



Impact Report

Oxford HR

2023

Table of Contents

The journey so far...	3
What we stand for	5
Hello from David Lale	6
Why are we measuring our impact?	7
Our Goals	8
2022 Highlights	9
Sector	10
People	13
Planet	15
The Future	17



The journey so far...

Oxford HR has been working with socially and environmentally impactful organisations for over 28 years.

Established in 1995 as an executive search firm working with nonprofits and international development organisations, we now offer a suite of leadership services, across every continent, from four regional hubs, with clients working across the breadth of the definition of 'impact.'

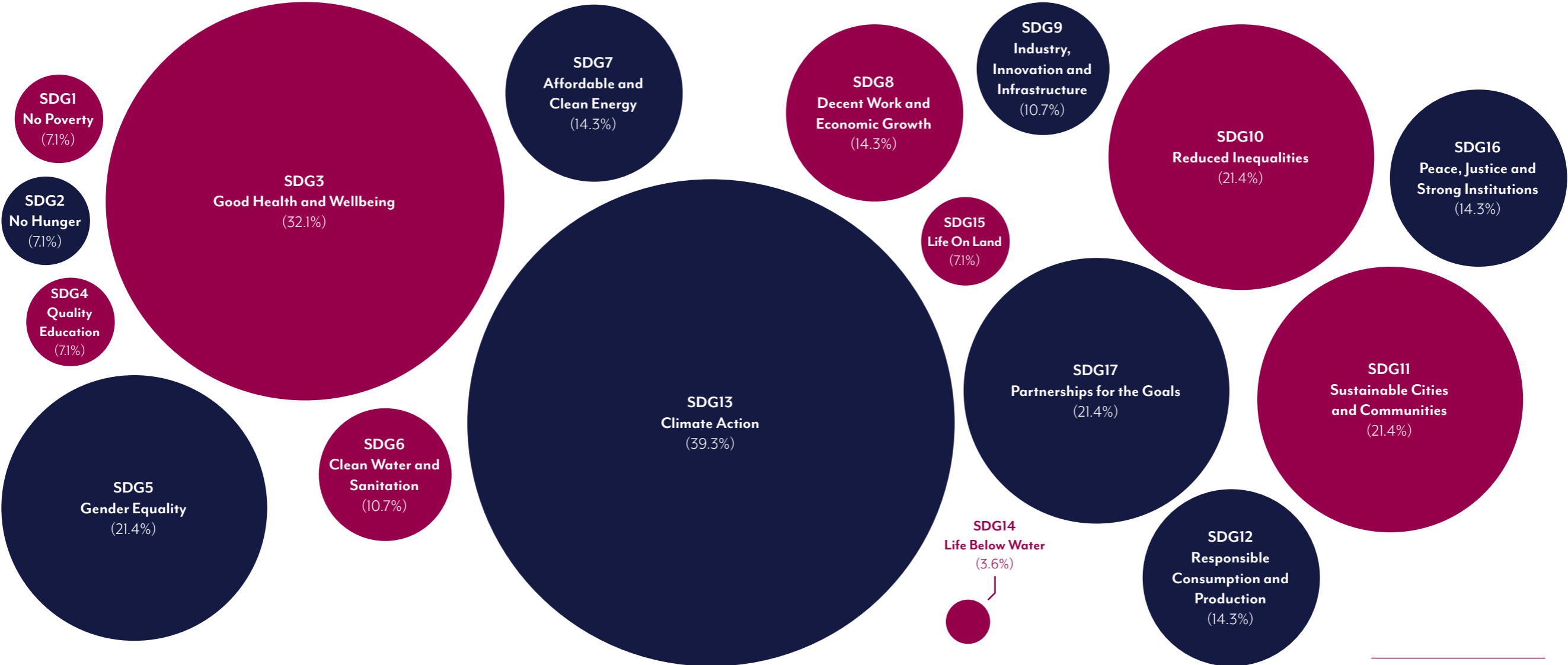
Being impactful is at the core of who we are as a business. From the outset, our aim was to appoint inspiring and visionary leaders into mission-driven organisations, to help them fulfil their world-changing missions. As we have evolved into a leadership consultancy, we have swiftly come to understand that the climate emergency underpins everything we do and everyone we work with. Oxford HR's vision is *an equitable, sustainable planet delivered by leaders inspired*

by the need for urgent change and we are now proud advocates of creating a business that does more good than harm, and helps our clients maximise their positive impact, too.

We're proud to have a truly global team, that, in addition to their amazing and diverse strengths, are united by the common vision to make the world a better place.

We recognise that, in the social and environmental impact sector, we are a second-tier organisation. We help organisations achieve their world-changing goals more quickly, more efficiently and more effectively. We are cautious not to claim this impact as our own.

Our Clients





What we stand for

Mission:

We identify and support leaders creating lasting positive social and environmental impact.

Vision:

An equitable, sustainable planet, delivered by leaders inspired by the need for urgent change.

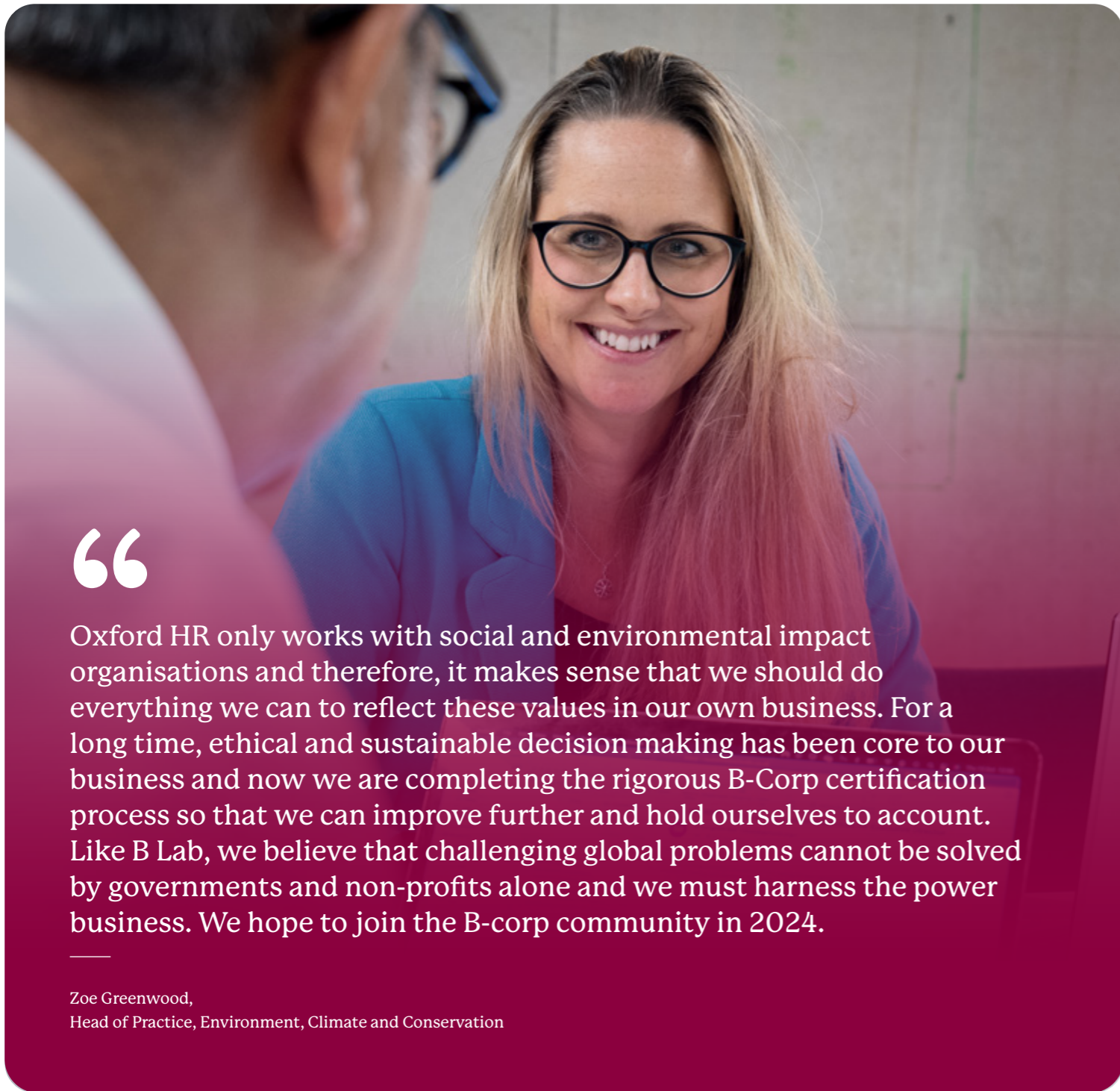


Hello from David Lale

Welcome to our first impact report. Despite Oxford HR coming up to its 29th birthday, we have never embarked on the process of measuring the impact our business has on the world.

Working exclusively with organisations operating in the social and environmental impact sector we are continually in awe of the dedication of our clients towards making the world a better place. Being a force for good has been intrinsic to our DNA as a company for so long that it now seems right to measure our impact in a tangible manner and hold ourselves accountable as we grow.

We hope you find it engaging, inspiring and informative. We pride ourselves on our culture of continuous learning, so please do feel free to provide any feedback or thoughts you might have after reading.



“

Oxford HR only works with social and environmental impact organisations and therefore, it makes sense that we should do everything we can to reflect these values in our own business. For a long time, ethical and sustainable decision making has been core to our business and now we are completing the rigorous B-Corp certification process so that we can improve further and hold ourselves to account. Like B Lab, we believe that challenging global problems cannot be solved by governments and non-profits alone and we must harness the power business. We hope to join the B-corp community in 2024.

Zoe Greenwood,
Head of Practice, Environment, Climate and Conservation

Why are we measuring our impact?



Accountability

By publishing our annual impact reports we'll keep ourselves accountable to the ambitious goals we are setting ourselves as a business. This transparency aligns with our values as a company and how we like to work with our clients.



Monitor our Progression

In years to come we want to look back and see the progress we've made.



Team Motivation

Our team all share a passion for positive change. Through sharing our impact and our goals, we can keep everyone on the same page and motivated to do good.



Continuous Improvement

We pride ourselves on our culture of learning and this extends to educating ourselves on how we can improve our positive impact as an organisation.



BCorp

Our goal to become BCorp certified will mean regularly reporting on our impact. We use the five BCorp pillars to formally measure our impact.

Our Goals

1. Staff satisfaction and engagement rating always > 80%

The Why

To make Oxford HR a happy place to work with an engaged workforce

Progress

Our staff happiness rate as per our 2022 engagement survey is 94%

2. Oxford HR staff turnover always < 10%

The Why

To build our global team of highly skilled experts

Progress

Our staff attrition rate is 0.186%

3. Shortlists of 1/3 candidates coming from diverse background

The Why

To promote underrepresented candidates

Progress

62% of our longlisted candidates are non-EU/UK/US/CAN/AUS/NZ

4. Gather EDI data from our projects

The Why

To be able to better monitor our outreach and identify any barriers or biases

Progress

We have gathered 2070 responses in 3 months (60% response rate) and have started providing EDI reports to clients

5. 50% of our appointed candidates are women

The Why

To promote female leadership

Progress

In 2022, 52% of our appointed candidates were women

6. Start our BCorp journey

The Why

To solidify our commitment to the sector, people and planet

Progress

At the time of writing, we are close to finalising our B Impact Assessment and submitting our application for the next stages.

2022 Highlights

1. Delivering impactful research

In the last 12 months we are excited to have launched two research reports building on existing knowledge within our teams with learnings from our wider community. The first focused on Understanding Purpose-Led Leadership; the other on Challenges facing Social and Environmental Impact Organisations in the Asia Pacific region. We are currently working on one looking at the use of the Co-Leadership model in the sector. Using this collective wisdom from inside our teams and from our global networks, we hope to help purpose-driven organisations find solutions to the challenges they're facing.

2. Creating safe spaces for important discussions

Through our Knowledge Festival platform we aim to bring together diverse perspectives to hold important discussions. We held an ecosystem event at the Skoll World Forum on Founder-CEO successions aiming to help organisations navigate these pivotal transitions.

3. Appointing over 50 leaders into the impact-led space

“Founder transitions are one of the most important types of Inflection Moments that organisations can make. I learned a huge deal from Oxford HR’s ecosystem event from others who have gone through such a transition, and it helped my own work supporting leaders through such transitions across a variety of organisations.”

– Sharath Jeevan, Founding CEO, STiR Education & Founder at Intrinsic Labs

4. The Oxford HR Academy

We launched the Oxford HR Academy; an online, internal platform for our team to share resources and learning, with monthly training sessions ranging from core job responsibilities to understanding new systems in the company.

“Substantial expertise and knowledge of the sector means we are working with a partner who really gets what we need and allows us to focus on the candidates rather than spending time educating our recruitment partner.”

5. Ukraine Appeal

We donated £4000 to the Ukraine appeal.

6. UCL Careers Event

We worked with the careers team at UCL to deliver a session on how to get into international development, where to find opportunities and what skills are in demand to help the next generation of purpose-led leaders. We hope to continue working with universities on these sorts of events going forwards.

Sector

We are delighted to truly work in partnership with our clients, moving away from the traditional transactional relationship and towards forging meaningful collaboration through our work, helping to make the sector more inclusive and impactful.



*“They really understood our organisation and its challenges and were successful navigating our own internal challenges with us.”**

“Glad that organizations like Oxford HR are there to advance our mission in this sector.”

*taken from our 2023 impact survey sent to clients of the previous 12 months



“

They are a market leader who shows adaptability/flexibility in sourcing candidates for complex/niche roles, which we would not be able to directly source ourselves. The team are excellent and we aim to continue partnering with them.*

**taken from our 2023 impact survey sent to clients of the previous 12 months*

Sector



Our Design Agency, OXYgen's, pro-bono project this year was creating brand guidelines and a new website for The Ugandan Schools Project, TUSP, who work to provide access to quality primary school education in rural Uganda.



We attended and ran sessions at international conferences focused on improving the sector such as our session on co-leadership at the WILD Forum, and on Leadership, Management and Succession at the Centre for Humanitarian Leadership's yearly conference.

*"A deep appreciation for what goes into executive search - Professional service, timely and high quality - fantastic coordination and communication - great insights on candidates."**



We are developing new services to help our clients in areas they have mentioned as pain-points, such as Founder-CEO successions and appointing Co-Leaders.

*"They were knowledgeable, thorough, determined, and excellent recruiters."**

*"The communication, understanding, flexibility and support has been outstanding."**

108 assignments carried out in 2022



7 sustainable websites built, with an average of 0.38g of carbon produced on every page load (0.17g for returning page viewers). Our own website produces 0.43g of carbon for every page load, with our most viewed page producing 0.26g.

*"The best firm I have worked with."**

*taken from our 2023 impact survey sent to clients of the previous 12 months

People

We pride ourselves on maintaining positive relationships within our team, with our local communities and with our networks. We want to keep Oxford HR a great place to work, that attracts and retains skilled and passionate people.

We offer our full time employees 3 paid volunteer days per year (pro rata for part-time staff). Some of the causes they supported this year include:

- Local green group in Oxford
- Local church group in Pretoria
- Acting as Trustees in charities such as CMV Action and Mercy Corps Kenya
- Volunteering at a Rewilding Project in Devon
- Sanitary product distribution to girls living in rural areas of Kenya
- Helping victims of domestic abuse in slum areas in Kenya
- Volunteering at organisations they have founded, such as Pimp my Tuk Tuk

Over
130
hours of
volunteering

“It was amazing to have the chance to use my Oxford HR volunteer days to support The Hearth programme team at Embercombe in July. I participated in this transformational nature-based personal leadership experience in 2022, and in returning as a volunteer team member, I learned so much about course facilitation from some really inspirational leaders in their field. In the process I was also about to help a new group of participants on their journeys of growth in nature, which was such a privilege.”

– Dominic Bond, Head of Practice, Philanthropies, Foundations and Education

We're proud of our commitment to Equity, Diversity and Inclusion principles, both within our organisation and through our projects.

- Our Senior Management Team is undertaking training on Inclusive Leadership
- OXygen published an inclusive communications guide as a freely available resource

In our team there are

30+ nationalities,

a collective fluency of

25+ languages,

and

50% of our team are women.

- Our new website has improved accessibility including selecting a clean serif font for headings to improve legibility, paired with a clean sans-serif for body copy. We established a clear typographic hierarchy to make information easy to follow, whilst we set templates with clearly marked heading tags to help assistive technology users. We tweaked the Oxford HR colour palette, and set robust rules for contrast and usage, ensuring appropriate contrast was maintained at all times. As the main public facing brand element, it was vital that the new Oxford HR website provide an accessible user experience. We overhauled the site structure to help people find the content they need faster and requiring fewer page loads. For all of their job roles, we set up plain text versions of our designed candidate packs, to reduce wastage for those that chose to print them, and to make it easier to read for those with visual impairments. We also integrated a third-party accessibility widget.
- We use gender neutralising tools when examining the language in our job descriptions to avoid bias



“

Within the success narrative, investing in the people who work in your company is the decisive chapter. Just as a seed grows into a tree, nurturing your team grows a thriving organisation. My journey at Oxford HR that began 5 years ago as Project Coordinator, to this day as a Head of Operations, reflects this principle. Every role I took on, every skill I honed, and every challenge I accepted was testament to the transformative power of investing in people. Companies that trust and empower their employees not only garner experience but also a culture of dedication, innovation, collaboration, and growth. It's investing in people that truly guarantees a legacy of achievement.

Claudia Cordova,
Head of Operations

People

We invest in our people; through workplace wellbeing, training and development and empowering our team to get involved and bring fresh ideas to the table. In the past this has included the generation of new business ideas, providing the opportunity to learn languages and the undertaking of formal external training courses. We also allow our team to attend climate protests during working hours in recognition of the severity of the crisis we are facing.

98%

of our team feel our company's values align with their own.



Cost of living pay rise – we implemented a mid-year pay rise of 5% last August to help support our team with the sharp increases in day-to-day life.

Flexible working – working across multiple timezones and understanding that our staff have children & commitments outside of work, we strongly encourage flexible working, with many team members working abroad over the summer. For all staff members who have been at Oxford HR for five years, we offer a sabbatical of one month's paid leave and two unpaid as a gesture of thanks, to allow them to pursue their passions, spend time with their families and recharge.

“Oxford HR is the kindest place I have ever worked.”
– Arni Anwar, Researcher, Singapore

Planet

Addressing the climate and ecological emergency requires ingenuity, disruption, and collaboration on a sizeable scale, and we know we need this now.



Remote working – as a primarily remote team (with small offices in Oxford, Nairobi, Amsterdam and Singapore) we are able to reduce our footprint when it comes to commuting. Our teams tend to use our offices 1-2 times per week and we encourage public transport, cycling or walking when possible.

39%

of our staff have a home office powered by a renewable energy provider.

53% of our team are fully home-based.

56% of those based in our offices used public transport, bikes or walk on their commute.



Travel – as a global organisation, we understand the detrimental impact of air travel and seek to reduce flights as much as possible – for example – using the train when needing to travel between Oxford and Amsterdam. We still have some way to go in this area but starting to monitor our travel more closely is a key ambition going forwards.



Tree and coral planting – as a congratulations to our placed candidates, we plant trees in their name when we finish a project, as well as a monthly planting of 25 trees. As of September 2023, **we have planted 5,108 trees with our partners at JUST ONE Tree, removing 1573.26 tonnes of CO₂.** OXYgen has recently begun a partnership with Coralku, adopting corals for each client they work with, in recognition of the vital roles of ocean ecosystems.



79%

of our home-based staff have recycling facilities for paper, cardboard, plastic, glass, and metal.



“

Oxford HR’s trees are planted in the Ankilahila project in Madagascar. It’s a plot on the North West of the island. It’s a mangrove plot, so incredible important to preventing soil erosion and also Terrestrial and marine life. The plot is a fringe forest on the edge of a dry deciduous forest running up to the estuary. It helps to expand habitat for species such as lemurs, crocodiles, crabs and a variety of birds who all call it their home. On top of which 37 people are employed to plant and care for the forest.

Amanda Bronkhorst,
JUST ONE Tree

Planet



Environment, Climate, Conservation and Sustainability sector specialism – our practice in this space is one of the most established within Oxford HR, having worked on key appointments at organisations making significant advances such as WWF, Greenpeace International, Mighty Earth, WeForest, Global Water Partnership and Green Climate Fund. Working with these clients gives us invaluable learning opportunities in climate action and sustainability.



Sustainable websites – Oxford HR and OXYgen both have refreshed websites this year, setting up detailed image and code optimisation to produce rapid loading times, while we were also selective with our use of imagery, only adding media if it truly added value, while using less resource intensive vector graphics if not.

The Future

Carbon Footprint – we want to have a better understanding of our carbon footprint as an organisation. This will require some thought and coordination given the globality of our team and our remote first working model, but it will help us to identify areas where we can reduce. In the next couple of years we hope to be able to provide more information about our Scope 1 and 2 emissions.

Become BCorp certified – BCorp status has been at the forefront of our minds for a while now, and we are excited to have nearly completed the initial assessment phase.

Support more local projects – We want to encourage more of our staff to use their voluntary hours by researching projects local to them and providing a ‘volunteer hub’ on our Intranet to share ideas.

Internal learning – we are aiming to provide more training for our team on related topics, such as how we can individually improve our impact at home and on topics such as spring-cleaning email inboxes and reducing digital footprints.

Book launch – we contributed to the NGO Whisperer’s latest book, writing a chapter on succession planning for sustainable organisations, which is launching late 2023/early 2024.

Our Partners



Clean Creatives





In memory of Collins Muhadia

1991 – 2023



Like what you see? This report was designed
by Oxygen, our communications agency

Oxford

46 Woodstock Road
Oxford
OX2 6HT

United Kingdom

+44 (0) 1865 985 457

Amsterdam

Korte Schimmelstraat 12
1053 SZ
Amsterdam

The Netherlands

+31 (0) 683 334 473

Nairobi

Workstyle Africa,
1 Park Avenue, 3rd Floor,
1st Parklands Avenue,
off Limuru Rd
Nairobi,
Kenya

+254 (0) 715 163 631

Singapore

6 Battery Road
#06-16
049909

Singapore

+65 (0) 9114 1439

Washington

1250 Connecticut
Avenue NW
Suite 700
Washington, DC
20036

United States of America