



# The Time to Act is **Now**

Impact Report



**MCA**  
A POSITIVE FORCE FOR THE  
ECONOMY AND SOCIETY

**POSITIVE  
MOMENTUM**  
no nonsense business expertise



# We believe in business as a force for good

Positive Momentum is a global management consultancy. 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.

The time to act is now. Global events in recent years have stopped us in our tracks and the pace of change seems relentless, overwhelming even. Yet there is hope. If the last few years have taught us anything it's the realization of just how connected we all are. More than ever businesses are acknowledging the critical role they can play in creating a more sustainable and equitable society.

After careful consideration, we chose B Corp certification in 2021 as our measure of impact. We knew that it would be a stringent measure of our social and environmental impact and that the standards required to achieve B Corp status would be high, and therefore meaningful.

Since our initial certification we have committed to doing business better and helping our clients to do the same. We are putting the Earth first, investing in the well-being, training and development of our people and building a happy, diverse and inclusive workplace. We also pride ourselves on delivering ever higher value and expertise to our clients. We commit first and foremost to achieve the best outcome for our people and for the planet.



Matt Crabtree, Founder,  
Positive Momentum

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# What is B Corp?

B Corps are companies verified to meet high standards of social and environmental performance, transparency and accountability.



## Why create this impact report?

As a B Corp we consider the impact we have on people and planet to be just as important as financial performance. Our annual impact report reinforces this commitment.

## Our Impact Score

Based on our initial certification, Positive Momentum earned 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

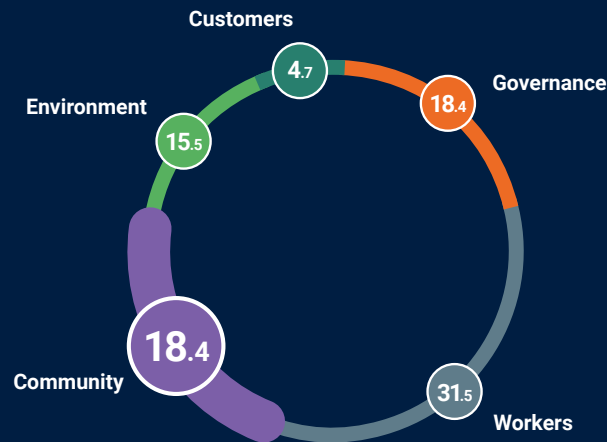


We believe good  
business gives back

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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

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. In addition, this section recognizes business models that are designed to address specific community-oriented problems, such as poverty alleviation through fair trade sourcing or distribution via microenterprises, producer cooperative models, locally focused economic development, and formal charitable giving commitments.

## We use our platform as a force for good

We believe firmly that good businesses give back. At Positive Momentum we give employees paid time off to volunteer and many of our team sit on or chair boards. We've recently introduced a matched giving scheme for any charitable donations our team make. Our annual client conference in 2022 was held in aid of The Prince's Trust.

### We support the next generation of leaders

Many of our team are involved actively in mentoring young people and future business leaders via The Aleto Foundation and Generation Success. 9 of our partners are proud to have mentored their talented young people, from whom we also learn a lot!

### We are transforming young lives

In India, Positive Momentum supports the Udayan program which protects and nurtures vulnerable young people. Our Indian business contributes 10% of earnings to Udayan which goes directly to support a care home for young girls. We support the Udayan Shalini Fellowship (USF) program by mentoring girls from rural backgrounds with the aim of raising aspirations, improving employability, skills and confidence. We also directly sponsor three amazing young women who are enrolled in the fellowship.

### We directly support local causes

One charitable organisation we work particularly closely with is Sharewear – which provides emergency clothing, shoes and bedding to people in Nottingham and Nottinghamshire. Our consultants have helped Sharewear form relationships with sustainable fashion brands and our team have also volunteered hands-on at their national processing centre.



Interactive donation chooser



Supporting Sharewear



We believe in  
divergent thinking

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# Diversity & Inclusion

We are committed to improving diversity and inclusion in our workplace and amongst our supplier base.

## We respect and embrace diversity & inclusion

As a global team, we are proud to work alongside colleagues and clients who come from varied cultures, backgrounds and communities. Embedded in our company values are collaboration, authenticity and the exchange of different viewpoints.

We embrace diversity and divergent thinking, because we know this creates a better working environment and better solutions for our clients. We are currently funding five partners to complete a Diversity & Inclusion course at Judge Business School (Diversity, Equity and Inclusion: DEI Strategies for Business Impact) and will be using their learnings to help us improve our own work in this area.

## We strive to recruit and retain people from a diverse talent pool

We are committed to ensuring our business is filled with talented people from all walks of life, and we have developed a blind process for the recruitment of full time employees to help us combat unconscious bias.

## We support industry efforts to improve progress on diversity

We know that it takes conscious effort to measure our performance, challenge our standards and reach ever higher. With this in mind, as members of the Management Consultancies Association (MCA) we are supporters of their drive to improve progress on diversity and inclusion. In addition to our work outlined on this page, we also run an annual client event in support of The Prince's Trust that celebrates and spotlights female leaders in our industry and our community.

## Extending our impact

We believe in paying things forward so our next step is to look at our supplier base and understand how we can increase diversity in this area too.



Annual client conference, raising funds for The Prince's Trust and spotlighting female leaders.

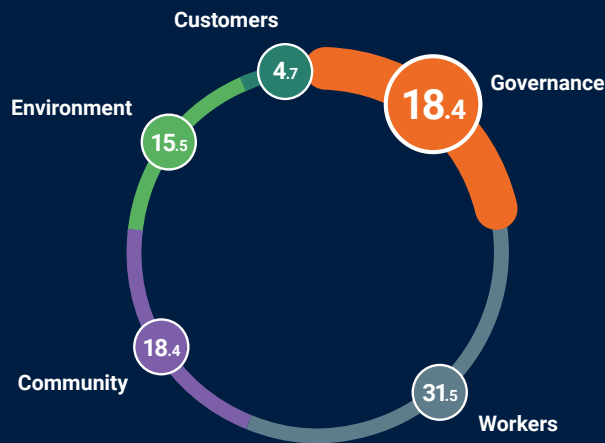
A hand holds a black-rimmed magnifying glass in the foreground, focusing on a vast mountain valley. The valley is filled with green pastures and rocky peaks under a blue sky with scattered clouds. The magnifying glass's lens is the central focus, showing a clearer view of the landscape within its frame.

We believe in  
full transparency

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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.



## Governance

Governance evaluates a company's overall mission, engagement around its social/environmental impact, ethics, and transparency. This section also evaluates the ability of a company to protect their mission and formally consider stakeholders in decision making through their corporate structure (e.g. benefit corporation) or corporate governing documents.

# Transparent governance

As a small business with a flat structure, we are committed to transparency in all that we do. We have a formal organisational chart outlining the management and reporting structure of the company, written job descriptions for all employees, and we hold 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.

We believe in transparent stakeholder engagement and hold regular meetings and surveys to gather information from employees, clients and other stakeholders. Stakeholders are a key consideration in all decisions that we take. As a B Corp this is actually embedded into our company's legal articles.

## Our code of ethics

**Creating a Written Code of Ethics has enshrined the Purpose and Values which govern our way of working. Together with more formal policies and practices, this provides a clear path towards achieving a positive and dynamic culture within Positive Momentum.**

A code of ethics is important to us because, in a flat structure such as ours, it helps colleagues' make decisions that are in line with company values in the absence of a clear rule or direct supervision; it acts as a reference point covering all aspects of colleagues' working relationships, and provides guidance on working with colleagues, customers and clients, business partners, suppliers and the broader community. We believe our code of ethics improves decision making and helps employees to be autonomous.

## Inclusivity

Be inclusive. We welcome and support people of all backgrounds and identities. This includes but is not limited to members of any sexual orientation, gender identity and expression, race, ethnicity, culture, national origin, social and economic class, educational level, colour, immigration status, sex, age, size, family status, political belief, religion, and mental and physical ability.

## Objectivity

Be respectful. We won't all agree all the time, but disagreement is no excuse for disrespectful behaviour. An environment where people feel uncomfortable or threatened is not a productive or creative one. Our differences can be our strengths. Different people have different perspectives on issues, and that can be valuable for solving problems or generating new ideas.

## Professional competence

Be considerate. We all depend on each other to produce the best work we can as a company. Your decisions will affect clients and colleagues, and you should take those consequences into account when making decisions.

## Integrity

Be honest. It is important for building and maintaining trust, and for ensuring an open and honest communication between customers, clients and employees. Workplace confidentiality can be defined as keeping the employee, customer and client information private.

## Professional behaviour

Choose your words carefully. Always conduct yourself professionally. Be kind to others. Do not insult or put down others. Differences of opinion and disagreements are mostly unavoidable. What is important is that we resolve disagreements and differing views constructively.

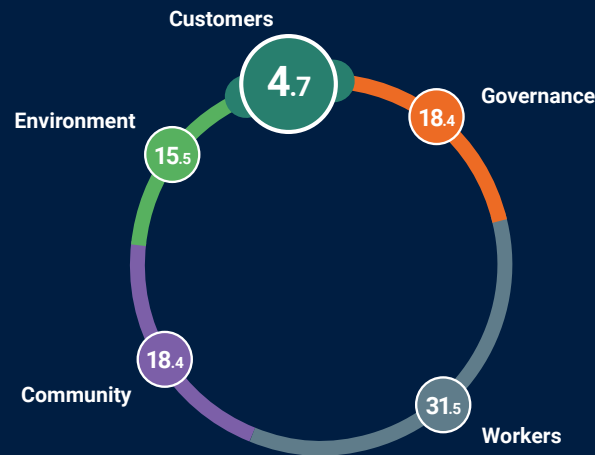


We believe  
in delivering  
outstanding  
outcomes

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# Customers

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



## Customers

Customers evaluates a company's stewardship of its customers through the quality of its products and services, ethical marketing, data privacy and security, and feedback channels. In addition, this section recognizes products or services that are designed to address a particular social problem for or through its customers, such as health or educational products, arts & media products, serving under-served customers/clients, and services that improve the social impact of other businesses or organisations.

## 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. As ex-practitioners we've walked in our clients' shoes and we know that context is everything. This means we work collaboratively alongside our clients to act as catalysts for change. The reason our clients return to us time and time again is because they know that we listen, that we respond honestly and that we do not shy away from tough challenges.

## We ensure our consultants have a strong, up-to-date skillset

To ensure our clients benefit from the highest quality consultants, we have developed the 'Positive Momentum Operating System' which enshrines our standards of conduct and firm philosophy. Delivered in a variety of media, this constantly evolving system is the bedrock of our firm. New consultants joining our firm benefit from a six-month intensive programme of both group and individual development. In addition to this, every other Monday is development day for all at Positive Momentum - we hold learning sessions and share knowledge across our team. We also hold a half day partner summit every four months and an annual 24-hr retreat, all of which have development at their core.

## We are a transparent & trusted partner

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 and grow the relationship over time.

We encourage clients to pay for projects in stages and never oblige them to long term contracts. We stand by the value each stage of our work delivers to the extent that we prefer a 'pay as you go' approach, instead of up-front fees and commitments.

## We seek constant improvement

Continuous improvement is baked into the way we work. As a business we share best practice, hold regular learning sessions and constantly review the way we work. Our Executive Assistants are trained to work closely with each partner to help them develop and improve their practice area. We run a Customer Advisory Board to critically review performance and plans. We also have a survey process to acquire feedback from all clients on their experience of working with us.

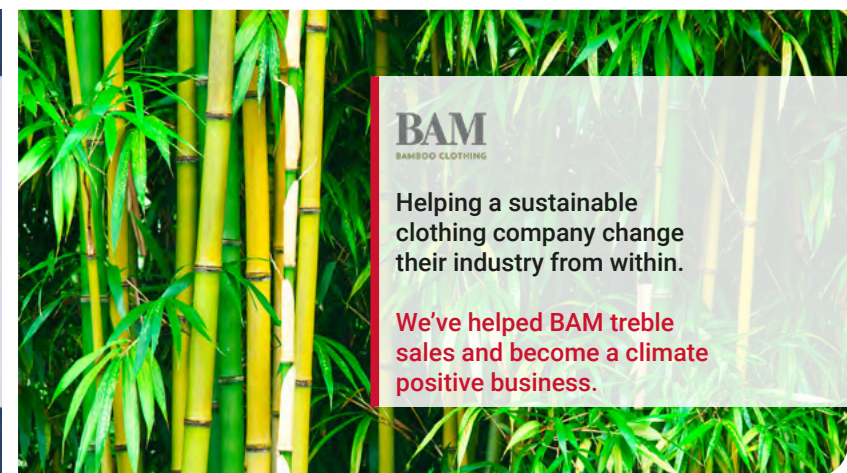
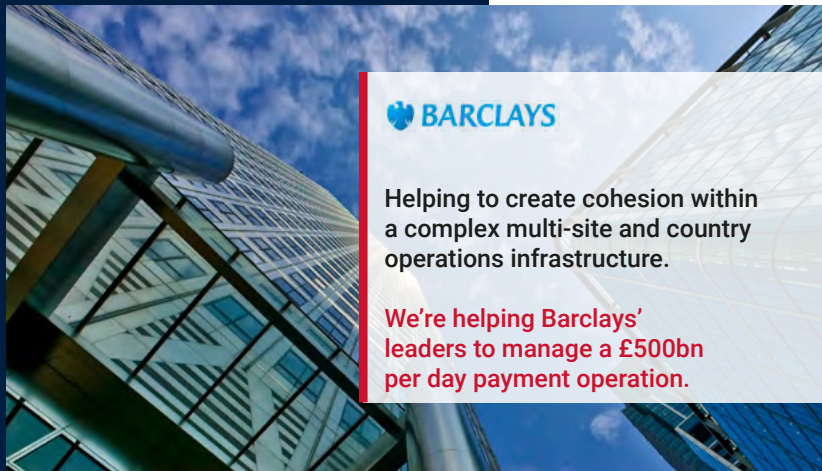
**feefo** <sup>4.8</sup>/<sub>5</sub>  
Our customer  
feedback score: ★★★★★

**MCA**  
A POSITIVE FORCE  
FOR THE ECONOMY

We are a member of the Management Consultancies Association. The MCA seeks to be a positive force for the economy and society. As a member, our business has been assessed and meets the very highest standards of excellence in the areas of ethics, client service, professional development and commitment to diversity and inclusion. A copy of our declaration can be found at [mca.org.uk](https://mca.org.uk)

# Our Work in Action

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



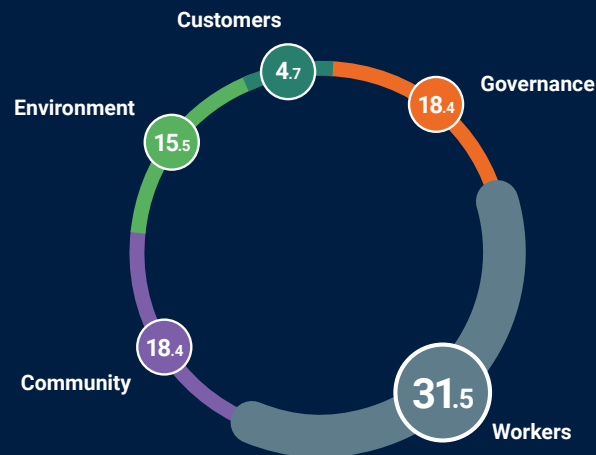
A person with dark skin, wearing a light blue t-shirt, is holding a large red heart against their chest with their right hand. The background is a blurred outdoor scene with green foliage and sunlight. In the top left corner, there is a small red circle and a vertical white line.

We believe in  
putting people first

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# Workers

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



## Workers

Workers evaluates a company's contributions to its employees' financial security, health & safety, wellness, career development, and engagement & satisfaction. In addition, this section recognizes business models designed to benefit workers, such as companies that are at least 40% owned by non-executive employees and those that have workforce development programs to support individuals with barriers to employment.

## 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. They benefit from a professional development focused away-day every four months, in addition to an ongoing program of coaching and support.

### Career progression

Employees benefit from regular 121s and performance reviews, where the focus is on looking for opportunities to develop career progression. We provide our employees with a couple of different platforms for mandatory and optional cross-skill training, and we fund external training and courses for employees who are keen to develop their skill-sets further.

### Work-life balance

Our employees work fully from home with flexible hours to support their lifestyle and needs. This has always been the case at Positive Momentum, even pre-pandemic. Not only does this support family life and work-life balance, it also gives people who cannot work traditional hours in an office the opportunity to thrive. We fully encourage employees to take time out of their working day to do something for themselves. As a completely remote team we also recognise the need for regular face-to-face get-togethers to build relationships and cohesion. We do this via regular team-building off-sites such as learning sessions, company and client events, all-expenses paid lunches and even spa days.

### A wellbeing package

We are continuing to build our employee wellbeing package. In addition to a pension, unlimited holiday and matched giving, in the last 12 months we've added life insurance to our wellbeing package. We want to make sure that families of our employees are provided for should the need arise. We reviewed and increased the salaries of all our employees in 2022, linked to rising inflation and the cost-of-living increase.

### Staff engagement

We hold quarterly surveys to monitor staff morale and gather feedback on how we can improve our offering. We are currently trialling a weekly pulse platform to give us more "real-time" insight too.



“

*From the outset, the structured support, high impact coaching and peer interaction were key drivers in my decision to join Positive Momentum. I can't speak highly enough of the benefits that the experience of this positive culture brings to the success of building my practice.*

Barbara Brown, Partner

“

*I'm proud to work for Positive Momentum. The company genuinely cares for our welfare and goes above and beyond to create a flexible, transparent and inclusive working environment. This enables me to balance family life and work life. I appreciate the learning sessions, the team building days and the freedom I'm given to make my role my own.*

Rachel Stallion, Partner Support Manager

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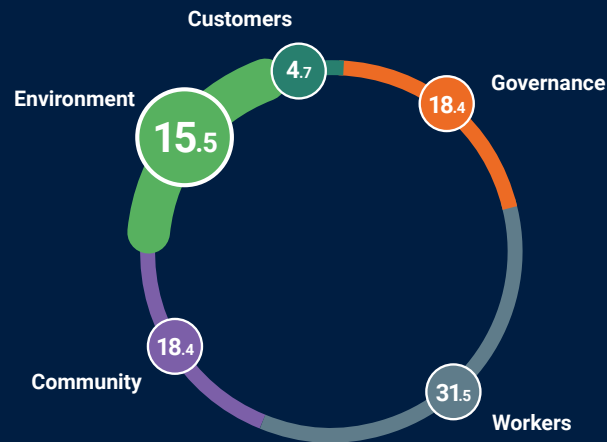
We believe  
in Earth first



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# Environment

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



## Environment

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. This section also recognizes companies with environmentally innovative production processes and those that sell products or services that have a positive environmental impact. Some examples might include products and services that create renewable energy, reduce consumption or waste, conserve land or wildlife, provide less toxic alternatives to the market, or educate people about environmental problems.

## 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.

### We have no permanent offices

We are proud to be a multi-million dollar global consultancy that has no permanent offices! We use the latest technology, flexible resources and all that the 21st century offers in enabling us to work collaboratively together and deliver brilliantly. This not only limits our environmental impact, but it also means we have talent in our team that otherwise we might not be able to access.

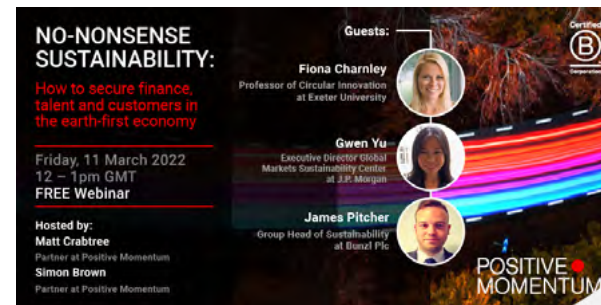
### We are a climate positive company



We aim to limit our effect on the planet to the greatest possible extent. Our 2022 annual conference was a climate positive event and we planted a tree for each one of our 150 attendees. We evaluate our use of resources carefully and endeavour to be as economical as possible in our use of collateral and transportation. We've recently become a climate positive company through Earthly.

### We help other businesses become regenerative

We specialise in advising clients on their journey to becoming regenerative. In addition to our work in this area, in the last year we have also published a free research paper with practical advice for businesses of all sizes, created a free impact assessment tool and held a free webinar with industry-leading experts to help our community of business leaders on their Earth First journey.





# Our Goals

Although we've come a long way we know there is still more to do. We are committing to the following goals by the end of 2023.

## Community

- We pledge to 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
- We will diversify our donations across the following areas: food hunger, education, water, poverty

## Environment

- We will continue to reduce emissions in line with the Paris agreement 1.5C
- We will gain our PAS2060 Carbon Neutral Certification in 2023
- In 2023 we will develop a plan to offset our historic emissions

## Customers

- We will 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%
- We will increase the work we do with purpose-driven enterprises by at least 10% on last year

## Diversity

- We will extend our Diversity & Inclusion efforts to our supplier base so that by the end of 2023 at least 10% of our suppliers are businesses that are female or ethnic minority owned



# The Time to Act is **Now**

Thank you for reading our first Impact Report. This is the start of our journey and whilst we recognise that we still have much to do we are also determined to keep improving and taking action. 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:**

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