

# Impact International

Communication on Progress Report: January 2008



IMPACT

# Impact Development Training International

## Progress Report 2008

### Statement of Support

Impact International signed up to the UNGC in June 2005 and this is our third Communication on Progress Report. As signatories to the Global Compact we are committed to demonstrating the progress we are making in each of the ten principles.

In my last statement I talked about the progress we have made on our journey towards becoming a model of sustainable enterprise. Throughout 2008 we have continued with this drive and have also focused on influencing our suppliers and clients around the issues of Sustainable Enterprise.

An area of work I have been particularly proud of is that of our Relief and Development Group – Impact's specialist consultancy that helps organisations more effectively serve people living in crisis. In the last year we have continued to expand this group, working with a range of international NGOs and donors and private sector clients in Democratic Republic of Congo, Rwanda and Ethiopia. Notable assignments have seen a member of Impact staff seconded as Operations Director to manage Save the Children's largest ever humanitarian response, (post Cyclone Nargis in Burma) and a project to tackle corruption in the supply chain of Coltan in the Eastern Democratic Republic of Congo region.

Two further developments I would like to highlight are our 'Marketplace' product that helps businesses experientially explore the challenges of sustainability – this has been delivered to many of Impact's employees globally and to in excess of 1,000 participants. We also delivered a series of free workshops to inform and influence our global supply chain on

issues of sustainability. Events have been held in London, Warsaw, Paris, Hong Kong, Tokyo and Shanghai.

In addition we have had a major drive on developing our Health and Safety Policy and practices to operate effectively on an international basis and as a result we have achieved preferred supplier status with one of our key clients. We have also launched an Ethical statement that sits alongside our Health & Safety and Environmental Policies.

Impact's Learning in the Community programme is a key part of our commitment to supporting local community development and empowerment and we continue to encourage all employees globally to take part in this initiative.

This year before submitting our Communication on Progress Report, we requested feedback from our Sustainability Advisory Board, this was duly received and added to our report.

The year ahead will be a challenging and difficult journey at times, however I believe that through the commitment and belief of Impact's employees we are in a strong position to achieve and exceed the new targets we have set for 2009.



**David Williams**

Founder and Managing Director  
Impact Development Training International



## Introducing Impact

### Who we are and what we do

Impact was established in 1980 in the UK with a simple aim: to bring passion and inspiration to people development.

Today, **Impact** is a global leader in sustainable business transformation and leadership development. We have a worldwide delivering capability, employing 250 talented people and working in over 50 countries from offices in the UK, Europe, Asia-Pacific and the USA.

**Impact** design and deliver powerful team, leadership and talent development programmes. Our approach is engaging, memorable and achieves real improvements in individual, team and organisational performance. Our learning experiences are supported by relevant theory, skilful facilitation and feedback to bring about lasting changes in behaviours.

### How we make a difference

Impact is striving to be a model of sustainable enterprise by integrating our business practices with a genuine desire to do good in the world. We are a commercial organisation with strong values and a deep commitment to developing and retaining the best talent, creating profitable growth and giving something back to the communities in which we operate.

Impact works with organisations on their journey towards becoming more sustainable enterprises.

"Sustainable enterprise is about creating and innovating new business strategies and activities that accelerate positive social change, protect and preserve environmental integrity whilst enhancing business performance."  
David Williams, Impact's Founder and Managing Director

The journey is ultimately a process of organisational change leading to new and innovative business propositions. Our solutions are comprised of a range of learning methodologies, mainly experiential and include Community Action Learning, Business Simulation, Journey Programmes, Outdoor Management Development and live business projects

### Our Clients

Our clients cross all sectors and include BP, BT, Cargill, Christian Aid, Dell, Deutsche Bank, DHL, Diageo, Environment Agency, INSEAD, KPMG, Merrill Lynch, Oracle, RBS Group, Royal Mail, Save the Children, Sony, Swiss Re, TNS Global, UBS, the United Nations and the Welsh Assembly Government.

For further information, please contact Rupert Miller:

[rupert.miller@impactinternational.com](mailto:rupert.miller@impactinternational.com)



## UN Global Compact Communication on Progress Report for Impact International 2008

### Human Rights

UN Global Compact Principles	Summary of targets set in 2007 for 2008	Actions completed in 2008	Targets set for 2009
<p><b>Principle 1</b> Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence</p>		<p><b>Context:</b> Impact International is committed to supporting the implementation of all aspects of human rights. As a service provider, as opposed to a manufacturing business, key challenges for us are in the areas of health &amp; safety, employment practices (see section on Labour principles) and influencing across our supply chain. As an international organisation we recognise that there are differences in accepted practices with regard to standards in health and safety, child protection and other aspects of human rights, however we consistently seek to develop best practice across all regions and work to the highest standards rather than just local legal minimums.</p>	
<p><b>Principle 2</b> Business should make sure their own corporations are not complicit in human rights abuses</p>	<p>To ensure all UK staff have been through Child Protection Training.</p> <p>To ensure all our work with young people and vulnerable adults is in line with UK legal guidelines and our own policies.</p>	<p><b>Progress in 2008 against targets set:</b> To date 95% of UK staff have been through Child Protection Training, and these workshops continue to be run at regular intervals for new staff.</p> <p>A safe guarding policy is also now in place and adhered to in all our work with young people and vulnerable adults.</p>	<p>In order to push best practice across Impact's Global Operations child protection training will be provided for all staff who work with children or vulnerable adults. For example the Impact Poland office has highlighted this for action early in 2009, this training exceeds local Polish legal minimums. In addition our safe guarding policy will also be rolled out across all Global Offices.</p>

	<p>To conduct Enhanced Disclosure (Criminal Records Bureau checks) on all UK staff working with young people and vulnerable adults.</p> <p>To support Impact's international offices to implement the Child Protection Policy as a matter of best practice.</p> <p>Increased participation by international staff in Learning in the Community activities</p> <p>To develop an Impact wide Ethical Policy to give increased clarity about how we will and will not work</p>	<p>Enhanced Disclosure (Criminal Records Bureau checks) have been conducted for all UK staff who work with children and vulnerable adults.</p> <p>A Child Protection workshop has been delivered to Impact staff who were responsible for rolling best practice out in their regions. Impact does relatively little work with children and vulnerable adults outside of the UK, however we are committed to best practice in all the work we do.</p> <p>Impact International's Learning in the Community (LiTC) Programme is a key part of our commitment to supporting local community development and empowerment. Learning in the Community (LiTC) is now mandatory for all staff in the Asia Pacific Region</p> <p>Following business wide consultation we have launched an 'Ethical Statement' that sits along side our Health &amp; Safety and Environmental Policies and states how, at Impact International, we work. This can be viewed on our web site at: <a href="http://www.impactinternational.com/ethics-statement.html">http://www.impactinternational.com/ethics-statement.html</a></p> <p><b>Other progress beyond targets set for last year (listed by region)</b></p> <p><b>Asia Pacific Region</b></p> <p>Regional Asia Pacific Health &amp; Safety champion in place with responsibility for making sure that policies and guidelines are followed (this is a shift from relying exclusively on an international advisor)</p>	<p>Ensure that all staff on the 2009 Children's Holiday (Thailand) have been through Child protection training and that our Safe Guarding Policy is locally active</p> <p>Target for 2009 is for all 95 employees in the UK to complete 3 days of community based work, equating to 285 days in total and 120 days in the Asia Pacific region. Impact Poland will also pioneer looking at how to include associate staff in LiTC</p>
--	---	---	--

		<p>The first 'Impact's Children's Holiday' was held in Thailand. There is a long tradition of Impact running a holiday for underprivileged children in the UK, and this was the first time this had been offered by a regional office to their local children. 20 children attended. The Holiday is funded by money raised through Impact Aid, Impact's own charity and in kind donations by Impact (e.g. of staff time and resources)</p> <p><b>European Region</b></p> <p>Impact International's Relief &amp; Development Group (which is based within our European Region but operates worldwide) is a specialist consultancy which helps organisations more effectively serve people living in crisis. In the last year we have continued to expand this group and in so doing have worked with a range of International NGOs and Donors and Private Sector Clients. Notable assignments include working with The UK Governments Department for International Development (DFID) in DR Congo &amp; Rwanda, Save the Children in DR Congo and Burma, Christian Aid in DR Congo and Ethiopia, Africa Development Bank, and Sri Lanka Business Development Centre. Notable projects include:</p> <ul style="list-style-type: none"> <li>• Seconding a member of Impact staff as Operations Director to manage Save the Children's largest ever humanitarian response (post Cyclone Nargis in Burma).</li> <li>• Working with corporate clients to innovate business strategies for Relief and Development. This includes working with Swiss Re on insurance mechanisms to fund humanitarian response; and developing a climate change initiative with Diageo.</li> <li>• On a pro-bono basis we manage the NGO-Private Sector Forum to foster innovation within cross-sector partnerships</li> </ul> <p>The Relief &amp; Development Group is Impact's major contribution to seeking innovative ways that the Private Sector can pro-actively promote Human Rights and contribute to poverty alleviation on a global scale.</p>	<p>To develop an Asia Pacific Region Safety website based on the Europe one – there is an identified champion for this.</p> <p>A repeat of the Children's' Holiday for underprivileged children in Thailand – estimated to benefit 20 children. This will be supported by establishing a regional version of Impact International's charity 'Impact Aid'</p> <p>The Relief &amp; Development Group will continue to expand its work in 2009. With a specific focus on building cross sector alliances to tackle specific systemic issues, and develop business led solutions to, for example, the Coltan Trade which is currently a major contributor to instability in the Eastern DR Congo (this project is already underway)</p>
--	--	--	---

		<p>Over 2008 Impact has had a major drive on developing our Health &amp; Safety Policy and practices to operate effectively on an international basis. This has included identifying regional Health &amp; Safety managers to work along side our international Health &amp; Safety advisor and launching local version and updates to our Health &amp; Safety website, including translations in to local languages, for example the Health &amp; Safety site is now available in French.</p> <p><b>USA Region</b>  This year the USA hosted a safety and site manager training for key subcontractors, this was a way of providing freelance staff with professional development and ensuring all staff, whether directly employed by Impact or subcontracted, worked to the highest possible standards.</p> <p>The USA office has also appointed a member of staff to have responsibility locally for Health &amp; Safety (this is a shift from reliance on an international advisor based in the UK).</p>	Impact Poland's local safety policy will be reviewed and updated.
--	--	---	---

## Labour

UN Global Compact Principles	Summary of targets set in 2007 for 2008		Targets set for 2009
<p><b>Principle 3</b> Businesses should uphold the freedom of association and the effective recognitions of the right to collective bargaining</p>		<p><b>Context:</b> Impact International recognises that our key asset is our people. Consequently Impact is 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.</p> <p>Key labour relations issues for Impact are providing 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 employs 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. Over the last year Impact has introduced a number of policies and initiatives to make sure these staff receive adequate pay and benefits, on the whole in excess of industry standards.</p>	
<p><b>Principle 4</b> Business should support the elimination of all forms of forced and compulsory labour</p>	To continue our involvement in a number of employee based surveys-	<p><b>Progress in 2008 against targets set:</b></p> <p>In 2008 Impact International entered both the Times Top 100 and Financial Times Best Places to Work Surveys. These surveys are based on anonymous feedback from employees and Impact ranked 17 in the Times Top 100 and 4<sup>th</sup> in the Financial Times Best Places to Work. Both positions were an improvement from our rankings in 2007</p>	Impact have entered the Times and Financial Times "Best Places to Work" surveys for 2009 and we await results
<p><b>Principle 5.</b> Business should support the effective abolition of child labour</p>	In 2008 we will look at ways to influence our supply chains around the	This 'Ethical Venue Sourcing Policy' is still a work in progress. Given the number of countries the Asia Pacific office work across and the variation in local legislation and practices it has proved more complex than initially thought to develop a workable Ethical Venue Sourcing Policy. Impact are still committed to this target and will continue work on this into 2009.	Asia Pacific Region will act on staff feedback to develop a transparent performance Based Pay system to be in place by end 2009



	<p>UNGC principles - specifically The Asia &amp; Pacific Region is to develop an 'Ethical Venue Sourcing Policy' (all their work is done at external venues) this will include considerations of child labour</p> <p>The Impact USA office will review payment systems for Contract staff and develop faster forms of payment</p> <p>In 2008 all relevant delivery staff will attend disability training. Impact will also review our practices in working with delegates with disabilities and where appropriate develop all ability training programmes</p>	<p>This system is still under development and review but it is still intended to go ahead</p> <p>Disability Training was held in the UK with a local specialist provider early in 2008 and attended by staff from across a range of functions. Through the year Impact's Venue Manager has identified a number of 'all access venues' across the country. On a number of specific programmes we have adapted our work to cater for individuals specific needs. Impact are committed to making our programmes open and challenging to all, and we develop all programmes bespoke to a clients needs and the participant group.</p>	<p>Once the 'Ethical Venue Sourcing Policy' is developed for the ASPAC region we will use this as a template to develop similar policies for the rest of Impact International. Because of the huge regional variations in the way Impact works and the regions we work across we feel it is neither functional nor relevant to have a single 'Ethical Venue Sourcing Policy' but rather we need locally variant ones that tackle local issues and use locally available measurement indices.</p> <p>The USA office will repeat its subcontractor survey (first conducted in 2007) to carry on developing the way it works with non directly employed staff</p> <p>Across Impact International, we will continue to develop the accessibility of our programmes, including reviewing the documentation we provide and developing some 'best practice' guidelines for the Impact to use as needed on a global basis. These will sit on our internal knowledge sharing system. In addition, across Impact we will continue to develop our anti discrimination practices at a local as well as global level, raining is already planned within the European Region.</p>
--	---	---	---

<p><b>Principle 6.</b> Businesses should support the elimination of discrimination in respect of employment and occupation</p>		<p><b>Other progress beyond targets set for last year (listed by region)</b></p> <p><b>Asia Pacific Region</b> Asia Pacific Region acted on staff feedback to instigate a regular (6 month intervals) staff forum for feedback to management. In addition line managers now conduct weekly 'check ins' with their direct reports, to give staff an opportunity to air general concerns, issues they are facing etc.</p> <p>Across all our regions Impact uses a large number of freelance staff – Asia Pacific Region (&amp; USA Region) have extended all Impact International professional development opportunities to associate staff to support them in their professional development.</p> <p><b>European Region</b> The development and expansion of Impact's Relief and Development Group has prompted Impact staff to travel to some high risk areas (notably Afghanistan and the Democratic Republic of Congo). In response to this changing need we have developed a 'Code of Practice for Travel to High Risk Areas' which has already been implemented.</p> <p>All Impact France staff have received First Aid Training</p> <p>There has been a commitment to supporting Impact's international staff to attend Impact Internal Training events (the majority of which are run in the UK) to support everyone's professional development.</p> <p>Following a staff consultation workshop with staff in Poland (associates and full time) a system for transparent payment of associates was developed and has already been implemented.</p> <p>A flexible working scheme has also been introduced, at the request of staff, to support employees work life balance</p> <p>The Poland office, in line with other Impact International regional offices, has opened professional development training to associate staff</p>	<p>There are a number of targets specific to Impact's Polish office, these are:</p> <p>To create a written version of all Impact Poland policies in the area of labor standards.</p> <p>To create a dedicated questionnaire to assess staff work satisfaction and spirit and to use regularly, especially before team development activities.</p> <p>To explore the possibilities of participating in Polish "Employer of the Year", "Company friendly to Mothers", employee survey and competitions .</p> <p>To conduct 2 internal training sessions for all Impact staff, devoted to advanced team building.</p>
--	--	---	--

## Environment

UN Global Compact Principles	Summary of targets set in 2007 for 2008		Targets for 2009
<p><b>Principle 7</b> Business should support a precautionary approach to environmental challenges</p> <p><b>Principle 8</b> Businesses should undertake initiatives to promote greater environmental responsibility</p> <p><b>Principle 9</b> Businesses should encourage the development and diffusion of environmentally friendly technologies</p>	<p>Develop more sustainability themed activities for use on our programmes</p> <p>Develop ways to measure our existing CO2 emissions against which we can bench mark further reductions</p>	<p><b>Context:</b> Like all businesses Impact faces considerable environmental challenges. As a service sector, as opposed to manufacturing, extraction or agricultural business, our key challenges are around resource use in our programmes, office energy efficiency and transport.</p> <p><b>Progress in 2008 against targets set:</b> We have been particularly successful against this target. Globally Impact has developed and delivered a number of new activities and products aimed at supporting our clients to understand and act on issues of sustainability. Selected examples include:</p> <ul style="list-style-type: none"> <li>• An extended consultancy supporting a client to explore how they could change their core business practices in order to tackle climate change</li> <li>• The development of 'Marketplace' a product that helps businesses experientially explore the challenges of sustainability – this product has been delivered over 20 times to in excess of 1000 participants</li> </ul> <p>Over the last year we have developed and improved the ways we measure the UK businesses carbon emissions. We now measure both mileage and hours of flights, as well as recording all company vehicle mileage. These figures will now be used to benchmark ongoing carbon reductions.</p> <p>We have delivered 3 such programmes, 2 in the Asia Pacific Region, 1 in Europe. These programmes have had a significant impact on participants and also on helping us at Impact to innovate our practices. Elements from these programmes are being incorporated into other, mainstream work.</p>	<p>Reduction of energy use by 15% by 2010 from 2006 levels (UK office)</p>

	<p>Deliver an open enrolment programme on 'Leadership for Sustainable Enterprise'</p> <p>The Impact UK operations (covering 4 regional offices) will ask its energy broker to source 'green energy' for all the UK offices</p> <p>To develop a travel policy that considers CO2 emissions</p>	<p>This switch was researched by our energy broker but was going to result in a significant increase in energy costs and consequently the business has decided this is not financial sustainable at the moment for our head office, however our London Regional office will be switching suppliers</p> <p>We have not achieved this target this year, though are now recording travel and calculating CO2 emissions. There have been several innovations in travel for Impact Staff, including;</p> <ul style="list-style-type: none"> <li>• All staff in the Impact France office are now travelling to work by a mix of bikes, public transport and even roller skates (!)</li> <li>• A cycle to work scheme was launched in the UK this was taken up by over 50 staff</li> <li>• A car share scheme has been promoted in the UK (which is Impact's largest office) but has not been well picked up we need to review this into 2009 to see if it can be adapted to be better used.</li> </ul> <p>Skype is widely used across the organisation and the UK Office (Impact's Head Office) is developing video conferencing facilities that we aim to use as much as possible</p>	<p>London office to switch to green energy sourcing</p> <p>To Investigate the use of low carbon transport methods – e.g. public transport, biofuels, hybrid cars for use by all Impact offices.</p> <p>To develop a Transport Policy for Impact UK that takes account of CO2 emissions and seeks to minimise our CO2 footprint</p> <p>To review Impact UK's car share scheme to encourage better usage</p> <p>To influence clients and suppliers to encourage the use of virtual meeting technology and reduce travel</p>
--	---	--	---

	<p>To develop IT capacity for video conferencing and other electronic media that cut down the need to travel</p> <p>To share best practice across our regional offices and adopt regionally tested actions on an international scale</p> <p>Asia &amp; Pacific Office will develop an ethical venue sourcing policy and system- this will consider the environmental impact and management systems of venues as well as their employment policies</p>	<p>The UN Global Compact Communication on Progress Report is circulated to all staff and a regional point person has been identified – this is a major tool in disseminating best practice between our regions. Impact's internal knowledge sharing Wikipedia contains significant amounts of information on environmental and other Sustainable Enterprise issues and is updated from all regions.</p> <p>Development of this policy is still in progress. Due to the number of countries that the Asia Pacific Office regularly work in and the different standards and legislations used across the region, developing such a policy, that is workable, has proved more complex and time consuming than initially thought. Impact's ASPAC office is committed to continuing this work into 2009.</p> <p><b>Other progress beyond targets set for last year (listed by region)</b> Throughout the year across all of Impact's regions we have focused on influencing our suppliers and clients around the issues of Sustainable Enterprise, and particularly the need to manage businesses environmental impact. We believe the biggest impact we can have, as a small company, is through influencing our supply chain. Below are a number of key actions undertaken in our different regions.</p>	<p>Develop and launch an Asia Pacific wide ethical venue sourcing policy that will consider environmental and labour relations issues</p>
--	---	---	---

		<p><b>Asia Pacific Office Progress</b></p> <p>Impact worked, alongside the UN and other key global environmental experts, with Global Initiatives to deliver the B4E (Business 4 the Environment) Global Summit in Singapore.</p> <p>Part of the Annual Regional Management Team Meeting was focused on environmental issues and the following commitments were made:</p> <ul style="list-style-type: none"> <li>- At present there is no office wide recycling facilities in the Bangkok office (Impact rents space in a third party's building) In the short term the office team will donate their waste locally – where it is sorted and sold back to manufacturers. In the long term Impact will work with the building management and owners to set up a building wide system for the reduction, reuse and recycling of all office waste</li> <li>- To share project materials across the region rather than develop multiple local supplies.</li> <li>-</li> </ul> <p>A series of free workshops on 'Creating Sustainable Enterprise' were held for clients across the region including in Hong Kong, Tokyo and Shanghai the purpose of these workshops was to inform and influence our supply chain on issues of Sustainability.</p> <p><b>European Regional Progress</b></p> <p>Impact held a number of free workshops events on 'Creating Sustainable Enterprise'. These were aimed at promoting Impact's commitment to Sustainable Enterprise and influencing our clients around sustainability issues. Events were held in London, Paris, Warsaw.</p> <p>Impact France have developed a partnership relationship with another company (Solveire) aimed at developing innovative approaches to promoting Sustainable Enterprise.</p> <p>Impact staff have worked with a number of Not for Profit partner organisations to support local events aimed at promoting environmental</p>	<p>The majority of Impact's regional offices are space hired in third party owned buildings. Through 2009 Impact will seek to influence the owners and managers of buildings in which Impact hires space to develop and use best Environmental Practice. The Impact ASPAC office have already committed to contacting all building users and providing information about recycling and other environmental issues. They will also lobby the building owners to install the relevant recycling systems.</p> <p>To explore, with Solar Century the possibility of using solar energy technology at any of our European Offices</p>
--	--	--	--

		<p>awareness and action in a variety of different fields. Examples include, supporting the EDF Foundation Exhibition on Water in Paris, the Royal Geographic Explore Conference in London amongst many others</p> <p>Impact UK are now compliant with the requirements of ISO 14001, though we are awaiting the investment needed for final certification</p> <p>Within the UK where most of Impact's outdoor activity based work occurs we are currently undertaking an Environmental Impact Assessment of all the sites we use. These should be completed by 2009</p> <p><b>USA Region</b></p> <p>As with other regions the USA also held a free workshop for clients on 'Creating Sustainable Enterprise'</p> <p>The USA Office have established a Partnership with 'Green Spaces' to host and judge the 'Small New York City Businesses awards for Sustainable Entrepreneurship'.</p> <p>The USA Office has also been developing a number of Community Action Projects to partner our clients with local not-for-profit organisations to offer business consultancy. This is a key part of Impact innovating our core business to better serve long term business, community and environmental needs.</p>	<p>To complete Environmental Impact Assessments for all outdoor sites used in the UK and implement any relevant environmental management necessary.</p>
--	--	---	---

## Anti-corruption

UN Global Compact Principles	Summary of targets set in 2007 for 2008		Targets for 2009
<b>Principle 10</b> Businesses should work against corruption in all its forms, including extortion and bribery	To use the Polish offices policy as an example of best practice for the entire organisation and develop similar policies for other regions	<p><b>Context:</b> Impact firmly believes that all businesses should work against corruption. We have strong internal policies communicated to all staff (through our staff handbook) about expectations for professional and ethical behaviour.</p> <p>Whilst the Polish Policy has stood as an example of best practice we have yet to implement local policies across all Impact regions. However ,for 2009 Impact is to establish a Global Management Team which will give us a mechanism to establish internationally used procedures and targets</p>	The Relief and Development Group is currently developing a pioneering project to tackle corruption in the supply of Coltan, through creating a cross sector alliance to develop a 'clean supply chain'. At the moment corruption within the Coltan industry is a major contributor to instability in the Eastern DR Congo region





Impact International  
Cragwood House  
Windermere  
Cumbria LA23 1LQ  
UK



IMPACT

Tel: +44(0)15394 88333 Fax: +44(0)15394 42145