

Tricordant **IMPACT** Report 2022-23

**"Helping you organise for
lasting success"**



Tricordant
the organisation consultancy

Certified



Corporation

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DIRECTORS



Message from the Directors

Tricordant's mission is to bring wholeness and health to organisations, systems, and the people employed within them.

The phrase "Business for Good" to us isn't some fancy marketing term but something that is deep within our DNA as a business. Right from the inception of the business we have sought to do good in whatever way we could. Only when we found B Corporations in 2015, were we able to place our thinking in a larger global and planet context.

Our commitment to B Corporation has continued, as has our commitment to doing good for the wider body of stakeholders connected to our business.

We want to do more; we know we can do more, and we will do more. This impact statement is a record of where we are now but also stands as a commitment and promise to go further faster in the coming years.

Alastair Mitchell-Baker, Nick Richmond and John Taylor

Tricordant Directors

ABOUT US

Tricordant has grown since its foundation in 2005 to a place of in-depth expertise in Organisation Development, Organisation Design, Leadership Development, System Working, Strategy and Strategic Workforce Planning.

We are a business rooted in Christian principles - founded upon a Bible scripture– Isaiah 61 which outlines a series of transformations for people who are in need of change, support, and positivity.

This summarises the Tricordant approach to work, and life, which is to bring support, positivity, and situational change, hence our values of Love, Hope, Trust and Joy.

This, and our whole-systems approach, led to the formation of our Tricord model and the symbolism of the eternal unbroken links between identity, strategy, systems, and culture. This whole system way of thinking flows through all our work.

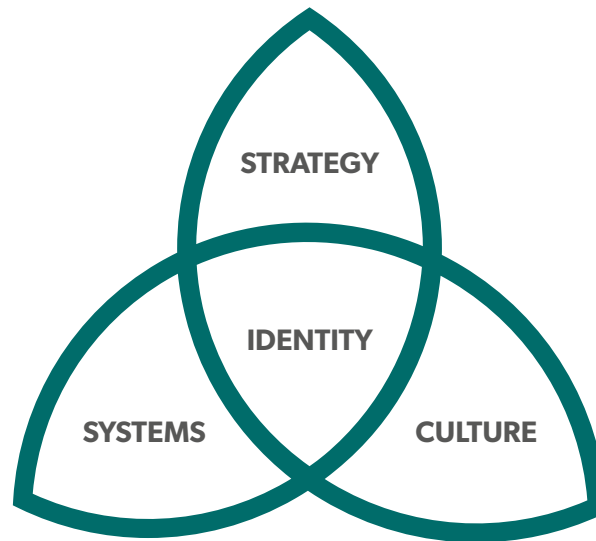
Due to the previous careers of our founding Directors, Tricordant originally focused on organisation design and development within the health, care, and manufacturing sectors.

The business has developed over the years and, although health and care continues to play an important role in our services, we have broadened our areas of service expertise to also work extensively in national and local government, commercial - particularly pharmaceutical and manufacturing - and non-profit sectors.

We are passionate about leadership development, and we empower individuals from board level, through management levels to the frontline, especially by developing effective leadership in complex systems.

We recognise that poorly organised work wastes money and damages people. Therefore we guide businesses and organisations of any size to develop and implement sustainable and healthy solutions. That way everyone benefits from well organised and meaningful work.

We are a small but growing business working with significant organisations across the public and private sectors. We are proud to reflect diversity across our team and are committed to creating quality roles internally where our team are empowered and released to fulfil their true potential by delivering quality work to our clients.



VALUES

We seek to outwork these values through all our work and interactions, and in doing so to:

- Co-create healthy and successful organisations
- Help leaders to be the best version of themselves and to progress their careers
- Help implement strategies for the greater good of the organisation, its customers, and stakeholders.
- Help communities by ensuring the work we do makes a difference to our society
- Help clients recognise that things need to be different and to achieve sustainable outcomes

Our Mission

Our mission is to help businesses and organisations of any size optimize their operations and create a positive impact on their people and the bottom line. We believe that disorganised work not only leads to financial loss but also negatively affects the well-being of employees. That's why we guide and support to develop and implement sustainable and health-focused solutions.

Our goal is to help you achieve well-organised and meaningful work, where everyone benefits.

Our Vision

To be a thriving company that can impact and influence others to foster flourishing and the future success of people, organisations, and wider society.



Trust



Hope



Love



Joy



**“Our aspiration is to help people and organisations
to flourish through healthy and effective work”**

B CORP

B Corps, are companies verified by B Lab global to meet high standards of social and environmental performance, transparency, and accountability. Our most challenging global problems relating to the care of humanity and the planet cannot be solved by governments and non-profits alone. By harnessing the power of their businesses, B Corps commit to positively impact all stakeholders – workers, communities, customers, and our planet.

B IMPACT 2021

Score

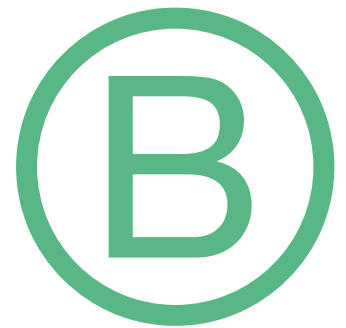
80.8

To achieve and maintain certification, all B Corps:

1. Meet the B Corp legal requirement – amending Articles of Association to embed a commitment to consider the impact of decisions on all stakeholders.
2. Complete the B Impact Assessment and achieve a verified total score of 80+ points.
3. Sign the B Corp Agreement and the Declaration of Interdependence (see below).

They also publicly list their impact score on the B Lab Directory and re-certify every 3 years.

Certified



Corporation®

A photograph showing a pair of older, weathered hands holding a small green seedling with dark soil. Below them, a pair of younger, smoother hands is reaching up towards the seedling. The background is a soft, out-of-focus green with bright light spots, suggesting a sunny outdoor setting. The text "Inspiring a sustainable, flourishing future" is overlaid in white, bold font across the middle of the image.

"Inspiring a sustainable, flourishing future"

WHY

Tricordant became a B Corp in 2015 because we identified with its cause and purpose. From the inception of Tricordant we have sought to do good to all with whom we have a business and social connection including staff, clients, the wider community, and the planet. B Corp is a natural fit.

We have joined with other B Corps in pledging to reach a net zero position by 2025.

We are taking steps to reduce our emissions as much as possible, using 100% renewable electricity wherever possible and then finally using offset schemes. Through this process we are carbon negative, in year, and are now offsetting to pay back for historic emissions. We are confident of achieving a net zero position by 2025, indeed to be climate positive.

We support the B Corp Declaration of Interdependence:

“We envision a global economy that uses business as a force for good. This economy is comprised of a new type of corporation - the B Corporation - which is purpose-driven and creates benefit for all stakeholders, not just shareholders. As a B Corporation and leaders of this emerging economy, we believe:

That we must be the change we seek in the world.

That all business ought to be conducted as if people and place matter. That, through their products, practices, and profits, businesses should aspire to do no harm and benefit all.

To do so requires that we act with the understanding that we are each dependent upon another and thus responsible for each other and future generations.”



“Making a difference in society through our B Corp status”

IMPACT

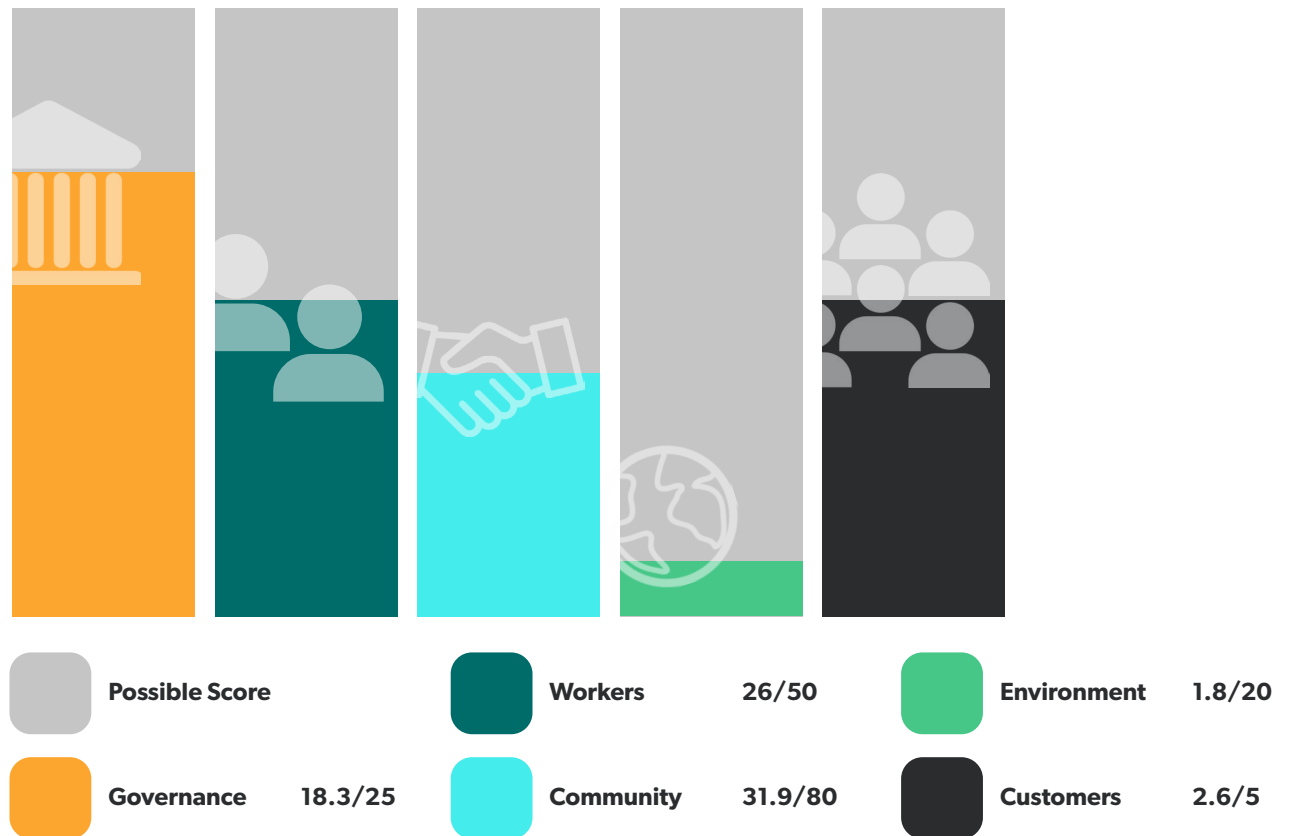
B IMPACT 2021

Score
80.8

We were pleased to re-certify in 2021 but we know based on prior experience that our score should have been higher. It has given us the boost to be better next time. In 2017 we scored 116.2.

As a small service company some criteria were not possible to fulfil, due to Covid 19, therefore affecting our possible score.

We re-certify in 2024 and are confident of achieving a much higher score and have a target of achieving over 100.



**“Making a difference in
society through our
Tricordant Foundation”**



COMMUNITY

Since the start of Tricordant we have donated a minimum of 10% of profits to community and charitable purposes. In 2013 we created a charitable foundation to administer our giving. Our ethos is:

- All people regardless of background, belief or socio economic status are worthy of respect and honour as they are made in the image of God (Genesis 1:27), that they have a hope for the future (Jeremiah 29:11) and as human beings, are uniquely and diversely created in mind, body, and spirit.
- Underpinning our activities with people, families, communities, organisations, and countries is the intention to promote and support every person to fulfil their potential for themselves and for the benefit of the community in which they live.



Tricordant
FOUNDATION



**“Being a Force for
Good in the Community”**

The Tricordant Foundation operates both by providing financial and professional support to our beneficiaries. This is delivered in two main ways:

We support four main beneficiaries who are working in our core object areas.

1. Health and Hope (<https://healthandhope.org/>)
2. Hand of Help (<https://handofhelp.info/>) are bringing aid and community welfare to refugees who have been displaced by destabilisation in their home countries. Our ongoing support provides a basis for establishing and maintaining basic medical, educational, and social support in what can often be chaotic and temporary communities.
3. UK based charities; Linking Lives UK (<https://linkinglives.uk/>) who alleviate loneliness, often in the elderly.
4. The Trussell Trust (<https://www.trusselltrust.org/>) who support foodbanks and are working to alleviate food poverty in the UK.

Each employee in Tricordant can sponsor their own personal beneficiary from the Foundation. This encourages our employees to have their own local relationships where a financial donation can make a big difference within their communities.

To date
42 Beneficiaries
£147k
10 of whom have had multiple donations
£43k in 2023
32 represent small local organisations supported by Foundation members
this financial year to **17** Beneficiaries



Tricordant
FOUNDATION

Social Value

Much of our work is won through public sector procurements where now there is a significant requirement to provide social value as part of the contract. Whilst the work we win is generally sizeable it is not of the mega value where consultancies will employ local staff and create significant infrastructure. However, we do what we can and seek to find local charities with whom we can work and support, an example being the relationship we have formed with Suffolk Mind.

We believe that we add considerable social value through our consultancy work, especially in our work with NHS and Local Authority organisations. In particular where we work within systems to improve service provision whether that be in a hospital, a community setting or for example mental health services across a county or learning disability & autism services across an entire region. Through this work we know that we can help improve health and care for many many people within the area served by our clients. We own the need to provide social value, and this is a development area for us in the years ahead as we seek to do more for the geographies and people where we win work.



Pro Bono and Volunteering

Over the course of a year we provide a large number of days of pro bono consultancy to smaller organisations especially charities and our staff also volunteer in multiple capacities, ranging from Trustees of charities to serving in foodbanks and other frontline roles.

- Facilitation of a Trustee awayday and coaching support to the Chief Executive for a small charity we support.
- Strategy review for a charity
- Management and leadership review
- Trusteeship of Sophos Africa
- Director Trustee of Climate Stewards

Advancing our Profession

We are committed to developing, influencing and advancing our profession through membership and involvement with the leading professional bodies. Tricordant were founding members of the European Organisation Design Forum (EODF) and two of our Directors have been past chairs. We continue to sponsor EODF and also the Organisation Development Network of Europe (ODNE) where we are also active corporate members. Our team are able to take advantage of ongoing personal development training both in-house and externally. We heavily invest in our staff development as part of our overall commitment to them.



ENVIRONMENT

Doing Our part for the Environment

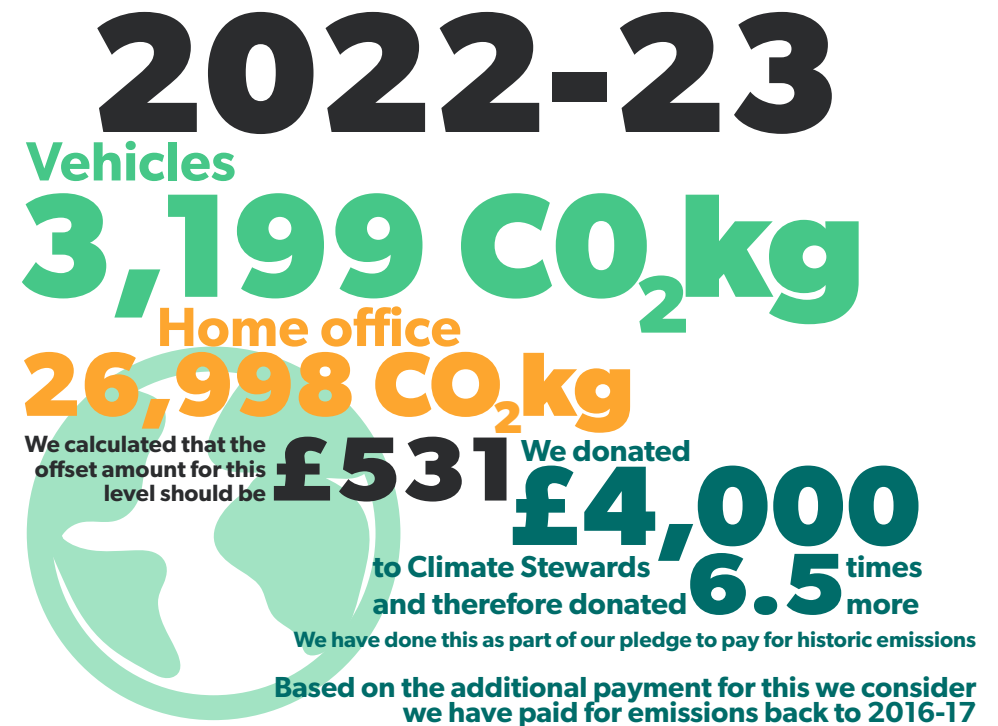
We are not a manufacturer, nor do we have warehousing, distribution or even a central office. Therefore, our opportunities for significant environmental savings are minimal because of our low emissions rate.

We seek to do everything we can to reduce emissions and, to go beyond our net-zero commitment, we are aiming to be climate positive.

Prior to the Covid pandemic, commuting was a major feature of our work since the expectation of our clients was to work face-to-face. However, the Tricordant team has recently transitioned to home working and now most of our work is done virtually.

All vehicles leased or owned by the company are now fully electric and these contribute to most of our car travel. Wherever possible and realistic, we use public transport and make very few plane journeys during the year. We measure and track all our travel emissions and we also use standard factors for home working emissions. As a growing business, who are employing more staff, we are working to ensure our emissions per employee reduce and that is one of our annual targets.

We encourage our staff to do whatever they can in their personal lives to reduce their domestic Greenhouse Gas Generation (GHG) emissions. Our first course of action is to reduce and minimise emissions. We then work with climate stewards to offset our emissions.



In the coming year we want to understand more and act further in 3 areas:

1. Reducing our overall emissions per employee (including incentivising them to reduce domestic emissions)
2. Repaying historical emissions
3. Having clear plan to become a climate positive business

**“We get to really understand our clients, their challenges
and what outcome is best for them”**



WORK

Our services

Tricordant is a leader in the field of Organisation Consultancy, and offers a range of services to support clients, in bringing their vision to reality. Our main services are Organisation Design, Organisation Development, Leadership Development, Systems Working, Strategy and Strategic Workforce Planning.

As a whole systems consultancy, we know that every aspect of an organisation must work together, and our team of highly skilled consultants have the full toolkit to really understand complex challenges and the support required for our clients to be organised effectively to achieve success. We co-create all of our work with our clients so that it is tailored to their individual needs, and we simplify processes for ease of implementation, to achieve sustainable outcomes.

Our sectors

Tricordant's whole-systems consultancy approach is applicable and relevant to all sectors and types of businesses and organisations.

However, we know from experience, specific challenges exist that are facing the core market sectors where our expertise lies, and our bespoke approach ensures that we co-create outcomes that are relevant, timely and achievable.

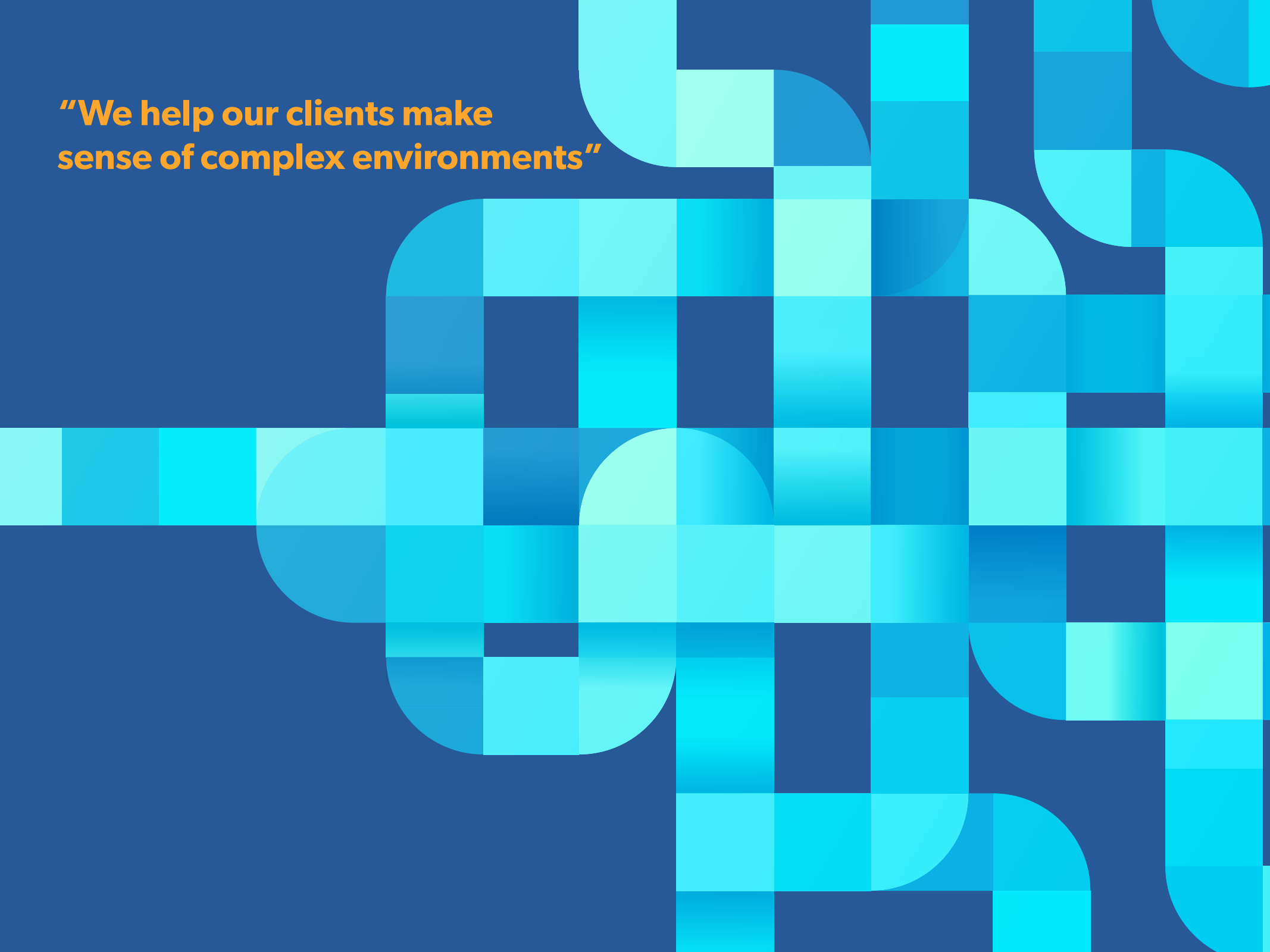
Our core consultancy team has wide ranging consultancy and prior leadership careers covering public, private and non-profit sectors. Allied with our extensive and highly skilled associates and partner consultancies we therefore offer a combination of extensive business knowledge with well-developed consulting skills.

We have specific in-depth experience in health and social care including working with commissioners, healthcare providers, integrated care systems, national organisations and arm's length bodies across NHS, private sector, and local authorities, including public health.



**“Helping leaders organise
for lasting success”**

**"We help our clients make
sense of complex environments"**



CLIENTS

We work with clients to co-create the interventions to bring their vision into reality. We diagnose the challenges they face, and help them to understand how they impact the whole of their organisation and what actions they could take. Through the co-creation process, clients own the work we do with them and are able to continue through to ongoing sustainable change.

Our clients

During the last year we worked with a wide range of clients including multiple NHS organisations, County and District Councils, National Government Bodies, Private Sector companies, Educational institutions, Charities and Not for Profit organisations from all across the UK and some into Europe.

Wherever possible we worked virtually to reduce the need to travel which we only do when absolutely essential for the quality of the work. In the last 3 years we have developed some sophisticated techniques for working virtually which work well with our clients and their teams. This has allowed us, despite a significant increase in our client base and sales, to markedly decrease our business travel carbon emissions.



Suffolk and North East Essex
Integrated Care Partnership



Boehringer
Ingelheim



Cabinet Office



Essex County Council



**“Helping leaders organise
for lasting success”**

“Influencing behavioural change within the workplace”



TEAM

To say that we are proud of our team would be a huge understatement. We are blessed by a small and incredibly talented group of individuals all of whom are focused on our mission and delivering excellence to our clients. Tricordant is founded on Christian principles, but it is not necessary to be a Christian to work in the business. We do, however, need people who have high moral and ethical standards, who want to deliver excellence for clients and our BCorp commitments.

In recent years we have sought to have a good mix and diversity across our team including gender, age, ethnicity, personality, and behaviour profiling which has greatly benefited the business and our clients. As we continue to grow and recruit more team members, we will maintain the focus on diversity.

As a business we have always worked from home offices spread across the country, therefore location is no barrier to employment, and is indeed a positive benefit. One major benefit of home working is that we can offer employment to parents with childcare responsibilities instead of an office base which could be challenging for them. We offer flexible working arrangements and ensure a high level of care and wellbeing support for our team members.

We have recently partnered with Suffolk Mind to support us in an ongoing programme of wellbeing understanding and activities for the team and to embed this into our ways of working; which all have found greatly beneficial. We believe in investing in our team and have ongoing training and development for whole team and individual growth and career progression. Recently we have taken on our first intern, with the aim of developing first class professional consultants.

We are a small team and started this last year with just 6 of us but now there are 10.



**“Helping leaders organise
for lasting success”**



Chris Jones

Intern

Started October 2022

Fresh out of university, I expected to dive into a cutthroat consultancy. Tricordant opened my eyes with their mission to uplift organisations and communities. At Tricordant, I'm valued for who I am, not just what I produce. Here, work has meaning beyond profits, I'm nurtured to develop my potential. At Tricordant, I'm part of a family working to cultivate wellbeing in our communities in a collaborative, and purpose-driven environment that is a joy to be part of.



Lulay Agyapong

Marketing and Office Administrator

Started July 2022

My decision to join Tricordant was from my desire to change jobs. The job description was appealing, with flexible working hours for work-life balance and the bonus of remote work. While these factors sounded great, like anyone accepting a new job, I held high hopes that I would enjoy my role and find happiness in it. Tricordant has proven to be more than just a job; it feels like a family. From the moment I started, I could sense a strong sense of belonging. Tricordant is an exceptional place to work.



Emma Engstrom
Commercial Manager

Started September 2014

With being founded on Christian principles, I was uncertain about joining Tricordant and how well I would personally fit in. From my first day, however, I have been warmly welcomed, included, and loved as an individual and I now feel part of a strong business family. I am coming up for 9 years within this unique consultancy, during which I have had two children. Tricordant have supported and encouraged me, and I truly feel as though I have grown up within the business. I have an important voice within the organisation, one that is encouraged and sought after.



Nicoll Loyd
Principal Consultant

Started April 2023

Tricordant operates with a deep sense of care, for those who work in it as well as clients we engage with. This commitment manifests itself in wanting to do the right thing; focused on enabling healthy and effective conditions for the work we do, as well as the outcomes we support clients to deliver. Often times this commitment manifests a range of tensions which I notice we work through – as sometimes the ‘right thing’ isn’t always the easiest thing. Relationships are key to the success of client work. I notice exquisite attention being afforded our approach to deeply understanding the client’s challenges, hopes and worries. Placing the client firmly as part of the ‘solution’ or way forward, encourages shared learning and effective next steps and outcomes which are calibrated to the clients’ context.

GOVERNANCE

The business is governed through 4 shareholding directors but with a flat and inclusive management structure. All staff have a voice and participate in team meetings where we aim to enable full, open, and transparent conversations. All staff are kept aware of the full financial and trading position of the business and have open access to the financial reports.

The only confidential areas are those affecting individuals where it is not appropriate for open access to personal data.

Every member of staff is given the same opportunity to input into the development of the business in matters both small and large. The directors are responsible for the ultimate decision, but this is made only after staff discussion and is followed by an explanation of the decision.

We are exploring working towards accreditation for ISO9001 Quality Management and intend to build our process for carbon reduction into our quality management system.

Note

Up until July 2023 we did have a fourth director Roger Greene who retired from full time work at that point, but continues with us as an Associate Consultant.

COLLABORATORS

Tricordant has always been a networked organisation working with a wide range of collaborators. This ranges from a large number of self-employed associate consultants, other small niche consultancies through to larger companies, and professional associations. We have carefully chosen our collaborators to ensure that they can align with our values and ways of working. Our collaborators are precious to us, not just as a resource or what they do but who they are as individuals. We welcome opportunities to talk

with them as well as work with them and create opportunities for networking and capability development events. Some of our collaborators have also chosen over the years to support the Tricordant Foundation.

In the last year we worked with over 30 different collaborators on a range of projects ensuring that we could always provide the best support possible to our clients.

PROFILE

2022-23

Turnover **£1,596,128**
Net Profit

£433,435

66% Employee
growth in 2022 - 2023

GOALS

In our next financial year – April 2023 to March 2024 we have set the following BCorp objectives:

August 2024

Target

>100

**Improve our emissions position
by reducing our emissions per employee,
increasing the rate of paying back historical
emissions and being certified
as climate positive in year**

**Increasing the level of
community involvement
and volunteering; and
working with clients
to also involve them**

Tricordant is a purpose driven consultancy that challenges and helps leaders and businesses to co-create healthy organisations and systems.

We want to inspire a better and more hopeful future for organisations through listening and connecting to our clients and helping them to determine their purpose which is critical to their overall success.

This Impact Report is one step on our journey...
to be continued...



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