

# Impact Report

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2021/22

Pentameter



CHANGE at the speed  
of IMAGINATION

Pentameter

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What if the world of work was beautiful?

What if businesses meet the demands and challenges of our world?



worked to and the

What if they were an inspiration for their people and their communities?

What if businesses were great places to work, where people thrived and teams flourished?



And what were then made a to the planet?



if these businesses leaner, greener and meaningful contribution

That business would be the business of tomorrow.

# Why can't we make business beautiful?



...these businesses are a lightning rod for their people and their communities. They are the leaders and pioneers that we need and want. They are inspired and inspiring.

We all know this is the decade of action, where it's important for everybody in society to play their part to meet the challenges of the climate crisis. We – as customers, collaborators, business partners and team members – demand and expect the businesses of tomorrow to articulate and demonstrate how they will play their part.

The past few years have seen regular action through protest – from school walkouts and climate marches to more disruptive methods of protest. We wholeheartedly support protests for our planet. But let's not be distracted us from the necessary work we all have to do to play our part.

Businesses have an enormous capacity to effect change, whether that's inspirational brands changing our minds and ways or businesses simply doing better by their people and communities.

We see the opportunities and the potential of change, and work towards a vision of a healthy planet and thriving

communities as our north star goal. Fear alone won't motivate us towards the change we need. We need to choose hope.

This requires all of us to work together. We only achieve a collective vision through collaboration, participation and working shoulder to shoulder with our peers.

Pentameter was born to provide the tools and support to facilitate this necessary transformation. That is the role we'll play.

We use both artistic and scientific processes that help businesses change at the speed of their imagination, using purpose and meaning to drive that change.

We see a future where we can all flourish. Will you join us so we can shape it together?

*Annalise Lewis*

**Annalise Lewis**  
Co-Founder + Director

OUR PURPOSE

A WORLD  
WHERE WE CAN  
ALL FLOURISH



Many of the tools that have driven innovation, productivity and profit in our economy in the past two decades have been disastrous for the planet and our communities. The end result of user-centered design is easier access to consumables, shipped from all over the world, after just two clicks of a button.

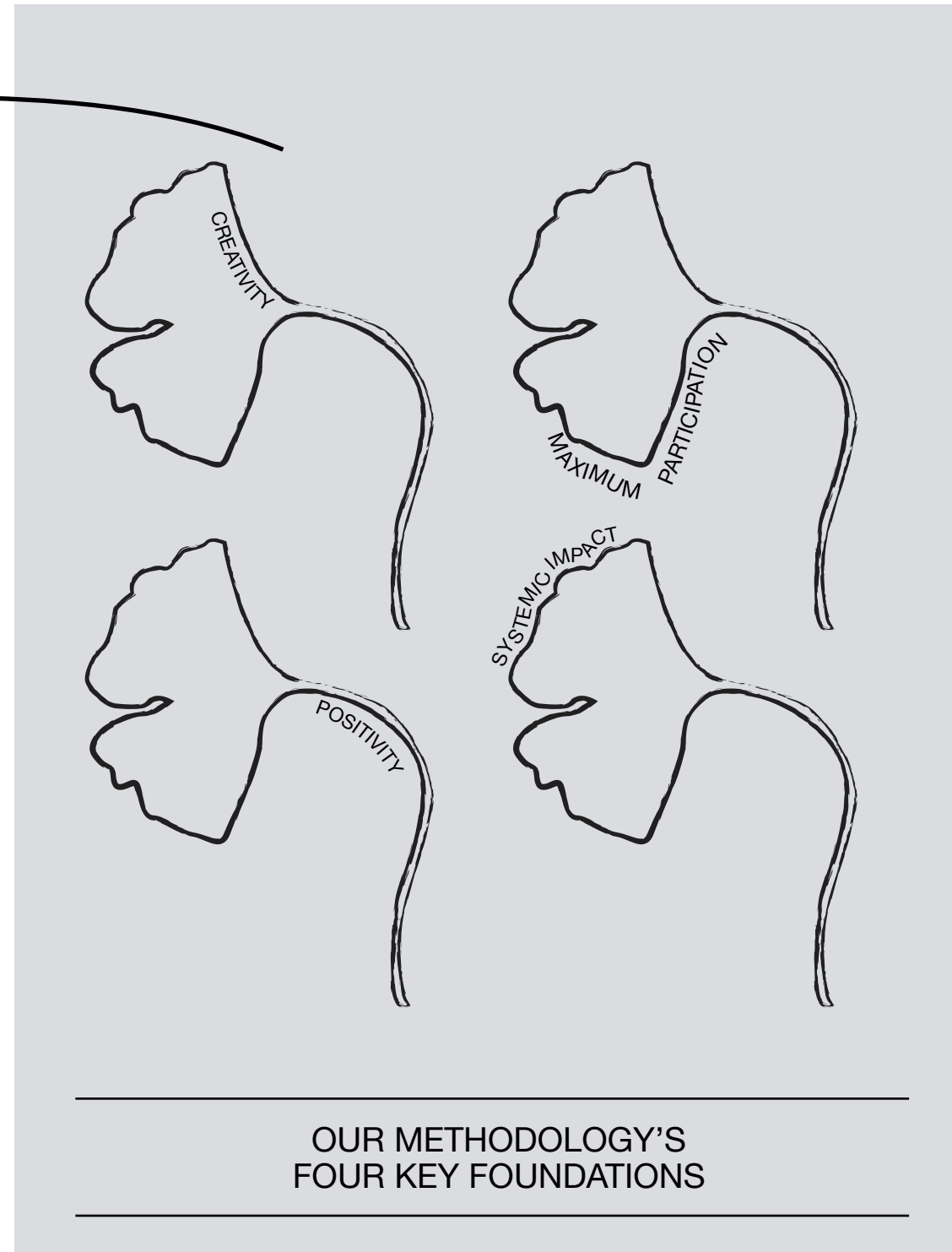
To create a world where we can all flourish, we need new tools to get new perspectives.

# A NEW APPROACH

PLAY

POSITIVITY

HOPE



We work with teams to uncover and rediscover the real purpose at the heart of an organisation, and follow that purpose in every aspect of the business to revitalise and energise it. Through this process, organisations will uncover new opportunities, new strengths and new inspiration from the people that drive them.

By using tried, tested and effective tools that combine expertise in culture, design, communications and sustainability, businesses can dramatically accelerate change. To create change that is long-lasting and sustainable, to evolve in a way that is designed with an understanding of how change really works, and how this can be a fun and creative.

**The art and science of meaningful change is our ethos. We see it as the route to create a world where we can all flourish.**

Pentameter's methodology is based on four key foundations - creativity, maximum participation, systemic impact, and positivity.

Our approach moves beyond solely prioritising the consumer's needs to consider the impact on our whole social and natural ecosystem, across the whole product or service life cycle. This requires a shift in thinking from human-centred design to planet-centred design. A whole system approach.

# ON MYSTERY

At the heart of any organisation lies a mystery.

Businesses are not machines, they are living and breathing communities, with spirit, conscience and consciousness. Within this spirit, and normally hidden from awareness in the collective subconscious, lies the key to an organisation's superpower.

This untapped potential comes from the character, wisdom, values, connections and cohesion of the people themselves.

Compelling new thinking from system science and cultural psychology has uncovered many myths about leadership and how organisations function best.

Enabling the development of new tools to tap into this mystery facilitates collective sensing, human growth and development, and innovation.

This provides a way of weaving the inner mystery and outer dimensions of systemic change to help build a new economy – one that is more resilient, intentional, ecological and aware. Enabling us to tap into the deeper levels of our humanity helps us to transform the crises of our times and move from ego-systems to ecosystems.

Moving from ego-systems  
to ecosystems.

## The Edge Lands

**\*Penumbra - a shadowy, indefinite, or marginal area:**

The highest levels of innovation or 'surprise' can often be found at the intersection or overlap of normally distinct disciplines, for example the arts and sciences. In places we least expect them. This seems to follow too with our environment. In particular the overlooked edge spaces where urban environments blend back into a more natural landscape. In his fascinating study *Common Ground*, Rob Cowen finds these seemingly neglected, scruffy and overlooked 'spaces in transition' teeming with life.

He explains, these are our mysterious wild spaces close to us, where we can refresh ourselves. "When people yearn for the woods or the sea, it's this sense of the otherness, of escape from the confines of the human world, and these are places, which evolutionary, were vital to us."

Rob says "Many people recognise the need to establish a sense of otherness, a sense of there being a greater world than the inward-looking human-centred one they inhabit now, and one of the ways they do this is by going to a place nearby that is 'other' to them – a place with that takes them completely out of themselves."

We do not need to climb Everest, our urban edgelands that have escaped definitions of 'useful and useable' are often surprising places where we can ground and immerse ourselves in the 'other'. To replenish us at stressful times, to stimulate deep creativity.

"The experiences of becoming more animal and more immersed in the natural world are precisely what makes us more human. A way of shifting perspective."

*With reference to Edgeland Living by Wyl Menmuir*

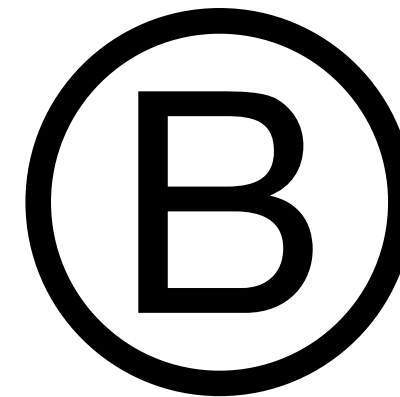
# DISCOVERING B CORP

TO B OR NOT TO B

WE DISCOVERED THE B CORP MOVEMENT IN 2017 AND ALMOST IMMEDIATELY SAW THE POTENTIAL OF IT. WE HAD TO GET INVOLVED.



## Certified



We love the B Corp movement for a number of reasons. Firstly, the B Corp Impact Assessment is a powerful tool that gives you a framework to work within and to help you track progress against your environmental and social objectives. It keeps everything on track.

More importantly, perhaps, the B Corp accreditation is a solid, evidence-based, third-party standard. You have to earn it and, in three years from certification, have to review and update your progress. It's about constant improvement, and that improvement is verified.

The B Corp accreditation is a trust mark. It tells your customers, suppliers, team members and others that you are on a journey to be good for people, your places and the planet, and to improve.

®  
**Corporation**

## What are B Corporations (B Corps)?

Certified B Corporations are businesses that meet the highest standards of verified social and environmental performance, public transparency, and legal accountability to balance profit and purpose. B Corps are accelerating a global culture shift to redefine success in business and build a more inclusive and sustainable economy.

Society's most challenging problems cannot be solved by government and non-profits alone. The B Corp community works toward reduced inequality, lower levels of poverty, a healthier environment, stronger communities, and the creation of more high quality jobs with dignity and purpose. By harnessing the power of business, B Corps use profits and growth as a means to a greater end: positive impact for their employees, communities, and the environment.

## Our Journey

We discovered the B Corp movement whilst researching conscious business and system change, and businesses that were looking beyond pure purpose brand work and into deeper interpretations of purpose.

It became clear to us very quickly that we would use the B Impact Assessment (BIA) Tool for building Pentameter. We gathered up 12 months of data for the BIA as a 'Pending B Corp'. We certified in 2019).

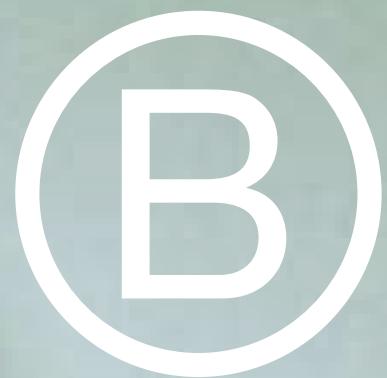
We continue to try and grow the B Corp community in the North as an impact pillar for our business and continue to use the BIA to improve our company.

In 2022, we will re-certify as a B Corp.



# PENTAMETER'S IMPACT SCORE

Certified



®

Corporation

101.1

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GOVERNANCE	16.0
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16.0

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LOCKED MISSION	10.0
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10.0

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COMMUNITY	53.4
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53.4

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DESIGNED TO GIVE	19.5
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19.5

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ENVIRONMENT	7.4
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7.4

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CUSTOMERS	24.3
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24.3

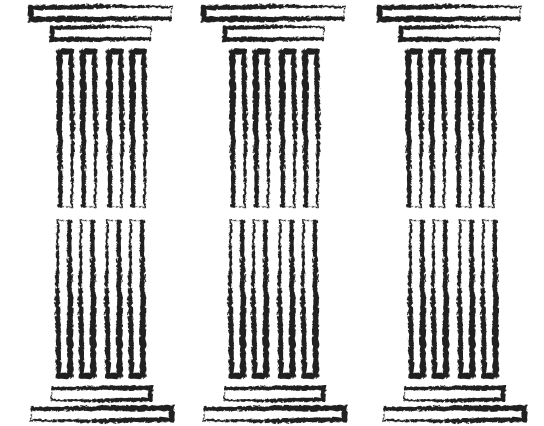
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SUPPORTING PURPOSE- DRIVEN ENTERPRISES	20.4
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20.4

# THE IMPACT PILLARS



As a purpose-led organisation we try ‘to walk our talk’ whilst remaining humble enough to keep in mind that we are far from perfect. We are on a journey of continuous learning and improvement.

To give expression to our purpose, over the last year we have identified three complementary pillars of focus that keep us on track to deliver practical impact.

## Growing B Corp

Helping to build awareness and knowledge of the movement and the ‘triple bottom line’ agenda – people, planet, profit.

## Changing Mindsets

Using creative and inclusive science-based methods to educate and empower our whole constituency – both local, our own suppliers, and the broader business community – to effect positive change.

## “For all to flourish”

This pillar acts as a ‘meta guide’ for the impact we wish catalyse. The vision is for the cultural regeneration of commerce and the human and natural world it is embedded in.



1

# GROWING B CORP



# “WHAT’S A B CORP?”

THE FIRST OF OUR FOCUS AREAS IS TO ACTIVELY SUPPORT IN GROWING THE B CORP COMMUNITY, ESPECIALLY IN OUR LOCAL AREA OF GREATER MANCHESTER.

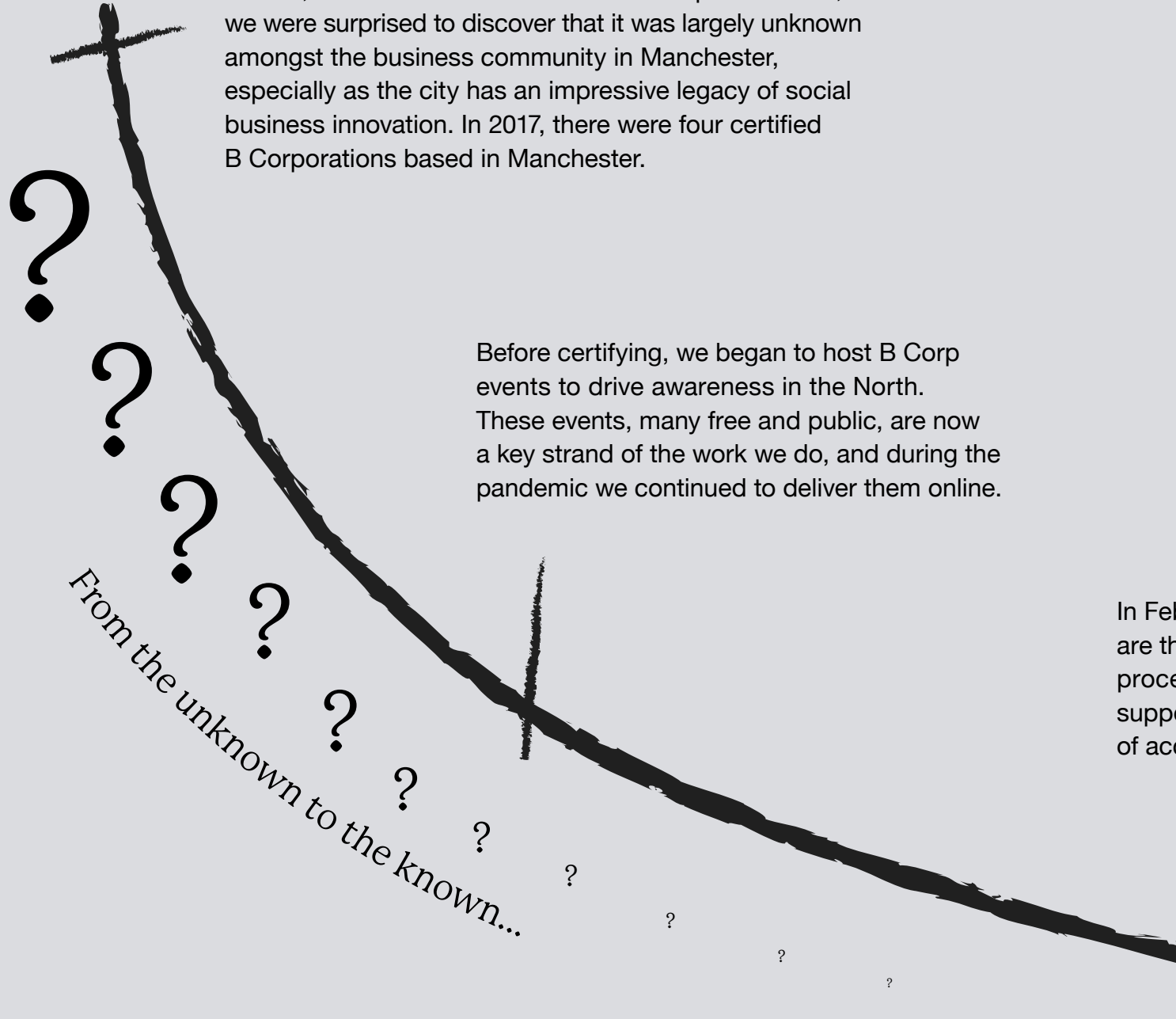
In 2017, when we learned about the B Corp movement, we were surprised to discover that it was largely unknown amongst the business community in Manchester, especially as the city has an impressive legacy of social business innovation. In 2017, there were four certified B Corporations based in Manchester.

Before certifying, we began to host B Corp events to drive awareness in the North. These events, many free and public, are now a key strand of the work we do, and during the pandemic we continued to deliver them online.

**400%**  
INCREASE IN NO.  
CERTIFIED B CORPS  
IN G.MCR

In February 2019 we trained as B Leaders. B Leaders are those that are trained in the B Corp accreditation process and the Impact Assessment tool and support businesses as they go through the process of accreditation.

Today, there are almost four times as many certified B Corporations in Manchester, with many more waiting to certify. Interest has also grown widely amongst the business community in Manchester and across the North.



# B CORP LOCAL

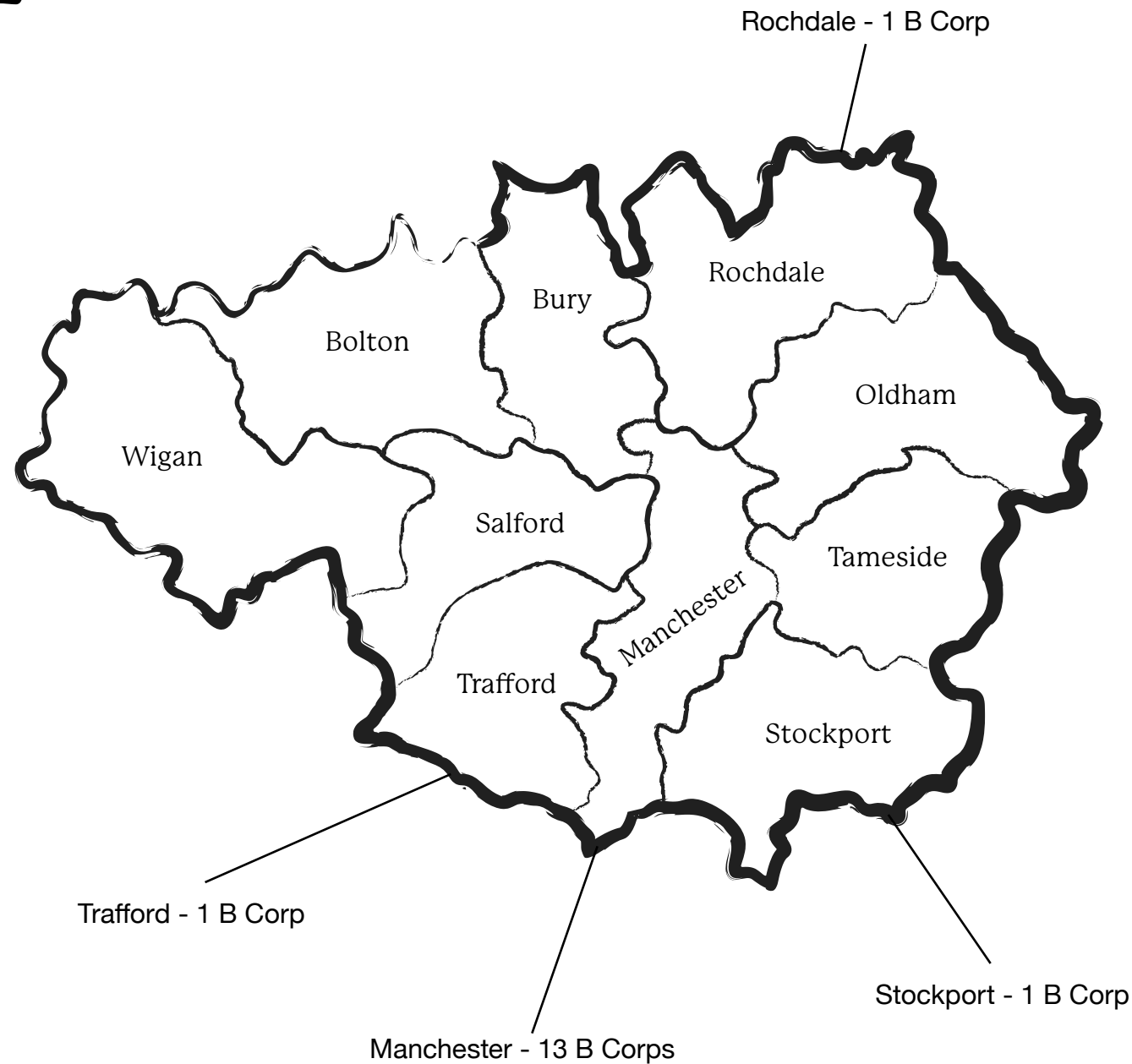
In 2020, the UK's first regional B Locals were formed. They appear in cities and regions where there is both an existing presence of B Corps and B Leaders, and an interest in working together to explore how to localise the B Corp movement.

Greater Manchester became one of the UK's first B Local communities, alongside Bristol, Oxford and Cornwall. Annalise was chosen to lead the launch of the B Local in a voluntary Co-Chair role.

In its first year, during the pandemic, the community has grown from eight companies to 16 companies.

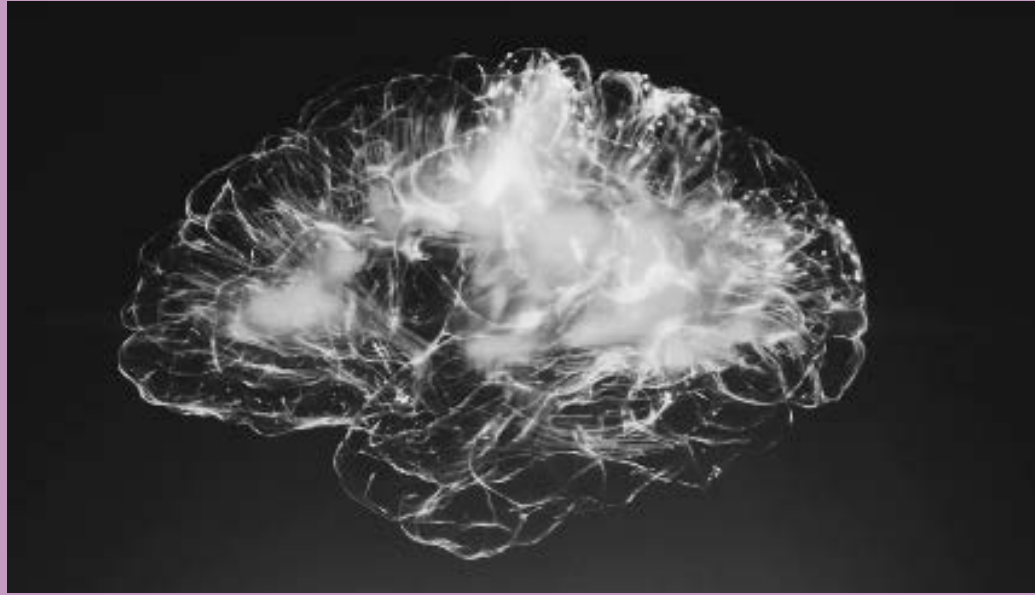
We are excited to see the community develop and grow as we emerge from the pandemic. We already see the value and potential in a peer to peer network that supports one another's journey, to collaborate and to help grow our individual and collective impact.

OUR GOAL IS TO SPREAD AWARENESS AND BUILD NUMBERS ACROSS THE BOROUGHES



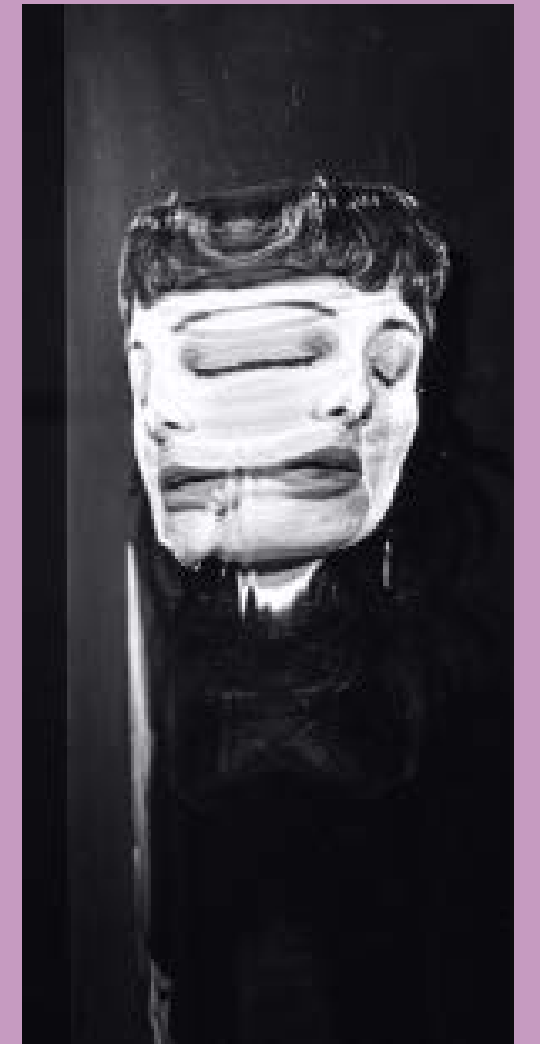
“Our mission is to foster an inclusive community built on empathy and integrity; to create a purposeful economy and collective force for change in Greater Manchester.”

- Annalise Lewis



2

# CHANGING MINDSETS



# EVENTS

We see a new vision  
for business, and the  
potential for it.

Our aim is to learn and grow, share with others, develop a community of curiosity, and to inspire ideas and innovation.

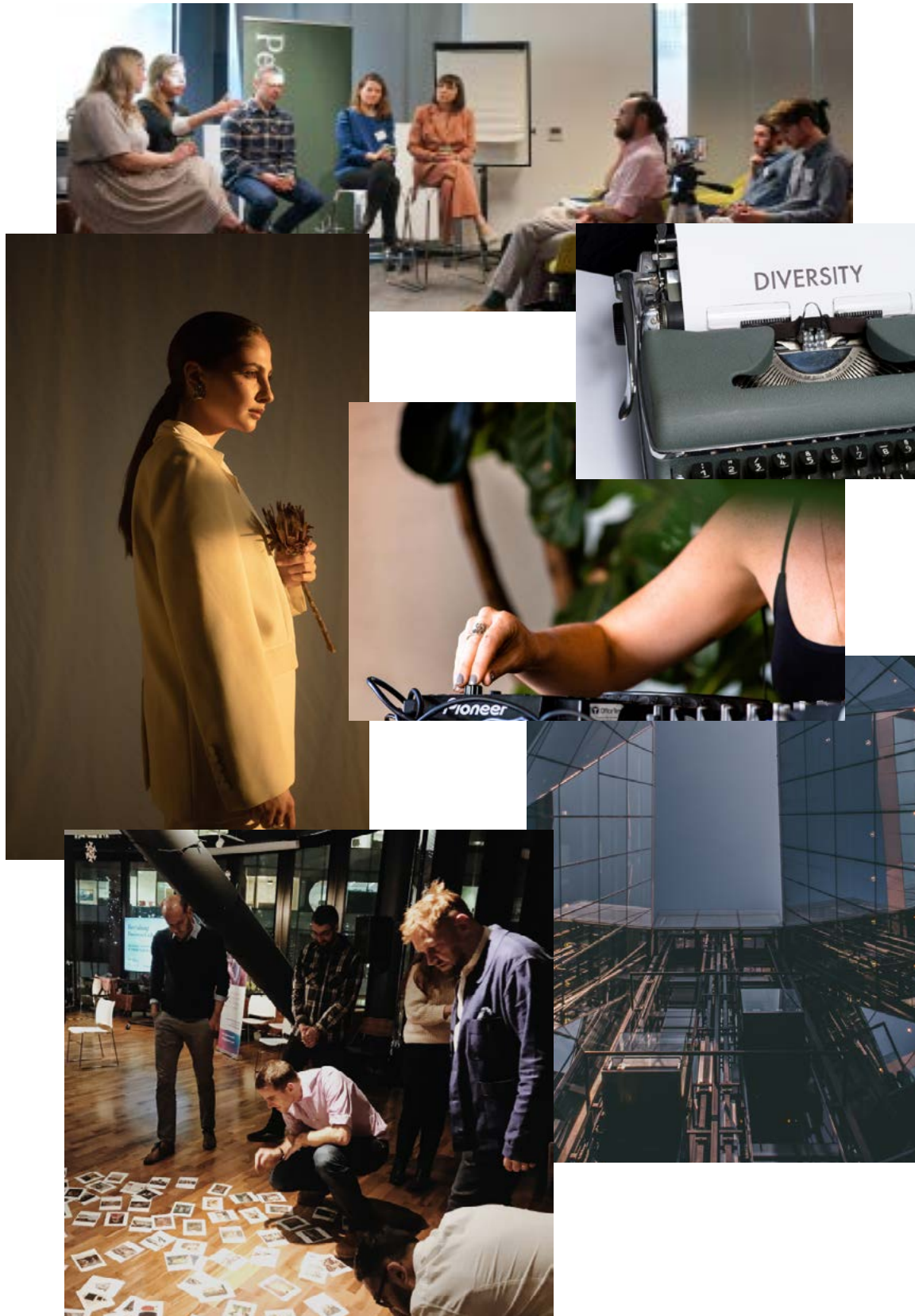
We look to build an urban neighbourhood of local, ethical and responsible business through education, encouragement and collaboration. The events are our way of bringing this community together.

Through the events we bring specialist interest or sector domains to a range of other subject matter, tools and approaches. We always take a whole systems view, looking for interrelationships and new possibilities – it is at the core of what we do.

# EVENTS

SOME EXAMPLES OF OUR EVENT CONTENT AND THE KEY TAKEAWAYS:

DATE	EVENT FOCUS	HIGHLIGHTS + KEY TAKEAWAYS
26 <sup>TH</sup> FEB 2019	LEADERSHIP IN ETHICAL BUSINESS (in partnership with the IoD)	Leaders prepared to come together because all recognise we are now in an emergency. To inform and inspire leaders in crisis. Including Patagonia, Danone, Brew Tea Co. and B Lab.
16 <sup>TH</sup> SEPT 2019	REVITALISING BUSINESS CULTURE	Introducing the new science of change. Business culture is one of the most important factors in the success, growth and wellbeing of your business. Understanding your culture is essential to enacting positive change – especially deep change required by today’s crises.
21 <sup>ST</sup> JULY 2020	SUSTAINABLE FASHION	Everyone needs to wear clothes, but the environmental and ethical cost of fast-fashion production and the throw-away culture that feeds it urgently needs addressing. Pointers and ‘how-to’s.
29 <sup>TH</sup> OCT 2020	DIVERSITY + INCLUSION	Learn about the imperative of diversity and inclusion in the business world, with insights into how to bring about deep and lasting change. Looking for deep system change rather than the same old.
26 <sup>TH</sup> NOV 2020	REMAKING CAPITALISM with Prof. Chris Marquis	Solid, academic but accessible overview of B Corp movement. “The most important social movement you haven’t heard of.”





# IN CONVERSATION WITH PROF. CHRIS MARQUIS



ABOVE: PROF. CHRIS MARQUIS

ARTICLE AUTHORED BY OLIVIA SPRINKEL  
APRIL 21

*After we had the pleasure of hearing Chris Marquis speak about Remaking Capitalism and his new book 'Better Business', there were many more questions than time available to answer in the Q&A session. Chris kindly agreed to a follow-up interview to answer some of these.*

*Here are the key takeaways from the conversation:*

## **Q: Why B Corp as a model?**

In Chris's view, B Corp reporting provides accountability and allows scrutiny. For example, in the US, organised labour and capital had worked together effectively in the first half of the century, but then the labour movement was broken, as corporations' focus narrowed to place shareholders in the paramount position. In this absence of a labour counterbalance, B Corp certification is one way that companies can be held accountable to the broader society.

This is also important in regards to externalities, such as pollution and natural resources that create tremendous costs for society, which companies have exploited for a long time. B Corp holds companies to account in this respect as well, going beyond governmental regulations.

## **Q: How should companies balance the needs of different stakeholders – for example between wage rises, price rises and shareholder dividends?**

Chris explained how every company will be different in how it balances commitment to different stakeholders – some companies may prioritise environmental impact, some their communities and some employees. The B Impact Assessment (BIA) takes a holistic view, and companies can settle their own individual foci. But, Chris suggested, maybe there should be some more non-negotiables within the BIA – for example a company's position on climate change, living wage etc – that all companies have to fulfill, and after that companies can focus their attention on areas consistent with their missions.

## **Q: Do you think that B Corps can assist in creating better social mobility?**

Chris acknowledged that addressing this is a fundamental issue around the world. He spoke of three ways that B Corps can assist in creating better social mobility.

The first is bringing CEO pay back into a more appropriate ratio. He spoke of how CEO pay has gotten out of control, with stock options playing a large part in this, and making a huge contribution to inequality. In the US in recent years, CEO-to-average-worker pay has exceeded 350:1 in some

years. Some B Corps have limit ratios for CEO pay to average pay, for example 15/20:1. There is even an initiative in South America focusing on 10:1 as being the most appropriate ratio. Executives are making 350x what the average worker makes is "obscene" and needs to be addressed.

The second approach is increasing attention on the living wage and the definition thereof, and many B Corps have focused on this.

The third way is through changing ownership structures, and in particular focusing on distributed ownership to employees or other cooperative means. One thing Chris said he learned from the B Corp community and especially employee-owned ones is that "almost all ownership structures have the effect of increasing inequality." For example, if a family or set of private investors owns a company, when the company grows they share disproportionately in the gains and this only increases over time. By changing to employee-owned and co-op owned companies, structures which many B Corps use, this directly helps to address inequality.

## **Q: How popular is B Corp for B2B companies?**

Chris said that companies are often attracted to B Corp for the social and environmental benefits. But there are many other benefits, such as process improvement through the BIA (B Impact Assessment tool), or how implementing B Corp processes affects employee attraction and retention, that generally apply even more to manufacturing companies than B2C companies.

In his view, consumer awareness of B Corps is still a bit limited, so the brand and reputational benefits that B2C companies would achieve from the B Logo are not as large as the process improvement and employee-focused benefits that all companies, both B2B and B2C companies, can achieve from certification. He gave the example of Cascade Engineering, an injection moulding company, which has gained huge advantages from being part of the B Corp movement. Becoming a zero waste company has saved it \$280k a year, from not having to pay for waste disposal and using fewer materials. Understanding process improvements in this way can be hugely beneficial for B2B companies.

## **Q: So if research shows all the benefits, what are the barriers to more or all companies becoming B Corps?**

The first barrier that Chris identified is governance. To become a B Corp, companies have to become a Benefit Corp, or embed stakeholder principles in their corporate charter documents. This is a big change and investors and boards might feel that it could limit future investment and get in the way of becoming public. But that barrier is being overcome. In the last year, many B Corps have gone public and a number of already public companies have changed their corporate form to a Benefit Corporation. To do this, they have had to take a shareholder vote and have these passed with over 99% support.

The second is cost. Particularly if you are a larger company, the cost of becoming a B Corp is likely to give you pause, as it is calculated as a percentage of sales.

Then there is also the difficulty of the BIA itself, as not every company is going to be able to meet the standards, at least on an initial pass. But, as Chris says, companies can use the BIA to help make them better, even if they decide not to go for certification.

A practical consideration is also the limited capacity that B Lab has to process certifications.

## **Q: And what can we do ourselves to help promote B Corp?**

A simple way is to support B Corp companies, and make sure you are buying from companies that are making a difference, using your dollars, pounds or euros for good. And hopefully this will help the movement to grow faster.

*Thanks Chris for your insights! And we highly recommend his book, 'Better Business: How the B Corp Movement is Remaking Capitalism', if you'd like to dive more into this topic.*

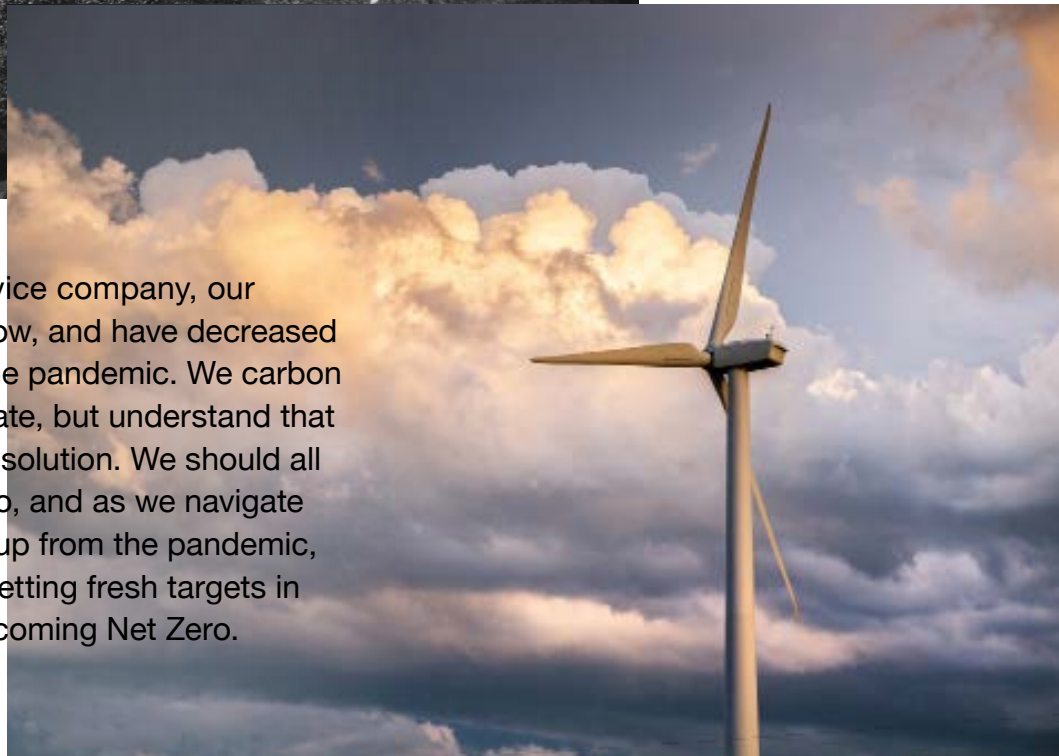
# CARBON FOOTPRINT

2018 – 2019  
7.5 tonnes CO<sub>2</sub>e

2020  
1.2 tonnes CO<sub>2</sub>e

2021  
1.4 tonnes CO<sub>2</sub>e

As a micro-entity service company, our emissions are pretty low, and have decreased these further during the pandemic. We carbon offset what we do create, but understand that this is not a long term solution. We should all be striving for Net Zero, and as we navigate an economy opening up from the pandemic, we will be looking at setting fresh targets in 2022 focussing on becoming Net Zero.



# TRAVEL

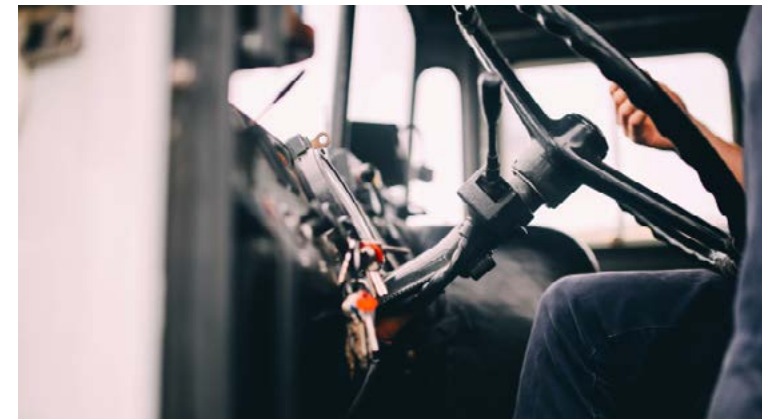
Initial assessment of travel mileage was 1700 per quarter. We set a target of a 25% decrease. Between April 2019 and Oct 2020 we reached an average of a 79% decrease.



We are aware that the pandemic triggered a sudden drop in business travel with many, who were able to, working from home. This is why we thought it important to do the sums for pre-pandemic alone, an average of 72% decrease.



As the world slowly opens up again, and as travel becomes safer with regard to biosecurity and the spread of Covid 19, we will set new more ambitious targets in early 2022.



Of the 170 trips made between April 2019 and Oct 2020. 47 by train/bus, one by tram, 136 walked.

# SUPPLIERS

We monitor and assess our suppliers based on the following categories:

PLAY POSITIVITY HOPE POSITIVITY PLAY  
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13%  
 N/A  
 16%  
 09%  
 16%  
 55%  
 55%  
 61%  
 45%

B Corp  
 BIA Score  
 Local  
 Women-Owned  
 People of Colour  
 Minority-Owned  
 Community Service/Giving  
 Environmental Initiatives  
 Diversity Initiatives

As a business that operates in the service industry and considerably online, a lot of our suppliers are industry standard household names. We are, however, always looking for alternative suppliers that score higher on the above criteria and our target in the coming 18 months is to increase our local suppliers to 20%.

# CREATIVE PLAY METHODS

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A spirit of play and creativity is critically important to empower people to think afresh about new possibilities. These methods help people free themselves from fixed mindsets and default behaviours. Unlearning can often be vital in helping us to progress and grow.

This is essential too, to being a 'conscious business' or becoming a 'conscious leader'.

Developing an awareness that our work culture is a system that exerts substantial psychological, social and behavioural influence on us – often sapping our agency and reducing our ability to lead and effect change. Learning how to become conscious is a critical skill we teach. It is not only a powerful tool for any change agent, but also supports our mental health, productivity and happiness.

Learning deeper awareness techniques also supports more substantial and meaningful change, allowing us to tap into rarely used capabilities, recognise blind spots, and be inspired by new possibilities.

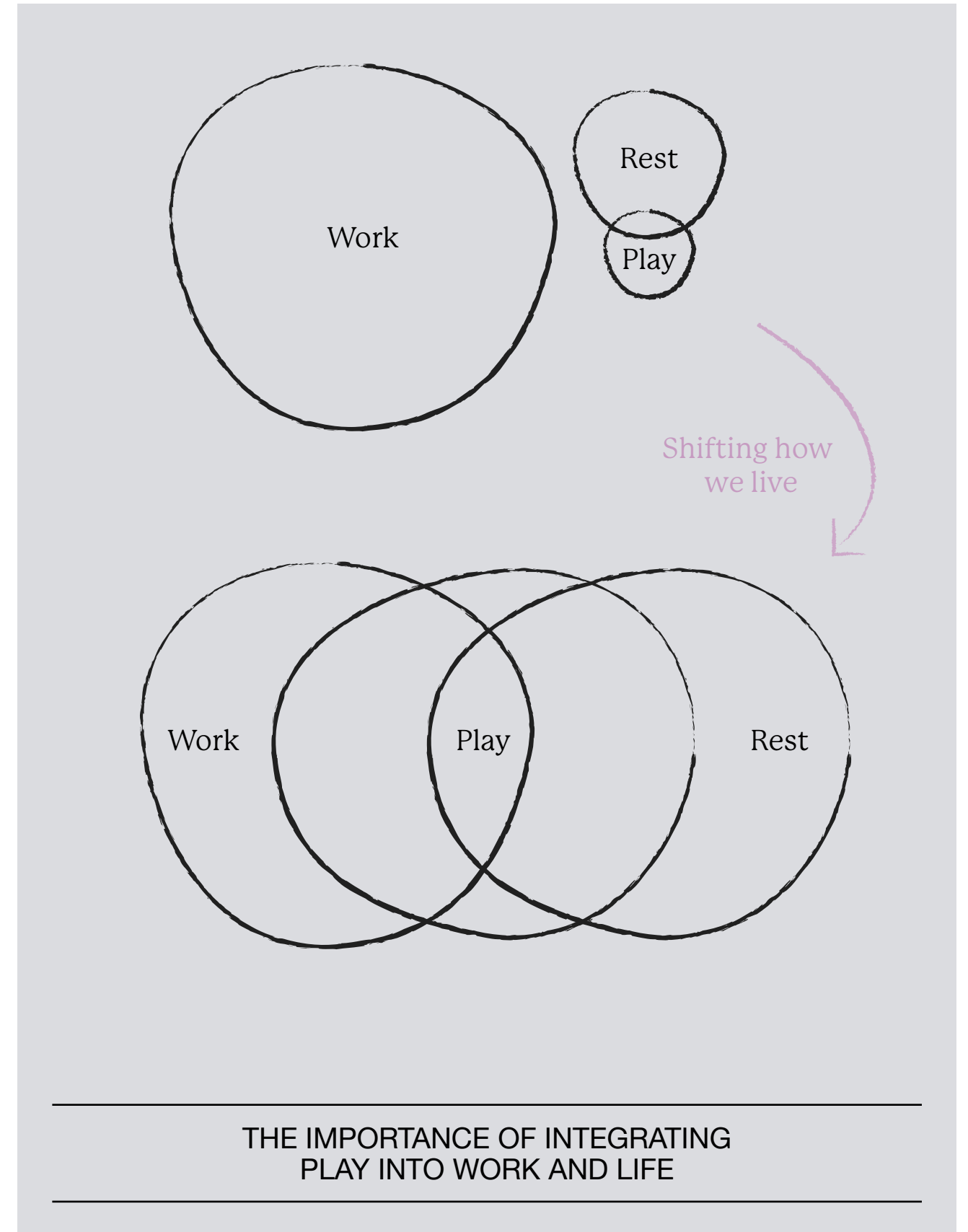
## Visioning

Pentameter works with leaders and organisations who have embraced a vision of a transformed role of business in the world.

However this is not a singular utopia. Every organisation needs to discover and develop its own unique vision and the impact it seeks to bring to the world.

Modern science shows us that jointly visualising a positive future can motivate and accelerate growth and development. In fact, by just inquiring about what that hopeful future may be, itself, initiates change and development.

Traditional problem-focused methods, and fear-based demands for change tend to slow, erode confidence and creativity, and trigger resistance. Pentameter incorporates the arts, multi-sensory experiences and game techniques to help clients 'get out of their heads'.



# Culture

RED BANK COFFEE ROASTERS



ONE + ALL

# Strategy + Purpose

CONTRIBUTION

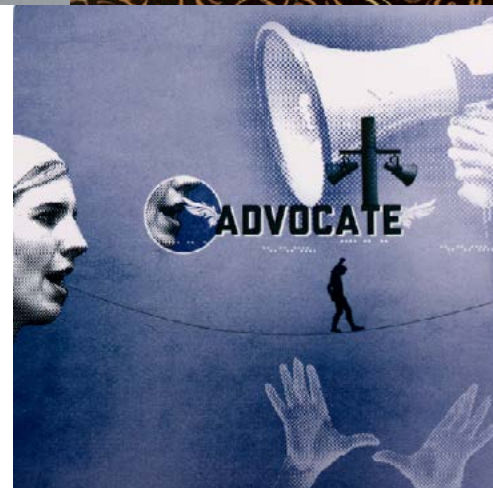
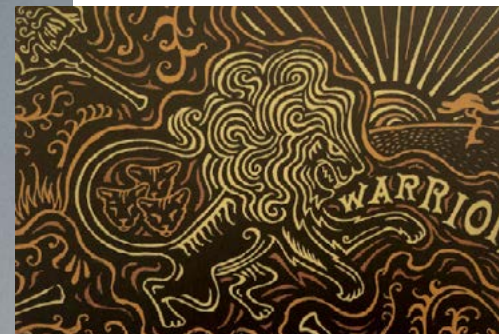
to create	to provide	to help	to appreciate	to motivate	to thrive	to live
to trust	to care	to improve	to support	to excite	to prosper	to flourish
to listen	to guide	to empower	to engage	to enlighten	to expand	to show
to be like	to develop	to teach	to act	to change	to understand	to be
to be worthy	to be a	to enable	to break	to make	to be what	to inspire
to exist	force for	happiness	barriers	embrace	what we	
to change	good			fun	to do	

DNA vs Makeover



DNA

Makeover



# Brand + Archetypes

ARCHITECTURE UNKNOWN



# Positive Core

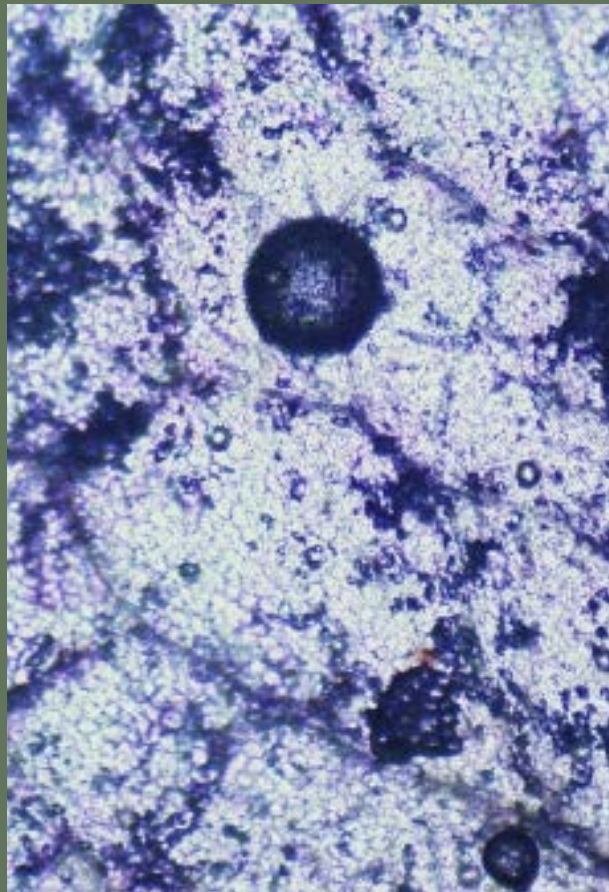
HWDT



3



# FOR ALL TO FLOURISH



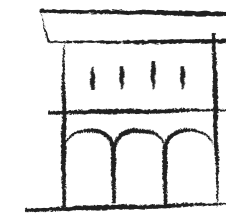
# PRO BONO – SUPPORTING PURPOSE- DRIVEN BUSINESSES

Our vision is to make the world a better place, a place where all can flourish, and to help companies and organisations evolve and grow their positive impact.

Not everyone has the resources necessary to transform their organisation, which is why we commit 5% of time to do pro bono work for purpose-driven organisations including charities and CICs.



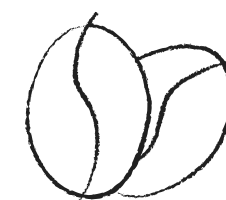
We also support organisations that are trying to change the way business is done within their industries, moving towards more positive outcomes for people and the planet. These include:



**Community-designed Architecture –** Upturning architectural hierarchy to build meaningful and just communities.



**Reinventing the Food System –** To create a thriving food culture that is focused on everybody's wellbeing, livelihoods and a strong food economy.



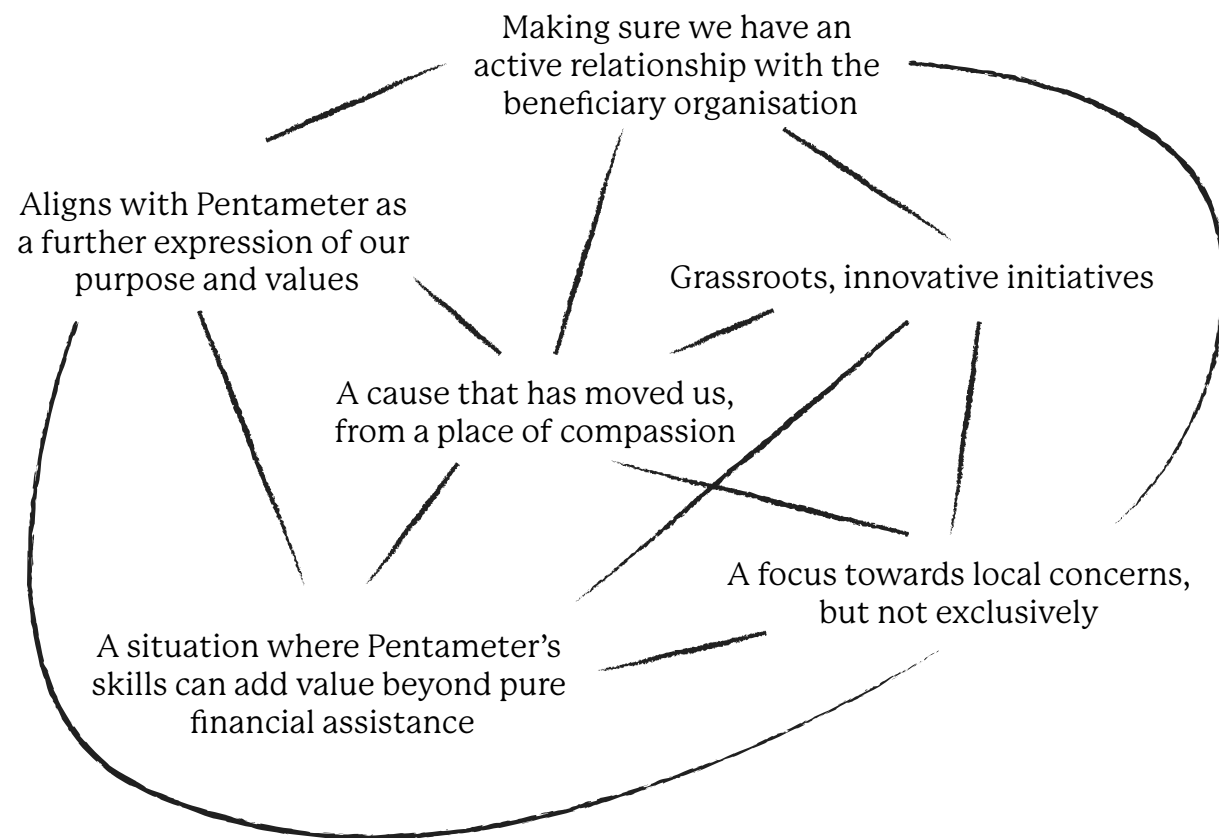
**Ethical Coffee Practice –** Climbing the peaks of taste and sustainable performance to bring you coffee that cares.

YEAR	% OF OUR TIME
2017	19%
2018	5.5%
2019	6.8%
2020	5.3%

OUR PRO BONO TIME COMMITTED  
OVER THE PAST FOUR YEARS

# DESIGNED TO GIVE

Pentameter donates 20% of profits from the previous fiscal year, annually, to good causes. We keep our practice of giving in line with our intergrated view of engaging in the world. This means:



OVER THREE YEARS

PRODUCT TYPE	QUANTITY
SINGLE USE SANITARY PADS	348
SINGLE USE TAMPONS	170
REUSABLE SANITARY PADS	24

## Our Commitment

Over the past three years (since 2019) we have committed to giving 20% of profits to a local charity as part of our Designed to Give scheme.

We chose to support The Monthly Gift MCR because we saw a dramatic increase in the number of female rough sleepers in Manchester. Seeing this local crisis unfold; seeing the rate of female rough sleepers increase on most of the main central high streets in our city, made us increasingly aware of the challenges they would be facing. They are not just with food, drink, and sleeping arrangements, but also the hygiene and period poverty hurdles.

## About The Monthly Gift

The Monthly Gift MCR is a campaign aiming to increase donations of sanitary products (tampons, sanitary pads etc.) to charities and organisations helping people who are homeless/experiencing poverty. The campaign also wants to break the taboo surrounding periods.

It takes in-kind donations which are given to the local homeless shelter, which in N.MCR is Mustard Tree.



# SYSTEMIC DESIGN

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Planet-centred design uses systems science to take into account the effect of any product or service across its whole lifecycle. It considers all

contexts and species, especially those without a voice, so that we can finally look at a whole picture that reflects the interdependence of people and planet.

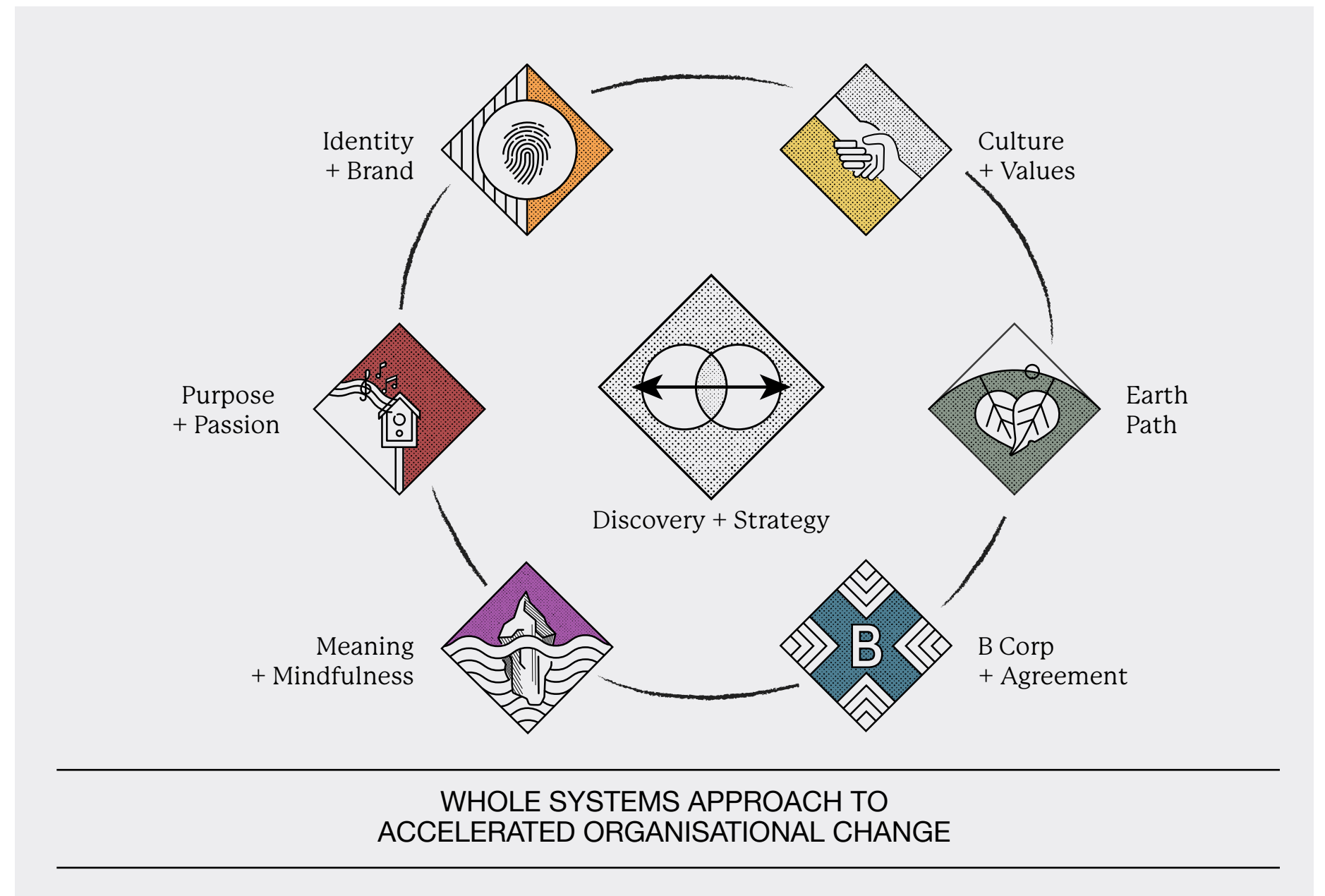
# A THEORY OF CHANGE FOR PURPOSE-DRIVEN BUSINESS

Following a design-led methodology, for us, means that our mandate 'for ALL to flourish' leads us beyond the limitations of traditional Human-Centered Design to a more systemic approach.

Instead, Planet-Centred Design uses systems thinking to take into account the effect of any product or service across its whole lifecycle. This includes considering all contexts and species, especially those without a voice.

Our modules embody the subject dimensions we use to explore an organisation holistically. Always with a realistic but positive eye; always looking to a hopeful and inclusive future.

This is a rapidly-developing design discipline based on new and emerging evidence-based science. We do our utmost to keep at the cutting-edge of this – and update and evolve our tools and techniques regularly as new insights come in.



# RESOURCES

## BUILDING HEALTHY MEANINGFUL CULTURES

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*Breathe*

We spend so much of our lives at work that we believe the modern workplace should primarily be a place of growth, learning and development. There is now a substantial body of research that shows people in a happy, positive and creative state of mind are by far the most productive, motivated and healthy.

Following are some of the resources that we share that helps turn theory and research into practical and empowering actions.

# READ

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Mindfulness: A practical guide to finding peace in a frantic world, Book and audio by Prof Mark Williams and Dr Danny Penman

A set of simple yet powerful practices that can be incorporated into daily life to help break the cycle of unhappiness, stress, anxiety and mental exhaustion and promote wellbeing. Now widely used throughout the NHS as 'Mindfulness-Based Cognitive Therapy' (MBCT). We recommend that everyone does this course.

There are two associated courses in the same format that specialise for people in **chronic pain or illness**, and another with that focuses on **personal creativity**.

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## FURTHER READING

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- HOW NOT TO DIE, Dr Michael Greger
- DISMANTLING DIVERSITY MANAGEMENT, Jude Smith Rachele
- AN EVERYONE CULTURE: Becoming a Deliberately Developmental Organisation, Robert Kegan and Lisa Laskow Lahey



# WATCH

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The Happy Secret to Better Work. Shawn Achor, Ted Talk on YouTube (12mins)

An introduction to the science and importance of happiness and positivity for the workplace and how to harness this.

This is aimed at the corporate world 'to help inoculate against the epidemic of stress and depression.'

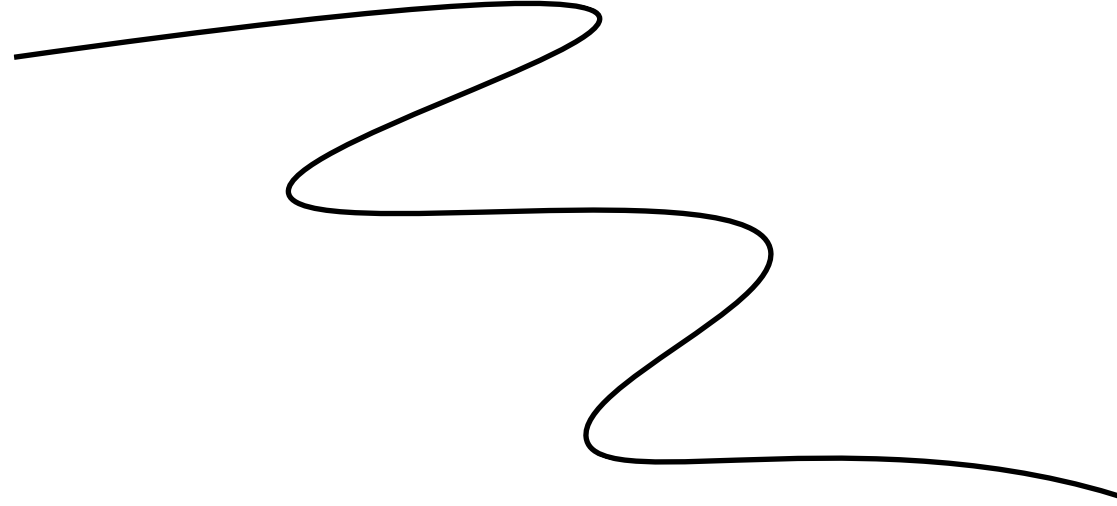
Shawn recommends actions for retraining your brain in 21 days. Behind each is a solid body of scientific evidence of its efficacy for promoting wellbeing, happiness and resilience against depression.

1. 3 Gratitudes: Write down three things each day that you're grateful for. They don't have to be profound. It could be a really good cup of coffee or a sunny day.
2. Journalling: Write a diary entry per day of one positive experience you had over the last 24 hours. Give details of the experience.
3. Regular exercise: Cardio and/or weights have the same effect – you choose.
4. Meditation: Take ten minutes to do NOTHING with the brain in 'neutral'. Allows the brain to get over cultural ADHD and to focus on the task at hand. (See 'Mindfulness' course)
5. Conscious acts of kindness: Random or conscious acts e.g. at the start of every day, send a short email or text praising someone you know.



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# ARTIST CREDITS



## Imagery

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小谢

