



IMPACT



LIFE IS A JOURNEY...

# **United Nations Global Compact**

## **Annual Communication on Progress SME Version**

January 2007

## GLOBAL COMPACT ANNUAL COMMUNICATION ON PROGRESS – SME VERSION

<b>Company Name</b>	Impact International	<b>Date</b>	8 <sup>th</sup> December 2006
<b>Unit (if applicable)</b>	UK		
<b>Address</b>	Cragwood House Ecclerigg	<b>Membership date</b>	2004
<b>Country</b>	Windermere UK	<b>Number of employees</b>	92 (UK)
<b>Contact name</b>	Jo Appleby	<b>Sector</b>	People Development
<b>Contact Position</b>	Head of CSR		
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### Brief description of nature of business

Impact was established in 1980 in the English Lake District with a simple aim; to bring passion and inspiration to people development. Impact is a different kind of organization. Privately owned, we rely upon commercial success to survive, but we are driven by our values and by our determination to make a lasting difference to the people and organisations we work with. We are in business to create a better world.

Impact has a worldwide delivery capability, working in over 50 countries. Today, with over 150 talented people, and a network of over 150 associates, we operate worldwide from 15 offices in the UK, Europe, Asia-Pacific and the USA. We deliver solutions that bridge diverse contexts and cultures to create world-class organisations. We are a multi-cultural, multi-lingual team, able to give local meaning and nuance to global development programmes.

### Statement of support

In June 2005 Impact took the decision to become a signatory of the United Nations Global Compact. The Global Compact is an initiative that encourages businesses to focus on their ethical, social and environmental responsibilities. It serves as a platform for the spread of good practice based on the ten 'principles' involving human rights, labour standards, the environment and the fight against corruption.

As signatories Impact is committed to supporting and advancing those principles within our sphere of influence and living them through our strategy, culture and business operations. We find value in the process of demonstrating the progress we are making and in the continuous improvements it brings.

As founder and Managing Director of Impact, I see great value in becoming a signatory as the basic aims of the Compact reflects on a global scale what we value most highly and have been striving to achieve as an organisation since Impact was first established twenty six years ago.

The ten 'principle' provide a framework for our ongoing efforts in these important areas and fit well with Impact's long-standing ethos of embedding integrity and social awareness in our culture and business practice. They also support our ambition to become a model of a 'Sustainable Enterprise'.

Developments and statements relating to our involvement with the United Nations Global Compact will appear on our website and in other publications.

**Signature**



**Position**

**Founder and  
Managing Director**

**PRINCIPLE BUSINESS SHOULD SUPPORT AND RESPECT THE**

## **I PROTECTION OF INTERNATIONALLY PROCLAIMED HUMAN RIGHTS**

### **Our Commitment or Policy**

It is the policy of Impact International to provide, as far as reasonably practicable, adequate control of the health and safety risks arising from our work activities or that of contractors. We recognise our duties under the Health and Safety at Work Act 1974 and the Management of Health and Safety at Work Regulations 1999.

We will, as far as reasonably practicable, maintain safe and healthy working conditions, equipment and systems for all our employees and for all contractors and those who attend our courses or public who are affected by our activities.

### **A brief description of our Processes or Systems**

For Health and Safety:

**Control** through risk assessment and risk control systems, recorded management inspections and actions taken. Most managers are IOSH certified and all staff understand their legal H & S duties.

**Co-operation** through management and staff cooperation. Staff understand that safety is everybody's responsibility. Staff are consulted and agreement is reached on hazards and work place precautions. We have an open no blame safety culture.

**Communication** through monthly safety updates, where any safety issues, new hazards, accidents and near misses are reported. Findings are communicated to all staff via staff and management meetings, safety representatives, notice boards, email and website. We have a full time Safety Advisor and a staff induction system to ensure that all staff are aware of Impact health and safety systems and procedures.

**Competence** through documented training and qualifications, both in house and national. Staff job skills are identified at interview and reviewed during 6 month appraisals or when job description changes. Staff are programmed on courses in relation to skills needed

### **Actions implemented in the last year / planned for next year**

For Health and Safety

- In 2006 we implemented KPI's, including targets for ensuring new staff inductions (with regards to Health and Safety) take place within the first week, 2 planned Health and Safety sessions take place and 2 planned systems inspections to take place each month.
- In May 2006 our Health and Safety Manager travelled to each office outside of the UK, to challenge, support and advise on our Global strategy around Health and Safety but also to ensure our policies and processes are in line with regional needs.

### **Measurable Results or Outcomes**

Health and Safety - A recent measurement (Dec 06) of our percentages met through KPI's (as stated above) show that we have achieved an overall percentage of 92%.

## **PRINCIPLE 2 BUSINESS SHOULD ENSURE THAT THEY ARE NOT COMPLICIT IN HUMAN RIGHTS ABUSES**

### **Our Commitment or Policy**

#### **Our Principles of practice**

All our work is grounded in the following principles:

**Integrity:** knowing that all of our work involves human sensitivities and relationships and that, in our community action learning programmes, we work with people in need and with vulnerable communities, we will never exploit or compromise a programme partner.

**Partnership:** we create programmes in which every voice is heard, every interest represented and every heart engaged. We seek always to work through dialogue with our clients, partners and communities, treating all as friends with whom we can learn and have fun while bringing about lasting change.

**Sustainability:** we strive to generate economic, social, cultural and environmental capital in all our activities and to identify and progressively reduce any detrimental impact of our activities. We believe that socially and environmentally responsible business serves the best interests of all stakeholders.

**Humanity:** through our work, we strive to enrich and inspire and to be receptive to the richness and inspiration of our clients and partners, to transcend the constraining formalities of business and to remember always that we are people working together in comity.

**Learning:** learning is what we sell but it must be the product of everything we are and do, our own learning and our joint learning with our clients

### **A brief description of our Processes or Systems**

Impact strives to promote positive human rights behaviours both internally and externally, through community action learning.

**For Impact employees** - Learning in the Community - This initiative allows each individual 3 days out of the workplace to work alongside a community partner of their choice and to take part in a project, which is beneficial for all parties. These projects are carried out in the local and global community in which we operate. This process is monitored by HR and is part of each persons personal development plan.

**For Impact Clients** - Community Action Learning Programme - Impact brings together corporate clients with community partners for mutual benefit and learning. This can support a companies CSR strategy and is of enormous benefit to communities.

We have employed 3 extra people to develop this proposition further as it has such positive benefits for all parties involved.

### **Actions implemented in the last year / planned for next year**

#### **For Impact Employees - In 2005/6**

Through our Learning in the Community initiative, the following global programmes have been designed to use our core competencies to benefit communities;

- **The Zambia HIV/AIDS Leadership Forum** - Impact has designed a radical leadership development programme for a group of people and organisations from a number of different sectors, all with the common aim of fighting HIV/AIDS in Zambia. ( The full case study can be viewed on the Global Compact, UK network website)
- **Tsunami relief effort** - In the days following the Asian tsunami, we sent teams to Thailand to provide relief through counselling and translation. During 2005 and 2006, Impact worked closely with the Royal Thai Navy to provide support to some of the worst affected areas where little aid or support had reached, specifically in the construction and rebuilding of homes for the Sea Gypsies community.

- **Kashmir earthquake relief** - Impact decided to donate 2 skilled individuals (rather than cash) for five weeks to the earthquake relief effort in Kashmir in November 2005. Their job was to assist the UN in logistically helping to provide emergency housing before the winter set in.

Our time in Zambia, Pakistan and Asia following the tsunami, demonstrated that, whilst vast resources are directed towards issues such as these, the actual impact is proportional to the effectiveness of people and organisations. As a result of our experience and involvement in these three projects and others, Impact has set up a division of the organisation specifically focused on helping the organisations and agencies involved in disaster relief to work more effectively. This is the **Relief and Development Division**.

In 2006 we applied for two BIG Tick awards from 'Business in The Community';

1. **Citigroup International Award** – for companies that have achieved positive impact on a matter of International significance such as disaster relief and reconstruction.
2. **Impact on Society for small Companies Award** – for SME's that, through Leadership and integration of Corporate Social Responsibility, are improving their business and their overall impact on society – in the Marketplace, the Workplace, the Community and the Environment

### **Measurable Results or Outcomes**

**Learning in the Community** in 2006, more than 70% of Impact employees were engaged in more than 25 Community projects (in the UK and overseas). Specifically, as a result of the Zambia Programme, one participant stated that;

*"Before the retreat, our caregivers would be treated like sheep and act like sheep"* observed Prudential Mugala of the Bwafano Home Based Care centre. Upon completion of the Leadership forum, she swiftly implemented an empowerment and skills training programme for all caregivers, increased their responsibilities, and worked to shift divisive attitudes amongst the management team. The outcome has been dramatic. The programme has led to:

- The recognition of the organisation as a Model Learning Centre by USAID,
- A 25% increase in funding,
- Increased numbers of orphans treated (from 1500 to 4000),
- The construction of a new laboratory and new HIV services which now treat 150 widows and 300 members of the public weekly. And in doing so it has saved lives.

Through our **Relief and Development Division** we are now working with NGO's and UN agencies to build effective teams, develop leadership capacity and enable the organisations and agencies involved in relief and development to work as effectively as possible together. We also broker global partnerships between corporate organisations and International NGO's.

**Community Action Learning** - In 2006 more than 1800 delegates took part in 36 Community Action Programmes. 16 projects worked directly with young people and a result of this more than 500 young people received enterprise skills training which supports the national curriculum and enabled young people to gain an insight into the world of work from a business persons perspective.

### **Awards from Business in The Community**

We were short-listed in both categories for our submissions and received 2 Big Ticks.

### **PRINCIPLE 3 BUSINESS SHOULD UPHOLD THE FREEDOM OF ASSOCIATION AND THE EFFECTIVE RECOGNITION OF THE RIGHT TO COLLECTIVE BARGAINING**

#### **Our Commitment or Policy**

Impact upholds the freedom of association. All Impact employees worldwide are free to join and participate in trade unions.

#### **A brief description of our Processes or Systems**

Impact operates in a culture of very open and honest dialogue. Business information is shared regularly via company-wide weekly meetings, daily email communications and regular local, regional and global conferences. People are actively encouraged to suggest improvements to the way we operate and to drive change within the business.

#### **Actions implemented in the last year / planned for next year**

To include a statement in our policy to support our commitment to this principle

#### **Measurable Results or Outcomes**

Feedback from the Times Top 100 survey, carried out in 2006, show that over 80% of employees are happy with the support they receive from their managers with their ability to contribute and the way they are managed in general.

No complaints from employees regarding this principle.

### **PRINCIPLE 4 BUSINESS SHOULD SUPPORT THE ELIMINATION OF ALL FORMS OF FORCED AND COMPULSORY LABOUR**

#### **Our Commitment or Policy**

Impact has sound and supportive HR practices and we will not tolerate any form of forced or compulsory labour within our business. Where reasonably possible we will not work with organisations who are actively involved in this principle, unless we are helping the organisation to eradicate forced and compulsory labour within their business.

#### **A brief description of our Processes or Systems**

We conduct an annual staff survey that is externally adjudicated and benchmarked against other organisations. Our managers are fully engaged in implementing and suggesting changes and improvements.

More importantly our managers employ an open, consultative approach and put our workforce at the centre of our policies. All employees are encouraged to share ideas and to drive change within the business.

#### **Actions implemented in the last year / planned for next year**

In 2006 we completed staff surveys for;

- 'Sunday Times Top 100 Best Small Companies to Work For'
- 'Financial Times Top 100 Best Workplaces 2006'
- 'Michelin Best Companies Accreditation for 2006 from the Sunday Times Best Companies'

This serves as a great opportunity to benchmark and measure against other organisations and we will continue to take part in similar questionnaires in 2007.

#### **Measurable Results or Outcomes**

We were awarded 4<sup>th</sup> place of all companies in the FT Best Workplaces and placed in the top 100 in Europe.

We were 27<sup>th</sup> in the Sunday Times Top 100 Best Small Companies to Work For.

Awarded three stars (top accolade) in the Michelin Best Companies Accreditation.

## **PRINCIPLE 5 BUSINESS SHOULD SUPPORT THE EFFECTIVE ABOLITION OF CHILD LABOUR**

### **Our Commitment or Policy**

In the UK we adhere to EU regulations regarding employment laws. In our overseas operations we adhere to the regional laws. Globally we strongly support the effective abolition of child labour.

### **A brief description of our Processes or Systems**

We have a process in place which allows young people (15 or 16 years old) to take part in work experience placements, within our business. This is carefully monitored and controlled through the Operations Manager the appropriate person in school.

### **Actions implemented in the last year / planned for next year**

To include a statement in our policy to support this commitment.

### **Measurable Results or Outcomes**

In 2006 we employed one person as a direct result of a two week work placement in our business.

## **PRINCIPLE 6 BUSINESS SHOULD SUPPORT THE ELIMINATION OF DISCRIMINATION IN RESPECT OF EMPLOYMENT AND OCCUPATION**

### **Our Commitment or Policy**

Impact employs people from more than 15 different nationalities.

Our Policy confirms our commitment to equal opportunities, legal requirements and best practice to ensure we do not discriminate on the grounds of sex, race, disability, and religion of belief.

### **A brief description of our Processes or Systems**

This principle is documented in our Staff Handbook, which each employee is given during his or her first week at Impact.

### **Actions implemented in the last year / planned for next year**

To ensure our overseas offices have similar policies in place.

### **Measurable Results or Outcomes**

Zero complains from employees regarding this principle.

## **PRINCIPLE 7 & 8 BUSINESS SHOULD SUPPORT A PRECAUTIONARY APPROACH TO ENVIRONMENTAL CHALLENGES.**

## **BUSINESS SHOULD UNDERTAKE INITIATIVES TO PROMOTE GREATER ENVIRONMENTAL RESPONSIBILITY**

### **Our Commitment or Policy**

Impact is committed to delivering high quality programmes, which have a minimal impact upon the environment we work in.

Our policy includes:

- Compliance with, and wherever possible exceeding, environmental legislation and local users agreements.
- Environmental Impact Assessments of all potentially hazardous activities.
- Management of waste products including recycling of all possible office, hotel and kitchen generated materials.
- Regular reviews and reporting of environmental policies and practices throughout Impact.
- Public disclosure of our policies.
- Transport strategies for both commuter and business use, including car-pooling, provisions for cyclists and powerboat use.

### **A brief description of our Processes or Systems**

Internally we recycle, reuse or dispose (responsibly) of all items associated with our business these include:

- Energy – we only use Energy saving light bulbs, Fluorescent tube style lighting is used throughout the Impact owned buildings. Significantly less energy is used than with a conventional tungsten light bulb.
- Hazardous Chemicals – We use biodegradable products where possible

- Recycling of paper, glass, cardboard, plastic, batteries, toner cartridges

We support externally through Learning in the Community and Community Action Learning. Impact has developed training programmes with a conservation theme alongside the British Trust for Conservation Volunteers, the National Trust and Cumbria Wildlife Trust.

We work in partnership with local and national environmental organisations such as; the Lake District National Parks Authority, English Nature, and the Lake District Tourism and Conservation Partnership. We have worked with Cumbria Woodlands to promote and maintain an ecological balance within our grounds.

### **Actions implemented in the last year / planned for next year**

We have future plans to further reduce our impact on the environment by focusing on the following areas;

- Our Hotel and the grounds
- Waste Management
- Our activities which impact on the environment
- Measurement of our Carbon footprint, working alongside The Carbon Trust
- Energy - exploring the possibility of using alternative sources to run our fleet of cars and vans
- Designing training programmes to educate, promote and engage employees and clients about environmental issues, including Climate Change

We aim to do this by continuing to measure and report our impacts through the Corporate Responsibility Index (CR Index), which is an initiative set up by Business in the Community (BiTC). Impact has been a member of BiTC since 2002.

### **Measurable Results or Outcomes**

Current schemes include;

- Recycling stations in all offices
- Appointed a Environment advisor
- Regular company updates on environment policies
- Our Environment policy on our website which is in the public domain

Through our **Learning in the Community** initiative;

- Our Marketing Manager and 5 Impact employees co-designed, funded and delivered an event with the John Muir Trust, an environmental group. Their aim is to educate, engage and inspire young people about the environment. Of the 65 participants, 80% filled out the feedback form and 50% of the attendees thought the event was outstanding and 47% thought it was very good.
- In 2006 14 employees in the UK and 3 European employees spend 1.5 days working in collaboration with the National Trust to carry out environmental projects (building dry stone walls, path building) to benefit the environment and make it accessible for all members of the public ( specially wheel chair users and prams)

## **PRINCIPLE 10 BUSINESS SHOULD WORK AGAINST CORRUPTION IN ALL ITS FORMS, INCLUDING EXTORTION AND BRIBERY**

### **Our Commitment or Policy**

We firmly believes that all businesses should work against corruption. Our staff handbook states that we expect all employees to behave in a professional, ethical manner both internally and externally. This includes working against extortion and bribery.

### **A brief description of our Processes or Systems**

If employees do not support this principle as outlined in the staff handbook, disciplinary action will be taken which could result to termination from the organisation.



**Actions implemented in the last year / planned for next year**

Some programmes have been delivered by Impact in countries where bribery and corruption has historically taken place. Impact will continue to behave in line with our principles and our high standards of ethical practice.

Impact will continue, to the best of our ability, to not enter relationships or contracts with companies who apply these practices to everyday business.

**Measurable Results or Outcomes**

No disciplinary action taken on any of our employees.

**How do you intend to make this COP available to your stakeholders?**

A link from our website.

On the UNGC website.



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