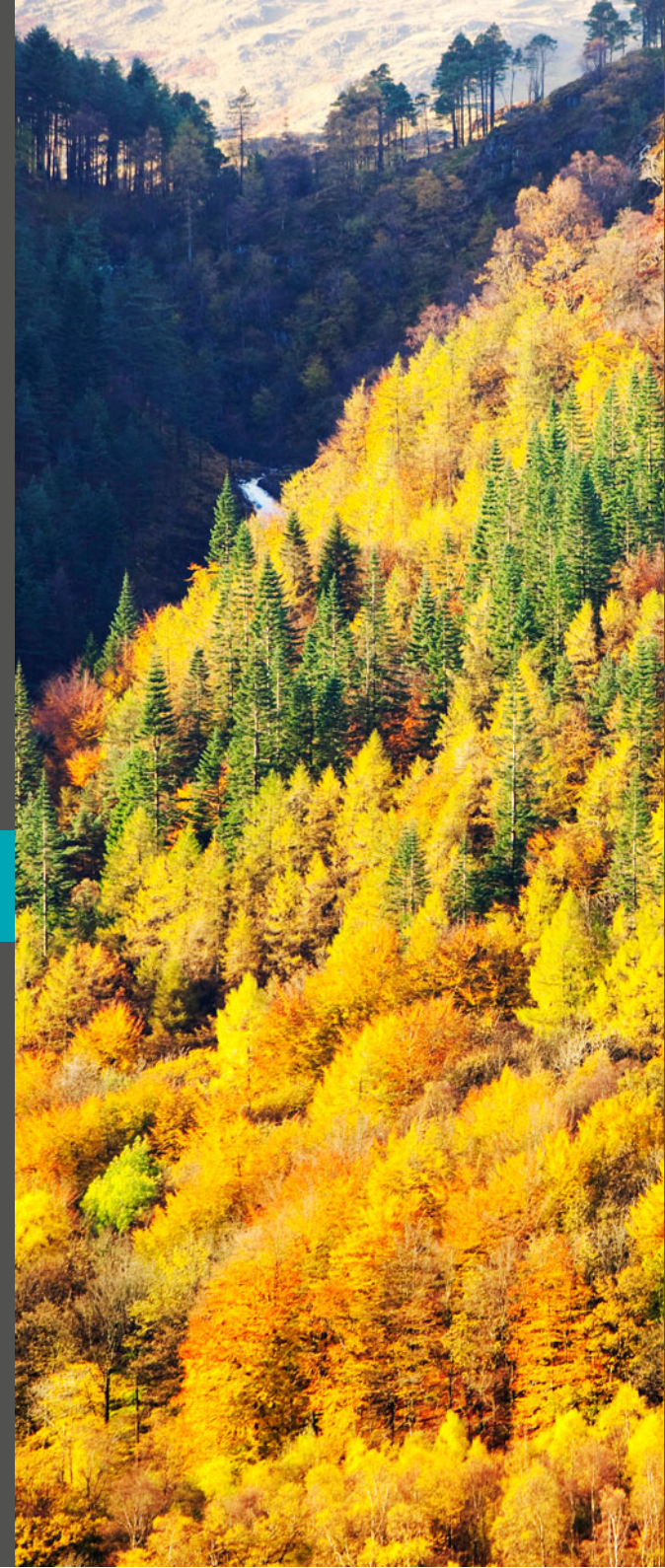


# Communication on Progress

**2020**



IMPACT





**The UN Global Compact is a strategic policy initiative for businesses that are committed to aligning their operations and strategies with ten universally accepted principles in the areas of human rights, labour, environment and anti-corruption.**







## Communication on Progress 2020

### Human rights

#### Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights; and

#### Principle 2

make sure that they are not complicit in human rights abuses.

### Labour standards

#### Principle 3

Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

#### Principle 4

the elimination of all forms of forced and compulsory labour;

#### Principle 5

the effective abolition of child labour; and

#### Principle 6

the elimination of discrimination in respect of employment and occupation.

### Environment

#### Principle 7

Businesses should support a precautionary approach to environmental challenges;

#### Principle 8

undertake initiatives to promote greater environmental responsibility; and

#### Principle 9

encourage the development and diffusion of environmentally friendly technologies.

### Anti-corruption

#### Principle 10

Businesses should work against corruption in all its forms, including extortion and bribery.



## Communication on Progress 2020

### Who we are

**Impact** are an independent, multi-award-winning, global people development agency. We develop people and build the expertise that all organisations need to respond successfully to the challenges of unprecedented change.

Since 1980 we have been working as a creative change agency at the intersection of leadership and people development, change and business transformation and sustainable innovation. Our methods are action-orientated and outcome-focused, helping organisations to execute their vision and deliver their plans.

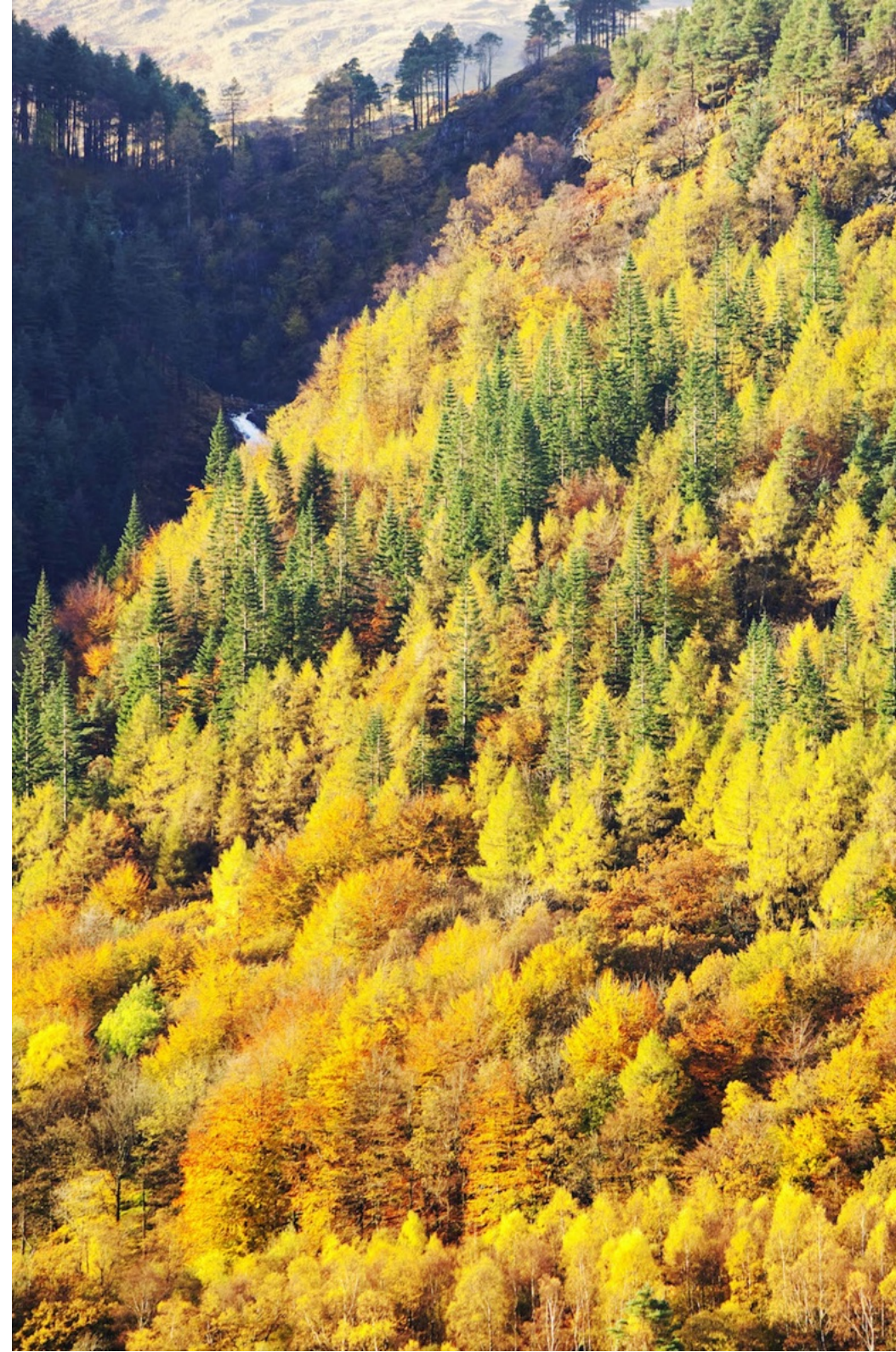
We apply our unique experiential learning methodology to design customised solutions to help our clients succeed in highly competitive and highly disruptive change environments.

### Our strategy, our process

Creation of our 2022 strategy has been a collective and collaborative process, involving all areas of our global business. Led by a cross-functional, geographically and culturally diverse team of inspiring leaders. The strategy represents the culmination of insights and work from our CEO, strategy group work, global planning meetings and input from our Global Leadership Team and Country Managers.

In response to the complex and uncertain world we are operating in, we work on a "rolling three year" strategy which is reviewed on an annual basis and then extended for a further year. This approach allows us to be more agile in order to navigate a volatile and ambiguous future.

We plan to grow our business by creating more value for our clients, through applying our expertise in experiential learning to a wider organisational context than learning and development.





## Communication on Progress 2020

### Our strategy, our process

As a business we have adopted the UN Sustainable Development Goals (SDGs) with the ambition of integrating all the goals into our business strategy. We believe this will help to inform our internal practice and to support, engage and influence our supply chain and clients around the sustainability agenda.

Following an internal assessment of our business and relevant activities, we have identified seven goals which align directly to our business:



We recognise the interconnected nature of the SDGs and acknowledge that our work contributes to the overall progression of all of the SDGs:



In this report we share, where possible, our current position and progress with the seven primary goals and where possible the targets which sit under each goal.

To help us in this process we used the GRI/UNGC Business Reporting on SDGs – Analysis of goals and targets:

[https://www.globalreporting.org/resource/library/GRI\\_UNGC\\_Business-Reporting-on-SDGs\\_Analysis-of-Goals-and-Targets.pdf](https://www.globalreporting.org/resource/library/GRI_UNGC_Business-Reporting-on-SDGs_Analysis-of-Goals-and-Targets.pdf)

## Communication on Progress 2020

### Introduction from David Williams, founder and CEO

Impact have been a signatory to the United Nations Global Compact since 2005, Key to the progression of these principles is the commitment and support from our people. In a recent survey (source: Great Places To Work® Survey 2020)

- 100% of our employees said that 'it is a physically safe place to work'
- 96% said I feel good about the ways we contribute to the community"
- 98% said that 'People care about each other here'

### GPTW survey 2020 - Impact (UK) have been recognised by Great Place to Work® as a centre for Excellence in Wellbeing 2020

Despite being our 40th birthday celebration, 2019 has been one of the most challenging years we have faced in business due to Covid 19.

**Our number one priority** has been to protect Impact's people at all costs and to keep people safe. As a business globally we moved every employee to work from home (without exceptions), offering support in terms of wellbeing and resilience training, scheduling regular catch ups with everyone to keep people informed and connected, and of course, making sure that everyone received full pay.



*David Williams, founder and CEO*

**Our second priority** has been to protect Impact's revenue. We have kept close to our clients re-purposing face-to-face into virtual or getting commitments for business in the future as a postponement. We also capitalised on our expertise in designing and delivering virtual experiential learning journeys by selling new business to existing clients..

**Our third priority** has been to protect our business. The future is hugely uncertain. We do not believe that we will ever return exactly to the way we were working before Covid19. We have reacted in the moment to emerging opportunities whilst continuing to lead the market in our core areas of leadership and people development, change and transformation, and sustainable business. Along with our clients we have rapidly adjusted to new ways of working, we remain committed to supporting and challenging our clients and helping them to become organisations worth working for.





## Communication on Progress 2020

The pandemic has accelerated our ability to deliver virtually, forgoing the need to travel. Using platforms such as Teams and Zoom and the development of our own technology to support our clients' organisations performance through change. This includes air™ – powered by Impact, it is our own learning application designed to transform the effectiveness of virtual and blended learning solutions by focusing on how people actually learn rather than just presenting libraries of static content.

Our strategic partnership with the UN Global Compact has continued – we have co-created and delivered virtual roadshows to provide useful insight into sustainable practices for organisations. This has created several opportunities to build new client relationships and deepen existing ones. In 2021 we will continue to develop programmes with the UK network around this agenda.

Our relationship in the local community is an important part of our culture. Due to lockdown restrictions our normal activities could not take place, however we continued to support our community in as many ways as possible, here are some of the ways we have supported our communities;

**NHS Videos** – we created some short videos to help support keyworkers in the NHS

**Face mask packing** – we supported a local initiative to pack up hundreds of face masks to ensure these were readily available for the most needy

**Charity** – We have continued to raise money and make donations to many fantastic causes through our in-house charity, Impact Aid, including SANDS, planting trees in a community woodland and most recently Movember

**Letters to the lonely** – whilst we often visited residents at a local care homes, when lockdown arrived this was no longer allowed and so we decided to send some letters instead

I am pleased to reaffirm my full support to the UNGC and the principles which underpin the initiative. In this year's report we outline progress made in the UK. As in previous years, our report demonstrates success and failure against our 2020 targets.

Our report is in the public domain and can be viewed on the UNGC website or via a link on our website:

[www.impactinternational.com/united-nations-global-compact](http://www.impactinternational.com/united-nations-global-compact)

## Communication on Progress 2020

### Principle 1

Businesses should support and respect the protection of internationally proclaimed human rights; and

### Principle 2

Make sure that they are not complicit in human rights abuse

#### Context

Impact are fully supportive of the Universal Declaration of Human Rights and the UN Guiding Principles Reporting Framework. Impact are committed to the implementation of all aspects of human rights, internally within our organisation and externally, through the delivery of programmes for our clients.

As an international organisation, we seek to develop consistent best practice across all regions and work to the highest standards in terms of safe and healthy working environments, child protection and other aspects of human rights.

As a service organisation, we can support these principles in two tangible and measurable ways. The former is around how we engage and educate our people in this area and the latter is about providing innovative approaches to engage and influence across our clients and supply chain.

All Impact employees are given a minimum of three paid days, working in their local community. We call this initiative 'Learning in the Community' (LITC). Learning in the Community (LITC) is formally reviewed twice a year, during performance reviews by line managers.

Our target is to uphold 70% engagement of LITC throughout the UK business. In 2020 we were unable to carry out our usual number of activities, this was entirely down to the global pandemic and whilst we identified some local volunteering opportunities with the NHS, we were unable to achieve our high target of 70% engagement.

- In 2020 a total of **29 days** were achieved out of a potential of 225 days = **12%**
- In 2019 a total of **169 days** were achieved out of a potential of 219 days = **77%**
- In 2018 a total of **136 days** were achieved out of a potential of 204 days = **67%**
- In 2017 a total of **135 days** were achieved out of a potential of 207 days = **65%**

The statistics above include all full-time members of Impact UK in 2020, of which there were 75





## Communication on Progress 2020



### Aligning our LITC activities to the SDGs

People at Impact feel engaged and motivated when they are able to create opportunities to give back. This has helped us to create the sense of community and appreciation of each other which helps to define our culture.

All LITC work is aligned to an individual's personal development plan (these are reviewed twice a year) and the Sustainable Development Goals.

2020 has been a tough year for many. It has been difficult to support our LITC activities. Where possible we have adapted our approach and looked for additional ways in which we can support our local communities.

Two of these initiatives are shared below;

**Work Inspiration Programme** – Since 2010 Impact have partnered with local secondary schools to provide a five-day programme for 15-17 year olds that educates and inspires a generation of local young people around the world of work. Since 2010 more than 160 students have taken part in more than 20 programmes.

Due to Covid-19 we have been unable to involve any students in this initiative, however, we are currently exploring how we can continue to support students through a mentoring and coaching process and to help keep student motivated during this difficult time.

**Impact Aid** – An internal group that raises monies that are then donated to our chosen charity as well as other local, national and international charitable causes with a connection to Impact staff. Impact UK donates 50 pence per participant of our UK development programmes, to Impact Aid. Fundraising activities include themed staff lunches held at our hotels, bake sales, coffee mornings, sponsored challenges and race nights.

We also provide support in the form of skills and services.

In 2020 through our local and regional contacts with the NHS, we provided a series of short videos to help NHS staff to integrate into new teams, to set them up for having effective meetings and to help them manage their stress levels.



## Communication on Progress 2020



### Aligning our LITC through strategic partnerships

#### Impact and the UNGC (UK Network)

**The Global Goals Roadshow 2020** – Our collaboration utilised the skills and experience of both organisations in the design and co-delivery 'Making Global Goals Local Business' virtual roadshow events, which we started in April. Impact also provided a moderator for one of the 'Black Lives Matter' webinar series.

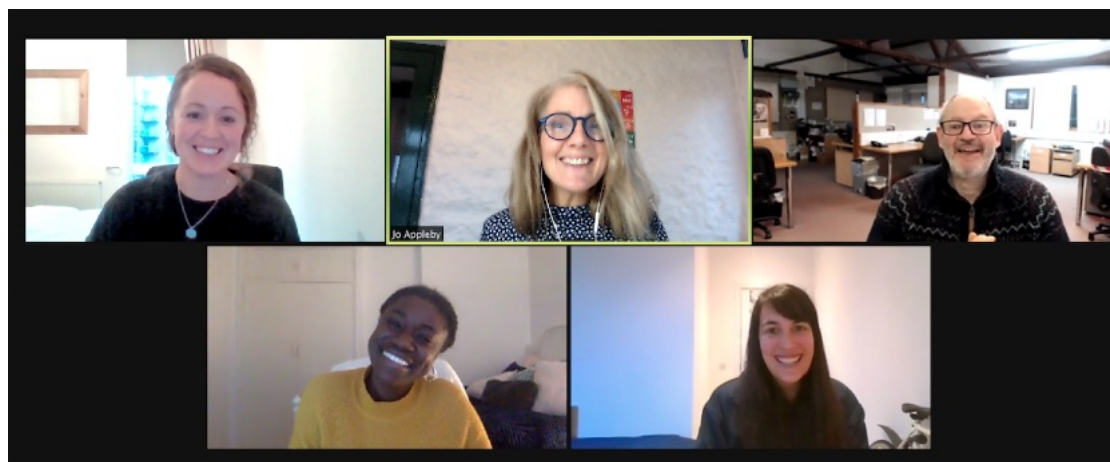
#### UNGC Leader Summit Event – virtual delivery

Impact hosted a booth, 'Radio Impact' at the Leaders Summit Event, which attracted more than 10,000 participants and engaged a global team from Impact.

**YSIP (Young SDG Innovators programme)** – A 10-month programme to provide skills, mentoring, learning and support for 30 young leaders in business. This professional young group are all working towards innovating breakthrough products and services to address the SDGs. Impact facilitated two virtual programmes and is part of the delivery team for the 2021 cohort of 43 young professionals across 12 organisations.

#### Overall thoughts

Part of our commitment to the UNGC principles is to engage and influence other businesses around the importance of this initiative. Our involvement in this work has helped us to progress our intentions in this space as well as providing us with opportunities to expand our network.



**YSIP Cohort 2 – The delivery team**  
Cynthia Adebisi-Yekinni, Project Manager  
Jessica Lobo, Global Goals Manager  
Clare O'Keeffe, YSIP Programme Manager and  
Jo Appleby and Jon Hall, Impact





## Communication on Progress 2020



### Action which supports the human rights of our employees

We intentionally go beyond what is required in terms of supporting and respecting our employees. We strive for excellence in providing an environment in which people can thrive.

Each year we conduct an internal pulse survey. We ask the same questions each year and look for patterns and areas where people want to see improvements.

There was a clear desire identified in our staff survey for greater support in relation to performance management and progression. Individuals sense a need for support from their line managers particularly in relation to their wellbeing and workload/life balance and development aspirations.

#### As a direct consequence:

- Line management regularly meet to share ideas and identify how to better support staff in their roles including regular one-to-ones with employee's assessment of individual current and predicted performance
- Our performance review document has now been enhanced to incorporate our thrive wellbeing model. This model encourages managers and employees to discuss everything from their sense of connection to the workplace, the courage they have to take risks, how capable they feel in terms of the skills, knowledge and confidence and the conditions they need to be and work at their best

- Line managers' skills have been developed in coaching techniques and handling difficult conversations
- We are providing a provision of skills development training following and setting of individual career plan for all employees
- We encourage a feedback culture where employees are encouraged to give timely feedback, ask questions and voice concerns openly
- We have created a global Diversity, Inclusion & Belonging team – made up from a team across Impact globally, this team create opportunities and safe spaces for Impact people to come together, get to know each other through intentional conversations. These sessions enable us to share perspectives on Impact's core culture. Our objective is through shared understanding, greater connection and belonging to equip us with the knowledge, tools and intentional actions that encourage us to create a more inclusive workplace.

All of these areas are designed to help employees be as effective in their role whilst dealing with any underlying problems or issues which could cause stress immediately.



## Communication on Progress 2020

### Progress against targets

Our central purpose through 2020 in respect of our commitment to the UN Declaration of Human Rights was to engage our own employees, as well as influencing our clients and our supply chain with regards to their practices.

#### **2020 target:** Roll out mental health training globally

**Progress:** Initially at the start of the pandemic in April 2020 we ran a series of Resilience and Wellbeing workshops – to equip people managers to deal with crisis and stress, to handle delicate conversations and to understand how best to support their people appropriately. Designed and delivered by Impact Australia, they were so powerful that they were rolled out globally to all employees.

#### **2020 target:** Plan a series of events to support the UK Mental Health week initiative in May

**Progress:** Wellbeing week – launched to coincide with Mental Health Awareness week in May 2020. This was an internal digital wellbeing learning journey which was created for all global employees to access at any time that suited. The journey covered all areas within wellbeing, mental health and resilience. It promoted knowledge, coping strategies and an opportunity for people to share experiences and learn from one another.

### Additional progress made

At Impact we feel passionately about unlocking human potential – both for our clients and in our own teams. As a result, during the pandemic we created a series of spaces where people could connect:

- **Wellbeing Wednesdays** – we created a weekly session to provide a place for people to share how they were getting on. Whilst the focus was specifically on people's wellbeing, our psychology PhD researcher would host the session to provide new skills, strategies and create a safe space for people to openly talk. Different weeks might have themes such as sleep, stress, working from home fatigue etc.
- **New Monday Morning Meetings** – These now start early so that we can recreate the 'kitchen conversations' we used to have before the meetings start rather than going straight into the bones of the meeting
- **Furlough meetings** – following our Monday morning meeting, an opportunity for our furloughed staff to connect in a safe space and discuss things which are important to their work and personal wellbeing, share ideas and request support
- **Flexible working** – Impact has encouraged people to work and leave work at times that best suit them, allowing them to do activities in the day is important, be it take some exercise or drop the kids at school. They trust people to do the work they need to do and understand that they are often working 'out of office' hours to fit with the global nature of the business. By creating this autonomous culture people have the freedom to operate in a way that works best to achieve our goals





## Communication on Progress 2020

### Continued... additional progress made

- Through our internal personal development programmes (called Impact Academy) we delivered 33 Academy offerings globally

#### **Review our current policies to make sure they are up to date with any changes following the UK exit from the EU**

- Our policies have recently been updated by our company solicitor. For the foreseeable future all existing employment law (par the new immigration system) with a European origin or which has been an area of European competence will not change, however minor amendments will be made to employment rights which will be regularly updated

#### **Share and communicate the anti-slavery act principles across our network and through our global digital newsletter**

- Our current policies in our staff handbook have been updated and circulated to remind staff that Impact have a zero-tolerance approach to any form of exploitation or abuse and are committed to safeguarding the welfare of all people in our work, including children and vulnerable adults. Impact is fully committed to safeguarding the welfare of all children, young people and vulnerable adults by taking all reasonable steps to protect them from harm
- Due to the pandemic and furlough, a lack of resources has meant that our work on sharing our principles across our network and global digital newsletter was postponed and will continue to be a focus for 2021.

### Targets for 2021

Our central purpose through 2021 in respect of our commitment to the UN Declaration of Human Rights will be to engage our own employees, as well as influencing our clients and our supply chain with regards to their practices.

Specifically, we aim to:

- Send three people on a Mental Health First Aid course
- Keep track of continuing changes to policies following the UK exit from the EU
- Share and communicate the anti-slavery act principles across our network and through our global digital newsletter. Ensure all those in our supply chain, and our contractors, comply with our values
- In addition to our anti-corruption policy, we will implement a whistle blower policy and procedure. Ensure all employees are informed
- Continue our work focusing on diversity, inclusion and belonging – equip employees with the knowledge, tools and intentional actions that encourage individuals to create a more inclusive workplace and be accountable for their actions



## Communication on Progress 2020

### Principle 3

Business should uphold the freedom of association and the effective recognition of the right to collective bargaining

### Principle 5

the effective abolition of child labour, and

### Principle 4

the elimination of all forms of forced and compulsory labour;

### Principle 6

the elimination of discrimination in respect of employment and occupation.

### Context

Our key asset is our people. Consequently Impact are committed to adhering to, and going beyond, all legal requirements to provide fair, flexible and appropriately remunerated employment to all our directly employed and freelance contract staff.

Key labour-related issues for Impact involve providing a safe and healthy work environment, flexible working structures (both in terms of available contracts for staff and day-to-day working practices) and providing transparent remuneration and appropriate benefits for contract staff. Impact employ a large number of 'contract' or 'freelance' staff across our global offices. Because of their freelance status such staff often have the least access to representation and forms of collective bargaining.

Relevant feedback from the Great Place to Work® survey in terms of labour standards include:

- **94%** said 'Management is honest and ethical in its business practices.'
- **100%** said 'This is a physically safe place to work.'
- **93%** said 'This organisation actively promotes mental and physical health among its employees.'
- **100%** said 'Management trusts people to do a good job without watching over their shoulders'



## Communication on Progress 2020



### Safety at Impact will always be our top priority

- Our Global Head of Safety, Philip Poole reports directly to David Williams, Founder and CEO
- Health & Safety is addressed at the beginning of every Monday morning company meeting and the beginning of every programme and every project
- Each month a safety update is communicated globally through our safety website
- Updates from Country Managers are shared with the Board on a quarterly basis
- Every year a safety report is completed and shared throughout the organisation

Like most other companies, COVID-19 has rocked the business with all face-to-face programmes moving online after the first UK lockdown in March, 2020.

Together with the closure of offices, home working and the furloughing of staff, this has meant a change of safety focus for this year.

The online safety training continued during the 1<sup>st</sup> lockdown with new staff completing Stage One and the majority of delivery staff completing Stage Two safety training. Stage Three training for Programme Directors continued as webinar meetings.

The new Impact Safety Website is now up to date and provides a good platform for new safety policies and risk assessments, particularly concerning COVID guidance.

<https://safety.impactinternational.com/>



Global Head of Safety, Phillip  
Poole

## Communication on Progress 2020

### External safety audits

Impact UK were inspected by the Adventure Activities Licensing Service in February to renew our license, which ran out in May 2020.

An Adventure Activity License is a statutory requirement by the Health and Safety Executive for specified activities for people under the age of 18. We have a 3-year license, which is the maximum duration allowed. This is because of the small number of young people we provide activities for and the high quality of our safety systems.

The inspection went well with no recommendations and the inspector saying that Impact's safety systems and the implementation of safety and quality were exemplar for adventure activities.

#### Total accidents

We had no accidents in 2020 to staff or participants as a result of COVID restrictions.

In 2019 we had a total of eight accidents, up by one on 2018, all of which were minor. Accidents comprised of six participant accidents and two staff accidents. Near miss reporting was better than 2018 and has enabled us to implement any improvements necessary.

### Adventuremark Inspection

Adventuremark is a non-statutory safety scheme devised by the Adventure Activity Industry Advisory Committee (AAIAC) for providers of adventurous activities that are outside the scope of the Adventure Activity Licensing regulations.

This is a bi-annual inspection. The inspector looked at our safety systems, risk assessments and equipment and then observed the project 'Pipistralis' being run in darkness.

We were marked as grade 1 in all areas. The inspector remarked positively on our safety systems, equipment and staff ratio.

Report comments included:

'Good use of flood lighting and high vis vests.'

'The quality of the safety briefing was excellent and staff placed themselves in safety critical positions during the task.'





## Communication on Progress 2020



### Progress beyond targets

#### Incidence of accidents in 2019

The incidence of accidents (number of accidents divided by the number of people) has gone up for participants from 0.04% to 0.07% and down for staff from 4.35% to 2.53%, as we had two staff accidents for the 2019.

#### Frequency of accidents in 2019

The frequency of accidents is an industry standard calculation of the number of accidents x the hours exposed and has gone down for participants from 2.36 to 1.41 and up for staff from 1.81 to 2.35.

#### Statutory reportable incidents

We had no reportable incidents this year, which brings us up to 5 years with no reportable accidents.

#### What sort of accidents?

All the accidents in 2019 were minor, including:

- a cut finger whilst preparing food at a mountain hut
- a minor knee strain during an exercise
- a finger strain during an all-in rescue exercise
- a dislocated shoulder on a ropes course from a previous injury, which he fixed himself
- a bruised shin on a ropes course
- a chipped tooth from a bit of plastic found in a meal provided by outside catering firm during a camp

#### Safety Actions as a Result of Incidents in 2019

- Remind participants to concentrate when using sharp knives and keep distractions in the kitchen area to a minimum
- The learning point from the low lintel was, that although signs are a good way to draw people's attention to a hazard, if you can actually go further and reduce the hazard at source, such as pad the lintel, you should
- Reminder on ropes courses with multilingual groups to ensure that everyone understands safety briefings given by external staff
- More active supervision on ropes courses to ensure that instructions are being followed
- No details were provided by the individual with a weak shoulder to Impact on the medical form, or at verbal checks before the activity. Continue to verbally check for medical conditions before any activity, but after the activity description, to give people the chance to declare medical issues
- Caterer informed about foreign object in food and procedures examined

#### Embedding a Safety Culture – actions as a result of incidents

Below are a some of the actions taken following a reported incident. These actions are shared to all employees through our regular communication channels (please refer to page 14)



## Communication on Progress 2020

### Proactive safety actions, 2020

- Create and update policies on home working, office protocols and systems for use during COVID
- Create policies on Impact staff interaction with the hotels if using the offices
- Create policies and guidance on face-to-face delivery for any such events that may take place
- Remind staff running virtual programmes of the need to risk assess the hazards of participants, possibly working in isolation.
- Introduce company-wide well being monitoring and actions with regular virtual meetings, get togethers and outdoor events when permitted.

### Risk assessments

The risk assessments have been created and updated with the new hazards presented by COVID-19. These include home working, lone working, office safety, face- to-face programme safety and virtual programme safety.

### Staff training

After the first COVID lockdown in March, all outstanding staff refreshed and brought their safety training up to date, through a series of online training modules and webinars.

The People Bank now updates automatically when staff complete online training to accurately record completion.

### Targets for 2021

- With the ending of Adobe flash, the function of the safety training site is compromised, so will be republished in a format which does not rely on Adobe flash
- Monitor the type of programmes that are run in the next year and create a generic safety training module for other countries that will reflect this
- Update the safety website to ensure that new outdoor qualification terms are accurate



## Communication on Progress 2020



### Safety of our IT systems and data security

The role of data security became much more prominent in 2020 as the entire organisation moved suddenly to working from home. The work Impact has done over the last few years to improve data security, allow for working remotely safely, and integrate the global business into a set of approved systems for data processing and communication meant that this process went very smoothly.

The policies and procedures we already had in place enabled us to transition to 100% home working without any issues or impact on the business related to data security. However, the affect of furlough and increased scrutiny meant that 2020 didn't see as much progress in our ambitious targets and was focused more on maintaining our current position.

#### Policy and procedure changes

- Change to new employee procedure to increase security around sharing of confidential documents, such as passport scans and contracts
- Introduced the Terms of Reference for the DPO

### Progress on last year's targets

**Target:** Finalise new data sharing agreements between Impact offices

**Progress:** This has been completed and the agreements are now in place

**Target:** Review Impact's privacy notices

**Progress:** The privacy policy was reviewed and updated, which included some of the required work on privacy notices

**Target:** Introduce training for staff in different Impact functions

**Progress:** Provided training in the form of videos

**Target:** Finalise the Personal Information Management System (PIMS)

**Progress:** The PIMS is still in draft and not released yet

**Target:** Revamp the Business Continuity Management Plan

**Progress:** Work was done on this and the BCM plan is due to be released in early 2021



Data Protection Officer,  
Daniel Osborn



## Communication on Progress 2020

### Progress beyond targets

- Re-organising the documentation and updating many of the policies to align with ISO27001 and BS10012
- Introduced a range of technology measures to secure our devices, we simplified our system architecture and centralised many of our systems
- We restricted access to personal data, granting access on a need-to-know basis
- We are working towards 'Cyber Essentials' re-certification as well as the GDPR Fundamentals certification

### Targets for 2021 – IT systems and data security

- Finalise the implementation of new policies and procedures related to new Cyber Essentials requirements
- Continue work on the list of approved suppliers, as well as reviewing our due diligence of all suppliers and checking or renewing our Data Sharing agreements with suppliers
- ISMS: finalise approval of the few outstanding policies and review all existing policies
- Finalise the Personal Information Management System (PIMS) - carried over from 2020
- Centralise list of client contacts in case of a data breach
- Review our Record of Processing Activities (ROPA)



## Communication on Progress 2020



**Principle 7**  
Businesses should support a precautionary approach to environmental challenges;

**Principle 9**  
encourage the development and diffusion of environmentally friendly technologies.

**Principle 8**  
undertake initiatives to promote greater environmental responsibility; and

### Context

Like all businesses, Impact face considerable environmental challenges. As a service organisation our key challenges are around resource usage on our programmes, office energy efficiency and transportation. In line with government ambitions we aim to minimise our carbon footprint.

Due to the pandemic all travel plans were cancelled. All of our face-to-face programmes were re-designed and delivered using virtual and digital platforms. Whilst we expect there to be some changes when travel plans are lifted, we anticipate a significant shift in the type of work we deliver and we expect to see a significant fall in our carbon footprint in 2021. Whilst this is positive news, it is not an intentional or strategic decision.

**99%** of our employees believe that we are working to reduce our environmental impact  
(source: Great Place to Work® Survey 2020)

We have an internal focus group that consists of a cross-functional team tasked with driving environmental initiatives through the business. Including engagement from programme managers, operations, finance and the consultant teams.





## Communication on Progress 2020

### Progress against targets

**Target 2020 :** Installing electric vehicle charge points

**Progress:** We have not made any progress on this target due to the pandemic and will review in 2021

**Target 2020:** Increasing the number of international train journeys (to reduce flights)

**Progress:** We have not increased the number of train journeys as we have mostly experienced train bans due to COVID

**Target 2020:** Add information regarding trains on travel request forms

**Progress:** We have not progressed this target, however, this will still be of value and will be actioned in 2021

**Target 2020:** Educate and engage people and organisations through partnership work at the COP26 summit

**Progress:** COP 26 has been delayed until 2021 – we hope to engage with the UNGC to achieve some progress in 2021

**Target 2020:** Increase the number of LITC environmental days we take part in

**Progress:** We have been unable to take part in additional environmental LITC days due to the pandemic

**Target 2020:** Report on the work we have carried out with the Ambleside Climate Change group

**Progress:** We have not taken part in any work with the Ambleside Climate Change group during 2020

**Target 2020:** Share our Net Zero climate strategy

**Progress:** key targets for us include:

- Flying less
- Electric transportation (cars and vans)
- Sourcing electricity from renewables
- Insulating buildings
- Reducing waste

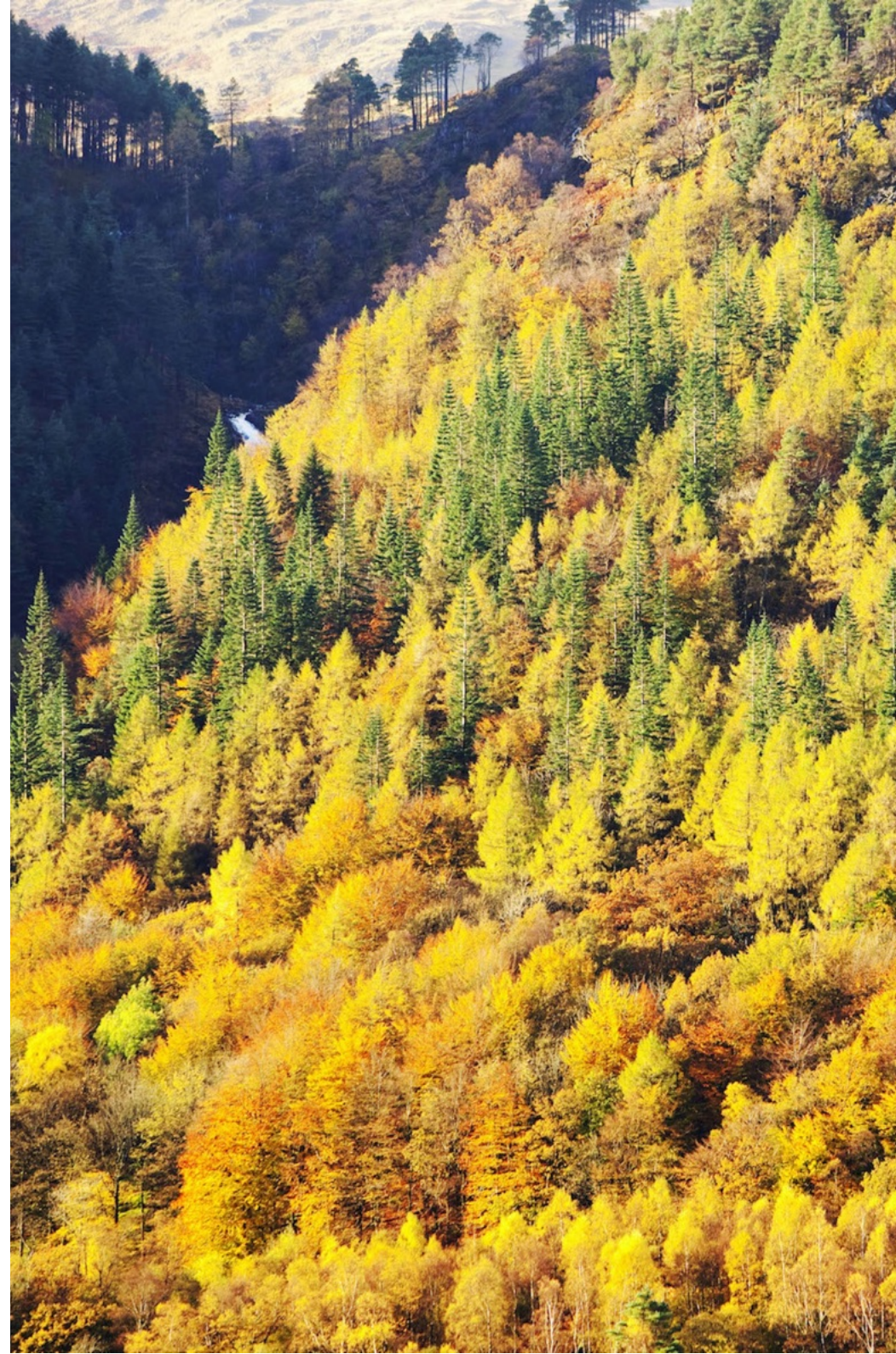
We already report on our annual emissions and will continue to do so. We will share our reports and progress in this area.



## Communication on Progress 2020

### Targets for 2021

- Add information regarding trains on travel request forms
- Plant 400 trees
- Educate and engage people and organisations through partnership work at the COP26 summit
- Increase the number of LITC environmental days we take part in
- Report on the work we have carried out with the Ambleside Climate Change group
- Share progress made against our Net zero carbon strategy







## Communication on Progress 2020



### Principle 10

Business should work against corruption in all its forms, including extortion and bribery.

#### Context

Impact firmly believe that all businesses should work against corruption.

We have strong internal policies communicated to all staff (through our staff handbook and our employee code of conduct document) about expectations for professional and ethical behaviour, it states that: 'Impact recognise the importance of conducting its' business subject to the highest ethical standards, with integrity and honesty, and in full compliance with all applicable laws'.

All new employees are taken through a full induction process where our policies on anti-corruption are provided and talked through to ensure people understand our policies which include the following rules. We comply with all applicable anti-corruption laws and conduct our business in a manner that avoids the appearance of impropriety.

We employ strict policies and procedures designed to prevent improper payments, including special procedures for dealing with third parties acting on our behalf in business dealings with public officials.

Impact is politically neutral. We do not have political affiliations and we do not participate in the political or electoral process in countries where we operate.

Our Gifts and Hospitality Policy prohibits the giving of gifts or entertainment to any person or entity if made with the intention of gaining any type of business advantage.

There are also a number of interventions at every stage of our work with clients where we share, communicate and assess the work scope and our role.

Any issues which may compromise our work are quickly identified, communicated and discussed at the appropriate level.

**In 2020 we recorded no incidents where our policy was compromised.**



**Communication  
on Progress  
2020**

# Communication on Progress

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Images contained in this report are from "Images From a Warming Planet", which Impact are proud to support. Ashley Cooper is the photographer behind "the book, a collection that is the culmination of 14 years work travelling to every continent to document the causes and impacts of climate change and the rise of renewable energy. His art-photographic book showcases 500 of the best images from an epic journey around the planet, which Jonathon Porritt called "an extraordinary collection of images

