

mch: positive impact

Corporate Social Responsibility Report

2024-25

Increasing the positive impact of individuals, teams and organisations through people development

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About *mch*

mch: positive impact ([mch](#)) is a people 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 495kg of carbon dioxide per employee during the course of the year.
- All of *mch*'s calculated emissions were offset.

Stakeholders

- Since being founded in 2005, 98% 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.
- 262 hours per employee were invested in staff development.

Community Involvement

- £4,924 was donated to charitable causes during the course of the year. This is the equivalent of nearly 19% of estimated pre-tax profits.
- Each employee volunteered nearly 55 hours of their work time to volunteering and other *pro bono* 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 and mentoring 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 a great 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.

Approach

mch has a four-fold approach to business. We believe sustainable success lies in resonance and harmony between:

1. Providing a great service to clients
2. Treating people well: those who work for and with us
3. Having a positive impact on wider society
4. Minimising *mch*'s negative environmental impact

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 (registration number 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'. However, *mch* does conduct a select amount of work with private sector clients. Whilst such work helps with the organisation's overarching financial stability, the increased rates charged to private sector clients enables *mch* to cross-subsidise a select amount of work with its charity clients. For example, a charity may approach *mch* with a critical development need, but with an insufficient budget to address it. In keeping with a core value of equality, *mch* would charge such a client the same as it would any other equivalent charity. However, with the income it has obtained from its private sector work, *mch* may be able to make a donation to the charity at the same time as invoicing for its fees; so the net financial burden to the charity is reduced. The income received from its private sector work also enables *mch* staff to conduct more volunteering and professional development and for the organisation to make more of its own charitable donations. Working with private sector clients also provides new challenges and opportunities for *mch* staff, which will hopefully make them better at what they do. Finally, the income from private sector clients assists *mch* to maintain its commitment to travel by public transport, rather than plane, as unfortunately, the former is often considerably more expensive. The strategic decision to work with private sector organisations is therefore led by *mch*'s overarching four focused approach to business.

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. When *mch* was founded in 2005, Bromige Limited, an independent financial advisory which specialises in ethical investments, was contracted to identify the most suitable socially responsible pension fund. Embarrassingly, it was not until 2024 that *mch* reviewed its pension fund in detail. Unfortunately, it was not impressed by the prominent presence of certain companies who, in *mch*'s view, whilst having environmental, social and governance (ESG) policies and frameworks have a long history of anti-competitive practices and tax avoidance. Currently, *mch* is in the process of trying to find a better home for its pension fund. Sadly, it is proving very difficult to find a fund that it considers genuinely ethical. The search is therefore for the least worst option.

mch's analysis has forced it to question a more fundamental premise upon which all pension funds seem to be based - indefinite growth in a finitely resourced world. It is therefore considering other options for retirement provision.

Purchasing

Where possible, *mch* aims to proactively give its custom to organisations that operate to high ethical and environmental standards. To this end, *mch* banks with [Triodos](#), which was rated as the most ethical bank by [Ethical Consumer](#). Furthermore, *mch*'s internet provider works on a cooperative model and is committed to being climate positive. This means that it has calculated the carbon emissions of its products and funds more carbon reduction projects than the emissions of each product (by between 10 and 20 times more).

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Managing Our Environmental Impact

The Environmental Impact of 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 495kg 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 dominated. This year was no exception, with 420kg of the 495kg of calculated emissions being due to travel. However, since 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)

Making Informed Transport Choices

Transportation accounts for the vast majority of *mch*'s carbon emissions. Travelling by foot or bicycle are the most environmentally friendly forms of transport, followed by using public transport. Car and taxi usage have much higher carbon emissions, but air travel is by far the greatest emitter of carbon. Consequently, *mch* is committed to avoiding air travel unless absolutely necessary. Public transport will be prioritised over travelling by car, even if it is more expensive and/or takes longer. Finally, completing journeys on foot, rather than taking taxis is the default. Results this year include:

- *mch* staff took no flights this year
- 100% of *mch*'s travel (by mileage), which was not walked or cycled, was conducted by public transport
- No taxis were used in the line of work

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Resource Management

mch aims to choose its resources carefully and reduce, reuse, recycle and repair as much as possible. Examples include:

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 office 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	20024/5	2023/4	2022/3	2021/22	2020/21	2019/20
Carbon Dioxide Emissions	495 kg – Off-set to 0 kg	778 kg – Off-set to 0 kg	765 kg – Off-set to 0 kg	491 kg – Off-set to 0kg	75 kg – Off-set to 0kg	874 kg – Off-set to 0kg

Initiative	Output/Practice	2024/5	2023/4	2022/23	2021/22	2020/21	2019/20
Using public transport	% of travel by train or bus (by mileage)	100%	82%	69%	99%	0%	79%
Using public transport	% of travel by train or bus (by number of journeys)	100%	90%	73%	85%	0%	72%

Comment:

The very low figures for 2020/21 were due to the lockdowns associated with the COVID-19 pandemic when next to no travel was conducted. Emissions in post-COVID-19 years are lower relative to pre-COVID 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 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	2024/5	2023/4	2022/23	2021/22	2020/21	2019/20
Utilisation	40%	38%	43%	55%	44%	37%
Travel emissions per unit of utilisation before off-setting	10.4 kg	18.3 kg	16.0 kg	7.6 kg	1.7 kg	23.8 kg
Total emissions per unit of utilisation after off-sets	0 kg	0 kg	0 kg	0 kg	0 kg	0 kg

Comment:

The utilisation rate for 2023/24 was low, relative to most previous years, in part because *mch*'s sole consultant, Mark Hughes, was ill for several months of the year. Furthermore, there were times when, although ill, Mark wanted to fulfil his client commitments. Doing so necessitated being driven to certain locations, rather than taking public transport. The greater emissions of car travel relative to public transport, led to higher emissions per unit of utilisation. Fortunately, Mark has made a full recovery.

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

Key Performance Indicator and Benchmarks

Training and Personal Development

- The total amount of training and personal development over the last year = 262 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	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20
Devote time to development	262 hours/employee	280 hours/employee	147 hours/employee	81 hours/employee	91 hours/employee	132 hours/employee

Suppliers

Key Initiative

Respecting the financial needs of suppliers by paying invoices promptly

Only two invoices were issued to *mch* this year (the remaining payments were made either by direct debit or at point of sale). Both invoices were paid the same day. No external benchmarks for this initiative could be found.

Community Involvement

Corporate Donations

mch has donated money to a number of charities operating in a variety of areas. A selection includes:

- Relief and Development
[Disasters Emergency Committee](#), [Oxfam](#), [Unicef](#)
- Hospices
[Julia's House](#), [St. Luke's Hospice](#)
- Support for Women
[Women's Aid](#), [Women for Women](#)
- Health
[British Deaf Association](#), [Cancer Research UK](#), [Motor Neurone Disease Association](#)
- Refugee Support
[For Refugees](#), [Care4Calais](#)
- Homelessness
[Caring in Bristol](#), [Crisis](#), [St Mungo's](#), [Shelter](#)
- Environmental and Conservation
[World Wildlife Fund](#), [The Galapagos Conservation Trust](#)

Key Performance Indicators and Benchmarks

Value of Donations

- *mch* donated £4,924 to charity this year. The amount equates to an estimated 19% 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

	2024/5	2023/4	2022/3	2021/2	2020/1	2019/20
Total Financial Donations (£)	4.924	2,840	679	2,030	551	830
Donations as a % of Pre-Tax Profits	18.7%	13.0%	4.7%	11.6%	2.9%	14.3%

Volunteering

Overview

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

- Mentoring a head teacher
- Volunteering with charities in Calais and Dunkirk to provide direct humanitarian support to asylum seekers

Key Performance Indicator and Benchmarks

Company time spent volunteering

mch gave 55 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	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20
Number of hours given	55	106	41	40	124	37.75

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