



B Corp Impact Report

2025

CAMPBELL
TICKELL



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A message from our Board

At Campbell Tickell, a key area of focus is addressing the needs of society and the environment in which our clients operate. Being a B Corp for two years has encouraged us to reflect on who we are as a company. This year, we have used it as a chance to reset - exploring how we can operate more efficiently, improve processes for our teams and clients, while also growing and strengthening our team to support our work. Over the past year, 15 new colleagues joined us across the business, from finance and operations to recruitment and research.

To ensure we continue listening closely to our clients, we commissioned an independent stakeholder survey. The insights we received highlighted our key strengths and offered valuable recommendations, guiding the CT Board to make a number of commitments aimed at improving the value and experience we deliver as a consultancy.

Through careful review and thoughtful adjustments, we continue to work towards operating more effectively, sustainably and responsively, advancing our mission to support excellence and deliver social purpose across the sectors we serve.

This report reflects on the past year, sharing both the impact we have made and our plans for the year ahead.

We hope you find this an interesting read!

Best wishes,

The CT Board

Who we are

Campbell Tickell (CT) is an expert leadership consultancy for organisations tackling the challenges that shape lives, communities and futures. With over 25 years' experience across the UK, Ireland and beyond, we offer recruitment and consultancy services to leaders in housing, health, government, charities, sports and more, helping them navigate complexity, build resilience, and drive positive social change.

Our mission is to support our clients' excellence in governance, assurance, performance and compliance. This enables the better delivery of their social objectives for the people, communities and organisations they serve.



Our values



Equality, diversity and inclusion

Campbell Tickell champions equality, diversity, and inclusion within its operations, client connections and partnerships, embodying social justice in our values.



Truthful and trusted

Our clients tell us we consistently deliver work to a high standard, taking responsibility and owning our actions, and ensuring improvement when necessary.



Sustainability

Campbell Tickell commits to minimising our environmental impact, striving for sustainability, continuous monitoring, reducing our footprint and raising awareness among stakeholders.

Why we joined Campbell Tickell



Vanessa Inyang | Bids Support Officer

Joining CT felt like a natural progression in my career. Moving from a charity background into the commercial sector, it's awarded me the opportunity to learn, grow and be challenged in a new role and environment.



Clare Sion | Senior Consultant - HR and People

I joined Campbell Tickell because I've always wanted to be a consultant specialising in HR, combining my professional expertise with the opportunity to make a meaningful difference. I was drawn to an organisation that not only values excellence in its work but also places a strong emphasis on social and environmental impact.



Matthew McClelland | Director

After more than 20 years in public service across higher education and health and care regulation, I was drawn to Campbell Tickell because of its strong values and commitment to working with organisations that have a clear social purpose. CT's ethos of supporting leaders and organisations tackling society's most pressing challenges, and its focus on culture, behaviours and practices that underpin effective governance and strategic success, strongly resonated with me.



Jamie Don | Policy and Research Officer

I was drawn to Campbell Tickell for two reasons. Firstly, they are a for-profit consultancy with a strong sense of social purpose. It is clear the staff here are passionate about making a difference to the sectors they work in, and this mentality is exemplified by CT's B Corp status. Secondly, the office culture is superb, people are fun and friendly but extremely serious about their work. Everyone supports one another and people genuinely want you to succeed.

Our 2025 in numbers

300

We worked with over 300 organisations.

600

CT collaborated on nearly 600 projects.

400

Members of our Temporary Accommodation Network jointly formed with Devonshires.

52,600

Hours worth of consultancy work.

£44,621

Donated to support the brilliant work of UK and international charities.

15

New team members.



Impact we have made in 2025

Progress on our goals

Two-Tier Governance Structure

As part of strengthening the business for the future and streamlining decision-making, a two-tier governance structure has been established. The Board is responsible for strategic direction and governance, while the Operations Executive is responsible for the day-to-day management of the business and reports to the Board.

Disability Confident Scheme

We continue to improve our accessibility and the inclusivity of our recruitment practices. We are progressing towards Level 2 of the Disability Confident Scheme, a UK government initiative that encourages employers to think differently about disability and take action to improve how they recruit, retain and develop disabled people.



Age-friendly Employer Pledge

As part of our effort to strengthen our alignment with inclusive employment practices, we committed to the Age-friendly Employer Pledge – a nationwide initiative to create more age-friendly workplaces and to recognise the value of older workers.

The logo for the Age-friendly Employer Pledge. It consists of a yellow trapezoidal shape pointing downwards, with a pink triangle at the bottom tip. The text "Age-friendly Employer Pledge" is written in a bold, sans-serif font inside the yellow shape.

Age-friendly
Employer
Pledge

Progress on our goals:

Governance

Progress on our goals: Workers



Organisational Development initiatives

We implemented a range of initiatives to reinforce our commitment to a supportive, inclusive, high-performing workplace. These include:

- Introducing CMAP (our sales tracker)
- Continued associate processes
- Implementing organisational frameworks that standardise performance, development, and people processes.

Promotions and growth

We actively promote internal mobility and staff progression. Over the last year, several employees have advanced into new roles.

A total of 122 days of study leave was taken by staff to support training and development, including leadership and skills training and sector-specific courses, ensuring our staff are equipped for the future.

Engagement, culture and employee wellbeing

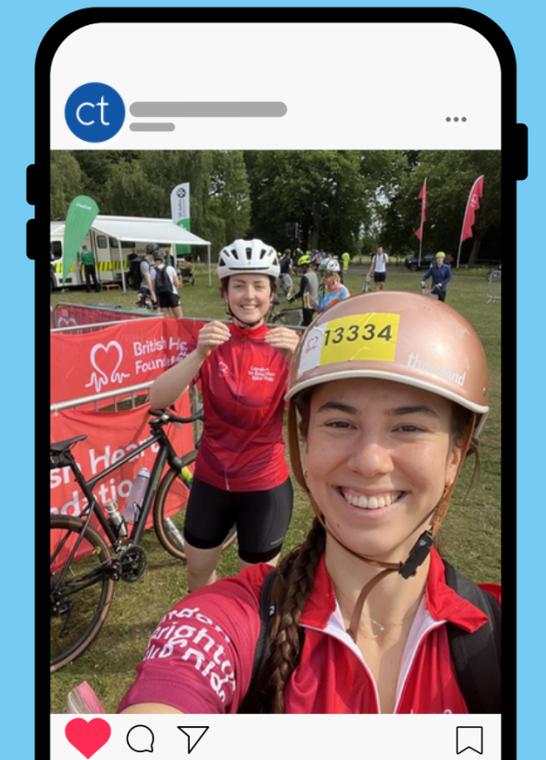
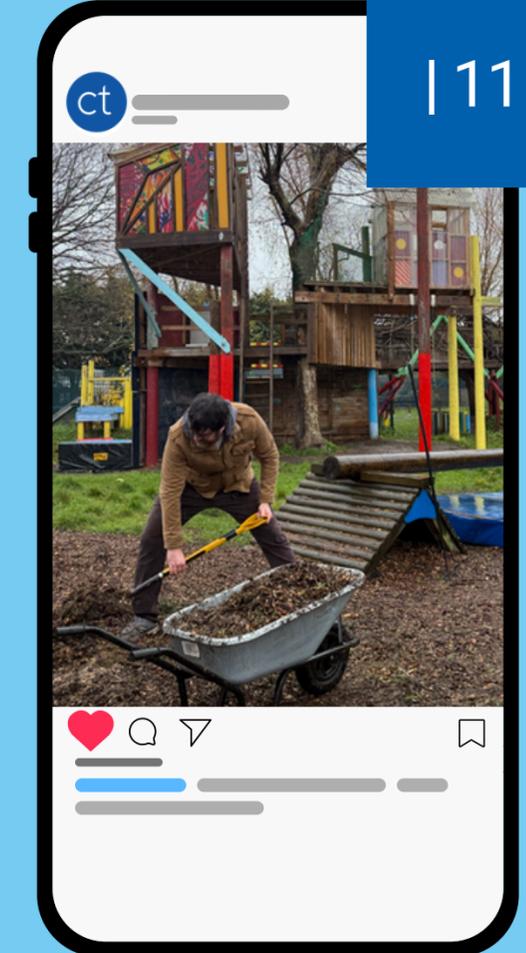
Our team members had an opportunity to complete our Staff Engagement Survey, which captured employees' views on workplace satisfaction, communication, wellbeing, and organisational direction.

Insights from this survey help shape our people strategy and inform ongoing improvements to culture and engagement.

Progress on our goals: Community

Volunteering

Under our Volunteer Policy, staff are able to take up to two days' paid leave per year to participate in voluntary activities. A total of 64 volunteering days were completed by CT staff, who fundraised and volunteered for causes close to their hearts.



Pro bono work

Over the last year, we have been involved in a number of pro bono projects. Here are a few examples:



HostNation

CT Partner, Greg Campbell, has provided HostNation with marketing and growth support. HostNation is a volunteer-led charity finding local friends for asylum seekers and refugees across Greater London, Greater Manchester and Tyneside.



Fair Game

CT Partner, Greg Campbell, has provided support and engagement to Fair Game, which is England's leading football think tank. They believe that football can be a force for good and work with like-minded individuals and organisations to research and develop solutions to the problems our National Game faces.



Temporary Accomodation Network (TAN)

Campbell Tickell and law firm Devonshires have brought together an alliance of organisations from across the housing sector to address the UK's escalating TA crisis. Over the last year, we have run a number of events contributing to our ultimate aim of TAN which is to identify solutions, share best practice, and influence policymakers to positively impact on the current provision of TA as we await longer-term improvements to the housing market.



CEOs WhatsApp group

CT Partners, James Tickell, and Greg Campbell, facilitated our CEO WhatsApp group with support from our Policy & Research, and Marketing and Communications teams over the last year. The group was set up in 2020 during COVID-19 and now has over 250 members.

Client projects and work

Throughout the year, we have worked closely with clients to carry out a wide range of projects to support their needs. These included for example: strategic reports; governance support and board effectiveness reviews to both small and large charities and public sector bodies; homelessness and temporary accommodation strategies, housing needs assessments and housing strategies for councils; merger and partnership support; as well helping social landlords improve their services and the quality of their homes for residents and communities.

Thought leadership

We actively engage our clients in discussions around regulation, care and support, governance, and much more. We do this through hosting webinars and workshops, and producing topical reports, blogs, videos and resources. These aim to foster collaboration and knowledge-sharing, and encourage our customers to improve their organisational practices.

Stakeholder survey 2025

We commissioned a confidential perception survey to test what our clients and other external influencers think of our business. The survey identified a number of perceived strengths and actions the board will take forward. The strengths highlighted included CT's extensive sector knowledge and connections, the quality of our team and approach, and our efficiency and value for money. While no major weaknesses were identified, interviewees noted areas for refinement, including ways of working, capacity, brand, and succession planning. [Read the summary stakeholder review.](#)

Progress on our goals:
Customers



Diversity in recruitment

Our clients typically operate in regulated environments where delivering social value within a commercial framework is crucial.

Our leadership recruitment is vital because the appointments we facilitate must positively impact communities, local economies, families, and neighbourhoods. We take this responsibility seriously as recruitment partners.

Our clients are working in a sector where the commitment to Equality, Diversity, and Inclusion (EDI) is strongly intended but not always achieved. Our recruitment work is directly making a positive impact in ensuring the sectors in which we work proactively improve their leadership representation.

“

The Campbell Tickell team are really professional and efficient. They were excellent in helping us secure the outstanding, successful candidate. We will use them in future.

Kojo Sarpong

Royal Borough of Kensington and Chelsea

”



CASE STUDY

CultureScan: An assessment of B3Living's culture

The Brief

Campbell Tickell was commissioned by B3Living to carry out a CultureScan to assess the organisation's overall culture. The CultureScan aimed to provide an independent perspective following the organisation's own internal evaluation of its current and aspired culture.

Our Approach

- 1** To assess the culture at B3Living we used CT's internally developed CultureScan© tool.
- 2** To obtain views across the whole organisation, we conducted a tailored and anonymised survey. B3Living offered their colleagues a donation to charity for every completed survey - resulting in a high response rate.
- 3** The survey identified a number of clear themes. Therefore, to garner more detailed viewpoints around these themes, we carried out a number of focus groups with B3Living staff.
- 4** We then provided the organisation with a detailed report on the findings.

The Results

The report we produced provided B3Living with insights into the culture across different teams and levels within the organisation. They were also able to benchmark themselves against sector peers.

When the organisation discussed the results with colleagues, they identified key areas that staff wanted them to act on. These included building cross-organisational collaboration, and providing an opportunity for better understanding of the many different roles within the organisation.

To address this, the organisation developed 'One B3'— an initiative designed to strengthen staff connectivity. Activities include team talks, celebrating cross-organisational achievements, and 'Coffee Roulette,' where colleagues from different teams are paired up and treated to coffee (other beverages are available), with no brief other than to get to know each other better.

Further changes the organisation has made as a result of the organisational audit include closer working between executive and leadership teams, and a more co-ordinated messaging system across the business to ensure consistency.

B3Living is using the feedback to improve their performance management framework and have fed the outcomes into their leadership and management training. They have also been able to give the Board assurance on the culture of the organisation and engage them in the work in this area.

Progress on our goals:

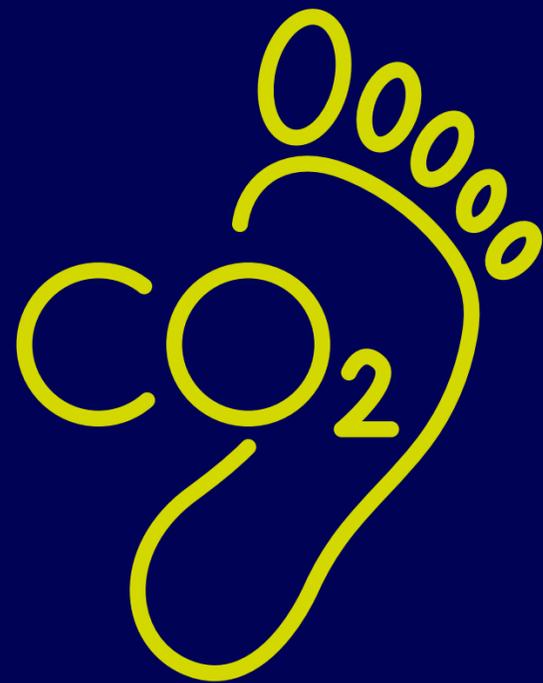
Environment

Sustainable sourcing

We have prioritised local and eco-conscious sourcing, ensuring our vendors, including fellow B Corp certified partners, are aligned with our sustainability values.

Waste reduction and recycling

We are proud to have achieved a Silver Recycling Accreditation from First Mile, with a 51% recycling rate. We have also saved 3.6 tonnes of CO₂, diverting 2.4 tonnes of waste from landfill, and utilising three of their recycling streams.



Carbon Measurement and Net Zero Commitment

Over the past year, we have begun strengthening our environmental management and climate-impact strategy. We completed a comprehensive carbon-footprint assessment survey for the last two years to better understand our organisational emissions profile. This baseline measurement is central to our ongoing work toward developing a robust Net Zero transition plan.

Goals for 2026



Carbon Measurement and Net Zero Commitment

Over the next year, we will expand this work by establishing reduction targets, identifying operational efficiencies, and planning longer-term strategies to reduce Scope 1-3 emissions across the organisation.



Ethnic Diversity and Demographic Data

We are undertaking a comprehensive Equality, Diversity and Inclusion (EDI) project this year. This initiative will:

- Gather accurate demographic data
- Benchmark our workforce composition
- Inform targeted interventions
- Embed stronger EDI practice across the organisation



Communications and Brand

We will sharpen our messaging and brand and target our communications more effectively to demonstrate the quality and the impact of our work.



Succession planning

We will highlight the skills and capabilities of senior team members, beyond the Board members.



Professional development

We will assess training and development needs across our team and ensure clear pathways for professional development.

Supporting Excellence Delivering Social Purpose

To discuss any issues raised, please contact:

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