



## Leader of the Year

### Winner

**Chris Kenneally**  
**Group CEO, Cordant Group PLC**



Leading the transition of Cordant from a commercial business into a social enterprise in just 12 months.

### Key takeaways

1. Be a great leader: Kenneally, who started as Cordant's security brand CEO in 2014 before becoming group CEO, says that a great leader is someone who is active not passive and combines personality with the ability to think fast and act ethically and encourage Cordant's 125,000 employees to do the same.
2. Create a purposeful culture: So it has been important that Kenneally creates a workplace culture in which all stakeholders work in pursuit of the greater good. He has achieved this through implementing clear strategies to empower his team.
3. Think beyond CSR: Kenneally amended Cordant's constitution to limit shareholder dividends and to reinvest profits to deliver the enterprise's social mission and wider social impact objectives. Kenneally commissioned law firm BWB to research how the organisation's businesses activities socially impacted upon its workforce and wider communities.
4. Pursue a social mission: Based on the BWB research, Kenneally set out a social mission with five strategic initiatives and hopes to encourage other organisations to transform into social businesses:
  - 4.1 A good jobs strategy with all jobs paying at least a real living wage with guaranteed contracted hours for those seeking permanent and secure jobs;
  - 4.2 Building resilience strategy to promote employee health and wellbeing;

4.3 Maximising potential strategy to provide opportunities for people to enhance their earnings potential for a more sustainable life, with a focus on inclusion and diversity;

4.4 Giving back strategy to society through fundraising and volunteering, and by partnering with and promoting other social enterprises and charities; and

4.5 Promoting social business to show that a focus on social purpose delivers positive outcomes for the business, its people and stakeholders, as well as broader society.

## Achievements to date

Developed a tool kit to create a business case to clients to support sustainable pay and working hours for the flex workers we supply to them.

Each business unit is developing diversity and inclusion programmes, and now engages with external organisations that promote and support people from disadvantaged or socially excluded groups such as the long-term unemployed, ex-offenders or those with disabilities.

Each group company is registered with 'Buy Social' and supports a charity of choice:

- Participated in the Diana Awards mentoring programme, working with school children from disadvantaged backgrounds
- Committed to a Personal Development Review for all employees, including 250 apprenticeship colleagues that began in April 2017
- Implemented a financial wellbeing solution that provides free personal financial management training, guidance and counselling, and access to affordable debt management support where necessary
- Working on a social impact measurement framework to provide qualitative and quantitative measures of the social value Cordant adds