

mch: positive impact

Corporate Social Responsibility Report

2020-21

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, 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

mch's work has been massively impacted by the COVID-19 crisis. Prior to the crisis, the ratio of face to face vs online client work was approximately 99:1. Since the crisis, this ratio has been completely reversed with 99% of client work being conducted online this year.

At the start of the pandemic, demand for *mch*'s services fell dramatically and at the lowest point, *mch* had a single piece of work which provided the equivalent of two days of work per month per *mch* employee. Due to the UK government's furlough scheme, *mch* did have the option to close temporarily. However, it chose not to do so for two main reasons. Firstly, to accept income from the original furlough scheme, *mch* would have had to close completely. This would have meant postponing its single piece of work, which was a leadership programme for charity professionals. If ever there was a need for good leadership, it was during the COVID-19 crisis, so in keeping with its desire to be of genuine service to its clients, *mch* felt duty bound to stay open to assist these leaders. Secondly, with so much money being taken out of the state's finances, *mch* wanted to stay open so as to keep making its monthly tax contributions. In addition to taxes, *mch* has managed to contribute to society in other ways, such as charity donations and volunteering, which are outlined further in this report. More broadly, within the context of CSR, we also monitor our environmental impact and client, supplier and employee relations.

Environmental Impact

- *mch* produced an estimated 75kg of carbon dioxide per employee during the course of the year, although all of these emissions were offset.
 - This figure is much lower than in previous years, as typically travel accounts for a significant amount of *mch*'s carbon emissions and travel was dramatically reduced this year due to the COVID-19 crisis.

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

Community Involvement

- The equivalent of 3.4% of estimated pre-tax profits were donated to charitable causes.
- Each employee volunteered over 124 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 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.

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 charity fundraisers
- A learning disability charity
- A university
- A charity working with the elderly
- A charity assisting those impacted by domestic 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.

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 75kg 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.

Transport

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

- Typically, the vast majority of *mch*'s travel is conducted by public transport, or on foot. Due to the COVID-19 crisis, *mch*'s travel was dramatically reduced. Indeed, it was confined to a small number of car journeys which were essential to enable *mch* to deliver online training. Travel was essential, as at the time, *mch*'s office did not have access to a reliable internet connection.

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	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Carbon Dioxide Emissions	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	7,463 kg – Off-set to 0kg

Initiative	Output/Practice	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Using public transport	% of travel by train or bus (by mileage)	0%	79%	51%	79%	99%	25%
Using public transport	% of travel by train or bus (by number of journeys)	0%	72%	95%	95%	99%	85%

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	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Utilisation	44%	37%	43%	55%	53%	44%
Emissions due to office	0 kg	0 kg	50 kg	85 kg	104 kg	102 kg
Travel emissions per unit of utilisation before off-setting	1.7 kg	23.8 kg	58.1 kg	23.1 kg	13.9 kg	168.8 kg
Travel emissions per unit of utilisation after off-sets	0 kg	0 kg	0 kg	0 kg	0 kg	0 kg

Future Plans

mch is increasingly aware that its reporting does not cover the full extent of its carbon emissions, notably in relation to the emissions associated with its use of the internet and cloud computing. Consequently, during 2021/22, *mch* will endeavour to estimate its emissions from these areas and offset them accordingly.

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 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 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 = 91 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 (2). It also compares well with the 50 best companies to work for in the UK. They averaged 35 hours per employee of formal training (3).

Measures which Allow for Quantitative Comparisons with Previous Years

Initiative	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Devote time to development	91 hours/employee	132 hours/employee	121 hours/employee	55 hours/employee	134 hours/employee	119 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.

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

Two 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 this initiative could be found.

Community Involvement

Corporate Donations

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

- Unicef
- Centrepont
- The Stroke Association
- Prostate Cancer UK
- Midlands Air Ambulance

Key Performance Indicators and Benchmarks

Value of Donations

- *mch* donated £552 to charity this year. The amount equates to an estimated 3.4% of pre-tax profits.

Benchmark

In 2019, *mch* introduced a benchmark to 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%.(4). 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

	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Total Financial Donations (£)	551	830	325	398	605	399
Donations as a % of Pre-Tax Profits	3.4%	5.8%	1.3%	1.0%	3.4%	4.0%

Volunteering

Overview

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

- Mentoring a head teacher on a *pro bono* basis
- Creating a series of animations designed to encourage wealthy individuals and profitable companies to use their wealth to reduce inequality
- Cleaning the local primary school (when its regular cleaners had to self-isolate)

Key Performance Indicator and Benchmarks

Company time spent volunteering

mch gave over 124 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. (5)

Comparisons with Previous Years

Volunteering	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16
Number of hours given	124	37.75	30.25	0	8.25	7.25

Comments Relating to Community Involvement

Due to the COVIC-19 crisis, there were periods of 2020/21 when *mch* experienced a dramatic drop in client work. Despite the subsequent financial challenges, the crisis made *mch* staff appreciate how fortunate they were in the grand scheme of things. Consequently, *mch* used its reduced client work load to devote more time to volunteering.

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