

2020



ANNUAL SUSTAINABILITY REPORT

Towards a new prosperity



We respectfully acknowledge the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation as the Traditional Custodians of the land on which our office is located. We pay respects to their elders, past, present and emerging, as well as to Traditional Custodians of other lands on which we undertake our work. We extend that respect to all Aboriginal or Torres Strait Islander peoples reading this report.

We acknowledge that sovereignty was never ceded, and we support establishing recognition, self-determination and representation for First Nations peoples in the governance of our country.

It always was and always will be, Aboriginal land.

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Contents

About us	1
Our vision	1
Our purpose	1
Highlights of 2020	2
Reflections from 2020	3
About this report	4
Aligning with global standards	6
What drives us	7
Our theory of change	7
How we create value	8
How we create value for our people	9
How our people focus contributes to our strategy	10
Introducing our people	11
Our approach to equity and inclusion	13
Our approach to health, safety and wellbeing	13
Looking back and looking forward	14
How we create value for our clients	15
How our client focus contributes to our strategy	15
Our approach: building trusted relationships and delivering quality work	16
Looking back and looking forward	17
How we influence through our work	18
Our approach to creating impact through our project work	18
How we share our expertise to create value	18
Our memberships and associations	20
Looking back and looking forward	23
How we manage our business to act responsibly	24
How we have evolved as a responsible business	24
A certified B Corporation	24
Introducing our leaders	25
Business resilience and continuity through 2020	25
Our approach to managing our environmental impact	25
Looking back and looking forward	26
Appendix A: Materiality and stakeholders	27
Appendix B: GRI Index	28



About us

Think Impact is an impact-focused management consultancy guided by our purpose to support, enable and inspire organisations to manage for better impact. We do that by empowering voices that need to be heard, fully accounting for value, and thinking systemically.

A privately-owned business, we operate from Melbourne, Australia. In 2020 we worked with the business, government and for-purpose sectors in Australia and the UK.

We are committed to a new prosperity, using our work to redefine and move towards a world that accounts for the wellbeing of people and the environment, in everything we do.

Our strategy outlines our commitment to focus on building the capacity of our people, operating efficiently and delivering quality, whilst focusing on being a learning organisation, an influencing organisation and thereby growing our impact.

The purpose of this report is to communicate progress to stakeholders towards achieving this strategy and delivering on our purpose.

For any questions regarding the report please contact Amanda Nuttall amanda@thinkimpact.com.au



Highlights of 2020

Successfully supported

14

team members
through COVID-19 with
zero turnover and no
change in pay rate or hours

Entire team
developed learning
and contribution
plans



Three of our senior leaders
shared practical examples
of impact measurement
and impact-led decision
making at the **Social Value
Matters 2020 Conference**

Worked with

56

clients in 2020,
45% of which were
repeat clients



Social Impact Measurement Network Australia (SIMNA) Awards 2020



Our work with the City of Parramatta for 'Measuring Impact of the Socially Sustainable Parramatta Framework' **won the Excellence in Social Impact Measurement Award** and was a **joint winner of the Innovation in Social Impact Measurement Award**



Our work with CYP Design & Construction Joint Venture for the 'Melbourne Metro Tunnel Project' **won the Outstanding Collaboration in Social Impact Measurement Award** and was a **joint runner up of the of the Innovation in Social Impact Measurement Award**



Entire team participated
in anti-racism training
workshops with
Democracy in Colour

Delivered our first online
accredited Social Return on
Investment training to

16

participants across Victoria,
New South Wales, Queensland
and South Australia

Contributed
feedback to open
consultations about
reporting standards
for both Integrated
Reporting (<IR>)
Framework and Global
Reporting International
(GRI) Standards

Supported **Riverina Murray Regional Alliance (RMRA)**

to develop a response to the
Australian Government's
draft **Indigenous
Evaluation Strategy**

Results
presented to the team
of an internal project
initiated in 2019 to
strengthen our learning
culture and capabilities



Reflections from 2020

Dear stakeholders,

2020 will always be remembered for the massive impact of the COVID-19 pandemic on lives, families, communities and organisations around the world. While we fared relatively well in Australia compared to many parts of the world, the pandemic has highlighted more than ever the need to understand global progress in more than financial terms. This is why we continue to determinedly affirm our commitment to the principles of the United Nations Global Compact to ensure that human rights, labour markets, the environment and freedom from corruption are not compromised in the efforts to rebuild economies in the wake of the pandemic.

Think Impact's first priorities in 2020 were focused on the wellbeing and ongoing employment of the team. I am delighted to report that employment continuity was maintained for our whole team, even in the face of extended hard lockdowns. We united to adapt to remote working and even managed to have some video-conferenced fun along the way! By instituting a health and exercise program we are emerging into the post-pandemic world an even healthier organisation.

During the year we evolved our strategy to bring more focus on being a 'learning organisation' and become more focused on influencing the systems that result in inequity and disadvantage. And we did all this remotely from our home offices – whatever form they took! We are also proud to announce that once again we were the most awarded organisation in our field, supporting our clients to win four awards in the Social Impact Measurement Network Australia (SIMNA) Awards.

As we start to emerge from the ravages of the pandemic, we are delighted to report on our progress in this, our second annual Sustainability Report. In it we describe our actions to continually improve the integration of the Global Compact and its principles into our business strategy, culture and daily operations. Our report has also been prepared in accordance with the Global Reporting Initiative (GRI) Standards core option.

We commit to sharing this information with our stakeholders transparently so that we can contribute to the many organisations who share our purpose of rebuilding communities as well as economies. We will continue to work collaboratively with others to restore our health before our wealth and to work diligently towards a new prosperity.

Ross Wyatt
Managing Director
Think Impact



About this report

Think Impact is dedicated to honestly and transparently reporting on our progress towards a new prosperity. This, our second, Sustainability Report reviews our performance over the 2020 calendar year.

As an impact-led management consultancy, our core work is supporting, enabling and inspiring organisations to manage for better impact. We do that by empowering voices that need to be heard, fully accounting for value, and thinking systemically.

In this report, we identify our most material topics—areas that our business has the greatest ability to produce impact on or that may influence our ability to produce impact. To identify these topics, we undertook a formal materiality review process that is documented in Appendix A and summarised below.

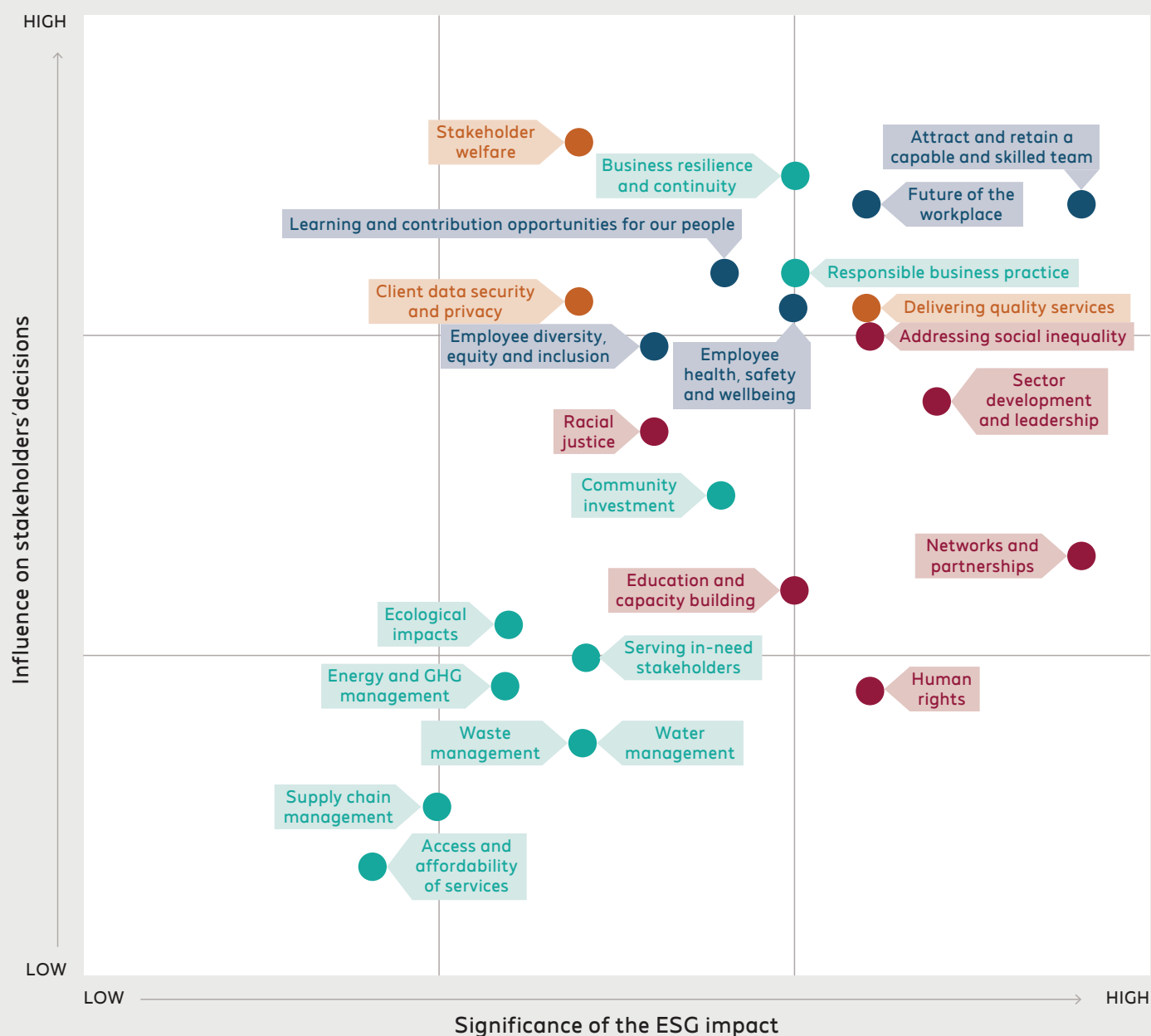
Each section of this report includes a discussion of the related material topics including the approach and progress we have made in managing these topics for ourselves and our clients in 2020. It also includes a review of progress on the commitments we made in our 2019 report and looks forward to the progress we intend to make in 2021. Our material topics are provided in the following section.

Our actions and commitments echo the voices of our key stakeholders: our team members, clients and their constituents. A discussion of our approach to stakeholder engagement is discussed through the report and also in Appendix A.

We are also pleased to share our revised theory of change and new value creation model. This model explains how our business responds to external influences and transforms various capitals to produce value in our areas of strategic focus. We present our value creation model in the section **How we create value**.



Think Impact Materiality Matrix



● People and culture

● Responsible business

● Client services

● Our influence

The material topics for Think Impact are outlined in the matrix above. Our material topics are categorised and colour coded according to key themes, as provided in the key below the matrix.

The higher priority issues are addressed within this report, as well as incorporated into our business,

strategies and policies as appropriate. The lower priority issues are not material for the purposes of our reporting, but the trajectory of these 'horizon' issues are monitored by our team. The content of this report incorporates discussion of how these topics are addressed in sections that are most relevant. A summary of these topics is included in Appendix B: GRI Index



Aligning with global standards

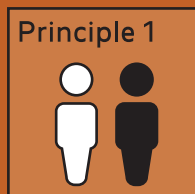
Producing our second Sustainability Report has allowed us to experiment with emerging corporate reporting guidance, build on existing approaches and test the principles we apply to our project work. This is a practice we intend to continue in each iteration of our report.

Our report provides feedback on our performance against established criteria such as the B Impact Assessment and GRI Standards that highlight areas to focus our attention. This year, we also drew from the International Integrated Reporting <IR> Framework and the draft SDG Impact Standards for Enterprises to inform the principles and approaches to our reporting. Key influences on our approach included our reflections on the <IR> model. We look forward to progressing the application of this guidance in 2021.

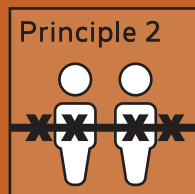
This report delivers on our annual commitment as a signatory of the United Nations Global Compact (UNGC) to publish a *Communication on Progress* (CoP) and has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. As a certified B Corporation, our social and environmental performance is also measured, verified and communicated on the [B Corp website](#).

As part of our commitment to the UNGC, this report outlines our support for and contribution to the Ten Principles of the UNGC in the areas of Human Rights, Labour, Environment and Anti-Corruption, shown below.

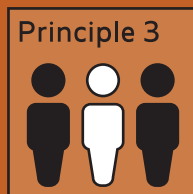
The Ten Principles of the UN Global Compact



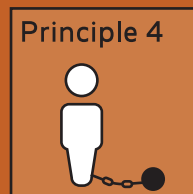
Principle 1
Uphold human rights.



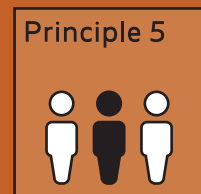
Principle 2
Not complicit in human rights abuses.



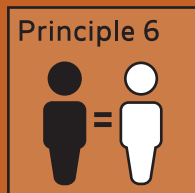
Principle 3
Uphold the freedom of association and collective bargaining.



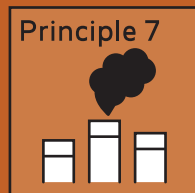
Principle 4
Elimination of all forms of forced and compulsory labour.



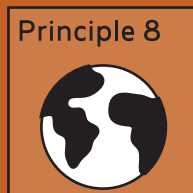
Principle 5
Effective abolition of child labour.



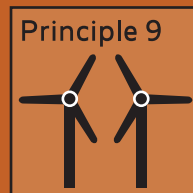
Principle 6
Elimination of discrimination in respect of employment and occupation.



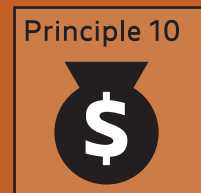
Principle 7
Precautionary approach to environmental challenges.



Principle 8
Promote greater environmental responsibility.



Principle 9
Development and diffusion of environmentally friendly technologies.



Principle 10
Work against corruption in all its forms.



What drives us

There is widespread and profound concern about a sustainable future for our planet ... and it's no wonder. The global population has almost tripled in the last 60 years. Our climate systems are in peril. Our social systems groan under inequities in many forms. We still focus too heavily on economic progress often at the expense of society that provides our quality of life and the environment which fundamentally sustains us.

The call to think differently and transition our existing systems in response to this challenge is louder than ever. The COVID-19 pandemic and movements for social and environmental justice have further illuminated the structural inequalities that exist around the world.

We choose to respond to this call and contribute positively to the future by supporting, enabling and inspiring organisations to manage for better impact and produce good outcomes for future generations.

We seek to do this by influencing systems, empowering voices and ensuring we account for value in all its forms.

We call this the new prosperity.

Our commitment to creating positive change is reflected in our materiality assessment, with 'addressing social inequity' identified as a significant topic. In particular,

the human rights related issues of racial justice, social inclusion, ageing and gender equity have been identified as areas we seek to influence through our work.

The following concepts and models articulate what this new prosperity looks like, and how our work will contribute to its development.

Our theory of change

Our theory of change is the story of how change happens through our work. It provides a narrative to how we bring purpose to life.

It is the essential structure that guides our activities and decisions and establish a foundation to understand and evaluate the value we create.

Think Impact theory of change



The Challenge

Systems focus too heavily on economic performance – often at the expense of social and environmental health.

Organisations are operating in this increasingly complex setting struggling to understand and manage for value in all its forms.

The Response

We support, enable and inspire organisations to manage for better impact.

We do this by empowering the voices that should be heard, accounting for value in all its forms, and recognising the systems in which organisations operate.

The Result

Organisations make decisions and apply resources with greater certainty of the social, environmental and economic impacts. These organisations **manage for better impact**.

By internalising learning and amplifying the work done with our clients we create a ripple effect which contributes to mobilising an ecosystem around positive change.

The Impact

Social, environmental and economic considerations are given more balanced consideration, moving us towards a new prosperity.

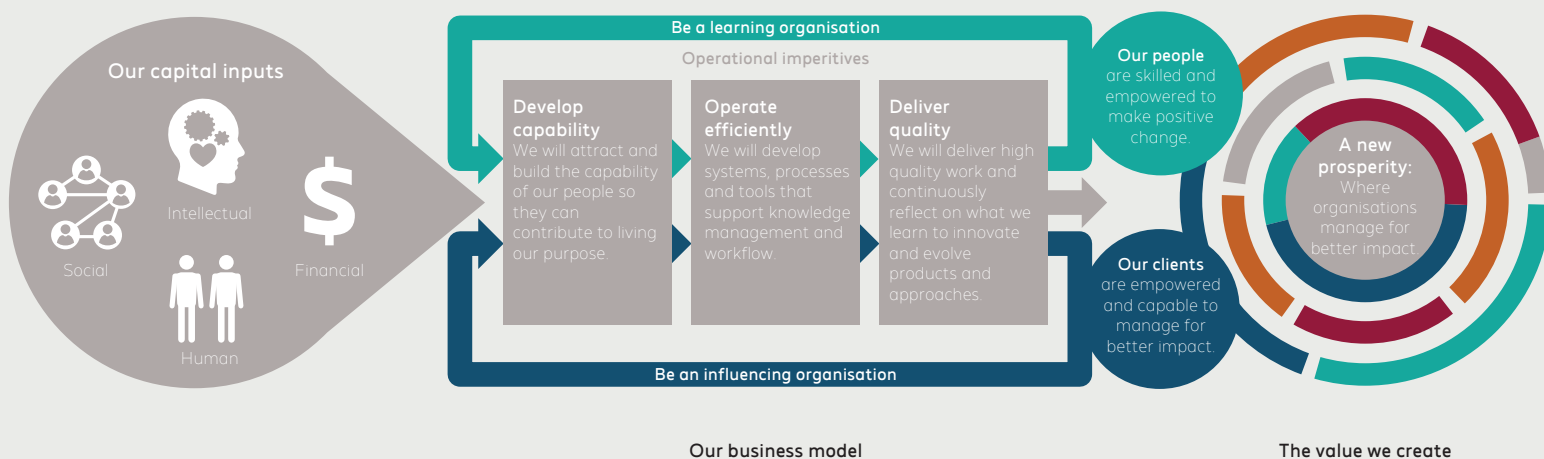


How we create value

How we intend to create value is articulated by 'our value creation model'. This model shows how we implement our theory of change. Our value creation model outlines the inputs we rely on to operate our business. It also explains how they are transformed through our strategic and operational imperatives to produce value and impact for our key stakeholder groups: our people and our clients.

In the future, we hope to understand and measure the types of value we create – not just positive and intended, but also negative and unintended. This will allow us to understand how the value we create can be leveraged and amplified to produce greater impact.

Our value creation model



How we create value for our people

We will support our people to live and work with purpose and fulfillment.

Our people are passionate, driven by a desire to influence systems that leave people behind and create environmental harm. Our people, their skills and expertise, the relationships and networks they bring to our business, and the intellectual capital they create are our most important assets. A key stakeholder group, they are imperative to delivering on our purpose of creating a new prosperity.

This is reflected in our most material topic: our capacity to attract and retain people with the skills, expertise and networks that will enable us to deliver on our strategy. Other material topics related to people include employee learning, contribution and learning; equity and inclusion; health, safety and wellbeing; and future of the workplace. It is no surprise to see safety and wellbeing, and the future of the workplace increasing in importance from last year in our materiality assessment in the context of the COVID-19 pandemic.

2020 was an extraordinary and challenging year for our people. We are not alone in our experience of social isolation, remote working, remote schooling and holding grave fears for the health of our family and friends. The COVID-19 pandemic had a huge impact on society, but we were also always mindful of the impact it was having on the individual members of our team.

As a small and close-knit team, we knew from the outset that staying connected was an imperative to get us through. Our team has acknowledged the value of starting each day with a virtual check-in. We embraced company-wide social media tools to share photos, jokes, frustrations and the soundtracks that were keeping us going. Our personal lives intersected with our work lives like never before: kids joining meetings, families getting involved in Friday night drinks and pets becoming a part of our team. Of course, this approach didn't eliminate the physical and mental challenges faced by our team members. But it also created a new sense of camaraderie, reinforcing connections even while people were working remotely, and a sense of caring and support for each other's wellbeing that will remain post-COVID-19.



How our people focus contributes to our strategy

We understand that to deliver quality services for clients and change systems, we need motivated and capable consultants with diverse skills, attitudes and mindsets aligned to our values. Our goal to support our people to live with purpose and fulfillment has catalysed our transition and commitment to becoming a learning organisation.

Following an internal review of our approach to learning and staff professional development in 2019, we designed a learning and staff development plan in 2020. This initiative has sparked a number of actions including all team members completing a contribution plan with an assigned Contribution Manager. Contribution Managers are senior team members (or an external facilitator for Directors) that guide the process.

The purpose of completing a contribution plan is to encourage team members to set goals, document contributions, reflect on areas for learning and explore areas of interest. Team members are also encouraged to use their \$500 annual professional development budget to upskill or increase their knowledge in an area of interest that represents a contribution opportunity.

We believe empowering our team to design and direct their own contribution and learning will foster greater motivation and passion in their work. By supporting team members to build their skills and knowledge, we are also equipping them with transferrable skills that can support their career path even if they leave the business.

CASE STUDY

Learning as a central driver of our strategy

In late 2019, following a period of significant team growth that doubled the size of our staff, Directors committed to an internal review of the company's approach to learning and employee learning and development. The two key objectives of the internal project were:

- > to grow the organisational learning culture to find new and better ways of solving social and environmental issues
- > to foster an internal learning culture that supports innovation and working smarter.

The project engaged all team members in shaping the conversation about learning and development. Initially this was achieved through in-depth interviews and a survey that informed the review report. This culminated in a series of workshops for the team to collectively review findings and shape the 2020 learning and development plan.

Key outcomes from the review and subsequent planning work include:

- > increased staff ownership of their learning and professional development linked in part to the new process for planning and reviewing staff contribution
- > increased understanding of enablers and barriers of effective working leading to changes to internal policies and ways of working
- > a more strategic and coordinated approach to internal learning. This included a new focus on maximising on-the-job project-based learning and new investments in building staff core consulting skill to enhance the quality and efficiency of our work.

The most significant outcome has been the commitment to being a learning organisation and learning being recognised as a central driver of the new organisational strategy that will better enable us to account for value in all its forms and empower voices to reshape systems.



Introducing our people

In 2020, our team comprised 14 people, all of whom were employed on a permanent basis (including one previously casual employee who became a permanent member of the team in March 2020). Of this group, eight team members were employed full-time, and six part-time. Two of our part-time team members were on parental leave during the reporting period, with one returning in October 2020, and the other planning to return in 2021. We also hosted an intern for three months during 2020 as part of a university placement.

As noted in our 2019 Sustainability Report, we employed nine new team members over the 2019 calendar year, and all continued to work for Think Impact in 2020. This resulted in our team remaining stable through 2020, with zero new hires and zero turnover.

Whilst none of our employment arrangements involve collective bargaining agreements, we recognise the right of our people to discuss and negotiate workplace relations. Team members have ample access to Directors and Contribution Managers on a daily basis, with time set aside monthly for informal meetings with the Managing Director to discuss workplace topics.



Ross Wyatt



Suzi Young



Kevin Robbie



Amanda Nutall



Rebecca Cain



Natasha Rees



Alischa Ross



Anne Sherman



Sofiah Mackay



Yussra Medani



Jennifer Feinstein



Matthew Gidman-Rowse



Madaline Reilly

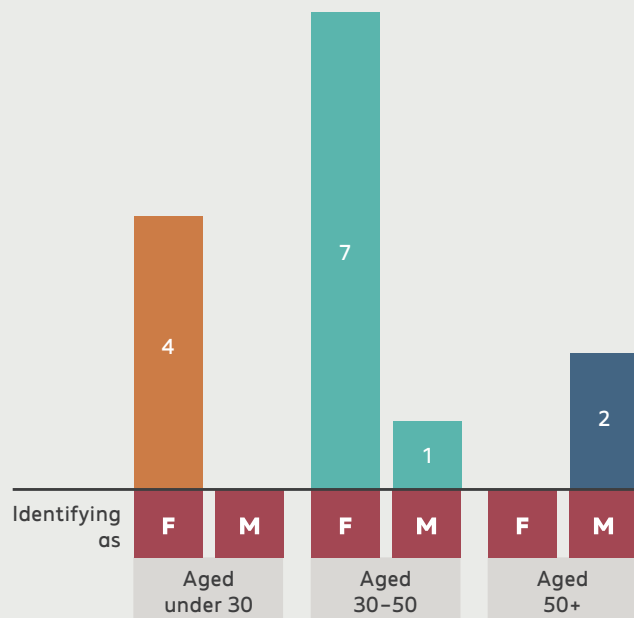
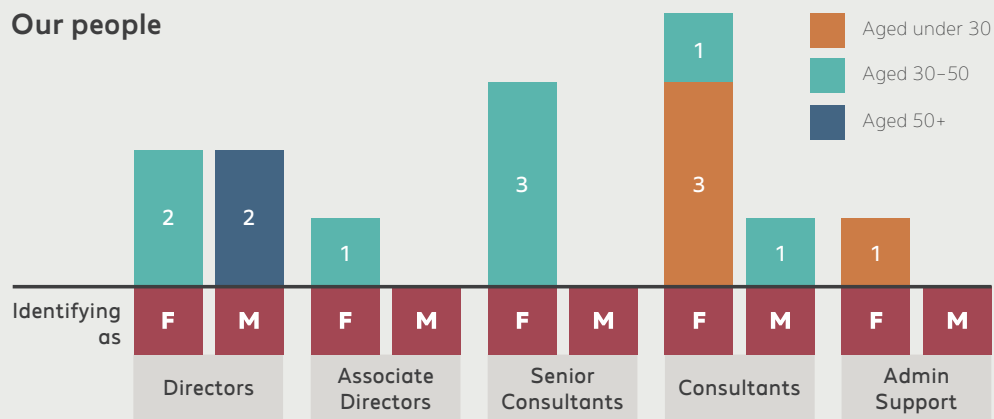


Stephanie Lightfoot

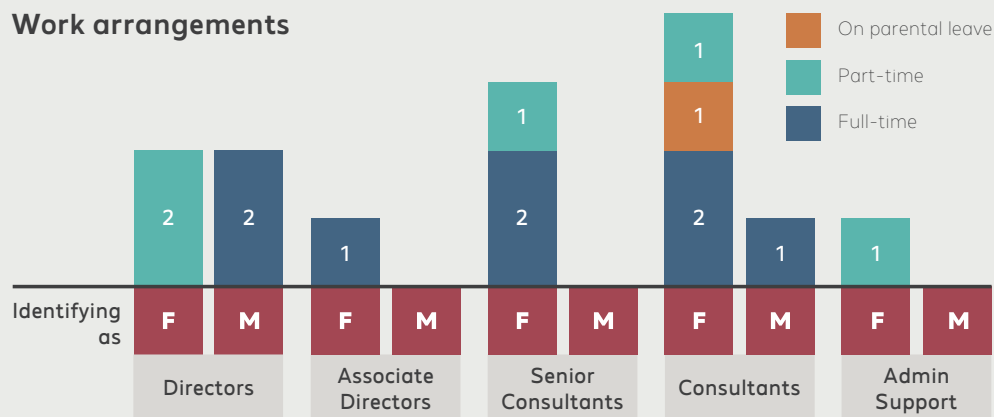


The characteristics of our workforce at the close of 2020 are detailed below.

Our people



Work arrangements



Our approach to equity and inclusion

Think Impact is committed to fostering attitudes and behaviours that identify, address, and dismantle systems of discrimination and inequity in all its forms. This includes our actions and decisions, research practices and the advice we give as consultants. We understand equity and inclusion to include a wide range of human experience and expression including sex, gender, culture, race, sexual orientation, religious beliefs, ability, family structure, health and wellbeing, and lifestyle. In 2020, we explored the development of an *Equity and inclusion* policy to formalise our commitment to respect, appreciate, value and learn from all views. Whilst there were no incidents of discrimination registered by our team in 2020, we recognise that informal incidents of casual racism and microaggressions remain a part of life for people of colour both within and outside of the workplace. As a team, we are committed to ongoing education to unlearn unconscious bias and build our capacity to be allies.

In September our entire team undertook two half-day anti-racism training sessions led by Democracy in Colour. Through facilitated conversations and group work, we learned and reflected on race-related vocabulary, the impacts of racism on people of colour and First Nations peoples and the ways in which privilege and disadvantage exist towards communities of colour. We participated in role playing activities and personal reflection to build our capacity for allyship, accountability and empowerment for people of colour in our organisation. The training concluded by providing space to generate ideas for specific and tangible actions we can take as individuals and as an organisation to push back against systemic racism and create safer spaces for people of colour.



Our approach to health, safety and wellbeing

The nature of Think Impact's work is not without risks to health and wellbeing. Our team engages in varied work, including working from desks and screens, working in situations that may be stressful, and working with people experiencing hardships.

While the health and wellbeing of our team members are fundamental to the operation and sustainability of the business, we operate on the belief that health and wellbeing holds inherent value in and of itself. Our vision is for all team members to work in a healthy, positive and safe environment. We did not record any reportable occupational health and safety incidents during the reporting period.

Our *Safety and wellbeing in research* policy is an extension of our health and safety commitment, containing information to support team members to maintain their wellbeing and the wellbeing of external research participants during research activities. For more information, see the **Stakeholder welfare** section.

Supporting our team through COVID-19 lockdowns

When Melbourne was in lockdown in 2020 as a result of the COVID-19 pandemic, we supported all employees with the transition to working from home by ensuring their home set-up was ergonomically appropriate. Through 2020, the team was regularly provided updates regarding any changes in the external environment and financial position of the business to support the safety and wellbeing and job security of the team.

Our approach to workplace culture continues to be influenced by 'teal principles' outlined by Frédéric Laloux in *Reinventing Organizations* which encourages team members to bring their 'whole selves' to work. In the context of mentally challenging stay-at-home orders and isolation, Think Impact took extra care to monitor employee wellbeing, supporting flexible working schedules and taking time off when needed. We also gifted the team an extra day off in early November to coincide with a public holiday in recognition of our hard work and the difficult conditions experienced.

Through the year we regularly held social events such as Friday evening happy hour and trivia via Zoom. Think Impact also offered thrice-weekly group workout sessions with a personal trainer and dance classes via Zoom.

Since Victoria's achievement of a 'COVID normal', many of our team members continue to enjoy flexible working arrangements, with most of the team still working remotely.



Looking back and looking forward

Looking back

2019 commitments	Our progress in 2020
Increase the diversity of our workforce, including hiring those from an Aboriginal or Torres Strait Islander background.	We did not hire any new team members in 2020. This will remain a commitment for all future rounds of hiring. In 2020, we began drafting an <i>Equity and inclusion</i> policy that will outline Think Impact's approach to respect, appreciate, value and learn from all views, experiences, beliefs, and characteristics of individuals.
Improve our processes by collecting more employment data through exit surveys.	We did not have any team members exit the business in 2020 but will continue to evolve our approach to people management.
Develop a more structured approach to employee health and wellbeing.	Our commitment to maintaining the health and wellbeing of our team is an ongoing commitment. In 2020, we explored the development of a <i>Health and wellbeing</i> policy by seeking feedback from the team about the purpose of our <i>Health and wellbeing</i> policy and what it should address.
Schedule First Aid and CPR trainings in 2020 for employees to build their capabilities to respond in emergency situations.	Given the majority of 2020 restricted face-to-face contact due to the COVID-19 pandemic, this commitment was unable to be fulfilled. This commitment will be revisited in 2021.
Continue to assess the relevance for our business of the concepts explored in <i>Reinventing Organizations</i> by Frédéric Laloux.	Our approach to workplace culture continues to be influenced by 'teal principles' which encourages team members to bring their 'whole selves' to work.

Looking forward

2021
<p>2021 will be an exciting year for our people. We have developed a coordinated focus on our people and culture through enhancing our approach to learning and developing the capability of our people.</p> <p>For example, Think Impact Project Directors have recently undertaken coaching training by an external facilitator to better support and guide team members through the contribution planning process. Think Impact recently had its first 'People day', where Contribution Managers reviewed the contribution and learning plans of the team to collate the collective efforts and identify common learning goals.</p> <p>We have engaged a specialist people consultancy to distribute a survey to help us better understand the team and what matters to them based on three indices: Belonging, Privilege, and Diversity Identity. Applying the results from the people survey and operationalising contribution plans through Contribution Manager support are important next steps.</p> <p>We are working to create more structure and clarity for the team through the development of tools, templates and resources to support project delivery. This will also increase our efficiency and support a shared understanding of quality expectations.</p> <p>Lastly, we will finalise and implement our <i>Equity and inclusion</i> and <i>Health and wellbeing</i> policies to secure our commitment to acting and responding appropriately in these important areas.</p>



How we create value for our clients

The client experience is highly material to our business and relates particularly to building trusted relationships and delivering quality work that creates insights and value for our clients. In every project, our goal is to efficiently deliver value for our clients, develop mutually beneficial long-term relationships and build capacity to manage for better impact.

Our approach to project and client management also considers issues of safety and security, which ranked highly in our materiality assessment. In particular, we are always mindful of ensuring the wellbeing and welfare of clients' stakeholders through our engagement. We also disclose our approach to managing the security and privacy of the data we collect through our engagements.

How our client focus contributes to our strategy

We support clients to think about the systems they operate in, the voices that should be heard and the value they create to manage for better impact. Through our work, we contribute to addressing 'wicked problems' such as homelessness, racial injustice, gender inequality, and climate change.

In delivering our projects we take a system view, to ensure a deep appreciation of the complexities in the system. The issues our clients are tackling are complex, multi-faceted and cannot be viewed in isolation of the external environment. Thus, a deep appreciation of the 'whole' or 'essence' of the system is required to adequately support our clients.

Hearing stakeholder voices is a crucial part of any work we do. Engagement with people who are actually experiencing change supports clients to gain a clearer picture of why they exist and illuminates where they should be focusing their efforts. Bringing stakeholders on an impact management journey also encourages clients to remain accountable to their stakeholders.

Wellspring for Women: Evaluating structural and systemic barriers to social and economic support

Our current work conducting a Social Return on Investment for Wellsprings for Women calls out systems that disempower women and accounts for the value of unpaid work and care. The evaluation considered clients in the context of intersecting socialised identities and subsequent structural and systemic barriers to social and economic support, inclusion and participation, many of which were intensified by COVID-19 in 2020.



NSW Department of Premier and Cabinet, Aboriginal Affairs: Truth telling – Hearing and learning from community experiences

Think Impact is committed to empowering the voices of First Nations communities. Over the past three years we have worked with Aboriginal communities across NSW in support of the Local Decision-Making Accord process. In NSW, Local Decision Making is underpinned by the principle of self-determination and seeks to empower Aboriginal communities to determine what and how government services are delivered in their communities. In support of this process, we worked closely with Aboriginal Assemblies and Alliances to identify, evidence and prioritise community outcomes contributing to negotiations with government departments including Health, Justice, Education, Housing and Economic Development. The process provided opportunities for truth telling, to hear and learn from community experiences and to translate these stories into 'truth indicators' to be used to monitor and measure accountability in the process.

Our work is also largely focused on supporting clients to understand the social value they create. Articulating the social value of an initiative or intervention is the first step to incorporating social outcomes into decision-making. In addition, when clients understand the value they create, they can better communicate their impact to funders and stakeholders and modify program design based on areas where the most value, or negative value, is created.



Our approach: building trusted relationships and delivering quality work

With all our clients, our focus is on building trusted relationships where we can deliver value and produce societal change. Where possible, we support our clients to leverage, communicate and operationalise the findings and recommendations of our work. For example, we often present to boards of organisations to bring senior leaders on the impact management journey.

Where financially viable for our business, we also offer pro bono and discounted work, to ensure our services will be available to all organisations, regardless of their financial position. In 2020, we provided just under \$70,000 worth of pro bono work to our clients, including organisations working in housing, employment, and health and community services sectors. Of this, we provided nearly \$40,000 worth of pro bono work to organisations working in the employment sector.

Launch Housing – Forging an impact journey together

Think Impact is now midway through a three-year engagement with housing and homelessness service provider Launch Housing, to support its goal to become an impact-led organisation, and its aim to end homelessness. This long-term engagement has allowed us to build a comprehensive understanding of Launch Housing, its people and culture. We've also been able to align the timing of our work with key strategic and business planning. Our engagement with Launch Housing has enabled them to build consistent approaches and language to key business priorities, freed their time and energy to focus on the needs of the organisation, staff and clients and enabled them to speak confidently about future developments to staff and funders.

So far, we have worked with Launch Housing to assess its impact-led foundations, co-design a theory of change, develop an outcomes framework, and pilot a process to develop service-level program logics. These various components of work have aligned, involved and built the capacity of staff at all levels of the organisation. This work has built:

- > a shared language and understanding of mission, vision and goals with internal and external stakeholders
- > an improved ability to communicate their impact
- > an understanding of the role for all programs and staff to contribute to the shared mission to end homelessness
- > the confidence and capacity of key staff to lead and manage the transition to become and impact-led organisation.

Understanding the client experience

Conversations with clients are our key method for understanding their experiences of working with us. Our reflective project management approach is key in encouraging continuous learning and adaptation to ensure that processes and activities generate the most meaningful and valuable insights. This approach allows us to understand and address any key challenges in a timely fashion. We did not identify any non-compliance with regulations or voluntary codes concerning the health and safety of our services for our clients or their stakeholders.

At the beginning of 2020, we introduced a client feedback survey, which has been since revised and distributed as a tool to seek feedback. We also use repeat business and testimonials from clients as indicators of level of satisfaction.

Client privacy

We take privacy seriously and maintain client data in a secure and appropriate manner. As outlined in our *Privacy* policy, Think Impact respects and upholds client rights under the Australian Privacy Principles (APPs) contained in the Privacy Act 1988 (Cth) (Privacy Act). As a member of The Research Society, Think Impact also adheres to the Privacy (Market and Social Research) Code 2014 (Code). Our *Privacy* policy, whilst not legally binding, intends to outline our approach to ensuring client rights are protected in line with the APPs and the Code. We have had no privacy breaches or related complaints during the reporting period.

Stakeholder welfare

Beyond Think Impact's efforts to ensure client satisfaction and privacy, Think Impact acknowledges it has a legal and ethical responsibility to ensure the safety and wellbeing of stakeholders when undertaking projects.

The nature of the work we undertake means that we may interview respondents who have experienced hardships including disadvantage, trauma or discrimination, and/or be exploring sensitive topics. Being cognisant of participants' needs and managing the safety and wellbeing of the stakeholders with whom we engage, is paramount.

Our *Safety and wellbeing in research* policy provides the framework for how we protect and enhance the safety and wellbeing of research participants when undertaking research activities.





Looking back and looking forward

Looking back

2019 commitments	Our progress in 2020
Continue collecting feedback from clients informally and formally through our client feedback form.	We requested feedback from clients via a survey in 2019, but did not receive a strong response rate. We have recently revised this client survey and are currently in the process of seeking more regular feedback.

Looking forward

2021
Key areas of focus for the coming year are to continue collecting data via the client survey, addressing feedback as needed. In addition, we are in the process of developing a Project Implementation Guide, which will focus on developing a consistent understanding of how projects are delivered, including how to maintain client satisfaction through the project lifecycle.
We will continue to actively participate in the impact management community, dedicating business resources to testing new approaches to measure impact and drive better outcomes for our clients. In 2021, we will continue to explore the impact-weighted accounts approach pioneered by Harvard Business School to enhance our capacity to drive practice improvement in this space. Think Impact is the only organisation in Australia currently working with Harvard Business School on this approach.



How we influence through our work

Our work with clients is predominantly focused on delivering projects that support, enable and inspire organisations to manage for better impact. We do this by empowering the voices that should be heard, accounting for value in all its forms, and recognising the systems in which organisations operate.

We always intend to develop long-term and collaborative working partnerships with our clients. Maintaining strong and mutually beneficial client relationships will position us to provide the most meaningful information, expertise and insights to support these organisations to manage for better impact.

Our project work also enables us to develop expertise in specific areas. In 2020, we continued working with organisations focused on homelessness, young people facing hardships, ageing, digital inclusion, social cohesion and social enterprise. We are also continually building our capacity and contributing our expertise to evolve approaches to corporate reporting, responsible business, Social Return on Investment and SDG disclosure.

We also continued to build our relationships with valued partners such as Social Value International and the Centre for Participation.

The purpose of the fourth section of the Project Agreement is to support project teams to consider the potential strategic contributions and capacity for influence at the commencement of each project. It asks each team member to reflect on the following questions:

- > How will this project contribute to our vision for a new prosperity?
- > What will it take?
- > What individual and team learning opportunities will this project create?
- > How will we know we have been successful?

This reflection is designed to embed our vision and purpose into the day-to-day delivery of our project work, and to create learning opportunities for our people. By internalising and amplifying the learning we do through our work with our clients, we create a ripple effect that contributes to mobilising an ecosystem around positive change.

Our approach to creating impact through our project work

In 2020, we developed and began to pilot our Project Agreement, a project management tool that supports project teams in a number of ways. It includes four key sections:



How we share our expertise to create value

We produce value and influence by sharing our expertise and building capacity within our spheres. Our approach is informed by our vision and philosophy of work; a commitment to human rights, positive impact and stakeholder-led considerations in organisational and program design.

In 2020, we continued to provide Social Return on Investment training for impact management professionals to understand and monetise social value. In 2020, training sessions were redesigned and delivered virtually for the first time by Associate Director, Rebecca Cain. Though the virtual delivery was driven by the restrictions on meeting in person imposed by COVID-19, it enabled participants from a wider audience to participate.

We continued our participation in dialogue in the public sphere, enhancing the regularity and content included in our newsletters, publishing articles on LinkedIn and other publication sources, and participating in industry consultations, roundtables, and other conversations within our networks. Our team contributed three responses to public consultations on evaluation and corporate reporting methodologies, and co-signed a



response submitted by Social Value International to the International Financial Reporting Standards Foundation (IFRS) as part of a consultation on a global approach to sustainability reporting.

Using allotted volunteer hours, team members also choose to share their knowledge and expertise outside of work projects. Two of our team members continue to serve the B Corp community through B Local groups and committee-work. Other affiliations and memberships where we share our expertise are detailed below.



CASE STUDY

United Nations Development Program (UNDP): Building capacity for organisations to manage for better impact through SDG Impact Practice Standards training materials

Think Impact has been working in partnership with Social Value International (SVI), to design and deliver a set of training materials for UNDP offices around the world on the emerging SDG Impact Practice Standards. Our work, that is still underway, has involved working with SVI to deliver a complete set of training materials for online or in-person delivery of the SDG Impact Standards training workshop for Country Offices and supporting train-the-trainer materials.

The SDG Impact Standards will play a **vital role in driving a level of practice that will lead to the achievement of the SDG targets.**

Our work will build the capacity of UN Country Offices globally to engage with and support organisations within their regions **to operate in alignment with the Standards.** The application of the Standards will enable investors and enterprises to transform ESG considerations from due diligence and risk management to better account for their dependency on the world and facilitate contributing positively to sustainable development and achieving the SDGs.



Our memberships and associations



Social Value International

SVI is the global network that governs the Social Return on Investment (SROI) methodology. SROI is an approach for measuring the impact of a program or organisation. It looks at what changes for stakeholders from the perspective of the stakeholders themselves.

Our team now comprises over ten per cent of SVI Practitioners globally with Yussra Medani joining team members Matthew Gidman-Rowse, Natasha Rees, Rebecca Cain, Suzi Young and Kevin Robbie as a Practitioner in 2020. In addition, Associate Director Rebecca Cain is one of only two people in Australia qualified to deliver the accredited SVI Practitioner training and is part of the Accredited Trainer Network.

We also contribute time to SVI's Methodology Committee and Assurance Committee, as well as providing assurance over other SROI evaluations. As well as partnering with SVI on the SDG Impact Standard work, we also presented at its 2020 conference SV Matters.



Certified B Corporation

Certified B Corporations (B Corps) are businesses that meet the highest standards of social and environmental performance, public transparency, and legal accountability to balance profit and purpose. The certification and global community of certified B Corps is overseen by the non-profit, B Lab. We have been a certified B Corporation since 2016 and completed the recertification process in 2020. In addition, one of our team members serves as a B Corporation Ambassador, B Local Boston co-founder and Advisor to B Local Melbourne and another is a Member of the B Corp Climate Collective.



Social Impact Measurement Network of Australia (SIMNA)

SIMNA is a membership organisation whose purpose is to help foster the emerging practice of social impact measurement in Australia. Our Managing Director, Ross Wyatt, serves on the board and one of our Senior Consultants, Alischa Ross, serves on the Victorian committee.



Global Reporting Initiative (GRI)

We are a member of the GRI Community and active in the development and application of the GRI Standards. GRI is an independent international organisation that has pioneered sustainability reporting since 1997. During the reporting period, we submitted feedback to GRI on the 2020 Exposure draft proposing changes to the Universal Standards.



United Nations Global Compact (UNGC)

We have been a member of the UNGC since 2019 and are active participants in the Australian network. This is our second 'Communication on Progress' report.



CASE STUDY

Centre for Participation: Reimagining volunteering for contemporary Australia (Volunteering, Participatory Action and Social Cohesion)



The Centre for Participation and Think Impact were commissioned by the Department of Social Services (DSS) to lead a two-year national research project to explore the general question: How does volunteer engagement impact social cohesion? This research forms part of the DSS Strong and Resilient Communities Activity.

Through extensive desktop and field research and consultation with a broad range of stakeholders we produced a report highlighting a new social cohesion model, with the three dimensions: social participation, social relations and focus on the common good. We also proposed seven principles to guide the evolution of the volunteer support sector to adapt to a broader concept of volunteering, namely participatory action.

Our new prosperity is one that takes an inclusive approach. Through this research we have been able to highlight the history of volunteering in Australia as one that has derived from an Anglo-Celtic perspective of those who have the time and resources to 'help those less fortunate'.

By taking a broader and more inclusive definition of volunteering in which vibrant multicultural and First Nations Australians' views of volunteering are incorporated and power inequity of 'volunteers' and the 'volunteered to' is dismantled, will result in more opportunities for people to participate and therefore has more potential to contribute to social cohesion.

'While not labelled as "volunteering", supporting family and community is interwoven with kinship responsibilities and is a fundamental part of self-fulfilment, in stark contrast to an individualised Western understanding of helping.'
– Cultural and Indigenous Research Centre Australia (CIRCA)

Read the full report [here](#).



CASE STUDY

Providing capacity to the voices that matter – submission to the Productivity Commission’s draft Indigenous Evaluation Strategy

In support of empowering the voices of Aboriginal and Torres Strait Islander peoples, we provided pro-bono support to our clients the Riverina Murray Regional Alliance (RMRA) to ensure they were able to contribute their voice to a submission on the draft Indigenous Evaluation Strategy – released for comment by the Productivity Commission in August 2020 – the product of which could substantially influence their communities.

The Indigenous Evaluation Strategy has been developed to ‘provide a whole-of-government framework for Australian Government agencies to use when selecting, planning, conducting and using evaluations of policies and programs affecting Aboriginal and Torres Strait Islander people.’ Before the Indigenous Evaluation Strategy was released, there was not a comprehensive strategy guiding evaluations within government agencies. An Independent Review of the Australian Public Service noted that the resulting ad hoc approach diminished accountability and undermined evidence-based policy.

Evaluation has a critical role to play in ensuring people with lived experience are at the centre of understanding what works, designing improvements and contributing to government accountability for improving Aboriginal and Torres Strait Islander outcomes.

The development process drew upon community stories and created opportunities for shared learning as we worked with RMRA to articulate 15 recommendations across five key themes.

The Chair of RMRA shared with our team:

‘Mandaang guwu. Without your assistance with this, RMRA would not have been able to submit any written response. We really do appreciate the time and effort of yourselves and your staff in providing this opportunity to have input to this Commonwealth issue.’
– RMRA Chair

The final **Indigenous Evaluation Strategy** was released in October 2020. You can read the RMRA’s submission [here](#).



Australian Government
Productivity Commission



As consultants, we are in a privileged position – and acknowledge the power in our potential to engage in and shape discourse. We understand that, as a group of networked individuals, our ability to produce influence through our relationships and the insights shared among our networks and partners can produce both positive and negative impact.

We recognise that inherent to our activities is the risk that we may destroy value; we may not be perfect in eliminating bias and identifying other blind spots. However, we believe that imperfect action and continual learning is preferred to inaction, which guarantees the maintenance of injustice and destruction of value. Our commitment to be a learning and influencing organisation helps shine a light on our blind spots, inform us of emerging issues and develop informed responses.

Looking back and looking forward

Looking back

2019 commitments	Our progress in 2020
Improve our efforts to support establishing recognition, self-determination and representation for First Nations People in the governance of our country, and consider how we as an organisation might make better and more specific efforts in this area, including the development of a Reconciliation Action Plan (RAP)	We have begun to work towards the development of a 'Reflect' Reconciliation Action Plan, with a Working Group convened in mid-September and an internal project plan developed for presentation to Think Impact Directors in early 2021. Our work on the Indigenous Evaluation Strategy submission has informed the development of guidelines for how we, and those we work with, work alongside and engage with First Nations Peoples, which have been included in our draft <i>Equity and inclusion</i> policy.
Review our supply chain for potential exposure to products and services that may engage in modern slavery, child labour or other human rights abuses	Given the nature of our operations, our supply chain comprises largely office materials, IT services and equipment and catering. We choose to purchase products and services from social enterprises and organisations that demonstrate a responsible approach to business. Our review found low likelihood of risk within our supply chain and our ongoing approach to procurement will guided by our <i>Sustainability</i> policy.
Research ethical superannuation and banks, ultimately to avoid supporting firms that invest in fossil fuels and other environmentally damaging activities.	The sustainability committee hosted a discussion to facilitate the exchange of knowledge and resources on these topics. Following that discussion, team members were more equipped to make their own decisions regarding personal finances.

Looking forward

2021
Progress our 'Reflect' Reconciliation Action Plan and commenced a monthly Pay the Rent reparation payment.
Create and leverage opportunities to share our insights and create influence via speaking engagements, publishing articles and blogs, and delivering training to build capacity.
Use our collective learning and development plans to strengthen individual and collective capacity to leverage our insights to produce influence at all levels of the organisation and help organisations better manage their own.
Advance existing processes, such as our go-no-go project review, to identify opportunities for influence through project work and embed strategies into project planning.



How we manage our business to act responsibly

Think Impact is a proud purpose-led and accountable business. As our new strategy details, our business is focused on building a resilient and profitable business that focuses on enhancing the wellbeing of people and planet, and not profiting from negative impacts. Our purpose is to enable organisations to manage for better impact, and we also apply this commitment to our own responsible business conduct.

The way in which we design and operate our business draws upon the material topics related to our business focused strategic imperatives of influence and leadership; enabling business resilience and continuity; and responsible business practice.

How we have evolved as a responsible business

We believe that responsible business conduct by all organisations has a role to play in making a positive contribution to economic, environmental and social progress. We are also focused on avoiding and addressing negative impacts of our activities, including throughout our supply chain and business relationships. Whilst we are only a small organisation with a minimal footprint, we have large aspirations and strive to be an exemplar responsible business.

This means meeting compliance with laws at a minimum, and exceeding compliance where appropriate, especially laws focused on respecting human rights, environmental protection, labour relations and financial accountability, as guided by the Ten Principles of the UN Global Compact and the SDGs. We are also mindful of and responsive to societal expectations communicated by stakeholders such as clients, partners, NGOs, local communities, the union movement, or via the media. We are further led by the values of our people, and our commitment to embedding 'teal principles' into our responsible business operating practice.

To deliver on this commitment, we operate within an embedded culture of ethics and values. Our people are guided by a policy framework, which outlines how we operate. Our *Code of Conduct* outlines expectations around applying integrity and professionalism to all of our dealings and exercising fairness, equality, courtesy, consideration and sensitivity in our interactions with other employees, clients and suppliers. It also sets a standard for the proper use of company funds and assets, avoiding and managing conflicts of interest, and accepting or offering gifts. We have no tolerance for corruption within our business or in our business relationships and support anti-corruption collective action. We have not identified any incidents of corruption during the reporting period or at any time.



Think Impact supports a culture in which people freely take responsibility for themselves both in 'self-declaring' any possible conflicts of interest, and respectfully raising possible conflicts faced by other individuals subject to this policy. It is believed that this culture makes it possible to avoid many improper situations from arising in the first place. We have not identified any incidents of conflict of interest during the reporting period.

A certified B Corporation

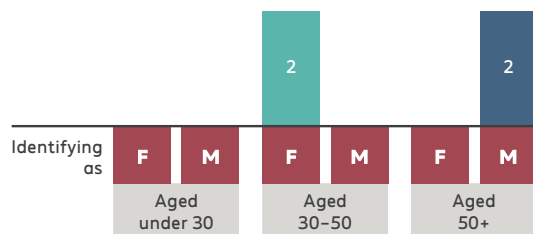
The B Impact Assessment tool continues to provide us a picture of our progress across five Impact Areas of Governance, Workers, Community, Environment and Customers. In 2020, we submitted our assessment. In early 2021, our scores were verified, and we met the threshold to recertify as a B Corporation.



Introducing our leaders

Our Board of Directors lead our organisation and work with our people using a strengths-based and coaching mindset. They strive to be positive role models and set an example for healthy and productive workplace behaviours and interactions. The current leadership team of four Directors has remained consistent since 2017.

Our Directors



Business resilience and continuity through 2020

Despite the significant and enduring challenges of 2020 and into 2021, we are pleased to report that our business has remained resilient through the shock and disruption of the COVID-19 pandemic and economic downturn. Our leadership team focused on communicating honestly, clearly and transparently about the uncertainty we faced and the action we needed to take in response. We welcomed financial support from the government in the form of Jobkeeper, tax relief and the Victorian Government's Business Support Fund that supported us to keep operating and provide secure employment for all of our people.

We are fortunate in that the nature of our work enabled us to adapt quickly and innovate. Already equipped with laptops and flexible working arrangements, we transitioned swiftly into new ways of working. We embraced technology and built our capacity to facilitate virtual meetings and workshops.

We are confident that our commitment to responsible business practice enhanced our capacity to manage risk, support our people, exceed our responsibilities and continue to deliver for our clients through the crisis. And that it will continue to sustain us as we play a bigger role within our communities and ecosystems.

Our approach to managing our environmental impact

Think Impact's core purpose is to help organisations increase their capacity to understand and manage for better social and environmental impact. We believe that we have a role to play as leaders in sustainability through the decisions we make both in our direct operations and through our procurement.

Environmental sustainability is therefore something we value as both individuals and as a company. We believe it is our responsibility to advocate for, role-model and support more sustainable behaviours.

As a service-based organisation, our waste, energy and GHG emissions footprint is relatively small. We have chosen to locate our office at Our Community House, a coworking space in North Melbourne designed for government, business and the community sector to collaborate to create a better world. The space reflects strong environmental sustainability credentials, waste minimisation features and connections to nature.

In a typical year, our environmental impact mainly occurs through our day-to-day working in the office including our procurement decisions, and through our travel to and from the office. This shifted in 2020, with us all working from home for most of the year.

We anticipate a reduced environmental footprint with regards to office and travel related impacts, however our environmental impact at home most likely increased. Due to the unique and immaterial nature of these impacts, we have not measured our waste, energy and GHG emissions footprint for 2020.



Looking back and looking forward

Looking back

2019 commitments	Our progress in 2020
Work to remain cognisant of ethical norms and evolve our practices in response to evolving situations and expectations.	We have continued to evolve our practice to meet best practice norms of ethical behaviour and leadership.

Looking forward

2021
We look forward to exploring the evolving SDG Impact Standards for Enterprises and Impact-weighted accounts for employment and beginning to integrate the processes into our business practice.
Continue to evolve go-no-go project review process to identify projects that are most likely to produce impact.
Develop our own outcomes framework and begin planning for measurement.



Appendix A:

Materiality and stakeholders

The methodology for the materiality review draws on the guidance provided by AccountAbility, Harvard University's Initiative for Responsible Investment and the Sustainability Accounting Standards Board (SASB), as well as the reporting principles provided by GRI. The material topics are provided in a material matrix that provides a visual representation of the significance of the topics that reflect Think Impact's economic, environmental, social (and governance) impacts (x axis) and influence on stakeholders' decisions (y axis).

The robust application of the tests provided above involves the review and analysis of a broad range of sources as follows:

Desktop review

Review of online public information including sustainability or Annual Reports by peers, risks identified for professional services by SASB, emerging trends and global risks for business, and opportunities to contribute to sustainable development based on sustainability frameworks and expert bodies.

Management approach

Review of internal strategies, policies and business imperatives.

Stakeholder engagement

To fully understand the substantive expectations and interests of its stakeholders, stakeholder feedback is imperative. We sought internal feedback on touchpoints through the materiality process to inform and validate our process. We also sought external stakeholder feedback from our clients, but responses were limited. This is an area where we will endeavour to gain more comprehensive feedback in the future.

Our process involved identifying, prioritising and validating the material topics. We found that the most material topics of interest or concern to our two key stakeholder groups included:

Employees	Clients
Addressing social inequality	Addressing social inequality
Attract and retain a capable and skilled team	Employee diversity, equity and inclusion
Employee diversity, equity and inclusion	Business resilience and continuity
Business resilience and continuity	Future of the workplace
Future of the workplace	Sector development and leadership
Sector development and leadership	Employee health, safety and wellbeing
Employee health, safety and wellbeing	Racial justice
Employee learning and contribution	Client data security and privacy
Human rights	Stakeholder welfare



Appendix B: GRI Index

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards: Core option. Think Impact is committed to promoting and supporting actions and business commitments to advance the SDG agenda. Our GRI Context Index makes the connections between the GRI Standards and other frameworks and initiatives including the UNGC CoP and the SDGs.

GRI content index

GRI Standard	Disclosure	Page number/s
GRI 101: Foundation 2016		
General Disclosures		
GRI 102: General Disclosures	Organizational profile	
	102-1 Name of the organization	1
	102-2 Activities, brands, products, and services	4
	102-3 Location of headquarters	1
	102-4 Location of operations	1
	102-5 Ownership and legal form	1
	102-6 Markets served	1
	102-7 Scale of the organization	1
	102-8 Information on employees and other workers	11-12
	102-9 Supply chain	8, 23-24
	102-10 Significant changes to the organization and its supply chain	2
	102-11 Precautionary Principle or approach UNGC Principle 7: Take a precautionary approach	23
	102-12 External initiatives	6
	102-13 Membership of associations	20
	Strategy	
	102-14 Statement from senior decision-maker UNGC CoP Statement of support	3
	Ethics and integrity	
	102-16 Values, principles, standards, and norms of behaviour	24-25
	Governance	
	102-18 Governance structure	25
	102-22 Composition of the highest governance body and its committees	25
	Stakeholder engagement	
	102-40 List of stakeholder groups	27
	102-41 Collective bargaining agreements	11
	102-42 Identifying and selecting stakeholders	8, 27
	102-43 Approach to stakeholder engagement	27
	102-44 Key topics and concerns raised	27
	Reporting practice	
	102-45 Entities included in the consolidated financial statements	n/a
	102-46 Defining report content and topic Boundaries	27
	102-47 List of material topics	5, 27
	102-48 Restatements of information	n/a
	102-49 Changes in reporting	n/a



	102-50 Reporting period	4
	102-51 Date of most recent report	4
	102-52 Reporting cycle	4
	102-53 Contact point for questions regarding the report	1
	102-54 Claims of reporting in accordance with the GRI Standards	6
	102-55 GRI content index	28-30
	102-56 External assurance*	n/a
GRI Standard UNGC Principle SDG target	Disclosure	Page number(s)
Material topics		
GRI 200 Economic Standard Series, UNGC Principles and Sustainable Development Goals		
Anti-corruption		
GRI 103: Management Approach UNGC Anti-corruption	103-1 Explanation of the material topic and its Boundary	27
	103-2 The management approach and its components Principle 10: Work against corruption in all its forms, including extortion and bribery.	27
	103-3 Evaluation of the management approach	27
GRI 205: Anti-corruption SDG 16 Peace, justice and strong institutions	205-1 Operations assessed for risks related to corruption	27
GRI 400 Social Standards Series, UNGC Principles and Sustainable Development Goals		
Employment		
GRI 103: Management Approach UNGC Labour	103-1 Explanation of the material topic and its Boundary	9
	103-2 The management approach and its components Principle 3: Uphold the freedom of association and the effective recognition of the right to collective bargaining	9
	103-3 Evaluation of the management approach	10
GRI 401: Employment SDG 5 Gender Equality	401-1 New employee hires and employee turnover SDG 5.5 Gender equality	11
	401-3 Parental leave SDG 8.5 Diversity and equal opportunity	11-12
Occupational Health and Safety		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	13
	103-2 The management approach and its components	13
	103-3 Evaluation of the management approach	13
GRI 403: Occupational Health and Safety	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	none
Training and Education		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	10
	103-2 The management approach and its components	10
	103-3 Evaluation of the management approach	10
GRI 404: Training and Education	404-3 Percentage of employees receiving regular performance and career development reviews	10
Diversity and Equal Opportunity		
GRI 103: Management Approach UNGC Labour	103-1 Explanation of the material topic and its Boundary	13
	103-2 The management approach and its components Principle 6: Work towards elimination of discrimination in respect of employment and occupation.	13
	103-3 Evaluation of the management approach	13



GRI 405: Diversity and Equal Opportunity SDG 5 Gender Equality SDG 8 Decent work and economic growth	405-1 Diversity of governance bodies and employees SDG 5.5 Gender equality SDG 8.5 Diversity and equal opportunity	12
Non-discrimination		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	13
	103-2 The management approach and its components	13
	103-3 Evaluation of the management approach	13
GRI 406: Non-discrimination SDG 8 Decent work and economic growth	406-1 Incidents of discrimination and corrective actions taken SDG 8.5 Diversity and equal opportunity	13
Human Rights Assessment		
GRI 103: Management Approach UNGC Human rights UNGC Labour in supply chain	103-1 Explanation of the material topic and its Boundary	13
	103-2 The management approach and its components Principle 1: Uphold human rights Principle 2: Not complicit in human rights abuses Principle 4: Elimination of all forms of forced or compulsory labour Principle 5: Effective abolition of child labour	13
	103-3 Evaluation of the management approach	13
GRI 412: Human Rights Assessment	412-2 Employee training on human rights policies or procedures	13
Customer Health and Safety		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	16
	103-2 The management approach and its components	16
	103-3 Evaluation of the management approach	16
GRI 416: Customer Health and Safety SDG 16 Peace, justice and strong institutions	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	16
Customer Privacy		
GRI 103: Management Approach	103-1 Explanation of the material topic and its Boundary	16
	103-2 The management approach and its components	16
	103-3 Evaluation of the management approach	16
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	16
Environmental Responsibility		
GRI 103: Management Approach UNGC Environmental responsibility	103-1 Explanation of the material topic and its Boundary	25
	103-2 The management approach and its components Principle 8: Promote greater environmental responsibility Principle 9: Development and diffusion of environmentally friendly technologies	25
	103-3 Evaluation of the management approach	25





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