

mch: positive impact

Corporate Social Responsibility Report

2025-26

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 which helps individuals, teams and organisations reach their full potential, so they can increase the positive impact they have on the world. We do this by providing quality training and mentoring to the right people, at the right time and for the right reason.

Whilst *mch* primarily serves charities and social enterprises it also assists the private and public sectors to facilitate its four-fold approach to business that's outlined in this report. Located in Freshford, South West England, we have clients throughout the UK and overseas. Previous clients have ranged from organisations with a turnover in the billions, to social enterprise start-ups that have yet to generate any income.

About CSR

Corporate Social Responsibility (CSR) is generally considered to involve operating a business in a manner that meets the ethical, legal, commercial and public expectations that society has of business. It can also provide a framework to ensure that a company's economic activity is sustainable.

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

Why *mch* has Written a CSR Report since Founding in 2005

mch aspires to a four-fold approach to business. We believe sustainable success requires resonance and harmony between:

- Providing a great service to clients
- Being a responsible custodian of the environment
- Having a positive impact on wider society
- Treating people well: those who work for and with us

For *mch*, remaining mindful of the interdependence between the above four areas is key and the discipline of writing a report helps with such mindfulness. Increasingly, *mch* feels the world is facing the dual and interrelated crises of environmental destruction and inequality/inequity. Regardless of the size of its impact, *mch* feels an obligation to operate in a way that assuages these crises rather than perpetuates them.

Whilst *mch*'s primary motivation is to try and keep its 'own house in order', it hopes that sharing its approach offers ideas to address the world's current crises to other organisations.

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Highlights for 2025/26

The following highlights relate to *mch's* accounting year, from the 1st June 2025 until the 31st May 2026

Being a Responsible Custodian of the Environment

- 100% of *mch's* travel was conducted by public transport, walking or cycling. This helped reduce its calculated carbon dioxide emissions to an estimated 568kg per employee.
- All of *mch's* calculated emissions were offset.
- This year, *mch* changed its pension provider and pension investments. This led to divesting from companies which it believes are fuelling the environmental crisis and actively investing in companies that are trying to assuage it. It has been estimated that one's choice of pension can be 21 times more impactful than stopping flying, becoming a vegetarian and switching energy providers *combined*. (Make My Money Matter, 2025)

Providing a Great Service

- 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.

Treating People Well

- 100% of supplier invoices were paid on time this year.
- 121 hours per employee were invested in staff development.
- *mch* enabled its sole full-time employee to take an 11-week sabbatical on full pay.

Having a Positive Impact on Broader Society

- £2,065 was donated to charitable causes during the course of the year. This is the equivalent of 17% of estimated pre-tax profits.
- Each employee volunteered nearly 114 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 increase the positive impact they have 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 and is resonant with our vision.

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/Equity, 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.

mch's Four-Fold Approach

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

- Providing a great service to clients
- Being a responsible custodian of the environment
- Having a positive impact on wider society
- Treating people well: those who work for and with us

mch is not alone in believing that a sustainably successful business needs to consider multiple stakeholders. The [B Corp](#) certification scheme is an example of a global framework which certifies a commitment to meeting certain environmental, social and governance standards through adherence to a detailed framework. For several reasons, *mch* has decided against such a certification scheme and it does not use a detailed framework. Instead, it has a single guiding premise;

'Consider the above four areas as equally important.'

This does not mean that all four areas have to be completely 'balanced' all the time. However, it does mean being mindful of all four areas in *mch's* decision making and then using a 'fuzzy logic' to prioritise, if there's a tension between two or more areas. For example, *mch* prioritises travel by train rather than car. However, a situation has arisen when delivering a piece of work would require a 7.5 hour rail journey, or a 4.0 hour car journey. When such work coincided with *mch's* deliverer being under considerable stress with both work and non-work issues, travel by car was chosen. When such stresses did not exist, the train was used.

This dynamic decision making is balanced with sustained initiatives in each of the four areas. For example, since 2019 *mch* has benchmarked its charitable giving relative to the average giving of the FTSE 100 companies (the collective name for the 100 largest UK companies by value).

Furthermore, *mch* has a small number of clear, 'lines in the sand'. For example, due to the significant environmental damage caused by air travel, *mch* has made a commitment not to fly. At times this has meant having the opportunity to travel by train from the U.K. to the likes of Denmark and Spain and at other times it has meant refusing work because a non-flight route was not possible/practical, or the client was unwilling to pay the costs associated with non-air travel.

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 and very occasionally within the public sector. 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 cost 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 and car, 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-fold 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. From a broader perspective, *mch* believes the current legislation that governs company behaviour, the 2006 Companies Act, is unsatisfactory, in that it doesn't require companies to align the interests of their shareholders with those of the environment and broader society. Voluntarily, *mch* has adjusted its own governing documents so that it does have to operate in a way that seeks such alignment. Furthermore, it actively campaigns to bring about wholesale change, through the better business act: <https://betterbusinessact.org/>.

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

This year, *mch* switched pension providers from Aviva to Pangea Investments. This switch was the culmination of a two-year search for a more decent pension. The reason for the search and why it took so long is outlined in the following article *mch* wrote on the topic: <https://www.linkedin.com/pulse/do-you-want-decent-pension-let-me-try-help-mark-hughes-lwkle/>.

Being a Responsible Custodian of the Environment

To be a responsible custodian, *mch* tries to work in partnership with nature.

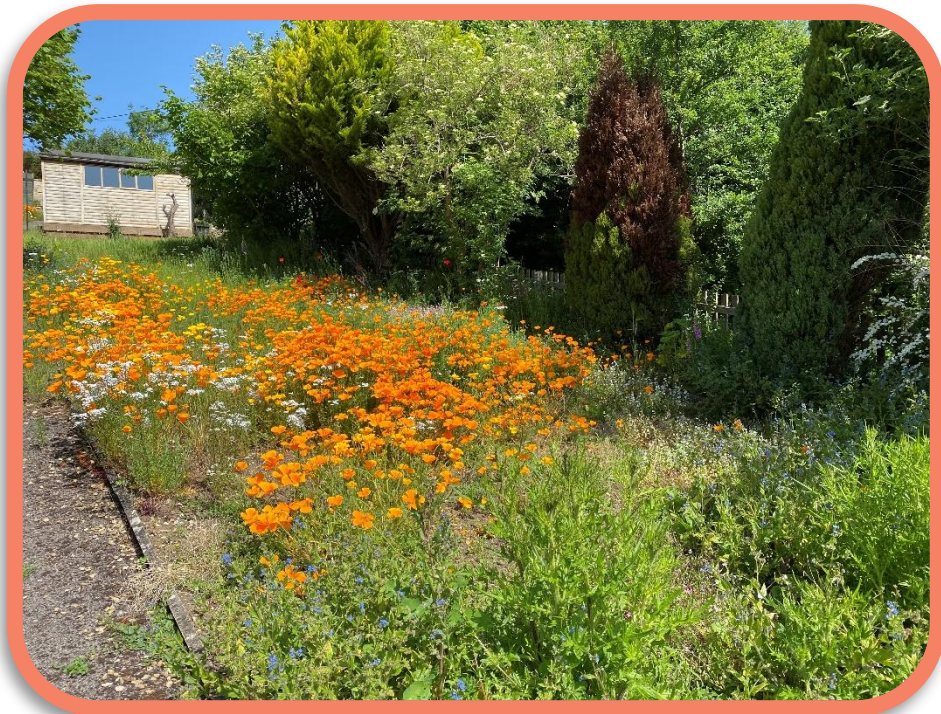
Partnering with the Environment

The Formal

As previously mentioned, *mch* has signed up to [The Better Business Act](#). This means the company has formally changed its articles of association, so that it is legally bound to consider the environment and wider society when it makes business decisions.

The Quirky

mch is proud to have a garibaldi fish and a wildflower meadow as [two honorary company directors](#). *mch* created the meadow (see below) and in an example of repurposing for sustainability, the tonnes of gravel that were covering what is now the meadow have been given to others (including a local sports club) for their driveways.



When faced with both strategic and operational issues, it is hoped that better decisions will be made, simply by asking;

"What is best for the wildflower meadow?"

Or

"What would the garibaldi fish prefer?"

Strategic Impact of Partnering with the Environment

The Concept of Enough

Nature seeks balance and so a fundamental consequence of being in partnership with nature is continually striving for resilience and enough, not efficiency and continual growth. *mch* considers this countercultural approach was key to weathering the global financial crisis in 2007-9 and COVID in 2020-21.

The concept of enough extends to *mch*'s training work, as it is yet to use artificial intelligence (AI) to design any of its training materials. Gaining consistently excellent feedback without using it is enough. In doing so, *mch*'s digital carbon footprint is reduced considerably as it has been estimated that a single chat GPT (AI) query creates 340 times the carbon dioxide than a single google search. (Kanoppi, 2025) Carbon dioxide is a major contributor to global warming.

Being Selective

A key commitment *mch* has made to its partnership with nature is not to fly for work purposes. This has necessitated ceasing to work in Australia and The Middle East.

Investing Wisely – Pensions and Banking

mch believes that where business chooses to spend and invest its capital is key to sustainability. It is not alone: the former, Make My Money Matter, campaign estimated that one's choice of pension is 21 times more impactful than stopping flying, becoming vegetarian and switching energy providers *combined*. (Make My Money Matter, 2025) As previously mentioned, this has led to *mch* changing pension providers and investments this year.

Rethinking Value and Communicating the Realities and Opportunities

mch tries to illustrate the challenges, implications and benefits of being in partnership with nature, so others can consider alternative models to operating a business. For example, the facts of travelling from the UK to Denmark by train for work are outlined in the following blog: <https://www.linkedin.com/pulse/reflections-going-train-instead-plane-part-i-business-mark-hughes-8ncde/>

In terms of the benefits, *mch* highlighted that you can;

'Have breakfast in Belgium, lunch in Germany (together with a haircut!) and supper in Denmark.'

For more information on its broader benefits see: <https://www.linkedin.com/pulse/reflections-going-train-instead-plane-part-ii-sensation-mark-hughes-nfnbe/>

Standard Practices of the Partnership

"The world is moved along not only by the mighty shoves of its heroes, but also by the aggregate of the tiny pushes of each honest worker."

Helen Keller

mch uses 100% renewable electricity to power its office. It measures and offsets its carbon emissions, including for cloud computing. It also adopts the 6R approach and indicative examples include:

Recycling

- Recycling printer cartridges and redundant electricals, often raising money for charities in the process.
- When overseas, bringing back all items that can be recycled in the UK, but not in the country in which *mch* is working.

Repair

- *mch*'s two work bags are 25 and 15 years old respectively. Both are still operational on account of being repaired frequently.

Reduce

- *mch* switches off utilities and equipment when not in use and printing is kept to a minimum.

Reuse

- *mch* staff travel with a reusable cup, a carrier bag and a paper bag. The latter avoids using the ones provided in food shops for the 1-2 minutes between selecting a food item and then eating it.
- *mch* has used both second-hand laptops and phones.

Refuse

- *mch* refuses new phone upgrades, only replacing such equipment when they no longer function.

Rethinking

- *mch* tries to continually rethink its approach to sustainability and tries to help other businesses rethink theirs.

Selected Impact

Since 2005, *mch* estimates that relative to the average company, it has used:

- 40% fewer new phones
- 20% fewer new laptops
- 500 fewer paper bags

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. (Intergovernmental Panel on Climate Change, 2023)

- *mch* produced an estimated 568kg 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 Emissions

We have developed several ongoing 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, the majority of its direct emissions have been due to travel. This year was no exception, with 493kg of the 568kg 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. (Phys.org, 2022) (Deloitte, 2023)

Making Informed Transport Choices

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 per unit of distance. (Our World in Data, 2023)

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 and no taxis this year
- 100% of *mch*'s travel, which was not walked or cycled, was conducted by public transport

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Measures which Allow for Quantitative Comparisons with Previous Years

Key Performance Indicator	2025/26	2024/5	2023/4	2022/3	2021/22	2020/21
Carbon Dioxide Emissions	568 kg – Off-set to 0 kg	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

Initiative	Output/Practice	2025/26	2024/5	2023/4	2022/23	2021/22	2020/21
Using public transport	% of travel by train or bus (by mileage)	100%	100%	82%	69%	99%	0%
Using public transport	% of travel by train or bus (by number of journeys)	100%	100%	90%	73%	85%	0%

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. Workload can be 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	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
Utilisation	39%	40%	38%	43%	55%	44%
Travel emissions per unit of utilisation before off-setting	12.6 kg	10.4 kg	18.3 kg	16.0 kg	7.6 kg	1.7 kg
Total emissions per unit of utilisation after off-sets	0 kg	0 kg	0 kg	0 kg	0 kg	0 kg

Comments:

1. The fact that emissions per unit of utilisation increased this year, relative to last year, is due largely to *mch* conducting a piece of work overseas in Denmark. Although travel to and from Denmark was conducted by train, the 3,500 km round trip still created a significant carbon footprint.
2. In part, the relatively low utilisation this year was due to *mch*'s sole employee taking an 11-week sabbatical.
3. The utilisation rate for 2023/24 was low, relative to most previous years, in part because *mch*'s sole employee, 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.

Treating People Well

Employees

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.

It may appear strange to have such a structured approach to employee relations, when *mch* only has one member of staff. However, *mch* could increase its employee numbers in the future and so embedding practices designed to keep employees content and motivated from the very beginning is considered prudent.

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 = 121 hours /per employee.
 - This compares favourably with the statistic that only 44% of businesses of a comparable size had arranged or delivered any staff training during the course of a year. (Learning and Work Institute, 2026) It also compares well with the finding that the average UK employee self-reports as receiving less than 12 hours of training a year. (Learning and Work Institute, 2026)

Measures which Allow for Quantitative Comparisons with Previous Years

Initiative	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
Devote time to development	121 hours/employee	262 hours/employee	280 hours/employee	147 hours/employee	81 hours/employee	91 hours/employee

Special Initiative to Treat Staff Well

This year, *mch* enabled its sole full-time employee to take an 11-week sabbatical on full pay. No stipulations were made as to how the employee should spend their time whilst on sabbatical.

Suppliers

Being Discerning in the Choice of Supplier

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).

Equally, *mch* aims to avoid giving its custom to organisations who aggressively try and avoid paying tax, have a business model that causes unnecessary environmental damage, or treat their staff as resources, rather than human beings.

Respecting the Financial Needs of Suppliers by Paying Invoices Promptly

mch is aware that prompt payment for services can make operating a business much easier. Consequently, we always try and pay our chosen suppliers promptly.

Only one invoice was issued to *mch* this year (the remaining payments were made either by direct debit or at point of sale). The invoice was paid within four days. No external benchmarks for this initiative could be found.

Having a Positive Impact on Broader Society

Donations to Charity

mch has donated money to several charities operating in a variety of areas. Some donations were proactively made by *mch*, however the majority were chosen by guest speakers or contributors to *mch*'s programmes: as a thank you, *mch* offers to donate to a charity of their choice. Others were chosen by the small number of private sector clients *mch* works with. Normally, 10% of *mch*'s fees for private sector work are donated to charities, or are used to fund volunteering activities undertaken by *mch* staff. If a donation is deemed most appropriate, *mch* often engages the client to choose a cause it is passionate about.

The full list of charities that received a donation are listed here in alphabetical order:

- British Red Cross
- Care4Calais
- Charity Right
- CHAS
- Client Earth
- Dog's Trust
- Helen Keller International
- Ichange
- IFAW UK
- Lupus UK
- Mary's Meals
- Memorial Sloan Kettering Cancer Centre
- Mikumi Kids
- Mines Advisory Group
- Momentum in Fitness
- MSF
- NorthCare Charity
- NSPCC
- Orangutan Foundation
- Refyoume
- Sara Aduse Foundation
- Save the Children
- Southside Project
- Street Vet
- The Fara Foundation
- The Prince and Princess of Wales Hospice
- The Southmead Project
- Unicef
- Uplifterz
- Vipassana Trust
- VSO

Key Performance Indicators and Benchmarks

Value of Donations

- mch* donated £2,065 to charity this year. The amount equates to an estimated 17% of pre-tax profits.

Benchmark

In 2019, *mch* introduced a benchmark to compare itself to the FTSE 100 companies. At the time, the average donation of these 100 companies was 2.4% of pre-tax profits. (Charities Aid Foundation, 2018). Consequently, *mch* set the target to match this 2.4% figure and as can be seen below, this target has been repeatedly exceeded. Sadly, charitable giving by the FTSE 100 companies has fallen in subsequent years, with the latest average being 0.8% of pre-tax profits. (Charities Aid Foundation, 2023) Consequently, *mch* is not sure such a comparison/benchmark remains relevant and is minded to simply try and give as much as it feels able.

Comparisons with Previous Years

	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
Total Financial Donations (£)	2065	4,924	2,840	679	2,030	551
Donations as a % of Pre-Tax Profits	17.0%	23.2%	15.6%	4.9%	11.6%	2.9%

Comment:

The years when *mch*'s donations as a % of pre-tax profits were in double digits are years when it conducted one or two pieces of private sector work. Due to the higher fees it charges private sector clients, such a correlation is often likely to exist.

Note: The percentages for previous years may be slightly different relative to previous CSR reports. One reason for this is that figure for the current year is an estimate, produced before *mch*'s accounts are formally finalised. Such estimates are then corrected in future CSR reports.

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:

- Volunteering with charities in Calais to provide direct humanitarian support to people seeking asylum.
- Delivering talks to school children (both primary and secondary). Talk topics have ranged from the importance of mathematics in most careers, to how to explore your values and purpose.

Key Performance Indicator and Benchmarks

Company time spent volunteering

mch gave 114 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, (On Hand, 2026) and UK employers offer an average of 19 hours of volunteering a year/employee. (Royal Voluntary Service, 2025)

Comparisons with Previous Years

Volunteering	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
Number of hours given	114	55	106	41	40	124

Campaigning, Engagement and Collaboration

This year, *mch* has tried to publicise its four-fold approach to business, in the hope that others will appreciate that there are alternative models to running a business. To this end the following topics have been shared on sites such as LinkedIn:

- International Business Travel by Train rather than Plane
 - [The business case.](#)
 - [What you gain.](#)
- Ethical Investing
 - [The impact of your choice of pension.](#)
- Different Approaches to Business
 - [mch's four-fold approach to business and how it can be measured.](#)
 - [Doughnut economics.](#)
 - [Calculating your carbon footprint.](#)
 - [The Better Business Act.](#)
 - [The concept of enough.](#)
- Recycling
 - [Highlighting world recycling day, what you can do and its impact.](#)
 - [Individual vs collective action and how environmental problems are often 'wicked'.](#)

Furthermore, through its leadership development work, *mch* is increasingly encouraging leaders to become more sustainability-minded. This can be through incorporating sustainability ideas into certain programmes, or by delivering development opportunities in nature. It can also be through the contracting process e.g. negotiating to travel by train, rather than plane.

mch recognises that it can be easier for businesses to partner with nature from the very beginning. Consequently, *mch* is exploring a *pro bono* initiative to help entrepreneurs leaving university to consider sustainable practices as they start their businesses.

Finally, *mch* believes impact is amplified through collaboration and so is actively engaging with the likes of [The School for Moral Ambition](#) and [People, Planet, Pint](#), whilst supporting the campaigns of [Oxfam](#) and [The Better Business Act](#) and the work of [On Purpose](#).

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