



Impact Report: Oct 2020 to Sep 2021

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Message to Our Stakeholders

We started recruiting for the fashion and retail sector in Oct 2020. Our big questions were:

- Do we want to be a business for good, as well as profit?
- Will we survive year one?

Well, here we are and welcome to Encore Recruitment's first impact report.

During the year we started to think about our impact and how we could measure it. Producing this report has been our way of working through the process. It's been a learning curve and we still have gaps to fill. If you have any questions or suggestions, please let us know. As a great ex-colleague used to say "feedback is a gift".

We know we're at the start of our purpose-based journey and we don't have all the answers yet. And sometimes we don't even know what the question is. It's a work in progress, takes us way out of our comfort zone at times, yet we're committed to making it happen.

There has been a bit of imposter syndrome at times; there are a lot of great impact reports out there. However, as we keep reminding ourselves this is our journey, our report and it's the best we can do right now with the resources we have. It's our starting point. In the report we'll go through:

- The charities we chose and why
- The purpose mapping exercise we completed (which wasn't planned for year 1)
- What we believe are our initial impact results
- What we'll do next year to further develop our purpose-driven business model
- Some final thoughts

We hope you enjoy reading it and learn something about us.



Lucy Ratoff



Paul Bryce

Charity Partners

From the start we decided to support social and environmental causes; the 'doers'. We chose to support through 1% for the Planet, where we commit at least 1% of annual revenue to social and /or environment causes. We identify charities, make the donations and complete an annual certification process.

We decided to commit 2% (1% for each of us). Each time one of our candidates starts a new role, at least 2% of the client fee will be allocated to these causes:



1% for the Planet

In their words:

Putting people and the planet over profit. 1% for the Planet represents a global network of businesses, individuals and non-profit organizations tackling our planet's most pressing environmental issues.

Why are we members?

It's such a simple way of making a difference. Imagine if all businesses donated at least 1% of revenue to social / environmental causes.



FareShare

In their words:

We believe that no good food should go to waste. We redistribute surplus food to charities that turn it into meals. We are doers. We are a community. We change lives.

Why do we support?

People are going hungry and surplus food is being thrown away. Figure that out.



Surfers Against Sewage

In their words:

We are a grassroots movement that has grown into one of the UK's most active and successful environmental charities.

Why do we support?

Some of our family surf, we got to know about SAS and it went from there.



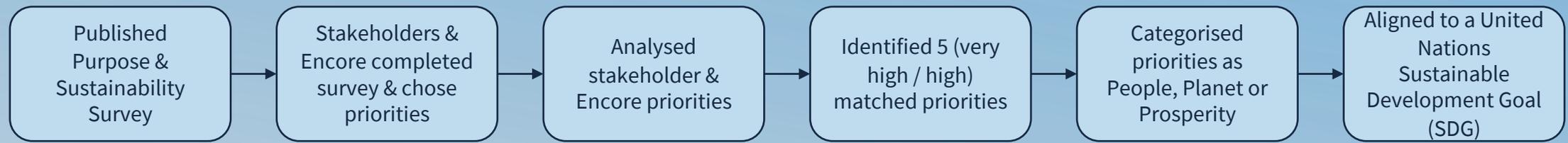
Purpose Mapping Exercise and Results

Even though we'd chosen our charity partners, we hadn't given much more thought about our wider purpose and what our stakeholders priorities might be.

Enter [Prosperah](#) (helping companies to understand their purpose). We got to know founder Alice Troiano and agreed their purpose mapping exercise could help Encore define our wider purpose and connect with our stakeholders to understand their thoughts as well.

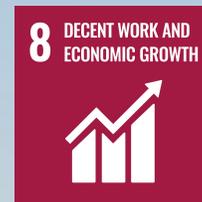
For us, even though it felt right, it was a leap of faith. We'd only been going for 6-months. What if no-one responds? What if our stakeholder priorities were completely different to ours? Would we need to choose different charity partners? How would we actually use the results?

In the end, we just went for it. Here is the process:



What happened? People responded. Our priority discussion with Prosperah was challenging and enjoyable – we learnt a lot about ourselves. We felt much more connected to our stakeholders. We were so glad we did it.

And when we reviewed the results and discussed the SDGs, there was a “lightbulb” moment. It all seemed to work. As a recruitment company, SDGs 4, 5 and 8 couldn't be any closer. As for our chosen charities, SDGs 12 and 14 are a natural fit.



What next? We'll use the results to further develop our purpose-driven business model and how we measure our impact. A big challenge, which we're up for.

If you're interested, we'd encourage you to do some reading - about the [Sustainable Development Goals](#), [Prosperah](#) and our [Purpose Mapping Report](#)

Impact Results (KPI)

This is our first impact KPI. There will be more to come as we develop our business model.

Key Performance Indicator (KPI): At least 2% of Oct 2020 to Sep 2021 sales revenue donated to social and environmental causes			
KPI achieved: £1,897.61 (2.15%) donated (breakdown below)			
<p>Action: Donated £500 to <u>FareShare</u></p> <p>Impact: To fight hunger and tackle food waste across the UK</p> <ul style="list-style-type: none"> • Our donation helps the redistribution of enough surplus food for 2,000 meals for the most vulnerable members of our society • <u>2020/2021 has been FareShare’s biggest year yet.</u> <ul style="list-style-type: none"> • Helped 10,542 charities and community groups and 1,108,064 people were provided food supplied by FareShare • The food redistributed contributed towards 131.9 million meals and saved the charity sector £18.5 million 	<p>Action: Donated £1,000 to <u>Surfers Against Sewage</u></p> <p>Impact: Enable SAS to support their <u>Plastic Free Schools</u> movement</p> <ul style="list-style-type: none"> • Over 3,000 schools signed-up (Nov 21) • The Ocean School programme takes school children to the beach. It provides lessons, resources and equipment for the kids to learn more about the oceans and why we need to protect them 	<p>Action: Paid £397.61 to <u>1% for the Planet</u> for set-up and annual membership fees</p> <p>Impact: Enables 1% for the Planet to run their organisation and bring donations and doers together to accelerate smart environmental giving</p> <ul style="list-style-type: none"> • 580+ UK & Ireland business members * • Our donations go towards the total UK & Ireland member giving to date: £6.2 million * <p>* Information via a 2021 End of Year Europe & UK Business Member News circulated by 1% for the Planet in Nov 21.</p>	
<p>Aligned to SDG 12 Ensure sustainable consumption and production patterns</p>		<p>Aligned to SDG 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development</p>	

Impact Results (Operational)

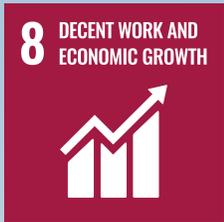
Our role is to propose the right person, for the right role, at the right time. As a result, we don't want to set specific KPIs to this section, it doesn't feel right.

Categories may change annually. We analysed last year, and added subjective candidate impact analysis from knowledge gained during the process.

We're aware we don't make the final recruitment decision, so while we do feel we contribute to the SDGs below, we won't claim we have a direct impact.

2020-21 Results	Impact	SDG
9 women graduates placed in their first role	Applying knowledge gained from their fashion-based degree and the confidence boost of securing a first step in their chosen sector	4.4, 8.5 & 8.6 (assuming all are aged under 24 years old)
7 unemployed candidates placed in a new role	Sense of relief; pressure off (mentally and financially); feeling appreciated and productive again	8.5
6 women placed in a senior role	Some into their first senior role, which will improve their thought-leadership experience	5.5

Sustainable Development Goals (SDG) Sub-targets aligned to our recruitment process

 <p>4 QUALITY EDUCATION</p>	<p>4.4: Substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship.</p>	 <p>5 GENDER EQUALITY</p>	<p>5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>8.5: Achieve full and productive employment and decent work for all women and men, including young people and persons with disabilities, and equal pay for work of equal value.</p> <p>8.6: Substantially reduce the proportion of youth not in employment, education or training.</p>
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Key Goals: Oct 2021 to Sep 2022

Next year we'll take some key governance steps, and continue developing our purpose-driven business model. Then we start thinking longer-term.

Goal	Activity	Complete by
Purpose-aligned Governance	Update our Company Objectives to promote the success of the Company; i. for the benefit of its members as a whole; and ii. through its business and operations, to have a material positive impact on (a) society and (b) the environment, taken as a whole.	Dec 21
	Prepare and publish our an impact report for financial year Oct 2020 to Sep 2021	
	Amend company shareholding to confirm Lucy Ratoff as majority shareholder	
	Complete the 1% for the Planet donation certification process	
Carbon Footprint & Net Zero	Calculate carbon footprint	Mar 22
	Complete Net Zero action plan	Apr 22
Purpose-driven Business Model	Complete wider impact analysis (good or bad, direct or indirect) and agree plan for net positive	Sep 22
	Define purpose / mission statement	
	Define and implement policies and processes	
	Initiate positive impact partnerships	
	Define communication plan to share knowledge and resources	
	Commit at least 2% of Oct 2021 to Sep 2022 annual revenue to social and environmental causes	

Final Thoughts

Have we done some good in our first year? Yes, we feel we've contributed towards positive impacts.

Yet the wider we look, and the more we learn, we realise impact is good or bad, direct or indirect. And while we feel we've done some good this year, we have a long way to go to understand what our overall impact is and how we become net positive.

We'll work it through and may not like everything we learn. However good or bad, direct or indirect, we'll own what we find, take appropriate actions and report accordingly.

We also know we support a sector that it doesn't always have the greatest social and environmental impact reputation. Hopefully, we can share what we learn and help support the fashion and retail sector (and others) on their positive impact journey.

We knew if we survived year 1, that our focus for year 2 would be to further develop our long-term, purpose-driven business model.

To put it out there, our ideal long-term purpose-driven business would:

- Be a key partner for the circular, purpose-driven economy
- Have a net positive impact on people and planet

We've said it. All we've got to do now is find the right partners and make it happen.



Lucy



Paul

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