

mch: positive impact

Corporate Social Responsibility Report

2019-20

Increasing the positive impact of individuals and organisations through staff development

Positivity House 1 Stanley Hill Freshford Bath BA2 7US UK

† +44(0)7932 918 767 e info@mchpositiveimpact.com w www.mchpositiveimpact.com

Registered in England and Wales no. 54455273

About *mch*

mch: positive impact (mch) is a staff development firm that primarily assists charities, not-for-profits 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 not-for-profit 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 possible, these indicators are compared with external benchmarks, so our performance can be directly compared.

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Highlights

Within the context of CSR, we monitor our environmental impact, client, supplier and employee relations and our community involvement.

Environmental Impact

- *mch* produced an estimated 874kg of carbon dioxide per employee during the course of the year, although all of these emissions were offset.
 - Analysis of the Financial Services sector (the closest comparable sector for which data could be found) shows average carbon dioxide emissions per employee of 3,000kg, although with offsets the average falls to 2,000kg.
- A key initiative used to reduce our environmental impact involved using public transport as much as possible.
 - 72% of *mch*'s journeys were conducted by public transport (train or bus).

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.
- 132 hours per employee were invested in staff development.

Community Involvement

- The equivalent of 5.8% of estimated pre-tax profits were donated to charitable causes.
- *mch* donated more in a single year than it's ever done before, despite difficult economic conditions.
- *mch*'s charity fundraising efforts raised the equivalent of £1,780 per *mch* employee.
- Each employee volunteered over 37 hours of their work time to community activities.

Business Description

Our Vision, Mission and Values

Our vision is to increase the positive impact of individuals and third sector organisations.

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

'To deliver training, mentoring and facilitation so people and organisations develop to their full potential.'

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.

Through our vision, mission and values, we endeavour to bring the best of *mch* to clients and demonstrate a genuine care and concern for both the organisation and its people. We maintain this concern even when we are not actively working with them.

Increasing the positive impact of individuals and organisations through staff development

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, not-for-profits and social enterprises (The Third Sector). We work across the whole spectrum of Third Sector areas and indicative clients include:

- A support organisation for fundraisers
- A learning disability charity
- A health related social enterprise
- A charity working with the elderly
- A heritage charity

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.

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 874kg of carbon dioxide per employee during the year before offset measures were applied. After offset measures were applied, this figure was reduced to zero.
 - Analysis of the Financial Services sector (the closest comparable sector for which data could be found) shows an average of 3,000kg of carbon dioxide per employee per year although with offsets the average falls to 2,000kg. (2)

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.

Transport

Use of public transport

- 72% of *mch*'s journeys were conducted by public transport (bus or train).
Proportionately, public transport produces far less carbon dioxide than car or air travel.

Maximising travel by bicycle or by foot and minimising taxi usage

- In addition to using public transport, journeys between stations and final destinations are almost always conducted on foot or by bicycle. Consequently, *mch* took only two taxi journeys in relation to its work this year. Such a measure also reduces costs for our clients.

Increasing the positive impact of individuals and organisations through staff development

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	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Carbon Dioxide Emissions	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	7,463 kg – Off-set to 0kg	1,416 kg – Off-set to 0kg

Initiative	Output/Practice	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Using public transport	% of travel by train or bus (by mileage)	79%	51%	79%	99%	25%	83%
Using public transport	% of travel by train or bus (by number of journeys)	72%	95%	95%	99%	85%	89%

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	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Utilisation	37%	43%	55%	53%	44%	52%
Emissions due to office	0 kg	50 kg	85 kg	104 kg	102 kg	101kg
Travel emissions per unit of utilisation before off-setting	23.8 kg	58.1 kg	23.1 kg	13.9 kg	168.8 kg	25.5 kg
Travel emissions per unit of utilisation after off-sets	0 kg	0 kg	0 kg	0 kg	0 kg	0 kg

Comments Relating to Environmental Impact

Significantly fewer emissions had to be off-set this year relative to last year. This was primarily due to reduced air travel both for client work and professional development purposes. Where possible, *mch* has adjusted the scheduling of its work to facilitate travel by rail, rather than plane. While this can take longer, cost more and mean that employees are away from home for longer; *mch* believes such costs need to be paid to tackle the global environmental crisis.

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 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 a flexible and genuine balance between an employee's work and the rest of their life.

Existing Initiatives to Retain Great Staff

We have developed a number of initiatives designed to retain staff. These include:

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

Key Performance Indicator and Benchmarks

Training and Personal Development

- The total amount of training and personal development over the last year = 132 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	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Devote time to development	132 hours/employee	121 hours/employee	55 hours/employee	134 hours/employee	119 hours/employee	99 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% of clients have been satisfied or very satisfied with our work, 3% of clients have been neutral and no clients have been dissatisfied or very dissatisfied.

No external benchmarks were able to be obtained.

Suppliers

Key Performance Indicators

Ensuring suppliers know the importance of CSR to retaining *mch's* custom

This year *mch* changed its banking services based purely on the new provider having a stronger commitment to CSR.

Respecting the financial needs of suppliers

Seven 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 over four days. None of the invoices were paid late (after 30 days).

No external benchmarks for either performance indicator could be found.

Community Involvement

Corporate Donations

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

- Unicef
- Unseen
- Centrepoint
- Tearfund
- Julia's House
- Dorothy House

Key Performance Indicators and Benchmarks

Value of Donations

- *mch* donated £830 to charity this year; the most it has ever donated in a single year. The amount equates to an estimated 5.8% of pre-tax profits.

Last year, *mch* introduced a more challenging benchmark and compared 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 in 2019/20. As can be seen above, this target has been greatly exceeded.

Comparisons with Previous Years

	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Total Financial Donations (£)	830	325	398	605	399	289
Donations as a % of Pre-Tax Profits	5.8%	1.3%	1.0%	3.4%	4.0%	1.6%

Fundraising

This year, *mch*'s sole employee raised £1,780 for Shelter, a charity which aims to end homelessness.

Volunteering

Overview

mch realises that donating time can be more valuable than money. Consequently, we have volunteered our time to a wide range of projects. This year a significant amount of time was spent volunteering in France and Belgium to support refugees.

Key Performance Indicator and Benchmarks

Company time spent volunteering

mch gave over 37 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	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Number of hours given	37.75	30.25	0	8.25	7.25	6.25

Comments Relating to Community Involvement

Due to a number of factors, including The Corona Virus crisis, 2019/20 saw a sharp reduction in *mch*'s trading income. Interestingly though, the subsequent financial challenges made *mch* staff appreciate how fortunate they are in the grand scheme of things. Consequently, *mch* staff took the view that one of the most appropriate ways to manage their own difficulties was to increase their support to those less fortunate than themselves.

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