

Our impact

2022-23

resourcefutures 

Certified

Corporation

Contents

Our yearly impact report is an opportunity for us to demonstrate our values of commitment, integrity and independence, and provide a sense of who we are, what we do, and why we make a difference.

For our fourth impact report, we challenged ourselves to think about the effect our work can have on humans, animals and nature, as well as where improvements can be made.

A world like no other

Our planet is special. It is currently the only place in the known universe confirmed to host life. Neither too hot nor too cold, our Earth provides more than seven billion humans and millions of species with essential resources such as air, water, sunlight and food.

But Earth's natural resources are limited. Some are renewable and may never run out, while others cannot be replaced. And some, once used, can release polluting particles.

Our world is heating up due to human-generated greenhouse gas emissions. We are experiencing an increase in droughts, forest fires and flooding, creating poverty, illness and displaced peoples; and one million animal and plant species are now threatened with extinction.

The way we produce and consume food and use products accounts for almost half of global greenhouse gas emissions. Yet 40% of all food produced for human consumption is wasted every year across the world, while between 691 and 783 million people faced hunger in 2022.

Our extraordinary oceans are being choked by plastic pollution. Plastic blocks urban drains in the poorest areas of the world, leading to flooding and the spread of deadly water-borne diseases. And microplastics have been found in human blood, placentas and breast milk carrying chemicals that can cause cancer, and developmental and reproduction issues.

The open burning of plastic in poor communities around the globe is having severe impacts on human health as pollutants are released into the air – black carbon being one of the most potent greenhouse gases.

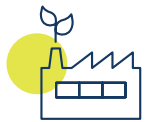
Time is running out.

To avoid climate catastrophe, global emissions must be halved by 2030 and reach net zero by 2050, and yet, global emissions continue to rise.

There is a better way, but we need immediate and fair action that strengthens communities, builds resilience, and accounts for our most vulnerable and marginalised groups.

A better way

Our vision is a sustainable world – one in which resources are managed so that people and the planet thrive.



A world in which we are **not wasting** our resources.



A world in which we have **reduced** our use of materials.



A world in which the materials we are using are **sustainable**.



A world in which **waste** no longer exists in our value chains.



A world in which our environment and ecosystems **flourish**.

How we live and work together can have a huge impact on mitigating the risk of, and building resilience to, climate change. We are working to support people and organisations locally, nationally, and globally to make the most of material resources, reduce waste, and minimise their impact on the planet.

We do this by:

- ✓ Providing governments with robust data to inform better policy and practice.
- ✓ Shaping public policy and supporting stakeholders to participate.
- ✓ Empowering local authorities to effectively navigate waste and recycling policy.
- ✓ Implementing action plans that reduce material and product use.
- ✓ Promoting action to improve the lives of disadvantaged communities around the globe.
- ✓ Helping clients impact behaviour and encourage wider adoption of sustainable practices.
- ✓ Enabling environmental education in schools and grassroots community action.

Being employee-owned and non-profit-distributing means we always aim to do the right thing by our key stakeholders: our people, our clients and the planet.

We are creating change by helping people and organisations make good decisions – good for people, good for the environment, and good for business.

Our strategic focus

Four strategic themes of our business strategy – Our Impact, Our Growth, Our People and Our Quality – focus us on thriving as a company, while providing a healthy work culture that delivers quality work with a positive impact.



Certified



Corporation

Being a certified B Corp is an important part of our identity.

It is an opportunity to measure ourselves against the highest verified standards of social and environmental performance and accountability and prove how serious we are to being a better business.

CEO message

**We are
employee-owned
and purpose
driven.**

Our focus has always been the impact of our work on people (employees, clients, wider society) and the planet, and not solely about profit.



CEO message

I am proud to see the work of Resource Futures sending ripples around the world, through the range of projects we deliver in the material resource management sector at local, national and global levels. It gives me genuine pleasure to reflect on some of our highlights from 2022-23:

Our Growth

- Supported national Governments on various policies including commercial waste zoning, marine litter mitigation and packaging Extended Producer Responsibility.
- Collaborated with a range of clients – from global multinationals to small and medium-sized enterprises (SMEs) – to understand the environmental and economic impacts of the transition to more sustainable business practices and the potential impacts of future policy changes.
- Continued to collaborate to maximise impact, including developing and launching a successful mobile repair and reuse initiative 'Fixy' across hard-to-reach rural communities.

Our Quality

- Provided advanced management training to our team leads to progress their learning, and better equip them with skills and tools to support and develop the wider team.

Our People

- Expanded our HR team to ensure reliable and consistent support for our people to progress, develop and reach their professional best.
- Trained eight mental health first aiders and responders across the company to help build an open and supportive culture around mental health.
- Consulted on, and launched, an employee volunteering programme.

Our Impact

- The impact of our work was recognised in various ways including being referenced in Government Committees on Deposit Return Schemes, to a colleague being invited to New York as part of the Bloomberg Harvard Collaboration Track to discuss tackling food waste in Bristol.



Looking forward in a world experiencing the impacts and realities of the climate emergency, people retention and development will remain a key focus. Only by recruiting and retaining the best people can we continue to deliver the positive impact we want through every project.

We are proud to be an organisation that continues to punch above its weight; to deliver high quality technical consultancy services, and support clients to implement change through policies, projects and initiatives in their communities.

I hope you enjoy reading the range of impact our work delivers for our people, local and global communities, and the planet. If our report sparks an interest in connecting with us, we'd love to hear from you.

Sam Reeve, CEO

Governance

**We were founded
in 2006 as an
employee-owned
and non-profit-
distributing
company.**

We reinvest our surplus back into
our mission to support people and
organisations in making the most
of material resources.



Governance

Being employee-owned means our people are involved in decision-making processes:

Company membership

Our people can become company members with opportunities to feed back on annual reports and company accounts and participate equally at annual general meetings (AGMs).

Consultative Group

Our established Consultative Group represents our employee voice. It works with the Executive team, Board of Directors, HR, and all our people, to communicate queries, concerns and suggestions for improvements (in both directions), and collaboratively explore solutions.

When the cost-of-living crisis was raised via the Consultative Group, our people had the opportunity to suggest ideas on how Resource Futures could support the issue in a company-wide workshop during the winter staff day in December 2022. The ideas were discussed by the Board and an additional cost-of-living payment was provided.

We are an equal opportunities employer and take equality, diversity, and inclusion seriously at a governance level.



In 2022, female representation on our Board increased to 57%.

Female representation among Executive Directors increased to 50%.



*“ The Consultative Group has proven an **essential communication platform between our people and management** for positive organisational change and employee growth. It enables all voices at Resource Futures to be **heard and respected equally**, and some fantastic employee benefits, and company changes have been adopted through the platform.”*

Dan Everard, Community RePaint Network
Coordinator and Consultative Group member

Our B Corp Journey

2023

We went through the accreditation process for a third time. We were awaiting the results at the time of publication and we will publish the results on our website as soon as they are available.

2021

We were awarded **Best for the World™ B Corp for Governance**, ranking in the top 5% of all B Corps in our size group worldwide for our sustainable business practices.

2020

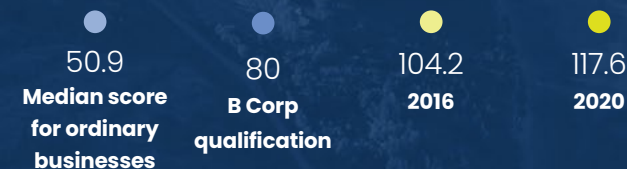
We were re-accredited with an increased **impact score of 117.6** – one of the highest scores given to sustainability consultancies in the UK.

2016

We gained our first B Corp certification **with a score of 104.2**. Becoming a B Corp enabled us to add a 'mission lock' to legally ensure we continue to prioritise environmental and social impact.



Our B Impact Scores



Environment

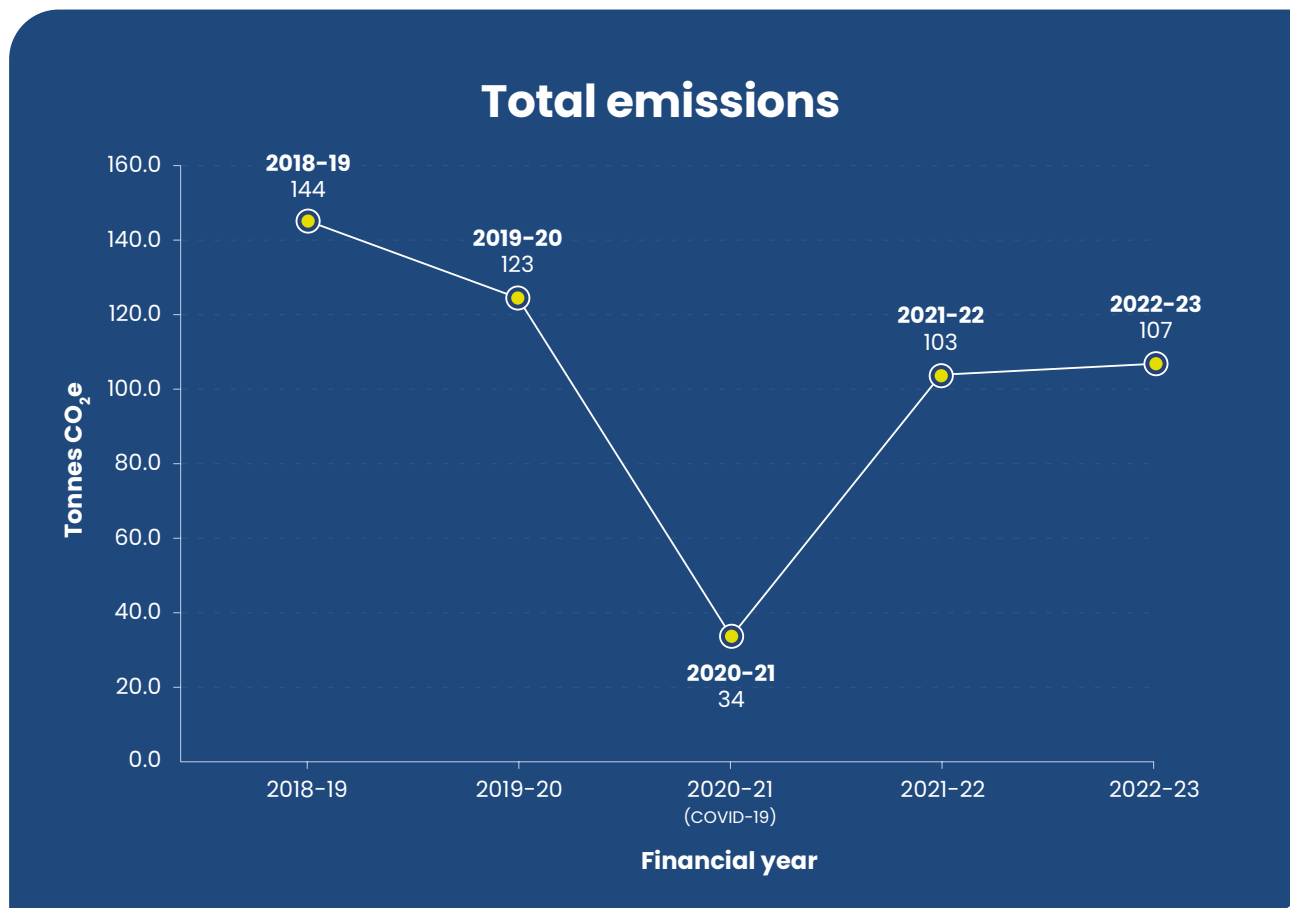
We ensure rigorous standards of social and environmental performance, accountability, and transparency.

We do this through our ISO 14001 certification and maintain an ongoing commitment to minimise the environmental impact of delivering our work.



Our carbon footprint

We are a CarbonZero (carbon neutral) company, and we annually calculate our carbon footprint. For instances where we are not yet able to reduce emissions, we offset through CO2balance, supporting schemes in Kenya and Uganda.



In calculating our total carbon emissions, we include the following activity:

- ✓ Work travel (commuting not included)
- ✓ Overnight accommodation
- ✓ Utility usage while working from home (calculations began in 2020)
- ✓ Utility usage in the office (based on a % of overall activity within our Bristol and Glasgow shared office spaces)
- ✓ Paper use in the office

2022-23 carbon footprint = **107 tonnes CO₂e**

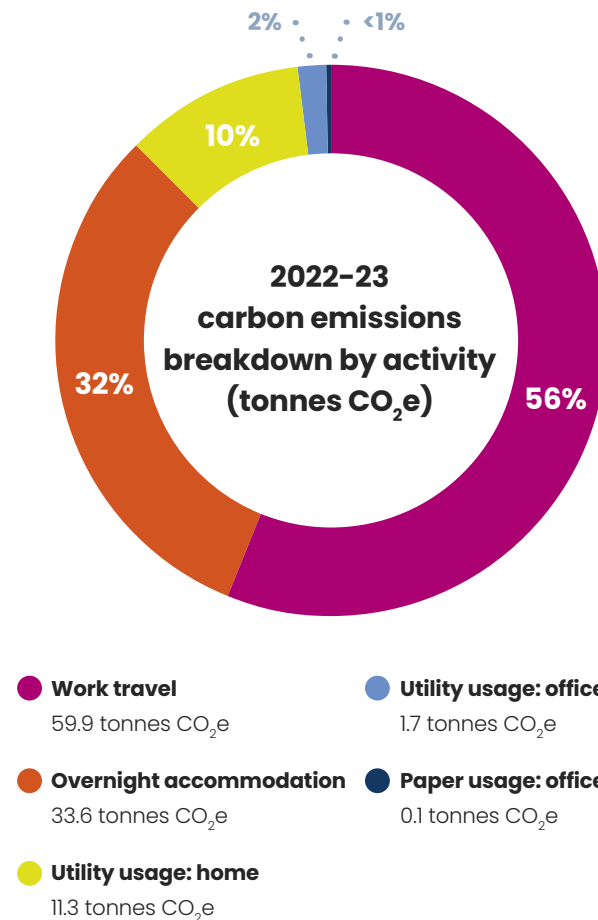
Emissions breakdown

2020–21: our total carbon emissions decreased significantly when travel was limited and projects put on hold because of the UK Government's Covid-19 lockdowns.

2021–22: we saw a sharp increase in our total emissions as the lockdowns were lifted and travel and project work began to resume.

2022–23: emissions were slightly higher than in 2021–22, but lower than the years preceding the Covid-19 lockdowns where we were seeing a decreasing trend.

As in previous years, work travel (59.9 tonnes CO₂e) and overnight accommodation (33.6 tonnes CO₂e) were the highest contributing factors to our carbon emissions in 2022–23. This is mainly due to the fieldwork we carry out as part of our waste composition analysis service offering.



Minimising our impact

Actions we are taking to reduce our carbon footprint and environmental impact:



Local supply chains

- **Approved supplier list** balances environment versus cost versus time when considering options.
- **Local suppliers sourced** where possible to bring more business to the local economy.



Minimal office waste

- **Reuse and recycling** actively encouraged and facilitated.
- **Rechargeable batteries** and recycled stationery used.
- **Annual targets** for reducing paper waste.
- Unwanted IT and office equipment **donated to local charities**.
- **E-waste recycled and refurbished** by a local enterprise.



Sustainable travel

- **Low carbon and active** travel prioritised.
- **Cycle-to-work** scheme offered.
- **On-site secure cycle parking** (and showers) and charging points for electric vehicles at Bristol headquarters.
- Employee **travel survey** distributed to understand travel behaviour.



Ethical pension plan

- Actively supports **socially responsible** and environmentally friendly practices.



Green locations

- City centre locations encourages **sustainable commuting**.
- Headquarters housed in Bristol's award-winning **Create Centre** – celebrated for its promotion of sustainable living and working.

Clients

**Making the world
more sustainable
through every
project.**

We help our clients understand how to make better decisions and take action to reduce their negative environmental impact.

Our ambition for impact sets us apart, as well as our holistic and collaborative approach to creating a sustainable world.



Providing governments with robust data to inform better policy and practice.

We gathered primary data on the true makeup of items and materials found in household recycling and general waste.

We ensured high quality data by working to industry recommended best practice and incorporating innovation and technology to maximise the level of detail gathered.

Our studies were used by local governments to monitor and evaluate progress against targets, support waste reduction initiatives, and select the best options and communications approaches to recycle more material.



Informing national waste policy in Wales.

On behalf of **WRAP Cymru** and the **Welsh Government**, we independently looked at the makeup of post-consumer general waste in each of the 22 Welsh local authorities:

- **177 tonnes** of kerbside-collected waste,
- From **4,620 households**,
- Separated by hand into **73 categories**.

The findings of the work will underpin developments by the Welsh Government for the next 5-10 years, further supporting the Government's circularity aims in its 'Beyond Recycling' strategy to reach zero waste in Wales by 2050. **The dataset will inform specific policies to continue to increase recycling performance in Wales** across the 3.1 million people living there.

Providing insight for the circularity of plastic packaging across Europe.

On behalf of the **Circular Economy for Flexible Packaging (CEFLEX)** we continued to look at the makeup of household plastic packaging in Europe, with focussed fieldwork in the Netherlands and France. We also collated our previous findings from the UK, Germany, Netherlands, and France and aligned these to nationally reported tonnages to understand material system flows.

The highly detailed composition work included around 200 different categories of plastic packaging, including format type, plastic polymer type and product area. **The data offers unprecedented insight into European plastic packaging trends.**

The findings of the work will support the packaging sector, brands, recyclers, and governments to make informed decisions on how to improve the collection, management, and sorting technologies in each country, as well as supporting packaging design guidance to reduce and swap hard to recycle types for more easily recycled options.

Shaping public policy and supporting stakeholders to participate.

Our analysis enabled robust, evidence-based decision making and helped the UK and devolved governments to develop legislation that directly affects the 67 million people living in the UK and protects the natural environment they rely on for health and prosperity.

Our policy research was data-driven and inclusive, engaging diverse stakeholders and marginalised groups. It comprised of first-hand insight thanks to our parallel work supporting local authorities, businesses, and local community groups to implement circular economy initiatives.



Ending plastic pollution.

Working with **Surfers Against Sewage**, we created a blueprint for a national action plan to end plastic pollution, with the aim of galvanising a strong government response to the forthcoming UN plastic pollution treaty. Launched at the Houses of Parliament, this set **a new level of ambition to end plastic pollution in the UK**, with clear policy steps to achieve it.

Banning single-use plastic.

Our previous work on single-use plastics bans allowed the **UK and Welsh Governments** to **write legislation with wide public support**. The UK is now planning a third ban, while a Welsh law will take effect in autumn 2023. Businesses have responded and the reduction in these plastic items in the marine environment will lead to cleaner beaches, healthier ecosystems and gains for communities that rely on coastal tourism.

Informing a digital deposit return system.

Our research into the feasibility and carbon impacts of a digital deposit return system for drinks containers will inform legislation in England and Wales and **identify potentially significant cost savings for citizens**, who are already stretched due to the cost-of-living crisis. Such a system would enhance rather than replace existing recycling infrastructure.

"What sets Resource Futures apart is the quality of service and their approach to problem solving... The team is naturally inquisitive and is given the freedom to explore and problem solve. The single area where I feel the team delivered the greatest real impact is the engagement with stakeholders, taking people along with them on the exploratory and problem-solving journey."

Howard Davies, Packaging Policy Manager,
Welsh Government

Empowering local authorities to effectively navigate waste and recycling policy.

As the responses to the second round of the Resources and Waste Strategy consultations on Extended Producer Responsibility (EPR) and Deposit Return Schemes (DRS) were released, as well as Defra's Environmental Improvement Plan, we helped local authorities make sense of new national policy requirements.

Our approach is to empower local authorities; we worked with them to best utilise internal skills and knowledge and complemented this with our own team of experts.



From navigating and implementing the changes, to reviewing strategy and identifying and delivering service improvements, we supported eleven local authorities and collectively identified:

- **More than £7.4 million** combined annual savings.
- **More than 191,000 tonnes** of residual waste either diverted to recycling or minimised, including more than 64,500 tonnes of food waste diverted for recycling.
- Carbon savings of **more than 51,000 tonnes CO₂e**.

Our end-to-end service.

We offer support at every step and design service solutions fit for individual authorities and fit for the future.

- ① Waste composition analysis
- ② Options appraisal
- ③ Delivery of preferred option
- ④ New waste strategy
- ⑤ Public consultation
- ⑥ Intervention design and delivery.

Delivering options appraisals and procuring waste services.

We worked with local authority clients to deliver a range of options appraisals and identified a preferred kerbside collection service profile covering: residual waste restrictions, legislatively compliant dry recycling collections, and new or extended food waste collection services.

We also continued to assist a local authority in successfully identifying a preferred procurement route for re-tendering their environmental services.

Implementing action plans that reduce material and product use.

Combining expertise in circular business models, carbon and life cycle analysis, behaviour change, policy and sector supply chains, we identified the technological, social, and organisational readiness of organisations and sectors.

We also provided organisations with tailored tools and recommendations to address circularity challenges at various stages of the materials and product value chain.



Establishing ambitious roadmaps to action.

We helped the **Aluminium Packaging Recycling Organisation – Alupro** – set out a clear roadmap for how the aerosols industry can support increased recycling of steel and aluminium aerosols to achieve 50% (aluminium) and 85% (steel) packaging recycling rates by 2030.

“Working with Resource Futures helped us develop evidence-based options for increasing the readiness levels of the market, the public and the industry, to support the change needed to help achieve high recycling levels.”

Martin Hyde, Sustainability and Public Affairs Manager, Alupro

Realising the value of reuse-centred business models.

Drawing on our experience of managing the Community RePaint network since 1993, we provided the evidence for the **British Coatings Federation** to make the case for encouraging more reuse and remanufacturing of leftover water-based paint in the UK. We demonstrated how if half of the 55 million litres of leftover paint in the UK each year were collected and reused or remanufactured, this would result in approximately 96,000 tonnes of avoided CO₂ emissions each year. **From a circularity perspective, encouraging reduction, reuse and remanufacturing has the greatest overall environmental and social impact.**

Building a business case for circular transition.

We continued our long history supporting startups and established small and medium-sized enterprises (SMEs) on government-funded support frameworks and **helped 10 SMEs** move through different stages of embedding circularity in their products and service offerings. Support ranged from providing circular design tools and metrics and packaging assessments, to defining market propositions and circular business models.

Promoting action to improve the lives of disadvantaged communities around the globe.

We worked in low- and middle-income countries with populations suffering serious impacts to health and wellbeing from mismanagement of waste and plastic pollution.

Our work was underpinned by independent and evidence-based analysis, starting with a detailed understanding of local issues and challenges. Working with local partners, we considered cross-cutting viewpoints and themes, resulting in practicable solutions suitable to the local context.



Freetown, Sierra Leone

With the **World Bank**, **DT Global** and local partners, we **identified the key causes and nature of plastic pollution to inform interventions and investments** towards vulnerable economic sectors and communities. We analysed litter, availability of waste services, and barriers that hinder informal sector integration with the wider waste sector, such as poor education, legal structures, and low income resulting from fluctuating market prices of the plastics they recover. This helped to draw links between socio-demographic factors, waste management practices, and services around key pollution hotspots.

The Gaza Strip and the West Bank

Waste management challenges exacerbated by geographical and geopolitical boundaries result in limited and inadequate services and infrastructure. Our collaboration with the **World Bank** and **MacAlister Elliott & Partners** brought together local stakeholders usually separated geographically and by travel restrictions. Together, we **identified opportunities for improved waste management** with a plastic value chain analysis, a menu of locally tailored solutions, and recommendations to take them forwards.

Coming soon...

In June 2023, we celebrated the opening of **E[co]work**, a co-working facility for informal e-waste dismantlers in Delhi, India. We led the initial research into global best practice examples and guidelines relating to co-working and e-waste dismantling. We look forward to reporting on the impact of our research in next year's Impact Report.

Helping clients impact behaviour and encourage wider adoption of sustainable practices.

From our experience of grassroots community impact to our knowledge of top-down policy interventions, we support a multi-faceted approach to unpicking problems and finding the best route to drive behavioural change.

Through encouraging people to adopt a more sustainable approach to the resources they use, we can support our natural environment and create a better world.



Making repair an everyday decision: The Fixy Project

We used our behavioural knowledge when designing the Fixy project to ensure robust mechanisms were in place to **change and measure attitudes to repair and reuse across Somerset**. The vibrant van continues to be an ideal tool to start new conversations and is achieving high level impact in raising repair and reuse knowledge across a range of audiences.

During the project pilot we spoke with **almost 2,800** residents at **more than 80 events** spanning the wide and rural Somerset jurisdiction. Results showed that:

- **(An average of) 68%** were now more likely to purchase second hand or refurbished items.
- **61%** felt better informed about where and how to get things repaired.

The project also collected **1,433 items of smart technology** weighing **3.6 tonnes** which were either refurbished and donated back to those in need in the community or recycled to preserve resources.

"My daughter was so excited to receive a laptop. She said "thank you, thank you, thank you" to the people who sent it. It makes me happy to see her so happy. She has lessons from Ukraine on the laptop which is very good for her."

Anna, recently settled in Somerset after leaving Ukraine with her daughter

This behavioural pilot has secured additional funding to move into its second phase and will be further developed by our Community Impact team.

Reducing recycling contamination across Enfield

We managed a quality intervention to address occurrences of residents incorrectly placing items in their recycling bins across Enfield. A series of up to three educational or enforcement toned letters – more than 11,000 in total – were issued over two phases. Results showed a pronounced decrease in staged letters, suggesting the intervention was having a **positive influence** on behaviours and leading to **reduced contamination** across the borough.

Community

Our roots are in community impact.

Over the past year, our passionate Community Impact team has inspired individuals and communities to act on climate issues.

The projects we continue to deliver are many and varied, and all enable people to play their part in reducing waste and living more circular lives.

In addition to strong outcomes related to sustainability, these projects build local connections and improve community resilience.



Community Action Groups (CAG) Devon

The CAG Devon team supported a record number of **22 community action groups** who gave **20,821 volunteer hours**, valued at **£311,491**. Group activities prevented **83.31 tonnes** of waste – including **68.07 tonnes** of food – preventing **50.82 tonnes** being sent for energy recovery and reducing carbon emissions by **297.16 tonnes** (more than doubling the previous year's tonnages).

The team also hosted the first face-to-face SkillShare since 2019. Focussing on partnership and collaboration, it was a day of celebration and inspiration, exploring grassroots solutions around repair, reuse, borrow and share, compost, plant and grow, and reducing food and household waste.

"The things that I value most about CAG Devon are twofold. Firstly, the practical things like the insurance cover and different document templates. Secondly, the networking and skillsharing events are really valuable."

| Inge, Ashburton Community Fridge

Community RePaint

The Community RePaint Network team continued to support **more than 65 schemes** and distributed a significant amount of reusable paint within the community in 2022:

458,351 litres

of leftover, reusable paint collected by schemes.

285,495 litres

of leftover, reusable paint redistributed by schemes.

116,331 litres

of ReColour remanufactured paint produced.

189,313 lives

brightened through individual and group sales.

1,237,548 kg CO₂e

of carbon emissions saved by reusing leftover paint.

£1.4 million

saved by consumers through paint reuse.

5 new schemes welcomed

*"I absolutely loved the Community RePaint scheme from the moment I walked in. The staff and volunteers went **out of their way to help** me. Projects like Community RePaint are crucial; they help people **save money, help the planet**, and bring people together for a good cause."*

| Member of the public

Devon Waste Educators

The Devon Waste Educators team worked with **72 schools**, reaching **more than 10,000 children** and **800 adults** via workshops, waste management trips, community events, beach events and compost visits. The team also launched a new 'war on waste' (WOW) programme, working with **four schools** to carry out **nine months** of engagement with staff, pupils and parents.

Online and in-person teacher training days equipped teachers with tips and advice to become both Eco and Plastic-free Schools, with:

- **98%** of teachers reporting pupils were “**more enthusiastic**” about recycling and reducing waste” because of the workshops;
- **99%** of pupils stating they “**enjoyed**” or “**really enjoyed**” the workshops they took part in;
- **100%** of teachers rating their workshops as “**good**” or “**excellent**”; and
- Residual waste within schools **reduced by up to 50%** as a result of the WOW programme.

“You know a training day/course has been good when you can't wait to get back to work to share your ideas!”

| Teacher training course participant

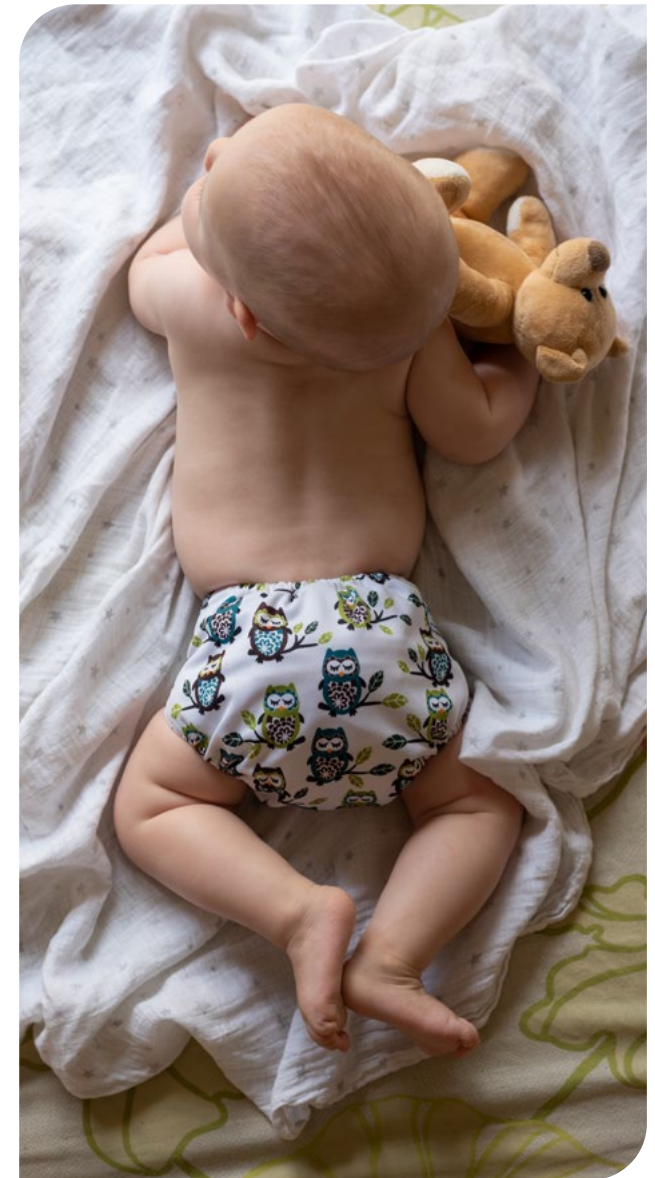
Gloucestershire Real Nappy Project

Post-pandemic, our Real Nappy Advisors increased visits to baby groups and libraries and started to return to antenatal sessions.

Online, the project's social media presence **grew by 220 followers** and its **reach increased to 130,000**, aided by increased use of creative graphics and video.

Our advisors were invited to speak at a Nappy Alliance webinar, and they organised two pre-loved nappy sales which also raised money for Stroud-based charity, Kids Stuff.

As a result of in-person and online activity, the project issued **240 incentive vouchers** to help parents get started on the reusables journey, with a **redemption rate of 83%**.



Waste and Recycling Advisors, Devon

A team of four worked across all **10 Devon authorities**, knocking on **more than 18,000 doors**, speaking to **7,500 residents**, and achieving a contact rate of **more than 40%**.

Conversations with residents ranged from discussing food waste to promoting a council services app. They also distributed more than 2,000 district-specific waste minimisation guides to new homeowners, via estate agents and property developers.

Coming soon...

As we look forward to 2023–24, we are excited to be planning two new projects across Devon and Somerset:

- 1 **CAG Devon is expanding** its geographic area across the county and its subject focus to include wider sustainability topics.
- 2 Following foundational research, we are launching a **CAG network in Somerset**, supporting the development of the local voluntary reuse and repair community.



Volunteering Policy

In 2022, we launched our Volunteering Policy and offered our people **one paid day a year** to spend on a volunteering activity aligned with our company's vision, mission and purpose. Opportunities are regularly communicated in our internal company newsletter.

This activity also helps us to connect with organisations who hold similar values and has potential in contributing to a more ethical supply chain.

*"Sometimes changing the world (or even our little corner of the planet) seems too big a task, but **working together as a group**, locally and within the network of CAG, makes it seem a bit more manageable (and a lot **more fun!**)."*

| CAG Devon group volunteer

People

Happy and engaged people deliver work that has maximum impact on the health of our communities and planet.

Our focus is to provide a rewarding work environment that balances professional development and quality, with healthy work practices and culture.



Our people

We value our people

Being employee-owned, our people ARE Resource Futures. The value we hold for our people is demonstrated through our **Total Reward package**.

New features include:

- ✓ A **buddy system** to help new joiners settle in quickly and easily.
- ✓ Access to our newly trained team of **Mental Health First Aiders** and **Mental Health Responders**.

"Resource Futures' attitude towards mental health is very positive; the company has shown its commitment to supporting our team with their mental health through training our people and dedicating time to encourage these conversations."

Bethan Smith, Fieldwork Operations Lead and Mental Health First Aider

The package also includes (but is not limited to): life assurance cover for all; a significant learning and development budget for training and professional membership investment; and access to our essential Employee Access Programme (EAP).

We trust our people

We had an established flexible and hybrid approach to work long before the Covid-19 pandemic, and we have continued to embrace and encourage this approach.

We also recognise the benefits of **hybrid working** on our health and to our environment. Less time commuting enables more time for outside interests (hobbies, fitness, families) and reduced car use (lower environmental footprint). Plus, it allows us to extend our candidate reach when recruiting to our team of experts.

We champion our people

Hard work and successes are recognised and celebrated in our weekly team calls and newsletter, as well as through awards submissions such as our recent placements in the **2022 LetsRecycle 35 Under 35 Awards**.



Katie Powell
Senior Consultant

When Katie was invited to join a delegation from Bristol taking part in the Bloomberg Harvard Collaboration Track in April 2022, we supported Katie's participation in the New York City-based workshop.

With a focus on tackling food waste in Bristol, Katie and the team spent five intensive days scoping the issue to better understand it. The activity strengthened our relationships with key city partners and our food waste work continues with the release of a tool in August 2023 to help Bristol businesses redistribute surplus food.

Looking forward

**Focus areas
for 2023–24.**



Looking forward

Key areas progressed in 2022–23

- ✓ Launched our **Mental Health and Wellbeing Group**, including offering access to our newly trained team of Mental Health First Aiders and Mental Health Responders with an ongoing agenda of wellbeing actions and strategies to better support our people.
- ✓ Introduced our **Volunteering Policy**, including paid volunteer days for all employees and communicated guidance on participation.
- ✓ Increased **female representation** at Board level to 57% and at Executive Director level to 50%.
- ✓ Confirmed a **salary increase** and a one-off **cost-of-living payment** (delivered in April 2023), in recognition of the cost-of-living situation.

Focus areas for 2023–24

We reviewed our business strategy, B Impact assessment, and our integrated management systems (IMS) audit to highlight priority focus areas for 2023–24.

- ➔ Launch a regular **Employee Satisfaction Survey** and create a baseline for ongoing reporting.
- ➔ Establish a **Equality, Diversity and Inclusion Policy** and roll out relevant training to uphold our commitments.
- ➔ Analyse hotspots and identify actions for reducing our **operational carbon footprint**.
- ➔ Review and improve the process for gathering **customer feedback** to ensure a useful data set for measuring and improving customer satisfaction.
- ➔ Develop, authenticate, and communicate a **Code of Ethics** for Resource Futures.

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