aim is for 70% of our turnover to come from clients making an evidenced positive impact. This leaves some room to work with clients who have good intentions but can't yet back that up with evidence.

2024/25



Client disclosure

CLIENTS 2024/5



Revenue from high carbon industries

0%

AVIATION

0%

COAL, OIL & NATURAL GAS

0%

IRON, ALUMINIUM & STEEL MANU.

0%

PRIVATE CARS

0%

CEMENT

0%

TIMBER, PULP & PAPER

0%

CHEMICALS & PETROCHEM

0%

MEAT & DAIRY

0%

TRUCKING & SHIPPING

0%

CONCRETE

0%

PLASTICS



Association of Lifetime Lawyers:

Delivered an integrated, always-on comms programme to engage members and raise consumer awareness – so when people are most vulnerable, they can access the right legal expertise.



Gatsby T Levels:

Raised awareness of T Levels as a route to recruitment for engineering and manufacturing businesses, and as a solution to the industry's long-standing skills gap that's holding many firms back.



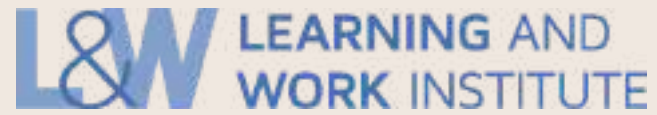
Gatsby Benchmarks:

Communicated updates to the world-class careers' guidance framework used by more than 4,800 schools and colleges – helping improve life chances for millions of young people.



Grounds Management Association:

Supported the membership body to raise the profile of professional groundskeeping, building a more sustainable talent pipeline for the future of the industry.



Learning and Work Institute:

Developed a national campaign to champion lifelong learning and unite policymakers, employers, and communities around a shared mission to give every adult the chance to learn throughout life.



PPL:

Helped raise the profile of this B Corp certified, social enterprise management consultancy, to showcase the innovative ways it works with public sector bodies and the voluntary and community sector to improve health and economic outcomes for people across the UK.



World Wellbeing Movement:

Exposed wellbeing inequalities across the UK, helping to shift national focus towards valuing what truly matters – not just GDP.

WHAT OUR CLIENTS SAY

“

Jack & Grace has helped us transform and strengthen how we communicate. We were expertly guided through the process – each stage informed by insight - and the J&G team challenged our thinking in all the right ways.”

Emily Jones, Deputy Director,
Learning and Work Institute

“

You've helped us tell our story in a really powerful way by challenging and guiding us to strengthen how we approach communications. You're strategic thinkers, and combine that with creativity, drive and pragmatic support. Your work for us is already **having an impact.**”

Claire Kennedy, Joint Chief Executive, PPL

“

You bring an injection of creativity which has been very welcome. We've also relied on your strong understanding of how to tell a story and change behaviour. You're easy and fun to work with, responsive, and you get stuff done.”

Jenna Flanagan,
Strategic Communications,
National Police Wellbeing Service

The Gatsby Foundation

T Levels are a new technical qualification for 16–19-year-olds. Developed with employers to address sector skills shortages, they blend classroom learning with a 45-day industry placement, ensuring students gain both technical knowledge and hands-on experience.

We were briefed to deliver a targeted campaign to increase awareness, provide reassurance and motivate SMEs to act. We started by creating a strategic foundation to underpin all activity – developing a unifying creative concept, brand identity, core messaging and narrative script - using audience insight and behavioural science tools.

Then, we developed and delivered a peer-to-peer, multi-channel comms programme to reach SMEs of varying sizes and subsectors across the country.

This included:

- Bespoke digital campaigns – working with strategic partners Enginuity, EngineeringUK and Make UK
- Tailored communication toolkits – enabling regional subsector trade bodies to amplify our message
- Case studies and videos – bringing to life success stories of businesses who’ve already benefited from T Levels
- PR – engaging trade and regional media to put T Level placements in the spotlight



Awareness of T Levels among employers rose to

32%

- an increase of 22 percentage points - with more than half saying they have a good understanding of the qualification

Our content has consistently driven traffic to the Department for Education’s T Level website – the employer page is now

3rd

most visited

on the site, with 5 – 6x more sessions than any other page.

We reached over

21.5 million

across all channels.



The Association of Lifetime Lawyers

It's often the times in life when people are at their most vulnerable that they need to seek legal advice. People can be vulnerable for lots of reasons – bereavement and grief, physical or mental illness, disability, older age, loneliness, or complex family situations.

For 30 years, The Association of Lifetime Lawyers has made sure that when people are vulnerable, they have access to a legal professional with the right skills and experience to help. When this doesn't happen, the impact for them and their loved ones can be devastating. From misuse of powers of attorney, and missed opportunities for support with banking and scams, to disputed wills and care costs.

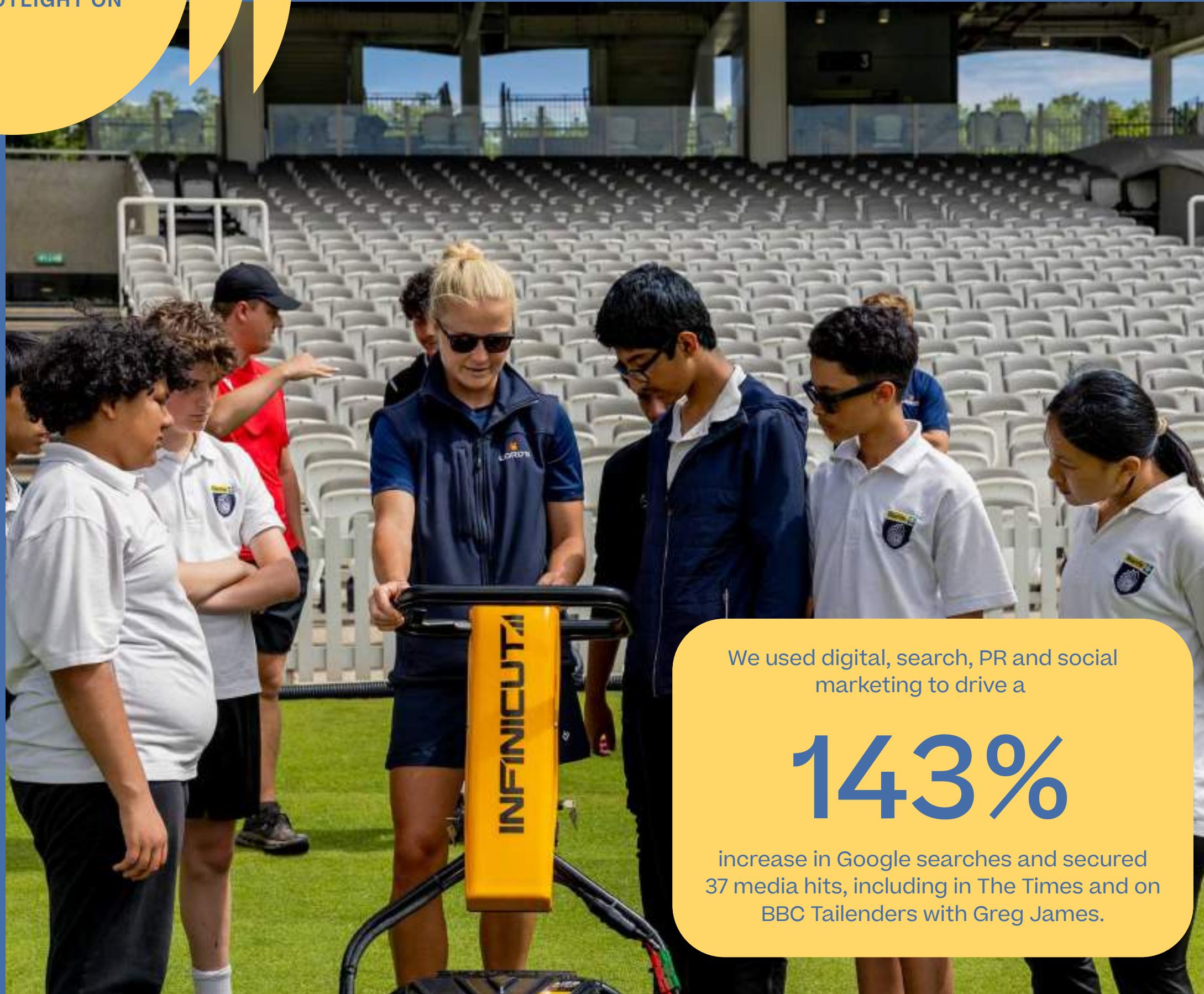
Members of the organisation are the most qualified legal specialists in the country when it comes to supporting vulnerable and older people to make decisions and plans for the future.

We work with The Association to deliver an always-on, integrated comms programme to engage members and build brand understanding among consumers.

Originally known as Solicitors for the Elderly, we also worked with the organisation's executive team and board on an insight-led rebrand, with an extensive stakeholder engagement programme to inform the renaming, new narrative and visual identity, and supported with the launch roll-out.

In 2024/25 we...





We used digital, search, PR and social marketing to drive a

143%

increase in Google searches and secured 37 media hits, including in The Times and on BBC Tailenders with Greg James.

#GroundsWeek for the Grounds Management Association

Jobs in ground management aren't attracting enough new talent; there's an ageing workforce and a serious skills gap.

#GroundsWeek created momentum to attract more women and young people into the grounds management profession.

Our multi-channel, integrated campaign saw us develop a range of resources and toolkits.

Governance

What we said we'd do

More of the same! Which was:

- Continue to build business plans built around the triple bottom line
- Continue to work with clients, partners and colleagues whose values align with ours
- Continue to foster a culture of openness and transparency within the agency



Our board

Our non-exec Directors have been with us since the very start, before we even had our first client. We knew we needed external skills and expertise to guide and support us.

Their value has always been mega - but in 2024/25, as we navigated a financially challenging landscape (from cost-of-living pressures and budget squeezes to political uncertainty), their direction helped us steer the business through a difficult year, all while staying true to our values.

Our board includes a team member and two clients. This builds in extra transparency and accountability and means the guidance we get is based on rich insight and informed perspective. It helps us live our commitment to business not as usual.

Big thanks, as always, to the powerhouse that is, the J&G Board.



Claire Kennedy
Non-exec Director



Dinah Bennett OBE
Non-exec Director



Lakshmi Turner
Non-exec Director



Rebecca McLeod
Non-exec Director



Sapna Dattani
Non-exec Director



Rachel Huxley
Non-exec Director

Purposeful profit: what's next?

Well, more of the same. We're on a journey and there's still a way to go. We're a small business and need to be realistic about what's possible.

We've set strong foundations during the last five years and will continue to build on those by:

- Partnering with clients whose values align with ours
- Applying our impact framework to ensure every project we take on includes causes we care about
- Ensuring 80% of revenue comes from clients demonstrating positive impact (an increase of 10% on last year)



Final words...



If you made it this far, congratulations! If you skimmed through or skipped to the end, no judgement, we know it's a big read.

Here's the TLDR (too long, didn't read) version:

- We reached year five as a values-led business, staying true to our mission even against a challenging economic backdrop
- We've continued to invest in our people and culture, and reduced our carbon emissions
- We delivered work we're proud of for clients driving meaningful social and environmental impact.

We're forging a new way of doing business - balancing the triple bottom line so people and planet are given equal importance to profit. Five years into our mission and we're proving that doing good is good for business.

Thanks for being part of our journey so far.

Here's to another year of purposeful impact.

Call:
0208 088 3569

Email:
hello@jackandgrace.co.uk

 Jack & Grace | B Corp Certified

 jackgracecomms



Jack & Grace