

Impact  
Report  
2023

# Business as a force for good



MCA  
A POSITIVE FORCE FOR THE  
ECONOMY AND SOCIETY

POSITIVE  
MOMENTUM  
no nonsense business expertise

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Positive Momentum is a global management consultancy... with a difference. We provide bespoke injections of no nonsense business expertise to help organisations and the people in them to change, grow and lead. Positive Momentum consultants are all former business leaders. We understand the day-to-day because we've lived it ourselves.

# A Message From Our Founder



Matt Crabtree, Founder,  
Positive Momentum

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Positive Momentum was founded over 20 years ago with the belief that business was evolving and that consulting needed to evolve with it. Tired of PowerPoint wielding consultants, I knew that something far more practical and pragmatic was needed. Fast forward a few years, and business has evolved again. Global events in recent years have made us realize just how interconnected we all are. More than ever businesses are acknowledging the critical role they can play in creating a more sustainable and equitable society.

As our business grew and matured we realised we need to have a strong foundation in place from which to build on our pledge to make Positive Momentum a force for good. Joining the B Corp™ movement seemed like a meaningful way to do this. Since becoming a B Corp in 2021, we have developed stronger governance, more ethical ways of doing business and we are constantly working on ways to put people and planet first.

We continue to work on our goals, but highlights of 2023, so far, include:

- Off-setting our historic emissions
- Gaining our ISO 14001 Certification
- Being voted one of the FT's Leading Management Consultants
- Achieving a high staff happiness score

We are proud to have scored above the B Corp average for our sector in all five areas and we are particularly delighted to have scored highly for the way that we treat our staff. We believe that paying it forward starts first and foremost with the way we treat our own people and we do the utmost to support the well-being of our employees and to develop their potential to the fullest.

In 2022, we pledged to complete a number of goals by the end of 2023. We have implemented many of these goals and some are still a work in progress. This declaration sets out our commitment and our continued push forward towards achieving them.

We are proud to be one of the only management consulting firms in the UK to achieve B Corp certification.

# Our Journey to Certification



## **Choosing B Corp as our measure**

After careful consideration, we chose B Corp certification in 2021 as our measure of impact. We knew that it would not be easy, but we were seeking a stringent measure of our social and environmental impact. We were reassured that the standards required to achieve B Corp status would be high, and therefore meaningful.



## **Talking the talk and walking the walk**

As a business that advises other businesses on sustainability, diversity and inclusion, ESG strategy and the journey to Net Zero, we believe that our B Corp credentials are vitally important in giving credibility and helping us walk the walk, as well as talk the talk. One additional advantage of having been through the B Corp process ourselves is that we are well placed to advise clients on the journey, all that it entails and the highlights and challenges of the process.



## **Building a better business**

Since becoming a B Corp we have re-committed to doing business better and helping our clients to do the same. We have an increased focus on putting the Earth first, investing in the well-being, training and development of our people and building a happy, diverse and inclusive workplace. It is a daily reminder to always look beyond the bottom line and seek the best outcome for our people and for the planet.

# Our B Corp Impact Score

Positive Momentum currently has an overall impact score of 88.8

- 50.9 Median Score for Ordinary Businesses
- 80 Qualifies for B Corp Certification
- 88.8 Positive Momentum Overall B Impact Score

In 2023 we are  
aiming for an impact  
score of **100**

We are aiming to do this by improving incrementally in all areas. We are continuing to examine our business practices, improve how we deliver for our customers, reduce our impact on the planet and improve our work environment for our employees.





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# Governance

We are committed to operating ethically, with purpose and transparency, considering and engaging our stakeholders in all that we do.

## We strive for transparent governance

As a small business with a flat structure, we are committed to transparency in all that we do.

### What we've already been doing

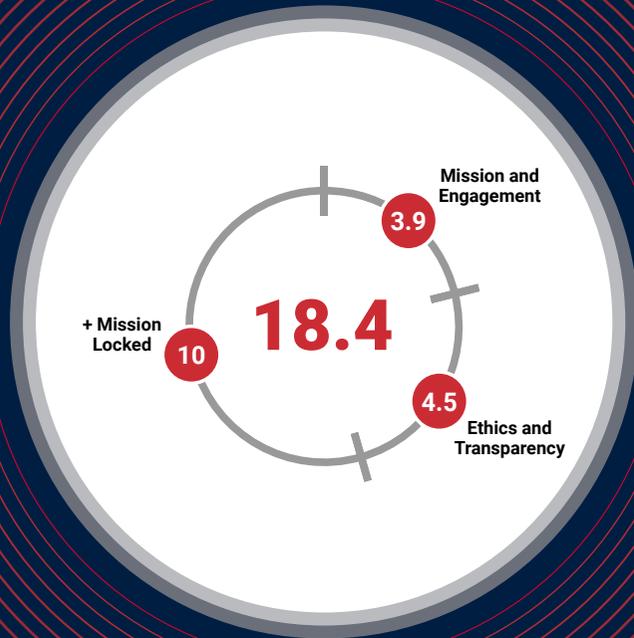
- We have a formal organisational chart outlining the management and reporting structure of the company
- We have created written job descriptions for all employees
- Holding regular management team meetings to plan strategy and make operational decisions
- Financial performance and information regarding the Board of Directors is made available to employees and stakeholders
- Regular meetings and surveys to gather information from employees, clients and other stakeholders
- Stakeholders are a key consideration in all decisions that we take – this is embedded into our company's legal articles
- We have started recording and tracking key social and environmental performance areas

### What we said we'd do in 2023

- Streamline and re-evaluate our vision, mission and values **ACHIEVED**
- We have recently completed a refresh of our core principles (see following page)

### Our plans for the next 12 months:

- Incorporate social and environmental performance into the job descriptions of our manager roles
- Set KPIs to track our social and environmental objectives



Governance evaluates a company's overall mission, engagement around its social/ environmental impact, ethics, and transparency.

## OUR VISION

A new standard of management consulting. No nonsense, laser focused on outcomes, working to the highest certified standards of environmental & social responsibility and only ever delivered by seasoned former leaders

## OUR MISSION

We use our real world experience to deliver real change real fast for our clients

## OUR PURPOSE

We help organisations and the people in them to change so that they can grow

## OUR VALUES

ENERGY • ENGAGEMENT • EDGE



All underpinned by the highest standards of B Corp® certified environmental and social responsibility



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# Workers

We do our utmost to support the welfare of our employees and to develop their potential to the fullest.

## We invest in training and developing our staff

Our full-time Executive Assistants are trained in our service methodology to deliver “rockstar” support to their partners and their clients.

### What we've already been doing

- An ongoing program of training, development, coaching and support for our staff
- A professional development focused away-day every four months
- Regular 121s and performance reviews where the focus is on looking for opportunities to develop career progression
- We fund external training and courses for employees who are keen to develop their skill-sets further
- Our employees work fully from home with flexible hours to support their lifestyle needs
- Employees are encouraged to take time out of their working day to do something for themselves
- Regular team-building off-sites such as learning sessions, company and client events, all-expenses paid lunches and spa days
- Our employee wellbeing package includes pension, unlimited holiday, life insurance and matched giving

### What we said we'd do in 2023

- Develop our onboarding program to support new team members **ACHIEVED**
- It now includes learning workshops and practical work-shadowing of colleagues
- Trial a staff engagement platform to measure staff happiness and engagement **ACHIEVED**
- This has been rolled out and we are delighted with our staff Happiness score of 82 and our benchmarking against other similar organisations

### Our plans for the next 12 months:

- Apply for a Great Place to Work certification
- Work career development into the organisation by introducing a trainee Executive Assistant program
- Develop a more formal volunteering program so that our employees can participate as a team
- Introduce medical insurance to our staff well-being package



Workers evaluates a company's contributions to its employees' financial security, health & safety, wellness, career development, and engagement & satisfaction.

### Our Employee Happiness KPI score

We continually measure our employee happiness using Friday Pulse. We currently have a weekly Happiness score of 82.

Using key pieces of information collated by Friday Pulse we are benchmarked quarterly against similar size organisations, industries and locations. We are proud to place well above average in comparison to our peers.



“



*I really appreciate the structured training, mentoring and peer-to-peer support at Positive Momentum. It has helped me to grow my practice and develop my ability to sell and deliver. Most importantly it offers me confidence and encouragement to go further than I would on my own.*

Simon Cooper, Positive Momentum Partner



*Positive Momentum is an awesome company to work for, with a strong emphasis placed on employee wellbeing and welfare. Flexible working is not just encouraged, but we are reminded that it is totally acceptable, and this allows me to balance family life/hobbies and work life. My colleagues provide total support, which is extremely warming. I love the inclusive working environment, where challenge is welcomed.*

Keren Walsh, Executive Assistant

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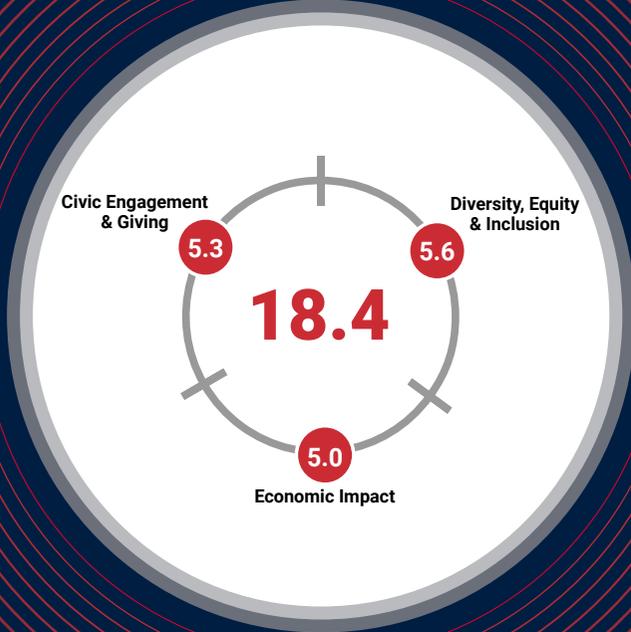




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# Community

We are committed to creating a more equitable society and working with clients, partners, employees and other stakeholders in an ethical way.



Community evaluates a company's engagement with and impact on the communities in which it operates, hires from, and sources from. Topics include diversity, equity & inclusion, economic impact, civic engagement, charitable giving, and supply chain management.

## We pay it forward

We believe in transforming young lives, supporting the next generation of leaders and embracing equity in the workplace

### What we've already been doing

- Employees have paid time off to volunteer and many of our team sit on or chair boards
- Matched giving scheme for any charitable donations our team make
- Our annual client conferences are held in aid of The Prince's Trust
- Many of our team mentor young people via The Aleto Foundation, Generation Success and the Udayan Shalini Fellowship (USF) program
- Positive Momentum India supports the Udayan program which protects and nurtures vulnerable young people. Our Indian business contributes 10% of earnings to Udayan
- We support and volunteer with Sharewear – which provides emergency clothing, shoes and bedding to people in need
- In 2023 we worked with LAE (Learning Academy of Excellence) Stratford to provide laptops, mentoring to students and pro bono communications consultancy
- To support diversity and divergent thinking in our business, we have developed a blind recruitment process to help us combat unconscious bias
- Funding five of our partners to complete a Diversity & Inclusion course at Judge Business School – we are using their learnings to help us improve in this area
- We are active supporters of International Women's Day and our annual client event celebrates and spotlights female leaders in our industry and our community

### What we said we'd do in 2023

- Work with the Aleto Foundation to help raise awareness of their program and encourage our network to participate **ACHIEVED**
- We have run a social media campaign showcasing the benefits to both parties of the mentoring relationship **ACHIEVED**
- Donate 10% of our annual net profits to support NGO's/Not for Profits who are doing work that's in line with our Environmental and Social focus areas **IN PROGRESS**
- So far we have donated 3.2% of net profit and we are on track to complete this goal with other fund-raising initiatives and events planned this year **ACHIEVED**
- Diversify our charitable donations across the following areas: food hunger, education, water, poverty **ACHIEVED**
- Increase diversity in our supplier base **IN PROGRESS**
- We have begun focusing on engaging suppliers that are also social enterprises. So far we have worked with Iconic Steps, a creative agency that is committed to creating a more diverse, more equal media industry. We have also worked with Empathy Week, an award-winning global schools programme that uses the power of film to develop the skills of empathy and leadership in students.



### Our plans for the next 12 months:

- Extend our supplier audit
- Develop a more robust plan to diversify our supplier base, including working with more social enterprises to maximise our impact
- Organise a charity fundraising event



# Our Work In Action.

As well as embracing diversity in our own business we also help clients develop their own diversity and inclusion strategies.

## Celebrating IWD at Positive Momentum

We are proud to support International Women's Day each year. In 2023, we chose to showcase eight extraordinary women from the wider network of Positive Momentum. These women were chosen by our female partners as outstanding leaders, doing all they can to create a more equitable and inclusive world. Each woman chose a theme to highlight and discussed their own experiences as well as providing practical advice for businesses on how to make improvements in this area.

## Inclusive Talent Development at Cynergy Bank



### The client

Cynergy Bank provides financial services to business owners, property entrepreneurs and family businesses.

### The challenge

The company's strategy is to provide first-in-class service by overlaying the best of financial technology with value adding human relationships. Mindful of the importance of accessing critical talent to meet its transformational service commitments, the bank wanted to develop a programme to accelerate the retention and development of leadership talent.

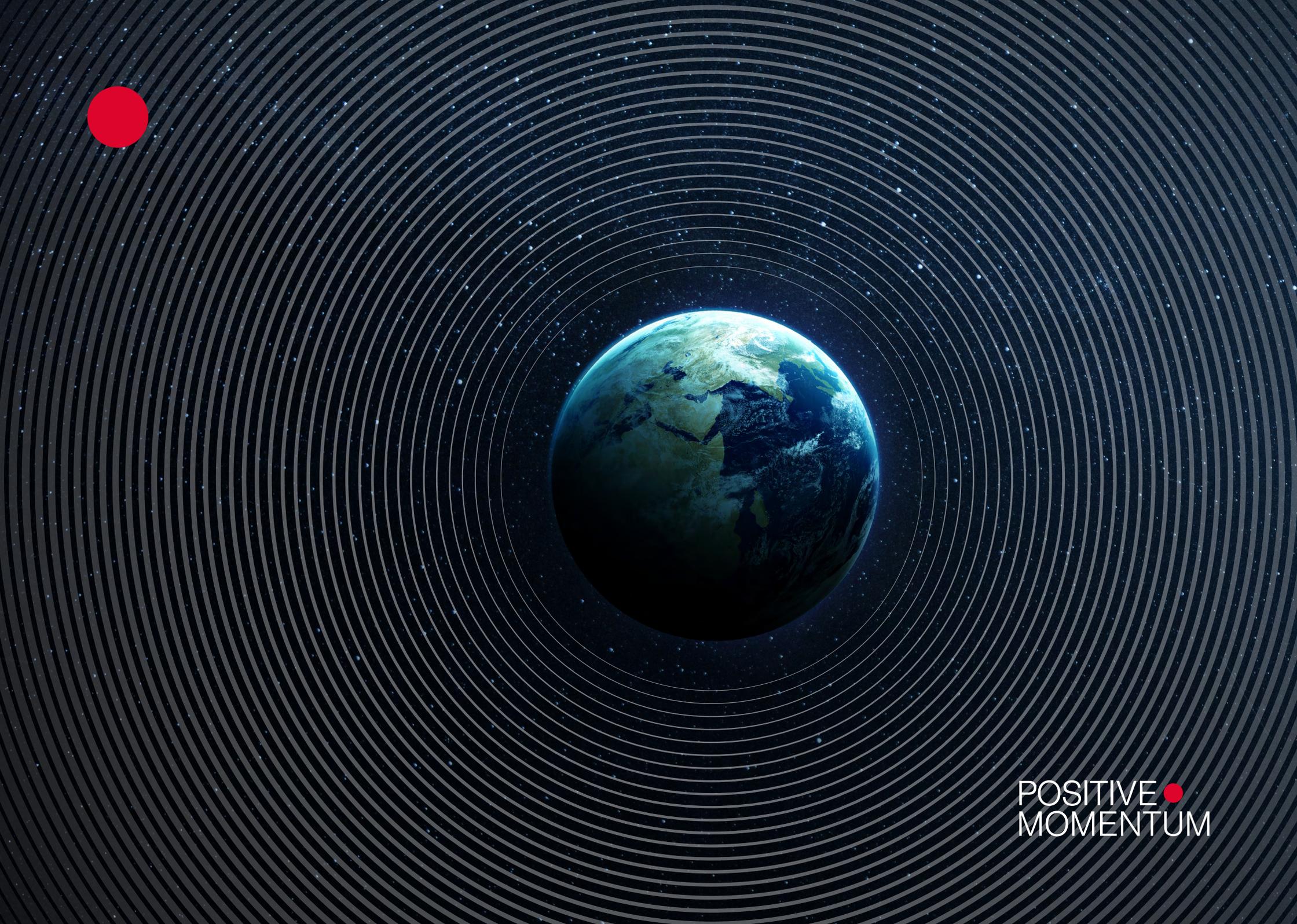
### The solution

Working closely with senior leadership, Positive Momentum defined what building leadership talent looks like at Cynergy and developed a structured leadership development framework, to be delivered in partnership with the bank's senior leadership and Exco team. The framework includes a blend of business insights, key business related projects, exposure to senior leaders at the Bank, mentoring, personal development masterclasses and 1:1 coaching.

### The outcomes

This programme is aligning and realising Cynergy's ambitions for inclusive leadership development. It provided an independent assessment of talent and valued diversity as part of the assessment process. As well as providing a development pathway for future leaders of the business, the program is helping to meet Cynergy's D&I targets (e.g. % females in senior roles). The program will also support commercial performance in support of bank strategy.





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# Environment

We are committed to caring for our planet and operating a sustainable business.

## Caring for the planet

We aim to limit our effect on the planet to the greatest possible extent whilst still attempting to develop a vibrant commercial business.

### What we've already been doing

- To limit our environmental impact, we have no permanent offices
- Our annual conferences are climate positive events and we plant a tree for each attendee
- Evaluating our use of resources carefully and being as economical as possible in our use of collateral and transportation
- We're a climate positive company through Earthly
- Advising on ESG strategy and helping other businesses become regenerative
- We continue to publish free guidance, advice and diagnostics to help our community of business leaders on their Earth First journey

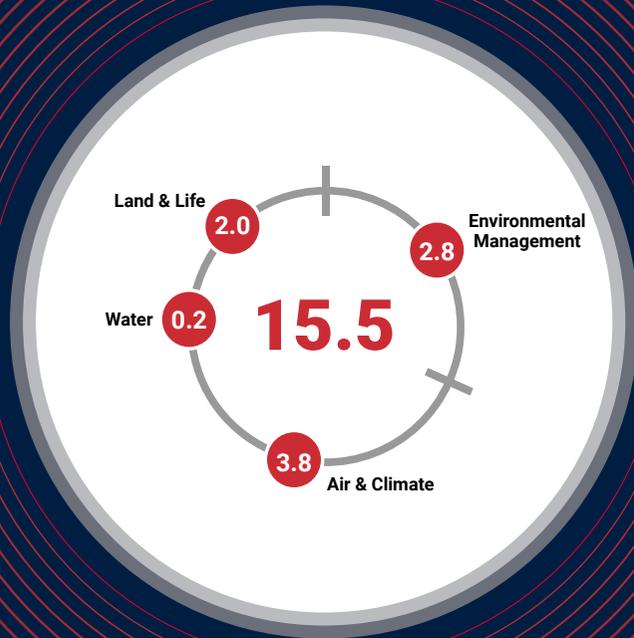


### What we said we'd do in 2023

- Continue to reduce emissions in line with the Paris agreement 1.5C **IN PROGRESS**
- We are continuing work on how we can reduce our emissions. We are looking at our overall footprint and in 2023 we began off-setting all client engagements, and partner travel **IN PROGRESS**
- Gain our PAS2060 Carbon Neutral Certification **IN PROGRESS**
- We have not yet completed PAS2060 but have achieved ISO14001, which is a stepping stone towards this **IN PROGRESS**
- Develop a plan to offset our historic emissions **IN PROGRESS**
- We have achieved phase 1 of our current plan; offsetting our Founding Partner's historical travel

### Our plans for the next 12 months:

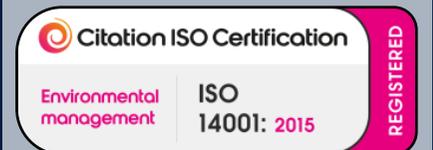
- Continue with Phase 2 of offsetting the remainder of our historic emissions. We are working with Earthly on this plan.
- Develop a plan to reduce our emissions intensity
- Complete an internal education program so our team of consultants can promote the benefits of becoming a B Corp and taking a more Earth First approach



Environment evaluates a company's overall environmental management practices as well as its impact on the air, climate, water, land, and biodiversity. This includes the direct impact of a company's operations and, when applicable, its supply chain and distribution channels.

### In 2023 we achieved ISO 14001 Certification.

This rigorous process assesses an organisation's impact on the external environment and demonstrates our ongoing commitment to reducing waste, pollution and energy consumption.





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# Customers

We strive for the highest standards of client service and value.

## We deliver excellent outcomes

From start to finish we're obsessed with understanding and achieving positive outcomes for our clients. We do not sell a set piece or a one-size-fits all solution to our clients and we don't wallow in academic exercises.

### What we've already been doing

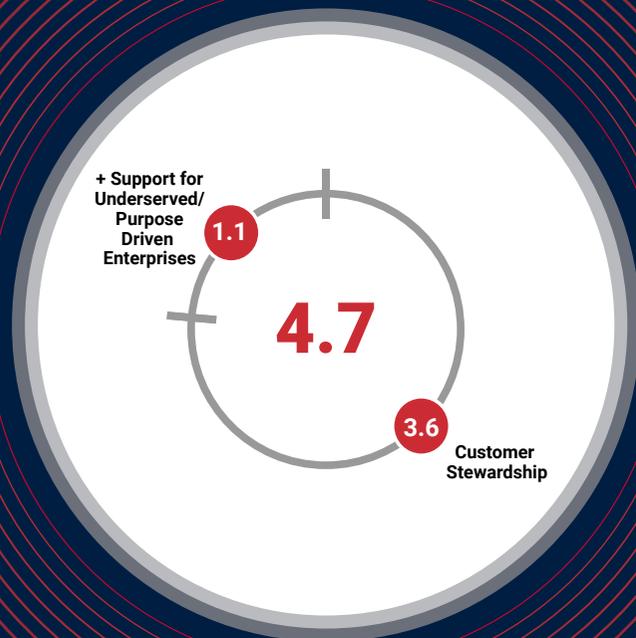
- To ensure our clients benefit from the highest quality outputs, we have a rigorous training and ongoing professional development program for consultants
- All our consultants work to our proprietary 'Positive Momentum Operating System' which enshrines our standards of conduct, quality and consistency
- We've grown our business on the strength of becoming a trusted partner. The person who pitches to the client is the partner who will deliver the work.
- We encourage clients to pay for projects in stages and never oblige them to long term contracts or up-front fees. We stand by the value each stage of our work delivers.
- Our Customer Advisory Board critically reviews performance and plans. We also have a survey process to acquire feedback from all clients on their experience of working with us.
- We are a member of the Management Consultancies Association. This means our business has been assessed and meets the very highest standards of excellence.
- We are delighted to have been awarded a Feefo Gold Trusted Service Award for excellence in customer service
- In 2023, we also became one of the Financial Times' Leading Management Consultants

### What we said we'd do in 2023

- Expand the volume of our client advisory work on Net Zero and the development of solutions for large scale, nature-based CDR (carbon dioxide removal) by 10% **IN PROGRESS**
- See opposite for client projects that are currently in progress
- We will increase the work we do with purpose-driven enterprises by at least 10% on last year **ACHIEVED**
- Increased by over 40% in the last financial year

### Our plans for the next 12 months:

- Introduce some pro-bono work on Net Zero projects



Customers evaluate a company's stewardship of its customers through the quality of its products and services, ethical marketing, data privacy and security, and feedback channels.

### Positive Momentum Net Zero and CDR Removal projects

We have worked with clients on the following projects:

- Building the case for a Climate Investment Fund for investing into long-term, nature-based carbon removals
- Launching a Sustainability Business unit that is helping to validate the use of location data underpinning all Science Based targets for Nature and development of Nature based removals
- Developed a strategy for scaling up Trase: a Data Solution for ending deforestation linked to agricultural commodities
- Launch of a coalition aimed at using the national quality infrastructure to accelerate progress on Net Zero

feefo<sup>co</sup>  
4.8<sup>/5</sup>  
★★★★★

Gold Trusted Service Award  
2023 feefo<sup>co</sup>

FT FINANCIAL TIMES  
statista

UK'S LEADING MANAGEMENT CONSULTANTS 2023

# Our Work In Action.

Here are just a few examples of how we've used consulting excellence to deliver value to our customers.



 **BARCLAYS**

Helping to create cohesion within a complex multi-site and country operations infrastructure.

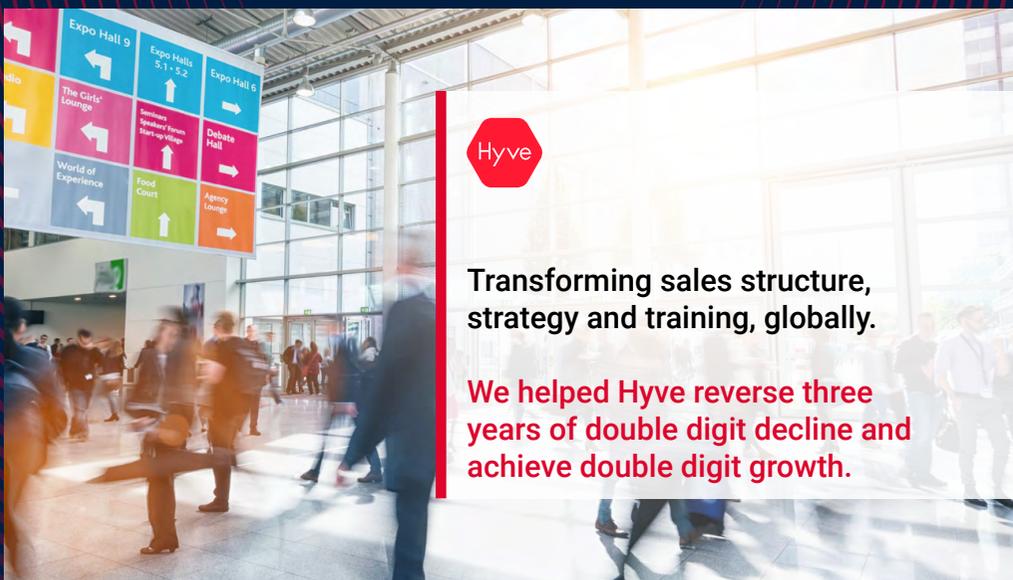
**We're helping Barclays' leaders to manage a £500bn per day payment operation.**



**UCAS**

Building a cohesive executive team by offering challenge, facilitating discussion and driving actionable outcomes.

**Our work with UCAS resulted in 90% of employees proud to work there and a return to financial health.**



 **Hyve**

Transforming sales structure, strategy and training, globally.

**We helped Hyve reverse three years of double digit decline and achieve double digit growth.**



**PeakPerformance**

From declining sales to budget beating growth in an extremely competitive and challenging industry.

**We helped Peak Performance to return to growth and double their profits.**

# The Time to Act is **Now**

Thank you for reading our Impact Report. Our work is never done, but we are always looking for ways to develop and improve our business practices for the greater good. If you have any feedback on any area of this report, please do get in touch.

If you are considering becoming a B Corp, we will happily share with you our experience on the process, benefits and all that being a B Corp entails.

## **Contact Us:**

+44 (0) 1462 423 375

[tellmemore@positivemomentum.com](mailto:tellmemore@positivemomentum.com)



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