

mch: positive impact

# Corporate Social Responsibility Report

2021-22

Increasing the positive impact of individuals and organisations through staff development

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## About *mch*

*mch: positive impact* ([mch](#)) is a staff development firm that primarily assists charities and social enterprises to increase their positive impact.

Located in Freshford, South West England, we have clients throughout the UK and overseas.

Previous clients have ranged from large charitable organisations, with a turnover in the millions, to social enterprise start-ups that have yet to generate any income.

## About this report

This Corporate Social Responsibility (CSR) report is intended for those with an interest in our approach to social responsibility. It describes how we try to manage our CSR responsibilities as an integral part of our business.

CSR involves operating a business in a manner that meets the ethical, legal, commercial and public expectations that society has of business. It also provides a framework to ensure that a company's economic activity and development is sustainable.

Within the context of CSR, we monitor our client, supplier, employee, community and environmental impact using key performance indicators. Where appropriate, these indicators are compared with external benchmarks, so our performance can be directly compared.

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## Highlights

### *Environmental Impact*

- *mch* produced an estimated 491kg of carbon dioxide per employee during the course of the year. This figure was kept low despite two work trips from *mch*'s offices in England to Spain, as *mch* staff made both trips by train, rather than plane.
- All of *mch*'s calculated emissions were offset. This year, *mch* expanded the breadth of its offsetting to include estimates for the environmental impact of using the internet, email and cloud computing.

### *Stakeholders*

- Since being founded in 2005, 97% of clients have been either very satisfied or satisfied with our services and 0% of clients have been dissatisfied or very dissatisfied.
- 100% of supplier invoices were paid on time this year.
- 81 hours per employee were invested in staff development.

### *Community Involvement*

- Over £2,000 was donated to charitable causes during the course of the year. This is the equivalent of 8.3% of estimated pre-tax profits.
- Each employee volunteered 40 hours of their work time to community activities.

## Business Description

### *Our Vision, Mission and Values*

Our vision is to help individuals, teams and organisations reach their full potential, so they can have a positive impact on the world.

We aim to achieve this vision through our mission, which is:

**'To provide quality training, mentoring and facilitation to the right people, at the right time and for the right reason.'**

*mch* has three core values:

#### Quality

We take pride in our work and are proud of the standards we maintain. A consequence of this value is that we only take on work when we believe we have the expertise and time to do an outstanding job.

#### Integrity

In our view, integrity involves being true to oneself and to the client. In this respect, we only take on work if we believe it can make a sustained and distinctive improvement.

#### Balance

We are mindful of the fact that we all have a life outside work. Consequently, we endeavour to operate in a way which allows individuals to balance the needs and rewards of family, friends, hobbies, volunteering, individual time and work.

These core values are supported by five additional ones: Service, Equality, Fun, Health and Relationships. A fuller overview of *mch*'s values can be found on its website at the following weblink: <https://www.mchpositiveimpact.com/blog/aligning-organisational-values-with-your-personal-ones>

Through our vision, mission and values, we endeavour to bring the best of *mch* to clients.

## Structure

*mch* was founded by Dr Mark Hughes in 2005. Mark is currently our sole full-time employee, although we have associate arrangements with other consultants and trainers. *mch* is a private company limited by shares. Mark is currently the only shareholder. *mch* is registered in England and Wales as M.C. Hughes Consulting Limited and its registration number is 5455273.

## Clients

We work primarily with charities, social enterprises and not-for-profits (although *mch* prefers to use the term 'not-for-loss' organisations). These types of organisations are often termed, 'The Third Sector'. We work across the whole spectrum of Third Sector areas and indicative clients include:

- A support organisation for charity fundraisers
- A support organisation for hospices
- A mental health charity
- A charity working with the elderly
- A charity assisting those impacted by sexual violence

## Corporate Governance

Corporate governance is designed to ensure we meet our legal and strategic responsibilities. From a legal and financial liability perspective, insurance has been taken out to cover the following issues: professional indemnity and public liability.

## Regulatory Compliance

*mch* has complied with all relevant legislation under the most recent Companies Act. It has also paid all PAYE, National Insurance and other taxes due.

## Investments

*mch's* company pension scheme represents its only current investment. Bromige Limited, an independent financial advisory which specialises in ethical investments, was contracted to identify the most suitable socially responsible pension fund. A fund was duly chosen which only invests in companies which have a commitment to a truly sustainable society.

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## Managing Our Environmental Impact

### Key Performance Indicators and Benchmarks

#### Carbon Dioxide Emissions

Carbon dioxide is emitted into the atmosphere by all main forms of transportation and in the production of goods and services. There is general consensus that increased carbon dioxide emissions are responsible for global warming and that global warming is harmful to the environmental and social well-being of the planet. (1)

- *mch* produced an estimated 491kg of carbon dioxide per employee during the year before offset measures were applied. After offset measures were applied, this figure was reduced to zero.

### Existing Initiatives to Reduce Environmental Impact

We have developed a number of initiatives to reduce our carbon dioxide emissions and thus our environmental impact.

#### Offsetting all our carbon dioxide emissions

Carbon offsetting means that *mch* makes a payment to an organisation which invests in initiatives to reduce carbon dioxide (e.g. forestation), or in carbon neutral energy projects. The payment made correlates to the amount of carbon dioxide emissions for which *mch* is responsible. Consequently, the higher the carbon dioxide emissions, the more *mch* would need to pay.

Since *mch* was founded in 2005, emissions due to travel have accounted for the vast majority of its emissions. This year was no exception, with 416kg of the 491kg of emissions being due to travel. However, in 2021/22 *mch* has extended its offsetting to include cloud computing storage and internet usage. While a minor contributor (75kg) to the overall total, *mch* believes it is important to acknowledge this often hidden source of emissions. (2)

#### Transport

Use of public transport, maximising travel by bicycle or by foot, minimising taxi usage and avoiding air travel

- 99% of *mch*'s travel (by mileage) was conducted by public transport
- *mch* has committed to avoiding air travel unless absolutely necessary. This commitment was kept, despite *mch* conducting two pieces of work in Barcelona this year

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## Resource Management

### Using 100% renewable energy

- *mch* has chosen an energy supplier which produces all its electricity from renewable sources. In doing so, carbon dioxide emissions relating to utilities are minimised.

### Using utilities only when needed

- The lights, computers and printers in *mch*'s offices are switched off upon finishing work.

### Maximising paper usage

- Since paper production emits a considerable amount of carbon dioxide, *mch* maximises its usage by using both sides of a page for its draft documents and printing up to nine pages per side.

### Recycling

- *mch* recycles non-confidential documents, its printer cartridges and old electrical equipment.

## Measures which Allow for Quantitative Comparisons with Previous Years

Key Performance Indicator	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
Carbon Dioxide Emissions	491 kg – Off-set to 0kg	75 kg – Off-set to 0kg	874 kg – Off-set to 0kg	2,541 kg – Off-set to 0kg	1,340 kg – Off-set to 0kg	841 kg – Off-set to 0kg

Initiative	Output/Practice	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
Using public transport	% of travel by train or bus (by mileage)	99%	0%	79%	51%	79%	99%
Using public transport	% of travel by train or bus (by number of journeys)	85%	0%	72%	95%	95%	99%

This year's carbon dioxide emissions are significantly more than last year's. However, last year incorporated the bulk of the lockdowns associated with the COVID-19 pandemic and thus there was next to no travel for work purposes. Almost all work was conducted virtually. This year's figure is lower relative to the average of previous years, as virtual delivery still accounts for the majority of *mch*'s work. Virtual delivery was almost non-existent prior to COVID-19.



## Key Performance Indicators and Utilisation

Travel accounts for the majority of *mch*'s carbon dioxide emissions and the amount of travel conducted is largely driven by the amount of work conducted. In staff development, workload is generally measured by employee utilisation. Utilisation is simply the number of hours of client work conducted, divided by the total number of hours the employee works. Such an adjustment leads to the following results:

Performance Indicator	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
Utilisation	55%	44%	37%	43%	55%	53%
Travel emissions per unit of utilisation before off-setting	7.6 kg	1.7 kg	23.8 kg	58.1 kg	23.1 kg	13.9 kg
Total emissions per unit of utilisation after off-sets	0 kg	0 kg	0 kg	0 kg	0 kg	0 kg

## Stakeholder Relations

### Employees

#### Overview

*mch* recognises that the quality of service we provide to our clients is directly linked to the skills, motivation and experience of our employees. This is why training and personal development for our own staff is a key strategic priority. In addition to their skills and qualifications, we also believe that employees with high energy and enthusiasm deliver better results. Consequently, we try to operate flexibly and offer a genuine balance between an employee's work and the rest of their life.

#### Existing Initiatives to Retain Great Staff

We have developed several initiatives designed to ensure *mch* staff bring their best to work. These include:

- Allowing flexible working
- Planning workloads so that weekend working is minimised
- Providing ample opportunities for personal and professional development

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## Key Performance Indicator and Benchmarks

### Training and Personal Development

- The total amount of training and personal development over the last year = 81 hours /per employee.
  - This compares favourably with the statistic that only 41% of businesses of a comparable size had arranged or delivered any staff training during the course of a year (3). It also compares well with the 50 best companies to work for in the UK. They averaged 35 hours per employee of formal training (4).

### Measures which Allow for Quantitative Comparisons with Previous Years

Initiative	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
Devote time to development	81 hours/employee	91 hours/employee	132 hours/employee	121 hours/employee	55 hours/employee	134 hours/employee

## Clients

### Overview

As part of our CSR, we measure client satisfaction with our work, together with their views on how well *mch* performed in relation to certain competencies. To encourage clients to be completely candid, feedback can be given anonymously and several clients are asked for feedback at the same time. Where appropriate, feedback is requested from a cross-section of client staff.

### Key Performance Indicators

Since 2005, 97.5% of clients have been satisfied or very satisfied with our work, 2.5% of clients have been neutral and no clients have been dissatisfied or very dissatisfied.

No external benchmarks were able to be obtained.

### Qualitative Feedback

We ask clients to describe *mch* in three words. Here is a representation of all the words provided as a word cloud:



## *Suppliers*

### Key Initiatives

#### **Respecting the financial needs of suppliers**

Three invoices were issued to *mch* this year (the remaining payments were made either by direct debit or at point of sale). The average time between *mch* receiving an invoice and the resulting funds leaving our account was a little under two days. None of the invoices were paid late (after 30 days).

No external benchmarks for this initiative could be found.

## Community Involvement

### Corporate Donations

*mch* has donated money to a number of charities. These include:

- The humanitarian aid organisation, [Unicef](#)
- The mental health support organisation, [Mind](#)
- A charity supporting the homeless, [Julian House](#)
- The conservation charity, [Plant Life](#)

### Key Performance Indicators and Benchmarks

#### Value of Donations

- *mch* donated £2,030 to charity this year. The amount equates to an estimated 8.3% of pre-tax profits.

#### Benchmark

In 2019, *mch* introduced a benchmark to compare itself to the FTSE 100 companies. While only 26 of the FTSE 100 companies donated over 1% of pre-tax profits, the average of the 100 compares was 2.4%. (5) Consequently, *mch* set the target to match this 2.4% figure and as can be seen above, this target has been exceeded.

#### Comparisons with Previous Years

	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
Total Financial Donations (£)	2,030	551	830	325	398	605
Donations as a % of Pre-Tax Profits	8.3%	2.8%*	5.8%	1.3%	1.0%	3.4%

\*The figure for donations as % of pre-tax profits for 2020/21 was previously listed as 3.4%. This was due to simple and genuine mistake when making the calculation.

#### Comment

As indicated by the table above, the amount *mch* donated this year was a dramatic increase on previous years. A key enabler of *mch*'s increased donations was its decision to conduct two pieces of work for a private sector client this year. A strategic decision was taken to use the higher fees obtained from the private sector work to, in part, support charitable organisations. While *mch* is open to continuing this practice, its primary clients will remain those within The Third Sector.

## Volunteering

### Overview

mch realises that donating time can be more valuable than money. Consequently, this year we have volunteered our time to a range of projects, including:

- Mentoring a head teacher on a *pro bono* basis
- Volunteering with a charity in Calais to provide direct humanitarian support to refugees

### Key Performance Indicator and Benchmarks

#### Company time spent volunteering

mch gave 40 hours community hours per employee over the last 12 months.

This compares with data which suggests that only 15% of staff currently volunteer while at work, with the average amount of volunteering being 19 hours/year. (6)

#### Comparisons with Previous Years

Volunteering	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17
Number of hours given	40	124	37.75	30.25	0	8.25

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