



The value of giving back – *the social return of Charity Shops*

July 2023

SROI Analysis of Charity Shops

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Signed

Mr Ben Carpenter
Chief Executive Officer
Social Value International



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Acknowledgments

This research was commissioned by Charity Retail Association (CRA) and forms part of a project to create an SROI report and a toolkit.

The analysis, primary research, value map and report that forms the SROI report within here was led, undertaken and written by Charlotte Österman, Pax Tecum Global Consultancy. Support was provided by Tim Goodspeed, More Than Outputs.

The overall project was overseen by Nicola Lynch, LynchPin Support.

It has been supported by an Advisory Group (AG) with 9 charity retail chain representatives, 3 external experts and 4 members of the CRA team. We would like to extend our thanks for this support throughout the project.

1. Executive Summary

The value of charity shops goes far beyond what is captured in financial terms.

This Social Return on Investment (SROI) has been carried out to understand the social value of charity shops in the UK. Aligning to the International Principles of Social Value and conducted in accordance with the Social Return on Investment (SROI) framework published by the Cabinet Office of the UK Government, this analysis uses a stakeholder informed approach to show the social value generated. Accordingly, it uses the views of people that are most materiality affected (staff, volunteers, customers and donors) to determine what outcomes charity shops create and involves them to estimate their quantity, duration, value and causality. It is not an assessment of the savings to the state, environmental value or benefit to the economy.

The results conclude a total of £75.3 billion of social value generated by UK charity shops in 2022, an SROI ratio in the range between £1: £4.1-17.8 and a vast total positive impact on those people whose lives charity shops touch.

Social value: £75.3 billion

SROI ratio: £1: £7.35

Nearly a third (29%) of this total social value is through increasing individuals' feeling of giving back to others and almost half (49%) of the total social value is about giving back to others or the planet.

The highest social value per person was created for volunteers, whilst the highest total social value per stakeholder group was for the large group of customers across the UK. It was shown that for staff, volunteers, customers and donors 'giving back' to other people is the most important outcome for all groups, and it is through enabling this, charity shops are making the most difference to people's lives. Other important outcomes also include:

- 'Feeling that charity shop staff meet me with friendliness and compassion'
- 'Feeling that I am 'giving back' to the planet'
- 'Excitement from the shopping experience'

It is recommended that findings from this SROI analysis, and the use of the toolkit that will follow, is used to:

1. Evidence value: Help the charity retail sector in demonstrating its immense social value to our societies.
2. To be responsive: Through illustrating what outcomes are most important to stakeholders, this study can help charity shops to put actions in place where it matters, to continue to increase and maximise the positive social value created.

2. Introduction

Charity shops as we understand them today – retail units selling wholly or mainly donated goods to raise funds for their parent charities – emerged in the mid-20th centuryⁱ. Since then, their prevalence and importance has grown to be a very integral part of our society. Today, it is where hundreds of thousands of us go to work, volunteer and buy; whilst supporting our communities and the environment. From our fieldwork we note that:

It is the place where a homeless person expressed being able to purchase clothes that are clean and whole.

A woman fighting with anxiety had a reason to get out and have a chat.

A gender-fluid person could fill their wardrobe with a double set of clothes.

It is also where many of us donate to contribute to charitable causes. It may be to support a charity that lays close to our heart, the hospice of our loved ones or an aspiration to do something to tackle the climate emergency we face as a society – charity shops provide us with a way to “do something good”.



These things matter to people. But how much do they matter? The experienced outcomes and their worth, is what a social value and SROI analysis sets out to measure.

Social value is about understanding the relative importance that people place on changes to their wellbeing and using the insights we gain from this understanding to make better decisionsⁱⁱ.

To understand this value and to guide, we apply the Principles of Social Valueⁱⁱⁱ:

- Principle 1: Involve Stakeholders
- Principle 2: Understand What Changes
- Principle 3: Value the Things That Matter
- Principle 4: Only Include What Is Material
- Principle 5: Do Not Overclaim
- Principle 6: Be Transparent
- Principle 7: Verify the Result
- Principle 8: Be Responsive*

The type of social value analysis carried out in this report is Social Return on Investment (SROI). SROI is simply a way of communicating this social value created by charity shops in financial terms, in the common nominator of money, whilst adhering to the Principles.

* Comment from author: Principle 8 is the newest Principle and is yet not included in the Assurance Framework that this report has been accredited to.

In summary, we investigate the changes experienced by people and from their perspective understand how they have been affected by charity shops, positively or negatively, to then quantify these changes (outcomes), impacts and social value generated.



2.1 Background

The value charity shops create goes far beyond what can be captured in financial terms; however, this tends to be the only type of value that is measured and reported due to the complexity of capturing impacts that are not expressed in financial terms in real life.

The Charity Retail Association (CRA) wanted better ways to account for the social, economic and environmental value that results from the activities of charity shops, as understanding this broader value is becoming increasingly important to support lobbying and media work on behalf of the charity retail sector.

This is why a project to create this report and a following toolkit to help individual charity shops was commissioned by the CRA.

To increase its credibility and usefulness, the report that you have in front of you has been conducted in accordance with the 8 Principles of Social Value and the Social Return on Investment (SROI) framework published by the Cabinet Office of the UK Government^{iv} and will be externally assured by Social Value UK.

3. Scope

3.1 About Charity Retail Association

The Charity Retail Association (CRA) is the primary membership association for charity shops in the UK.

Its 450+ members range from national chains running several hundred shops to local charities running a single shop, and represent more than 9,000 charity shops between them across the UK.^v

Charity Retail Association[®]
The voice of charity retail

3.2 About project

The CRA and its members were meeting increased demand for better ways to account for the social value of charity shops, both on individual shop level and as a sector in the UK. From this demand stems this SROI report, but it is in no way the first type of research that the CRA has commissioned to evidence the impacts of the sector. Other reports include:

- Demos' Giving Something Back^{vi} report
- Demos' Shopping for good: The social benefits of charity retail^{vii} report

- Various Quarterly Market Analysis (QMA) and specialist reports, including sales trackers

What makes this report different, is that it is using a SROI approach to answering the question of what social value charity shops in the UK create?

The project is called ‘The Social Return on Investment (SROI) of Charity Shops’. It investigates charity shops as a concept rather than a “one off” project or programme. Its scope is limited to charity shops within the UK (England, Scotland, Wales and Northern Ireland), but includes different types of charity shops, locations and stakeholders; with an aspiration to be representative of the UK charity shops sector as a whole.

The main activities* and objectives of a charity shop:

- Receive donations
- Sell donated goods
- Donate profits to charities

The period of delivery of these activities and the period charity shops’ impact was studied for this report is Jan – Dec 2022. It was chosen from a practical aspect of it being reasonably easy to ask stakeholders questions about changes experienced last year rather than of any other period. However, as charity shops as a concept is a continuous part of our societies, rather than a scheduled project, programme or activity, it should be noted that any period of analysis could had been chosen.

The purpose of the report is to explore the total social value, beyond the usual financial impacts and the changes experienced by the charities’ end beneficiaries (donation receivers). As it examines the impacts of running a charity shop and on the other stakeholders involved, it analyses the concept of a charity shop to understand the social value it creates - from a stakeholder perspective of the main stakeholder groups of staff, volunteers, customers and donors.

Below table provides the estimated number of people in each of these groups.

Table 1 Estimated population of stakeholder groups

Stakeholders	Size of group
Staff	26,800 ^{viii} **
Volunteers	186,800 ^{ix}
Customers	21,669,330
Donors	25,090,803

* Assumption checked with AG in 1st AG Meeting, online, 16 Jan 2023

** Full-time equivalent (FTE) staff

A survey in 2022 showed that 38% of UK adults said they bought items from charity shops and 44% of UK adults said they donated items to charity shops in the past three months^x. These estimates do not account for the whole year, as it did a 2010 study which reported higher figures^{xi}; however, in consultation with the CRA it was concluded to use the most recent research, to reduce the risk of bringing in a potentially inflated number of customers and donors that would inflate the total social value significantly. The numbers in the above table have been calculated using the values from the 2022 survey multiplied by the UK adult population for 2022^{xii}.



Albeit the table above includes only four stakeholder groups as the main ones, it is recognised that other stakeholder groups also experience changes as a result of charity shops (see 4. Stakeholders).

As part of this wider project and following this report, a social value toolkit for the charity retail sector will be developed. With the toolkit's interactive nature, the users will get an overview of what the most important outcomes are, as well as an estimate of the social value for their charity shop(s). These outcomes will help charity shops to understand where they are creating the most material social value and it is suggested to consider how they can further improve in these areas to maximise social value. In addition, with the toolkit charity shop(s) can produce tailored reports of the value generated that can help the charity shops and chains themselves demonstrate their social value to their own stakeholders.



3.2.1 Inputs

In SROI, inputs refer to the financial value of the investment^{xiii}. Inputs can come in many forms including money, time, donations, emotional input, social capital, etc. For those without a clear market price already established, we use different valuation techniques to estimate how much non-financial investments by different stakeholders are worth in financial terms.

In our analysis, the inputs included are those of the charity shop stakeholders, as well as an estimate of the cost of the charity shops themselves.

Table 2 Summary of total inputs

Stakeholders	Inputs
Charities	£1,437,381,943
Staff	Incl. in charities' total cost
Volunteers	£922,927,479
Customers	Incl. in charities' total cost
Donors	£7,892,121,055

Charities

The Charity Shop Survey 2022, produced by Civil Society Media, collected data from 49 charity retailers and provided the total costs from shops of £546,315,700^{xiv}. This was used to

calculate the average cost per shop of £141,224 when adjusted for inflation. The Charity Shop Survey uses financial reporting year-end data (Mar 2022 and Dec 2021) but is assumed to be similar for this report's period Jan – Dec 2022.

The 2022 report does not provide a breakdown of that total cost from shops, however, insights from 2019 shows that then the overall expenditure breakdown in diminishing order was: Staff costs, shop rental, other costs, collection of donated goods, cost of all other bought-in goods, other property costs, head office costs, depreciation costs, local authority rates, disposal of waste, cost of primary purpose goods and cost of Christmas cards^{xv}.

To pay for these costs, the charity shops are funded through a variety of income streams. According to CRA's Quarterly Market Report, in-store income makes up the lion's share of that total retail earnings representing 95.6% of all income in Q4 2022^{xvi} and above 96% in previous quarters of 2022. Within this in-store income, income from the resell of donated goods is the largest income source (79.6%, 80.0%, 80.4% and 73.6% in Q1 to Q4 2022) ^{xvii}.

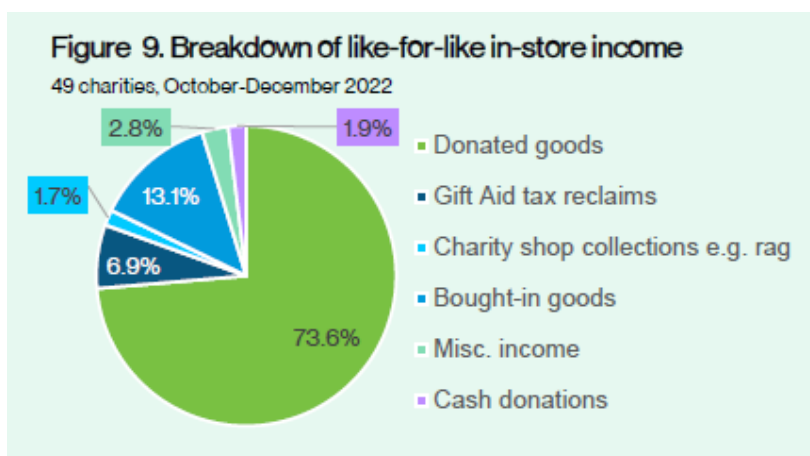


Figure 1 Breakdown of like-for-like in store breakdown, CRA QMA Q4 2022 Report

With this information, the significance of the input from customers (buying products) and donors (donating goods) is highlighted. For Value Map calculations, we note that:

- Staff cost (representing input from staff compensated for their time) is accounted for in the total cost of charity shops
- Customers' purchases (representing input from customer when buying products) is accounted for in the total cost of charity shops as it is the income charity shops use to pay for total costs of the charity shops

Staff

The input of staff costs is included as part of the total charity shop costs under charities' input in the Value Map. Nevertheless, below provides additional insights gathered through this project that may be interesting as a reference point or for future studies.

Staff responded to how many hours they work per week in the survey question, from which the average time worked per week could be calculated as the input data was filtered to include only staff respondents.

Through the Workforce May 2022 report^{xviii}, a breakdown of annual income of employees were given. As the original report does not provide a full UK average salary for the sector, we have calculated an average from the data taking the average for the six jobs roles (in figure 2) and dividing it by six to create a UK average. This makes the calculated annual average salary of £19,343 a not very reliable estimate, which as explained above and below, was not used in the Value Map.

The average days worked per week in a year was multiplied with the UK average salary, adjusted for FTE and adjusted for inflation to find an alternative financial value of the input made by staff of £601,335,184.

Disclaimers relating to the calculation above (that was not used in that Value Map): This would be calculated to a full year under the assumption to no discounting for holiday or mandatory pay leave^{xix} as the staff would receive the same compensation on those days, and the estimated average salary would bring in a data risk if used.

In the Value Map, the use of the population group as FTE staff does not affect the calculation of the total value of staff input, as this comes from the charities' total cost of shops.

Staff also expressed putting more than time and work into to charity shops. More about other [inputs not valued financially](#) is available in below section.

Volunteers

A volunteer is a person who voluntarily undertakes or expresses a willingness to undertake a service^{xx}, and generally offer their time and skills for free. Nevertheless, that does not mean that only because there is no market transaction associated to their work that it does not have a financial value.

Many volunteers only devote a few hours a week, so using the full-time equivalent (FTE) number of people, as in the staff stakeholder group, would not be a fair representation; and therefore the number of volunteers is the total number of volunteers. In the survey, volunteers responded to how many hours they volunteered per week, from which the average days per week was filtered by volunteers only and calculated to 1.30 days/week. This is higher than another study that presents an estimated average of 5 hours/week^{xxi}. However, the sensitivity analysis assessed what difference the different averages would have had on the results and this factor was shown to be insensitive.

To understand the value of their time, we have included the value of the lowest minimum wage to emphasise that:

- a) Their work has a value to the shop even if not paid and if the volunteer did not do that work, someone else would likely need to be hired
- b) If the volunteer chose to work instead of volunteering it can be assumed that compensation would exceed the legal minimum wage

As 92.4% of the volunteers who shared their age are above 25, the minimal wage for 23 and over (UK Living Wage) during April 2021 – March 2022 has been used: £8.91 per hour^{xxii}.



UK		
	Median	Average
Shop Manager (SM)	£19,163	£19,815
Assistant Shop Manager (ASM)	£17,733	£18,033
Sales Assistant (SA)	£17,337	£17,619
Warehouse Manager (WM)	£23,508	£24,015
Warehouse staff (WS)	£17,605	£18,124
Collection staff (CS)	£18,070	£18,452

Figure 2 Annual salaries from Workforce May 2022 report

One could argue that a lower value could have been used as 52.6% of volunteers said they were over 65; so statutory minimal wage would not be expected if e.g., retired people did something else than working with their time. This would increase the SROI ratio. However, excluding over 65s from that value may signal an undervaluation or even discrimination of people's work due to age, which was not in any way supported by any of the over 100s of conversations in interviews, focus group or project's Advisory Group. For that reason, the value of time of all volunteers, regardless of age, is calculated the same.



This valuation technique is a cost-based approach using opportunity cost^{xxiii}.

Customers

The customers' purchases are the main source of income contributing to pay for the costs charity shops had, and is therefore already included in the Value Map in the same way as staff's input.

The assumption used is that when a customer buys a product they pay a sum to the charity shop, which the charity is then using to pay a portion of the total costs of running the charity shop. As no breakdown of the total cost of charity shop is available, we are unable to break out the customer purchases from charity's input. Therefore, we simply recognise that it is counted there. This avoids the same input being counted twice and has been noted in the Value Map.

Nevertheless, in the survey, customers were also asked to estimate how much they bought last year, so the total value of these purchases were calculated as an alternative estimate of their inputs (£6,919,826,684) and can be viewed in the input tab of the Value Map.

Anyone that self-reported themselves as a customer is considered a customer. But as it is the purchases that we used to illustrate their input, it can be noted that a customer would also be a considered a customer the times when they visit a charity shops without making a purchase, which means that time given up is not accounted for, but the outcomes from their experience in the charity shop would be if they have filled in the survey.

Donors

Donors were asked to estimate how many items they had donated last year in the survey, and the market prices for donated items were used to value the donors' input in the Value Map.

The value for the items donated were sourced through the CRA's Jan-Dec 2022 Average Selling Price report^{xxiv}. To be consistent, the value of the input of donors is assumed to be the same as the weighted average selling price of the items when being sold in regular charity shops, as this is the most common type of charity shop.

Please note that the donors' input is also a factor in the valuation, as the wellbeing valuation incorporates it in its calculation (more in sections [Value of Outcomes](#) and [Sensitivity Analysis](#)).

Inputs not valued (financially)

For transparency, it is worth noting that some inputs that were mentioned by the stakeholder were not valued and included in the calculation, such as emotional input by staff and volunteers. The reason for exclusion of these were sometimes influenced by practical reasons in terms of level of rigour required, budget constraints and complexity in finding reliable valuations for, however, the main reason why they were not included was because the stakeholders themselves expressed them not having a value to them and something they would happily contribute without considering it an input. This compares strongly to how e.g. donors felt about their items donated, where many very much considered these items to have had an important financial value to them and others and has therefore been included. Inputs that were not financially valued in the analysis included:

- Emotional input, especially emphasised by staff and volunteers (harder to quantify and despite already being semi-included in the valuation of their time, it deserves extra mention as it was important to the stakeholders to do more than “just a job”)
- Time to travel to and the from charity shop (however, expressed by stakeholder to be minor and of little or no value to them)
- Payment for parking (however, expressed by stakeholder to be minor and of little or no value to them)

Their exclusion might risk slightly increasing the SROI ratio, however, using market prices for the valuation of customers’ and donors’ inputs, instead of e.g. willingness to pay or waste data, may have the adverse effect.



3.2.2 Outputs

Outputs are the quantitative summary of an activity^{xxv}.

As the activity we are analysing is the charity shops, the output is the number of operational charity shops in the UK. The analysis uses the 10,178^{xxvi} number from the CRA’s 1 January 2023 records as an indicative number of shops in the year 2022.

We recognise that there is a risk that the number may have increased and decreased during the year, when shops open and close. However, as the actual SROI calculation calculates the value of the outcomes experienced, and not the outputs, it is a risk we are considering minor in this analysis and it will not affect the SROI ratio itself.

3.3 About the SROI Analysis

This analysis is an evaluation of 1 year of UK charity shops from Jan – Dec 2022.

As explained in the [About section](#), we are analysing the activities of charity shops to understand the social value created and with a SROI approach to focus on the stakeholders most affected by charity shops – and therefore best place to describe and guide us to value this social value.

4. Stakeholders

Stakeholders^{xxvii} are people who experience change in their lives (outcomes) as a result of charity shops and is not limited to only intended beneficiaries.

4.1 Stakeholder Analysis

Charity shops touch the lives of thousands of people in the UK every day. So how did we know which of these people are material stakeholders?

From desktop analysis and literature review, we understood that users of the shops, as well as staff and volunteers, were likely to experience material changes to their lives. But this did not paint the whole picture and in consultation with first CRA's team and then the Advisory Group (AG), this initial phase helped us better understand who are most likely to be affected. The AG constituted of leaders from different charity retail chains and other experts, recommended by CRA for this project, which inevitably comes with the risk of biases. Nevertheless, the benefits of having the AG to consult with to get sector specific insights, help to access stakeholders and to test assumptions, outweighing that potential risk. In the first AG consultation meeting a more detailed stakeholder list could be concluded.

To further understand if we missed any stakeholders, and to tackle some of the risks of biases from our original consultations, we also asked all engaged stakeholders during the qualitative data collection if any other stakeholders had been affected by them using charity shops, which added on the last two bullet points in the list below.

Stakeholder list:

- Staff
- Volunteers
- Donors
- Customers
- Donation receivers (e.g. charities)
 - People who are using the charity (cancer patients, homeless, etc.)
- Neighbours/community
- Other retail shops and businesses in area
- The Government
- Local Authorities' town centre agenda, might be a specific target audience more than a stakeholder
- Break out policy group, from the lobbying perspective
- Community engagement work through activities, such as shop cafés
- Sustainability groups in the local area that the charity shop might collaborate with
- Property specialists as they are key influencers on the town centre
- Commercial partners
- Families, neighbours, friends and partners of staff, volunteers, customers and donors
- Job centre, as volunteer choose to volunteer instead of work

In the first AG meeting, it was debated which of these to include (see [Deciding which Stakeholders to Include](#)) and how to best reach them. In addition, these discussions provided important insights as to how, e.g. donors and customers, would be best to reach

through in person interviews in shops whilst staff and volunteers could be included in mixed focus groups with different charity shop retail chains represented in the same sessions.

Identifying stakeholder group segments and resulting subgroups is in SROI an iterative process^{xxviii}. Subgroups were initially considered at planning stage and CRA provided information on types of charity shops, staff insights and other diversity data that helped us later invite a diverse range of people for the qualitative analysis using criteria such as country, retail destination, charity type, retail chain size, type of shop, type of role, ethnicity, gender and age.

In the quantitative analysis, four criteria were included in the 'About you' section of the survey to support the diversity of the sample group in the data collection as well as to be able to analyse the outcomes' materiality for different subgroups. These criteria were gender, age, ethnicity and location (urban/rural). For all four stakeholder groups and outcomes where a high enough respondent rate per criteria was achieved, a materiality analysis was carried out to assess if subgroups of the stakeholders had different experience of the outcomes. The criteria were chosen in consultation with CRA to reflect the type of diversity data often collated by them, but also with consideration to feedback from stakeholders during qualitative research and the AG to keep questions and survey length to an absolute minimum. As per low respondent rates per criteria, quantitatively subgroups were only analysed for gender and location (see [Annex C](#)), which provides a limitation to this report.

A recommendation in future studies would be to consider if or how additional subgroups could be assessed without jeopardising the high response rate that would be required to analyse the results for the different subgroups. Other potential subgroups that were not investigated might include more precise location (e.g. county & city), number of people in house hold, number of children in house hold (to determine if a family or person living on their own), educational level and income. Stakeholders themselves could also be further consulted during the qualitative research to understand what subgroups they believe are to most important to investigate, which can guide the chosen criteria for the survey.

4.2 Deciding which Stakeholders to Include

As we were fortunate to have an AG supporting this project, their views as representatives of the sector were taken seriously and guided which stakeholder groups to include. Albeit, this decision was also guided by the professional judgements of the author and the literature review, to reduce the risk AG's potential biases towards large positive outcomes. It was decided to focus on the four key stakeholder groups of this study.

Table 3 Stakeholder inclusion/exclusion

<i>Key Stakeholder</i>	<i>Potential Outcomes</i>	<i>Reason for inclusion</i>
Staff	Employment skills, isolation, self-esteem, sense of community, independence & sense of giving back	Outcomes likely to affect wellbeing of individuals, recommendation of AG consultation + review of previous research ^{xxx}
Volunteers	Employment skills, isolation, self-esteem, sense of community, independence & sense of giving back	Outcomes likely to affect wellbeing of individuals, recommendation of AG consultation + review of previous research ^{xxx}
Customers	Sense of giving back, pride & self-perception	Outcomes likely to affect wellbeing of individuals and recommendation of AG consultation
Donors	Sense of giving back & self-perception	Outcomes likely to affect wellbeing of individuals and recommendation of AG consultation
<i>Potential Stakeholder</i>	<i>Potential Outcomes</i>	<i>Reason for exclusion</i>
Donation receivers (i.e. primary beneficiaries of multiple types of charities running shops. These end beneficiaries can range from hospice patients and their families, community members participating in charities' community projects, counselling or training initiatives, funding for health research that can impact e.g. people at serious health risk, current patients, future generations and society, people living below and those at risk of living below poverty line, the elderly in need of support, sick children, community transport users, disabled people, etc.	Wider range from patients receiving better cancer treatment to change in homelessness	Attribution is the main reason for exclusion of this stakeholder group, as there is too much attribution to be judged and assigned to other activities of the charities and others for this to be relevant. For example, income generated by charity shops is only one part of the income streams and support provided that then impacts the ultimate donation receivers. Secondly, the effects of the donations and how the charities themselves use them are too varied, complex and far from the operation of charity shops and the stakeholder group is too big to reliably be assessed and/or find information that will support better charity shop operations.
Neighbours/community	Wide range and often local	Similar to above but also with risk of double counting as neighbours may also be users of charity shops
Other retail shops and businesses in area	Increase or decrease of profits and shop visitors	Not outcomes affecting individuals' wellbeing
Local authority, government and other interest organisations such as breakout policy groups, sustainability groups and property specialists	Aspiration to increase number of charity shops	Not outcomes affecting individual's wellbeing. But these group are recognised as potential target audiences for lobbying and/or users of this report's findings
Commercial partners	Increase or decrease of profits and business	Not outcomes affecting individuals' wellbeing
Users of charity shop 'community hubs'	Social outcomes and isolation	Minor percentage of charity shop users and no data collected emphasised this part of charity shops' operations
People users know, such as family, friends, etc.	Wide range from happiness from gifts to similar outcomes to what the main stakeholders experience	Many seem to become converted into charity shop users themselves
Job centre	User volunteering instead of finding employment/objectives not met	Not outcomes affecting individuals' wellbeing

Considering that the core activity of charity shops is raising money for charity, the most noticeable exclusion of a stakeholder group is probably the recipients of the donations itself. Albeit a limitation to this study itself, it was decided to be out of scope due to attribution, the complexity of the group, usefulness of the data for charity shops operations and resource restrictions. It was concluded in consultation with the AG that the included four stakeholder groups were likely to experience more material changes to their lives as a direct result of the charity shops.

The qualitative research did show that people that the included stakeholders knew, often experienced changes and from their stories we understood that the people charity stakeholders know often get inspired to also become staff, volunteers, customers or donors of charity shops. As this means that they became stakeholders themselves, they were included in the distribution of the survey and have not been included as any separate group or subgroup. For that reason, it is not a recommendation of this report to expand stakeholder groups for future studies with the same purpose as this report, but an SROI analysis for any of the excluded groups can be done if that information would be useful for other purposes and to help charity shops make better decisions.

It should also be noted that many respondents during the qualitative research considered themselves in more than one stakeholder group and about 90% of respondents to the survey question 1 expressed belonging to more than one stakeholder group. Question 2 in the survey ensured that the respondent represented only one stakeholder group that they considered themselves primarily belonging to in the data that was analysed. Therefore, this avoided the risk of counting outcomes for one individual multiple times. Nevertheless, this means that there is a risk of overlaps between outcomes experienced and what stakeholder group they represent. To tackle this risk in both qualitative and quantitative research, the respondents were encouraged to try to distinguish the effect from the perspective of the one stakeholder group they were responding from.

Other options to further reduce the risk of multiple survey entries, which were discussed and can be revisited in the future, included to limit survey entries per device to one or to consider all four stakeholder groups as 'users' of charity shop. However, there were shortfalls of these options highlighted by the consultation with the AG. For example, many stakeholders, especially amongst volunteers, were not expected to have access to appropriate technology and would need to use the shared computer of their charity shop, which would not be possible if only one survey per device could be submitted. On the second option of using a more generic 'user' stakeholder group, it was concluded that it would jeopardise the usefulness of the data to make better decisions, as an action to respond to data insights would in practice look very different when that action is to support members of staff, volunteers, customers or donors.

In addition, the lowest population estimates were used to reduce the risk of double counting individuals and to not inflate the number of people in the different stakeholder groups. For staff the full-time equivalent (FTE) estimate, collated by CRA, has been used. It is therefore likely that especially this population group is larger than our estimated population group, as some people would be part-time employees, which means that the impact and value overall for this group may even be higher than calculated in this SROI.

5. Understanding Outcomes

5.1 Outcomes Consultation

Building on the insights of which stakeholders to include and how, a stakeholder engagement plan was developed.

Stakeholder engagement plan:

Table 4 Stakeholder engagement plan

Stakeholders	What we think changes for them (why they are included)	Size of group	What biases might there be in the group?	How will we make a sample as representative as possible?	Target number to be involved (sample size)	Method of involvement		
						How?	Who?	When?
Staff	Employment skills	26,800	Extra positives to please/not upset management and prevent negative perceptions of charity shops. Geography/local specific.	Strive to use same representation as CRA Workforce May report and QMA, i.e.: <ul style="list-style-type: none"> • Retail chain size (5 groups) • Roles (10) • Age • Disability • Ethic group representation (6) • Country (4) and England region (6) 	20-30 people in two focus groups & 379 survey respondents	2 Focus Group focusing on <i>what changed for you</i> . Also include questions on deadweight and risks. One IRL and one online. Wellbeing valuation for one of the outcomes to be used + anchoring: No need to do valuation exercise with stakeholders during Focus Groups. Survey to determine these outcomes materiality, relative importance and deadweight, attribution, displacement, drop-off/duration.	Charlotte Österman lead and CRA/AG to help get the right people in the room	Feb IRL & Feb virtual
	Social interactions which leads to change in isolation							
	Self-esteem							
	Feeling a linked and having a role in community (sense of community)							
	Income leading to change in independence							
	Sense of giving back to charity and community							
Volunteers	Employment skills	186,800	Risk that people of stronger opinions (positives or negatives) are more likely to join this session. Geography/local specific.	Same as above	20-30 people in two focus groups & 384 survey respondents	Same as above	Same as above	Feb IRL & Feb virtual
	Social interactions which leads to change in isolation							
	Self-esteem							
	Feeling a linked and having a role in community (sense of community)							
	Preparation and experience which leads to change in ability to return to work							
	Sense of giving back to charity and community							

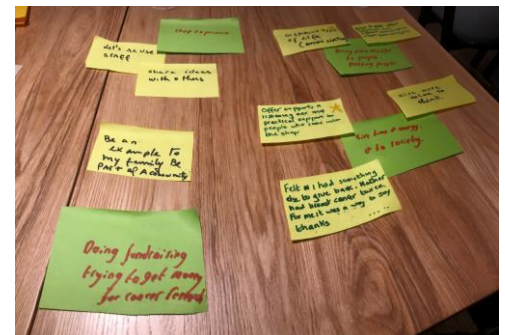
Stakeholders	What we think changes for them (why they are included)	Size of group	What biases might there be in the group?	How will we make a sample as representative as possible?	Target number to be involved (sample size)	Method of involvement		
						How?	Who?	When?
Customers	Sense of giving back to charity and community	21,669,330	Extroverted people are more likely to want to engage. People that feel ashamed or do not want to be there are less likely to want to engage.	Approach people of different: <ul style="list-style-type: none"> Ethnic group representation (6) Gender Age 	20 interviews & 385 survey responses	Interviews at random in two different shops answering the same points as in focus groups.	Charlotte Österman	3 dates in Feb (IRL)
	Lower price products that frees up money for other things and creates a sense of greater choice							
	Change in pride (or shame)							
	Change in self-perception by recycling/avoiding waste							
Donors	Sense of giving back to charity and community	25,090,803	Extroverted people are more likely to want to engage.	Same as above	Same as above	Same as above	Same as above	Same as above
	Change in self-perception by recycling/avoiding waste							

Following the initial literature review, where the Demos 'Giving something back'^{xxxii} report provided important insights as to what is to expect, the expected outcomes were proposed to CRA for feedback and the above list was later summarised. These expected outcomes were not to guide the conversations with stakeholders, but to prepare the interviewer, CRA and AG as to what might come out of the conversations.

The questions used for both focus groups and interviews were created from the Social Value UK template^{xxxiii} to understand in the stakeholders' words and views what changes for them, what changes leads to what and how is this affecting their wellbeing, etc. This also included direct questions on unintended and negative outcomes to provide a fairer picture of the true social value created and provide insights to improve (emphasised e.g. in Principle 8 of Social Value^{xxxiii}), as well as questions around their input and who else they think may be affected. For the questions, please see [Annex B](#).

It was also important to understand what outcomes lead to what and their 'chain of events'. To assess this the attendees/interviewees were asked questions such as "how does that make you feel?", "why is that important to you?" and "what happened then?" to obtain further insights.

The focus groups were carried out both in person and online. When in person with post-it notes to help attendees share their thoughts and when online with Miro. In some of the focus groups online, some elderly attendees found the technology a bit overwhelming, but this was then resolved through them saying the outcomes out loud and the facilitator writing them at Miro sticky notes for them. The risks associated with the online format is not reaching people who are not used to using technology, but it was considered that the benefits realised thanks to the online format in reaching a wider range of stakeholders across the countries was larger than that risk. Participation in focus groups was boosted through the AG, CRA and other charity shops extending the invite to participate to their networks.



The interviews of customers and donors were all in person, in different charity shops and locations. Due to logistical practicalities, it was not possible to visit Wales, Scotland and Northern Ireland in person for the qualitative data collection. These countries represent a minority of the charity shops (15%^{xxxiv}) and were later included in the quantitative data collection, so its effect on the end result is likely to be minor, however, if this study was to be repeated it would be suggested to extend the in person engagements to those three countries.

The AG provided great support in reaching these planned engagements, in addition, three more that were undertaken due to low turn up, to boost numbers and ensure no new outcomes were mentioned in the last sessions and interviews; so saturation was reached for all stakeholder groups. Many thanks to the AG's contributions especially during this part of the project, which helped us reach good stakeholder representation in London, Stoke-on-Trent, Manchester, Birmingham and online during the qualitative data collection. The engagements exceeded the planned number of locations, engagements and diversity of the sample, which increased the reliability of the data. See summary in table on next page.

Table 5 Engaged number of stakeholders per group and location

	No. of locations	No. of cities	Total
Customers	8	4	50
Donors	8	4	24
Staff	4	3	36
Volunteers	4	3	34
No. of people engaged (total)			144

For more detail on the sample group, please view [Annex C](#) with a mapping of stakeholder representation during the qualitative research, which was used to encourage invites to a diverse range of shops and focus group attendees.

5.1.1 Pictures

As one can expect, many different outcomes were mentioned. And as a picture can say more than 1000s word, please see a selection of pictures from the focus groups to illustrate examples of the vast number of changes mentioned.



5.2 Deciding on Relevant Outcomes to Include

The analysis of the qualitative data was carried out to establish what outcomes were experienced by each of the four stakeholder groups and which ones were the most important ones to include in this study.

A first step was already started during the data collection and for all focus groups, the outcomes mentioned had been noted down following each session. For all interviews, the outcomes mentioned were listed in the data collection sheet at the end of the day. All focus groups and interviews where permission was granted were also recorded to support the analysis.

It was important that this part included different outcomes as well as their interlinkages per stakeholder group. The interlinkages were the insights that had been collected that helped understand “what leads to what” (i.e. the chain of events^{xxxv}) and important to create well-defined outcomes. A well-defined outcome is an outcome that describes a specific change for the stakeholder group that provides the best opportunity to increase or decrease value. Once identified, the well-defined outcomes lead to better resource allocation decisions being made to maximise social value. ^{xxxvi}

A well-defined outcome is an outcome that describes a specific change that provides the best opportunity to increase or decrease value.

As a second step of the qualitative data analysis, all different outcomes per stakeholder group were entered into Miro boards, duplicates were deleted, and the remaining outcomes were clustered in themes of outcomes that were considered to describe the same change (outcome). This type of qualitative data analysis builds on professional judgements as the results need to be narrowed down into the well-defined outcomes. This process was an iterative one, with second opinion given by SROI practitioners Nicola Lynch and Tim Goodspeed who had not been attending the focus groups and interviews, to support its development and quality. Assumptions done during this phase included:

- When expressing outcomes such as “better understanding of others”, “skills to engage with different and diverse people”, “change in humbleness”; this is showing an ultimate change in empathy of the respondent themselves. This outcome focuses on the change in that attribute of the individual, rather than the actions others would receive as a result of the respondent being “more empathic” (which would be picked up by the outcome ‘feeling that the charity shop team meet me and others with friendliness and compassion’).
- The outcomes ‘Feeling that I am ‘giving back’ to others’ and ‘Feeling that I am ‘giving back’ to the planet’ were considered two separate outcomes, as the latter is linked to (often newer) more sustainable and environmental life choices, including increased specific activities and change of lifestyle behaviours such as recycling. Whilst giving back to others seemed less linked to behaviours and more to longstanding core values of those individuals. Initial consultation with the AG also highlighted the environmental lifestyle choices and planetary focus being something that they had seen an increased attention of stakeholders towards, which further motivated for the separation of the ‘giving back’ outcomes.
- For customers, that the mentions of “cheap prices”, “I can buy more”, “I sell things I bought here and make money”, which they often explained when asked what difference that makes to them responded the same as originally or with an added

“feels good”, in fact was communicating what lead to the more well-defined outcome of ‘More financial choice and independence’.

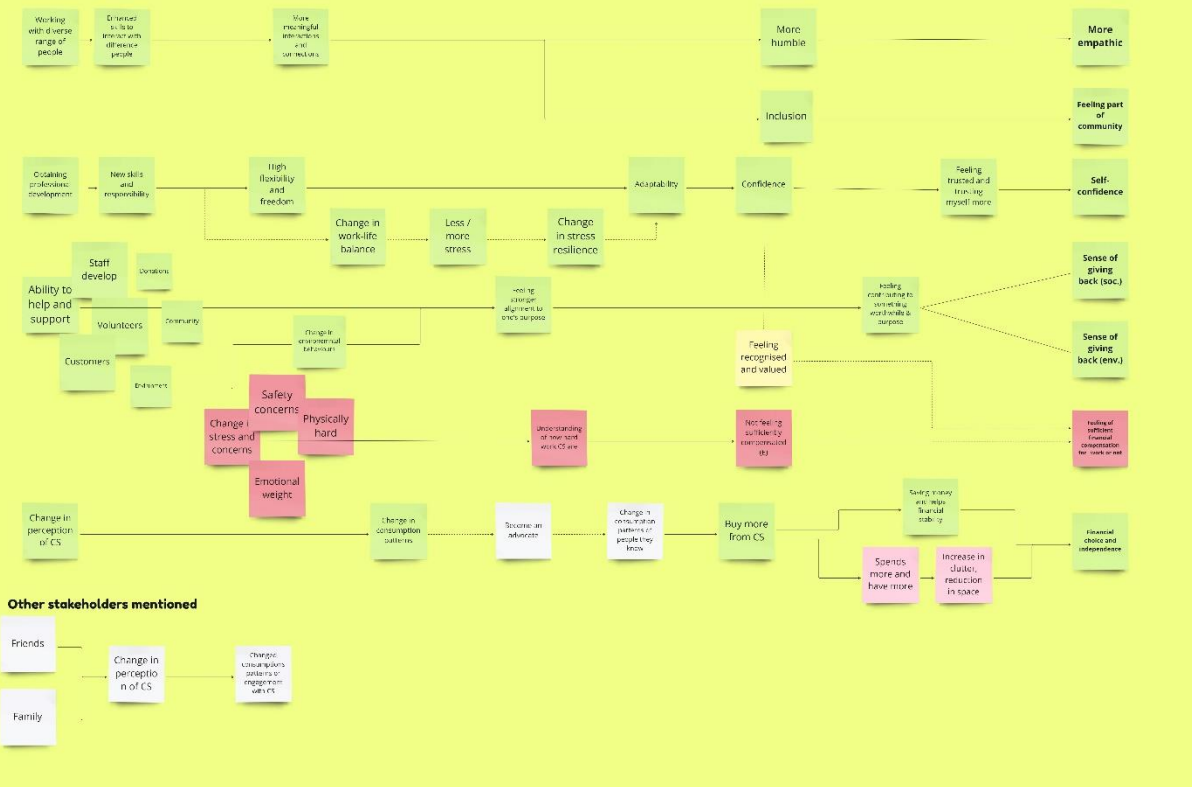
- For all stakeholder groups, that the opposite and negative outcomes mentioned about “house getting too cluttered”, “buying too much”, “expensive prices”, etc., were in fact communicating the opposite outcome of above and a sense of ‘Less financial choice and independence’.
- The outcomes about financial choice and independence are therefore assumed to be representable for more than one chain of events, as per previous two bullet point. Including both the stories from stakeholders who explained how they can “buy more” and “save money” (leading to the positive of more financial independence and choice) and those who said they “buy too” much (leading to the negative of less financial independence and choice).
- For customers and volunteers, changes linked to “personal development”, “new skills”, “using old skills”, “feeling trusted” and “confidence” ultimately lead to the (also mentioned) change in outcome ‘self-confidence’.
- “Mental health” that was mentioned by volunteers and customers especially, was not included as an outcome separately as many components that contribute to it, and aspects of it, were covered in the other outcomes’ interlinkages. The stories to support this were many. For example, a female volunteer with anxiety explained how the routine, getting out of the house, socialising and being part of the community helped improve her overall mental health and reduce her anxiety. This positive effect on mental health was shared by customers, but for them it was additionally about how they were met by the staff in the shops and the excitement of visiting the charity shop itself that supported this mental health change.
- Assumptions were also done to separate the difference in how respondents had been explaining “sense of community”, “change in isolation”, “interactions with others” and “interactions with diverse people” to not count the same chain of event and outcome twice.
- The outcomes of ‘Excitement from the shopping experience’ and ‘Feeling that charity shop staff meet me with friendliness and compassion’ could be at risk of overlapping. They are, however, considered different outcomes because of how they are explained by the stakeholders. The excitement from the shopping experience was at most times referring to the positive uncertainty of what bargain one could find when entering the shop, whilst the friendliness and compassion piece was in their stories linked to how they felt about the staff’s interactions with people that were visiting the charity shops.

The result of the analysis was one Miro board per stakeholder group, illustrating the outcomes in a chain of events.

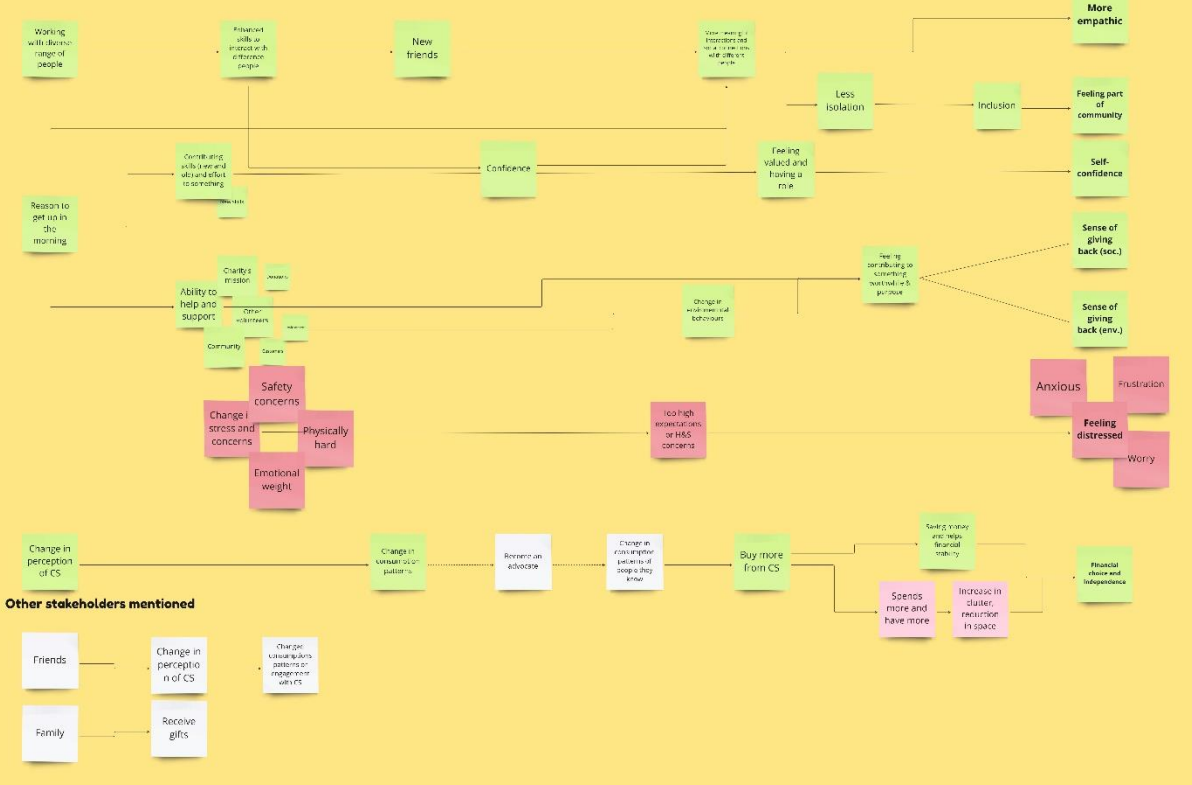
5.2.1 Chain of events boards

This is a graphical illustration of the results of the analysis which builds on professional judgements and simplifications as described above.

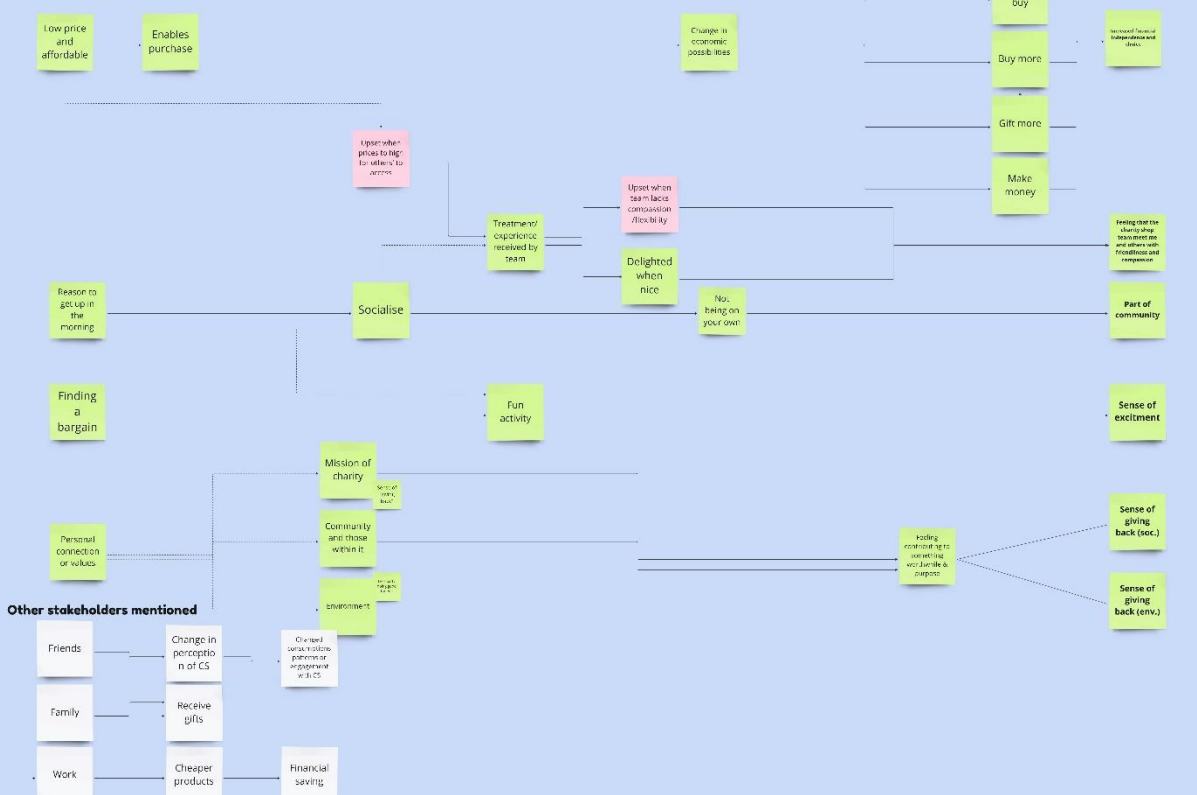
Stakeholder group: Staff



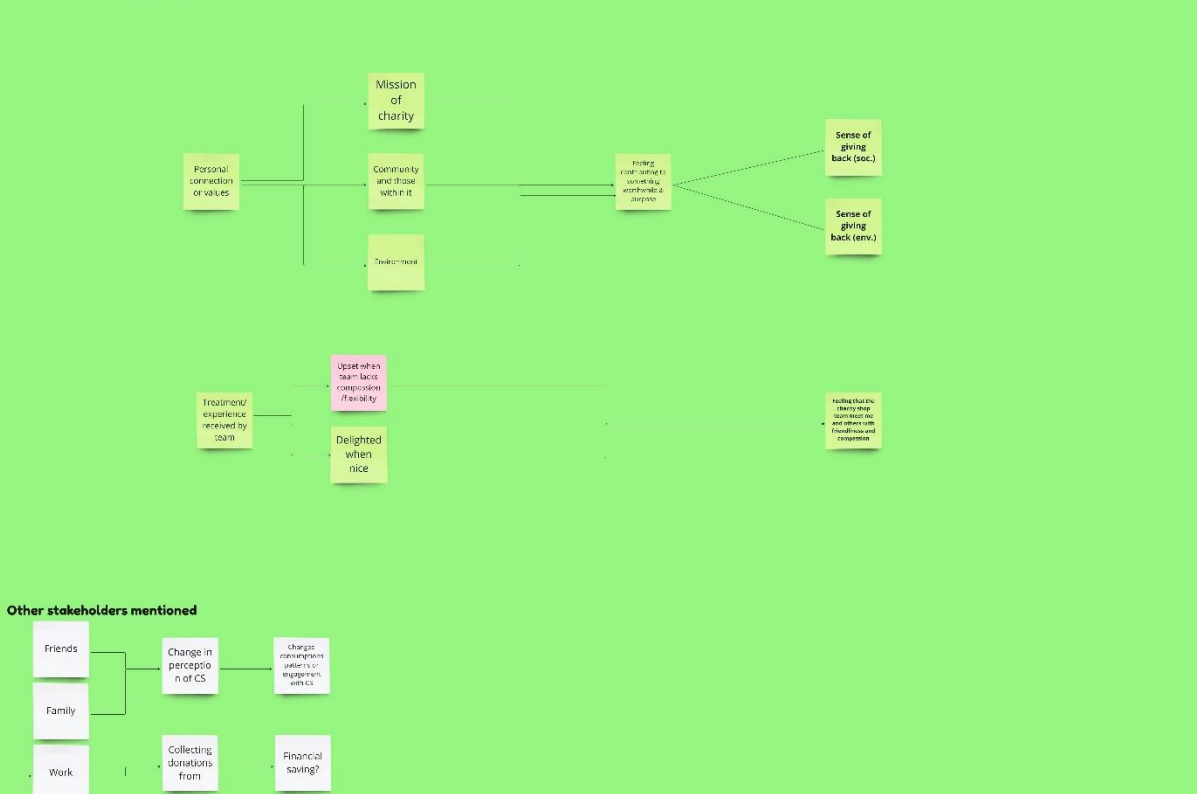
Stakeholder group: Volunteers



Stakeholder group: Customers



Stakeholder group: Donors



5.2.2 Outcomes matrix

Below table provides an overview of results of the qualitative data analysis. This version was fed back in second AG meeting in March 2023 before being used in the survey and may for that reason differ slightly from the boards above, but the boards can be helpful to illustrate interlinkages between different chain of events which the text version does not do.

Due to the scope of the project and budget constraints, a maximum of 10 outcomes were to be investigated, which is reflected in the outcomes matrix below. This is a limitation to the study and one of the reasons to why outcomes were expressed in categories wide enough to capture the essence of what outcomes different groups were experiencing, without increasing the total number of outcomes investigated. As a result, the meaning of the outcomes may differ slightly between different stakeholder groups. For example, what leads to the change in 'More financial choice and independence' for customers and staff is not the same and their chain of events differs, as a customer buys products and a member of staff receives a salary.

However, the most important reason as to why they are expressed similarly across the stakeholder groups is that the stakeholders themselves spoke similarly about the changes they experienced, regardless of what stakeholder group they represented. This can be a result of many stakeholders identifying themselves as belonging to more than one group. This also motivated the choice to later use two survey versions (staff and volunteers vs. customers and donors) to be able to investigate the materiality of a higher number of outcomes to groups that were considered more similar, which is why a slightly larger number of outcomes per stakeholder group was later investigated quantitatively.

In the matrix below, green illustrates expected positive outcomes and red expected negative outcomes as mentioned by stakeholders in the qualitative analysis. To the right of the table are the stakeholder groups: Staff (S), volunteers (V), customers (C) and donors (D).

Table 6 Outcomes matrix

Original Code	Outcome Description	Outcome	Outcome Statement	S	V	C	D
Empathy	→ Working with a diverse range of people → Meaningful interaction and social connection with a diverse range of people → change in empathy and understanding of other people	More empathy	Engaging with diverse people has made me become more or less empathic.	○	○		
'Giving back' (others)	→ Support for something important to individual through supporting the charity's mission / community / → Feeling of contributing to something worthwhile & aligned with one's purpose	Feeling that I am 'giving back' to others	I feel more or less as I'm contributing to something worthwhile and giving back to other people.	○	○	○	○
'Giving back' (planet)	→ Recycling & reuse focus → Change in one's environmental behaviours → Sense of helping the planet → Feeling of contributing to	Feeling that I am 'giving back' to the planet	I feel more or less as I'm contributing to something worthwhile and giving	○	○	○	○

	something worthwhile & aligned with one's purpose		back to the environment.				
Self-confidence	→ Skills and role → Confidence → Feeling trusted and trusting myself more → Self-confidence	More self-confidence	Through responsibility, skills and trust, I feel more or less self-confident.	○	○		
Compensated (£)	→ H&S and emotional input → Sense of hard work not always recognised in pay → Not feeling sufficiently compensated economically	Feeling adequately compensated financially for work	For the work I do, I feel adequately compensated financially.	○			
Distress	→ H&S and emotional input → Sense of hard work not always recognised and concerns taken serious → worries	Feeling more distress (from H&S concerns) / Feeling less distress (from H&S concerns)	As a result of working conditions and H&S, I feel more or less distress.		○		
Part of a community	→ Meet people → social connections → (less isolation) → feeling included and part of community →	Feeling part of a community	With social connection and interaction, I feel more or less as part of community.	○	○	○	○
Financial independence and choice	→ Low prices & affordability → Enables (additional) purchase or to save money → Can do more or other things with money → Increased choice and independence	More financial choice and independence	A change in consumption patterns, makes me feel as I'm having more or less financial choice and independence.	○	○	○	
	Cheap and affordable products → makes me buy too much → house get cluttered, less money and annoyed partner			○	○	○	
Excitement	→ Finding a bargain → Fun activity → Sense of excitement	Excitement from the shopping experience	Compared to any other shop, charity shops provide a more or less exciting shopping experience.			○	
Met by friendliness and compassion	→ Treatment received by team → people treated with respect, compassion and without stigma → I feel positively or negatively about how people are being met and treated	Feeling that charity shop staff meet me with friendliness and compassion	Compared to any other shop, charity shop teams meet myself and other people with more or less friendliness and compassion.			○	○

The outcomes in the table on the previous page, were then used to test for their materiality with the stakeholder groups in the quantitative research explained below.

6. Measuring Outcomes

This section provides insights to and from the quantitative data collection.

6.1 Data Collection

The quantification survey used to measure the outcomes with the stakeholder groups is shown in [Annex D: Data collection survey \(Quantitative\)](#). As per large similarities in the outcomes expressed by staff and volunteers compared to those of donors and customers, two versions of the survey were created to further test the outcomes of value to stakeholders were not excluded. In practice, both surveys were accessed through the same link, but the answer to the second survey question enabled sorting of the different stakeholder groups responses and the data could be counted from the stakeholder group that the respondent primarily identified themselves in.

Advice was sought from the AG in the second meeting to complement the stakeholder engagement plan and to understand how to best reach the target stakeholders. They provided a list of suggestions for distribution (including social media, QR code on sales receipts, physical person in shops surveying people, communications when collecting donations, etc.) that the AG and CRA then used to reach the numbers and a representative sample group.

Table 7 Data collection sample groups

Stakeholders	Numbers of stakeholder in group	Target	Sample
Staff	26,800	379	940
Volunteers	186,800	384	616
Customers	21,669,330*	385	447
Donors	25,090,803*	385	274

The target was for survey responses to be statistically significant, with an ambitious confidence of 95% and margin of error of 5%^{xxxvii}. It was met and exceeded for staff, volunteers, customers, however not for donors, meaning that the results that will follow are of less rigour for that group.

Halfway through the survey, feedback from a small number of respondents triggered a second review of the wording and small changes, such as adding in an “I” to the outcome descriptions, were carried out to respond to this feedback. Second review was done to ensure this did not materially change the meaning of the outcome and how people may

* The numbers originally used for population group were 40,620,000 and 54,160,000, as per Demo’s report (2010), hence the higher calculated target

respond, and that it did in fact only facilitate for easier understanding of the survey questions.

The sample numbers achieved provided good quality insights for this study, however, a limitation is that the groups were small in comparison to the real population. This is often the case with studies of this sort, which uses samples, but it should be noted that higher respondent rates would have further increased the confidence in the results and helped investigate subgroups further. For the future it is suggested to

strive to reach a larger sample group overall, higher numbers of respondents in all subgroups (to be able to better analyse potential differences between subgroups) and to consider options to reach non-technology users and people in technology poverty.



6.2 Quantity of Outcomes

This sub-section contains insights to how much actually changed for the stakeholder groups as a result of charity shops.

6.2.1 Indicators

Indicators are ways of knowing that change has happened^{xxxviii}. The outcome indicators in this study, were captured through the survey where stakeholders themselves reported what changes (outcomes) they had experienced, which made it possible to know how many of our sample group had experienced that outcome. In addition, the stakeholders themselves reported how much change had happened (depth) and the direction of the change (more or less), which also captured negative outcomes through survey questions such as 'feeling more or less that I'm adequately financially compensated for work'.

The average figures from the survey results were used to populate the SROI Value Map^{xxxix}. This means that there is an inherent risk of different experiences within the sample groups, but having met and exceeded the target number of stakeholders (except for donors), with encouragement to reach a diverse range of people in survey distribution and through check for material subgroups in the data ([Annex E](#)), we have identified and addressed this risk as far as possible under the project scope.

Even if all outcomes were asked without positive bias in the survey, to facilitate for a simpler overview and shorter word count, the outcomes in the Value Map and following tables are summarised with their names determined by what the average data showed.

Table 8 Part of Value Map

Stakeholders	What changes?	How much?				How long?	
	Outcomes	Quantity (scale)			Amount of change per stakeholder (depth)	Duration of outcomes	Outcomes start
	Outcome description	Sample	Number of people experiencing described outcome.	No. experiencing (pro-rata)	Describe the average amount of change experienced (or to be experienced) per stakeholder.	How long (in years) does the outcome last for?	Does the outcome start in Period of activity or in the Period after?
	What is the change experienced by stakeholders?						
Staff	More empathy	940	331	9,437	1.69	2.64	Period of activity
	Feeling that I am 'giving back' to others		516	14,711	2.08	2.29	Period of activity
	Feeling that I am 'giving back' to the planet		430	12,259	2.09	2.35	Period of activity
	More self-confidence		279	7,954	1.56	2.22	Period of activity
	Feeling adequately compensated financially for work		341	9,722	0.23	1.28	Period of activity
	Feeling more distress (from H&S concerns)		168	4,789	-0.45	1.27	Period of activity
	Feeling part of a community		464	13,228	2.06	1.96	Period of activity
	More financial choice and independence		173	4,932	0.92	1.71	Period of activity
	Other		60	1,710	0.69	2.33	Period of activity
Volunteers	More empathy	616	110	33,357	1.96	2.57	Period of activity
	Feeling that I am 'giving back' to others		401	121,601	2.12	1.96	Period of activity
	Feeling that I am 'giving back' to the planet		203	61,559	1.97	2.05	Period of activity
	More self-confidence		176	53,371	2.21	2.12	Period of activity
	Feeling adequately compensated financially for work		13	3,942	0.54	0.94	Period of activity
	Feeling less distress (from H&S concerns)		38	11,523	1.18	1.46	Period of activity
	Feeling part of a community		337	102,194	2.21	1.93	Period of activity
	More financial choice and independence		25	7,581	1.96	1.66	Period of activity
	Other		47	14,252	1.72	1.98	Period of activity
Customers	Feeling that I am 'giving back' to others	447	285	13,816,015	1.86	1.52	Period of activity
	Feeling that I am 'giving back' to the planet		278	13,476,675	2.05	1.79	Period of activity
	Feeling part of a community		143	6,932,246	1.93	1.70	Period of activity
	More financial choice and independence		142	6,883,769	1.94	1.67	Period of activity

	Excitement from the shopping experience		207	10,034,790	2.13	1.41	Period of activity
	Feeling that charity shop staff meet me with friendliness and compassion		154	7,465,496	2.09	1.58	Period of activity
	Other		44	2,132,998	1.88	2.39	Period of activity
Donors	Feeling that I am 'giving back' to others	274	177	16,208,292	1.80	1.52	Period of activity
	Feeling that I am 'giving back' to the planet		141	12,911,690	1.93	1.66	Period of activity
	Feeling part of a community		71	6,501,631	1.68	1.49	Period of activity
	More financial choice and independence		27	2,472,451	1.59	1.84	Period of activity
	Excitement from the shopping experience		33	3,021,885	1.64	1.11	Period of activity
	Feeling that charity shop staff meet me with friendliness and compassion		61	5,585,908	1.87	1.46	Period of activity
	Other		16	1,465,156	0.00	1.46	Period of activity

We can see that the survey data, for example, indicates that some outcomes from the qualitative part (see [Outcomes Matrix](#)) that had been identified as material to only one stakeholder group, were indeed material to another. An example of this is volunteers' outcome of 'feeling more or less distress (from H&S concerns)' that was also identified as material to staff based on the survey results.

'Feeling adequately compensated financially for work' by volunteers is an outcome that, as expected, is not mentioned many times. Nevertheless, it has been selected by some volunteers to show a change they experienced. In the focus groups, volunteers did not speak about this strongly, but there were comments around the lunch money or travel compensation that they were or were not given, so this may be what the survey respondents are referring to. The reason as to why that outcome was not included in the outcomes matrix following the qualitative analysis, was because when the volunteers in focus groups were asked follow up question around that financial aspect they responded that it did not matter to them, did not really lead to any change for them and they then went on to express other outcomes a lot more vividly, with greater depth and relevance to themselves.

Similarly, an outcome for donors that stemmed from customers' interviews was the 'Excitement from the shopping experience' that was selected by donors in the survey. Despite the word of the saying excitement from "shopping" experience, it should be noted that many donors do also enter the shop to make a donation and even, if not literally making a purchase. This can be considered to have a shop experience and this may be how the respondents thought when they answered the survey. How donors are met, also creates change for them similar to for customers. Another explanation may be the fact that most stakeholders considered themselves belonging to more than one stakeholder group, which might also explain why some donors selected changes such as 'More financial choice and independence'. In the interviews, only one donor shared a story around how donating goods from deceased people's homes reduced cost for his business (i.e. not an well-defined outcome for him, as it was without change to him personally and the cost was to that business), so it is unlikely that this type of activities is common enough to explain all donor survey respondents that said they experienced such outcome. From this outcome, it is more

likely that respondents are thinking about changes they experience from charity shops overall. This is something that a future study can dive deeper into investigating.

Outcomes later included, such as the ones mentioned above, were often of lower quantity than the outcomes originally found in the qualitative analysis. However, the decision to have the same outcomes in the survey for staff and volunteers vs. customers and donors has likely helped to capture more data which provides us with a better overall overview to changes experienced. In this study, these outcomes have been considered material to include in the analysis due to their value being larger or smaller than 0. This is a low threshold that poses a limitation to this study, so it is a recommendation for future studies to reassess if this threshold should be increased and to review the chain of outcomes and different changes for each stakeholder separately.

When checking for material subgroups ([Annex E](#)), it was noted that on the outcome of 'Feeling adequately compensated financially for work' there was a big difference between the experience of male volunteers and female volunteers, where males responded a 12 times higher change experienced per stakeholder than females. This was the only outcome that came out with a big difference in experience and that could have been material to include a subgroup for as per the analysis. However, as the total number of male volunteers were low (85 of 523) and the outcome itself overall with so few volunteers experiencing it (13); it was only 1 male volunteer that had responded experiencing it. Consequently, it is not enough data to make any conclusions on the subgroups' different experience, nor to include a subgroup. In fact, the outcome itself is the least experienced outcome by volunteers (as per number of people experiencing it).

Overall, the low numbers of respondents per the 'About you' criteria in the survey and therethrough subgroups quantitatively investigated pose a limitation to this analysis and it is a recommendation for future studies to look closer into outcomes of different stakeholders. In particular investigate subgroups with more survey respondents and data.

Nevertheless, it is important to note that some of the data obtained might indicate potential subgroups to investigate for the future. For example, it was not only the outcome 'Feeling adequately compensated financially for work' mentioned above that experienced differently by different subgroups. Even if these were not supported by high enough respondents or there wasn't enough material to justify for new subgroups (due to the others' much smaller difference in depth when compared), it can be noted that e.g. male staff experienced 1.41 times more change per stakeholder in the outcome 'Feeling adequately compensated financially for work' when compared to female staff. Male donors had experienced only 0.59 times of change in the outcome of 'More financial choice and independence' compared to female donors. On the other end, the outcome of 'Feeling part of a community' provides an example of where opposite to what may have been expected, the investigated subgroups of rural and urban stakeholders, of all groups, expressed very similar experienced change per stakeholder.

The details of all indicators used in this analysis can be viewed in [Annex A Value Map](#).

Reflection on choice of indicators

As previously mentioned, the indicators were self-reported by the stakeholders that were considered the ones best placed to describe that change and no additional indicators have been used in the analysis. Below provides a reflection on this choice of indicators.

The guidance of the SROI Guide explains that there are risks of relying on self-reporting subjective measures that can be offset by supporting them with objective indicators^{xi}. For the outcomes analysed, some more objective outcomes could include:

- Reported H&S incidents for the outcome distress from H&S concerns of staff and volunteers, under the assumption that this is what leads to the distress
- Using a selection of Office of National Statistics Community Life Survey questions^{xii} as indicators of sense of community for all stakeholder groups

However, mixing methodologies comes with another risk, as when in this case similar type of indicators does not exist for all outcomes investigated, which means that the complimentary more objective ones found would be indicators from surveys of different purposes and designed for different audiences and outcomes. This comes with challenges as the indicators would be measuring slightly different things, meaning that using a mixed approach could increase the quantities of one outcome or another. This is according to newer Principle 8 from 2022 not advisable, as consistency and comparability between relative importance is more than accuracy of individual ones^{xiii}, which helps justify why subjective self-reported indicators were chosen to be used for all outcomes.

Regardless, the stakeholders are often the best people to help identify indicators^{xiii}, so to ask them how they know that change has happened for them and to consult them on indicators can be a way to further increase the confidence that the change has occurred and that the indicators chosen are fit for purpose.

6.2.2 Unintended negative

We always expect social conscious positive biases/confirmation bias amongst our stakeholders, where people tell us what they think we want to hear. Therefore, it was important to test for negative outcomes. This was first done in focus groups and interviews with direct questions on unintended and negative outcomes, and then again in surveys where it would be worded as more or less of an outcome (rather than in its positive form) to give them the opportunity to express negatives and positives changes equally, which means that our data reflects the likelihood of both and is therethrough also including the quantity of negative change experienced by stakeholders.

From the data above, we can see that only one outcome for one stakeholder group came out with a negative social value in total, i.e., staff 'Feeling more distress (from H&S concerns)'. However, it should be noted that this outcome is of a lower value and not in the top three unless it was to be expected to have a larger impact on individuals due to its negative nature (more details on this are available in the [sensitivity analysis](#)). The qualitative research provided insights to this as staff explained that tough situations sometimes occur with e.g., aggressive customers, which they have to manage and protect their fellow colleagues and volunteers from. Volunteers explained that the work was sometimes physically challenging with heavy lifting of donations, and some worried about the risks associated. As an area of improvement, the recommendation is for charity shops to continue to work with their staff to better understand how and why they may feel distress from H&S and to improve practices where appropriate.

6.2.3 Other

In regards to the survey response option 'Other' which respondents could use to fill in other changes that they might have experienced in addition to what the pre-listed outcomes showed, these results should not be considered an outcome in itself but can be an indication of how many people felt that the outcomes pre-listed did not fully represent their experience. For all groups except volunteers, the 'Other' option was the least chosen outcome option which increased the reliability of the outcomes surveyed being material to stakeholders.

For staff, the free text entries of the 'Other' option included changes such as "Not paid fairly or enough" and "My confidence has grown", which was covered by the chain of events for other outcomes. From analysis of the free text of the 'Other' option, no totally new outcomes that had not been mentioned in the qualitative research could be found. The wording of the outcomes could be considered to improve if many had answered this option in addition to the pre-listed ones, but as the numbers were low, the wording was likely understood by the majority of the respondents.

Also for volunteers, the analysis of the 'Other' option entries did not show any new outcomes, but included points and options to emphasise other outcomes expressed, or as in this case, a story around the change experienced:

"Feeling a sense of purpose and that ultimately good shall prevail, and that you share in the love of helping others whom you may never meet. However, with your help and kindness able to receive from you, which is a feeling that can only be described as life giving in random acts of kindness we all need to feel that people care – it is what makes us human without this we are nothing"

Volunteer survey respondent [formatted by report author]



For customers, the 'Other' option did not include any new outcomes but e.g., emphasised how one respondent had turned others into charity shop users:

"I have set up an Instagram account dedicated to my charity shop finds. I encourage my friends and family to use charity shops"

Customer survey respondent

For donors, annoyance at being turned down at donation was mentioned. It should be noted that in focus groups with staff and volunteers, they spoke about this too but from the other direction of donors trying to donate things that could not be sold. Even if this is not an outcome per se nor material to include in this study due to the very low numbers of mentions, it should be noted as feedback and

as an area of friction that charity shops should continue to work on to reduce distress for these three stakeholder groups.

Above shows that there was a very low number of changes expressed that were not already captured in the chain of events leading to the well-defined outcome, which underlined that saturation was reached during the qualitative data collection stage.

Consequently, for the 'Other' option that was originally in the Value Map to analyse its data, it raises a question of materiality as it is not providing any new information to the analysis and is in fact not one outcome in itself. Its inclusion in the analysis would increase the risk of double counting as some of the answers in 'Other' are covered by the outcomes. It was tested in the sensitivity analysis to see how an exclusion of it would affect the SROI ratio; results show it did not have a material effect on the ratio. For not bringing any new information to the analysis and not being a material outcome, the 'Other' has been excluded from the Value Map and SROI calculation.

If a future survey is to be distributed to recalculate the outcomes' values, it is strongly advised that it continues to include the 'Other' option again so that its answers can be analysed and help validate the results usefulness or take action to change the process.

6.3 Duration of Outcomes

Duration explains how long (usually in years) the outcomes will last^{xliv}. In the survey respondents were asked to estimate how long they think each of the outcomes they had chosen would last and accordingly the average value per outcome has been included.

As the duration builds on the survey results, there is a relatively high level of rigour on the different outcomes' duration and per stakeholder group as duration of outcomes.

It is worth noting that only one outcome, 'Feeling adequately compensated financially for work' from volunteers is the only outcome lasting less than a year. All other outcomes last more than the year assessed and their duration varies between 0.94 – 2.64 years. Full details of the duration per outcome are available in [Annex A Value Map](#).

More about how the social value changes in the future is explained in the Future Value section.

6.4 Value of Outcomes

The third Principle of Social Value is to Value the Things that Matter^{xlv}. This study used the valuation technique of anchoring. The relative importance of the outcomes as expressed by stakeholders themselves in survey was anchored to a wellbeing valuation of the outcome 'Feeling that I am 'giving back' to others' where stakeholders have expressed if they felt more or less that they were 'giving back' to others.

The benefit of using an anchoring^{xlvi} technique is that the relative importance of the outcomes to our stakeholders are given priority over separate valuations and valuation techniques for different outcomes, which eliminates the risk of not showing the value of the different outcomes relative to the other outcomes analysed in this report.

However, it comes with the risk of heavy dependency on the anchoring value, which can screw the calculation of the total social value and SROI ratio as its financial value becomes the determinant for all other values.

But as one of the main purposes of an SROI analysis is to find information useful to make better decisions, the relative importance of outcomes to the stakeholders, which shows how much more something matters to them (or not) provides more useful and practical

information to take action to improve in certain areas than a sole total social value calculation or SROI ratio ever could.

The creation of the anchoring values was commissioned specifically for this project, it was carried out by Tim Goodspeed, and builds on a statistical regression of publicly available data sources to create a wellbeing valuation (see [Annex F Wellbeing Valuation](#)). As the stakeholders of charity shops are from the UK public, and constitute a large percentage of the UK public, it is reasonable to assume that a wellbeing valuation of this kind that originates from publicly available data for the UK population as a whole, is representative. However, from the [sensitivity analysis](#), we note that as a value for the calculation of the wellbeing valuation itself is the input from donors (see tab Wellbeing Valuation in [Annex A Value Map](#)), this valuation is sensitivity to the change in the value of donors' input. To mitigate risk in future studies, it is suggested in the [Sensitivity Analysis](#) section to work closer with donors' inputs to increase rigour and reliability to that factor. Additionally, it is also a recommendation to re-assess if any similar wellbeing valuation for any of the outcomes becomes available, which at present could not be found. In particular, a wellbeing valuation that is not sensitive to donors' input could be useful to provide an alternative anchoring value to compare to, and consequently help increase confidence.

Below is a summary of the value from the wellbeing valuation of the outcome 'Giving back (others)' per stakeholder group:

- Staff: £9,141
- Volunteers: £11,466
- Customers: £6,651
- Donors: £6,439

These values were used as financial proxies to understand the value of all other outcomes, which could be done as the relative importance between the different outcomes had been investigated with the survey. To calculate the pro-rata monetary valuation for an outcome, its weighting is multiplied with the portion of the anchoring outcome's financial proxy. In the Value Map, in this calculation:

$$\text{Monetary valuation (Outcome X)} = \frac{\text{Monetary valuation (anchor)}}{\text{Weighting (anchor)}} \times \frac{\text{Amount of change (Outcome X)}}{\text{Amount of change (anchor)}} \times \text{Weighting (Outcome X)}$$

6.4.1 Tables with outcomes' valuation, value and averages

The below table contains the wellbeing valuation explained above, the total social value (impact calculation for year 0 in Value Map) and the average value per stakeholder in the total population in 2022. The tables have been sorted to show in order of the most important outcomes (as of total value) for each stakeholder group.

Table 9 Value of outcomes (per stakeholder group)

Stakeholders	Outcomes	No. experiencing (pro-rata)	Weighting	Valuation approach (monetary)	Monetary valuation	Value	Average value
Staff	Feeling that I am 'giving back' to others	14,711	4.42	£9,141	£6,329.86	£20,348,957	£759
	Feeling part of a community	13,228	4.22		£5,991.18	£18,257,991	£681
	Feeling that I am 'giving back' to the planet	12,259	4.40		£6,331.40	£15,646,614	£584
	More empathy	9,437	4.34		£5,065.33	£8,564,856	£320
	More self-confidence	7,954	4.43		£4,757.30	£6,238,040	£233
	More financial choice and independence	4,932	4.41		£2,787.72	£2,451,206	£91
	Feeling adequately compensated financially for work	9,722	4.05		£629.90	£1,562,241	£58
	Feeling more distress (from H&S concerns)	4,789	3.96		-£1,214.60	-£1,668,477	-£62
Stakeholders	Outcomes	No. experiencing (pro-rata)	Weighting	Valuation approach (monetary)	Monetary valuation	Value	Average value
Volunteers	Feeling that I am 'giving back' to others	121,601	4.32	£11,466	£8,103.68	£189,565,785	£1,015
	Feeling part of a community	102,194	4.19		£8,205.82	£168,025,377	£899
	More self-confidence	53,371	4.43		£8,676.63	£92,123,307	£493
	Feeling that I am 'giving back' to the planet	61,559	4.28		£7,467.76	£78,793,233	£422
	More empathy	33,357	4.18		£7,269.66	£40,626,048	£217
	Feeling less distress (from H&S concerns)	11,523	4.54		£4,761.99	£14,058,886	£75
	More financial choice and independence	7,581	4.26		£7,396.16	£7,526,823	£40
	Feeling adequately compensated financially for work	3,942	4.27		£2,037.57	£2,803,792	£15
Stakeholders	Outcomes	No. experiencing (pro-rata)	Weighting	Valuation approach (monetary)	Monetary valuation	Value	Average value
Customers	Feeling that I am 'giving back' to others	13,816,015	4.32	£6,651	£4,119.66	£11,780,259,845	£544
	Feeling that charity shop staff meet me with friendliness and compassion	7,465,496	4.08		£4,039.49	£8,743,082,914	£403
	Feeling that I am 'giving back' to the planet	13,476,675	4.47		£3,874.28	£8,686,971,240	£401
	Excitement from the shopping experience	10,034,790	4.01		£3,634.34	£8,149,403,281	£376
	Feeling part of a community	6,932,246	3.69		£3,523.54	£4,161,595,844	£192
	More financial choice and independence	6,883,769	3.98		£3,576.39	£4,131,939,398	£191

Stakeholders	Outcomes	No. experiencing (pro-rata)	Weighting	Valuation approach (monetary)	Monetary valuation	Value	Average value
Donors	Feeling that I am 'giving back' to others	16,208,292	4.22	£6,439	£3,860.78	£10,145,951,462	£404
	Feeling that charity shop staff meet me with friendliness and compassion	5,585,908	3.63		£3,324.51	£6,348,992,330	£253
	Feeling that I am 'giving back' to the planet	12,911,690	4.39		£3,756.07	£6,171,357,385	£246
	Feeling part of a community	6,501,631	3.47		£3,177.15	£2,759,520,003	£110
	Excitement from the shopping experience	3,021,885	4.07		£3,729.17	£2,510,559,008	£100
	More financial choice and independence	2,472,451	3.88		£3,556.88	£1,093,231,768	£44

Please note that the variety of responses to the option 'Other' in the survey makes this impossible to consider as one outcome and it has been excluded from the analysis (see [6.2.3 Other](#)).

From the table above we can see in which way charity shops are creating the most value per stakeholder group. 'Feeling that I am 'giving back' to others' is the most important outcome in terms of the social value generated for all stakeholder groups, showing how incredibly important it is to staff, volunteers, customers and donors to do something for others. Enabling this, is where charity shops are creating the most social value. For staff and volunteers, charity shops also significantly contribute to make them feel part of a community (second highest value for these groups). This is also important for customers and donors. However, despite the value being high, it is for these two groups lower than for staff and volunteers. This may be a consequence of the time spent in shops and that feeling part of that community that comes with it – staff and volunteers spend hours and days every week in a shop, whilst customers and donors' visits are often shorter.

But 'Feeling that I am 'giving back' to others' and 'Feeling part of a community' are not the only outcomes that stand out. 'Feeling that I am 'giving back' to the planet' is within the top three most important outcomes for staff, customers and donors. The results and conversations during the qualitative research explain that it is important to these stakeholder groups to do something good for the planet, such as avoiding waste, recycling and having overall more sustainable choices and behaviours, and charity shops enables people to do that, which is important to them.

Only one outcome for one stakeholder group came out with a negative social value, i.e., staff 'Feeling more distress (from H&S concerns)', and even if important to those who may experience it, it is acknowledged with a smaller negative value than many other outcomes.

Overall, charity shops are having a huge total positive impact on the stakeholders. But minimising negatives and enhancing positives, with insights such as above, is what can help charity shops to maximise the social value they are creating.

Table 10 Sub-total value of outcomes (per stakeholder group)

Stakeholder	Outcomes	Value	Average value
Staff	sub total	£71,401,429	£2,664
Volunteers	sub total	£593,523,251	£3,177
Customers	sub total	£45,653,252,521	£2,107
Donors	sub total	£29,029,611,957	£1,157

Overall, the largest total social value is generated for the customer stakeholder group and with its approximately 21.7 million people and being the second largest stakeholder group, this is not unexpected. Similarly, the total value for the donor stakeholder group is very large because of the large size of the population group.

The heavy weighting of all results according to the population size of customers and donors, provides the that the numerically value for staff is less than 0.1% of total value. In fact, if both staff and volunteers were excluded from the analysis, the total social value would still be close to £74.7 billion. Nevertheless, in contrast to what that data reflection might imply, the results and total value to staff and volunteers are not immaterial to this analysis as the individual experience of the impact is significant.

The largest social value per stakeholder (average value) is generated within the staff and volunteer groups. Their engagement throughout the year is having a bigger impact on their lives, compared to customers and donors, which could be expected as staff and volunteers are likely to spend a larger portion of their time in a charity shop as a result of their commitment to work or volunteer there.

For all groups, giving back to others is the most important outcome, but from the data we see how strongly enabling this impacts especially volunteers who have both the highest average social value of all of £3,177, and where a large portion of that average value (£1,015) is created from that outcome alone. As a reflection, volunteers seem to be mainly motivated by giving back to others, whilst staff is may be motivated by a combination of giving back and pay. Donors get the least amount of value per stakeholder, but all stakeholder groups obtained an average social value exceeding £1,100 from their engagement with charity shops in 2022.

The table below shows the total value of all outcomes aggregated for all stakeholder groups.

Table 11 Value of outcomes (total, all stakeholder groups)

Outcome	Value
Feeling that I am 'giving back' to others	£22,136,126,049
Feeling that charity shop staff meet me with friendliness and compassion	£15,092,075,244
Feeling that I am 'giving back' to the planet	£14,952,768,472
Excitement from the shopping experience	£10,659,962,289
Feeling part of a community	£7,107,399,215
More financial choice and independence	£5,235,149,196
More self-confidence	£98,361,347
More empathy	£49,190,904
Feeling less distress (from H&S concerns)	£12,390,409
Feeling adequately compensated financially for work	£4,366,034

When looking at the total value of all outcomes, as expected, 'Feeling that I am 'giving back' to others' is still the most important outcome and many conclusions from above are mirrored.

Nearly a third (29%) of the total social value is through giving back to others and almost half (49%) of the total social value is about giving back either to others or the planet.

However, one thing that is different in the results for all stakeholder groups from those of staff and volunteers, and most likely due to the large number of people in the customer and donor stakeholder groups, is that the second most important outcome is how staff meet people with friendliness and compassion. This is very important to people, and charity shops are doing this very well.

Also worth noting is that feeling distress from H&S is not an overall negative outcome, due to more value generated from the volunteers not being distressed, than from the staff that are.

Lowest in the table, but still positive, is 'Feeling adequately compensated financially for work', which means that the people that said this is a change they experience do feel they are, and this is also a positive outcome of charity shops. A recommendation to consider to increase the social value generated through this outcome, would be to review financial compensations for staff.

Overall, the decision to include or exclude outcomes in this analysis was based on these two criteria:

1. Emerging from the qualitative stage: If mentioned in qualitative data collection, analysed to represent a well-defined outcome and successfully passing peer review
2. Emerging from the quantitative stage: If stakeholders during survey ticked it as being a change experienced and its quantity and value exceeded +/- 0 when deducted causality

The second point has meant that all outcomes investigated in the survey (a part from the 'Other' option) has been included in the Value Map. This is a limitation of the study as consequently some of the outcomes found in the bottom of the table are of a proportionally low value compared to the social value total. It is suggested that future studies reassess if these criteria are strong enough to determine materiality or if the threshold for inclusion should be increased. Such an increase would further reduce the risk of counting outcomes that might not be very material to stakeholders.

6.5 Causality of Outcomes

Causality is about understanding how one thing leads to another, but in social value and SROI studies it is also about understanding what outcomes were not caused through our activity. In the SROI Value Map, this includes all columns following the impact calculation which decreases the value (or future value) such as deadweight, attribution, drop off and displacement – all covered individually below.

For deadweight and attribution, stakeholders were directly consulted on its rates for all outcomes individually through the survey. However, the rate



of drop off and displacement were not asked in the survey, as the recommendation from the Advisory Group was to keep the survey as short and easy as possible due to the risk of its increased length and complexity reducing the number of respondents completing the survey. In addition, there was a risk of the stakeholders misinterpreting the questions on these rates as the stakeholders are members of the general public and many without previous knowledge. Instead, the rates chosen were motivated by the insights below and decided after consultation with CRA (more detail on this in the following sections).

A limitation of not including stakeholders is that it risks the rates being further off, which affects the total value and SROI ratio. It is suggested to in the future analyses consider its inclusion in survey (if a more accessible way to ask these questions can be created) or consult representatives of each stakeholder group to discuss these rates.

6.6 Deadweight

Deadweight is a measure of the amount of outcome that would have happened even if the activity had not taken place, and it is calculated as a percentage^{xlvii}. For example, if all people across the UK over the course of 2022 felt more as part of the community regardless of their engagement with charity shops, we need to take that effect away from the outcome in this analysis.

In this analysis, the stakeholders responded to a question on deadweight for every outcome they chosen material to them, and the average of these answers were included as percentages per outcome and stakeholder, and deducted from the total impact.

To reflect on the risk of overclaiming, it has been noted that the survey questions on deadweight and attribution can be interpreted to be somewhat overlapping for a person not familiar with their differences or SROI. To follow the precautionary principle, both survey questions' average for deadweight and attribution have been entered in their entirety to the SROI Value Map and calculation. For additional detail, see the next section on [attribution](#).

6.7 Attribution

Attribution is an assessment of how much of the outcome was caused by the contribution of other organisations or people. Attribution is calculated as a percentage (i.e. the proportion of the outcome that is attributable to charity shops). It shows the part of deadweight for which you have better information and where you can attribute outcome to other people or organisations.^{xlviii}

In this analysis, attribution was just like deadweight, investigated per stakeholder group and outcomes through the survey.

In the survey, respondents were first asked the attribution question: *“For each of the changes you have selected and said you experienced, could it be down to something else or someone else contributing to this change?”*

- Response of 100% = *“All of it is down to charity shops (and nothing or no-one else contributed)”*
- Response of 0% = *“None of it is down to charity shops”* and someone else is to be attributed the whole change experienced

Followed by the deadweight question: “Even if nothing or no-one else contributed to these changes, do you think they could have happened anyways if there were no charity shops?”

- Response of 100% = “I would have found another way to experience the same change” = it would have happened anyways and 0% was down to charity shops
- Response of 0% = “I would not have experienced this change at all” = 100% was down to charity shops

As the questions were asked opposites, a calculation of 1-x was carried out for attribution in the Value Map, to get the correct value.



The survey separates out deadweight and attribution, but there is always a risk that some respondents will have responded thinking of attribution and deadweight as the same, which means a lower total social value. In SROI, these are different but explaining the difference in a survey is always a balancing act to get as much information as possible but without risking respondents not completing the survey. The wording was chosen taking into account that the AG clearly emphasised the importance of keeping the survey and its questions as short as possible, and a higher wordcount on the questions risked discouraging people to complete the survey.

When diving into free text answers on others that contributed to the outcome and impact, staff and volunteers explained that many times it is down to individual managers, and other team members believing in them or it was them themselves that contributed to the outcomes to be realised.

Amongst customers three mentioned other platforms that help to buy or sell second hand/re-use items, e.g. eBay, Vinted and Facebook marketplace. Donors said they also give back to the community through other routes, e.g. working for a charity, volunteering, etc. that also contribute to the outcomes.

6.8 Displacement

Displacement is another component of impact and is an assessment of how much of the outcome displaced other outcomes elsewhere^{xlix}. The qualitative data collection provided insights which has guided the rate of displacement used.

Shopping in charity shops, for some people, meant being able to purchase items that they could not afford previously. For those individuals, who shared their stories directly and indirectly in the focus groups and interviews, there is supposedly a low chance of them going elsewhere to experience the outcomes (at least if the outcomes would be achieved through being a customer, which we assume). This motivates for a low rate of displacement when they chose to go to and use their money as a customer in a charity shop, which is supported by individuals themselves expressing not being able to afford making purchases anywhere else.

However, there were a higher number of people that mentioned how working, volunteering and visiting charity shops had e.g.:

“Changed my perception of charity shops, and I now shop differently than what I used to and from charity shops” [paraphrased] from focus group staff virtual 6 Feb.

This is a combination with insights from the qualitative research where people expressed that after changing their perception, they also changed their e.g. shopping patterns and stopped/reduced going to other retail shops, which can indicate a higher displacement of potential impact that they could have experienced if they chose to use their money and time elsewhere, as they have now stopped (or reduced) going to other shops.

Even if referring to changes for other stakeholders than themselves, on the topic of change in perception and behaviours, it can be noted that some attendees in focus groups and interviewees also emphasised how for “their” charity shops and networks they had gone through strong efforts to influence others to buy more in charity shops, instead of commercial retail and to donate instead of throwing away. So the effect of the change in perspective is having and shopping patterns seem to be transmittable. One customer survey respondent has even gone so far to influence others that they set up a social media account:

“I have set up an Instagram account dedicated to my charity shop finds. I encourage my friends and family to use charity shops”

In the conversations it came through that they were often proud of their success in changing not only their own shopping/disposal patterns but also those of their “partners”, “children”, “grandparents”, “neighbours” and even changing a business waste management practice was mentioned by one man in Stoke-on-Trent.

Even if it was not everyone who said that they changed their own and others’ shopping/disposal habits, the ones that did, mentioned it with vivid examples. This likely indicates a relatively high charity shops user conversion, which seems to be correlated to a reduction of purchases, volunteering or donations/waste disposal in other areas or ways which may also generate positive or negative social value. The social value of those different options is beyond the scope of this analysis, but there is qualitative evidence in the data that there is displacement, such as this survey quote from staff motivating why choosing to support charity shops:

“I could give back via another route e.g. bags via letter box but the response received from another person can make all the difference”

To estimate the displacement of impact, an assumption and professional judgement of from how often this came up in conversations helped to conclude a displacement for all outcomes and stakeholder groups of 35%, which was discussed with CRA. As a high number of stakeholders ticked boxes to emphasise themselves belonging to more than one stakeholder group and there are uncountable number of different impacts that can be displaced for all stakeholder groups, which we do not have insights to, it is reasonable to keep the displacement percentage the same for all stakeholder groups and outcomes.

7. Future Value

The future value recognises that the social value of the outcomes will not be the same in the future as today. Duration explains how long (usually in years) the outcomes will lastⁱ after someone engaged with a charity shop in 2022. The amount of the outcomes are then also likely to be less in the future as it will likely to be influenced by other factors, so attribution to the charity shops is lower. Drop-off is used to account for this and is calculated for outcomes that last more than one yearⁱⁱ, which in this study all except one are.



In this study the future value has not been included in the headline SROI ratio figure as we expect stakeholders to continuously engage both before and after the duration of our analysis. This means that the future value, which would provide a snapshot of the total social value of engagements in 2022 and those resulting outcomes' value in the future, becomes quite hypothetical.

Nevertheless, and even if not included in our headline SROI ratio, it is interesting to reflect on the future value of the 2022's engagements and outcomes, which is covered in this section and in the Value Maps' columns to the right.

Duration was assessed with a higher level of rigour as it was asked about in survey, however, for drop-off a lower rigour option and simplification building on professional judgement has been used to complement the duration data and qualitative data. Considering the overlaps of stakeholder groups and outcomes, and not having asked the drop-off question directly per outcome, the drop-off rates for outcomes are considered to be the same for all outcomes of a stakeholder group with the motivation of the percentages chosen below.

The staff and volunteers' outcomes are a complex mix of positives and negatives outcomes that are expected to last for different durations, as per the data from the survey, but also drop-off at a different rate. Here are some quotes to exemplify how very different experiences people had, which we believe are likely to drop-off with very different rates, such as:

- *“Greater understanding of the real challenges facing people”*, staff
- *“Staff and volunteers anxious due to added pressures in the work place”*, staff
- *“Helps me to come out of the house and help”*, volunteer
- and the negative comment around *“Aggressive shoppers”*, volunteer

Despite their varying nature, through the data collected, its analysis and discussion with the CRA, we concluded that in the hypothetical case in which charity shops would cease to exist, the value of the outcome that the staff and volunteers would have experienced up until this point would drop-off relatively quickly. Part of this is captured in the duration, which shows that the outcomes will be experienced and span into the future for 0.94-2.64 years. This is in a quite short duration as outcomes can often span from 0 – 6 years in a “standard” Value Map. For that duration, a yearly 50% drop-off rate for all outcomes experienced by staff and volunteers building on the above insights has been assumed.

The outcomes experienced by customers and donors are expected to be with a slightly higher drop-off, as they have shorter interactions with the charity shops and are assumed to more likely forget about that impact at a quicker rate when time passes. However, it can be noted that an argument that goes against this is that a lower drop-off could be considered for customers as they actually keep the items and will keep coming back to them and as for example one customer expressed in the survey feeling *“Connection with the things I own: less disposable, more valued.”*. Nevertheless, as the outcomes are part of an outcome chain where purchasing the item is not the ultimate change to an individual (see more on [well-defined outcomes](#)), and to be precautionary, we have assumed a drop-off rate of 70% for customers who keep their purchased goods and 90% for donors who only drop them off at one point in time.

If for any reason in the future it became important to have additional insights to the theoretical future value, for a stronger rigor to the drop-off variable in the SROI calculation, future surveys and interviews could be carried out to distinguish between how long an outcome lasts (duration) and how much it decreases per year (drop-off). However, it may be challenging to explain the difference to survey responders and the usefulness of the results may be quite limited.

In terms of future value, the estimated total present value of the 2022's outcomes is £91,767,853,598 and the SROI ratio using that value is £1: £8.95.

8. Sensitivity Analysis

As stated often throughout this report a combination of desktop data analysis, stakeholder engaged conversations and subjective indicators as well as making a continual series of professional judgements, have been used to create this SROI analysis. It is important to assess with a sensitivity analysis the extent to which the results would change if we changed some of the assumptions made in the previous stagesⁱⁱⁱ.

The sensitivity analysis has been carried out, altering the factors to show what effect the change in the factor would have on the final SROI ratio, and its findings are in the table below. All factors relevant to outcomes were first checked individually for each stakeholder group and the per outcome column shows that no factor had, when individually altered, a significant effect on the SROI ratio. Consequently, the below table shows the sensitivity analysis result for when the factor is altered for all outcomes and stakeholder groups at the same time.

Table 12 Sensitivity analysis

Factor changed	SROI ratio	New SROI ratio	Difference	Per outcome sensitive?	
				Yes	No
<i>Estimates of deadweight, attribution and drop-off</i>					
Deadweight - increase by 10%	8.95	8.36	-0.59		X
Deadweight - decrease by 10%	8.95	9.55	0.59		X
Displacement - doubled	8.95	4.13	-4.82		X
Displacement - halved	8.95	11.36	2.41		X
Attribution - increase by 10%	8.95	8.04	-0.91		X
Attribution - decrease by 10%	8.95	9.86	0.91		X
Drop off – 100% (only year 1)	8.95	7.35	-1.60		X
Drop off – halved	8.95	11.71	2.76		X
<i>Financial proxies</i>					
Anchoring value - increase by 10%	8.95	9.85	0.90		X
Anchoring value - decrease 10%	8.95	8.06	-0.90		X
Anchoring value - increase by 30%	8.95	11.64	2.69		X
Anchoring value - decrease 30%	8.95	6.27	-2.69		X
WV - Change of % of donors input to 100% (ASP)	8.95	17.80	8.85		n/a
WV - Change of % of donors input - increase by 10%	8.95	9.84	0.88		n/a
WV - Change of % of donors input - decrease by 10%	8.95	8.07	-0.88		n/a
Negative outcome - increase by 1000%	8.95	8.95	0.00		X
<i>The quantity of the outcome</i>					
Increase number of staff by 10 %	8.95	8.95	0.00		X
Increase number of staff to 34,805	8.95	8.38	-0.57		X
Decrease number of staff by 10 %	8.95	8.95	0.00		X
Increase number of volunteers by 10 %	8.95	8.88	-0.07		X
Decrease number of volunteers by 10 %	8.95	9.02	0.07		X
Increase number of customers by 10 %	8.95	9.53	0.57		X
Decrease number of customers by 10 %	8.95	8.38	-0.57		X
Increase number of donors by 10 %	8.95	8.60	-0.35		X
Decrease number of donors by 10 %	8.95	9.36	0.41		X
No 'Other'	9.39	8.95	-0.44		X
<i>The value of inputs, where valued non-financial inputs</i>					
Increase input volunteers with travelling cost	8.95	8.94	-0.01		X
Decrease input volunteers to 5 hours/week	8.95	9.35	0.40		X
Decrease input donors by 10%	8.95	9.70	0.75		X

The sensitivity analysis provides us with a full SROI range of **£1: £4.1-17.8**. The wide range indicates that there are sensitive factors in our analysis, and this provides a limitation of the

report and a risk. It is therefore a recommendation to in future analyses focus on achieving higher rigour for the sensitive factors that can help increase the confidence in the SROI ratio.

The text below reflects on the results of the sensitivity analysis and provides extra details on some of the factors tested.

In insensitive factors

One factor that was tested was the increase of the value of a negative outcome. The method used in this study assumes the value of the outcomes are the same for all outcomes, regardless of if they are negative or positive in direction, which is in line with common practice in SROI and the Green Book Guidance recommendations. However, as the Green Book Guidance also notes, behavioural economics literature suggest that losses are often valued higher than equivalent gains^{liii}. This effect is also shown in a review between willingness to accept (WTA) and willingness to pay (WTP) studies, which helps us understand how big the difference in value between a positive and negative outcome can be. Comparing WTA and WTP studies, shows that the difference can be as high as 10 times larger and the review does calculate that for health and safety there is a mean WTA/WTP ratio of 10.06^{liv}. In our study, staff experienced the negative outcome of feeling distress (from H&S concerns) which has a magnitude score of -0.45. In this sensitivity analysis, it has been tested what effect a 10 times higher value for this has. However, even when increasing its value, it shows little change and is not a sensitive factor in this analysis.

It was also tested how another estimate on the population group for staff would affect the results. The estimate used in this study builds on the FTE data that CRA collates and a smaller population group has been used to be precautionary as it is not reported on how large percentage of these FTE staff are part-time. If this factor is altered to use the UK average of part-time employees from 2021 of 23%^{lv}, the sensitivity analysis shows that this factor is still insensitive.

Another factor that was shown to be insensitive, was the input of volunteers that was tested with a cost of journey from 0.15p^{lvi} per mile and assumed journey of 5 miles per day worked. It was also tested what happens if volunteers' input was reduced from 1.30 days/week to use another study's average of 5 hours/week^{lvii}, and also this result was shown to be insensitive.

Self-declared donations were 10% lower than self-declared spend on goods, but we would have expected these to be the same as (or higher) as the donations are the goods that are sold to customers. This sensitivity analysis tested how an increase in donor input changes the results, but it was shown to be insensitive.

The table 'Other' has also been tested, but as one can note to a previous SROI ratio, its insensitivity helped further support its exclusion. This is because in addition to not providing any new information material to the analysis, it would not affect to the SROI ratio significantly.

Sensitive factors

On the factors of displacement and drop-off, the sensitivity analysis did show sensitive and that our assumptions around these rates can materially affect the result. For that reason and to increase the confidence in our rationale and assumptions, the CRA was consulted in June 2023 and the rates updated following this discussion. These two factors provide the largest impact on the SROI ratio range below, as it has been included with a large variance in the test to minimise risks associated with the assumptions and this gives a larger SROI range as a result.

The anchor value in the analysis has been tested for both +/- 10% and +/-30% and when changed by +/- 30% it does materially change the SROI ratio. However, the risk of the anchor value being +/- 30% off is considered small as the group investigated (all charity users in the UK) is likely to be well represented by wellbeing valuation financial proxies created from UK national averages. Nevertheless, as in section 6.4 [Value](#) of the Outcomes already discussed, it is a future recommendation to re-assess if any similar wellbeing valuation for any of the outcomes become available and to explore other options of financial proxies that are not sensitive to the donors' input.

Population sizes for donors and customers were also clearly sensitive. As part of the sensitivity analysis, therefore, these were reviewed and additional sources explored with CRA for these estimations. Lower estimations, in the range of sources found, were used to be prudent. This change shows the effect that a change to donors' input has, not only on the value of the input in the Value Map, but also on the wellbeing valuation calculation. Underlying the wellbeing valuation calculation is the donors' average donation value, which value has been assumed to be 50% of the donations' average selling price. It is using the rationale that if the items' value to them was the same as the selling price, they would not have donated it, but if they considered it not worth anything (value close to £0) they would have thrown it away instead of donating it. We assume the reality being somewhere in the middle, which gives us the 50% assumption. This assumption is very sensitive and if removed it materially affects the results significantly. As the sensitivity analysis shows, it is the most sensitive factor in this model. If this study is to be repeated, it is strongly recommended to assess with higher rigour this factor and consult stakeholders to further increase confidence in the factor.

9. Conclusions

Through enabling people to give back, charity shops are making the biggest difference to people's lives.

On the basis of the information set out within this report and Value Map ([Annex A](#)), we note that nearly a third (29%) of the total social value found is through increasing individuals' feeling of giving back to others and almost half (49%) of the total social value is about giving back to others or the planet. Overall, charity shops in the UK generated £75,347,789,157 of social value through their activities in 2022. The SROI of charity shops Jan – Dec 2022 is £1: £7.35, which can also be presented in the following range £1: £4.1-17.8 in accordance with the findings from the sensitivity analysis.

Social value: £75.3 billion

SROI ratio: £1: £7.35

High level of engagement, both in the qualitative research that reached saturation and quantitative research that had over 2,200 respondents help reduce the risk of the sample not being representative. Nevertheless, it should be noted that some groups may still be under-represented in the sample, such as customers and donors in Wales, Scotland or Northern Ireland as the in-person engagements were carried out in England, or people living in technology poverty would have struggled to respond the survey.

As in any assessment of social value, assumptions have been made throughout the analysis and stated through this report. These professional judgements build on the data collected in focus groups and interviews, the practitioners' experience and conversations with members of the AG.

It is a recommendation to repeat this research in a few years' time, to reassess with the stakeholders:



- a) if these four stakeholder groups are still the most materially affected or if any should be included/excluded
- b) if the outcomes are still the same for these groups
- c) if the values are still relevant and reflecting the relative importance of those to the stakeholders
- d) the donors' input assumption, which was highlighted the most sensitive factor of the model as per the sensitivity analysis

It will also be useful to at that time carry out a repeated literature review to explore how this study's outcomes and used valuation compares to those of the future.

The AG was a very helpful and important expert contributor to the success of this project, so it is also a recommendation to have a similar group to consult with for future projects and to help the implementation of how this study's findings can help charity shops respond to the areas of impact important to the people affected and further maximise social value.

A fantastic strength of this project is that the insights and outcomes found material in this report, will now be weaved into creating a toolkit for the charity retail sector that will help individual charity shops and charity shop retail chains engage with its content. With the toolkit's interactive nature, the users will get an overview of what the most important outcomes are, as well as an estimate of the social value for their charity shop(s). These outcomes will help charity shops to understand where they are creating the most material social value and it is suggested to consider how they can further improve in these areas to maximise social value. In addition, with the toolkit charity shop(s) can produce tailored reports of the value generated that can help the charity shops and chains themselves demonstrate their value to their own stakeholders.

9.1 Most Important Outcomes

The financial value of the outcomes after taking into consideration the above detailed causality factors (displacement, drop off, attribution, deadweight) summarised again on the following page.

Table 4 Value of outcomes (total, all stakeholder groups)

Outcome	Value
Feeling that I am 'giving back' to others	£22,136,126,049
Feeling that charity shop staff meet me with friendliness and compassion	£15,092,075,244
Feeling that I am 'giving back' to the planet	£14,952,768,472
Excitement from the shopping experience	£10,659,962,289
Feeling part of a community	£7,107,399,215
More financial choice and independence	£5,235,149,196
More self-confidence	£98,361,347
More empathy	£49,190,904
Feeling less distress (from H&S concerns)	£12,390,409
Feeling adequately compensated financially for work	£4,366,034

The top of the table shows the outcomes where charity shops create most social value for staff, volunteers, customers and donors; again showcasing the important social value that is generated through enabling people to give back to others, being met with friendliness and compassion and enabling to give back to the planet. The bottom shows outcomes that were important only to some stakeholder groups, which creates the smallest portion of the total social value. But on an individual level, these can be important and show potential areas of improvement to further maximise the social value generated in the future.

We trust that the insights from this report will help the charity retail sector in demonstrating their immense value to our societies, and be a tool to maximise the positive social value created also in the future.

10. Verification

For this report, the AG was consulted twice and the CRA team has as representatives of the charity retail sector provided feedback during the process of creating the report, as well as on its findings. It has also gone through external assurance with Social Value UK.

Annex A: Value Map

Available on request from CRA.

Annex B: Outcomes Consultation Questions (Qualitative)

Available on request from CRA.

Annex C: Mapping of Stakeholder Representation (Qualitative)

During the qualitative data collection, representation was mapped by location, country, retail destination, income levels, charity type, retail chain size, types of charity shop, roles, ethnic group, gender and age.

Available on request from CRA.

Annex D: Data Collection Survey (Quantitative)

Available on request from CRA.

Annex E: Process for Investigating Material Subgroups

To check if it was material to include subgroups for gender or location, four Value Maps each responding to how Male, Female, Rural and Urban respondents had responded were created. The difference in responses were then analysed in Excel.

It was noted that on the outcome of 'feeling adequately compensated for work' there was a big difference between the experience of male volunteers and female volunteers, where males responded a 12 times higher change experienced per stakeholder than females. This was the only outcome that came out with a big difference in experience, however, as the

total number of males were so low (85 of 523) and the outcome itself overall with so few volunteers experiencing it (13), in fact, it was only 1 male volunteer that had responded experiencing it. Consequently, it is not enough data to make any conclusions on the subgroups' different experience, nor to include a subgroup.

Available on request from CRA.

Annex F: Wellbeing Valuation

Credits: This section's text that has been created to complement the academic text in [Annex F Wellbeing Valuation](#), has been written by Tim Goodspeed. The explanation links to the values used for customers and can be viewed in the tab 'Wellbeing Valuation' of the Value Map.

What is a wellbeing valuation?

Wellbeing valuation is a way of showing what a change in an individual's life (an outcome) is worth to them (in terms of their income). It uses statistical analysis of a dataset to look at 2 things:

1. What happens to an individual's wellbeing if they experience the outcome?
2. What happens to an individual's wellbeing if their income changes?

The valuation combines the answers to these 2 questions:

3. If we know what happens to an individual's wellbeing as their income changes, then we can calculate how much income they would need to get the same amount of wellbeing as they have from achieving the outcome!

This is what a wellbeing valuation tells us – the equivalent amount of income required, to get the same change in wellbeing, that results from experiencing the outcome.

This can be done with any data that has the appropriate variables in it:

- a. subjective wellbeing
- b. income
- c. the outcome you wish to know the value of

A study can collect this data from survey respondents (primary data) or look for existing data that might be adequate (secondary data).

At higher levels of rigour, where confidence is required in the results, sample sizes of 500+ are required to achieve statistical significance. This often means secondary data is used.

In this example the outcome we are valuing is an increase in a sense of **giving back (to others)**. We find this in 'Understanding Society'^{lviii} together with the other ingredients we need: **Income**; and a question about **Life Satisfaction** that we will use for subjective wellbeing - *Using a scale of 1 to 10, how do you feel about your life as a whole right now?*

If we can see in this data that, for example,

1. **Life satisfaction** goes up by 2 points when **giving back (to others)** is achieved and unrelated to giving back (to others), we can also see that

2. **Life satisfaction** goes up by 2 points when **Income** increases by £6,651

then the value of **giving back (to others)** is £6,651.

There is a little more to it than this, for example, we know that wellbeing does not go up linearly with income: if you have low income, a little more makes a difference; if you have high income, a little more makes little difference! So our statistical model that results in the value of an increase in a sense of **giving back (to others)** takes this (marginal utility) and many other things in to account.

The full Annex F and 'Wellbeing Valuation Value of Charitable Giving' paper outlines the details of the development of a wellbeing valuation for charity retail for use as 'anchor' values.

Available on request from CRA.

Annex G: References

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- ^{lviii} Understanding Society, 'About the Study' [website], <https://www.understandingsociety.ac.uk/about/about-the-study> (accessed 28 July 2023)