

EDGE CUMBE IMPACT REPORT

APRIL 2022 -
JULY 2023

EDGE CUMBE

About Edgecumbe

Our mission

We will identify and develop the kinds of leadership that create the conditions for people, organisations and societies to thrive, sustainably.

Our purpose

We exist to improve leadership because a better world needs better leadership.

We are committed to integrating responsible and sustainable business practices across our operations and having a positive impact both within Edgecumbe and with the clients and business leaders with whom we work. As such, we have developed a broad ranging ESG (Environmental, Social and Governance) policy focusing on the positive impacts that we make.

In this impact report, we share with you the positive governance, societal and environmental impacts that Edgecumbe has made in the past financial year. Our ESG focus is a confirmation of our mission to embrace sustainable business practices.

As a company we are serious about making a difference – we believe we make a positive societal impact and can continue to do so in numerous ways across all of our service provision.

Governance

We have increased our focus on positive impacts

Through our business and operations, we aim to have **a material positive impact on society and the environment**. In 2022 we took the step of amending our Articles of Association at Companies House. This demonstrates that our commitment is at the heart of our organisation and runs through everything that we do, providing benefit to all stakeholders, not just shareholders.

Our **key social objectives are reviewed** quarterly by our executive team, and at least annually by our board of directors.



Community

We have increased our community links

Secondary school link

In May 2022 we established links with Cotham School, a local secondary educational establishment with pupils from a broad range of backgrounds and ethnicities. We provide work experience placements for individuals from diverse backgrounds to inspire young people to pursue career paths that they might otherwise not consider. We also support the school mock interview sessions and careers talks and post relevant job adverts for A-level leavers.

Stepping Up' programme

In November 2022 we began our corporate partnership with 'Stepping Up', which aims to unlock potential and develop talent while ensuring a fair representation of BAME, disabled people and women in positions of leadership. We have provided assessment resources to an initial cohort of participants and two mentors to participants on the programme.

Encouraging local volunteering

Our employees are encouraged to volunteer in the local community for a charity of their choice, or for one of our community partners.

Supporting employee fundraising activities

We have committed to providing matched donations for money raised by our employees for charity.



Macmillan charity events

In November 2022 we hosted our first Macmillan charity event – a thorough caterpillar cake taste testing event, which raised £220 for Macmillan Cancer Support (including £110 matched funding from Edgecumbe).

Christmas cards

Each year we choose to save paper by sending electronic Christmas greetings. We use the money saved on cards to make a donation to a chosen charity, voted for by employees. In December 2022, our donation went to the Cinnamon Trust, which supports older people to provide care for their pets so that they can remain together.

Foodbank donations

Foodbank donations are regularly collected in our office and delivered to our local foodbank.

Workers

We provide ethical, flexible, supportive and caring working conditions for our employees

We **value our employees** and understand they should be paid a fair wage. We are accredited with the Real Living Wage Foundation ensuring that both our employees and any third-party contractors who work for us are paid a fair wage.

We have **supportive managers** who care about their team members and are committed to supporting employee wellbeing. As a result, we consistently achieve highly positive employee wellbeing scores from our internal engagement surveys.

We pride ourselves on **building careers** within Edgecumbe through development plans and cross-team opportunities. We make progression opportunities available to everyone at Edgecumbe.

We encourage **flexible working arrangements**, including hybrid working and part-time working. More than 50% of our workforce are part time and have a wide range of different working patterns.

Clients

We promote ethical and responsible business practices within all our client work that enables an improvement in working conditions across organisations

We meet client needs whilst **promoting ethically sound practices and respecting the regulatory requirements**. Qualified occupational psychology employees and associates are guided by the British Psychological Society 'Code of Ethics and Conduct' when undertaking assessment and development work.

Many of our clients are **long-term partnerships**. We strive to build relationships of trust and dependability with our clients in order to contribute to the success and sustainability of our clients' organisations, as well as ours.

'We are proud of a very unique and highly valued partnership with Edgumbe. Our collaboration is built on mutual trust and professionalism as well as total confidentiality. As Edgumbe have met most of our top managers in assessments and the programme, they know our business, leadership and culture, which also means they can both advise and challenge us.'

(ICA Gruppen -
the Nordics largest retailer)



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Our work enables leaders and top teams to thrive. In turn, they are empowered to drive their businesses forward in an ethical and sustainable way

“Working with Edgecumbe has been a highly collaborative partnership. Together we have creatively solved problems and executed solutions that have shifted the leadership capability at HL. Edgecumbe have challenged our ways of thinking and working, whilst listening to our goals and requirements and delivering over and above our expectations. They take a professional, expert and pragmatic approach that gets to the heart of the problem and makes execution easy. ”

(Anna Langdon, Head of Inclusion, Diversity and Talent at Hargreaves Lansdown)

The logo for Hargreaves Lansdown, consisting of the company name in white, uppercase letters on a dark blue rectangular background.

Our employee engagement work encourages client firms to make informed decisions about the important **ethical and responsible business decisions** that they make. This enables an increase in wellbeing within the workplace at organisational, team and individual levels.

Our Doctor 360° service supports revalidation programmes. These, in turn, enable **improved patient care and safety**.

The logo for Edgecumbe, consisting of the word "EDGE CUMBE" in white, uppercase letters on a dark blue background.

Environment

We work hard to reduce our own environmental impacts and work with leaders to ensure that environmental considerations are on their agenda

We **promote environmental stewardship** within organisations through the inclusion of environmental topics in our engagement surveys. Where appropriate, we highlight UN sustainable development goals within leadership development programmes.

We are encouraging the uptake of **digital feedback** for doctors using our Doctor 360 service. In December 2022 we launched QR code functionality to facilitate digital patient and colleague feedback and reduce the use of paper-based feedback questionnaires. In the medium term, we aim to increase the use of paperless questionnaires from 10-30%.

I think the new patient feedback QR code is excellent. We intend to highlight this to all our 1,400+ doctors in the next few weeks. It makes things so much easier for the doctor, distributor and admin teams – oh, and costs less.”
(NHS revalidation manager)

We have increased our focus on **recycling in our office** space and buying environmentally friendly/sustainable products. Recycling now includes food waste and soft plastics as well as the usual paper, cardboard and printer cartridges.

Sustainability in our Christmas gifting. We source our gifts through ‘The Goodness Project’, a B Corp company that delivers sustainable, vegan gifts, and from local or independent retailers. Physical Christmas cards are a thing of the past.

Case study: Influencing the environmental and social impacts of public spending through our work with the Major Projects Leadership Academy

The Major Projects Leadership Academy (MPLA) is a year-long leadership programme, commissioned by the Infrastructure and Projects Authority (the IPA, part of the Cabinet Office) for the most senior leaders of the UK Government's Major Project Portfolio (GMPP). These projects comprise the largest and most complex programmes in the UK, with a combined Whole Life Cost of £678 Bn and estimated monetised benefits of £728 Bn (2022 figures), dwarfing the scale of activities of even the largest international corporations. A significant proportion of the UK's public spending is channelled through these programmes, which provide employment for millions of people and represent the primary vehicles for the enactment of UK Government policy in the form of infrastructure (e.g. HS2), construction (e.g. the new hospitals programme, flood defence schemes), military capability and the IT programmes which support the delivery of all essential public services, from social benefits to justice.

The contract for delivering this prestigious programme was tendered in 2022, and Edgecumbe partnered with the University of Oxford's Saïd Business School to form the winning bid.

Edgecumbe supports the MPLA in three main ways:

- We provide tools to enhance participants' self-awareness (a psychometric-based leadership report and a 360° feedback report).
- We provide facilitators for small group coaching sessions.
- We teach the opening day of the programme on the core topic of leadership, which frames the programme which follows.

Our involvement in this programme affords Edgecumbe unique opportunities to influence the environmental and social impacts of public spending at enormous scale, and directly to enhance the governance under which it takes place. Recognising this, we invited the IPA's Head of Project Futures to contribute to the opening day of the programme and engage the participants in an exercise to explore the current contributions of their programmes to the advancement of the UN Sustainable Development Goals, and to identify additional opportunities to do so.

In response to the first such session in early 2023, one participant responsible for a £15Bn military infrastructure programme described the impact of the exercise as 'transformational' to his thinking and invited the Head of Project Futures to serve as an advisor to the Programme Board, with a specific remit to enhance its environmental and social impacts.

The scope and scale of the impacts of this shift in approach will not be known for many years to come, but in light of the sheer scale of the programme and the determination of its most senior leader to embrace the opportunity better to align programme benefits to the UNSDGs, we have no doubt that they will prove to be substantial.

Whilst we will continue to make strenuous efforts to enhance the impacts of our own operations on planet and people, we are convinced that Edgecumbe's greatest impacts will come from our ability to exploit our unique access to, and capacity to reshape the thinking of, those who control resources which are in the order of 100,000 times the size of our own, and we are committed to taking full advantage of the leverage that our access enables.



Case study: Working with the TUC to develop a bespoke employee engagement questionnaire

The TUC represents over 40 unions and 5.5 million members across England and Wales. They sought experts to support them in their mission to better understand engagement levels in the 200 staff they employ and seek feedback for how they can create a culture they can be proud of. To do so, they needed a partner who would help them gain senior team buy-in, educate, and inform everyone in working with the results to make change happen.

To lay the groundwork, we worked with the TUC, its union reps and staff groups to design a questionnaire that best captured the specific context of their unique working environment, while also creating a clear, concise and academically rigorous questionnaire, designed to maximise participation and insights.

Results are shared with the senior leadership, union reps and the whole staff population in consultant-delivered presentations. These include key driver analysis reports, which highlight 'key successes' to be celebrated and sustained, and 'first priorities' for action to improve engagement. By ensuring that staff across the TUC are involved in a two-way conversation, they feel more empowered, listened to and valued. This is evidenced by stories across the organisation of the momentum behind the positive change, where **84% now report overall satisfaction towards their work at TUC, an increase of 11% from the previous survey.**

Case study: Helping the top team turn around a leading provider of care and education for looked-after children

Our client* is committed to supporting the most vulnerable, providing trauma-informed therapeutic services, helping children and young people gain stability, develop resilience and facilitate transition.

They approached us during 2022 when, following an especially challenging period during the pandemic, a new management team had been formed to provide leadership and to grow the organisation. The CEO told us that whilst the team were all good at their jobs and effective at managing their own areas of responsibility, they needed support in their new roles to operate as a team and devise a collective way of working. A previous intervention intended to help the team to work together more effectively had not achieved its aims.

We began by helping each person to get a better understanding of their own strengths and weaknesses. Each completed the HUCAMA PF48 personality questionnaire and we produced a report showing how the individual's personality might shape their effectiveness in performing the leadership tasks defined in Edgecumbe's Primary Colours® model.

*Our client has asked not to be identified publicly but the CEO is happy to provide references, where appropriate.

We used these reports in feedback and coaching sessions, in which the participants drafted ideas for a development plan and reflected on the role they could play in the top team. We used the personality data to prepare a team report showing the collective gaps and overlaps in the team, and we used this report to inform the discussions at a full-day offsite workshop with the whole team in January 2023. They used the time to:

- develop a definition of ‘what good looks like’ in terms of the way the team works together;
- clarify the team roles, responsibilities and behaviours that would support a collective approach to leading the organisation;
- explore the existing strengths, weaknesses, gaps and overlaps in individual and collective capabilities; and
- identify priorities for changing the team’s current approach and developing new ways of working together.

“I loved the fact that it was all very rooted in theoretical practice and also the way you really challenged us on the day. I have been reflecting since that day and have loads of ideas and thoughts that have bubbled up since then and I really hope the team will see this as a springboard to some very productive next steps.”

(Client CEO)

Our client has since described how changes in individual approach, relationships and team commitment to strategy and ways of working has improved the care and education of their young people and has cemented the confidence of the owners to commit to an ambitious programme of growth in new homes and a new strategic approach in education.

CONTACT US



Company address

Edgecumbe Consulting Group Ltd
Whitefriars
Lewins Mead
Bristol BS1 2NT
UK



Telephone

+44 (0)117 332 8255



Email and website

enquiries@edgecumbe.co.uk
www.edgecumbe.co.uk

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