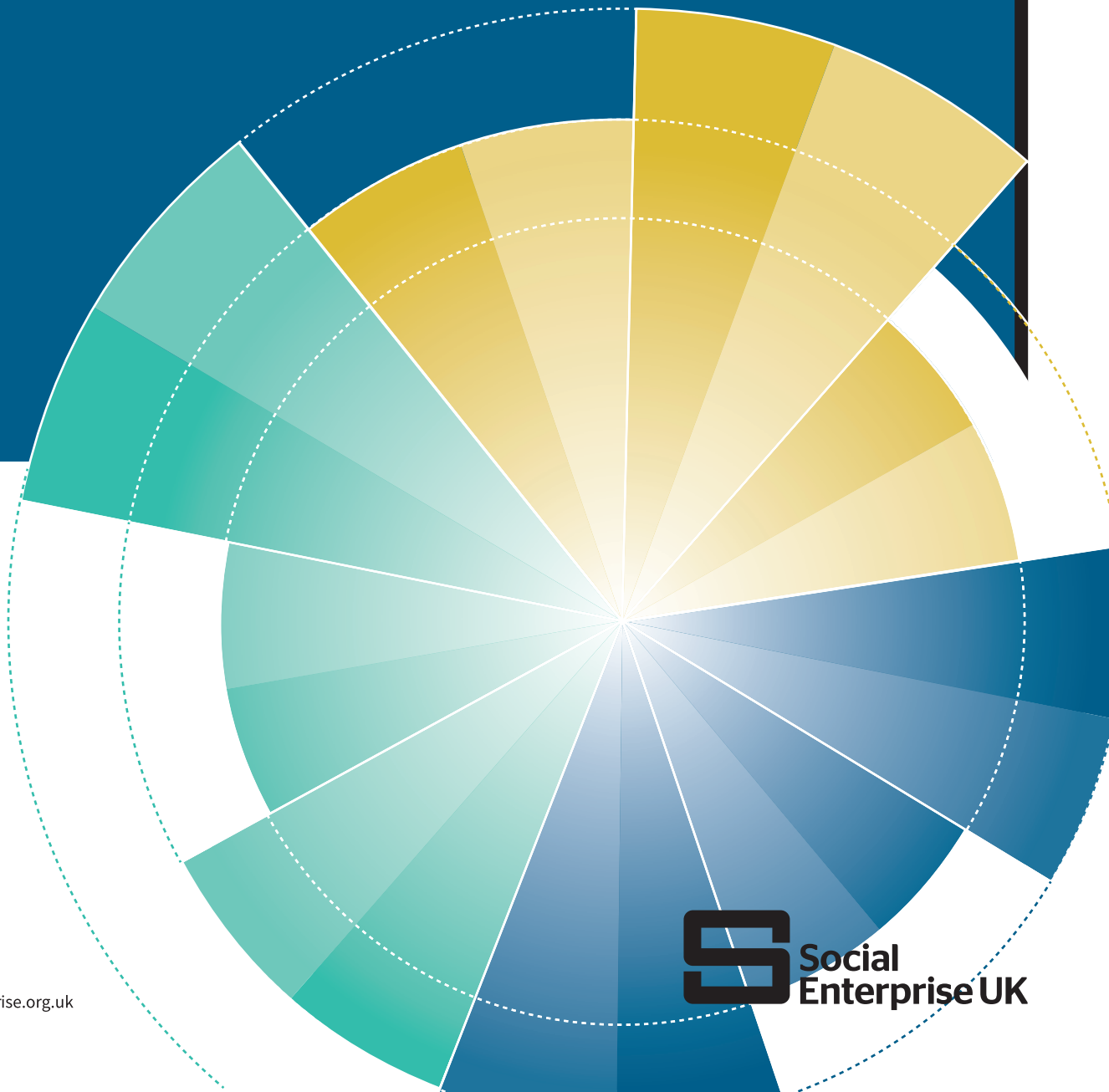


# Impact Report

Our work and impact

2020-2021 - 2021-2022



## AT A GLANCE

Social Enterprise UK leads the world's largest movement of businesses with social purpose, working together to create a fairer economy and a more sustainable future.

We exist to fight for and promote the transformational potential of social enterprise, enabling our movement to overcome barriers and grow its impact in order to empower people and protect our planet.



### Membership

Biggest network of social enterprises in the country

Provided a higher level of support to our members in Covid

Members joining at an ever-increasing rate, reaching 3,117 members by March 2022

Increased rating of our performance by members



### Policy and research

Helped secure £150m worth of grants and loans for social enterprises, ensured access to PPE and eligibility for over £750m in emergency grants and loans

Government's Social Value Model and Transforming Public Procurement Green Paper have explicit objectives to diversify supply chains

Published influential Adebowale Commission on Social Investment and helped save Social Investment Tax Relief

Launched our Social Enterprise Advisory Panel, State of Social Enterprise survey and research and guides on the environment, procurement and EDI

Worked from Brazil to Indonesia, supporting legislation in Pakistan and Jamaica, and ran an online training course for over 6,000 policymakers

### Communications

#BuySocial campaign had a twitter reach of nearly 4 million

34% increase in visits to our Buy Social Directory

On Social Enterprise Day, we reached an audience of 5.9 million on Twitter

Coverage in The Telegraph, Times, Guardian, on London ITV news, Sky News and regional radio

Social Enterprise Day 2020 saw partner organisations from more than 20 countries taking part

#BuySocial Christmas campaign had highest ever engagement



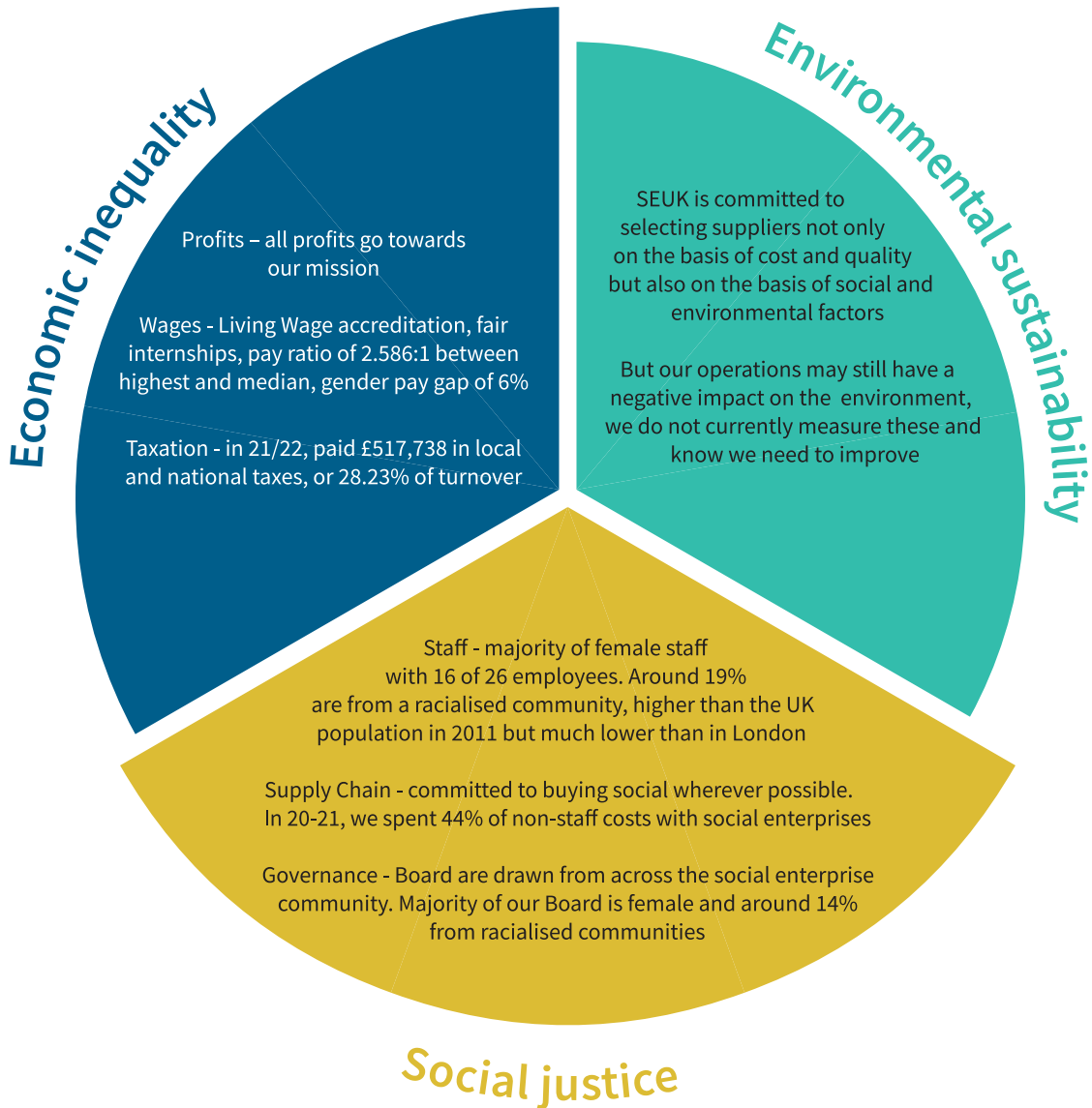
### Buy Social Corporate Challenge and Social Enterprise Places

Buy Social Corporate Challenge has grown to 30 corporates, with partners spending £255,669,777 with over 1,000 social enterprise suppliers

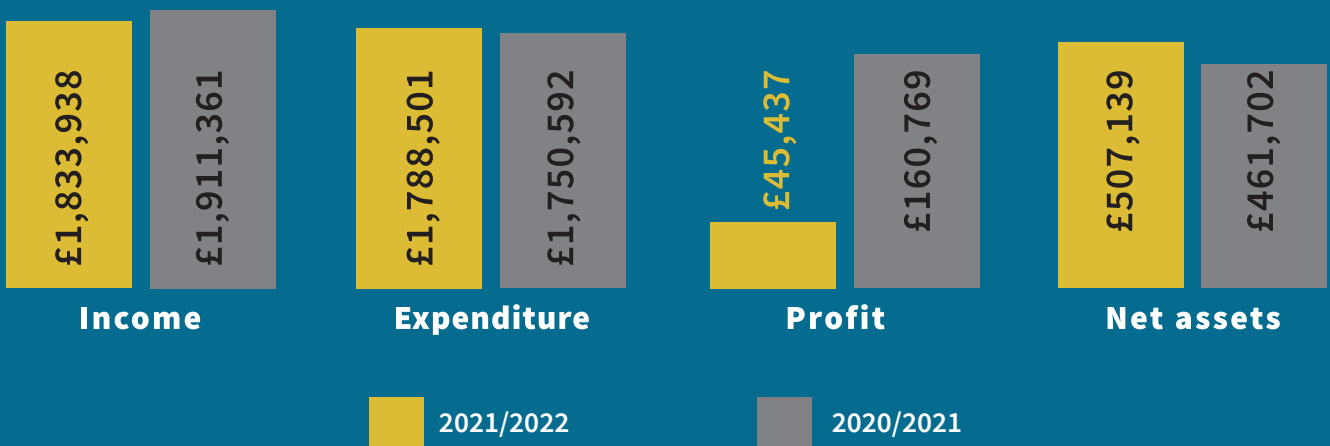
Increased engagement with our Social Enterprise Places and new Places joining



## BETTER BUSINESS BEHAVIOUR



## FINANCIAL ACCOUNTS



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## INTRODUCTION FROM PETER HOLBROOK

At Social Enterprise UK, we are determined to make a greater, positive difference to the world around us.

We also want to help other social enterprises to do this too - all businesses should consider how they improve their contribution to economic inequality, social justice and environmental sustainability – the “triple bottom line” of people, planet and profit.

That’s why we continue to develop our approach, through this the seventh report on our work and impact. We know we need to improve how we monitor and report what we do - to ensure this is more embedded across our team, more strategic, transparent and with robust and consistent data. This is our seventh report of this kind. The primary audience is our members – those we serve and who are at the heart of everything we do. But it also helps us reflect on what we do and better understand how to improve.

This report covers a two year period. The Covid-19 pandemic has been a turbulent and unpredictable time which has had a significant impact on our work. Yet over this period we have been focused more than ever on justice and inequality - health, economic, and social inequality.

I always welcome further thoughts from any of our members, partners and friends on what more we can do and how better to understand it, together.



## APPROACH

Our ambition is for this report to represent best practice. For many businesses, reporting and success is focused on economic or financial success and for Social Enterprise UK our membership fees and income from commercial activity reflect some of the value we deliver for our members and clients. But this doesn't recognise all the value we create and the extent to which we are fulfilling our purpose.

Social Enterprise UK at its core, aims to provide leadership that will amplify the voices of social entrepreneurs, evidencing

our solutions, creating connections, sharing ideas, influencing opinion-formers and ensuring an environment in which social enterprise can thrive. This is reflected in the main areas of our work – members, projects and programmes, communications; and policy and research - which we explore here.

But the practice of measuring the impact of this activity can be complex and costly. Sometimes organisations use customer and stakeholder feedback to help them understand their value. Often reports like this are a place to weigh up progress against previous commitments. Increasingly, businesses are also thinking about their behaviour - how they go about their business. These approaches all have their place, so this report – perhaps inevitably – includes a mix of:

1	<b>Activities</b> What we did
2	<b>Impact</b> What we think happened as a result
3	<b>Feedback</b> What members and others tell us
4	<b>Commitments</b> Did we do what we said we would?
5	<b>Behaviour</b> How we go about our business
6	<b>Financial results</b> Income and expenditure and balance sheet

In each section we explore the first four above – what did we do, what was the impact, the feedback we have and did we deliver what we said. We then also look at how we did it. Financial results are presented at the end – without a viable enterprise we can't deliver on our mission.



## OUR MEMBERS



Social Enterprise UK is the biggest network of social enterprises in the country and provides guidance, opportunities and a strong collective voice for its members and social enterprise more widely. Our members are at the heart of everything we do, supporting our credibility to act as the national voice for social enterprise.

### Membership engagement, resources and support

In the early stages of the pandemic, between April and May 2020 our membership engagement work connected, supported and provided a higher level of proactive service and support to our members. We transferred staff temporarily from other areas of work to provide direct support. Of 425 paying members we approached, we spoke directly with 225 in this period. This ensured members knew that we were here for them; enabled us to collect data to make the case for social enterprises with local and national government; and included specific help in terms of signposting and support - and for those in dire need - one-to-ones with our special measures team.

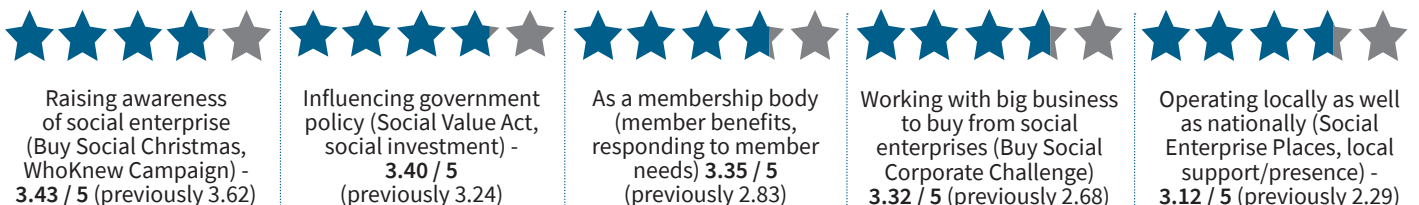
During 2020, we put together a regularly updated COVID resources section on our website. This was one of the most visited pages on our website with tens of thousands of page views. We collated case studies and stories to showcase how social enterprises were at the heart of community responses to the pandemic and how they adapted their business models.

We put together a series of webinars to support social enterprises, drawing from experts to inspire and support our members. From October 2020 to March 2021 we ran 18 webinars with 537 total live attendees and 312 views on YouTube, covering financial support schemes, furlough, changes to policy, mental health and business continuity planning. We continued running webinars and online events during 2021 and 2022 through 31 webinars with 764 total live attendees and 333 views on YouTube.

Social enterprises are continuing to join us at an ever-increasing rate, reaching a total of 3,117 members by 31st March 2022. We welcomed 45 new members every month on average.

Over these two years we lost 154 members as some went out of business and others chose not to renew.

In 2021, we asked SEUK members how they would rate our overall performance in the following areas:



## Our work and impact

2020-2021 - 2021-2022

‘SEUK gives me a sense of connection and support, great resources and important port of call in these changing times’

Space to breathe CIC



‘Keeping me in tune and up-to-date with the government policy especially around Covid’

Future Transformation, Bradford

‘Throughout the COVID-19 crisis, it’s been great to know that SEUK has had our back, fighting for us and getting some excellent wins. It’s like having an older sibling watching out for you.’

Sortified CIC, East Midlands

‘Belonging to SEUK keeps me abreast of the larger trends in funding and regulation that I couldn’t understand on my own.’

Ethically Woven CIC, London



‘We think being a member of SEUK has helped us in a lot of different ways. It has brought us new business, helped us be more credible and visible, especially in the early days. It is also amazing to be able to get together with other SEUK members and be inspired by their stories and their journeys. Also, members are extremely supportive of one another.’

Tea People, Reading



## Our work and impact

2020-2021 - 2021-2022

### Helping members respond to the health crisis

We kept in regular contact with members in our health and social care network, through timely policy and procedure updates on the Department for Health and Social Care, NHS England and NHS Improvement. Throughout the pandemic, SEUK provided at least weekly briefings to our health and social care members.

A third of community healthcare is provided by social enterprises, but many found they were missed off NHS lists. This was raised by SEUK with NHS England and NHS Improvement, the Department for Health and Social Care and with cross party members of the Lords. Not all our members were large enough to be eligible for PPE deliveries from NHS Supply Chain and they had to look elsewhere for PPE provision so we set up our own dedicated webpage to link these members to social enterprise providers of PPE. Furthermore, the NHS Volunteer Responders Scheme was only initially accessible for referrals from NHS providers with NHS email addresses. So we worked with the NHS bodies

responsible for the scheme to register our members and ensure that their patients and users could make use of the volunteers.

In April, as testing capacity was ramped up, SEUK was able to link up seven health and care members with a pilot national testing project to test their staff and patients. SEUK hosted quarterly network meetings for the group, with sessions on the future of digital in health and social care, from NHS England on the development of ICS and IPPR on research on care quality in social care.

We have established member-led working groups on various themes, which meet regularly and allow more member colleagues to share learning and support with fellow social enterprises, and progress collaborative projects. The lead nurses group, for example, has shared learning and approaches to vaccine hesitancy.



Livewell Southwest

‘...commend you on your access to information, eg the NHSE PPE webinar Friday last. I am grateful for you sending an invite! Please keep this up!’

‘Keep doing what you are doing! Supporting businesses like ours that need assistance.’

(Andy Fulterer, Lendlease)





**Our work and impact**  
2020-2021 - 2021-2022



**Social Enterprise Futures and Awards**

Our Social Enterprise Awards did not take place in 2020 as a consequence of the Covid pandemic. In its place, Social Enterprise Futures was a 2-day digital summit bringing the UK Social Enterprise movement together online in November 2020. The speakers included Paul Polman, former CEO of Unilever, James Timpson, Dr Myriam Sidibe and Steve Murrells, CEO of Co-op Group and a personalised pre-recorded message from former PM Gordon Brown.

479 attendees were from social enterprises (62.3%) alongside other private and public sector representatives. 115 tickets were allocated via bursary for those who couldn't afford to attend otherwise. The event had a twitter reach of 2 million with 16,000 impressions a day, and as many as 53,036 impressions for Chris Addison's Roll of Honour session.

Feedback from attendees and sponsors was all positive, on inclusivity and content and technical. The average rating of the session was 4.5/5 of the sessions.



Responding to feedback, we changed the format for Futures 2022, putting together a month of online sessions featuring inspiring keynotes, practical training sessions and panel discussions. We heard from 41 speakers including Nobel Prize winning economist Professor Muhammad Yunus, Professor Ha-Joon Chang, and Shadow Foreign Secretary David Lammy MP.

**479**  
attendees  
from social  
enterprises

Twitter reach of  
**2 million**

**115**  
tickets  
were allocated to  
those who couldn't  
afford to attend

**41**  
speakers

**Our work and impact**

2020-2021 - 2021-2022

‘Excellently put together and inspiring.’

‘This was an excellent digital event and compared very well to others I have attended.’

‘The event was exceptional, best I have ever attended online.’



*Identifying as from a racialised community*

**Social Enterprise Futures 2022**

Our Social Enterprise Awards were back in 2021, with two new categories - Social Enterprise Building Diversity, Inclusion, Equity and Justice and also one recognising the Social Enterprise Team of the Year.

Number of attendees	849	30%
Number of speakers	41	31%

**Social Enterprise Awards 2021**

Number of attendees	430	20%
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**Did we do what we said we would?**

Goals last time:

- **Increase members visibility by investing in new technology to build a Social Enterprise Directory** - we launched our Buy Social Directory in 2019 and have since expanded it to give social enterprises exposure to thousands of customers, business partners and journalists, through over 20,000+ views.
- **To clean and improve our data quality for better segmentation, communications and enhanced members experience** - we did this through a new and more comprehensive joining form that enables us to know our members better. We still have work to do to allow our communications to be more tailored based on sector/interest in terms of aligning our content to the new member insights we have.
- **To work more effectively with some of our specific membership groups from universities to housing associations and to connect members locally through investing in the SEUK Places programme** - we created a SEUK Supporter network that involves different members with an interest in common topics around social enterprises. We also provided additional capacity and resources to support our 36 Social Enterprise Places and help maintain regional infrastructure through the crisis (see below).



## BUY SOCIAL AND SOCIAL ENTERPRISE PLACES

Beyond our direct membership work, Social Enterprise UK also delivers a range of projects and programmes through which we broker value and opportunity for our members.

### Buy Social Corporate Challenge

SEUK's flagship corporate engagement programme is the Buy Social Corporate Challenge. This was launched in 2016 and has grown from seven founding partners to 30 corporates.

In the first 6 years of the programme, Buy Social Corporate Challenge partners collectively spent £255,669,777 with social enterprises through their procurement. An estimated 1,030 social enterprise suppliers have provided goods and services to the partners over this 6-year period, with an estimated 2,700 jobs directly or indirectly created as a result.



**2,700  
jobs  
created**

**Over  
1000  
social enterprise  
suppliers**

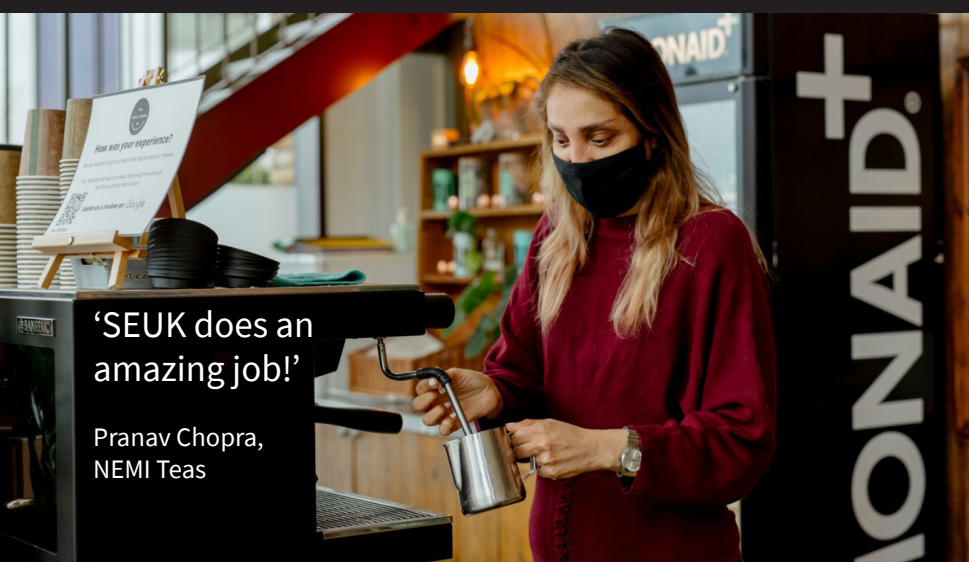
**£255m  
spent**

‘The Buy Social Corporate Challenge works well and is a very good investment of time and energy.’

Jeremy Willis, PwC

‘Great work from SEUK in supporting Recycling Lives to further its engagement with corporate partners.’

Elliot Harrison, Recycling Lives



‘SEUK does an amazing job!’

Pranav Chopra,  
NEMI Teas

‘Thanks for your help in connecting us with lots of new clients. Keep up the good work.’

Franziska Zeidler, auticon



### Social Enterprise Places

Over these two years, we increased our engagement with our Social Enterprise Places, meeting more often and connecting more representatives, partly thanks to virtual meetings. Through the support of People’s Postcode Lottery, we were able to pilot a Buy Social local programme in Birmingham, Bristol, Salford and Durham to bring in new primary buyers, deliver a series of meet-the-buyer and procurement training events, and to increase engagement with local social enterprise suppliers. The Places network shared the best ways to deal with the challenges of Covid, from how to get the best from the Kickstart Scheme to which funding to apply for.

We continued to welcome new Places to the network – Flintshire, Wigan and Norwich. We now have 33 Places in the UK and three International Places.

‘SEUK offers us connections with others across the UK doing similar work to ourselves through the SEUK Places network. It also allows us to have access to SEUK staff that can support with our advocacy and lobbying on behalf of our SE members - Sheffield Social Enterprise Network’

### Did we do what we said we would?

Goals last time:

- **To grow the Buy Social Corporate Challenge to reach 30 business partners in total, including representation in new sectors** - we have achieved this with 30 partners including telecom, technology and facilities management sectors.
- **To run a programme through which we will identify some of the strongest and most active Places by leveraging SEUK’s network of 33 Social Enterprise Places, embedding the Buy Social Corporate Challenge locally** - this was piloted through the People’s Postcode Lottery Buy Social Local programme.
- **To run a 24-hour sprint leadership programme and launch the induction resources alongside an awareness raising campaign aimed at employees within social enterprises** - this was not taken forward as we needed to change and shift priorities so that we could respond effectively to the impact of the pandemic on social enterprises and our members.



## POLICY AND RESEARCH

Our research informs our policy and public affairs. We know that governments can positively shape markets through taxation, regulation and more to prioritise social and environmental value and create a better enabling environment for social enterprises to thrive. We also share our experiences and learn from around the world and are proud of our status as a global hub of expertise for social enterprises and policymakers.

### Covid-19

As the pandemic arrived, we began to source information from social enterprises on the impact and fed this into government policy. We held over 30 meetings with government, social enterprise representatives and funders over this period to co-ordinate action to support social enterprises at this time. We worked with members to put pressure on the government to do more to support social enterprises through the pandemic. In May 2020, we helped launch a campaign to get social enterprises the support and recognition they deserve with 1,310 organisations signing an open letter to the Chancellor.



We helped secure £150M worth of grants and loans for social enterprises to get through Covid-19

We carried out a comprehensive media campaign to raise the challenges facing social enterprises, including a number of articles in national media and our Chair, Lord Victor Adebawale CBE appearing on Sky News.

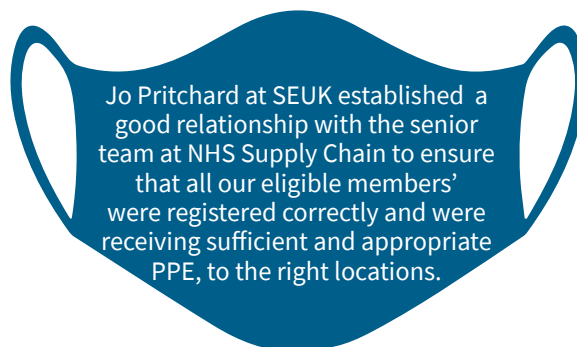
Recognising that many social enterprises employ clinically vulnerable people, we campaigned to provide more flexibility and support for furloughed workers. This campaign led to national media coverage and a commitment from the Prime Minister to do more to support those vulnerable workers.

Baroness Barran, Minister for Civil Society, held a meeting with social enterprises to discuss the impact of Covid on social enterprise and we provided our members with regular briefings on the emergency financial support available.

### Health and Social Care

Throughout the pandemic, we maintained and developed relationships to influence high-level stakeholders within government and the NHS to overcome challenges where social enterprises were left out of regional and national government communications, and where policy decisions and new operating procedures were not reaching our members in time. We hosted network meetings for SEUK members working in health and social care and facilitated three sessions between members and NHS England and Improvement to respond to changes to procurement and NHS legislation.

SEUK worked with contacts in NHS England and NHS Improvement to ensure our members were included on central communication lists, as well as NHS England and NHS Improvement webinars.



Jo Pritchard at SEUK established a good relationship with the senior team at NHS Supply Chain to ensure that all our eligible members' were registered correctly and were receiving sufficient and appropriate PPE, to the right locations.

## Political engagement

SEUK has built strong relationships with the Labour Party under Sir Keir Starmer, meeting regularly with members of his team and the Shadow Cabinet, including hosting a breakfast roundtable with the then Shadow Business Secretary Ed Miliband to discuss how Labour can promote purpose-led businesses. We also supported the launch of a new paper “Building the Purposeful Economy” to inform Labour’s business policy, which was supported by Shadow Business Secretary Jonathan Reynolds.

In summer 2020, we hosted a roundtable with Onward to look at a new economic agenda for the centre-right including social enterprise and social investment. Kwasi Kwarteng, the Business Secretary, also addressed our Social Enterprise Futures Conference in December 2020. We also supported the launch of a major new Tax Commission by Bright Blue to provide the Government with new principles for shaping the tax system which includes former Conservative Ministers, former Liberal Democrat Business Secretary Vince Cable and former Chair of the Public Accounts Committee Margaret Hodge.

The All-Party Parliamentary Group for Social Enterprise held several meetings during 2020/21 including on making the most of Brexit, levelling up, and health and social care. In 2021/22 the APPG launched its first ever Parliamentary Inquiry into government support for social enterprise during the pandemic and reported in February 2022.

Social Enterprise UK’s policy, research and public affairs work directly contributed to the Government opening up over £750m in emergency grants and loans and ensured that social enterprises were eligible.

We worked with DCMS and MHCLG to push for more discretionary grants for local authorities, with more than £1bn in grants now flowing through local authorities to businesses, including many social enterprises.

Our campaign on the furlough scheme contributed to the Chancellor’s decision to extend the furlough scheme repeatedly through the crisis and raised the profile of social

enterprises as employers of vulnerable workers.

The Government unveiled its new Social Value Model in December 2020 which was based on feedback provided by Social Enterprise UK through the Crown Representative for the VCSE Sector, Claire Dove CBE. This included an explicit objective to diversify supply chains to include more social enterprises.

The Transforming Public Procurement Green Paper repeatedly emphasised the need to include more social enterprises within government supply chains.

## Access to Finance

In February 2020, Lord Victor Adebawale launched an independent Commission on Social Investment, supported by Fusion21. The Commission brought together commissioners from social enterprises, the social investment community and academia, and conducted eight engagement sessions with 68 social enterprises from across the UK, and four expert witness sessions. This Commission has now become the framework for a cross-sector Community Enterprise Growth Plan to channel hundreds of millions of pounds of dormant assets into the social enterprise sector to boost access to finance.

We also campaigned with Big Society Capital, Resonance, Co-operatives UK and other partners to save the Social Investment Tax Relief – the only tax relief dedicated to social enterprises – from expiration in April 2021.

In June 2020, SEUK launched the only public review into the impact of corporation tax cuts over the past decade on the economy with the Social Market Foundation. The report received national media coverage in the Daily Telegraph and LBC.

Thanks to the SITR campaign, the tax relief was extended for another two years to April 2023. This could be worth up to £40m to social enterprises over the next five years, according to analysis by Big Society Capital. Based on the average investment raised by social enterprises currently, this could help around 280 social enterprises to raise investment.

## Our work and impact

2020-2021 - 2021-2022

### Research and helping us fight your corner

We launched our Social Enterprise Advisory Panel (SEAP) in June 2020 as a way to collect timely data from the sector to respond to a rapidly changing context. SEAP has evolved as the pandemic abated to provide regular social enterprise 'health' data through a barometer, as well as ongoing 'ad hoc' intelligence on key issues affecting social enterprises.

Our two-yearly State of Social Enterprise survey collected data from just under 900 social enterprises nationwide in 2021, and included new questions that reflect the need to better understand the diversity of the sector, as well as to understand the impact of the Covid crisis. Results were presented in October 2021, with follow-up regional papers in early 2022.

We are developing a Social Enterprise Knowledge Centre, which will bring together all our primary data collection with other sources of data to become the UK's single biggest repository of evidence about social enterprise, while also

expanding our Social Enterprise Knowledge Network, working with students and researchers at nine universities.

In 2020, we produced a report on social enterprises with an environmental mission and engagement on the climate emergency. In 2021, we produced a procurement guide on buying from these social enterprises and another on social enterprises addressing racism, diversity and inclusion. We ran a campaign in the run-up to COP26 to raise awareness of social enterprise activity on climate change and expanded our data and analysis on issues related to the climate emergency.

We are also conducting research on routes to market in partnership with the eBay for Change programme.

SEAP data has been used to produce regular reports on the sector. SEAP gives social enterprise a voice to directly shape our policy work and influence government, our membership offer, and is widely read by researchers and practitioners.



Jasberry Social Enterprise Thailand

### International

Our international work helps build the global community of social enterprise and also generates income for SEUK to reinvest back into our wider work. Over this period, we supported research and policy work, often in partnership with the British Council and the UN, including work in Algeria, Brazil, Egypt, Ethiopia, Ghana, Hong Kong, Indonesia, Jamaica, Kenya, Malaysia, Morocco, Nigeria, Pakistan, Singapore, South Africa, Sri Lanka, Turkey, Thailand, and the UAE.

Legislation to support social enterprises has now been developed in Pakistan and Jamaica.

We have helped build the evidence base for social enterprise through around 25 country reports and a comparative South East Asia report.

We built an online training course for over 6,000 policymakers around the world with the British Council and Social Enterprise Academy.

**Our work and impact**

2020-2021 - 2021-2022

**Did we do what we said we would?**

Goals last time:

- **Look more closely at the role of social investment in supporting the development of social enterprise** - we launched the new and influential Adebowale Commission report.
- **Campaign for a greater role for social enterprise in health and social care** - SEUK and members have secured concessions for social enterprise in the NHS White Paper to give social enterprises a seat at the table in local Integrated Care Systems, a greater role for social value in commissioning and increased understanding of social enterprise within UK Government.
- **Develop more evidence on how social enterprise can help address the Climate Emergency** - we conducted research on the nature of engagement of social enterprises in the climate emergency and compiled additional data through SEAP, SOSE and case studies. We ran webinars and produced content in the run up to COP26, including a guide to procuring from environment-mission social enterprises.
- **Continue to strengthen our economic credibility through engagement with policy makers, economists and key opinion formers** - our Social Enterprise Futures Conference saw multiple distinguished speakers including the Business Secretary, Kwasi Kwarteng, economist Kate Raworth and former Chief Executive of Unilever Paul Polman. Our major report into corporation tax cuts with the Social Market Foundation was quoted in the Times, Daily Telegraph, LBC and fed into a major economic decision by the Chancellor to raise corporation tax.



**Our work and impact**

2020-2021 - 2021-2022

## COMMUNICATIONS

One of our key objectives is to raise the profile of the social enterprise movement.

### Buy Social

For the last five years we have delivered an annual Buy Social campaign to create a platform for our members to share their impact and take the message to consumers. For 2020's flagship Buy Social campaign we aimed to demonstrate the role that social enterprises play at the heart of their communities, and how they have provided essential goods and services through lockdowns. Choose Communities #BuySocial took place from 15 -17 October bringing together social enterprises, universities, local councils, students, consumers and influencers to show how they choose communities and #buysocial.

Our #BuySocial campaign had a twitter reach of nearly **4 million**, with over **1,800** contributors.

We extended our use of other channels eg Instagram, LinkedIn and Facebook with increased engagement and followers across all channels. This included posts from Chris Addison, Michael Sheen and Holly Branson and support from a number of Corporate Partners.

We secured coverage in the Telegraph, the Times, The Guardian and on London ITV news.

We worked with our members to get their work featured across regional radio from BBC Radio Merseyside to Radio East Anglia.

Our Chair made the case for social enterprise on Sky News



### Social Enterprise Day campaign

Our global campaign for Social Enterprise Day, the Thursday of Global Entrepreneurship Week, is designed to give social enterprises around the world the chance to tell their stories, to show what makes them different from traditional businesses and to shout about the impact of their work, the hashtag #whoknew was used for the campaign.

## Our work and impact

2020-2021 - 2021-2022

### A global partnership

Social Enterprise Day 2020 took place on 19 November and once again we worked closely with partner organisations around the world, primarily the British Council and Sociale Entreprenører Danmark to showcase that social enterprises are part of a global movement.

On Social Enterprise Day, we reached an audience of **5.9 million** on Twitter with messages about social enterprise and our #whoknew social media campaign

Social Enterprises from more than **30** countries took part including Bangladesh, Malaysia, Denmark, Estonia, Sudan, Ghana, India, Sri Lanka, Turkey, Thailand, Vietnam, Greece, Australia and the USA.

We hosted several international webinars looking at the state of social enterprises around the world featuring partners from Colombia, Singapore, Turkey and Ghana, among others.

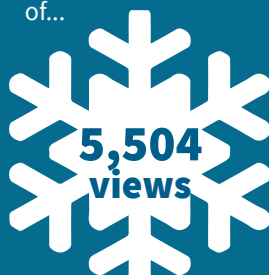
Social Enterprise Day 2021 was a lower key event than previous years due to different countries picking different dates to mark Social Enterprise Day. Nevertheless, it still had a social media reach on Twitter of 750,000.



### #BuySocial Christmas

The #BuySocial Christmas campaign aims to encourage the public to consider the impact of their purchasing decisions and how easy it is for them to make a real difference to people's lives by buying from social enterprises. Through our gift guide we suggest products from SEUK members and highlight the impact they can have.

For #BuySocial Christmas Campaign 2020, we had a total of...



One supplier featured in our gift guide sold out and our Instagram competition engaged

over **1,000**  
**followers**  
and a reach of over **20,000**, our highest ever.

Our 2021 Christmas Campaign had...



### Did we do what we said we would?

Goals last time:

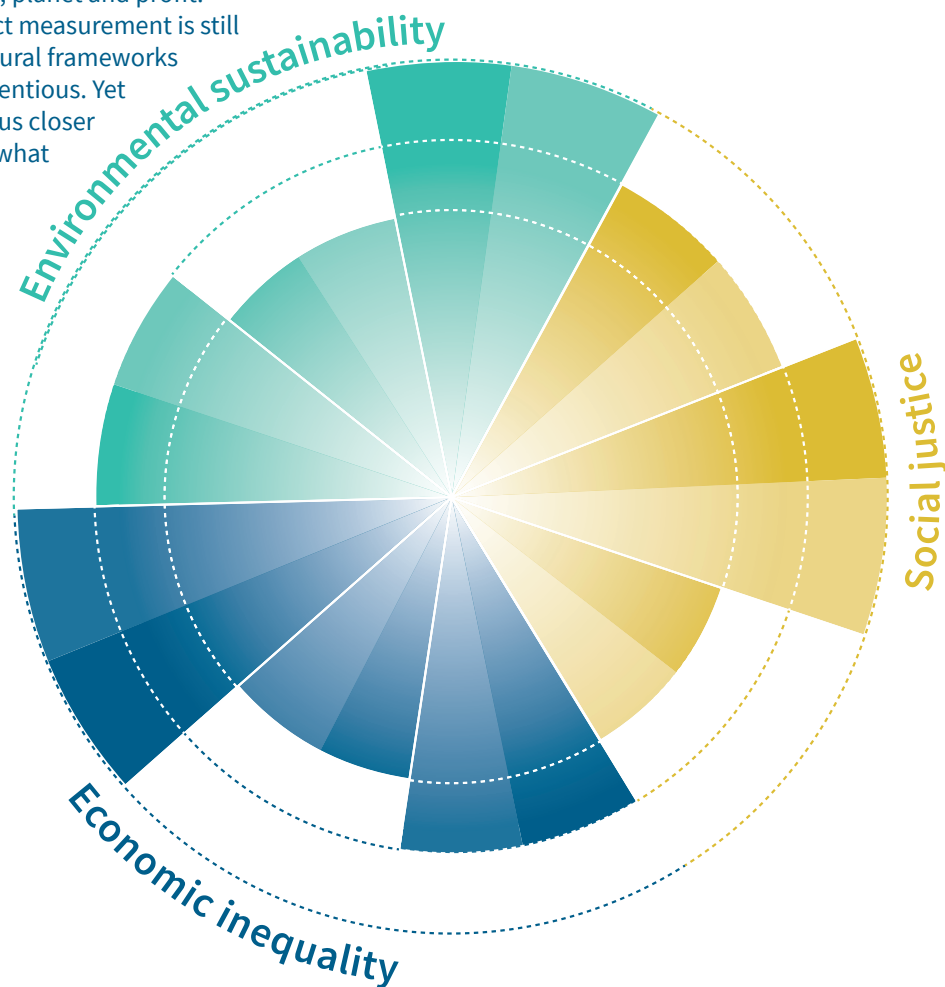
- **Modify the Social Saturday campaign to focus on the Buy Social message, make it easier for members to take part and create an exciting activity/stunt to generate media interest** - Covid changed our campaign plans but Choose Communities #BuySocial showcased the importance of social enterprises in the economy, their role at the heart of community responses to COVID and the impact of buying from social enterprises.
- **Develop and refine our calendar of campaign activity to ensure that the campaigns we run can be utilised by our members to help raise awareness of the sector, promote their own message to customers and to engage their staff in their mission** - Choose Communities #Buy Social was shared across our membership and we are looking at further new ways of engaging our members in our campaigns from political campaigning to raising awareness amongst businesses and the public.
- **Use our communications activity to reach and engage members and potential members in order to better reflect the social enterprise sector** - we created a series of social enterprise stories, blogs that explored how social enterprises are tackling some of the big issues faced by communities and the planet and telling the stories of the people behind the businesses. These have included features on social enterprises fighting for racial equality, tackling gender-based violence, transforming public service delivery and on the frontline of the COVID vaccination roll-out.

## HOW WE GO ABOUT OUR BUSINESS

Increasingly, all businesses should consider how they improve their contribution to economic inequality, social justice and environmental sustainability – the “triple bottom line” of people, planet and profit. Despite significant efforts, the discipline of impact measurement is still challenging, costly and contested. Other behavioural frameworks such as the B-Corps model are complex and contentious. Yet we believe a handful of simple metrics can bring us closer to understanding how a business behaves – and what good business looks like.

Over the last few years, we have been developing a simple, user-friendly, practical framework which brings together economic, social and environmental dimensions to help us understand how a business behaves - how it goes about its business.

This framework includes economic inequality (what happens to profits, taxes and salaries), social justice (considering supply chains, governance and staff) and environmental sustainability (waste, energy consumption and water). We aim here to assess our own contribution to the world around us within this emerging framework.



### Economic inequality

#### Profits

We do not pay profits to shareholders and invest all profits after tax in our social mission.

#### Wages

As in previous periods, SEUK maintains its Living Wage accreditation and fair internships policy. SEUK’s pay ratio at the end of 21/22 was 2.586:1 calculated on the basis of the ratio of the highest pay to the median pay, in line with PayCompare guidance. Our average pay is £41,980, compared to the UK average of £38,131.

In terms of gender, the median salary for female staff was £40,042 compared to £42,500 for male. This is a pay gap of 6% which is favourable compared to the UK national average of 15.4% but needs to improve in future.

In terms of ethnicity, median pay is as follows:

Ethnicity	Head Count	Median
White	18	54,081
European	3	24,205
African	2	56,850
Asian	3	30,900

#### Taxation

In 21/22, SEUK paid £517,738 in local and national taxes, or 28.23% of turnover. In 20/21, this was £427,769.



## Our work and impact

2020-2021 - 2021-2022

### Social justice

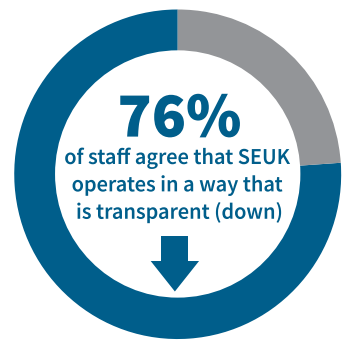
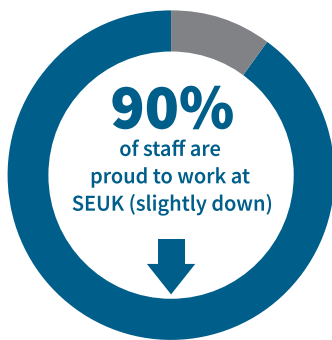
#### Staff

Social Enterprise UK has had a number of different staff over this period. We have improved our data management around our employees and while this has previously been patchy, we are able to report on the composition of our staff cohort as it stands now in 2022.

SEUK has a majority of female staff with 16 of 26 employees. 5 are from a racialised community, or around 19%. This is higher than the UK population in 2011 but much lower than in London. More information can be found on our anti-racism work [here](#). Of the 26 staff who told us how they identify in terms of sexual orientation, 4 identify as gay, bisexual or lesbian.

In April 2022, SEUK had a Senior Leadership Team (SLT) of 10 staff. Of the SLT, 60% were female and 40% male, with 10% identifying as Black, Asian or minority ethnic.

In May 2020 we conducted an anonymous staff survey to help us improve our practices, and learn as an organisation. The main statistics and findings follow were based on the responses of up to 21 members of staff:



#### Supply Chain

We are committing to buying social in our own supply chain, buying from our members and the social enterprise movement wherever possible. In total, for 20 -21, we spent a total of £605,246.78 on non-staff costs; of this, £266,024.57 was with social enterprises – 44%. In 2021/22 we spent £612,107.41 on non-staff costs of which £175,354.10 was

directed to social enterprises. This was a lower percentage than the previous year, partly attributed to a higher spend on digital this year, less programme delivery with external social enterprise partners and lower event and office spend, where we have previously had the flexibility to identify social enterprise partners.

### Justice, Equity, Diversity and Inclusion

Social Enterprise UK aspires to be an anti-racist organisation. People face oppression based on gender, sexual orientation, class, disablement, sex and age and more. Our approach to JEDI is intersectional – recognising how different forms of oppression interlink. Our recent anti-racist action plan will give us tools and approaches to reduce oppression in all its forms.

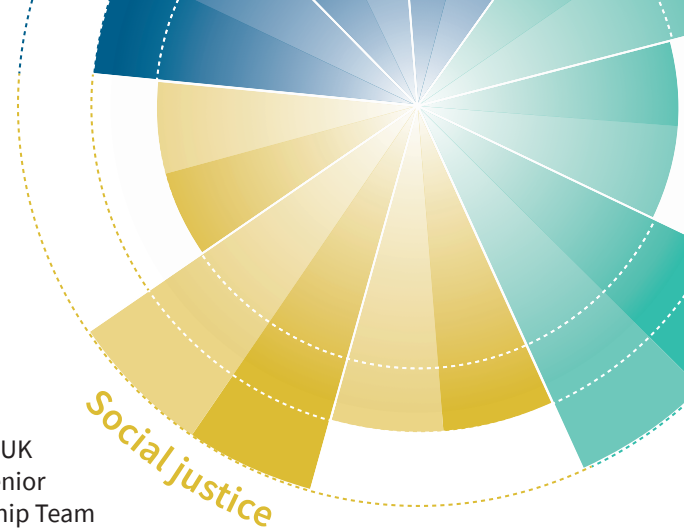
So over the last two years, we have developed our action to embed principles of justice, equity, diversity and inclusion (JEDI) across our work. Further information can be found in [our plan](#) which outlines ten principles we commit to, what we have achieved so far and our ambitions for further change.

In March 2021 SEUK signed Business in the Community's Race at Work Charter publicly committing us to taking action to break down barriers for racialised communities and to being an inclusive and diverse workforce. We know that while statements and commitments can be critical, our practice is most important. Practical actions like how we hire people, the salaries we pay, staff retention and our public actions against racism matter most. We are publishing some of this information in this report but also need to improve our processes and data management in future to ensure we can monitor delivery against our commitments.

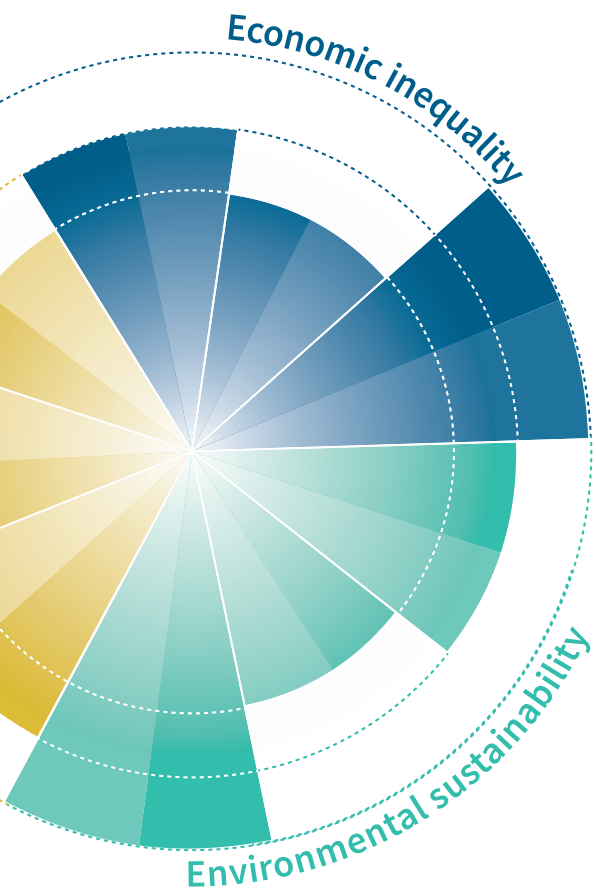
#### Governance

Social Enterprise UK has had a number of different board members during this period. Our Board is appointed through a recruitment process and five new Board members were appointed in May 2022. We are delighted our new Board are drawn from across the diverse and dynamic social enterprise community.

We have improved our data management around our Board and while this has previously been patchy, we are able to report on the composition of our Board as it stands now in 2022. A majority of our Board is female with 8 of 15 members. 2 of 14 who chose to tell us how they identify in terms of ethnicity are from racialised communities, or around 14%. 2 of 15 have a disability and 2 identify as gay or lesbian. Over half our board represent social enterprises.







### **Environmental sustainability**

Social Enterprise UK is committed to selecting suppliers not only on the basis of cost and quality but also on the basis of social and environmental factors. For example, we provide only vegetarian catering at our events. Nevertheless, our operations may still have a negative impact on environmental sustainability - through waste generated, energy consumed and carbon emissions, for example as the three principal indicators of our relationship with the environment. We do not currently measure these and simply encourage staff

and others to seek to minimise waste, consumption and water use, wherever possible. But we know we need to improve this and take steps to measure the above more systematically. SEUK staff were predominantly not in the office or travelling during this period. We can therefore use this period to establish a baseline against which we can monitor progress in future. We know that our electricity bill was £1495 in 20-21 (with Engie). We will seek to switch supplier to a renewable / community energy company when we secure new premises.



**Our work and impact**

2020-2021 - 2021-2022

**FINANCIAL ACCOUNTS**

Below is a summary of SEUK's accounts for the 2020/2021 and the 2021/22 financial years.

**Income and expenditure account Year to 31 March 2022**

	Notes	2022 £	2021 £
<b>Income</b>			
Grants	1	140,492	995,226
Membership income		479,115	400,068
Contracts and consultancy		780,312	407,620
Sponsorship, conferences and events		224,490	53,792
Other income and donations		209,529	54,627
Interest receivable		—	28
		<b>1,833,938</b>	<b>1,911,361</b>
<b>Expenditure</b>			
Staff		1,359,556	1,156,687
Contractors		285,468	352,750
Administration		65,369	80,566
Exceptional items		—	26,050
Promotion		58,319	66,346
Premises		(10,386)	35,015
Communication		7,193	8,576
IT maintenance and small office equipment		22,982	24,602
		<b>1,788,501</b>	<b>1,750,592</b>
<b>Surplus on ordinary activities before taxation</b>	2	<b>45,437</b>	<b>160,769</b>
Tax on interest receivable	6	—	20
<b>Surplus on ordinary activities after taxation and retained for the financial year</b>	11	<b>45,437</b>	<b>160,763</b>

**Balance sheet 31 March 2022**

	Notes	2022 £	2022 £	2021 £	2021 £
<b>Fixed assets</b>					
Tangible assets	6		1,749		2,749
Intangible assets	7		96,441		—
			<b>98,190</b>		<b>2,749</b>
<b>Current assets</b>					
Debtors	8	217,338		133,016	
Cash at bank and in hand		1,175,904		1,364,765	
		<b>1,393,242</b>		<b>1,497,781</b>	
<b>Creditors: amounts falling due within one year</b>	9	<b>(984,293)</b>		<b>(1,038,828)</b>	
<b>Net current assets</b>			<b>408,949</b>		<b>458,953</b>
<b>Net assets</b>			<b>507,139</b>		<b>461,702</b>
<b>Capital and reserves</b>					
Income and expenditure account	10		<b>507,139</b>		<b>461,702</b>

The financial statements have been prepared in accordance with the provisions of the Companies Act 2006 applicable to companies subject to the small companies' regime and in accordance with the Financial Reporting Standard 102 Section 1A (FRS 102 Section 1A).

# Impact report

## Our work and impact

2020-2021 - 2021-2022

### Social Enterprise UK

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We welcome comments, feedback and reflections on this report to [impact@socialenterprise.org.uk](mailto:impact@socialenterprise.org.uk)

Design by KT&Co

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