

impact
inspiration 
influence

We respectfully acknowledge the Bunurong Boon Wurrung and Wurundjeri Woi Wurrung peoples of the Eastern Kulin Nation as the Traditional Custodians of the land on which our office is located. We pay respects to their Elders, past, present and emerging, as well as to Traditional Custodians of other lands on which we undertake our work. We extend that respect to all Aboriginal or Torres Strait Islander peoples reading this report.

We acknowledge that sovereignty was never ceded, and we support establishing recognition, self-determination and representation for First Nations peoples in the governance of our country.

It always was and always will be, Aboriginal land.

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Introduction

Think Impact is a leading social impact and sustainability advisory firm. For nearly a decade we have supported for-purpose, for-profit, philanthropy and government organisations to manage for better impact. We work across a broad range of areas, with deep experience in community housing, First Nations-led initiatives, social enterprise, infrastructure, education, employment, ageing, disability, justice and the environment.

About us

Privately owned, Think Impact was founded in 2014, and operates from Naarm (Melbourne), Australia. In 2022 we worked as advisors or trainers with around 50 organisations across Australia and internationally. We are a Certified B Corporation, a business that meets high standards of social and environmental performance and is committed to positive change for an inclusive, equitable, and regenerative economy.

Our vision is for a world where organisations create long-term value that benefits everyone – where value is associated with the wellbeing of people and the planet. Our purpose is to support, enable and inspire organisations to manage for better impact. To do this we seek to build the best team, ensure constant learning and evolution of our approaches, develop new services and influence the systems in which we operate.

The intention of this report is to communicate our progress to stakeholders towards achieving this vision and delivering on our purpose.

Certified



Think Impact Directors Ross Wyatt, Suzi Young and Kevin Robbie



Highlights of 2022

Developed Think Impact's own **outcomes measurement framework.**


Active contribution to **3 committees** advancing sustainability and social impact practice.

Worked with **46 clients** of which **48%** are repeat.

Established 4 new partnerships to expand our service offering.




Invested an average **59 hours** per employee of training and development.

Recruited 5 new team members, maintaining team size at 14.

During 2022 contributed **\$6,000** to Pay the Rent in recognition of working on unceded land.



Launched a new training product **Measure impact** using the Principles of Social Value and SROI in partnership with **Efko Academy.**

2 new First Nations-led organisations as part of our client base.

4 team members gained external qualifications

- 2 x Social Value International Practitioner Pathway
- 2 x GRI Certified Sustainability Professional




Reflections from 2022

Dear stakeholders,

2022 was a year of evolution for Think Impact. There were changes in our team, our leadership, the profile of our clients, our partnerships and importantly, changes in the types of work we did.

'More than measurement' was a strong theme. Over the past eight years we have built a reputation as one of the leading management consultancies in the social impact space. This year we expanded our sustainability offering, building on the growth in corporate clients we are working with to integrate social impact into their ESG approach.

Like many organisations who went through deep, repeated lockdowns, we experienced the 'great resignation' as five of our 14 team members, who had been with us through COVID, pursued new opportunities and adventures. We thank them for the great work they did for us and wish them well. As we moved through 2022 we began rebuilding our team, which meant a strong focus on learning and development to ensure our people have the tools and approaches to combine with their expertise.

We also saw changes within our leadership team. After seven years, we bade a fond farewell to one of our Directors, Amanda Nuttall, who stepped into a sustainability role in industry. Another of our Directors, Suzi Young was on parental leave during 2022, returning late in the year – we welcome little Jack into the wider Think Impact family! Ross, our founder and Managing Director for seven years, made the strategic decision to focus on growing the sustainability area of our work. I stepped in to become the Managing Director midway through the year. It has been a privilege to lead the organisation since then.

One of the most significant changes we nurtured in 2022 was around our strategy to sustainably build our business. For us this meant two things: deepening our expertise in the core areas of our business (impact measurement, sustainability reporting, impact-led design and social valuation) and forming strong, mutually beneficial partnerships with other like-minded organisations to expand the range of areas where we can apply our thinking. These partnerships have encouraged, nourished and stretched us as we've grown the business over the past year.

Being a learning organisation and seeking to enhance our ability to 'influence the influencers', one of our key internal projects was to develop our own outcomes framework. The process of this has evolved our thinking about how we create impact. We remain committed to producing our own impact report. This is our third report, which has been prepared with 'reference' to the Global Reporting Initiative (GRI) Standards. Our future impact reports will feature more data about the impact we are having, generated through applying our outcomes framework.

As we look to the future we are both concerned and excited. Our concern is that our climate systems are in peril, our social systems groan under inequities in many forms and we still focus too heavily on economic progress often at the expense of society that provides our quality of life and the environment which fundamentally sustains us. But we are excited to see more and more organisations who do not accept the status quo. Who want positive change and are looking at how they can improve the impact they are having. We are excited by the opportunity to support, enable, and inspire organisations to manage for better impact.

Kevin Robbie
Managing Director
Think Impact



The opportunities that drive us

The social, economic and environmental challenges facing humanity continue to shape and energise our work. Our focus on equity and sustainability has been sharpened by the impacts of the COVID-19 pandemic, the ongoing climate and environmental crises, conversations around reconciliation and the Voice to Parliament, the rise in artificial intelligence, increasing concerns around data privacy, global political polarisation and Russia's illegal invasion of Ukraine.

Despite positive economic growth in Australia over the last decades, deep pockets of disadvantage and inequity still exist. There were still an estimated 3.8 million Australians living in poverty in 2020.¹ Wealth remains highly unequal, and housing affordability and homelessness are at crisis levels, with rising house prices leading to further intergenerational inequity.

First Nations communities in Australia continue to face significant challenges, with progress towards 'Closing the Gap' remaining slow and inconsistent.² While progress has been reported on some of the targets set for 2031, key areas such as life expectancy are not forecast to be achieved in time.³ Specific challenges facing First Nations communities include inadequate access to health care, education and employment opportunities, as well as ongoing systemic racism and discrimination.^{2,3}

The climate crisis has loomed large in recent years, with changing political approaches and extreme weather events shifting the narrative in Australia from denial to alarm. The impacts of climate change will disproportionately affect the most vulnerable members of our society, who have limited access to the resources necessary to cope with a changing climate. Despite growing awareness, meaningful action to address the crisis remains inadequate.

We are also operating in a world of increasing technological complexity with data breaches and biases in algorithm-based decision-making and artificial intelligence being key

concerns.^{4,5} The multiple data breaches that impacted Australians in 2022 made apparent some of the mislaid confidence in technology.

Whilst acknowledging these limitations and potential negative impacts, artificial intelligence software such as ChatGPT has the potential to be a valuable tool to improve efficiency, accuracy and innovation while reducing costs and improving customer experience. This makes artificial intelligence a useful and disruptive technology, with many services organisations, Think Impact included, evaluating the impact on the future of their profession.

Our response

We choose to respond to this call and contribute positively to the future by supporting, enabling and inspiring organisations to manage for better impact. We believe by managing for better impact, organisations can create long-term value that benefits all.

Our ability to create **impact** exists predominantly in our consulting work, and to a lesser, but still important, degree through the decisions we make in relation to our operations.

The work we do gives us privileged access into the many organisations and sectors we work with. We seek to be a positive **influence** in those organisations and sectors, and to enhance their ability to use their knowledge and networks to influence beyond their own activities and contribute to systems change towards a better life for current and future generations.

This is no easy task! It requires that we ourselves are **inspired** to develop new ways to support and enable our clients, and that we inspire our clients to continuously improve their ability to manage for better impact.

Impact, influence and inspiration are key themes for our work and thus the title of this report.

1 P. Davidson. 'A tale of two pandemics: COVID, inequality and poverty in 2020 and 2021', ACOSS/UNSW Sydney Poverty and Inequality Partnership, *Build Back Fairer Series*, Report No. 3, (Sydney: 2022).

2 'Closing the Gap Annual Data Compilation Report July 2022', Productivity Commission (2022).

3 'Commonwealth Closing the Gap Annual Report 2022', Commonwealth of Australia (2022).

4 'Notifiable Data Breaches Report: July to December 2022', Office of the Australian Information Commissioner (2023).

5 Victor Galaz, Miguel A. Centeno, Peter W. Callahan, Amar Causevic, Thayer Patterson, Irina Brass, Seth Baum et al. 'Artificial intelligence, systemic risks, and sustainability', *Technology in Society* 67 (2021): 101741.



About this report

This, our third impact report, reviews our performance over the 2022 calendar year.

Perhaps the most critical part of any impact report is identifying the topics that are of most relevance to the impact of our organisation and the audience for the report. To do this, we undertook a formal materiality review process that is documented in Appendix A and summarised below.

When developing our material topics to include in this report, we applied a lens of 'double materiality'. Double materiality is the idea of examining both how a material topic impacts our organisation, and, how Think Impact may be impacting that material topic.

We engaged with internal and external stakeholders to ensure their voice was a strong part of shaping the contents of this report, assessing our performance and informing our future commitments.

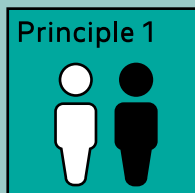
The material topics resulting from this process can be summarised into three areas – our impact with our clients, our people who are key to creating this impact, and our operations. The material topics are presented in the matrix below, categorised according to the key area and mapped in terms of Think Impact's ability to influence the topic and the influence that the topic has on Think Impact's operations and clients. A summary of the topics is included in Appendix 2: GRI Index. Each section of this report includes a discussion of our material topics, including our approach to managing that topic, our performance over 2022 and future commitments to improve our performance.

We are pleased to share our outcomes framework that was developed during 2022. The framework was not developed in time to inform measurement of our impact during 2022, however it has shaped the writing of this report. Our theory of change, which was revised alongside the development of the outcomes framework, is also included.

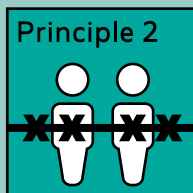


Figure 1 2022 materiality matrix

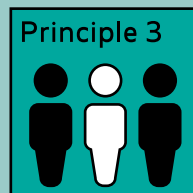




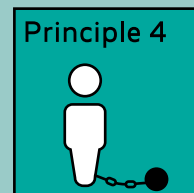
Principle 1
Uphold human rights.



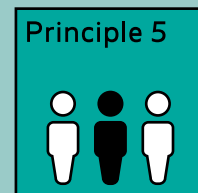
Principle 2
Not complicit in human rights abuses.



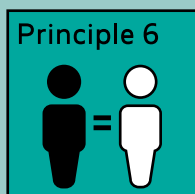
Principle 3
Uphold the freedom of association and collective bargaining.



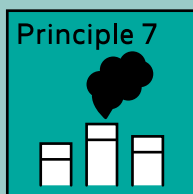
Principle 4
Elimination of all forms of forced and compulsory labour.



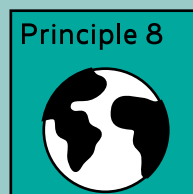
Principle 5
Effective abolition of child labour.



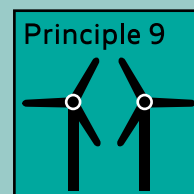
Principle 6
Elimination of discrimination in respect of employment and occupation.



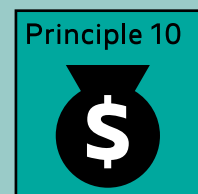
Principle 7
Precautionary approach to environmental challenges.



Principle 8
Promote greater environmental responsibility.



Principle 9
Development and diffusion of environmentally friendly technologies.



Principle 10
Work against corruption in all its forms.

Figure 2 The Ten Principles of the UNGC

Aligning with global standards

This report outlines our performance against the Global Reporting Initiative (GRI) Sustainability Reporting Standards. It reports on the general and topic-specific disclosures with 'reference' to the GRI Standards.

As part of our commitment to the United Nations Global Compact (UNGC), this report also acknowledges our support for and outlines our contribution to the Ten Principles of the UNGC in the areas of Human Rights, Labour, Environment and Anti-Corruption.



Our impact with clients

As a relatively young professional services firm, and one with ambitious goals about the change we hope to see in the world, we are relentless in challenging our thinking about how we use our time, expertise and relationships to maximise long-term value creation.

How we create impact

We are a management consultancy that is recognised as a leader in sustainability and social impact. We do not deliver services to beneficiaries of the organisations we support, rather we support these organisations to prove and improve their social or environmental impact. Our impact is ultimately determined by the extent to which our clients are managing for better impact. Whether this occurs is the end result of a complex system of decisions, actions, investments and behaviours operating within a wider system of norms, beliefs, orientations and values. What we are in control of is how effectively we support, enable and inspire organisations to manage for better impact.

During 2022, the development of our own outcomes framework, to guide how we gather evidence to understand and improve our own impact, advanced our thinking about the role we play with our clients. To inform its development, we also interviewed 10 past clients to gather their perspective on the impact we had with them. We are excited to share what these processes have told us about our impact!

Our outcomes framework

Each of our client engagements is unique, in terms of the starting position of the client, the prevailing conditions within the organisation and the scope of work. Given this, the outcomes for our clients as a result of working with us will vary. But in general terms, we believe that clients who want to, can and are doing things differently will manage for better impact.

We have always been comfortable with our role supporting and enabling our clients, but our recent thinking has highlighted the need for us to step more confidently into the role of inspiring our clients. While things like tools, reports and training are important, their value is diminished if the people and organisations they are created for are not inspired to do the hard work required to improve their impact. Past clients helped us see how we inspire them – our positive and fun style, our dogged commitment, and our ability to balance the technical with the practical.

Our role in creating impact is articulated in our theory of change, updated since our 2020 sustainability report.



Our outcomes framework outlines key questions we will explore with our clients to understand and improve our impact – what has changed in their organisation since they worked with us and what was it about our work or approach that led to this change. At this stage in our

journey of understanding our role, a deep understanding of how and what impact is created is the most meaningful data to generate. We may (or may not) benefit from a more quantitative outcomes measurement approach in the future.

thinkimpact



The context

Our global and national systems focus too heavily on economic performance, often at the expense of social value, wellbeing and environmental health.

Organisations operating in this increasingly complex setting are struggling to understand and manage for value in all its forms.

Our response

We **inspire** our clients by demonstrating the value of being impacted and balancing the technical with the practical.

We **support** our clients by providing tools, insights and analysis to inform better decision-making.

We **enable** change through building our clients' capacities and designing solutions that are fit-for-purpose.

Outcomes

OUR CLIENTS WANT

- Clients see value in managing for better impact.
- Clients want to continuously improve.

OUR CLIENTS CAN

- Clients' knowledge and capabilities increase.
- Clients have robust evidence to support decision-making.
- Clients have buy-in from the right decision-makers.

OUR CLIENTS DO

- Clients are doing something different.
- Clients use our work to inform change.

Impact

Clients manage for better impact.

Figure 3 Think Impact theory of change





Figure 4 How our clients describe working with Think Impact

The impact we've had

During 2022, our team spent just over 20,000 hours at work. A little over 10,000 of these hours were spent on project delivery and capacity building with around 50 clients, and even more organisations reached through our training.

The interviews conducted with past clients have been our deepest exploration of our impact since our inception. While this number is small, the insights have been invaluable and inspiring. Informed by our new outcomes framework, our future intention is to invite all clients to help us understand our impact either through an end-of-project survey or interviews.

Our key areas of impact with our clients include:

- Improvements in organisational culture through a greater connection to the 'why' of their work and the voices of their stakeholders.

- Embedding outcomes data collection and reporting as part of business as usual. Our clients acknowledge there is more work to be done to embed evidence-based decision making in response to this data.
- Improved service delivery models.
- Influencing policy and funding using impact data and stories.
- Generating further interest and demand for outcomes measurement within organisations by demonstrating its value.
- Building individual and organisational capacity for impact-led thinking and design.

The impact of our work with clients is often realised over a period of time. Having strong relationships and repeat engagements with our clients provides us the opportunity to explore the longer-term impact.

'Your experience shone through. We've worked with other consultancies in the past, but none have really gotten what we needed or had the depth of experience, insight, practicality and rigour that you guys have. It was a professional development experience for me and for others in the team.'

2021 client interviewed in October 2022



In 2022, we checked in with Pure Grain (formerly Boolah Partnership) to understand how their first sustainability report in 2017, prepared by Think Impact, has supported their sustainability journey.

Pure Grain Network (formerly Boolah Commodity Management)

'The land and its people are at the heart of our business. We are always searching for something better, to deliver long lasting improvements to both the food we grow, the communities in which we live and the customers we serve.'

–Stuart Tighe, Founder and CEO, Pure Grain Network

As one of the largest private grain connecting concerns in Australia, Pure Grain Network has transformed the agricultural grain supply chain by recognising that grain is much more than a commodity. It should be treated as a product – knowing exactly where it came from, how it was grown and what resources went in to growing it, is increasingly important to the international and domestic markets.

Boolah appointed Think Impact to support and enable its sustainability beginnings, resulting in their first sustainability report. Stuart and his wife, together with their team had a pretty clear idea of what they wanted to achieve. 'We wanted to get an understanding of where we were at, communicate internally about what we are trying to achieve and why, and then communicate what we were doing in sustainability to our customers,' recalls Stuart. 'Think Impact was vital to getting us underway and keeping us on course.'

As a business that thinks and plans for the future, there were undoubtedly personal considerations for the custodians to come, but Boolah was also seeing end user and customer focus sharpening on how their food and drink products are grown and made. In addition, there was increasing encouragement and incentives from governments to operate more sustainably and demonstrate this with rigour.

'Completing our first sustainability report provided us with inspiration and also formalised our approach – what was affecting our sustainability footprint and how could we influence those things? How do we get focused on the big pieces of the puzzle? What are the management practices that had to change?'



Pure Grain Network are going from strength to strength implementing new Nexus data collecting systems, providing end-to-end fulfillment and transparent value chain services – all designed to 'change the value chain for good'.

The client interviews also provided insights into opportunities for improving our approach or to respond to the barriers our clients experience when seeking to manage for better impact by:

- enhancing our focus on developing impact-led leadership at Executive and Board level
- embedding tools and approaches in business-as-usual roles, and processes to support sustained implementation and commitment beyond the tenure of the client representatives involved in project initiation
- increasing our focus on next steps and implementation phases, and following up with past clients to encourage accountability for ongoing action.

Enhancing our impact through influence

Our aim is that our total positive impact is more than the sum of the impact of projects with our clients. To achieve this, we focus on how individual projects and the clients we work with can inform and shape the sectors and the systems they exist within.

We are increasingly working at the system level alongside our clients to help them to influence policy, funding and sector capability. We bring systems thinking and knowledge to our client engagements, recognising the complex interplays between key stakeholders within a system and outcomes for an individual.

In partnership with our clients, we also seek to influence through sharing project experience. The impact of a project can be magnified by sharing lessons and failures and publishing approaches and data in the public domain to inspire others to take similar action.

Even the decisions we make about the clients we work with is an opportunity to influence. As part of our due diligence process when assessing new project opportunities, we have open and honest conversations with potential clients to evaluate if their products or practices cause social or environmental harm and if there is a genuine commitment to managing for better impact. This deliberation is of most relevance to the private sector, a growing proportion of our client base. In 2023, we intend to formalise this process by developing an ethics review and screening process.



Regional Food Security Alliance: Influencing the food relief sector from the ground up

The number of people in Victoria who experience food insecurity is surprisingly high; in excess of 10 per cent of the Victorian population each year, according to some studies.

In response, a wide range of government departments, community organisations, food retailers, food manufacturers and primary producers have formed a complex ecosystem to bring food relief to people experiencing food insecurity.

Victoria's Foodshare organisations play a vital role in this ecosystem. They access food through rescued, donated and purchased sources that they make available to local charities, community groups and schools to feed local people experiencing food insecurity.

Think Impact partnered with Open Food Network to conduct a year-long study with four Foodshare organisations – Albury Wodonga Regional Foodshare, Bendigo Foodshare, Shepparton Foodshare and Warrnambool & District Food Share to:

- estimate the social, environmental and economic impact of the Foodshares, using the Social Return on Investment (SROI) methodology
- develop the capacity of the Foodshares to use the evidence of their value to support a sustainable business model through ongoing funding.

The impact of regional Foodshare organisations

The four Foodshare organisations distributed over 2,500,000 kgs of food to an estimated 91,000 adults and children in 2020. Using SROI methodology, it is estimated that \$96.55M of social, economic and environmental value was created by the four Foodshares through this work.

- For every dollar of input value invested, \$4.17 of social, economic and environmental value is created.
- For every dollar of financial investment, \$66.44 of social, economic and environmental value is created.

'The SROI results have been invaluable for discussions with governments at the local, regional and state level – being able to talk in the language of dollars and outcomes. The data has also validated and reinforced the need for the Regional Food Security Alliance, with government now advocating for us.'

– Cathie Steele, Board member and former Chair of Bendigo Foodshare and instigator of the Regional Food Security Alliance



The Foodshares were found to perform an essential service as sourcers, redistributors, first responders and rapid mobilisers. They are seen as local experts, a local voice in the sector, and as local resilience builders.

Supporting Foodshares to strengthen their operations

A collective report was also prepared with recommendations for improving the sustainability of the Regional Food Security Alliance, which consists of the four aforementioned Foodshare organisations along with the Geelong Food Relief Centre and Mildura Food Hub.

The report identified 10 strategic priorities for developing the Foodshare network and recommendations to achieve them, with a focus on enhancing services and facilities, increasing funding and alliances, advocacy and shared measurement.

The evidence base has informed strategic and fundraising plans developed by the Foodshare organisations and Regional Food Security Alliance.

Supply chain influence

The social and environmental impacts that occur within the boundaries of our clients' organisations are usually dwarfed by the impacts that occur in the upstream and downstream supply chain. This is why we are increasingly focusing on services to support organisations to manage for better impact in their supply chains. With increasing legislative and public focus on issues such as Modern Slavery, waste, circular economies, carbon emissions, and sustainable procurement, organisations are looking for guidance through the complexities in these areas.

Container Exchange: Identifying the social, environmental and economic impact of Queensland's Containers for Change Scheme

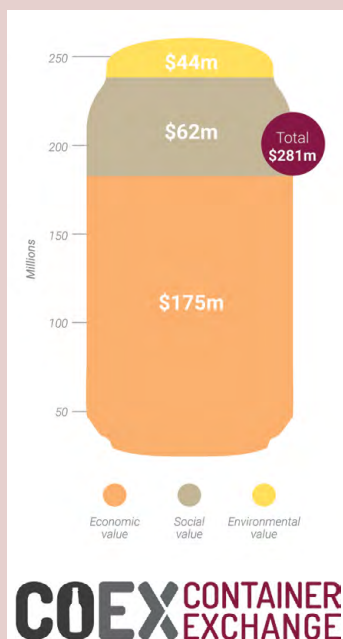
In 2018, Container Exchange was appointed as the organisation responsible for operating Queensland's new Containers for Change Scheme. The Containers for Change Scheme collected and refunded over 1.9 billion beverage containers in the 2021–2022 financial year.

Think Impact was engaged to measure the social, economic and environmental value they created through this investment in increasing the circularity of beverage containers.

The Social Return on Investment analysis undertaken by Think Impact identified that \$281 million of value was created through the Containers for Change Scheme in the 2021–22 financial year. The majority of this – \$175 million – was economic value, with a further \$62 million of social value and \$44 million of environmental value created.

This work supported Container Exchange to report transparently to communities and government stakeholders about the overall benefits of increased investment in the circular economy and increased recycling.

Container Exchange's decision to pursue Social Return on Investment methodology represented the highest level of transparency in reporting against outcomes for stakeholders compared to other container deposit schemes nationally.



Inclusion of stakeholder voice

There is no substitute for using the insights, lived experience, perspectives and sentiments of stakeholders to inform the work we do with clients. The use of lived experience advisory groups to guide service design and evaluation projects is becoming increasingly common. We champion the use of such groups and encourage our clients to compensate people with lived experience who provide their time and expertise.

We value lived experience in our workforce as much as education and professional qualifications.



Safe and Equal: Foundations for a client outcomes framework co-designed with family violence survivor advocates

Safe and Equal is the peak body for specialist family violence services that provide support to victim survivors in Victoria. Safe and Equal focuses on the development of family violence practice and workforce capacity building, with the aim to ensure that victim survivors are safe, their rights are upheld and their needs are met.

Safe and Equal engaged Think Impact to support the development of foundations for a client outcomes framework that:

- centres client experiences in the understanding of the efficacy of specialist family violence services
- contributes to evidence-based decision-making and embeds continuous improvement processes into the design, delivery and evaluation of specialist family violence services
- assists Safe and Equal and its members to understand whether the specialist family violence sector is supporting victim survivors when, where and how they need it
- helps to identify future improvements and enable a whole-of-system response to client needs.

Think Impact was engaged due to our strong track record in developing outcomes frameworks, as well as our knowledge and experience from numerous projects with the family violence sector.

Co-designing a client outcomes framework

Seeking to elevate the voices and lived experience of victim survivors in the process, the outcomes framework was co-designed with an advisory group of survivor advocates. The advisory group was recruited from Safe and Equal's Expert Advisory Panel and Survivor Advocate Alliance.

Members of the advisory group felt the co-design process allowed for multiple perspectives on the development of the foundational outcomes framework. Participants particularly valued the ability to 'bounce' ideas and comments off each other and create shared meanings and deeper insights. The flexible and responsive approach to facilitating the sessions was also considered valuable.

Intended impact

The framework represents a critical first step that puts victim survivors at the centre of measuring client outcomes. It was favourably received by key stakeholders involved. Further work is required to identify the difference and interactions between outcomes at the service level and system level. Safe and Equal also wants to undertake wider consultation and testing with victim survivors to support refinement and embedding of the framework across the sector.

The logo for Safe and Equal, featuring the words "SAFE" and "EQUAL" in a bold, black, sans-serif font. A pink plus sign is positioned between "SAFE" and "EQUAL".

Congratulating SIMNA Award winners

Think Impact is proud to have worked alongside three of our clients for projects that were recognised at the 8th Annual Social Impact Measurement Network Australia (SIMNA) Awards held in December 2022. The SIMNA Awards celebrate the great work being done by the leaders and learners in the social impact measurement space across Australia to evidence social change.

Excellence in social impact measurement

Winner: Launch Housing – Integrated Impact Measurement Framework



Launch Housing developed an Integrated Impact Measurement Framework to measure and report on progress against their mission to end homelessness. The framework includes: Strategy 2020–24 and Theory of Change (ToC), an Outcomes Framework, an annual Impact Report aligned to 10 consistent impact measures, and a three-year business plan which identifies program evaluations and service reviews. Think Impact supported the development of the ToC, Outcomes Framework and first annual Impact Report.

Innovation in social impact measurement

Runner up: Victorian Aboriginal Community Controlled Health Organisation (VACCHO) – Culture + Kinship



Reconnecting First Nations people to Culture, Country and Community has been associated with improvements in educational outcomes, increases in employment levels and reductions in specific risk-taking behaviours. VACCHO piloted the Healthy Communities program to continue developing the body of evidence that Culture, Country and Community play a significant role in improving health and wellbeing outcomes for First Nations people in Victoria. Think Impact and First Nations-led consultancy Kowa Collaboration worked together to conduct a Social Return on Investment (SROI) analysis of the Culture + Kinship program. Our approach to the evaluation sought to align with the objectives of the Culture + Kinship program, integrating SROI methodology with Aboriginal and Torres Strait Islander ways of knowing, being and doing. The SROI also received independent assurance by Social Value International.



Leading funder in social impact measurement

Runner up: Equity Trustees – Empowering Change



Equity Trustees

Think Impact has supported the Social Impact team at Equity Trustees on their impact management journey since 2018. This started with professional development and capacity building and developing a Blueprint (framework) to serve as a tool that informs their giving and enables them to articulate externally their approach to funding. Over the last five years, they have matured in their understanding of impact management, and have developed impact narratives, a reporting framework (continual evolution), underlying grant-making principles and the publication of annual giving reviews.



Enhancing our impact through capacity building

We passionately believe in the importance of embedding knowledge, skills and confidence in individuals and organisations. When working alongside our clients, we aim to leave a legacy of skills and mindsets, along with the work we produce. Our ability to create impact is amplified when our clients can continue the work without us.

Beyond this approach to project delivery, we also build capacity through training delivery, individual and team mentoring, and advancing the sustainability and social impact sectors through our memberships and affiliations.

Building capacity through training

Think Impact continues to deliver the Accredited Social Return on Investment (SROI) training to equip practitioners to use this internationally recognised approach for understanding and measuring the impact of a program, organisation or policy. One SROI training session was delivered online during 2022 to participants in Australia and Singapore.

In 2022, our Associate Director Rebecca Cain was appointed as a lead trainer for Efiko Academy's *Measure impact using the Principles of Social Value and SROI* online course. Efiko Academy is an online learning hub dedicated to empowering impact finance and measurement professionals with core skills and knowledge. Rebecca facilitates interactive sessions that bring together learners from across the globe to share their experiences and discuss questions. She led two cohorts of learners during 2022.

SDG Impact Standards accredited training

During 2022, Think Impact continued to work alongside the SDG Impact team at the United Nations Development Programme (UNDP) and Social Value International (SVI) to promote the Sustainable Development Goals (SDG) Impact Standards training.

The SDG Impact Standards set out what UNDP believes to be best practice guidance for organisations on the pathway to strengthen their sustainability and impact management practices over time. The training encourages and supports organisations to start or accelerate their journey towards sustainability and positively contribution to the SDGs.

During 2020–21, Think Impact worked in partnership with SVI to design and deliver a set of training materials for UNDP offices. In December 2022, UNDP re-launched the materials with a broader focus on providing organisations of all types with guidance on the pathway to strengthen their sustainability and impact management practices.

Associate Director Rebecca Cain is an Accredited Trainer for the SDG Impact Standards and will lead Think Impact's delivery of training to support organisations across Australia to adopt the SDG Impact Standards to achieve the collective desired outcome of a more sustainable, resilient and inclusive future for all and achievement of the SDGs.



Developing and influencing the sector

We actively contribute our expertise and experience to shape standards, policies and practices in social impact and sustainability. As one of Australia's most experienced teams, with globally acknowledged expertise in social impact measurement, we believe that contributing our practitioner perspective can help to balance the rigour and practicality needed to steer sustainability efforts. We invest our own time to contribute through our memberships and affiliations outlined below.

We also continued to share the experience of our clients and expertise of our team in the public sphere, through content included in our newsletters and publishing articles on LinkedIn and other channels. Managing Director Kevin Robbie authored two articles for Pro Bono Australia's news service: [Think Fundraising, Think Impact](#) and [Think Social Enterprise, Think Impact](#). Our Founding Director Ross Wyatt shared his views on impact evaluation as a guest on the [Innovate for Impact podcast](#).

Our memberships and affiliations

Australian Evaluation Society (AES)

Senior Consultant Marty Bortz is a member of the AES professional network for Australian and New Zealand evaluation practitioners. The mission of the AES is to strengthen and promote evaluation practice, theory and use. Marty represents Think Impact at AES events and workshops.

B Corp

Think Impact has been a Certified B Corp since 2016. B Corp Certification is a designation that a business is meeting high standards of verified social and environmental performance, legal accountability and public transparency on factors from employee benefits and charitable giving to supply chain practices and input materials. Through the B Corp community, Think Impact is connected to leading for-purpose organisations across Australia. Founding Director Ross Wyatt represents Think Impact in B Corp forums.

Global Reporting Initiative (GRI)

We are an accredited gold member practitioner of the GRI – the independent, international organisation that helps businesses and other organisations take responsibility for their impacts, by providing them with the global common language to communicate those impacts. During 2022, Think Impact team members participated in online training through the GRI Academy.

Social Impact Measurement Network of Australia (SIMNA)

Think Impact is a founding member of SIMNA, Australia's national network for social impact measurement practitioners. Senior Consultant Alischa Ross is a member of the Victorian committee.

Social Value International (SVI)

We are active contributors to the global community of social impact practitioners convened by SVI, the network that governs the Social Return on Investment methodology and principles for how society accounts for social value. As part of our membership of SIMNA, we gain membership of SVI. Associate Director Rebecca Cain contributes Think Impact's experience to the ongoing evolution of the Social Return on Investment methodology through SVI's methodology subcommittee. She is also a member of SVI's Accredited Trainer community. Directors Kevin Robbie and Suzi Young and Associate Director Rebecca Cain are members of SVI's Assurance Panel, independently assessing SROI and social value reports against the assurance standard.

United Nations Global Compact Network Australia (UNGCNA)

Think Impact is an active member of the UNGCNA. The UNGCNA is a business-led network of the UN Global Compact and principal sustainability initiative in Australia advancing responsible business and the private sector's contribution to achieving the Sustainable Development Goals.



Data privacy and security

Optus, Medibank, Woolworths, Deakin University. Just four of the many organisations who experienced data breaches in 2022. While Think Impact may not have the size, operations and volume of data as these organisations, we value client and stakeholder data privacy and know it is an important issue for our clients. We have a Privacy Policy and a draft Data Retention Procedure to ensure our practices are aligned with stakeholder and industry expectations.

We are proud to acknowledge that in 2022, Think Impact received zero complaints concerning breaches of client privacy, zero identified leaks, thefts or losses and we are committed to ensuring these numbers stay at zero for the future.

Future commitments



- Continue our reconciliation journey by evolving our partnerships and practices and playing our part in addressing systemic racism towards Aboriginal and Torres Strait Islander people. Towards this, we will initiate a 'Reflect' Reconciliation Action Plan by June 2024.
- Promote the adoption of the SDG Impact Standards as a whole-of-business management approach to embed sustainable development. During 2023, halfway through the time set for achievement of the SDGs, we seek to provide services and training to support Australian organisations to accelerate their contribution.
- Continue to build our understanding of the impact we create with our clients and opportunities for continuous improvement.
- Enhance the steps we take to ensure personal information provided and collected from clients and other stakeholders is handled with care, retained for the appropriate period and disposed of in a secure manner.
- Support additional team members to obtain 'GRI Certified Sustainability Professional' status as part of the expansion of our sustainability offering.



Our people

Delivering quality work for our clients and achieving positive social change more broadly relies on us having a skilful and dynamic team. Our people are persistent and curious, with positive energy and a focus on rigour. Together we are mindful of creating a culture that is inclusive, collaborative, stimulating and open, and a workplace that is safe, equitable and flexible.

Meet our team

At the close of 2022, Think Impact employed 14 people. Thirteen team members were permanent employees, and one was on a fixed term arrangement. Two of our team members were on parental leave for most or all of 2022.

The characteristics of our workforce at the close of 2022 are detailed on the following page.



Kevin Robbie



Suzi Young



Ross Wyatt



Rebecca Cain



Natasha Rees



Alischa Ross



Sofiah Mackay



Martin Bortz



Leigh Holford



Yusra Medani



Chris Currie



Doron Felman



Hue Man Dang



Emy Maiorino

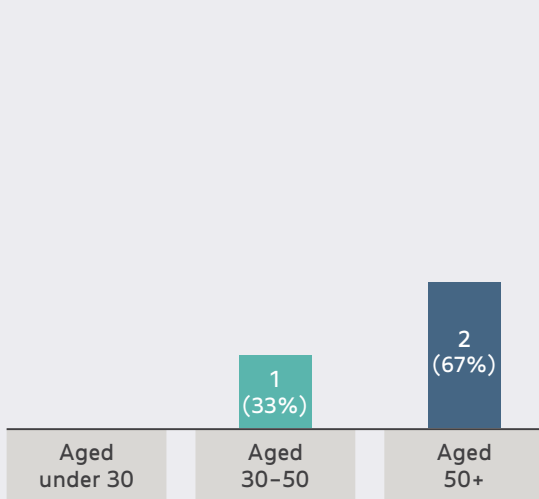


Figure 5 Governance body

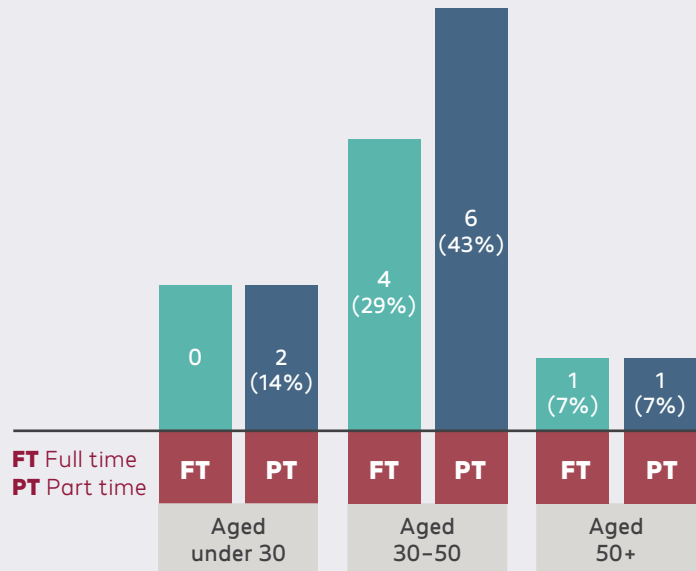


Figure 6 Total employees

Ensuring equity, diversity and inclusion

Think Impact is committed to diversity, equity and inclusion. We champion attitudes and behaviours that identify, address and abolish discrimination and inequity. This extends beyond actions and decisions within our direct influence, to our research practices and the advice we give as consultants. Our commitment and expectations are outlined in our Equity and Inclusion Policy.

In 2022 we revised our recruitment process to increase diversity and attract the right talent. We standardised our job interview and selection process, and changed how we develop roles. For example, all roles have the option to be part time. As a result, we have more diverse workforce than in previous years.

Think Impact is proud of its strong diversity. We have consultants who are multi-lingual, represent five different religions, identify as being part of the LGBTQI+ community, identify as neuro-diverse and have heritage across the globe as seen in Figure 6. This diversity creates depth and richness in both our internal culture and through the work we provide to our clients.

There were no incidents of discrimination registered by our team in 2022. However, we recognise that informal incidents of casual discrimination and microaggressions remain a part of life for many people inside and outside of the workplace. Our team is committed to ongoing education and thoughtfulness to tackle unconscious bias and build our capability to be allies at work.



Figure 7 Consultant heritage



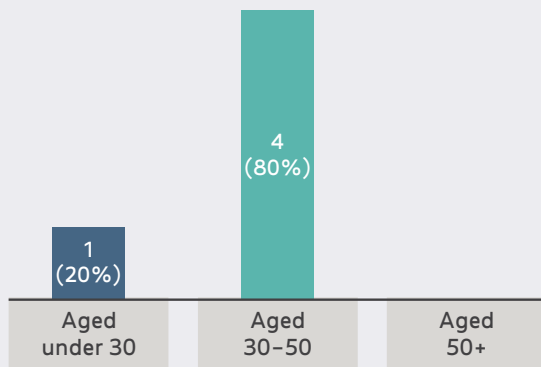


Figure 8 New hires

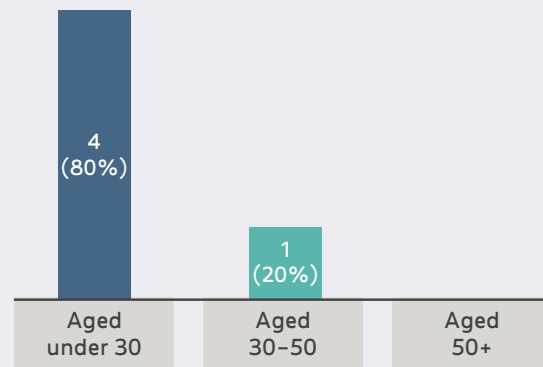


Figure 9 Staff turnover

Attracting a high calibre team

Attracting and retaining the right people is important for delivering our unique work and expanding our services to create impact for clients. Building awareness and recognition of Think Impact's purpose, people and projects is an important contributor to this. Our team members have strong industry connections, attend networking events and conferences, and regularly share insights and information to raise the profile of the business.

Our inclusive culture, flexible work, and staff mentoring and development create a desirable workplace. With our redeveloped recruitment process, we are better positioned to attract high quality and diverse talent.

In 2022, five employees resigned, moving to new opportunities. Given the competitive market and our niche area of consulting, it was an accomplishment that we replaced all five of those employees to ensure we continued to deliver the highest quality work for our clients.

Developing a high calibre team

We provide a strategic blend of formal and informal development opportunities to ensure our team is best placed to support our clients to navigate the ever-changing and complex environment they operate in.

Everyone is encouraged to be open about their learning needs and their voice drives learning and development opportunities. Each consultant is matched with a contribution manager who meets with them periodically to identify professional needs or challenges and build their development pathway.

In 2022, a human resources advisor was appointed to develop a toolkit to enhance our contribution planning process to better meet the needs of the team. While formal contribution planning was not conducted during 2022, the toolkit will ensure that moving forward all consultants will be provided with the necessary planning and feedback to support their growth and development.



The hallmark of professional development at Think Impact is the access consultants have to senior leaders, who take on a truly servant leadership approach to development. They take the time to provide real-time feedback and one-on-one conversations and learning, and have an open-door policy to accessing their time. Consultants have described this as unique and unusual compared to their other consulting experiences. Moreover, project managers make the time to ensure consultants have the support, resources and knowledge they need to execute their tasks, deliver high quality work and ensure the project is contributing to their learning and development.

During 2022, Think Impact delivered 820 hours of professional development activities which equates to around 59 hours per employee. This included live Situational Leadership training with an expert, and learning lunches covering various topics critical to subject matter knowledge and project delivery.

Our approach to health and wellbeing

The wellbeing of our people is at the heart of our operations, and fundamental to our business sustainability and success. We want our employees to work in a healthy, positive and safe environment.

The health and safety risks to our people at work are varied. The major physical risk includes sedentary work sitting at desks and on screens. The most significant psychosocial risk is distress from engaging with people who have experienced hardships, trauma or discrimination, and



working with intractable problems such as homelessness and family violence. We did not record any reportable occupational health and safety incidents during 2022.

We have enthusiastically continued the flexible and hybrid working arrangements that became the norm during the COVID-19 pandemic so our staff can balance work and care of their family or self. Trusted and empowered, with control over work hours and location, our staff can optimise their time, be more productive and avoid burnout. During 2022, two of our team members worked remotely from overseas so they could extend time visiting family. Another team member shifted from full-time to part-time arrangements for three months while undertaking a professional development course.

Think Impact's Parental Policy provides employer-funded paid parental leave to permanent employees with 12 months or more of continuous service, in addition to the government-funded Parental Leave Pay. As can be seen in the table below, three employees took employer-funded parental leave and all three returned to Think Impact and are still employed.

Table 1 Parental leave benefits

Entitled to parental leave	13
Those who took parental leave	3
Rate of return to work after parental leave	100%

Team collaboration, connection and communication was supported with hybrid weekly team meetings and daily check-ins, a well-used Slack workspace with channels for work and fun, and celebrations and outings together. We encourage authenticity and bringing your whole self to work. Our culture of recognition and appreciation means we acknowledge the little things we do for each other, and regularly express gratitude. Thank yous are even a standing agenda item in our weekly meetings!

Our daily check-ins and weekly team meeting focus on supporting the team to effectively manage their workload and have the resources they need to deliver the highest quality work.

Future commitments

- Ensure all team members have a contribution plan in place that guides their role and development.
- Implement a learning program aligned with organisation-wide learning goals, to complement individual learning.
- In 2021 we developed a Health and Wellbeing Policy in consultation with the team in place at the time. Following significant changes to the team in 2022, we will redevelop the policy to reflect the needs and priorities of the current team.



Our operations

Our environmental impact mainly occurs through our day-to-day work in the office and our home offices, including our procurement decisions, and through our travel to and from the office.

Resource use

As a service-based business our energy and water use and waste generation are relatively small. In 2022 we continued to work out of Our Community House, a co-working space in North Melbourne for social sector organisations where more than 400 not-for-profit and social enterprise workers share facilities.

Our Community House has strong environmental sustainability credentials, waste minimisation features and connections to nature. The roof is covered in solar panels, generating up to 99 KW of power per hour, delivering around 40 per cent of the building's electricity needs and preventing approximately 100 tonnes of carbon dioxide a year going into the atmosphere. Waste is split into co-mingled recyclables, soft plastics, compost and landfill. The space is filled with living plants to help clear the air, and water saving features include toilets with hand-washing cisterns. There is also bike parking for over 40 bicycles, and end-of-trip facilities to encourage cycling, walking and running to work.

Sustainable procurement

Think Impact has a small procurement footprint. Our sustainable procurement is governed by our Sustainability Policy. We currently do not use formal screening criterion for suppliers, however major procurement decisions are screened by the Directors against the principles included in the Sustainability Policy.

The majority of our procurement expenditure is on sub-consultants and our rent at Our Community House. We engage with sub-consultants in our supply chain who are aligned to our values and prioritise using other small businesses and individual contractors. This includes First Nations businesses where possible, for example our work with Kowa Collaboration described below.

We purchase our consumables based on cost, quality and accessibility in our local area, noting that purchases are minimal and mostly related to office supplies. For catering, we prioritise using local businesses and utilise social enterprises for larger events where possible.



Our commitment to reconciliation with First Nations people

We are proud to live alongside the oldest continuing Culture on Earth. We acknowledge the incredible strength, knowledge, skills and lived experiences of Aboriginal and Torres Strait Islander people. We thank Aboriginal and Torres Strait Islander people for caring for this Country where we live and work, and for sharing their Country and Culture with us.

We also acknowledge that, as non-First Nations people of this country, we benefit from the ongoing effects of colonisation, including a system that continues to displace, disadvantage, discriminate against and harm, First Nations people. We accept responsibility for playing our part in addressing the systemic racism that maintains this status quo. We accept the invitation outlined in the Uluru Statement to walk alongside First Nations people towards a better future.

Our most significant opportunity to contribute to reconciliation in our professional capacity is through our projects. We are committed to working in partnership with First Nations consultants, wherever possible, to deliver work that involves First Nations communities. In this way, we are both centring First Nations expertise and lived experience, and supporting economic empowerment and capacity building of First Nations businesses.

Our most prolific partnership during 2022 was with Kowa Collaboration, a team of passionate First Nations change-makers amplifying the voices of First Nations peoples in impact measurement, evaluation and learning. Our work together included:

- An evaluation of initiatives funded by the Victorian Government. Kowa provided a First Nations lens on the evaluation process and criteria, and led the evaluation of five initiatives, two of which were focused on First Nations employment and economic participation.
- A Social Return on Investment (SROI) analysis of the Culture + Kinship program delivered by the Victorian Aboriginal Community Controlled Health Organisation. Kowa worked with us to design a 'Value Yarn' process and they undertook 'Impact Yarns', drawing on the First Nations Cultural practice of 'Yarning' where information is exchanged through storytelling, to understand the impact of programs and initiatives.
- An evaluation of Lendlease's second Elevate Reconciliation Action Plan (RAP), Country, Truth and Our Shared Story 2020–2023 to understand the social value created by RAP initiatives.

In 2022, Senior Consultant Alischa Ross led the development of a document to support ongoing learning as we conduct work with First Nations people and communities. This draws on our work with many First Nations organisations and communities to support social impact evaluations, conduct research, develop culturally appropriate approaches to stakeholder engagement, and build capacity in evaluation practices. This document will evolve as we learn new things about ourselves, other people and the truth of First Nations history and experience.

Since 2021, we have been making a voluntary monthly payment to 'Pay The Rent', an initiative to honour the Sovereignty of Aboriginal people and acknowledge that the land on which we operate was never ceded. Between February 2021 and December 2022, we contributed \$13,500.



Kowa



Business ethics and integrity

Think Impact is a proud purpose-led and values-driven business. We believe responsible business conduct is part of making a positive contribution to social, environmental and economic progress.

Our strong moral and ethical framework directs how we operate, the clients we work for, how we conduct our work and our behaviour towards our team members, clients and suppliers. Our people are guided by a policy framework outlining how we operate, including a Code of Conduct. An ethics review and screening process, to guide the types of work we will do and the sectors and organisations we will work with will be developed to enhance the integrity of our decisions.

We have no tolerance for corruption within our business or in our business relationships, and support anti-corruption collective action. This means meeting compliance with laws at a minimum, and exceeding compliance where appropriate, especially laws focused on respecting human rights, environmental protection, labour relations and financial accountability, as guided by the Ten Principles of the UN Global Compact and the Sustainable Development Goals. We are also mindful of, and responsive to, societal expectations communicated by our stakeholders. As we consider the opportunities for ourselves and our clients of using artificial intelligence, we also monitor ethical concerns about the biases in algorithm-based decision-making and artificial intelligence.

We have not identified any incidents of corruption nor incidents of conflict of interest during the reporting period.



Future commitments



- Achieve net zero emissions status for our office and travel footprint by June 2024.
- Improve our records management so we have improved data relating to the investment, activities and outcomes for professional development, sector development and procurement.
- Over the next two years, increase our engagement with UN Global Compact Network Australia through active engagement in peer forums and exploring opportunities to provide our expertise as part of their education programs.



Appendices

Appendix A **Materiality process**

Think Impact's methodology for the materiality review was grounded in the idea of double materiality – looking at a sustainability topic not just through the lens of how it impacts our organisation, but also through the lens of how our organisation impacts that sustainability topic.

In addition, as part of reporting 'with reference to' GRI requirements, Think Impact has also leveraged the key principles of conducting a materiality process recommended by GRI including:

- understanding our organisational context
- identifying actual and potential impacts
- assessing the significance of the impacts
- prioritising the most significant impacts for reporting.

The robust application of our process, guided by GRI, involved a range of activities to create our list of material topics of sustainability.

Desktop review: Analysis of online public information including sustainability reports from peers and industry leaders, emerging trends and global sustainability risks in the general media, and sustainability reporting frameworks including Sustainability Accounting Standards Board and GRI.

Management approach: Review of Think Impact strategic goals and existing and planned policies around topics of sustainability.

External stakeholder engagement: Think Impact engaged with eight key external stakeholders including clients, delivery partners, member associations and industry leading bodies to obtain their perspective on materiality and impact.

Internal stakeholder engagement: We shared the findings of the reviews of desktop information and our management approach and external stakeholder engagement with the entire Think Impact team to ensure the list of material sustainability topics captured their perspectives and priorities.



Appendix B GRI content index

This report has been prepared with 'reference' to the GRI Standards. The page references for the general and topic-specific disclosures, aligned with our material topics, addressed within this report are provided in the content index below. Our GRI content index also makes the connections between our disclosures within this report and the Ten Principles of the UNGC.

GRI Standard	Disclosure	Page number(s)
GRI 2: General Disclosures 2021		
GRI 2: General Disclosures 2021	The organisation and its reporting practices	
	2-1 Organisational details	ii
	2-3 Reporting period, frequency and contact point	ii, 5
	Activities and workers	
	2-6 Activities, value chain and other business relationships	1, 22
	2-7 Employees	18, 19
	Governance	
	2-9 Governance structure and composition	1, 19
	Strategy, policies and practices	
	2-22 Statement on sustainable development strategy	3
	2-23 Policy commitments	17, 19, 21, 22, 24
	2-24 Embedding policy commitments	17, 19, 21, 22, 24
	2-28 Membership associations	16
	Stakeholder engagement	
	2-29 Approach to stakeholder engagement	7, 9, 10
	GRI content index	29
GRI 3: Material Topics 2021		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	5, 25
	3-2 List of material topics	5
Material Topics		
GRI Standard, UNGC Principle	Disclosure	Page number(s)
GRI 200 economic standard series and UNGC principles		
Client capacity building		
GRI 3: Material Topics	3-3 Management of material topics	15
GRI 203: Indirect Economic Impacts	203-2 Significant indirect economic impacts	15
Increased social and economic equality		
GRI 3: Material Topics	3-3 Management of material topics	7, 8, 16
GRI 203: Indirect Economic Impacts	203-1 Infrastructure investments and services supported	9, 10, 11
	203-2 Significant indirect economic impacts	9, 10, 11, 13
Business ethics and integrity		
GRI 3: Material Topics	3-3 Management of material topics	24
UNGC topic	Principle 10: Work against corruption in all its forms	10, 24
GRI 205: Anti-corruption	205-1 Operations assessed for risks related to corruption	10, 24
	205-3 Confirmed incidents of corruption and actions taken	24



GRI 400 social standards series and UNGC principles		
Learning and professional development		
GRI 3: Material Topics	3-3 Management of material topics	20, 21
GRI 404: Training and Education	404-1 Average hours of training per year per employee	2, 21
	404-2 Programs for upgrading employee skills and transition assistance	20, 21
Employee health and wellbeing		
GRI 3: Material Topics	3-3 Management of material topics	21
GRI 403: Occupational Health and Safety	403-2 Hazard identification, risk assessment and incident investigation	21
Data privacy and security		
GRI 3: Material Topics	3-3 Management of material topics	17
GRI 418: Customer Privacy	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	17
Diversity and inclusion		
GRI 3: Material Topics	3-3 Management of material topics	19
UNGC topic	Principle 6: Elimination of discrimination in respect of employment and occupation	19
GRI 405: Diversity and Equal Opportunity	405-1 Diversity of governance bodies and employees	19
GRI 406: Non discrimination	406-1 Incidents of discrimination and corrective actions taken	19
Attract and retain a highly skilled workforce		
GRI 3: Material Topics	3-3 Management of material topics	20, 21
GRI 401: Employment	401-1 New employee hires and employee turnover	20
	401-3 Parental leave	21
Sustainable procurement		
GRI 3: Material Topics	3-3 Management of material topics	22
UNGC topic	Principle 1: Uphold human rights Principle 2: Not complicit in human rights abuses	22
GRI 414: Supplier Social Assessment	414-1 New suppliers that were screened using social media	22
Material topics with no applicable GRI reporting requirements		
Climate change impacts through client engagement		
GRI 3: Material Topics	3-3 Management of material topics	3, 4
Internal resource use		
GRI 3: Material Topics	3-3 Management of material topics	22
UNGC topic	Principle 8: Promote greater environmental responsibility Principle 9: Development and diffusion of environmentally friendly technologies	22
Inclusion of stakeholder voice		
GRI 3: Material Topics	3-3 Management of material topics	12
Influencing client supply chain		
GRI 3: Material Topics	3-3 Management of material topics	11, 12
Impact on First Nations people		
GRI 3: Material Topics	3-3 Management of material topics	23
Digitisation and automation		
GRI 3: Material Topics	3-3 Management of material topics	24

Think Impact has reported the information cited in this GRI content index for the reporting period 1 January 2022 to 31 December 2022 with reference to the GRI standards.



 [thinkimpact.com.au](https://www.thinkimpact.com.au)

