

 MadeTech

Technology to Improve Society for Everyone

Delivering Social Value for the UK



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Foreword

At its core, social value is about people. It's the positive change we create for a fairer and more inclusive society that benefits all. The Made Tech mission has long had a similar ethos - using technology to improve society for everyone.

I'm proud to introduce this report that has been an important part of growing our social value as a team, strengthening our impact and striving to be a force for good.

On this journey, I've realised that teams that prioritise social value believe in the power of balancing needs. And though we always try to be humble, it's something that's really important to talk about. Social value helps us think beyond our interests as individuals and recognise the impact we have when we come together.

Making social value a priority is how we create a better world. One where wellbeing, equal opportunities and environmental governance are the foundations of every decision.

I won't spoil the content for you, but I'd like to take this chance to celebrate a couple of stand-out areas you can read more about in these pages.

First, as an organisation we're excited by the impact we can have on society. While an important part of this is our work with clients, it goes far beyond that. Everything we do internally and externally has an impact on the biggest challenges facing society today.

From the investment in mental health support and wellbeing in the workplace to achieving Net Zero by 2030. Continuing to manage local recovery from Covid-19 and navigating the climate crisis to addressing economic inequality - it all matters. Focusing on our social value is a crucial part of how we can shape the impact we want to make in the future.

Second, although important in every sector, the technology space has a long way to go when it comes to equitable opportunity. Creating the space to learn and opportunity to grow opens doors to innovation. We can support people from disadvantaged or minority groups to share their lived experiences when building digital products and services. And we can establish inclusive pathways to jobs in technology that help people grow their skills and move into leadership roles. This is how we design for everyone.

This report represents an important step on our journey. Working closely with Social Value Business has helped us define the bigger impact we can have on society. Discovering how to make a difference, shape our lives and the world around us.

Finally, I'd like to thank the Made Tech team. Without you, none of this would be possible. Our people are the driving force behind everything we do. Throwing themselves full-force into work that truly makes a difference. Their eagerness and passion for positive change is central to using technology to improve society - for everyone.

Rory MacDonald
Chief Executive Officer, Made Tech

Introduction to Made Tech

Founded in 2008, Made Tech is on a mission to use technology to improve society - for everyone. We help public sector organisations transform, deliver and manage world-class digital products and cloud services. We work with the UK government to modernise legacy technology and shape the digital future of the country. We support local government teams in building accessible services that make a real difference to people, and we help the NHS use technology to improve and save lives.

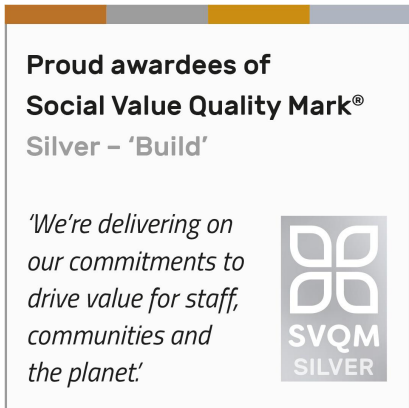
We work with our clients, not for them. We do this by building multi-disciplinary teams that draw on a range of expertise based on the needs of the project. That may mean user-centred design to identify a fundamental problem that needs to be solved; cloud and engineering to build fast, robust services; data scientists and engineers to enable truly predictive government; or cyber security to make sure the public sector is best equipped to stay protected from evolving digital threats. We manage these projects with the best agile delivery and transformation experts to reduce risk and make an impact fast.

We're opposed to locking organisations into massive contracts that are bad for them and the country. We advocate and use open-source technology so the things we build are not only cost-effective, but easy to maintain, reuse and build on. And we always make a point of ensuring that we leave our clients with the skills and knowledge to continue being successful once we've completed a project.

Social Value Business has been working with Made Tech for the last six months to support them in identifying and measuring "what matters" and going further in their mission to help the public sector to transform, deliver and manage the best in digital products and cloud services. From our independent observations of Made Tech, alongside their technological expertise and drive for innovation and value, they remain a principled

organisation, a trailblazer promoting and supporting diversity, inclusivity and value throughout all of the Company's activities. They have clearly made a significant contribution to the growth of the UK's digital economy.

In approaching Social Value Business to assess and suggest improvements to their social value framework, Made Tech had already identified both their moral obligations and the commercial opportunities associated with embedding social value activities within their business principles and throughout business activities. With an increasing number of public sector organisations looking for evidence that their suppliers understand and are delivering social value, Made Tech is committed to being a "force for good", using progressive social values to unify its employees, delivery partners, suppliers and communities.



Introduction to Social Value Business

For over 20 years, Social Value Business has worked with organisations from all sides of the economy, including many of the UK's best-known brands: Cabinet Office, Kier Group, Hereford Council, University of Oxford and Polaris Group, to name a few.

We are proud to be recognised as UK leaders for social value measurement, development and training.

Track record

- **Over 175 clients worth a collective £127bn** have chosen us to develop, grow and measure their impact.
- **Trusted Advisers to central and local government:** this means we can help you future-proof your approach and align with policy developments as they emerge.
- **24 social value frameworks and 43 reports delivered:** each represents a client who is now better equipped to develop and measure their value, drive culture change and win work.
- **Extensive network of partners, including Social Value UK:** from the UK's professional body for social value, to specialists in carbon reduction and community insight, benefit from our connections.

Mission

We work tirelessly to promote a time in which organisations are recognised for their total contribution – financial, social and environmental. To this end, we support organisations to become 'Value Positive': net benefactors to society.

But it's our people who are our real superpower. Our team are highly hands-on and practical. We're social entrepreneurs, directors and trustees in our own right, with decades of experience in building strong, modern, sustainable businesses and commercially minded charities.

Thanks to the increasing profile of social value in the UK, SVB is establishing a strong reputation internationally, with recent initiatives in Africa, India and the EU.

Background

Social Value is the overarching term used to define the combined value of community benefit, local economic benefit and environmental footprint. Social Value Business are working closely with Made Tech to support them as leaders in the technology sector, creating and delivering digitally driven social and local value.

Made Tech has established itself as a leader within the technology sector by becoming one of the first companies within the public sector technology sphere to be awarded the prestigious Social Value Quality Mark® Bronze and Silver accreditations. Furthermore, Made Tech has demonstrated open and transparent practice in its approach to delivering social and local value, including ethical governance, transparent decision-making and an ethical culture.

Social Value is an emerging position within the UK and across the wider global markets, driven by governments and communities who are increasingly seeking to understand the value that they and their environment are receiving beyond the core function of a business. This movement has been greatly influenced by the global pandemic and the need for a 'digitally driven UK economic post-Covid recovery' and the resulting focus on economic and societal resilience.

In recent years, communities and decision-makers have become increasingly sceptical of motives and traditional business practices. It is now the role of businesses to define and redefine themselves as values-led and purpose driven. Made Tech are reporting their social value as a part of this new proposition.

Executive Summary

The UK's digital economy is a dynamic, fast-changing and growing environment in which Made Tech has been an innovative collaborator with public sector clients in meeting their needs. They have experienced three years of rapid growth including stock market listing in 2021, and this growth has continued in the reporting year of June 2022 – July 2023.

In a post-COVID-19 pandemic world, where the expectations and needs of public sector clients, their teams and beneficiaries are changing as never before, the requirements of digital products and services and those who provide them are increasingly demanding. The backdrop of a public sector which faces continued funding challenges, often reliant upon aging legacy technologies, with parallel sets of skills, capabilities and data management practices, presents threats which require bespoke and innovative solutions.

These solutions require a skilled, diverse and motivated workforce, and we heard first-hand how Made Tech is recruiting, supporting, developing and growing teams which can respond to the challenges their business exist to overcome. They do this by committing to removing barriers to entering the sector with their 12-week Academy programme, by holding themselves to account regarding their ambitious targets for Inclusivity and Diversity and by offering competitive salaries and working conditions to attract and retain the best talent for their future aims.

Made Tech have won numerous best companies awards and we heard from their staff about good working conditions and pay. We also saw their commitment to supporting and improving the mental health of their teams through wellbeing services, training and support, the encouragement of the development of supportive communities amongst diverse and decentralised groups and open conversations about the subject of mental health in the sector and society.

We observed how they have the flexibility and dexterity to respond to the needs of their clients by providing specialist immediate remote support or local workforces as required by clients in sectors such as Central and Local Government, Housing, Health and Social Care, Transport, Justice, Security and Education.

There was clear evidence of an ethos of collaboration with, rather than service separate from Made Tech's clients, with the insights of stakeholders placed at the core of investigation, design and review.

As a purpose-driven organisation, who want to positively impact the future of the country by using technology to improve society, for everyone, it is critical that their future social value measurement reflects the material impacts and value created for all stakeholders. This report is a key part of that journey.

Made Tech have engaged with Social Value Business as subject specialists to act in a *critical friend* capacity to meet the following key aims.

- 1. Understand** – To know what financial and non-financial value they are currently creating.
- 2. Measure** – To identify a baseline from which to evolve their social value identification, growth and reporting.
- 3. Develop** – to grow their social value maturity in an honest and transparent way.
- 4. Report** – To start reporting the areas of value they identify in their business.
- 5. Validate** – to undertake these activities in alignment with the Social Value Quality Mark® (SVQM¹) and its standards.

¹ <https://socialvaluequalitymark.com/>

Made Tech has a clear set of missions, to empower public sector organisations by helping them to become digital by default. Their culture, ethics and business priorities are value-driven by nature with a focus upon the wider benefits to society of their work reflected in their aims for the people who work for and with them. It is from this societal-good perspective that they have chosen to identify and report both financial and non-financial value, looking beyond only the contract-critical numbers to also include those which indicate community, partnership and environmental impact.

They care about their people and about creating jobs in the UK, with **£12.4m** in forecasted local economic value created. Made Tech has a supply chain in which 85% of its suppliers are Small and Medium Enterprises (SMEs) in the UK receiving **92% of its supply chain expenditure**, amounting to **£8.6m** in forecasted value for the local economy and via the multiplier effect. Their carbon footprint has been independently measured at **1.25 Tonnes CO2e per employee** and they have achieved a reduced total footprint from the previous year's measurement to **386.45 Tonnes CO2e**, despite an increase in the number of employees. Social Value Business can confirm that for every £1 spent with Made Tech, we forecast a baseline figure of **53p** of value to the UK economy and its communities. This is in keeping with expected value creation for the sector and a promising reflection of what is possible for their future value creation. It is noted that there is undoubtedly additional value to be unlocked in the coming year with the implementation of their new commitments to the measurement of Key Value Indicators, and that this figure represents an honest and transparent starting position from which to identify further value.

We also observed a common thread of **caring about people**, and **Equity, Diversity and Inclusion** in the way in which Made Tech engages with the communities it is a part of, from activities highlighting issues relating to Mental Health, their support of local charitable initiatives and their **recruitment and support of people from underrepresented groups**.

Made Tech has demonstrated a transparent and open approach to working with Social Value Business to unlock its hidden value and realise the contribution they are making to the UK economy and the people they serve. We have observed Made Tech's strategic commitment to the creation, measurement and reporting of social value led by their Environment, Social and Governance (ESG) Committee and the direction of their future social value creation is very positive.

Key Findings

Financial Value

Growth and Development	<ul style="list-style-type: none"> • £40m turnover • £21.2m in forecast value
Employment of Local People	<ul style="list-style-type: none"> • 400 Jobs • £12.4m in forecast value
Money spent in Local Economy	<ul style="list-style-type: none"> • 92% of Supply Chain £ spend with SMEs • £8.6m in forecast local economic value
Investment in opportunities to work in the Tech Sector	<ul style="list-style-type: none"> • 71 people supported into sustainable employment through Made Tech Academy • £199k in forecast value

Non-Financial Value

Ethical approach of Improving Society for everyone	<ul style="list-style-type: none"> • Employing, championing, and supporting underrepresented groups • Excellent services created with clients for society
Collaborative working ethos	<ul style="list-style-type: none"> • Significant partnership value created • Clients undertake effective digital practices with the communities they serve
Investment in the removal of barriers to work and progress	<ul style="list-style-type: none"> • 17.75% of total workforce recruited this year through Made Tech Academy • 55% of staff employed outside London and the South East
Focus on and Investment in Equity, Diversity and Inclusion	<ul style="list-style-type: none"> • Mean Gender pay gap reported and sits at 5.8% (against the national average of 8.3%) • Increased ethnic diversity to 20% (7% higher than the UK population) • 10 employability and industry events attended to promote diversity and recruiting from underrepresented groups
Investment in achieving Net Zero by 2030	<ul style="list-style-type: none"> • Total carbon footprint of 386.45 tonnes CO2e, reduced from 463.53 CO2e in 2021 • Total carbon footprint per employee of 1.25 tonnes CO2e
Investment in improved mental health in the workplace	<ul style="list-style-type: none"> • 13 Trained mental health first aiders • Provision of employee assistance helpline and online support

Fig 1 Key Findings

Accreditations



Social and Local Value Overview

Social Value is a principal requirement that UK businesses are finding an increasing need to understand and embed, particularly against the backdrop of the pandemic, recent UK government legislation including (PPN06/21) and the NHS Social Value Framework. Yet, with an ongoing lack of clarity on the UK government's definition, it is often hard to determine what social value means, and what is included within the measurement of social value.

Historically, social value was considered to only refer to the Social Return on Investment (SROI) generated by cost avoidance to public budgets. However, it is now more widely acknowledged that SROI is only one aspect of social value.

Social value tells a vital story and being able to maximise what is reported and measured is crucial to maintaining and growing a purpose driven value proposition. When considering the widest value that a business provides, social value is central, but we also encourage businesses to measure their total impact and value, incorporating local economic benefit, ethical governance and transparent leadership. Being able to measure local employment, local supply chains and the wider role of SMEs is of equal importance. In fact, the benefits of local and social value are deeply interconnected. Almost all local authorities now prioritise the ability to strengthen the 'local pound' within tenders and frameworks.

Made Tech has set out a robust definition which highlights the direction in which they intend to travel.

Made Tech defines social value as "The positive, measurable impact that Made Tech creates by doing the right thing for our communities, partners, suppliers, staff, the environment and the economy through our approach to delivering impact driven technology solutions that are shaping a digitally led recovery."

Due to the evolution of social value, it continues to have a somewhat inconsistent profile across both the public and private sectors. Consequently, businesses find themselves at various stages along the value map. Made Tech are taking big strides towards interpreting and evidencing the outcomes and changes that take place as a result of the way they choose to 'do the right thing'. This is a crucial step in moving towards embedding and measuring their difference to the local UK economy and communities.

Made Tech is able to legitimately measure the difference it makes by working with Social Value Business to apply a financial metric to its impact and set out an ambitious social value roadmap.

Made Tech's social value roadmap began with its commitment to secure the Social Value Quality Mark®, as well as with their specific and measurable social value goals for the future.



Fig 2 Value Map

Social Value Quality Mark®

Social Value Business is the founder of the Social Value Quality Mark® (SVQM), the only standard of its kind to be recognised across the UK and Europe. The SVQM is audited and awarded via the Social Value Quality Mark CIC (an independent social enterprise) to ensure complete independence and transparency throughout all stages of the decision-making and audit process.

The SVQM was created to bring a step change to the way in which the UK measures and verifies its social value. It exists to recognise and cultivate the highest-known standards in values-led business.

Made Tech has joined an increasing number of UK companies, including Kier Group, The Cabinet Office, Cheshire East Council and NHS Humberside, all of which have secured the SVQM in recognition of their role as leaders in social and local value.

As a result of achieving the SVQM Bronze Award, Made Tech has created its own Social Value Pledges and Key Value Indicators to increase their social value and ensure that it is held to account by clients, delivery partners and communities alike.

The Social Value Quality Mark is audited and awarded in line with the following thematic areas: Social and Community, Sustainability, Health and Wellbeing, Employment and Volunteering, Education and Skills, Crime and Justice, Housing and Innovation and Leadership. Not all who are awarded the Quality Mark will be required to pledge against each thematic area, but the majority of organisations will set pledges against a minimum of 80% of the thematic areas.

Key Objectives

- Set a universal standard of excellence for social value.
- Reduce subjectivity and build transparency, legitimacy and trust in social value reporting.
- Embed social impact and value within the supply chain.
- Champion social value and ethical business practices within the UK.
- Reward commitment to the measurement, management and growth of social values across an organisation.
- Assist in demonstrating compliance of the Social Value Act 2013, the Localism Act 2011 and the emerging Public Procurement Notice (PPN) 06.

Future Commitments – Systematic, Aspirational and Visionary

Made Tech's vision is to support an empowered public sector that is delivering and continuously improving digital services which are secure, user-centric, data-driven, and freed from legacy technology. They do this by building multi-disciplinary teams that draw on a range of expertise based on the needs of the project, including user-centred design, cloud and engineering services; data scientist expertise and cyber security to make sure the public sector is best equipped to stay protected from evolving digital threats. With many of its clients seeking to validate the social value of their respective supply chains, Made Tech understands the importance of being able to demonstrate its social value activities, and associated impacts, across all company activities.

Made Tech are creating, measuring and reporting social value but are at the start of a bold new journey regarding this area of their business. As such, they have made commitments to their future impact and measurable social value. These endeavours can be seen as those which are Systematic, those which are Aspirational and those which can be categorised as Visionary.

Systematic – Embedding Behaviours

Social value activities are managed and co-ordinated by Made Tech's ESG (Environmental, Social and Governance) Committee. The ESG Committee is supported by the Leadership Team, comprising the "Heads of" each team or department, and regular planning activities allow for clear communication of the social value requirements which need to be supported or progressed by specific teams, or indeed by the whole Company.

The ESG Committee is responsible for measuring and improving the Group's impact on the environment, generating social value through its work,

positively impacting the lives of its employees and stakeholders and operating ethically and with goodwill. A commitment to the robust collection of better data will lead to more informed understanding of the value being created and the targeted prioritisation of future social value activities. This data will populate their new Social Value Framework, designed with Social value Business as a tool reflective of their social value aspirations.

Aspirational – Made Tech Social Value Pledges

Made Tech have set out a series of ambitious social value pledges, which state their intentions in each of seven initial thematic areas of intended impact. Each pledge is underpinned with robust and regularly reviewed Key Value Indicators, which will be used to monitor and transparently report achievement (positive and negative) against their commitments. These Indicators have been aligned to widely adopted metrics of social value creation including UN Sustainability goals data and the themes of the Central Government Social Value Toolkit.

Health and Wellbeing

- We pledge to support the improved emotional and physical health of our team members, through providing access to support resources, reasonable adjustments, training activities and individualised paid counselling budgets.

Education and Skills

- We pledge to develop new routes to progressive learning and development opportunities, both within our organisation and the wider technology sector.

Employment and Volunteering

- We pledge to provide new and positive employment opportunities for those who experience barriers to employment within the tech sector.

Social and Community

- We pledge to make positive contributions to charitable and non-profit organisations working to support vulnerable people within our communities.

Economic (two pledges in this area)

- We pledge to deliver value for money services to clients.
- We pledge to improve our team members' financial well-being, by removing barriers to employment and offering opportunities for progression.

Environment


- We pledge to achieve a Carbon Net Zero status by 2030 and be a Carbon Neutral organisation until this point, proactively identifying opportunities to reduce our carbon emissions through procurement, service delivery and organisation development.

Leadership

- We pledge to drive change by being led by our values and proactively seek to work with individuals and organisations aligned with our values.

Visionary - Academy

Made Tech has a vision of future opportunities for people looking to work and develop in the Tech Sector. This vision has been underpinned by their Academy approach. Learning and mentoring is one of the infamous original 'three' values of Made Tech - alongside Client Focus and Drive to Deliver - that were crafted back in 2018, and Made Tech have long recognised the value of learning and mentoring to underpin a culture of continuous improvement. This has manifested at Made Tech in a number of ways over the years, but it is epitomised by the innovative and highly successful Academy approach, described here:



“We’d run what we would call Made Learning Days where the whole company would come together to learn about something new. We launched our first Academy program in 2018 - taking two people through the first run. Alongside that we launched an informal mentoring program, initially targeted at people who applied for the Academy program but weren’t quite ready - where many of the team would provide regular mentoring to help get people ready either for the Academy program or for employment elsewhere.”

Since those first two academy entrants, Made Tech have had a further 7 intakes and in total almost 100 people have successfully graduated.

This approach and its drivers, both altruistic and sound business sense, show that learning and mentoring has run deep at Made Tech since the early years. It is also clear that they are committed to remaining, and in fact, becoming an ever-better learning organisation, as can be seen in their planned Apprenticeships Programme.

Apprenticeships

Made Tech have been exploring the potential for developing the Academy programme into an accredited apprenticeship for the last 12 months and alongside that decided to seek accreditation as a main provider, giving them the opportunity to also provide apprenticeship training to individuals outside of Made Tech. This would allow them to,

- Invest their apprenticeship levy to develop and deliver a bespoke apprenticeship programme for the academy.
- Optimise use of their levy funds to pay for the apprenticeship programme, therefore maximising on the levy investment.

- Provide a two-year formal learning programme.
- Provide a nationally recognised qualification.
- Make the Academies self-sufficient, Increase the sustainability of the programme and extend their intended positive reach and social impact by providing the Academy as a product to their customers.
- Meet the keen, evidenced interest from their clients to deliver this learning route.
- Enable the Academy to become market leading, delivering a formal nationally recognised qualification.
- Ensure delivery of a high-quality programme by developing content that aligns with an accredited standard, embedding of assessment processes, and upskill facilitators to ensure that they have high performing delegates that succeed when they join the wider Made Tech team.

Measuring What Matters

Social Value Business consistently support clients of all sizes and from all sectors to place their stakeholders at the centre of their service delivery and social value measurement.

It is easy to take a 'catch all' approach to measuring social and local value, rather than taking the time to understand what matters to individual stakeholders and proactively working together to meet their priorities. Made Tech is no exception. By working together with Social Value Business, we were quickly able to identify and map key internal and external stakeholders, engage with them and learn what matters.

Stakeholder Map

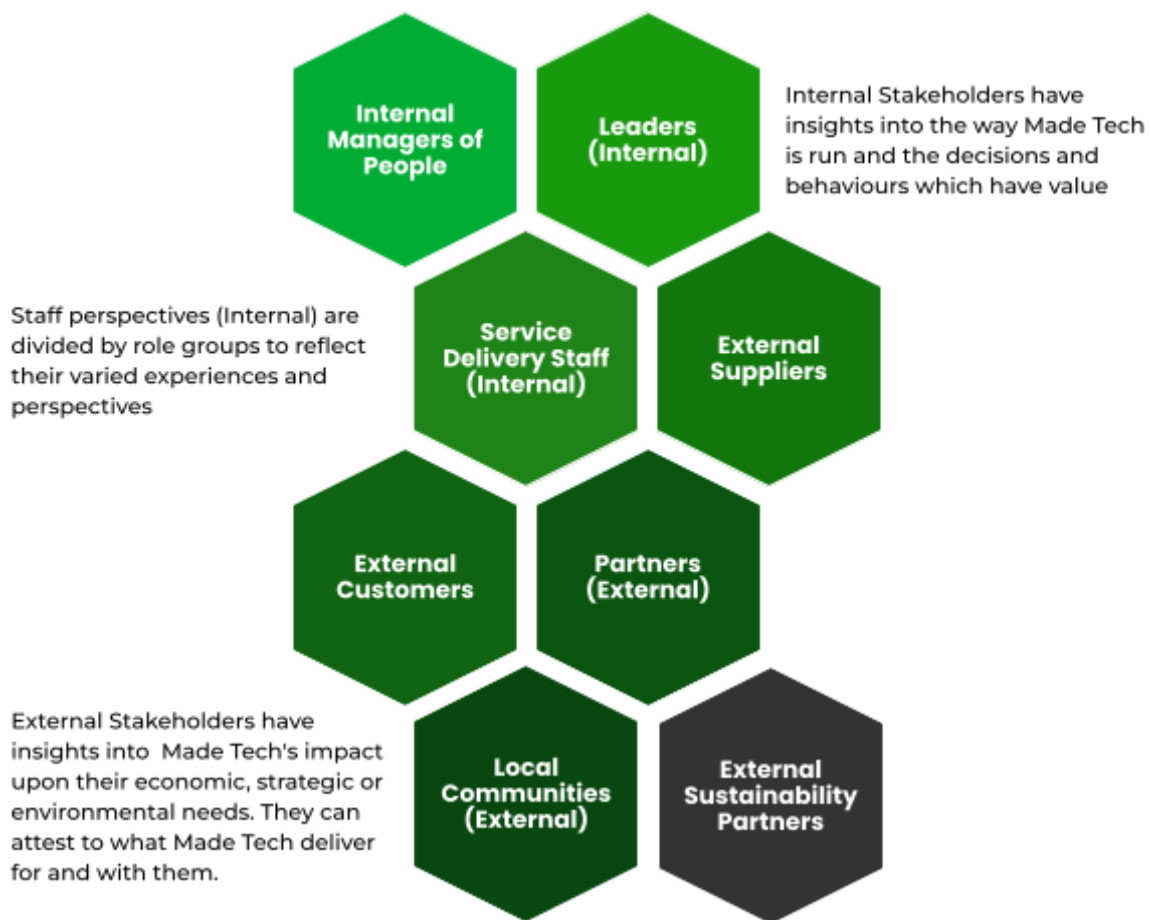


Fig 3 Stakeholder Map

Stakeholders' perspectives and other data gathering, and research enabled us to gain key insights into the way in which Made Tech operates, what it prioritises and where value is being created. They have made commitments, in line with the thematic areas of the Social Value Quality Mark®. Here we review the ways in which they have achieved in these areas, with the reporting year (June 22 – May 23).

Health and Wellbeing

Made Tech take staff wellbeing and quality of life seriously and we were able to observe how this manifests in their behaviours and a package of staff benefits and support. This included generous annual leave and flexible working as a driver of a **good work-life balance**, private health care and life insurance offers, accessible **designated 'learning time'** for people to develop and grow, and **mental health support** available through an employee assistance programme, the use of an App, personalised budgets and trained **Mental Health First Aid** colleagues.



“Made Tech practices what they preach.”

The Academy approach is a further indicator of Made Tech's commitment to finding and retaining the best talent in the sector, while providing a gateway in, and the overall package of support was rated very highly by the staff we spoke to, with **80% rating themselves in the extremely satisfied** category (7-10/10).



“Better than any package I have been offered anywhere else.”

Education and Skills

Social Value Business commends Made Tech on their commitment to support the development of people, whether they work for them already or are just now being given the opportunity to join through the Academy and Mentoring Support. **71** people graduated through the Academy this reporting year, creating forecast value of **£36,000** as well as huge opportunity for those graduates and an associated financial contribution to the wider local economy.

Employment and volunteering

The economic benefits from the fast growth in employee numbers at Made Tech contributed significant forecasted local value, with 400 staff employed creating **£12.4m** in local value. This headline figure is significant but should not overshadow the ethos that sits behind it, with Made Tech committed to paying competitively, not only because of the quality of talent it contributes to them being able to retain but because it is the right thing to do. Made Tech is committed to removing barriers to employment in the sector and prioritises the employment of people outside of the traditional geographical centres. Currently, 55% of staff sit outside of London and the South East.




“We want to drive higher wages up and down the country.”

This ethical thread ran through our engagement with Made Tech, where decision making stood the test of their own guidelines.



“We’re trying to make a difference.”

Furthermore, Made Tech attended **10 employability and Industry events** with a focus on increasing diversity and recruiting underrepresented groups. Made Tech's mission is centred on positively impacting society, making it fairer and more equitable. Indeed **14% of Made Tech staff have no degree qualification or above**. Something which represents the breaking down of barriers to the industry, well-paid employment and progression.



“Ensuring our organisation is equitable, diverse and inclusive is both a moral obligation and required for the success of our business. It allows us to create an environment where our team members can be their most authentic and effective selves.”

Social Value Business was impressed by the significant societal value being created in Made Tech's reflection, reporting and action, highlighted by their **employee-led working groups**, focussed activity such as **neuro-diversity celebration week, Inclusion-based podcasting and blogs, events and media** and in their **Equity, Diversity and Inclusion reporting**. Here they analyse data related to Gender identity, transgender identity, ethnicity, age, neurodiversity, health, sexual orientation, religion, parents, carers, and education. They hold themselves to account on the **Gender pay gap, Ethnicity pay gap** and employee net promoter scoring and do so with three key aims.

- We should be representative of the society for whom we deliver public services.
- We should build a leadership team that is representative of our wider team.
- We must provide equitable and inclusive services and experiences.

In this reporting year, all available data showed that Made Tech were within acceptable parameters and/or trending in positive directions in all key

demographical data groups. Crucially, Social Value Business found that the use of these data is honest, critical and action oriented.

It is noted that the mean gender pay gap reduced from 13.26% to 5.83% (against the national average of 8.3%²). Made Tech are also reporting that 12% of their staff team are LGBTQIA+, 21% are neurodivergent and 37% are parents.

We were able to forecast that, from the activities of this reporting year, **£199,000** of value has been created from the enablement of underrepresented groups to gain and sustain employment.

Social and Community

Made Tech are currently growing their charitable giving offer and, as such, Social Value Business acknowledges that this is an area of value where growth is planned and expected in the future. It is currently focussed upon small scale events which bring staff together for a common cause but there are plans for a more financially significant impact in the next year, including matched staff charitable giving and a new approach to targeted giving. Their most recent endeavour has been to raise £1,500 for Brain Tumour Research through *wear a hat day*.

More widely we heard about support for sector specific community issues and in particular for diverse groups within the tech industry, including financial support for groups such as **Queer Tech Bristol**.


The largest notable impact Made Tech have within this category is in the focus of their work in the public sector. Here they play a key role in the creation of value for their clients, and the inclusive and collaborative way in which this is approached impressed upon Social Value Business the reality of this core belief in practice. We heard about the new software as a service (SaaS) product they created which will **enable residents** to report their

² <https://www.ciphr.com/gender-pay-gap-statistics-2022>

housing repair needs to their local authority and saw that Made Tech worked with Dorset Council to improve their offer to **children and families** including those with Special Educational Needs and Disabilities (**SEND**).

Economic

Social Value Business noted the understanding of value for money to their clients. We witnessed an ethos of **creating independence for clients** through tech, with autonomous and skilled staff able to solve their own problems without long-term contractual dependence upon Made Tech. **Quality** is at the centre of their service proposition but they have their eyes wide open to the needs of the public sector, especially in what are challenging budgetary times, often combined with unprecedented customer needs. We learned about the way Made Tech reviewed the digital offering for Essex County Council (ECC), in consolidating, updating and future-proofing their website(s). The **Partnership value created**, through their collaborative process, including an integrated team of ECC and Made Tech staff will be seen in the quality of product ECC are now able to create.



“As a Council, we always look to ensure we have the best services in place for our staff and residents, maximising digital inclusion, while guaranteeing citizens’ money is prudently spent.”

Made Tech contribute **£8.6m** in forecast economic value through expenditure with local suppliers. They have a supply chain in which 85% of its suppliers are Small and Medium Enterprises (SME) in the UK, receiving **92% of its supply chain expenditure**. Social Value Business recognises this as a significant portion for the sector and this money, spent within the UK, will have positive knock-on effects within the micro-economies in which their suppliers operate.

Environment


Starting with baseline Carbon data in 2020, prior to any action planning but also in an atypical, COVID-19 restricted and therefore affected cohort of personnel (travelling less and consuming less), Made Tech then engaged with a process of regular reporting and targeted carbon reduction. While carbon emissions inevitably went up in 2021, following the end of lockdown restrictions, a decrease has been achieved in this last year to a total footprint of **386.45 kgCO₂e**, despite an increased number of employees, following the actions of their Carbon Reduction Plan³. **Carbon footprint per employee is at 1.25 Tonnes CO₂e**, below even the Covid-19 affected baseline level. An initial target of 2050 has been updated to **Net Zero by 2030** with rigorous processes for change and measurement applied.

Leadership

Made Tech showed us through their actions and the words of their employees that they live by their values. **‘Technology to Improve Society for Everyone’**, runs through the core of their decision-making, strategy, interactions with partners and clients and now their approach to social value. It was impressed upon Social Value Business that they understand the business gains of a coordinated and strategic approach to social value measurement, both in terms of competitiveness and for organisational development, but that they also want to better understand what effect they have because it is the right thing to do for who they are.

3

<https://investors.madetech.com/wp-content/uploads/2021/12/Made-Tech-Carbon-Reduction-Plan-2021-v1.01.pdf>



“We want to deliver great work for the public sector, to contribute to people in society.”

Their communication about **important societal issues, marginalised groups** and particularly **mental health in the sector**, is reflective of the impacts they want to have and, while these will not always translate into significant financial value, the societal, partnership and ethical value they have is something Social Value Business recognises and commends.

Sustainability

Made tech have engaged with carbon footprint specialists- C Free⁴, for independent carbon footprint measurement and recommendations towards their evolving carbon reduction plan. C Free were able to show in their report⁵ that, *“Made Tech had successfully reduced their total carbon footprint for the period 01/01/2022-31/12/2022.”*

It is noted that this carbon reporting period differs from the wider scope of this value report (01/06/2022-31/05/2023) and to avoid a reporting conflict (with attributable value and changed staffing levels), financial proxies have been sparsely applied for environmental impacts within this report (covering only mileage reduction and reduced carbon emissions through energy usage). It is further noted that, due to the very small stature of Made Tech’s carbon footprint, that these changes, while societally vital, would have had a negligible impact upon financial claims made. This also reflects Made Tech’s determination to report both financial and non-financial value and their commitment to environmental sustainability because it is the right thing to do, as well as consistently contractually expected.

The C Free report, “outlines the methodology⁶ used to calculate the carbon footprint and provides a breakdown of GHG emissions into scopes 1, 2, and 3. The carbon footprint was measured in kgCO₂e with a total footprint of 386.45. Scope 1 emissions were found to be 0.0, Scope 2 emissions were 5.09 and Scope 3 emissions were 381.36.

As a digital services provider, Made Tech operates in a sector that is experiencing rapid growth, and its operations contribute to the broader goal of improving service delivery to citizens. However, as a company concerned with environmental sustainability, Made Tech understands that it is critical to

⁴ <https://www.c-free.co.uk/>

⁵ C Free Made Tech Carbon Footprint Calculation, June 2023_Executive Summary

⁶

<https://c-free.notion.site/The-C-Free-Carbon-Footprint-Calculation-Methodology-f6a299ae0ed843fd801f9b3b079cc994>

measure and monitor their GHG emissions. The report signifies their intention to improve their environmental impact by identifying areas where they can reduce their GHG emissions. Additionally, it serves as a tool for demonstrating their commitment to sustainability, which is increasingly becoming a key consideration for consumers and stakeholders.

The term kgCO₂e is an abbreviation that stands for kilogram carbon dioxide equivalent. It is a unit used to measure the GHG emissions from different activities, including those that produce other GHGs, such as methane and nitrous oxide, as converted to carbon dioxide equivalent. The Scopes of Reporting are defined industry standards for categorizing GHG emissions in an organization. Scope 1 covers direct emissions, Scope 2 covers indirect emissions from purchased electricity, heat or steam, and Scope 3 covers indirect emissions from sources that are neither owned nor controlled by the organization but result from company activities.”

In conclusion, [C Free stated that], *“Made Tech's carbon footprint calculation report serves as a valuable tool for identifying opportunities to reduce the environmental impact of their operations. By measuring and monitoring their GHG emissions, Made Tech can take concrete steps towards achieving carbon neutrality, improving their reputation with key stakeholders, and contributing to the broader goal of promoting environmental sustainability.”*

Made Tech have committed to being carbon neutral by 2030 and are now planning to review the recommendations from this year's C Free report and make the necessary updates and revisions to their Carbon reduction plan.

Breakdown of Carbon Footprint⁷

Activity	Unit	TCO ₂ e		
		Base Year -2020	2021	Reporting Period - 2022
Scope 1 - Direct Emissions	Total	0.0	0.0	0.0
Gas		0.0	0.0	0.0
Scope 2 - Emissions from Electricity Purchased	Total	15.19	20.89	5.09
Electricity		15.19	20.89	5.09
Scope 3 - Indirect Emissions	Total	119.87	442.63	381.36
Distribution		-	11.51	0.04
Employee Commuting		39.16	62.63	34.86
Expenses		39.63	298.22	167.26
Travel		13.86	17.89	22.75
Hotel				4.79
Mileage				2.46
Waste		5.22	3.72	0.16
Transmission and Distribution			0.96	0.51
Water			0.01	0.05
Work from Home		24.13	45.01	147.25
Well-to-Tank		-	-	1.24
Total	Tonnes	135.06	463.52	386.45

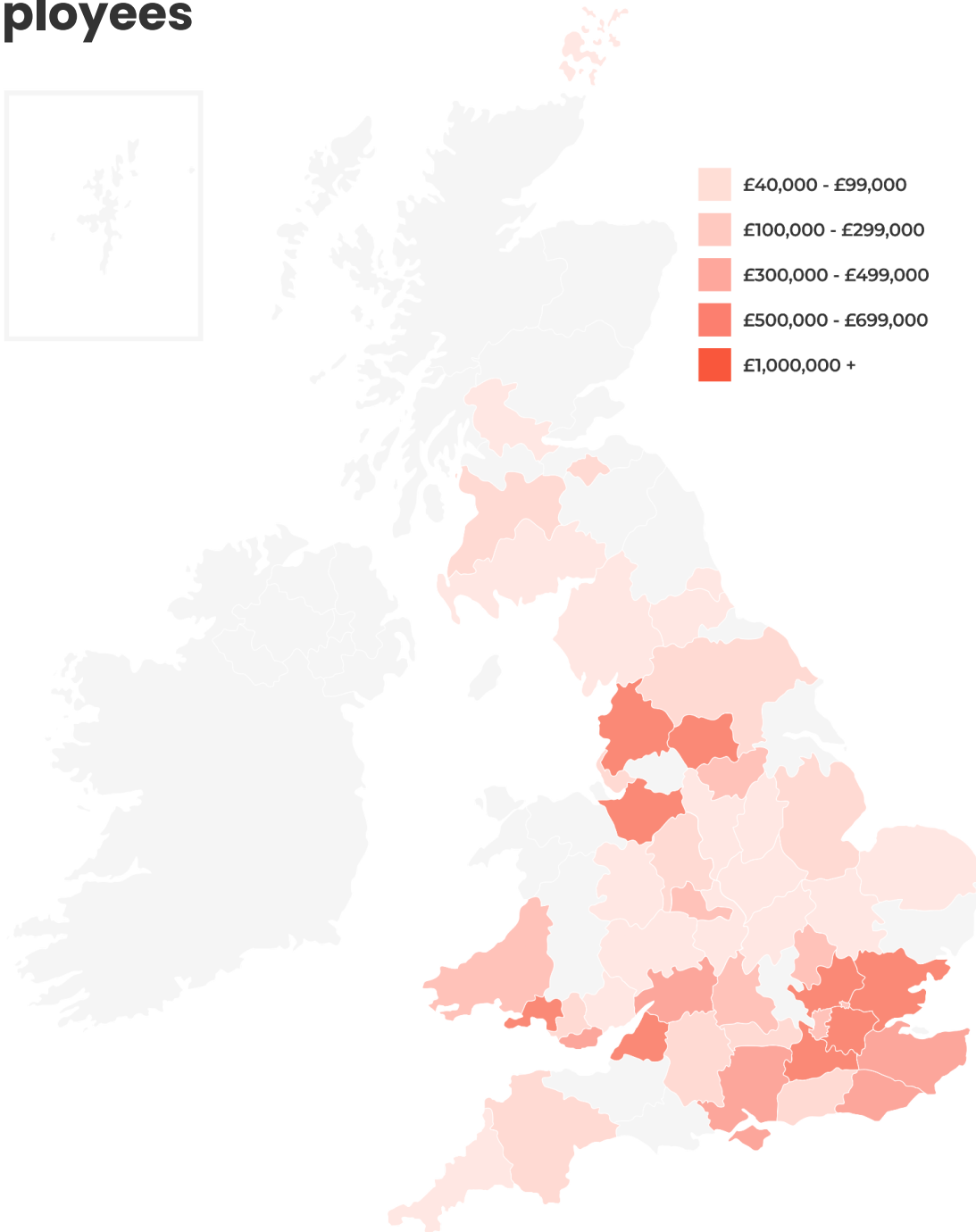
⁷ C Free Made Tech Carbon Footprint Calculation, June 2023_Breakdown of Carbon Footprint

Local Economic Benefit

For the purposes of this report and in the interests of open and transparent reporting, 'Local' has been defined as the UK, and local economic benefit includes:

- The added value of Made Tech employees to their local economy
- The impact of the Made Tech supply chain on the local economy
- The role of SMEs and micro-enterprises in the supply chain

Employees



Warwickshire	£40,005	West Sussex	£224,550
Dumfriesshire	£55,000	Midlothian	£273,000
Cornwall	£55,000	Berkshire	£277,375
Orkney	£63,000	Devon	£285,650
Cambridgeshire	£65,000	West Midlands	£330,375
County Durham	£65,000	Oxfordshire	£338,000
Norfolk	£66,300	Middlesex	£346,550
Stirlingshire	£70,000	Dyfed	£347,800
Derbyshire	£70,000	South Yorkshire	£349,200
Gwent	£74,075	Bedfordshire	£359,000
Cumbria	£75,000	Hampshire	£507,200
Shropshire	£81,000	South Glamorgan	£534,850
Nottinghamshire	£90,000	East Sussex	£545,200
Northamptonshire	£90,000	Gloucestershire	£555,900
Tyne and Wear	£91,000	Kent	£681,850
Herefordshire	£95,650	Surrey	£1,000,150
Leicestershire	£97,137	Essex	£1,024,749
Staffordshire	£105,000	Hertfordshire	£1,037,918
Lanarkshire	£123,137	West Yorkshire	£1,053,500
Merseyside	£150,250	West Glamorgan	£1,065,530
Mid Glamorgan	£175,400	Cheshire	£1,094,255
Lincolnshire	£182,000	Lancashire	£1,696,510
North Yorkshire	£195,725	Avon	£3,122,728
Wiltshire	£196,500	London	£4,358,891

Employee Economic Benefit

The Heat map shows the local economic benefit created through Made Tech's 400 employees.

One metric Made Tech uses to measure success against the pledge of removing barriers to employment in the sector is in the employment of people outside of the traditional centres (both socio-economic and sectoral), of London and the South East. Currently, 55% of staff sit outside of London and the South East, surpassing Made Tech's target of at least 50%.

By applying recognised statistics, originating with the Office for National Statistics (ONS), Social Value businesses were able to make a discount to reflect the average local spend. The ONS states that on average, employees spend 52% of their net salary within the area local to their home address. Therefore, Social Value Business has taken the net salary of Made Tech employees and applied a 48% discount to provide a forecast of local economic benefit.

It is noted that, with 'local' being defined as the UK for this report, it is likely that a higher proportion of salary is likely to be spent within that wider defined area, but Social Value Business have retained the ONS measure as it is nationally recognised and widely used.

Made Tech Supply Chain

Made Tech has successfully prioritised the support of SMEs through its supply chain, in keeping with its stated moral and economic imperatives.

Government guidance for the use of SMEs is to have them make up at least 33% of your supply chain, and Made Tech far exceed this target with 85% of their supply chain made up of SMEs, representing 92% of their supply chain expenditure.



Supply Chain Government Minimum

■ SME - 33% ■ Other - 67%



Made Tech Supply Chain

■ SME - 85% ■ Other - 15%

Fig 5. Supply Chain proportion of SME (Government guidelines vs Made Tech Performance)

As this report is a 'forecast' of social and local value, Social Value Business has utilised the government's National Themes Outcomes and Measures (TOMs) Framework which awards 75p for every pound spent in the UK supply chain and an additional 9p for every pound spent with micro and SME businesses in the support of economic growth. This means that for the purpose of forecasting the local economic benefit that Made Tech generates throughout their UK and local supply chains, their £10.2m in overall supply chain expenditure, can be forecast to generate £8.6m in local economic benefit.

Conclusion

Made Tech are a dynamic, impactful, fast-growing, and forward-thinking business, providing excellent services to their clients and generating significant social value. Their current forecast value, includes over £21m in measurable financial value, achieved through their staff and supply chain investments and the employment and support of underrepresented groups, but it also includes impressive non-financial value in the areas of sustainability, community, partnership, equality and diversity and other societal value.

Their Investment in their Academy approach can be a growing source of measurable value as they expand the remit and target its promotion to further marginalised groups in the coming years, and it will be exciting to see how they use this method to further express their core values. Made Tech believe in *Technology to Improve Society for everyone*, and it was our experience that this ethos is lived and breathed by the people who work there, epitomised by staff members who told us, “*We want to make a difference*” and “*Made Tech practices what they preach*”. Their passionate, practical and financial investment in championing the needs and achievements of diverse groups through media, employee-led working groups and strategic prioritisation creates noteworthy societal value which is of great worth, not least to colleagues, clients and their communities.

Social Value Business found Made Tech, their leadership, and staff to be committed to the process of measuring and reporting their future social value and to the systems and practices which will ensure that this is done in a transparent and valid way. This is reflected in them achieving the Social Value Quality Mark® Bronze and Silver awards in impressively quick succession to reflect their strategy and determination to meet industry standards.

While notable value has already been measured and reported, this is just the beginning of Made Tech’s social value journey and this *baseline report* will no

doubt drive them on to strive for even more impacts and value for the people they aim to support, in the coming year and years.

Appendix

Approach and Methodology

Social Value Business has undertaken a process of reviewing, measuring and forecasting the social and local value created by Made Tech. The process is based on a research code of conduct and nationally recognised methods and metrics that set out the forecast value created as a direct and indirect result of Made Tech.

The process consists of 2 robust, nationally recognised methodologies underpinned by the creation of new strategic commitments and performance indicators.

1. Local Multiplier

Measures the additional economic benefit accrued within an area from money being spent in the local economy.

2. Social Return on Investment

Social Return on Investment (SROI) is a method for measuring values that are not traditionally reflected in financial statements, including social, economic, and environmental factors, which define cost savings to the public sector. SROI is based on eight principles.

Involve Stakeholders

Inform what gets measured and how this is measured and valued in an account of Social Value by involving stakeholders.

Understand what changes

Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.

<p>Value the things that matter</p> <p>Making decisions about allocating resources between different options needs, to recognise the values of stakeholders. Value refers to the relative importance of different outcomes. It is informed by stakeholders' preferences.</p>	<p>Only include what is material</p> <p>Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.</p>
<p>Do not over-claim</p> <p>Only claim the value that activities are responsible for creating.</p>	<p>Be transparent</p> <p>Demonstrate the basis on which the analysis may be considered accurate and honest, and show that it will be reported to and discussed with stakeholders.</p>
<p>Verify the result</p> <p>Ensure appropriate independent assurance.</p>	<p>Be responsive</p> <p>Pursue optimum Social Value based on decision making that is timely and supported by appropriate accounting and reporting</p>

Fig 6 Social Value Principles

Financial Value Creation Summary

To calculate the Social Return on Investment (SROI), SVB has used the following established formulae:

Frequency of impacts × financial equivalent of impact being delivered

Minus

Deadweight + Displacement + Attribution

Multiplied by

Drop off = Value

Strategic Focus

Social Value Pledges and Key Value Indicators are used to structure the themes that have been forecast. This was achieved through the creation of Social Value Pledges© and Key Value Indicators©.

Theory of Change

In theory, what has changed is the cornerstone of the SROI framework. The process enables outputs to be converted into outcomes and then on to impact. It is this impact that is monetised by assigning a cost equivalent to be assigned to the impact. Missing one or more steps will negate the process and invalidate any findings.

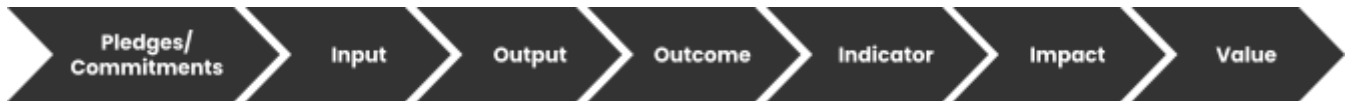


Fig 7 Theory of Change

Evidence Review

Social Value Business has conducted research through interviews and surveys including staff testimony, direct one-to-one on-line interviews and a review of case studies. This three-stage ‘triangulated’ research approach has provided the information, data, and confidence to identify and project 14 common positive outcomes and no recognised negative outcomes. In addition, to ensure a fair and transparent balance between each research method, the following evidence weighting has been applied. This further serves to increase the legitimacy.

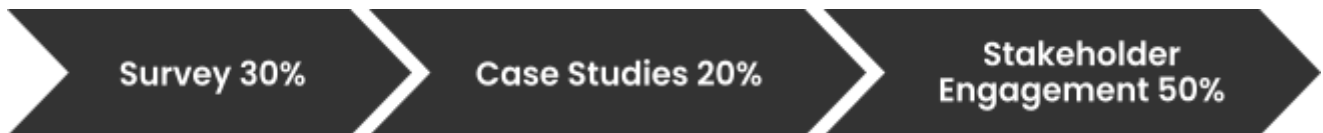


Fig 8 Weighting

Discounting 'Weighting'

It is essential to consider the external influences on value and how much of the value can be claimed due to the actions of Made Tech. Therefore, to ensure trust, transparency and legitimacy, the basic value needs to be discounted to remove that which cannot be substantiated.

Discounting enables the reduction of external influence on Social Value creation.

Discounting covers four primary areas.



Fig 9 Discounting value

Deadweight - What would have happened anyway?

Displacement - Did the benefits of Made Tech just displace other benefits/outcomes?

Attribution - Who else has contributed to the impact?

Drop Off - How long will the benefit last?

Each of the above areas influences the financial value by discounting the overall value.

Deadweight

Deadweight considers the influence of local, regional, and national initiatives, current Government policies and strategies, and the natural change that would happen without Made Tech, together with the influence of COVID-19. Social Value Business is able to report a two-tiered deadweight percentage of 25% and 65% with metrics divided accordingly based upon confidence in the triangulation of data. It is recognised that this includes a relatively high figure to avoid possible overclaiming of a baseline measurement and its accepted relatively smaller sample group.

Level of Displacement

A nominal displacement % has been allocated across all activities. For this evaluation report, this can be defined as 1%.

Level of Attribution

Who else would contribute to or influence outcomes, and what impact being delivered needs to be considered to prevent overclaiming? To answer this question, Social Value Business has researched each of the main stakeholder groups across each of the theme areas around how they may either add or contribute to the outcomes. As a result, we are reporting a variable attribution rate of between 75% and 80%. This premium attribution figure reduces the likelihood of overclaiming based upon limited possible data validation on those attributable impacts.

Level of Drop-Off

Outcomes can continue to influence impact and lead to value creation far beyond the initial measured period. For the purpose of a baseline measurement, a single year drop-off has been applied to non-economic factors for legitimacy and in the absence of multi-year, longitudinal feedback at this stage. This is recognised as a conservative approach which can be expanded upon in future years.

Enclosed below is how the drop-off has been apportioned.

Made Tech	Drop off	Yr1	Yr2	Yr3
2022	*1 year	100%	0%	0%

Fig 10 Drop-off

Evidence of Legitimacy

The development of this report is centred on research, stakeholder impact and the value that can be attributed to it. This report defines the forecast outcomes, impact and value experienced by the economy and societal stakeholders, together with the consideration of external influences on them.

The approach of Social Value Business ensures the highest level of trust and legitimacy of the research, forecast and reporting.

Social Value Business expects the level of rigour and transparency to be in line with the audit standards of the Social Value Quality Mark® Silver.

Made Tech responded to the required levels of rigour and transparency. The research and reporting of value are categorised as a forecast of the impact and value experienced by the economy and societal stakeholders.

There is a mixture of primary and secondary research to support outcomes, impact and value claims. In the production of the report, there is a balance of the use of internal data, and that which has been verified by external stakeholder engagement.

Glossary

Social Value

Social value serves as an umbrella term for these broader effects, and organisations which make a conscious effort to ensure that these effects are positive can be seen as adding social value by contributing to the long-term wellbeing and resilience of individuals, communities and society in general.

Local Multiplier

A higher proportion of money re-spent in the local economy means a higher multiplier effect because more income is generated for local people. More income, either retained locally or nationally, means more jobs, higher pay and more tax revenue for the government, all of which may lead to better standards of living.

Accuracy

It is recognised that there are limitations to forecasting Social Value due to the many variables and influences on the achievement of outcomes impact.

For this research and the report, Social Value Business has taken a median (medium risk and approach) to its precision of interpretation and translations of outcomes and impact. Therefore, the accuracy of the Social Return on Investment ratio is expected to be within 10% of any future Social Value claims.



MadeTech

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