



The Wood Foundation

Chairman's Review



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Contents

P3	Introduction from Sir Ian Wood KT GBE, Executive Chairman	P14	Introduction for Ali MacLachlan, UK Director
P4	Introduction from David Knopp, Director of Africa	P16-17	Youth and Philanthropy Initiative (YPI)
P5	Mulindi Tea Factory	P18-21	Excelerate
P6-7	Greenfield expansion	P22	Raising Aspirations in Science Education (RAiSE)
P8-9	Nshili Kivu Tea Factory	P23	Global Learning Partnerships (GLP)
P10-11	Ugandan smallholder vanilla	P24	Other investments
P12-13	Safeguarding	P25-27	Facilitating economic development



Chairman's Review

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I am proud to present the Chairman's Review of The Wood Foundation with a number of real successes in the past few years.

The hard work in putting together this Review, and even more relevantly the sterling work that's been done by our management team over the last four years, deserves great kudos.

I'm going to leave David Knopp, Director of Africa, and Alison Maclachlan, UK Director, to tell the story with a very big thank you to all the staff who have contributed so much over the years.

A sincere thank you for your extremely hard work and application in both Africa and the UK, building up great teams and activities, and we are very proud of their achievements.

Sir Ian Wood KT GBE
Executive Chairman, The Wood Foundation

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AFRICA

Introduction

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The Wood Foundation Africa (TWFA) has experienced exciting growth over the past few years through the dedicated efforts of our field team, farmers, and partners.

As a UK private philanthropic investor, we continue to engage in a flexible manner, not only through our patient debt and equity investments, but also through innovative governance and management structures that enable us to have either majority or co-majority positions in the businesses in which we invest, as well as material operational involvement, especially on matters concerning smallholder farmers.

To date, TWFA has invested \$42m of its own funds directly into businesses working with smallholder farmers and leveraged an additional \$175 million from co-investors and funding partners.

TWFA is presently working with 70,000 farmers and support staff and has created more than 72,000 permanent jobs through its portfolio of investments. Through the Rwanda tea investments alone, our efforts are currently helping to generate \$20m in income per annum, directly into the hands of smallholder farmers.

David Knopp
Director of Africa, The Wood Foundation

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Mulindi Tea Factory now 100% owned by the smallholder farmers



In 2012 TWFA and Gatsby Africa, through their charitable investment vehicle East Africa Tea Investments (EATI), acquired a 55% stake in the Mulindi Factory Company (MFC) through a Rwandan Government privatisation. The remaining 45% stake was held by 5,000 smallholder farmers represented by the Coopthe Mulindi and Coothevm Cooperatives.

The privatisation was based on an understanding that once EATI recovered its investment, and once Mulindi farmers met certain governance, agronomic and financial outcomes, the business would be handed over at nil return. To support the business, EATI invested in modernisation of the factory, field expansion with high yielding clones, upskilling farmers and local management, and diversifying the end market base through direct, premium markets. EATI also provided corporate governance support by chairing and participating on the Board of Directors.

Almost 10 years since privatisation, the vision was realized with MFC becoming the first 100% smallholder-owned tea business in Rwanda.

During a colourful handover ceremony presided over by Sir Ian Wood and Prime Minister Rt. Honorable Edouard Ngirente, the Prime Minister said: "This noble initiative has improved the income, skills, knowledge and livelihoods of smallholder tea farmers of Mulindi region. The Government of Rwanda commends you for all your philanthropic activities and tea business in our country".

A key focus of EATI's exit has been ensuring sustainability of the business. For a year and a half, the MFC business has been run directly by the farmer shareholders and continues to make gains in both volume and productivity. For instance, over and above their income from the record crop of 19.6m kgs of tea delivered to the factory, MFC farmers earned a total of \$1.5m as a bonus paid out of the profits and surplus in the year to March 2023, which translates to the highest smallholder earnings for that period per kg of made tea in East Africa.

It is envisaged that Shagasha Tea Company, another fully smallholder supplied tea factory acquired by TWFA and Gatsby Africa during privatisation in 2012, will follow a similar handover in a few years as profitability and the ability of farmers to govern the factory increase.

6,000
farmers trained
in agronomic
and business
skills.

\$2,881
average gross
income for
smallholder
farmers, a
figure which
has doubled.

\$6m
investment
in the factory.

Greenfield expansion continues at pace

Scale-up continues successfully with TWFA's **smallholder tea greenfield** investments principally in Rwanda, as well as in Tanzania. The sheer scale of the greenfield investments there and long-term nature of tea requires significant patient capital on concessionary terms.

Gatsby Africa, Government of Rwanda, and Foreign Commonwealth and Development Office (FCDO) have all been critical partners in this regard and have enabled TWFA to take long-term positions with farmers as their tea comes into bearing. The transformational impact TWFA's efforts are having on the livelihoods of farmers as these industrial developments evolve is encouraging.

Smallholder Services Development Companies (SSDC) model was replicated in November 2020 with an expansion of the existing Nyaruguru greenfield site to include a second services company, tea factory, and an additional 3,000 Has planting of smallholder tea.

Combined, the Nyaruguru greenfield will be planting out 6,417 Has of smallholder tea and more than 700 Has of core estate, making it the largest greenfield tea development in Africa, if not globally.

TWFA, Unilever Tea Rwanda (now Lipton Teas and Infusions), and the Government of Rwanda are co-investors in this second phase of Nyaruguru. Overall, once fully developed, the investment will impact in excess of 6,500 farmers and bring in more than \$40m per annum in foreign exchange earnings for the country, with at least \$19m of this going directly into the pockets of Nyaruguru farmers.

Progress continues at the Rugabano greenfield site, which, along with Pfunda and Gisovu tea factories, are majority owned by the Silverback Tea Company, a joint venture between Luxmi Tea Company and TWFA. The Rugabano greenfield is an ambitious development, which includes a new majority-smallholder supplied factory alongside 4,400 Has of new tea development. Once fully mature, this will exceed 9m kgs of made tea per annum sourcing from more than 12,000 smallholder farmers. Approximately 36% of the tea area has been planted out thus far, with new smallholder tea expansion averaging 250 to 300 Has each year. It is expected that by 2032 the greenfield will have completed planting.

The bimodal rainfall pattern, acidic soil, and high elevation of Rugabano, coupled with strict standards on fine plucking at the smallholder level, have contributed to an extremely bright and flavourful cup. Given it is an early-stage business and volumes are limited, Rugabano teas have only offered private sales and are not yet trading on the Mombasa auction. However, along with the Gisovu Tea Company, prices have already consistently ranked among the top three Rwandan average since inception in late 2019, which is testament to the potential of these unique teas.

13.1m Kgs of made tea produced.

35,368 farming households engaged.

11,000 Has planted.



Mrs Anatole Nyiramukondo owns 1.33Has in Nyaruguru. The farm was previously a pasture under old eucalyptus trees which did not produce anything. She said:

“Naratangaye cyane igihe nakoreshaga ikarita ya ATM bwambere, ibyo byose mbikesha kuba narahinze icyayi.

Mugutangira byari bigoye kuko bamwe batangiye kunca integer bavuta bati icyayi ntuzagishobora ni icy abakire ariko ubu bavugako ndi umukire mu mudugudu.

Ubu ndishimye kuko mfite impamyabumenyi yanjye bwite nahawe na SCON nyumwa yo kurangiza kwiga Ishuri ry'Abahinzi mu Murima.”

“I was very excited when I used an ATM card for the first time, and this only happened because I planted tea.

The start was difficult because some started discouraging me that 'you are very old and will not be able to take care of the tea farm, and tea is for rich people who have resources' but now they say 'Nyiramukondo is rich in village'.

I am also very happy because I have a certificate, the only certificate I own, in my house which I was given by SCON after graduating Farmer Field School.”

Niyikora Noel, a tea farmer in Rugabano, said:

“We are proud of our achievements which include providing jobs to others and receiving the benefits of tea leaves which help us in many ways in our daily life including buying food, building beautiful modern homes, and paying for school and health insurance. We also appreciate infrastructure that has been developed as a result of the project.

We thank The Wood Foundation, and everyone connected to this project.

Together with the farm workers, we promise to continue to increase the quality and quantity of tea production. Our tea will be the first in the world.

We hope you will continue the good practice of putting the farmers' opinions first because the farmer is the first.”



TWFA partners with Rwanda Mountain Tea for joint ownership of Nshili Kivu Tea Factory

In July 2023, TWFA partnered with Rwanda Mountain Tea (RMT), a well-respected tea company in Rwanda for a 50/50 co-majority stake in the Nshili Kivu tea factory and plantation.

The factory is located in Nyaruguru district in the South of Rwanda which is the production belt for high-quality tea given the volcanic soil and extremely favourable agroclimatic conditions.

The Nshili factory sits at 2,400m altitude and currently sources greenleaf from 700 Has of smallholder cooperative and 750 Has core estate.



Under this partnership, TWFA will work through Nshili to maximise quality and yields from the existing cooperative which comprises 3,300 farmers and is doubling smallholder production by planting out an expansion of 1,000 Has of smallholder tea which will bring an additional 2,000 farmers into the business. The expansion alone from this reputable garden should increase the annual revenues of this majority-smallholder supplied business by an estimated \$5m, of which more than 50% will be paid directly into the hands

of smallholder farmers in Nyaruguru district through their equity stake and greenleaf deliveries.

The Nshili investment will complement TWFA's other smallholder tea developments in Nyaruguru by ensuring smallholder offtake is well-coordinated and controlled, while a fine leaf plucking standard is maintained to maximise the quality potential of the region.

1,000 *Has smallholder tea to be planted.*

2,000 *additional farmers to be engaged.*

TWFA expands into Ugandan smallholder vanilla

Climate change is intensifying and becoming more widespread throughout the continent, with significant impact on crops such as smallholder tea.

Drought is an increasing concern for greenfield sites, while historical flooding resulted in significant damage at Pfunda Tea Company in 2023. While adaptation and resilience strategies are actively promoted within the tea portfolio, TWFA is also investing in businesses that place sustainability and regenerative agriculture at the forefront. TWFA's recent co-majority stake in **Enimiro, a Ugandan-based vanilla company that specialises in organic, integrated farming systems at the smallholder level**, is a good example of this focus – working with 2,500 smallholder growers.

The company sources exclusively from smallholder farmers and focusses on developing dedicated relationships backed by digital traceability and organic certification. This, coupled with a focus on agronomic training and quality, enables Enimiro to vertically integrate with premium flavour houses abroad, providing a reliable market and premium prices for its registered farmers.

A key feature of the business is promoting a permaculture system among its dedicated farmers.





Although the primary crop for Enimiro is vanilla, the company also sources Arabica coffee, jackfruit, and pineapple from the same farmers for both processing and export.

Black soldier flies are also promoted as an additional income stream for the farmers, which provide organic fertiliser as well as an alternative source of animal feed. Food crops such as bananas and cassava are also encouraged to be intercropped with vanilla. This diversification of crops provides Enimiro farmers with more secure and stable agricultural ecosystems, while the growing characteristics of vanilla are perhaps the best example of regenerative agriculture.

To date, Enimiro has already expanded its processing facility from 20 MTs to 60 MTs and is operating with Fairtrade, HACCP, FSSC, and organic certification. The business is hoping to capitalise on the growing consumer shift towards natural vanilla and promoting Uganda as an alternative origin for high-quality vanilla. This will be achieved through a committed network of well-paid smallholder producers with traceable and reliable offtake, world class manufacturing processes, and dedicated relationships with premium direct buyers that share similar principles of sustainability and smallholder empowerment.

“ The Wood Foundation’s focus on improving the farmers’ livelihoods is an aligned vision. Our joint focus is to ensure we are able to create fair and transparent vanilla supply chains in Uganda.

The Wood Foundation partnership has created win-win supply chains with a focus on our suppliers and customers in a practical and commercially viable structure.

The partnership has allowed Enimiro to scale and increase our farming base, providing market security for our farmers and a stable supply of the highest quality products for our customers.”

David Phillip Wright

Founder and Managing Director, Enimiro Products Uganda Limited

2,500
smallholder farmers.

60MTs
processing facility capacity.

Safeguarding staff, farmers and communities

TWFA is committed to providing a safe and trusted working environment for our staff, workers and farmers, as well as the host communities for investments.

This is particularly challenging when dealing with smallholder agriculture in multiple countries. Thousands of tea pluckers and casual workers are required on a daily basis, extensive fleets of lorries are continually collecting greenleaf throughout the catchments, while the factories operate heavy industrial equipment in multiple shifts to ensure all smallholder leaf is manufactured.

A culture of safety cannot be developed overnight, but only through a concerted and ongoing effort which combines training and awareness creation with well-defined policies, reporting mechanisms, and enforcement.

TWFA practices a zero-tolerance policy towards any form of harassment, abuse, discrimination, or victimisation. Awareness sessions on sexual harassment and workers' rights are captured in our field policies and communicated to farmers through posters, regular sensitisation meetings, and field-based drama skits during Farmer Field Schools. Worker committees and gender forums exist in each of the businesses as a feedback loop to raise and discuss issues impacting staff and to ensure outcomes are reported to management. Dedicated Health and Safety Champions have been identified and trained on key safety topics including risk assessment, incident investigation, first aid, fire safety, and emergency evacuation. Grievance mechanisms are based near the operational areas to ensure reporting is anonymous and accessible. These include suggestion boxes mounted throughout field and factory operations and a whistleblowing communication channel. Third-party social and ethical audits are employed as necessary to ensure compliance and identify risks.





All TWFA's tea factories and service companies operating in East Africa are Rainforest Alliance certified, which includes adherence to specific standards protecting against forced labour, discrimination, and workplace violence and harassment. In Uganda, the vanilla company is Fairtrade certified which reinforces the rights of women, occupational health and safety, and wages throughout the business.

A portrait of Ali MacLachlan, UK Director of The Wood Foundation, smiling. She has blonde hair and is wearing a dark top and a necklace.

UK Introduction



It has been an exciting and very active time since our last Review. There is much to celebrate amongst the challenges of the last few years. We are proud to have been part of transformational change journeys being driven by empowered education practitioners, young people, charities, and other organisations in which we invest and partner.

What I have learned about change is that it is constant and borne of continual learning, having the courage to make mistakes and grow. It cannot be done in silos or 'to' people. Truly collaborative partnerships rooted in adaptability and responsiveness, driven by context, are key to sustainable long-term impact.

We have undergone huge change ourselves since we embarked upon grantmaking in 2008. Our first major foray into the education space was introducing the Youth and Philanthropy Initiative (YPI) to Scotland. This is now a hugely successful programme, active in the vast majority of the country's secondary schools. The programme looks very different to how it did in 2008 and our learnings from growing its footprint and deepening its impact have had huge ramifications in terms of our other investments in education.

What has remained central to our strategic positioning has been an openness to listen, to learn, to adapt. We empower legacies that will drive change long after our involvement.

As we reflect back on 15 years of The Wood Foundation, and particularly the achievements of the past four years since our last Chairman's Review, we are filled with hope for the future as we strive to make Scotland a fairer and more equitable place to learn, grow, and succeed.

Ali MacLachlan
UK Director, The Wood Foundation



Overview

The Wood Foundation's UK team, with staff based in Aberdeen, as well as remotely throughout Scotland, is primarily focussed on the **developing young people in Scotland** portfolio of The Wood Foundation's work.

Much of this is delivered through investments, programmes, and initiatives designed to better optimise the potential of the curriculum with relevant and meaningful learning opportunities for young people.

Through research, collaboration, innovation, and resourced programmes, The Wood Foundation is a proactive partner and investor empowering young people with the skills and opportunities to be active citizens.

The Wood Foundation is also involved in efforts to address the root causes and immediate impacts of childhood poverty in Scotland, as well as ongoing investment in private sector economic development bodies ONE and ETZ.



Youth and Philanthropy Initiative (YPI)



YPI, The Wood Foundation's longest-running investment, has empowered 310,000 young people to advocate on behalf of their communities, securing more than £6.8m for local charities since 2008. The active citizenship programme is in more than 280 secondary schools across Scotland, with each engaging a whole year group who work in teams in a bid to secure their school's £3000 grant for a local charity.

The main social issues represented by young people have been:

- **Mental health** – almost a quarter of represented charities address this social issue with £555,000 secured in the past four years.
- **Health and disability** – charities supporting people facing health challenges consistently feature in the top three issues represented.
- **Poverty** – there has been an increase of 9% for charities which support families in poverty over the past five years.
- **Sexual and domestic abuse** – this issue has been represented by more than 450 YPI finalist teams in the past four years.



Alana Welsh took part in YPI in 2012 at Torry Academy.

She now has a rewarding career in the third sector and cites her experience as YPI as instrumental in developing her skills and confidence, as well as understanding the role of charities supporting the local community. She said:

“ I think it is important young people have opportunities such as YPI as it opens their eyes to all the social impacts that are happening in their local area and who is out there to help these people. It will also let them build a network, which they will more than likely be doing for the rest of their lives when they are grown up and out working. It is a great way to build people skills.”

Teachers believe the programme is developing key skills in young people in areas including presentation, research, teamwork, and organisation, as well as creating active citizens who are empathetic, with an understanding of their communities' needs and the role they have in driving change.

Two-thirds of young people surveyed want to solve social issues, and a quarter each year pledge to stay engaged with their chosen charity after the programme.

YPI, which is marking its 15th anniversary, will continue to increase the number of schools it works with in Scotland, as well as deepening its offering with an increased focus on professional learning and ensuring maximum impact for schools and young people from this opportunity.

£6.8m

of grants secured by young people since 2008.

310,000

young people engaged since 2008.

75%

of young people believe their teamworking skills improve through YPI.

Figures as of August 2023.

Excelerate

Excelerate launched in Autumn 2019 when a team of school leaders and class-based teachers from four schools in Aberdeenshire visited the Academies of Nashville to learn more about the community-connected, project-based, and industry-engaged approaches to learning and teaching which had successfully transformed its education system.

Excelerate now works in partnership with 17 schools in Aberdeenshire, Aberdeen City, and Angus focussing on culture, collaboration, and pedagogy through significant investment in professional learning, networks, and capacity to empower schools to achieve their visions for change.

Excelerate's ultimate goal is that young people are empowered, informed, and motivated, that they thrive during their time at school to better prepare them for ongoing learning and work. This will be achieved by expanding the capabilities of school leaders and class-based teachers through coaching, pedagogical approaches such as oracy and project-based learning, forging meaningful business and community partnerships, changing school structures and approaches, and increasing awareness of pathways and opportunities.

Business and Community Support Officers are currently in post at 12 schools to foster impactful relationships which bring learning to life for young people and educators alike.



Highlights from the investment include:

More than 400 stakeholders, including students, parents, teachers, industry, and community partners, took part in discussions to identify the key skills, attributes, competencies, and experiences that young people should develop during their school careers. These include communication, resilience, and creativity. The findings will underpin the development of the curriculum at the schools.

Most schools have created small learning communities, often known as 'Crews', providing supportive, pastoral environments that build health and wellbeing for pupils through relationships, belonging, and readiness to learn and connect each day.

Schools have restructured timetables to create longer lessons, opportunities for young people to explore learning outwith the school, increased voice and choice, interdisciplinary opportunities, as well as protected collaboration, co-design, and co-delivery time for practitioners.

Students are better able to recognise, develop, and articulate how their learning in school relates to the real world and the skills they have developed as a result, supported by meaningful business and community engagements.



Within the next three years, there is an ambition to engage up to a further eight schools while also widening access to the learning from this exciting approach to learning journeys. Excelebrate will create a hub for sharing best practice, developing a robust network to evidence impact and drive ongoing system change within education.

“
Vincent Docherty, former Head of Education and Chief Education Officer at Aberdeenshire Council:

“This is the most impactful professional learning I have seen in my teaching career; it is remarkable. This is a pioneering way for the North-east to lead the way in reframing education.”

Ollie Bray, Strategic Director at Education Scotland:

“Excelerate is very heavily evidence based. Through robust professional learning and support, we can see schools putting into practice much of what we know should be the focus of the future of education now.”
”



772 days committed to professional learning study visits.

245 practitioners have undergone in-depth training on project-based learning which is being cascaded in their schools.

107 practitioners have undergone an extensive programme of training to become Oracy Leads in their schools.

810 practitioners have undergone introductory training in project-based learning.

680 meaningful community and industry partnerships have been forged.

£1.3m has been invested in professional learning and development.

Figures as of December 2023.

Raising Aspirations in Science Education (RAiSE)

Since 2019, 14 local authorities have joined the **RAiSE** network bringing the total to have engaged with the investment to 27. Five authorities who embarked upon the investment in August 2023 are the final cohort in the national rollout.

The ambition is to increase children's exposure to inspirational, high quality STEM education, instilling in them confidence and curiosity in their learning which will influence their education and career ambitions.

RAiSE is a programme of Education Scotland, The Wood Foundation, Scottish Government, and participating local authorities which empowers primary practitioners with the skills, confidence, and networks to develop and deliver motivating STEM experiences. A Primary Science Development Officer post is funded for a period of two years to identify the needs of the region, develop a sound STEM strategy, deliver professional learning, and create meaningful partnerships.

Surveying has shown that three quarters of teachers who have engaged with the programme have increased confidence, skills, enthusiasm, and knowledge for teaching STEM; and pupils' aspiration for STEM careers have improved, as well as their skills for learning, life, and work.



Helen Gray

Education Officer at Dundee City Council:

Our aspiration was to build confident teachers who deliver high-quality learning and teaching through STEM and in turn inspire our young people to question things leading to innovation. RAiSE has achieved this and created a legacy for STEM in Dundee."

17,880 hours
of professional
learning delivered.

31,000
practitioner
engagements.

2,900
professional
learning events.

Figures as of October 2023.

Global Learning Partnerships (GLP)



In 2023, 20 practitioners from the length and breadth of Scotland took part in GLP, spending a month of the summer holidays engaged in a reciprocal learning experience with educators in Uganda and Rwanda upskilling educators in the countries.

The programme had not taken place since 2019 due to Covid-19 restrictions. A number of this year's participants had been set to travel to the countries in 2020.

GLP nurtures leaders of Learning for Sustainability, bringing real-world experiences to their teaching practices to meaningfully engage pupils. Practitioners report that involvement in the programme has developed their confidence, as well as skills such as leadership and innovation.

More than 120 education practitioners have taken part in the programme since 2012 which is delivered with specialist partners in the countries for a reciprocal and sustainable learning experience.



Dan Egan was part of the 2019 cohort and returned as a leader in 2023:

GLP made me more creative. It made me re-evaluate who I am as a teacher. GLP has had a huge impact on my confidence."



Other *investments*



University of Aberdeen, Interns with Impact:

The Wood Foundation is investing £150,000 over a period of three years to offer third sector internships to students at the University of Aberdeen.

The first cohort took part in paid placements with six local North-east charities in the summer of 2023. The programme will also seek to offer international opportunities in upcoming years.

STV Children's Appeal:

The Wood Foundation is a long-term committed partner of STV Children's Appeal, donating £150,000 a year which is distributed to organisations making a real difference to families' lives as well as supporting campaign costs. Sir Ian is a member of the Appeal's board of trustees.

NEW Fund:

The Wood Foundation offered a series of service design training interventions to four Aberdeen-based health and wellbeing organisations to support them in reviewing their offerings, work more closely with their communities, and identify collaboration opportunities. This was in response to the changing landscape of need for vulnerable communities due to Covid-19.

Following on from this, three bodies of work are underway with partnership organisations.

Denis Law Legacy Trust:

A Community Coordinator has been appointed to work with its StreetSports participants in Northfield to understand their needs and support them with pre-employment skills, so they are better prepared for sustainable pathways once they leave school.

Russell Anderson Foundation:

Funding has been provided to establish and grow community hubs in the Torry area to support families with healthy lifestyle inspiration and opportunities. The funding builds upon a long-standing partnership with the charity which uses football as a means to engage primary pupils and their families.

Sport Aberdeen and Glasgow Caledonian University ProActive Minds:

This pilot body of activity, in partnership with Glasgow Caledonian University and Sport Aberdeen, will connect a sports psychologist with those working with children in North-east schools in a bid to address issues relating to health, wellbeing, and nutrition. There is ambition that this will prove a model which can be scalable nationally.

Facilitating economic development

Opportunity North East (ONE)

Opportunity North East is the private sector driver diversifying the North-east of Scotland's economy for a future beyond oil and gas, supported by a 10-year £64 million funding commitment from The Wood Foundation.



ONE leadership, action and investment in entrepreneurship, innovation, and transformational projects in the growth sectors of digital tech, food, drink and agriculture, life sciences and tourism target entrepreneurial growth and high-skill, high-value jobs.

Over the past seven years, people have gained knowledge, skills, and tools to create and scale their businesses, innovate in products and processes, and develop new markets through programmes and projects designed, delivered and co-funded by ONE. Industry innovation hubs – ONE Tech Hub, ONE BioHub and ONE SeedPod – are boosting the entrepreneurial ecosystem and enhancing the economic potential of growth sectors. At the same time, transformational investment is growing the visitor economy and adventure tourism.

To date, £32 million of committed ONE investment in programmes and projects has secured partnership funding of more than £94 million.



Jennifer Crow

Chief Executive, Opportunity North East (ONE):

ONE works with regional and national partners to create the programmes and support, the entrepreneurial community and environment for businesses to innovate, share, learn and grow, develop new markets and create high-skill jobs.”



Energy Transition Zone (ETZ)

ETZ Ltd was established as a not-for-profit and private sector-led company, independent of ONE, in April 2021 tasked with spearheading the North-east of Scotland's energy transition ambition.

It is supported by significant ongoing funding from both the Scottish and UK governments, with clear focus on repositioning the region as a globally recognised new and green energy cluster. In addition, the company has received a £5.7 million funding commitment from ONE over a period of five years.

ETZ Ltd is overseeing a comprehensive investment programme to deliver market-ready, 'net zero exemplar' properties and development sites for high-value manufacturing and the wider energy transition supply chain. This coordinated investment will include the creation of specialist campuses for marine development, offshore wind, hydrogen, innovation, and skills. Within each campus, ETZ is delivering a transformational anchor project that will secure an ecosystem unrivalled anywhere in the UK.

Maggie McGinlay

Chief Executive, Energy Transition Zone (ETZ):

"ETZ Ltd has a clear vision to reposition this region from the oil and gas capital of Europe to the Net Zero Energy Capital of Europe and we continue to make significant strides toward realising this ambition.

We are taking forward a programme of investment that will see the creation of specialist campuses for marine development, offshore wind, hydrogen, innovation, and skills and, within each campus, we are delivering a transformational anchor project that will secure an ecosystem unrivalled anywhere in the UK."







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