



3keel

Impact Report 2025

“Change takes patience and persistence”

When we founded 3Keel in 2013, our vision was to build a company where talented people could engage in purposeful work while enjoying themselves along the way. Little did we anticipate that by our 12th year, our team would have grown to nearly 100 strong.

Expansion has required thoughtful organisational change, allowing us to scale sustainably without compromising our core culture and values. The challenge is to do this while maintaining momentum and it has been rewarding to achieve this balance, and as founders we are proud of what 3Keel has become.

This year, we've dedicated considerable effort to enhancing our operating systems, internal governance, and development opportunities for the team, all while staying true to our commitment to transform systems, supply chains and landscapes. Our collaborations with 130 clients have driven significant impact, exemplifying our core purpose as a B Corp.

I firmly believe lasting change takes patience and persistence. Our mission remains to guide our clients towards ambitious yet pragmatic solutions, with actions that help achieve their long-term goals.

This Impact Report reflects our commitment as a B Corp to accountability, transparency, and continuous improvement. It provides insight into our progress from April 2024 to March 2025 and outlines our objectives for the year ahead.



Simon Miller
Managing Director, 3Keel

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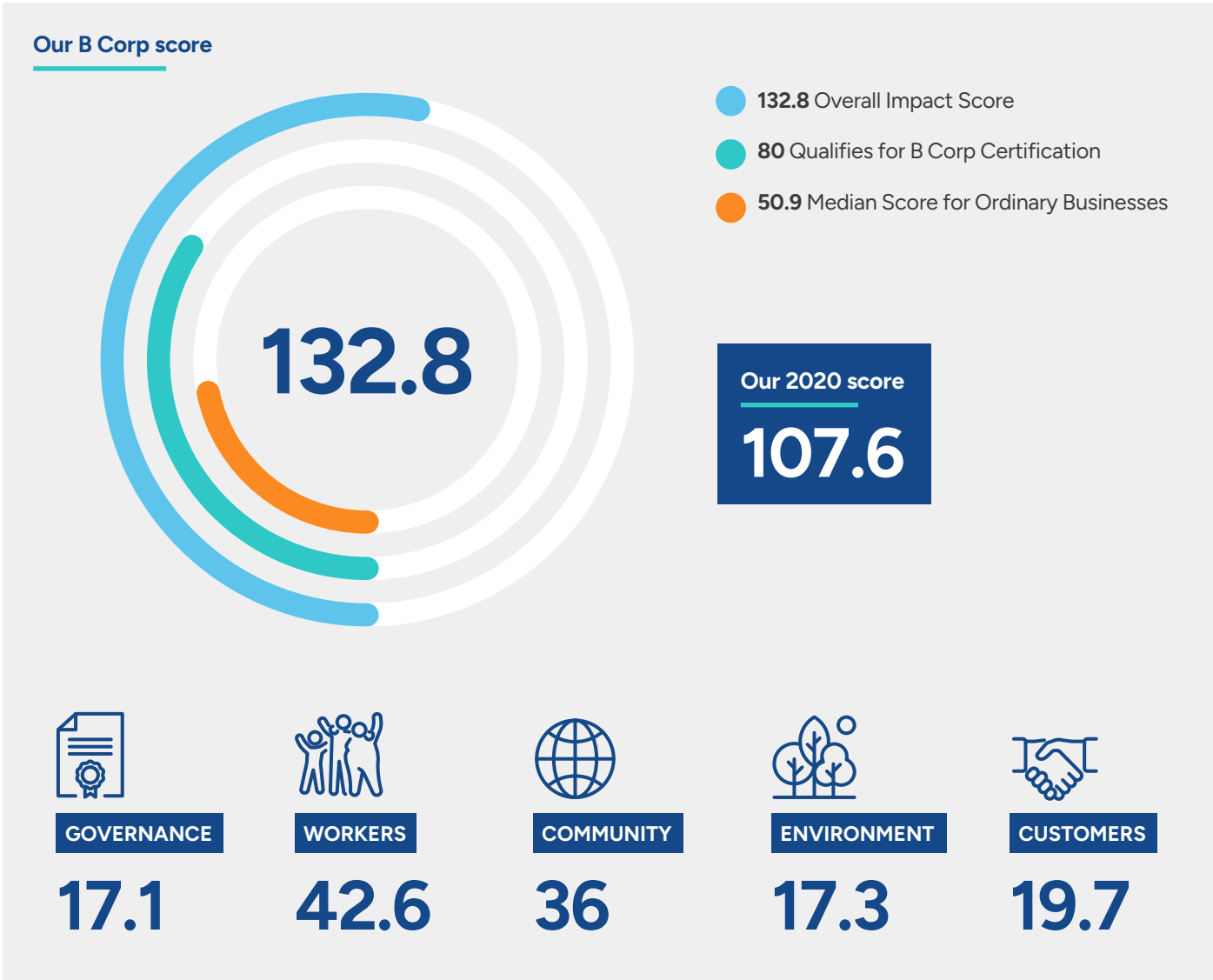
Journey to re-certification

We first achieved B Corp certification in 2020 and the initial process gave us practical guidance on areas to improve.

Between 2020 and our re-certification in 2023, we emerged from the pandemic building on our strong culture of trust and improving our practices as an employer, efforts that greatly contributed to our 2023 re-certification score of 132.8.

With significant updates to the B Corp standard, we are prepared and eager to engage with these in 2026. Our commitment to maintaining our certification score and B Corp status remains strong.

You will see our new goals in the following sections. The timescale for all of them is within the 25-26 financial year and each has been allocated a management lead and team responsible, to ensure we deliver them.



“We’re looking ahead to re-certifying in 2026 to the new B Corp standard, to remain part of this global community.”



Richard Sheane
Co-founder and Director

GOVERNANCE

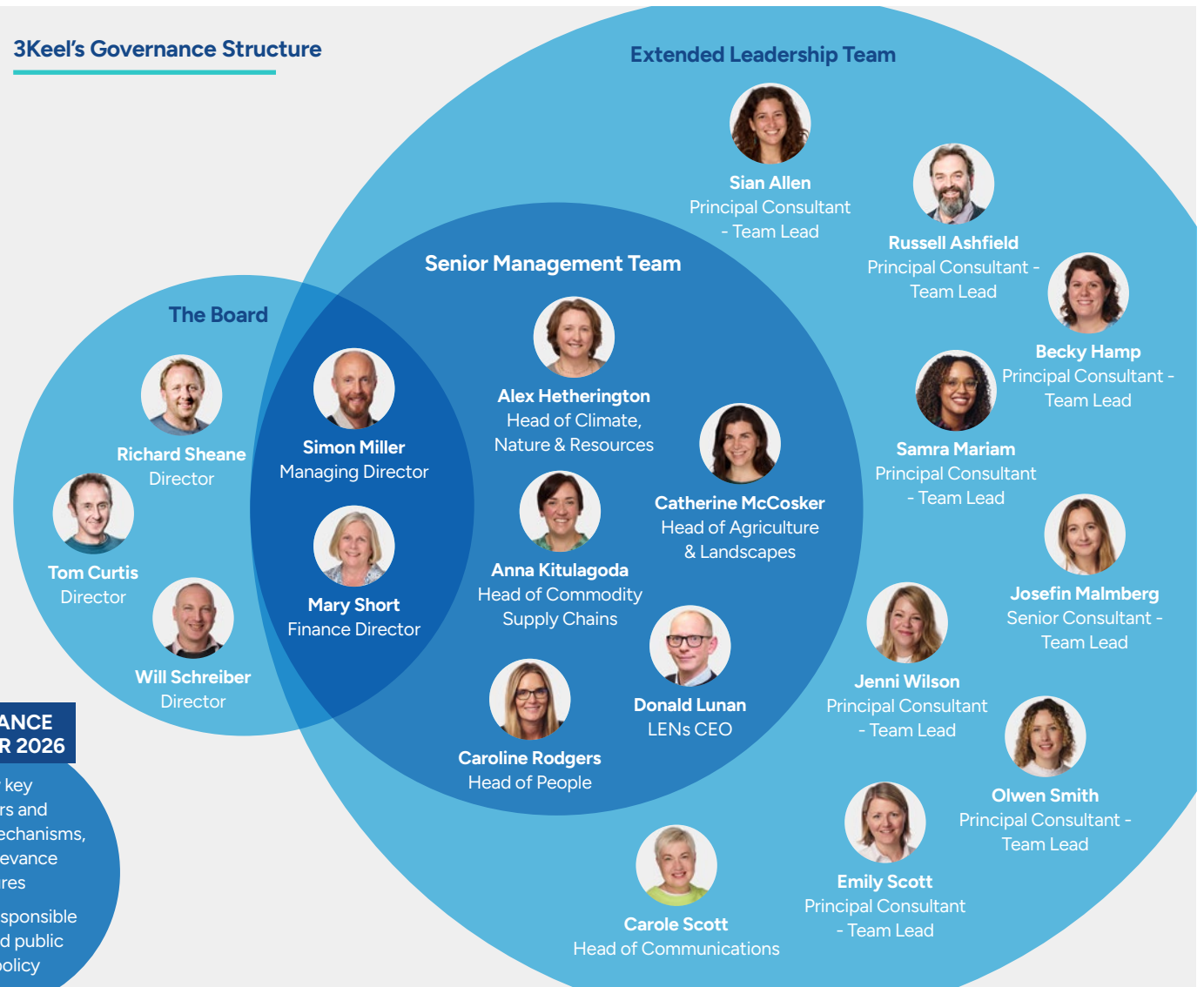
Building robust governance for a resilient future

Over the past two years, 3Keel has strengthened its governance to ensure long-term stability. We transitioned from a limited liability partnership to a limited company, embedding B Corp standards into our new Articles of Association. In FY24/25, we appointed our first Finance Director and launched a staff equity scheme that is open to all permanent employees.

To enhance accountability across finance, people development, and quality assurance, we reorganised service delivery into distinct Business Units: [Agriculture and Landscapes](#); [Climate, Nature and Resources](#); and [Commodity Supply Chains](#). Subsequently, we added a fourth, which is dedicated to our rapidly growing [Landscape Enterprise Networks](#) programme; originally housed within Agriculture and Landscapes.

We further strengthened our governance structure by revising the Senior Management Team (SMT), to include Managing Director, Finance Director, Heads of Business Units, and Head of People. The SMT manages day-to-day operations and reports quarterly to our Board of Directors. We also established an Extended Leadership Team (ELT), comprising the SMT, Business Unit Team Leads, Special Advisors and Head of Communications. The ELT plays a crucial role in scrutinising and shaping our strategy, plans, policies, and processes, fostering open and effective communication across all teams.

3Keel's Governance Structure



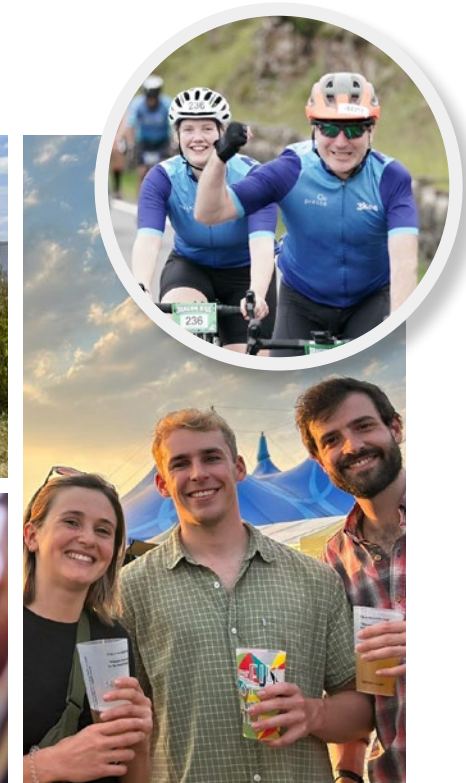
GOVERNANCE GOALS FOR 2026

1. Review key stakeholders and engagement mechanisms, including grievance procedures
2. Develop a responsible marketing and public relations policy

WORKERS

Supporting a culture that reflects our values

Our values – being Friendly, Curious, Practical, and Ambitious - guide our people-focused policies and shape how we operate, ensuring 3Keel remains a great place to work. Flexibility matters. We actively support flexible working arrangements, with over 25% of our team working part-time last year. Our people-first approach is effective; our staff turnover rate is only 9.2%, well below the UK consulting industry average of 15-20%.



People in numbers



TOTAL COLLEAGUES
98



GROWTH
15%



JOINERS
13



TURNOVER
9.2%



FULLY REMOTE
23

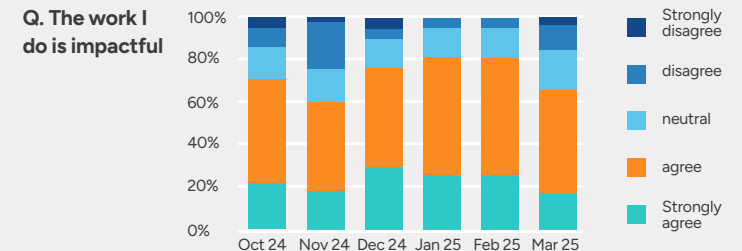


PART-TIME
27



Measuring the pulse of our 3Keelers

In the last year, we have introduced a regular pulse survey, the results of which inform SMT decision-making and communications. Every two months, we measure work/life balance, sense of belonging, how impactful our work feels, communication, development opportunities and perception of 3Keel's direction.



WORKERS

Strengthening our people policies

At 3Keel, we are committed to nurturing talent and providing meaningful, long-term careers. As we continue to grow, we are evolving our approach to career development and performance management, recognising that what worked well for a team of 50 now needs enhancement for 100 colleagues. We have implemented improvements to our career pathways, remuneration structure, salary bands, and performance management system. This now includes an updated competency framework that directly links to our enhanced learning and development (L&D) programme. This provides greater transparency and clarity for staff about their progression within 3Keel. We are committed to ongoing improvements, continuously refining performance assessment methods and expanding our career pathways.

A family-friendly environment

We pride ourselves on building a family-friendly culture and supportive policies for parents. While many mothers have benefited from our parental leave policies, we're pleased to see fathers also taking advantage of this opportunity. Nick McDowall's experience highlights the benefits that shared parental leave can bring to colleagues and their families. Over the past two years, we have regularly reviewed and enhanced our People policies, introducing or updating 10 to offer greater flexibility, particularly regarding time off.

New locations to suit hybrid working

Recognising that many colleagues live beyond the commuting distance of our Oxfordshire

head office, we expanded our physical presence to include three additional locations. Alongside hybrid and fully remote working, this allows us to attract a diverse pool of talented consultants.

In 2024, we opened a larger central office in Oxford, transforming our head-office site into a dedicated training and meeting hub with workspace downstairs for local staff. This strategic move has enhanced our Learning and Development programme by facilitating regular internal training sessions.

We established a London base at Work.Life in Bermondsey and a Bristol location at Gather Round in St Paul's.

Supporting our staff

Our commitment extends to comprehensive colleague support for personal and professional challenges. Our Staff Representatives offer confidential channels for feedback, serve as alternative contacts to line managers or HR, assist with senior-level decision-making processes, provide mental health first aid, and accompany colleagues through formal HR procedures.

We offer top-up health insurance, an Employee Assistance Programme, and access to Spill, a valuable online resource providing therapy, mental health resources, and line manager guidance.

WORKERS GOALS FOR 2026

1. Update and publish Justice, Equity, Diversity & Inclusion policies and statement
2. Review Human Rights risks and in procurement and update policies as needed

Paternity leave

"Knowing I would have time off made it so much easier to plan"

**Nick McDowall
Senior Consultant**

When Nick and his partner had their first child in 2024, he took paternity leave and shared parental leave.

Nick reflects that after two weeks at the start "in a lot of businesses, I'd be going back to work and my partner would be on her own. I couldn't imagine having to do that..it was amazing to have a month."

Later in the year, he took shared parental leave for three months. He sums up the experience: "It's credit to 3Keel that I never felt like I was doing something unusual by taking the time off to maximize the benefit to me and my family."

Read the full interview on our website

WORKERS

Opportunities outside work

In late 2022, we introduced a sabbatical policy, allowing colleagues who have been with us for two years or more to take up to three months of unpaid leave for any purpose they choose. To date, six colleagues have enjoyed sabbaticals, with more planned. For an insight into the impact of this policy you can read our interview with Fin Kenneth, who shares how his sabbatical positively affected him.

Strengthening culture through connection

From our beginnings, 3Keel has fostered a culture that prioritises enjoyment alongside professional excellence. Our annual company away days are a highlight - time dedicated to celebrating achievements, reinforcing strategic goals, and strengthening connections across business units. The September 2024 gathering in Oxfordshire combined strategic sessions with enjoyable leisure activities and team-building challenges. In addition to this annual event, individual teams organise their own strategic retreats, typically with a strong emphasis on outdoor activities, further enriching our collaborative culture.

“We are committed to nurturing talent, opening up the sector to young people and providing meaningful, long-term careers.”



Simon Miller
Managing Director

Annual away day 2024



Sabbatical

“You make the best memories when you get out of your comfort zone”



Finlay Kenneth
Senior Consultant

Fin was the second person in 3Keel to take a sabbatical, travelling for three months in Kazakhstan, Kyrgyzstan, Uzbekistan and Georgia. He feels strongly about the benefits of taking a break and how it benefits everyone: “Giving people the opportunity to take three months off and then be enthusiastic about

coming back to work, I think is good for retaining people. It shows that 3Keel cares about having rounded people who have a diversity of experience. It recognises the value in getting out and doing something completely different.”

Find out about Fin’s trip here

COMMUNITY

Progressing our community commitments

Our community commitments are designed to: support greater diversity in the sustainability sector; donate a percentage of our profits to charity; and to encourage colleagues to serve their communities in work time.

Volunteering

Staff are each allowed 22.5 hours (three days) paid time to volunteer. Whether on land or at sea, individually or in teams, 3Keelers can be found getting involved in all sorts of community activities. We need to work harder to ensure colleagues feel able to take up the time, as in 24-25, 25% of available hours was used. This is up from 20% the year before but we want more volunteers to use their hours to good purpose.

Supporting charities

We have two long-standing relationships with local charities that are dear to our hearts. For nine years, we have given time and financial donations to FarmAbility, an Oxfordshire farm-based programme for adults with learning disabilities. Team volunteering days focus on practical maintenance, such as carrying out essential work to get a barn ready for the cold season.



STORY MUSEUM
We're proud to support a charity that is fostering childrens' literacy & storytelling.



SEALIFE
Recording tidal wildlife, such as sea snails, for a citizen science project in Devon



LOCAL
Volunteers hours used at FarmAbility (L) and Oxford City Farm (below)



CONSERVATION
Planting hedgerows with Irish nature restoration charity, Hometree

COMMUNITY

We also supported The Story Museum, “the most unusual museum in Oxford.” It encourages childrens’ creativity and well-being, fostering improved literacy and communications skills. 3Keel’s sponsorship supports special exhibitions. The latest, ‘Here be Dragons’, has hosted more than 44,000 visitors, including 8,122 students and teachers.

At the end of each financial year, we donate 1% of profit to charities nominated by staff. In March 2025, colleagues voted for three from a longlist: Farm Africa, Oxford Mutual Aid and Yellow Submarine.

Opportunities for young people

Young people can find it challenging to ‘break into’ the sustainability sector – there are relatively few high-quality, entry level jobs. To help graduates, we offer paid internships and 12 colleagues started their career this way. Seven went on to be 3Keel consultants, including Catherine McCosker, who now sits on the SMT and heads up our Agriculture and Landscapes business unit.

In 2020, we introduced structured apprenticeships as an alternative to university. Four apprentices have now joined 3Keel this way. Three of our apprentices have benefitted from an LDN Apprenticeships course that Will Schreiber, one of our founding directors, helped to structure and for which he wrote a sustainability data management module. Amy Thomson, the first to join us, is passionate about the need for this kind of route into the profession.

COMMUNITY GOALS FOR 2026

1. Enable 1000 hours of volunteering in local communities
2. Donate 1% of FY 25-26 profits to charities nominated by colleagues

Diversity, Equality and Inclusion

During FY23-24, we established a working group to look at the steps we can take to make our DE&I policies more robust. The group created a statement of intent for 3Keel, which now informs DE&I strategy, as well as underpinning recruitment, HR policies and culture. We are developing a new strategy building on this work, which will be launched later in the current financial year.

Critically in our sector, the climate and biodiversity crises demand creative, tailored solutions that will best come from the contributions of as broad a range of people as possible. 3Keel can and should contribute to increasing diversity within the sustainability sector, recognising that there is some way to go for the sector. We take our role in this area seriously.

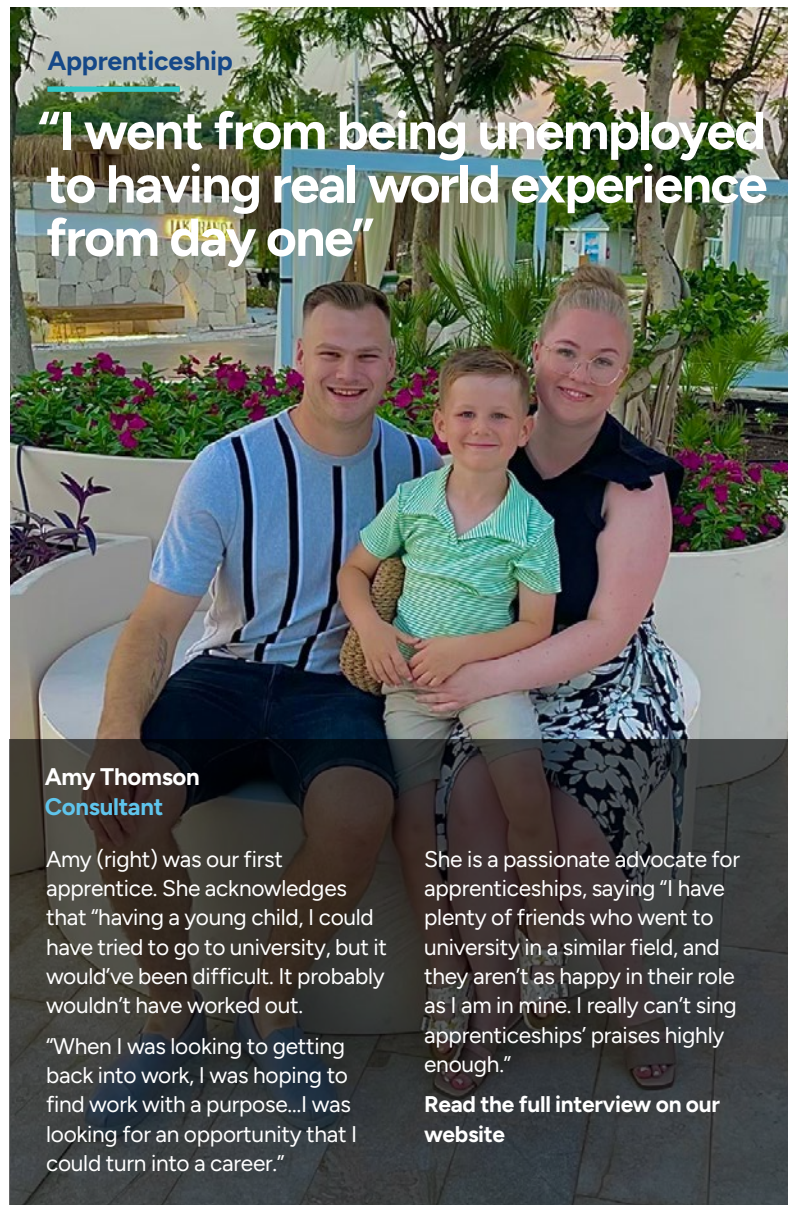
“Every apprentice we have trained has stayed on with us in permanent roles. This demonstrates the immense talent of those taking that path into sustainability.”



Will Schreiber
Director

Apprenticeship

“I went from being unemployed to having real world experience from day one”



Amy Thomson
Consultant

Amy (right) was our first apprentice. She acknowledges that “having a young child, I could have tried to go to university, but it would’ve been difficult. It probably wouldn’t have worked out.

“When I was looking to getting back into work, I was hoping to find work with a purpose...I was looking for an opportunity that I could turn into a career.”

She is a passionate advocate for apprenticeships, saying “I have plenty of friends who went to university in a similar field, and they aren’t as happy in their role as I am in mine. I really can’t sing apprenticeships’ praises highly enough.”

Read the full interview on our website

ENVIRONMENT

Taking action on climate

We are committed to reducing our carbon emissions in line with climate science. This year's corporate Scope 1, 2 & 3 footprint confirms that our biggest impacts stem from business travel, purchased goods and services, and commuting. While our operational emissions remain modest due to past investments in solar PV, we know that meaningful progress means tackling our indirect emissions too.

To support Scope 3 decarbonisation, we offer grants to colleagues purchasing electric vehicles (£1,000) or e-bikes (£250) and have moved to a centralised platform for booking business travel (and tracking its impact). These practical steps help embed climate action in our everyday decisions.

In 2025/26, we will set a science-based target aligned to 1.5°C and update our Climate Action Plan to focus on the areas where we can have the most impact. This is critical for playing our part in the transition to a low carbon society.

"We aim to reduce the cost barrier to lower carbon transport, by offering financial support to buy and hire EVs, e-bikes and good quality new bikes."



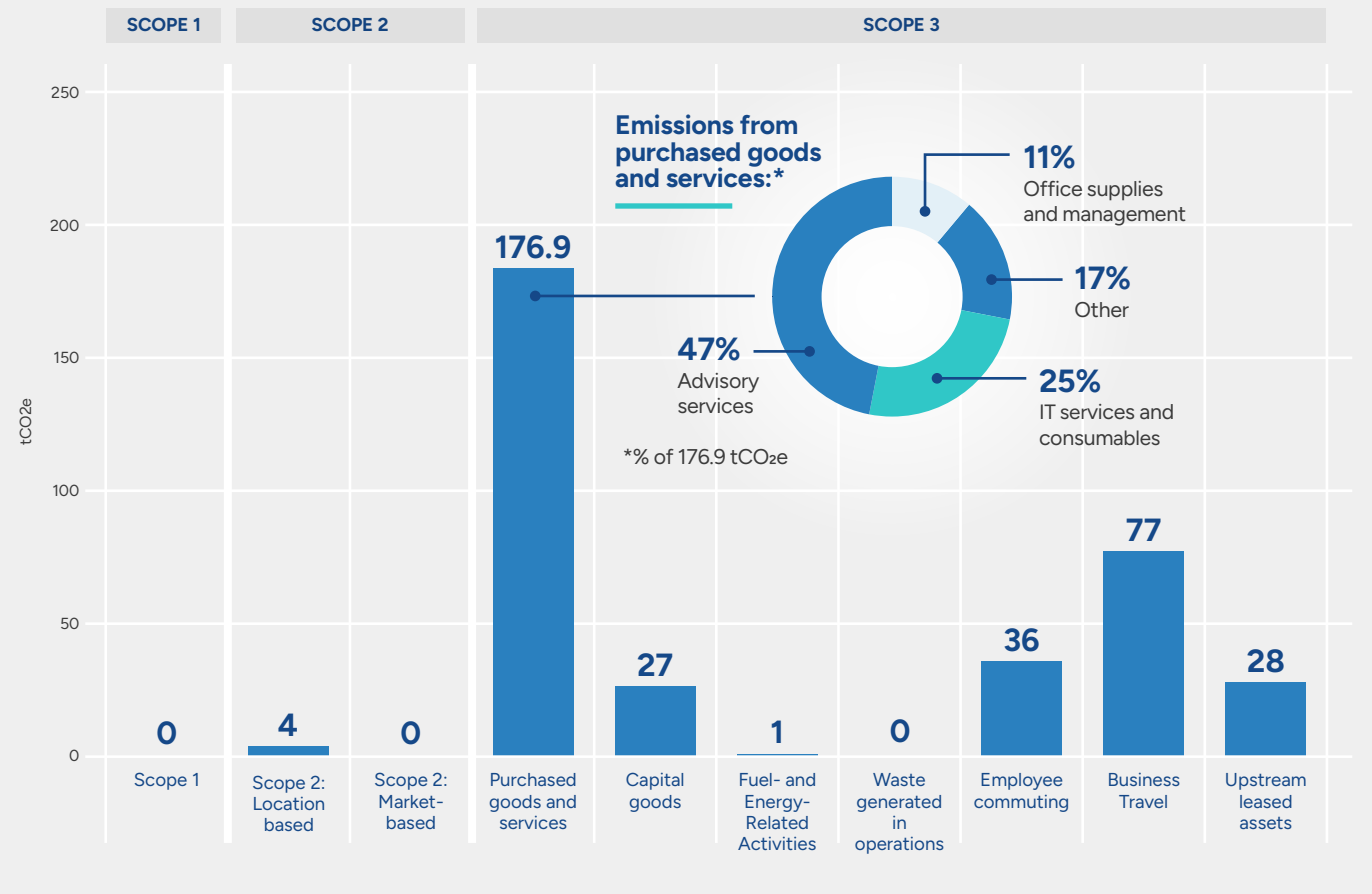
Mary Short
Finance Director

ENVIRONMENT GOALS FOR 2026

1. Update our Climate Action Plan focusing on key impact areas
2. Set a near-term and net zero science-based target aligned to 1.5C

3Keel's environmental footprint FY24-25

Our total emissions are 4.0 tCO₂e/FTE. This is in line with professional services firms who have done a full Scope 1, 2 & 3 GHG inventory.



ENVIRONMENT

Electrifying our workforce

SOLAR PANELS

3Keel's Long Hanborough office is fully electric, powered by our own 9 kWp solar array on our roof and supplemented by Ecotricity from other UK renewable sources when there's insufficient sun. In FY24-25, 21% of consumption was directly powered by our panels.

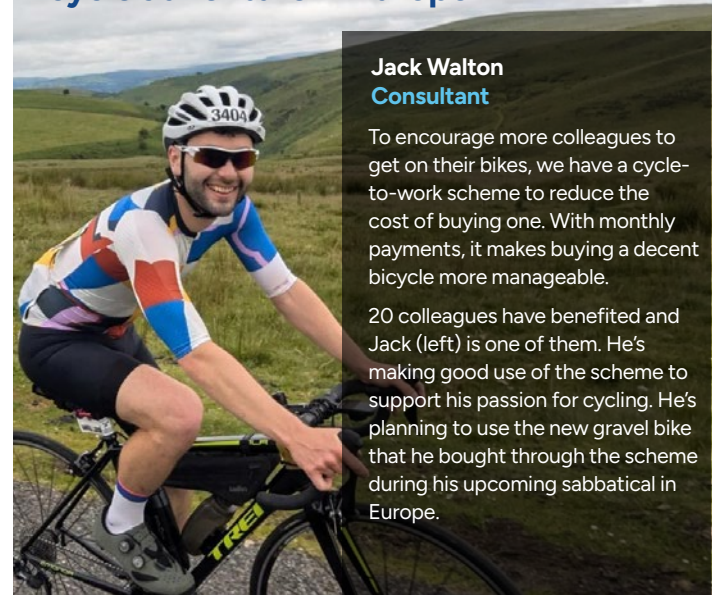
FREE CHARGING

We have two 7kWh EV charging points at our Long Hanborough office. They are connected to our building energy supply, so on sunny summer days 100% of the electricity comes from our own solar panels.

ELECTRIC CARS AND BIKES

To encourage uptake of electric cars, we run a scheme that allows colleagues to exchange part of their pre-tax pay for an EV. It is a cost-effective way to lease an electric vehicle and to date, three colleagues have made use of the scheme. We also offer one-off grants towards the cost of an e-bike.

"The cycle to work scheme has improved my commute with a better bike. I'm now planning a 3,000km cycle adventure in Europe"

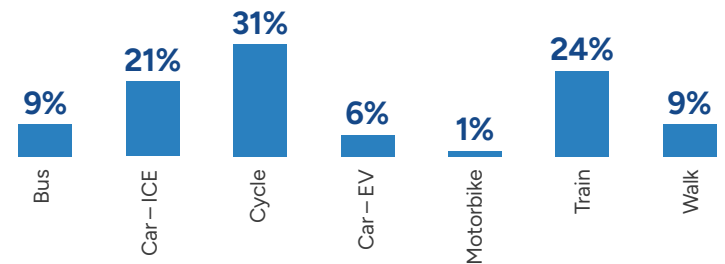


Jack Walton
Consultant

To encourage more colleagues to get on their bikes, we have a cycle-to-work scheme to reduce the cost of buying one. With monthly payments, it makes buying a decent bicycle more manageable.

20 colleagues have benefited and Jack (left) is one of them. He's making good use of the scheme to support his passion for cycling. He's planning to use the new gravel bike that he bought through the scheme during his upcoming sabbatical in Europe.

How we get to work



CUSTOMERS

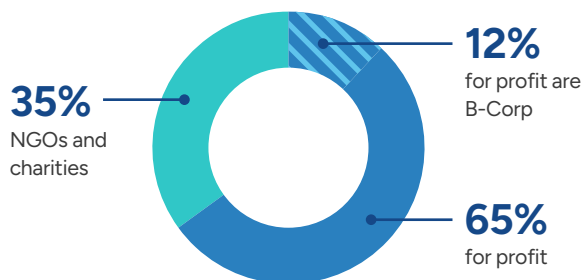
Making an impact through clients

3Keel is committed to making systems, supply chains and landscapes fit for the future, by using our knowledge and skills to accelerate systems change and business transformation towards a world in which nature, people and enterprises thrive.

In 24-25, we supported 130 clients across 200+ projects, including coalitions we convened or supported as Secretariat. Two-thirds of clients have partnered with us for at least two years - many for far longer. In addition, our Landscape Enterprise Networks programme worked with 11 organisations to invest in regenerative agriculture across 289 farms.

65% of our clients are for-profit, including 12% which are B Corps. The remaining 35% span NGOs and charities, public sector bodies, trade associations and educational institutions.

Our clients are



Three business units deliver our expertise:



Agriculture & Landscapes

Delivers strategic and practical support to improve resilience and productivity in supply chains and landscapes, with a focus on sourcing strategies and effective engagement with suppliers and farmers.



Head of Agriculture & Landscapes
Catherine McCosker



Climate, Nature & Resources

Offers trusted advice from industry-leading sustainability experts to help clients understand impacts and risks, create a coherent strategy and translate ambitious plans into action.



Head of Climate, Nature & Resources
Alex Hetherington



Commodity Supply Chains

Covers globally traded commodities, helping businesses understand and mitigate deforestation, environmental and human rights risks; improve traceability; and drive sustainability across supply chains.



Head of Commodity Supply Chains
Anna Kitulagoda

CUSTOMERS



Case study

Brewing sector climate resilience

British Beer & Pub Association and Zero Carbon Forum

As climate change intensifies, UK barley and hop production faces growing threats from drought, heat and flooding, putting beer quality and supply at risk. A 2025 report by 3Keel for the British Beer & Pub Association and Zero Carbon Forum outlines 10

key adaptation measures and calls on brewers to support farmers through funding, long-term contracts and collaboration. Without urgent, collective action, the brewing industry faces rising costs, supply disruption and pressure on traditional British beer varieties.

[Read the full story here](#)



Case study

Supporting Unilever’s work on deforestation-free and conversion-free commodities

Unilever

Unilever, a global leader in consumer goods, has set a goal to maintain no deforestation across its primary deforestation-linked commodities. Its work spans palm oil, paper and board, tea, soy, and cocoa – commodities accounting for over 65% of its land footprint. Since 2021, 3Keel has supported Unilever in its delivery, evolving from a pilot data partner into a trusted strategic adviser.

Our collaboration began with palm oil traceability and expanded to soy, cocoa, and coconuts. Through consistent engagement and high-quality reporting, 3Keel now plays a key role in Unilever’s deforestation-free and conversion-free (DCF) strategy. We built robust reporting systems, focusing on traceability to mill and plantation, and overall DCF status.

By 2023, Unilever had independently verified that 97% of its primary deforestation-linked

commodities were deforestation-free, and the company maintained this progress in 2024. As regulatory demands like the EU Deforestation Regulation (EUDR) emerged, 3Keel led a global risk assessment across Unilever’s palm, soy, and cocoa supply chains. We analysed supplier preparedness, potential disruptions, and mitigation needs, delivering insights that are shaping Unilever’s compliance strategy. This has led to further integration, including a 3Keel secondee within Unilever’s global sustainability team.

Our impact lies in embedding resilience and traceability across Unilever’s sourcing systems while supporting inclusive supplier engagement. As we look ahead, 3Keel continues to help Unilever anticipate what’s next, scaling high standards across global supply chains in an evolving regulatory landscape.

[Read the full story here](#)



Case study

Designing best-practice principles for ‘Within Value Chain Mitigation’

Department for Energy Security and Net Zero, Department for Environment, Food & Rural Affairs

In 2025, 3Keel published a landmark report outlining best-practice principles for “Within Value Chain Mitigation”, a strategy to reduce agricultural scope 3 emissions. Funded by the Department for Energy Security and Net Zero (DESNZ) and the Department for Environment,

Food & Rural Affairs (Defra), the report promotes pre-competitive collaboration, farmer resilience, and proportionate monitoring. Through real-world scenarios, the report equips businesses with guidance on how to deliver climate goals while supporting livelihoods, biodiversity, and landscape resilience across agricultural value chains.

[Read the full story here](#)

CUSTOMERS

Innovation & Development

We depend on the quality of our ideas and thinking to best support clients. To encourage an innovation mindset, 3Keel has an Innovation and Development Fund, which scales in size based on business growth. This year it will be equivalent to 1.5% of forecast turnover.

The aim is to nurture innovations with the same commitment as paid client projects. We use the outcomes to bring new ideas to the table, going beyond clients' immediate needs.

Some projects focus on internal expertise by knowledge-sharing, learning and development to build internal expertise; others are being developed into new propositions for clients. To date, we have funded nine projects including:

- A python-based tool to automate corporate carbon accounting calculations
- Enhancing 3Keel's approach for climate risk assessment and modelling
- Research to improve the robustness and quality of land use change emissions calculations using geospatial data.

"Working with clients as trusted advisers over a sustained period of time is where we can make our most significant impact."



Tom Curtis
Co-founder and Director

CUSTOMERS GOALS FOR 2026

1. Establish a method to measure client outcomes and assess the impact of our advice.
2. Achieve at least an average score of 50 ('excellent') in client NPS survey

Landscape Enterprise Networks

Landscape Enterprise Networks (LENs) brings organisations together to co-fund regenerative agriculture and drive landscape resilience. Since 2021, it has generated €24m of funding for regenerative agriculture practices. In 2024, LENs practices covered more than 43,500 hectares across 289 farms in six regions in the UK and Europe. In June, we published the programme's first Measurement, Reporting and Verification report, which provides tangible evidence of the impact the programme makes.

↓ [Download the report](#)

LENs in numbers



FARMER RETENTION RATE 2023/24

79%



FARMS ENGAGED WITH SINCE 2021

289



BIODIVERSITY HABITATS CREATED SINCE 2021

73 ha



POSITIVE IMPACTS IN 2024 ACROSS EUROPE

47,705 ha



AVERAGE FUNDING PER HECTARE

€160



POOLED FUNDING ORGANISATIONS

11



FUNDING TO FARMERS SINCE 2021

€24M



TOTAL EMISSIONS REDUCTIONS / REMOVALS

49,370 tCO₂e





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Blenheim Business Park
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United Kingdom



UK'S LEADING
MANAGEMENT
CONSULTANTS | 2019 - 2025

Certified



This company meets the
highest standards of social
and environmental impact

Corporation