

IMPACT
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FOR
US



B CORP
2025

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ABOUT US



We're a people-first, tech company dedicated to transforming hospitality.

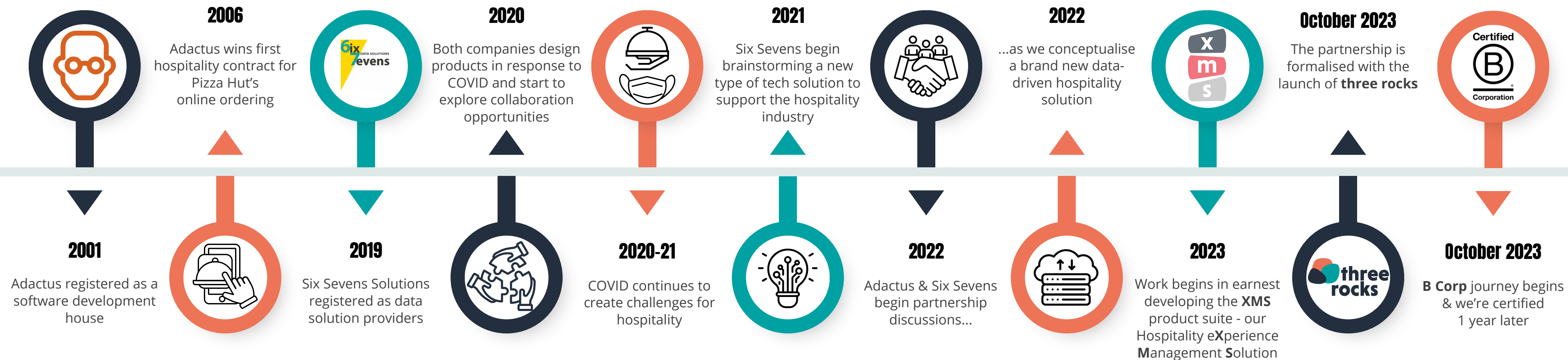
With years of expertise, our technology is built from the ground up – constantly evolving to improve customer satisfaction, streamline team operations, and empower management. Trusted by leading UK brands like Pizza Hut, Bella Italia, Banana Tree, Café Rouge, and TGI Fridays, we create data-driven solutions that enhance experiences across restaurants and related sectors.

Delivering modular, AI-powered solutions for hospitality businesses, covering front of house, back of house, and above-store operations. We integrate all data points to provide full visibility and real-time, actionable insights; going beyond dashboards to recommend specific actions for example; addressing wastage or staffing inefficiencies.

Supporting the entire customer journey from brand discovery to booking, ordering, and loyalty. Automation and workflow tools increase efficiency and reduce manual tasks, allowing staff to focus on guest experience. With scalable systems and intelligent tools, we enhance both operational performance and customer engagement.

OUR STORY

[CLICK HERE TO WATCH OUR B CORP PROCESS SO FAR](#)





OUR MISSION

Creating a world of better experiences through frictionless, tailored and accessible technology

OUR VISION

We are the market leaders in delivering great experiences through technology that puts people first

OUR VALUES

Better, Together, Different

PEOPLE FIRST

A NOTE FROM OUR MANAGING DIRECTOR



At **three rocks**, we believe business works best when it works for people – our customers, their customers, our own team, and the communities we’re part of. That belief is at the heart of our values: better, together, different.

- **Better** means we’re always looking for ways to improve – never standing still.
- **Together** means collaboration is a given, because the best ideas grow from multiple perspectives.
- **Different** means we’re curious and willing to explore new approaches, knowing that every effort is a chance to win or learn.

As an employer, we want our people to enjoy today while building a future they’re excited about. That’s why we focus on the right conditions, fair benefits, and opportunities to grow.

In our work, we design technology that helps people – never replaces or works against them. We build with choice and inclusivity in mind; creating positive, frictionless experiences that benefit customers, employees, and the bottom line alike.

Our B Corp journey is one part of a bigger commitment: to run a business that delivers great work, treats people well, and leaves things better than we found them. We take that seriously – but not so seriously we can’t enjoy the process.

Scott Muncaster

OUR JOURNEY SO FAR



B Corp journey begins

Showing our commitment to people, planet and profit



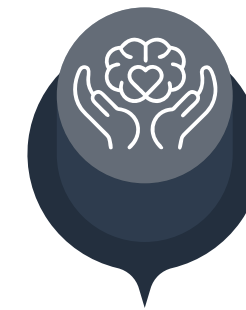
Launched new e-learning platform

Cyber Security, GDPR, H&S for remote workers, EDI, Environmental Awareness



Continuing to enhance our employee benefits

Introduced PMI Scheme & improved Life Assurance cover



Mental Health First Aid support

Sponsorship of 2 Mental Health First Aiders



'Team Together' group formed

Programme of events to support wellbeing



Introduced 9-day fortnight

Embracing flexibility and work-life balance



Client Feedback Survey launched

What do our clients think and how can we improve?



Performance reviews updated

Redesigned the performance review process



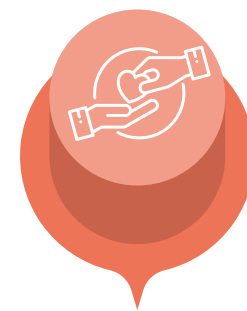
Equity, Diversity & Inclusion

Better understanding and supporting our diverse workforce with 2 new surveys



Improved focus

Virtual Office Stewardship, Ethical Marketing



New charity partnership scheme

Refocussing our commitment to community



Enhanced governance & reporting structure

Empowering our people to run the business



Achieved B Corp Certification!

We are officially B Corp!



Launched three rocks Academy

Supporting underrepresented communities into our industry



Improving our community engagement

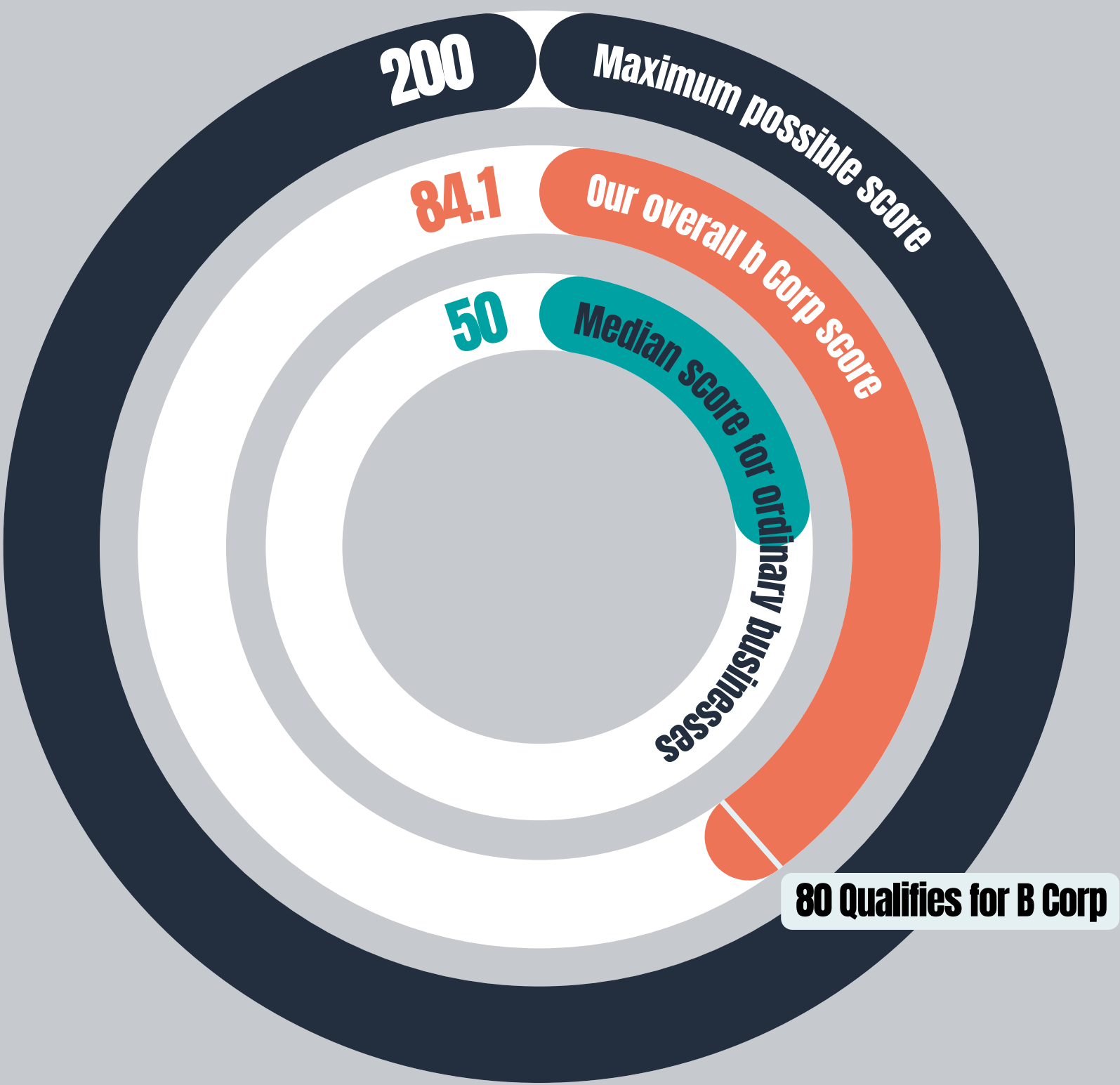
Charity volunteer time off available to all employees



Employee ownership scheme launched

100% of employees offered shares in three rocks

OUR B CORP SCORE



GOVERNANCE	17.5
WORKERS	36.7
COMMUNITY	18.8
ENVIRONMENT	7.0
CUSTOMERS	3.9

[Find out more about our scores here](#)

1ST YEAR KEY ACHIEVEMENTS

**9-day fortnight
introduced to enhance
work/life balance**

**Enhanced our
Governance and
reporting structures**

**24 potential
days gifted
to charity
via our
Volunteer
Time Off
Policy**

**57% have been
at three rocks
5+ years; 26%
have been here
more than 10**

**100% of our team agree
that three rocks is a good
company to work for**

**£4k donated to
our charity
partner, Sands**

**2 surveys launched: Sexual
Harassment and Diversity**

**New virtual office
stewardship policy**

**Achieved
ISO 27001**

**Employee
ownership
scheme
launched**

KEY ACHIEVEMENTS TO DATE

Employee ownership scheme launched

Private Medical Insurance introduced

Enhanced **Life Assurance** cover

Intro of **Sexual Harassment Survey** & e-learning

Appointed 2 **Mental Health First Aiders**

9 day fortnight introduced

New **HR information system**

“The 9 day fortnight gives me the flexibility to arrange plans not at a weekend and to have additional time with my family.”

Employee feedback survey



OUR TEAM IN NUMBERS

4 Team Together in-person meetings a year

12 monthly team socials

43% of our team work a 9 day fortnight

83% of our team took a paid day off to celebrate their birthday

100% of our team feel three rocks is a safe place to work

100% of the team trust their colleagues to deliver on commitments

TEAM

COMMITMENTS FOR THE YEAR AHEAD

Improve employer pension contribution % to improve employees' retirement prospects

Introduce **Career Development Programme** open to all employees

Continuing to build our Academy by rolling out a **Grad scheme** and relaunching our **Apprenticeship programme**

CLIENTS

KEY ACHIEVEMENTS TO DATE

Introduced an **Ethical Marketing Policy**

Client Feedback Survey launched

Improved our service quality with ISO 27001 and Cyber Essentials

“Quality of output – almost every piece you guys have produced has been to a fantastic standard. I also really appreciate how swift and responsive the team are.”

Client feedback survey

OUR CLIENTS IN NUMBERS

80% of clients have been with us for 5+ years

100% satisfaction with quality product and technical expertise

3 valued partnerships nurtured to enhance our offering into something greater than we could achieve alone

COMMITMENTS FOR THE YEAR AHEAD

Implement **Client Service Improvement Review** to identify where we can do better when working together

Improving accessibility of our products using WCAG (Web Content Accessibility Guidelines)

Cyber Essentials Plus certification to further enhance our data security expertise to benefit clients and their compliance

Develop relationships with other B Corps to engage clients in being a force for good



CLIENTS

GOVERNANCE

KEY ACHIEVEMENTS TO DATE

“We believe our best chance of success lies with everyone working together, so we need strong frameworks to ensure alignment. The B Corp Governance standards have guided us to be stronger than ever in this regard.”
Scott Muncaster, MD

Sharing success: We launched an EMI scheme so all employees have the option to own part of our business

We put in place a formal Board: Enhancing our governance structure

‘Run The Business’ formed: A senior management team responsible for the day-to-day operations and application of the product roadmap

Compliance and risk management: **ISO 27001 & Cyber Essentials**

B Corp certification: A demonstration of our intentions for good governance

OUR GOVERNANCE IN NUMBERS

100%

of the team believe
our leaders promote a culture
of collaboration and respect

12

Board meetings a year

27001

Our first ISO accreditation

COMMITMENTS FOR THE YEAR AHEAD

ESG strategy evolution

A fundamental part of our strategy to ensure we are using our business as a force for good

Embracing a new business model so we are scalable and sustainable with accessible products; and increased environmental and community focus

Recreating job descriptions for all employees incorporating our ESG commitments



GOVERNANCE

KEY ACHIEVEMENTS TO DATE

The **Virtual Office Stewardship Policy** was approved by the Board to cover environmental awareness for homeworking, recycling and waste, energy usage, reducing travel emissions among other things

We introduced an **Environmental Awareness e-learning** module

“We recognise that this is our biggest opportunity to improve the way we do business. As part of our new ESG strategy we are committed to making significant strides forward in the next 12 months.”

Will Cleare, Head of HR

ENVIRONMENT



ENVIRONMENT IN NUMBERS

1 new policy introduced

3 B Corp venues booked for in-person meetings based on their focus on the environment

COMMITMENTS FOR THE YEAR AHEAD

Engage a **sustainability expert**

Create **ESG framework**

Review and assess our use of AI, its impact, and publish a report with key insights and recommendations

Review Virtual Office Stewardship Policy and increase education and awareness

ENVIRONMENT



KEY ACHIEVEMENTS TO DATE

We committed one of our quarterly in-person team meetings to discussing **B Corp** which led to implementing our **Volunteer Time Off Policy**

Introduced Diversity Survey to better understand and support our diverse workforce

Launched the 'Academy' to find new talent and upskill our team, encouraging young people in the industry and giving them opportunities they may not find elsewhere

Reintroduced **charity partnership scheme**

Continued our partnership with local school providing **work experience opportunities**

COMMUNITY



Our charity partner, Sands, benefitted by £4k's worth of donations for various activities carried out by the team including a 10k run, sky dive, 50k ultramarathon walk and a bake sale



COMMITMENTS FOR THE YEAR AHEAD

Everyone will have the opportunity to spend a day volunteering for a charity and impacting the community

Diversity target - increase female STEM roles to 20%

Continuing to match charity donations

“A huge congratulations on raising such a fantastic amount. Thank you to everyone at three rocks for your generous support.”
Sands

COMMUNITY

PURPOSE IN PRODUCTS

DESIGNED FOR A POSITIVE COMMUNITY IMPACT

Bosses pay for systems, so their needs are always covered, and no one forgets guests. But we believe the best solutions are designed with employees' and the wider community's needs considered too.

For example, we designed automated ordering solutions that increase tipping, working in partnership with TiPJAR to enhance experiences for team and increase tips.

“We've been genuinely impressed by the exceptional work that three rocks are doing. Their partnership during the creation of our 'ultimate Guide to Tipping' was invaluable, bringing clarity, insight, and creativity in a way that truly highlights how tipping can make a real difference for businesses and their teams. We're excited to continue our collaboration and explore the great things ahead together.”

Dan Hawkie, Chief Commerical Officer at TiPJAR

We want our products to provide:

- Better service
- Fewer mistakes
- No delay on bills
- Faster table turn at busy times
- Increased spend per head
- Increased security and safety
- Increased bottom line

We also include positive purpose in our product roadmap, eg:

- Labour scheduling that meets individual team members' work/life needs
- Enhanced allergen tracking to end-of-shift food donations to charities



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