

# IMPACT DEVELOPMENT TRAINING INTERNATIONAL

## Continuation of Progress Report



## Impact Development Training International

### Progress Report 2007

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

In my last statement I talked about Impact's ambition to become a model of a Sustainable Enterprise and in 2007 that is what we focused our energies on.

I am delighted with what we have achieved in the development of our new business proposition around Creating Sustainable Enterprise. It has been a challenging and difficult journey at times, however, I believe it is the collective effort from all employees that have helped embed new practices and initiatives throughout the business.

Two programmes I would like to highlight are our 'Eco-efficiency Workshops' that have been delivered with great success to some of our employees and is now part of our new portfolio of services for our clients. We have also designed a child protection policy and training programme to support our commitment to Human Rights. This programme has been delivered to the majority of our UK operation and to representatives of all of international offices.

I have personally spent much of my time this year travelling to all of Impact's offices to help integrate our new business model as well as speaking at a variety of events including:

- House of Lords

- No.11 Downing Street
- BITC (Business in the Community) Alumni Event

These served as an excellent platform to share our commitment to being a responsible business and how being part of the UNGC helps by giving us an excellent framework to ensure our global business is 'doing well by doing good'.

I attended the UNGC Leader Summit in Geneva, where I was also invited to speak at a "Save The Children" fringe event about the work we are doing to support them. Impact have now signed up to the 'Caring for the Climate' Statement. In the UK we are very close to achieving ISO14001. You will see in our report the amount of work being carried out to support the three principles around the environment.

And finally, we partnered, with the Singapore Compact in 2007 and delivered a one - day conference around Creating Sustainable Enterprise this was an extremely successful programme and collaboration that we hope to develop in the future.

We have an exciting year ahead of us and we embark upon a fresh set of targets, which, we will endeavour to achieve

#### David Williams

Founder and Managing Director  
Impact Development Training International



## Introducing Impact

### Who we are

Impact International is a global learning and development business operating worldwide from offices in the UK, Europe, Asia Pacific and the USA. In Asia we have full time operations in Australia, China, Japan, New Zealand, Singapore and Thailand.

Since 1980 Impact have been creating experiential programmes that inspire and challenge people to reflect, learn and engage in new ways, to drive personal and business performance.

We design and deliver powerful programmes that are engaging, memorable and achieve real improvements in individual, team and organisational performance. We have established an excellent reputation for achieving results through interactive, challenging and innovative programmes.

### Our approach

Impact believe that people learn best by experiencing real situations, consequences and achievements. Impact create opportunities for

participants to experience, explore and learn from new emotions, problems and situations.

Impact deliver highly memorable programs comprising of projects, journeys, simulations and community experiences combined with theory inputs, reviews, dialogue and skilful facilitation to elicit real behaviours, learning and change.

Impact has a worldwide delivery capability, employing 200 talented people from our 18 office bases.

### Sustainable Enterprise

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.



| Principle  | Summary of targets set for 2007 | Actions in 2007  | Targets for 2008   |
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| All 10 principles  |                                 |  |  |
| <b>Human Rights</b>  |                                 |  |  |
| <p><b>Principle 1</b><br/>Businesses should support and respect the protection of internationally proclaimed human rights within their sphere of influence</p> <p><b>Principle 2</b><br/>Business should make sure their own corporations are not complicit in human rights abuses</p> | Targets set for 2007:           | <p><b>Context:</b> Impact development training group 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>Actions in 2007</b><br/>A child protection policy &amp; training package has been developed; this has been delivered to the majority of UK based staff and to representatives of all international offices.</p> <p>Impact continues its commitment to supporting Humanitarian Relief. This year a Senior Impact Consultant has been involved in work in Afghanistan, Ethiopia, Rwanda and Indonesia. This work focuses on helping NGO (Non Governmental Organisations) develop their leadership, teamwork and organisational abilities to respond to disaster and development situations. This work is delivered to meet their training budget not our training fees.</p> <p>Impact has continued its development of best practice in health &amp; safety. A new safety website has been launched to keep staff informed of near misses, key learnings and changes in best practice and policy. Impact's</p> | <p>Target for 2008: 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 legal guidelines and our own policies.</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</p> |

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|  |  | <p>health &amp; safety manger also visited all regions to deliver trainings and review local policies and practice. We have continued to perform to the KPIs introduced in 2006 which require that all staff receive Health &amp; Safety briefings within 2 weeks of starting their employment with Impact and that regular updates are provided to existing staff. Where deemed necessary international staff may also travel to the UK to receive specific safety training – for example a number of freelance staff from the French office visited the UK in December for training on running Community Action Learning programmes.</p> <p>Through 2007 Impact continued their commitment to its 'Learning in the Community' programme, which gives employees a minimum of 3 days to do non- chargeable work for community organisations (including environmental and educational groups) This year 62% of UK staff (participated, working with 22 partner organisations and giving 141.5 days in the community.</p> <p>Impact's Thailand office organised their first Kids Holiday for 20 children from a local orphanage. This was run by the team from the Impact Bangkok office and was a tremendous success for all involved.</p> <p>A number of our International Offices also started to develop their own Learning in the Community programme and a key target for 2008 will be to increase levels of participation within international offices.</p> | <p>practice.</p> <p>Target 2008: Increased participation by international staff in Learning in the Community activities by 20%</p> <p>Target for 2008: To develop an Impact wide Ethical Policy to give increased clarity about how we will and will not work</p> <p>Target: To organise and run another Kids Holiday in 2008</p> |
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| Labour Standards  |   |  |   |
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| <p><b>Principle 3</b><br/>Businesses should uphold the freedom of association and the effective recognitions of the right to collective bargaining</p> <p><b>Principle 4</b><br/>Business should support the elimination of all forms of forced and compulsory labour</p> | <p>Target set in 2006:<br/>To continue our involvement in a number of employee based surveys-</p> | <p><b>Context:</b> Impact 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>Actions in 2007:</b><br/>In 2006 we committed to continue our involvement in a number of employee based surveys and in 2007 we received the following rankings, based on staff surveys</p> <ul style="list-style-type: none"> <li>• In the top 50 Financial Times Best Workplaces</li> <li>• 59th in the Sunday Times Best Small Companies to work for</li> </ul> <p>Impact were also awarded a BITC (Business in the Community) 'Impact on Society Award' in recognition to our impact in the Marketplace, Workplace, Environment and Community.</p> <p>The Impact USA office conducted a 'Contractor Staff Survey' to examine how freelance staff felt about their pay and conditions. On the basis of this survey it became apparent (amongst other issues) that staff felt pay levels were 'above average' but that the speed and system of payment needed to be improved – this will be done in 2008.</p> | <p>Target: The Impact USA office will review payment systems for Contract staff and develop faster forms of payment</p> |

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| <p><b>Principle 5</b><br/>Business should support the effective abolition of child labour</p> <p><b>Principle 6</b><br/>Businesses should support the elimination of discrimination in respect of employment and occupation</p> | <p>Targets set for 2007-<br/>To ensure all international offices have policies in support of this principle in place</p> <p>Targets set for 2007:</p> | <p>Transparent Freelance pay structures have been adopted on a regional basis across Impacts' international offices. These provide clarity for freelance staff on how they will earn and how they will move up the payment structures.</p> <p>Other initiatives include:</p> <ul style="list-style-type: none"> <li>• Flexible working: A number of Impact's international offices have instigated formal flexi time systems, including the Polish, Japanese, China and Singapore offices.</li> <li>• The USA Office has extended their Health Care Insurance so that freelance staff can join the scheme.</li> <li>• The Polish Office now provide, and pay for, private health care cover for all full time staff</li> </ul> <p>Across our global offices Impact adheres to all local laws in relation the child labour, and we do not use any forms of child labour.</p> <p>Impact employs people from more than 15 different nationalities and is committed to being an equal opportunities employer. Human Resources staff within the UK have begun reviewing Impact's policies and practices with regard to working with people with disabilities and this process, alongside staff training will be continued into 2008</p> | <p>Target: In 2008 we will look at ways to influence our supply chains around the 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>Target: 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> |
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|   | To include a statement in our policy to support our commitment to all UNGC labour principles | This has been discussed however, we have not yet agreed on the statement to be included in our policy.  | Target: To agree on a statement and include it in our policy |
| <b>Environment</b>  |  |   |  |
| <p><b>Principle 7</b><br/>Business should support a precautionary approach to environmental challenges</p> <p><b>Principle 8</b><br/>Businesses should undertake initiatives to promote greater environmental responsibility</p> <p><b>Principle 9</b><br/>Businesses should encourage the development and diffusion of environmentally friendly technologies</p> |  | <p><b>Context:</b> Like all business 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>Actions in 2007:</b><br/>Impact's major development is in our organisational change to becoming a 'Sustainable Enterprise'. This means that as a business we seek to balance, in all our activities the impacts on Profit, Planet and People. This change represents a major shift in how we do business and is an ongoing change process. In addition to changing our own business we are also expanding the services we offer and the ways we work to help other businesses become sustainable enterprises. This demonstrates Impact's ongoing commitment to 'doing well by doing good'.</p> <p>Impact UK are committed to improving our environmental impact as such we have been working hard to become a registered ISO 14001 company</p> <p>Part of Impact's commitment to becoming a Sustainable Enterprise is to take an active role in influencing all aspects of our supply chain and, where possible, other businesses and policy makers. As part of this commitment Impact took a Key roll in a number of influential forums,</p> | <p>Targets for 2008: To gain ISO 14001 certification</p>     |



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|  |  | <p>including:</p> <ul style="list-style-type: none"> <li>• David Williams, Impact's Founder and Managing Director was invited to speak at number 11 Downing street as a North West company of excellence with regards to Corporate Social Responsibility</li> <li>• Impact dedicated our annual conference to 'Creating Sustainable Enterprise' there by helping other businesses to look at how and why they could evolve their business practices</li> <li>• Funded a senior member of staff to attend a UN committee on sustainability</li> <li>• Sent a number of senior staff from across the businesses functions as delegates to The Sustainable Enterprise Conference hosted at the Eden Project</li> <li>• In Japan Impact is running (Jan 08) a session for the British Chamber of Commerce on 'Creating Sustainable Enterprise'</li> </ul> <p>This year Impact won the Financial Times special award for Learning &amp; Leadership for Sustainability supported by the Cambridge Programme for Industry</p> <p>As part of becoming a Sustainable Enterprise Impact has been reviewing not only the ways we work but also the products we offer to clients. Currently we are innovating a number of new products aimed at reducing the environmental impact of both our programmes, activities, and our clients activities- limited examples include:</p> <ul style="list-style-type: none"> <li>• The launch of 'cut the carbon courses' which see us work in partnership with clients to implement a host of measures across the whole construction and delivery of a programme in order to reduce CO2. This includes transport related emissions.</li> <li>• The Japanese office have delivered an environmental impact themed team development day</li> <li>• The UK office have developed an 'Eco efficiency' team development day</li> <li>• The UK office is developing a series of programmes on</li> </ul> | <p>Targets for 2008:<br/>Develop more sustainability themed activities for use on courses</p> <p>Deliver an open enrolment programme on 'Leadership for Sustainable Enterprise'</p> |
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|  |  | <p>innovation and creative thinking based on learning through and about the environment (Eco Action Learning)</p> <ul style="list-style-type: none"> <li>• We have developed a number of new activities for use on programmes that incorporate an environmental and sustainability theme</li> <li>• We have developed Impact's capacity to develop a climate change business simulation programme</li> </ul> <p>In addition to developing Impact's ability to influence externally and to develop new products we have also been evolving our own internal practices to reduce our impact on the environment. Examples of recent activity include:</p> <ul style="list-style-type: none"> <li>• The Japanese &amp; USA offices have instigated a full office recycling system – this includes paper, plastic, metals, clothing and printer cartridges. This year the Japanese office has recycled an estimated 1.2 tones of paper and 500kg of plastics</li> <li>• The Japanese office have established a group purchasing agreement with 'Eco Zakka' a supplier of environmentally friendly products- thus encouraging staff, through price reductions, to buy environmentally friendly products. In addition the Japanese office have joined a local business organisation 'Team 6%' who, working with the Japanese Ministry of Environment, are committed, unilaterally, to reducing their CO2 emissions in line with the Kyoto Accord</li> <li>• The New Zealand office are now considering the life cycle of all materials used on courses and where possible sourcing recycled materials and applying a 'reduce- reuse- recycle' approach to resources use.</li> <li>• The Australian office have changed all office light bulbs to low energy bulbs</li> <li>• The Americas office now sources 100% of its energy from renewable sources and composts all office food waste.</li> <li>• All UK office administration staff attended an Eco Efficiency</li> </ul> | <p>Develop ways to measure our existing CO2 emissions against which we can bench mark further reductions</p> <p>Targets for 2008: The Impact UK operations (covering 4 regional offices) will ask its energy broker to source 'green energy' for all the UK offices</p> |
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|  |  | <p>training day – with the outcome of reviewing Impacts office systems – so far Action include: new printers for London and USA offices that allow 2 sided printing, removal of plastic cups for water, use of re-usable laminated briefs for projects, turning off printers, tea urn etc over night, weekly publicising of information to staff re. how to cut their own personal environmental impact, join the bike to work scheme, establishment of monthly car share day</p> <p>Impacts major environmental impact is through travel (by staff, freelance staff and delegates) consequently we are developing a number of initiatives to tackle this and have a number of targets in this area for 2008. Activity in 2007 included:</p> <ul style="list-style-type: none"> <li>• When and where available the USA office sourced hybrid hire cars.</li> <li>• The USA office also developed a car pooling system for contracting staff (who often travel several hundred miles to deliver courses) staff receive remuneration if they car pool (i.e they can still claim individual mileage expenses even when they have shared transport)</li> <li>• When flying staff in to run programmes Impact attempts to run programmes 'back to back' so staff can work on multiple programmes whilst minimising transport</li> </ul> <p>Impact has launched its own internal Wikipedia (knowledge management system) to which all that all staff have full access. This allows knowledge and best practice to be shared across all offices and regions, it has a dedicated environmental section that promotes all forms of environmental activity and best practice.</p> | <p>To develop a travel policy that considers CO2 emissions</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> |
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| <b>Anti Corruption</b>  |  |   |   |
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| Principle 10<br>Businesses should work against corruption in all its forms, including extortion and bribery |  | <p>Context: Impact firmly believe 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. This year Impact has focused particularly on combating issues around corruption and bribery whilst working in Eastern Europe.</p> <p>Actions taken in 2007:</p> <ul style="list-style-type: none"> <li>Impact's Polish office has created and implemented an 'anti corruption policy'- this includes making it clear that they will offer no bribes or 'commissions', and not accept or give gifts worth more than £15. In addition they have developed clear rules for how work is priced and will, where appropriate, open their accounts to clients. Finally they have committed to informing all staff of the businesses financial situation.</li> </ul> | <p>Targets for 2008: to use the Polish Offices policy as an example of best practice for the entire organisation and develop similar policies for other regions</p> |

If you have any questions or feedback regarding this report please contact [jo.appleby@impact-dtg.com](mailto:jo.appleby@impact-dtg.com) or [kate.csimpson@impact-dtg.com](mailto:kate.csimpson@impact-dtg.com)



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