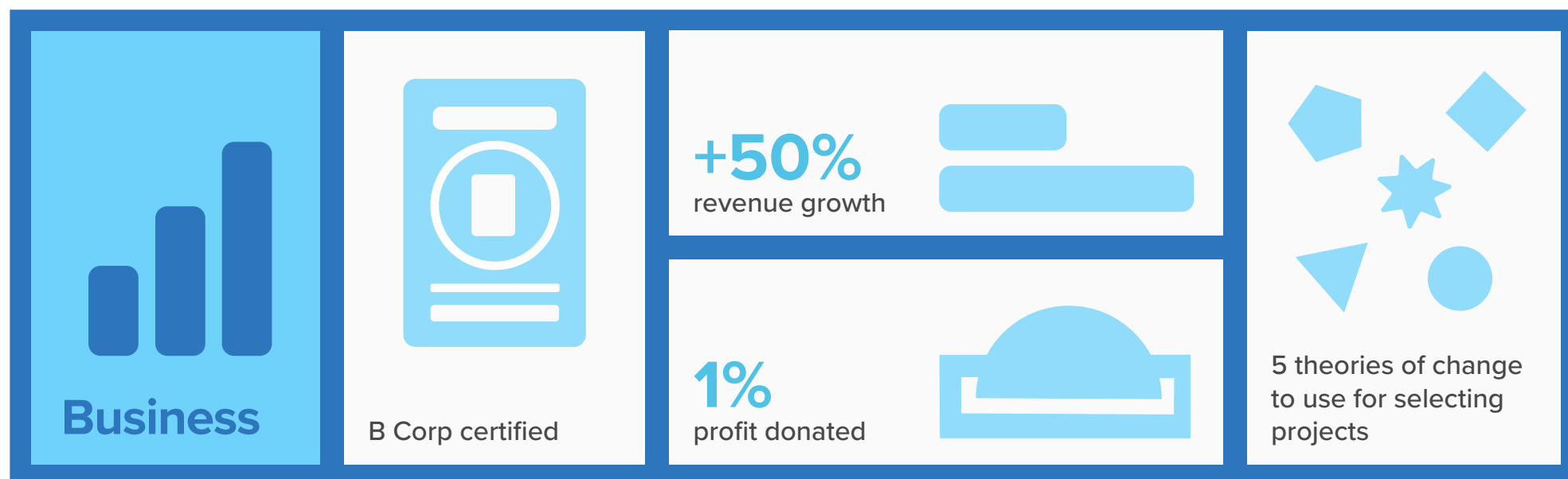


3keel

Impact Report 2021

Highlights



Our impact



Will Schreiber
Partner

Here at 3Keel, the biggest impact we can have by far is by working with our partners and clients to drive ambitious and transformational changes, and we're working non-stop to keep this going amidst a tumultuous start to the year. Having said that, we believe that real change does start at home and that to be credible sustainability experts it is important for us to lead by example and practice what we preach. What this means is that we're taking serious action to reduce our own footprint and consider our social and environmental impacts as a business.

This year we have achieved major accomplishments through advancing our business within the B Corp community. We've found being part of this community of responsible businesses to be extremely helpful in keeping pace with the latest innovations with our team and operations. That we have been recognised as being 'best for the world' for workers by B Corp is a testament of the renewed work we have placed on making our business a community that enables our team to flourish personally and professionally.

Our work remains the ultimate driving factor for our team, and this year was no exception for the world leading programmes 3Keel is developing. From informing investors on the need to address deforestation in advance of the COP 26 climate conference in Glasgow, to developing the ground-work for what could ultimately bring the fashion sector into a more circular system that does not contribute to ever greater waste. As our planets vital signs blink red, these programmes have never been more urgent.

Our 2021 sustainability report provides a snapshot of our key actions and outcomes. It is not the culmination of our journey, but merely a stock take along the way. Our ambition, internally and externally, is only growing.

To be credible sustainability experts it is important for us to lead by example.

Our approach

Our purpose and values

What we do

Urgent action is needed to address the climate and ecological crises. We use our knowledge and skills to accelerate systems change and business transformation towards a world in which nature, people, and enterprises thrive.

How we do it

Joining the dots. Systemic change takes everyone, so we work to translate and connect between business, civil society, government and academia.

Spotting opportunities. The future will need to look very different to today, so we encourage and facilitate innovative solutions.

Cutting through the noise. We aim to simplify, improve confidence, challenge and provide focus, helping our clients to achieve their objectives.

Ideas to action. We work with both the big ideas that could transform the world, and the incremental steps that will make them happen.



Friendly

We enjoy what we do and we work in the spirit of collaboration. This comes across in our relationships with colleagues, clients and partners.



Curious

We ask questions, we are creative, and we don't have all the answers. We look for new roads that challenge the status quo.



Practical

We are pragmatists. We recognise that our work must bridge the gap between the world we have today and the one we want to create.



Ambitious

Significant change is needed now. We bring a sense of purpose that matches the scale of the climate and ecological emergency.

Our B-impact score

In 2020 we achieved B Corp certification to demonstrate how we walk the talk when it comes to sustainability.

We learned a lot by going through the verification process – which is a rigorous review of all of our social and environmental performance, as well as our transparency and accountability as a business. Becoming a B Corp has helped provide us with new ideas on how to be a better employer and we were humbled to be recognised as being “Best for the World” for workers amongst all B Corps this year.

We are now implementing even more changes as part of our continuous improvement and learning approaches driving our business. Our entire team contributes to our review and improvement, with a 3Keel Values crew meeting regularly to further guide our approach.

Certified

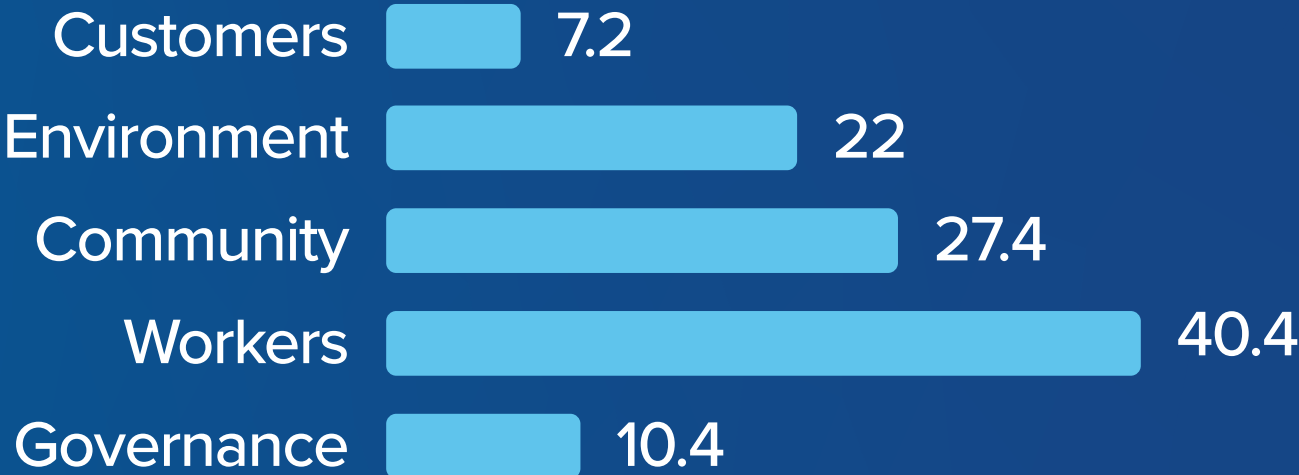
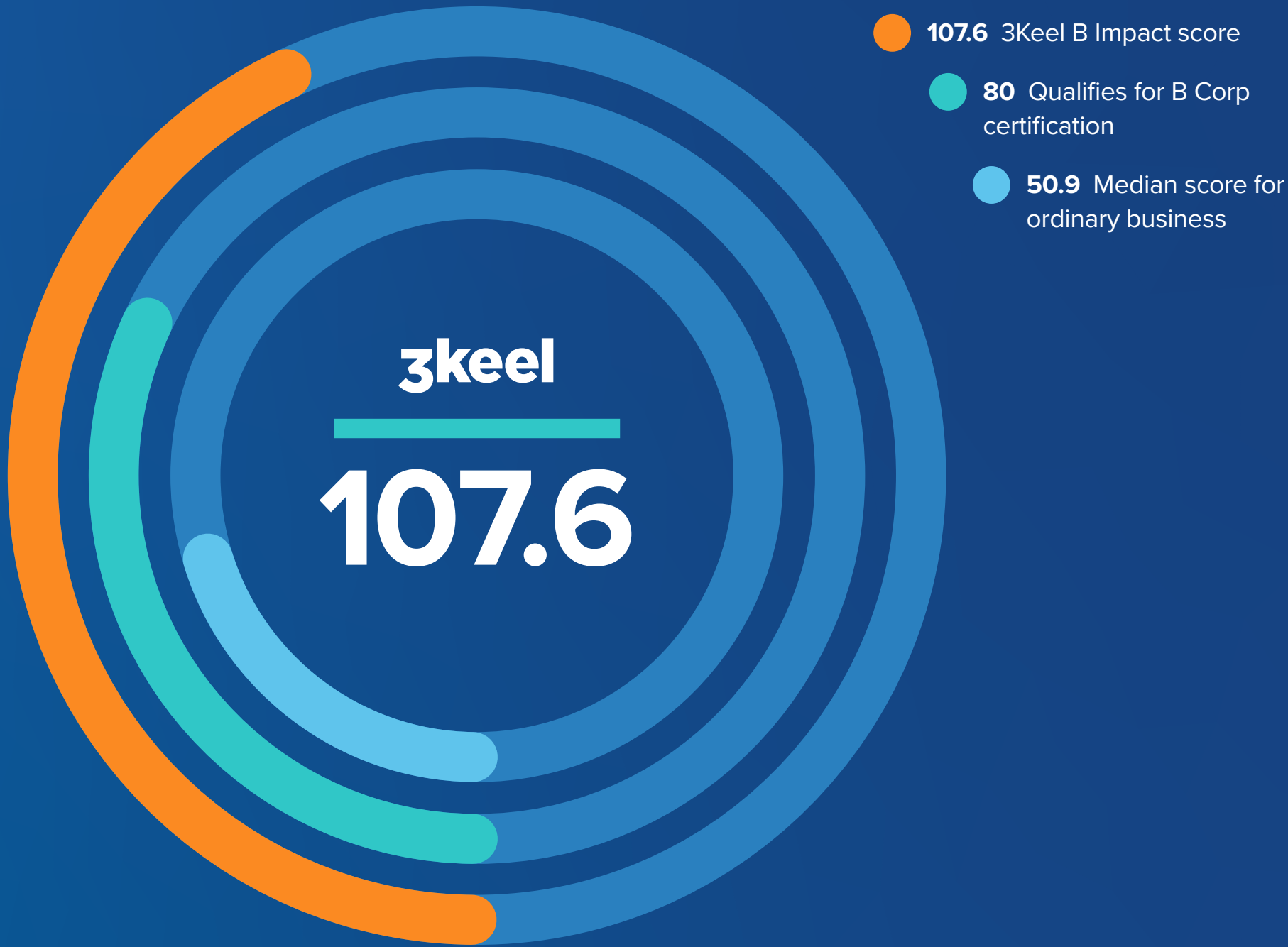


Corporation



Workers

OUR APPROACH



Our business strategy

3Keel was founded on the principle of providing high quality and impactful work in a manner that supports personal and professional fulfilment.

This year we reviewed our approaches to delivering on this ambition with our team to ensure that the core tenants of our purpose underline what we do and how we work together as a team.

OUR APPROACH



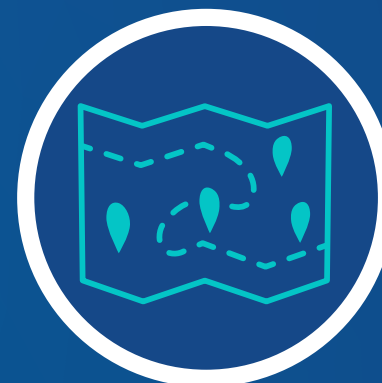
Impact

Designing and delivering novel projects that make a difference.



Quality

Pride and satisfaction from doing the highest quality of work.



Careers

Providing fulfilling, secure, long-term careers.



Enjoyment

Bringing humour and having fun in the day to day.



Profitability

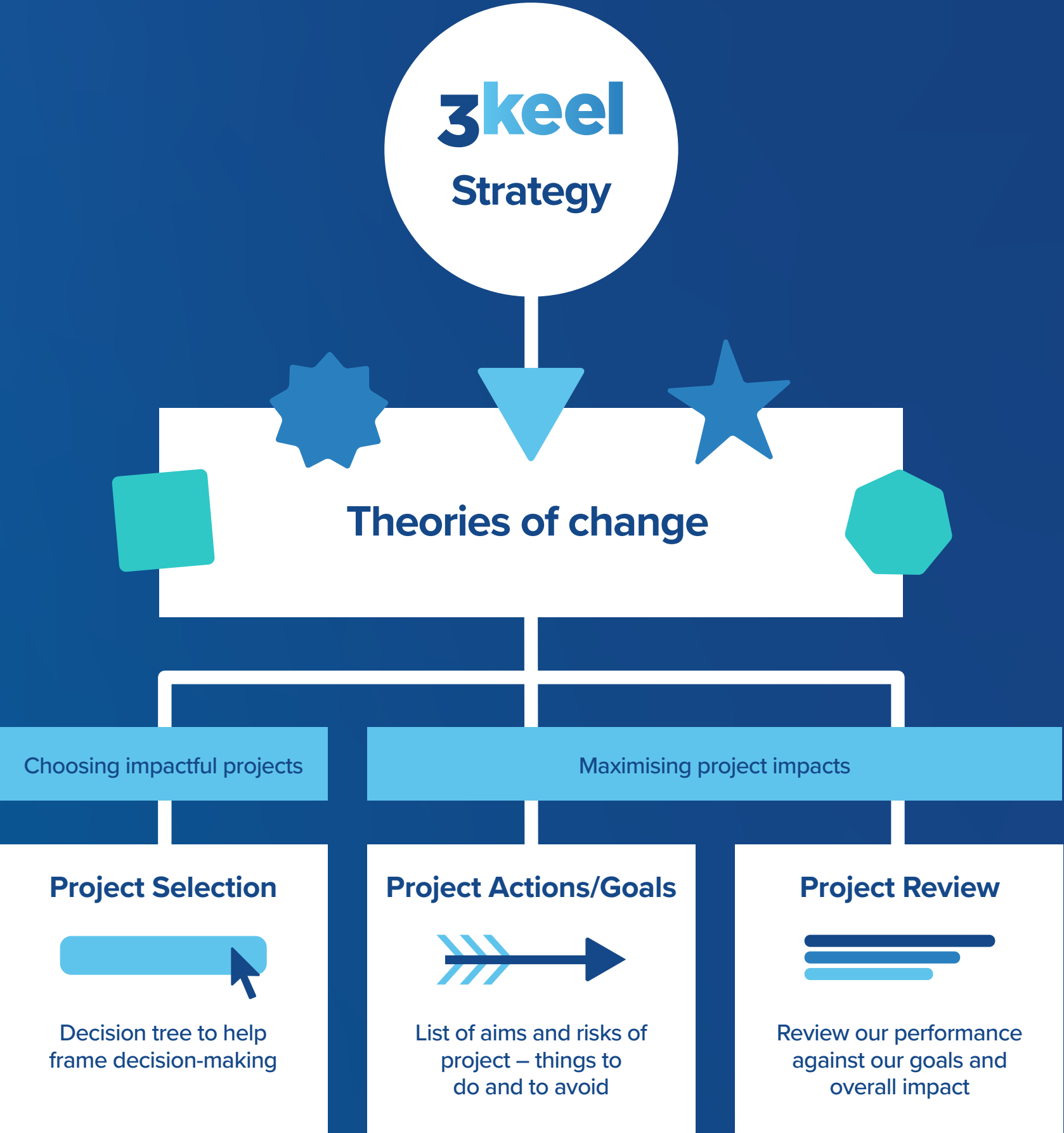
Generating profits that are used to reward everyone.

Working to make a difference

We developed a Theory of Change working group in 2021 to incorporate clearer structures for ensuring that we do not drift from our ambition to deliver real world change.

The three areas that have been considered by the group to date consider each step of our work, including a project level reflection after work is completed to evaluate our ultimate impact.

Guidance, training and tools to support adoption will occur in 2022.



Targets and performance

2021 continued to be a period of significant business disruption due to the coronavirus pandemic restrictions.

For almost half the year we continued to have our offices closed or with extremely limited capacity in line with government guidelines and an abundance of caution for our team’s health and welfare. In terms of our impact, this is most present for our environmental impact due to our restrictions on business travel.

Our performance through the year therefore presents an unusual picture. Although we have achieved many of our targets, some things – particularly concerning our environmental footprint – appear to be better than perhaps they will be in the future as some activities we have put on hold begin again. Our ambition remains to have as little impact as possible.



Environment

Environment	RAG	Comments
Investing in dedicated electrical vehicle chargers at the office	●	Two chargers installed that are powered with our own solar panels and Ecotricity. Vehicle charging is free for staff and visitors.
Cycle racks built to support commuting	●	Shelter built next to the office with space for eight bikes.
New recycling options for materials not collected by our local authority	●	We are still in search of a partner to support this.
Business travel and commuting innovation	●	Use of video conferencing has been normalised with clients, but some travel is still needed to reach change makers.

People

Offering new staff benefits for health	●	NHS top up programme in place for all staff and any children they may have. We have also deployed a service for mental health support with free counselling for staff.
Providing staff access to a financial advisor	●	We have changed our pension provider to ensure staff have more access to net zero pensions, but we haven’t yet identified a suitable independent advisor for staff.
Encouraging more structured approaches to career development	●	Coaches have been included in our menu of options for the team to use their dedicated training budget for.

Business

Achieving B Corp certification	●	Verification achieved with a score of 107.6. Our score on the Worker support areas placed us in the ‘best for the world’ league.
Quantifying the impact of our services	●	Focus for the year considered first principles for the types of projects and actions we can take as a team to be effective agents of change.
Adjusting team structure to provide greater opportunities for personal growth	●	Senior management team and new crews established.

Our impact

10	Business 
15	Environment 
18	People 
20	Community 

Our impact

Business

What we do

3Keel is a purpose-driven business. We operate across a range of core practice areas to share experience and expertise to effect change.

Sustainable Commodities

Addressing environmental and social impacts, including deforestation and exploitation



Climate Change

Supporting organisation of all sizes and sectors understand and address their climate change impacts, risks and opportunities



Circular Economy

Delivering programmes that support the transition towards more circular systems of material use



Resilient Agriculture

Advising on regenerative agriculture, production efficiency and food loss and waste; and supporting climate mitigation and adaptation



Landscape Innovation

Pioneering Landscape Enterprise Networks (LENs); providing strategic analysis and advice; and using GIS-enabled analyses and tools



Sustainable Commodities



In 2021 3Keel coordinated a private sector response to two critical developments that have wide ranging implications for the protection and conservation of forest and non-forest ecosystems:

Contributing to the development of effective due diligence requirements - The 2021 UK Environment Act introduces a business requirement to ensure that deforestation does not result in the production of materials directly, or indirectly, present in supply chains into the UK. We coordinated a letter that called for increased governmental ambition to ensure that all critical ecosystems would be included, and expressed private sector support for the increase in regulatory requirements to level the playing field throughout the market.

Coordinating private sector support for protecting the Amazon - Several bills were put forward in the Brazilian National Congress in 2021 that would potentially roll back environmental and indigenous protections for the Amazon and its people. 3Keel coordinated a letter signed by over forty businesses, organisations and financial institutions respectfully asking that what was referred to as the 'deforestation package of bills' not be progressed.



Developing best practice for addressing deforestation

3Keel Partner Will Schreiber is the representative of the Retail Soy Group, a pre-competitive coalition of retailers seeking to make sustainable soy the norm in the market place. In 2021, 3Keel, as the representative of the group, convened a working group of civil society organisations, implementation partners, and retailers to provide simple principles and guidance that companies could use to define what good looks like in addressing deforestation and land conversion in soy supply chains. The result is a highly accessible and aligned perspective on the key aspects of successful policies that companies can focus on to play their part in delivering systemic change.

Climate Change



Food and Drink Sector - Net Zero Handbook

3Keel was delighted to work with the FDF to produce a handbook to help food and drink manufacturers achieve their ambition to reach Net Zero emissions by 2040.

The Handbook presents clear practical actions that food and drink manufacturers can start implementing today to reduce emissions, and is aimed particularly at those in the early stages of developing their climate strategy. The actions cover each stage of the food and drink value chain – from farm to fork. The FDF launched the Handbook in November 2021 at the COP26 meeting in Glasgow. We hope it will be a key tool to help manufacturers on their decarbonisation journeys to Net Zero.

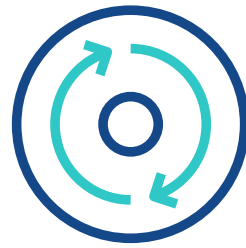


Assessing the impact of climate change on UK tourism

A ground-breaking study with the National Trust and Oxford University has revealed how the future of UK tourism might change due to climate change, where extreme weather conditions could affect visitor behaviour across the UK's national trust sites. The findings will help the National Trust prepare for the impacts of a warming climate.

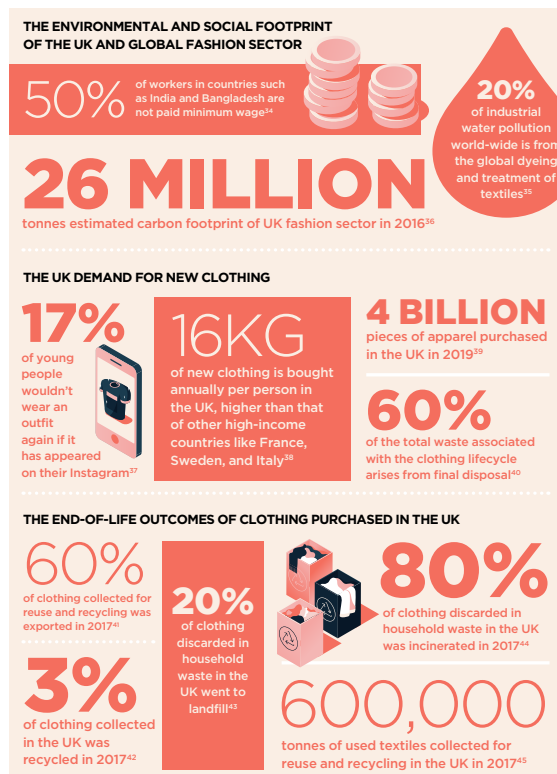
Data from more than 85million visits to 170 National Trust UK sites between 2015 and 2019 was analysed and compared with weather patterns including those for temperature, rain and wind speed. The results suggest large changes in visitor behaviour as weather patterns change.

Circular Economy



Accelerating the transition to circular fashion

3Keel lead foundational research for their flagship initiative, the Circular Fashion Ecosystem (CFE) Project. The findings, which were published during London Fashion Week in September of 2021, have provided the industry with a clear vision of what a circular fashion ecosystem in the UK could look like, and how to get there.



Developing a coffee pod recycling scheme with Nestlé and JDE

We convened and coordinated 10 partner organisations to create a cross-industry, collaborative scheme allowing customers to recycle coffee pods across the UK. Bringing the scheme to life has involved coordinating a 40+ member project team from 10 partner organisations, with the scope developed through research and analysis of the recycling landscape and consumer behaviours, an understanding of the current PRN system and anticipated future changes to regulations such as EPR. Using extensive stakeholder management, facilitation, conceptualisation, programme management, and financial modelling, a consumer-centric programme has been developed which recognises that the key to driving participation in any recycling scheme is simplicity for the consumer. The resultant programme includes three main collection channels; Kerbside, Bring-back and Handover@Home.

Resilient Agriculture



Delivering farmer-led data gathering pilots to reduce food surplus and waste

For the past two years, 3Keel has led a consortium including Innovative Farmer members, The Soil Association and LEAF to develop and deliver these data gathering pilots on the effectiveness of farmer collaboration for on-farm food waste measurement and mitigation. The first year involved pilots in five UK sectors: dessert apples, eggs, wheat, carrots, and tomatoes, and the second year saw pilots in four additional sectors: blackcurrants, raspberries, brassicas (cauliflower and kale), and onions.

We identified that supporting farmers to collaborate on food surplus and waste on farms will require greater alignment with farmer priorities and may first require additional research on food surplus and waste levels and hotspots to provide better motivation for engagement, and/or engagement with others in the supply chain.

Growers were recruited in early 2019 and early 2020 to form facilitated groups in each sector; these groups then met two to three times throughout the year to discuss waste priorities and hotspots, develop and agree data collection processes, and share and review results after data collection and analysis. Data collection occurred during harvest and was undertaken either by the growers themselves or by project team members.



Landscape innovation



Supporting a privately funded nature recovery project

Natural England commissioned 3Keel to undertake a Green Finance analysis of the project area for Purple Horizons. Using 3Keel's well-established Landscape Enterprise Networks (LENs) approach, our work aimed to provide the basis for the development of a green trading platform in the area.

We worked with businesses in the area to understand their dependencies on the landscape, allowing us to determine what types of natural capital they might be interested in investing in. The work also involved interviewing landowners in the area to understand their experience of delivering environmental outcomes, their willingness to provide nature-based solutions, and identify opportunities and blockers to delivery.

Unlocking private sector finance for resilient landscapes

LENs continues to expand. We now are supporting the delivery of more sustainable landscapes from Italy to Sumatra.



Suppliers

Although we are a relatively small business, we know that our procurement decisions can have an impact in supporting other responsible businesses. This year we have prioritised identifying new B Corp certified partners so that we know that we're working with other leading companies.



Mobiles

We have joined the UK's first certified B-Corp mobile network. They have been innovating on having renewable SIM cards to reduce plastic waste whilst providing a zero carbon option for our team.



Pensions

Our company pension provider is committed to delivering a net zero portfolio through a combination of screening, engaging, and transparency.



IT Support

Our growth has led to the use of an external technical support team for the first time. We deliberately sought to find a partner that would be fairly treating their employees whilst being aligned to B Corp values.



Insurance

Financial services remain a difficult sector to identify legitimately constructive partners to work with. We have only banked with ethical institutions and were pleased to this year find a partner to support us with a range of other services.

Our impact

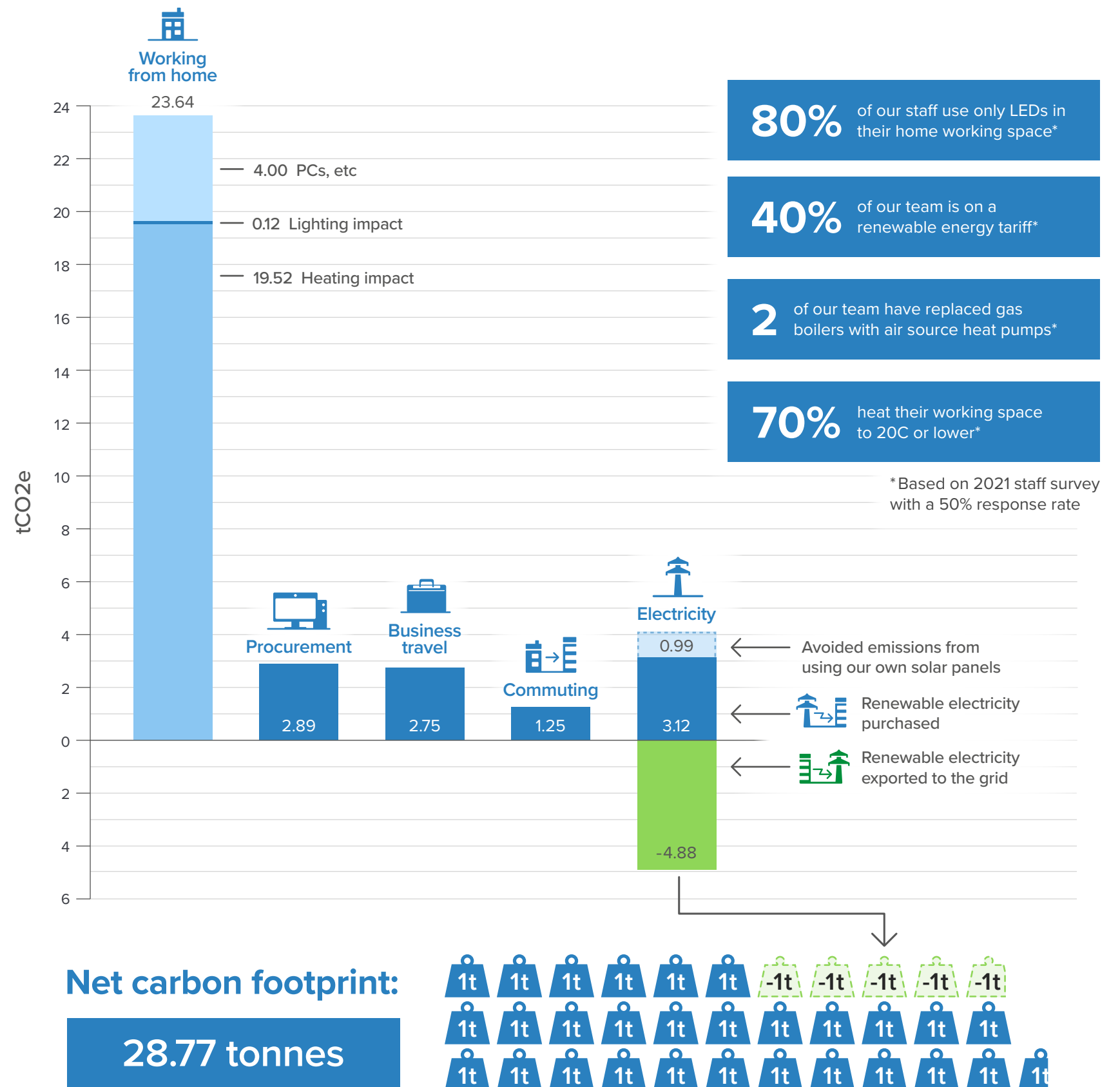
Environment

Carbon Footprint

The sources of emissions for our carbon footprint have shifted significantly following changes to our business practices following the coronavirus pandemic that began in 2020. Whilst our office continues to be powered by our own solar panels - and 100% renewable electricity from Ecotricity when the sun isn't shining on our own roof - the dominance of remote working has shifted our impacts to our team's homes. In 2019 our biggest impact was business travel, but without that occurring much in 2021 due to restrictions, working from home has become our single biggest impact. Throughout the year we engaged with our team to see how we could support them to reduce their footprints at home and in 2022 we will seek to develop new initiatives to help address these less visible impacts.

2021 Footprint	Tonnes CO ₂ e
SCOPE 1	0
SCOPE 2	3.12
(Location-based method)	3.12
(Market-based method)	0
SCOPE 3	30.53
Working from home	23.64
Procurement	2.89
Business Travel	2.75
Commuting	1.25
Total gross tonnes CO₂e	33.65
Renewable energy exported to the grid	4.88
Total net tonnes CO₂e	28.77
Tonnes CO ₂ e per FTE (29.9)	0.96

OUR IMPACT – ENVIRONMENT



Offsets:

We have purchased **29 tonnes** of *Gold Standard* offsets to balance our unavoidable impacts. <https://marketplace.goldstandard.org>.

Gold Standard

At the office

3Keel is a fully electric office, powered by our own 9 kWp solar array on our roof and supplemented by Ecotricity from other UK renewable sources when the sun isn't shining enough for us.

Over the years we have undertaken a number of changes to make a sustainable office one that has all of the changes we have implemented being almost unnoticeable, from the buying used or refurbished equipment, to the recycled toilet paper we buy from Who Gives A Crap?

Despite the coronavirus shutdowns, we have continued to find responsible suppliers, products, and materials that are aligned with our aspirations for being a fully sustainable business.

2021 Highlights

EV and Ebike grant

3Keel offers financial grants to staff members that choose to green their commute and transport, whether at home or on the way to the office. All staff members are eligible for one-off grants to be used for the purchase, or contract hire, of an electric car (£1,000) or an e-bike (£250). This is in addition to our cycle-to-work scheme support which further reduces the purchase price for our team. In 2021 two staff members took advantage of this benefit and are now driving fully electric cars.

Bike shed

3Keel encourages members of staff to use sustainable methods of transport wherever possible and have promoted cycling to work by installing a large bike shed on site at the main office. The bike shed has made it easier for 3Keel team members to cycle to work and store their bikes safely rather than travelling by car.

Switch to Splosh

Following our longstanding commitment to reduce waste wherever it arises, we switched our cleaning products to refillable formats using Splosh. We selected them as they aim to have low impact formulations that are delivered in a way that minimises packaging through selling concentrate - no shipping water around! The concentrate is delivered in pouches, which we save up and send back to them for further recycling or reuse.

EV Chargers

2 chargers added with free charging for staff and visitors. They're connected to our building energy supply, so on sunny summer days 100% of the electricity comes from our own solar panels.

At home

In 2022 we'll be seeking to develop clearer working from home guidance on more sustainable practices that can be promoted at home whilst working.

'Green your home' session

We conducted a sharing workshop with our team in the summer of 2021 to share the best practices we each have at home to reduce our individual footprints. Given the growth in home working, this was particularly in demand and is now included when onboarding new staff in the business.



Topics included:

Lifestyle choices (e.g. avoiding air travel)

External and internal wall insulation

Cycling and electric cars

Choosing responsible energy suppliers and tariffs

Non-consumerist discussions with families

Banks and pensions

Food choices

LED lighting, everything and everywhere

...and of course, having a responsible vocation

Our impact

People 

People

As 3Keel has grown, we've recognised the need to stay true to our values, and ensure that our work is having the greatest possible impact to address the climate and ecological crises.

To make sure of this, we've set up an 'Impact Working Group' internally, made up of a range of voices from across 3Keel. This Working Group has been busy developing theories of change, creating internal resources, guidance and trainings, and drafting a plan of action for ensuring we continue to do drive real change.

33 **Net Promotor Score (NPS)**
our staff satisfaction survey tool

-0.5%

Gender Pay Gap

This is based on mean average hourly salary for female and male employees. There is a slight bias towards those that identify as female.

We have always supported flexible working

3Keel ensures that all staff have the equipment and furnishings they need to work safely and comfortably. In 2021 we decided to officially make clear that staff are entitled to have the same equipment at home as they do in the office to promote comfort wherever they are. Where appropriate, these will be second hand/refurbished items.



Ergonomic office chair and desk

Our impact

Community



Creating Opportunities



Over the past two years we have seen a significant reduction in the opportunities and prospects for young people to enter the workforce through a combination of coronavirus restrictions and the availability of post-education employment options.

Sustainability has always been a difficult sector to enter for young people, with few high quality positions available in a sector that continues to grow from year-to-year. Despite this growth, our sector remains fairly homogenous in makeup with an overrepresentation of certain groups in society.

At the core of any sustainability consultancy is the ability of its team to educate and build the capacity of others to effect change. In 2020 we expanded our work to include offering structured apprenticeships to enable a more diverse range of individuals to enter the sector and share their experience, knowledge, and perspectives for how we can address our global challenges. When we reached out to apprentice schemes to offer a position in 2020 it became apparent that no scheme was fully able to cater to the needs of our sector, so in 2021 we worked with LDN Apprenticeships to define what a constructive apprenticeship programme would look like. We subsequently wrote the course module on sustainability data management to further extend the reach of our knowledge and capabilities to others.

At the core of any sustainability consultancy is the ability of its team to educate and build the capacity of others to effect change.

Sponsorships

The 2020-2021 coronavirus pandemic had a significant impact on young people and culture in the Oxford community. Whilst government support was variable during this time when venues and clubs were shut to the public, we saw that several institutions in our home community in Oxford were in particular need of assistance. As such we, for the first time, engaged in corporate sponsorship of three groups in need:

Oxford Playhouse ▼

Me and My Bee was sponsored by 3Keel as a community outreach programme that gets drama into schools where pupils may otherwise not be exposed to theatre. This production was a light hearted view to educate children on the importance bees play in our world, what threats they face, and how they can contribute to making their community a little more bee-friendly.



The Story Museum ▼

We supported the **Book of Hopes** exhibit to support children, and children at heart, see the brighter side of life when things are looking gloomy. The book was edited by Katherine Rundell and included a selection of short poems and stories surrounding the theme of 'hope'. Our sponsorship contributed to the creation of the exhibit, and particularly the 'tree of hope' that stood in its centre.



◀ Rose Hill Girls Youth Football Club

A local football club's new uniforms were supported for the 5–7 year old club.



Profit with a purpose

FarmAbility

19 people attended the volunteer days (61% of staff)

Every year we have at least one day where everyone in the business spends a regular working day supporting our local charitable partner, FarmAbility. In addition to this time, 3Keel also contributes a financial donation to the charity at the end of each financial year.

The team worked on cladding the outside of the main building at the Hanborough site, building a compost toilet and constructing a ramp to make the space more user friendly for the co-farmers and volunteers.

FarmAbility gives individuals with learning disabilities the opportunity to partake in activities such as animal husbandry, horticulture and seasonal tasks. The concept of co-farming offers individuals with a meaningful occupation, community and opportunities to improve their physical health and mental wellbeing.

Christmas donation bauble encouragement

72% of staff participated

Every staff member has up to £50 per year for the business to contribute to a charitable cause of their choice. In December 2021, we encouraged all staff members to make their donation by selecting a charitable organisation which aligns with the values of 3Keel.

Charities supported in 2021

1% annual profit donated

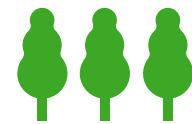


Where we're going in 2022



Business

- Establish project theories of change for identifying clients and programmes that can deliver the greatest change.
- Achieve a greater than 90% client satisfaction rate.
- Develop non-financial metrics for reporting the impact of our work.



Environment

- Work from home sustainability policy and support programme.
- Achieve zero waste to landfill in the office.
- Maintain zero emissions for our Scope 1 and Scope 2 carbon footprint.
- Install shower facilities in the office for bike commuters.
- Sustainability at home and life workshops for the team.
- Financial incentives for low impact lifestyles introduced.
- Calculate and disclose our complete Scope 1, Scope 2 and (relevant) Scope 3 footprint.
- Invest in high quality carbon offsets equivalent for what we cannot reduce.



People

- Encourage high life satisfaction amongst all staff.
- Enhance mental health provisions and policies.
- All staff attend at least 80 hours of continued professional development training over the year, with at least £1,000 available per employee for training.
- Pay, at the minimum, the Real Living Wage to all staff, contractors, and others that may be indirectly supporting our business.
- Review staff benefits programme.
- Provide Partner-mentored internship opportunities to at least two students or recent graduates.



Community

- Use at least 2% of our profit for good causes.
- Bank with ethical financial institutions in all LLP matters.
- 75% of our company non-travel expenses to be spent with certified B-Corps or businesses located within 10 miles of our offices.
- Contribute to the development of a new sustainability professional apprenticeship training programme and train at least one apprentice.
- Encourage all staff to volunteer at least 20 hours to local causes and organisations during business hours.

3keel