

REGISTERED COMPANY NUMBER: 03270679 (England and Wales)
REGISTERED CHARITY NUMBER: 1059660

**REPORT OF THE TRUSTEES AND
AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024
FOR
PILOTLIGHT
(LIMITED BY GUARANTEE)**

PILOTLIGHT
(LIMITED BY GUARANTEE)

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FOR THE YEAR ENDED 31 DECEMBER 2024

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

OUR OBJECTIVES

While the world appears to be growing further apart, Pilotlight has spent the last 30 years refining a model to bring people from business and charity closer together.

These are different worlds and it can be difficult to sustain impactful partnerships between both. Our unique model, which is focused on creating shared and equitable value for all participants, consistently delivers impressive outcomes.

Through our carefully facilitated programmes, we have developed an outstanding reputation with business, charities and skilled-volunteers, enabling each to do more for their world.

The overlapping challenges of poverty, discrimination, insecurity and the climate emergency call for new solutions and Pilotlight is at the heart of efforts to empower partnerships and accelerate positive action.

Since 1996, by mobilising teams of business experts (we call them Pilotlighters) we have helped over 1,300 charities working for social or environmental improvement to ignite change that lasts.

This is our report of our work and progress over a year in which charities across the UK have continued to play a critical role in supporting people who are vulnerable or in need, but who are themselves facing significant challenges. Higher levels of need, more competition for fundraising, charity closures, squeezes on reserves, lower levels of overall volunteering, burnout from Chairs or Chief Executives... these are all factors that we recognise in our work with charities, meaning that just as their services are never more needed, so this is one of the most demanding of periods for a long time for the charitable sector.

The answer to this doesn't lie at the level of the individual charity, as much as they can do to organise and innovate as effectively as they can. The answer is that society needs to value more fully what charities do.

Our contribution to this is to unlock new forms of support by creating partnerships of shared value – and shared values - across business and charities. As a charity ourselves, we are inspired to play the role that we can, of bringing in expertise, support and advice, by seeing the courage and empathy that the charities that we partner have shown in their own work. As a social enterprise, working with a revenue model based primarily on earned income rather than grants, we are also inspired by the openness and entrepreneurialism of the businesses that we partner with as they seek to engage purposefully at a time of change.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

These pressures are the foreground to our work and not a backdrop. They mean that our focus on organisational support, to help charities to be effective and sustainable over time is all the more compelling. As trustees, we want to thank all of our partners in the business and charity sector, all our Pilotlighters, for their participation and support and all of our staff team for what we have been able to achieve by working together.

OUR PERFORMANCE AND IMPACT

This has been another encouraging year for Pilotlight. We have seen an increase in our strategic business partnerships which has grown the number of professional volunteers - our Pilotlighters - by 20%. During the year, 1,259 Pilotlighters collaborated on 162 projects delivering strategic and operational guidance and support to 142 charities and social enterprises. Collectively, these organisations support over 11 million people across the United Kingdom.

This means that since we were founded, Pilotlight has delivered 1,588 projects of support to 1,323 charities.

We cluster the support we offer to charities under three primary service lines, engaging pro bono events, consultancy style projects and longer-term strategic coaching. In each case, we are using business experts to offer insights on way to overcome organisational challenges faced by their charity client.

In 2024, we saw a shift in our programme mix, with growth in our events and consultancy offer and a reduction in the level of our long-form programme, Pilotlight 360, which focuses on strategic coaching. Our assessment is that market demand has moved away from extended programmes and that the investment we have made in innovation around short-form programmes in line with our strategy to build partnerships with large employer has proved to be timely and of real value. Alongside this, through our work on innovation, we have started to explore options for new ways to deliver our coaching offer in future.

In 2024, we enhanced our tracking of impact made through our different programmes. For charities, for example, we evolved a framework to measure the impact of the support we give through “seven pillars of charity resilience” – a model we have adapted from original work by the Charities Aid Foundation. The support on offer to charities varies accordingly, with a focus most commonly on operational challenges, ways to improve impact, financial models and opportunities, effective leadership or work to clarify and advance the core purpose of the charity. For skilled volunteers, we developed a Learning and Development Framework, focusing on the key learning outcomes for them from their participation.

Charities serving children and young people make up around a quarter (23%) of the charities we support. Across our field of partner charities, those working to support employment, training and education (23%) and those working to promote mental health and well-being (23%) are the most common.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

The majority of charities we work with are located in the most deprived areas of the UK. 83% of the charities we worked with are based in England. The regional spread of our work is assisted by our partnership with the Garfield Weston Foundation and The National Lottery Community Fund in the Midlands.

We celebrated our tenth year of partnership with the Garfield Weston Foundation on The Weston Charity Awards, which have been extended to include charities working in the field of environmental action. We are grateful to the Foundation for this partnership and in addition for its decision to support an independent evaluation of the ten years of the Weston Charity Awards. To mark this milestone, an independent evaluation of the Awards was carried out by Inside Impact which concludes that the Awards are achieving positive outcomes for both charity leaders and their organisations, with most planned outcomes still being experienced today:

- Desired outcomes for charities are overwhelmingly positive and long-lasting.
- Outcomes for charity leaders have also been overwhelmingly positive, with many still experiencing benefits.
- Almost all charity leaders (96%) reporting back said that their charity is more operationally fit as a result of the support.
- Four out of five (83%) said that the improvements are still felt to this day.
- A notable number of charities attributed increases in income, reserves, staff, reach, impact, and quality of services to the Weston Charity Awards.

Similarly, we have also worked over 2024 to understand the value that we create for business participants and for the businesses that employ them. Offering their pro-bono expertise in responding to a challenge often outside of their own field, business participants are given an opportunity to develop on their existing capabilities as a coach whilst also advancing their existing/new professional skills. This symbiotic experience of giving and gaining means that business participants also experience the benefits of exposure to new sectors, ways of thinking, and challenges in a similar way to charity participants.

As an example, we have tracked the learning and development opportunities of skills-based volunteering through a partnership with Wellington Management Company to contribute to the Wellington Leadership Development Programme with participants from around the world. The outcomes included that: 66% of those taking part from the business reported increased confidence in translating a client's vision into actionable steps; 72% reported increased confidence across all problem-solving and critical thinking competencies; while 100% reported satisfaction with feeling included.

For both charity and business participants, we have seen a rise in 2024 of the satisfaction rates of participation in our programmes. With an average satisfaction rate of 4.8 for charity participants and 4.6 for business participants, both are well above the target of 4.2 set by the Board for 2024. Additionally, both groups return strong 'net promoter' scores, as to whether they would recommend the Pilotlight programme to a colleague with charity participants scoring +79 and business participants +53. Both are outstanding results compared to commercial benchmarks.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

Our events programme for both has grown over the year. We ran, for example, our first World Environment Pilotlight Impact Day, hosted by Linklaters in London, the same day that in Birmingham we welcomed 22 charities to our Pilotlight 360 programme under the Weston Charity Awards. We brought our partners together in November 2024 for an enhanced annual event that we called the Pilotlight Summit, with a theme of ‘empowering business to be a greater force for good’. We are grateful to the Dual Group for hosting us at this event and to our excellent panellists and chairs for the day.

There is a clear line of sight from the outcomes for individual Pilotlighters to the gains to the businesses that employ them. We were grateful to have the support of Pro Bono Economics over 2024, responding to our request for economic research on the value of volunteering. The proven business benefits of volunteering they identified included productivity gains, reduced sickness and improved well-being. In an excellent report, Triple Dividend, the authors concluded that *“workplace volunteering schemes such as those run by Pilotlight could deliver between £1.50 and £3.60 of benefits for every £1 spent.”*

The return on investment of skills-based volunteering was also echoed in research published in 2024 by the Oxford University Wellbeing Research Centre. This reviewed interventions by employers tried out across 143 different organisations in the UK with a combined total of 27,932 employees. The conclusion is that wellbeing interventions fail to improve mental wellbeing, with one single, positive exception – which is where companies support their workforce around the option of volunteering.

OUR ACTIVITIES

We operate a number of pro bono programmes on a model of ‘skills sharing’ in which we attract people with business and organisational skills to support charity leaders – with both learning through the process. In terms of coaching, our most longstanding programme runs over a 10-month period, where four Pilotlighters collaborate to coach a charity leader and their board through the strategic challenges they face. In our consultancy programmes, there is a focus on specific challenges that charities may face, supporting them to address these and move forward with confidence. In our events programmes, our shortest offer runs over ninety minutes and involves a high energy exchange curated across a diverse range of professionals, all focused on generating ideas around a specific challenge faced by a charity.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

OUR STRATEGY

The charity is working to a ten-year strategy approved by the Board in 2021. The strategy sets out that over the coming ten years, we want to make a systems change, to bring about a fundamental shift in how skills sharing is perceived and delivered to the sector, with the following vision, mission and values:

Vision

A world that is fairer and more sustainable because charities, wider social enterprises and inclusive businesses have the skills that they need to tackle disadvantage.

Mission

To facilitate and promote the sharing of professional skills to help charities help people most effectively.

Values

Our values are aligned with our vision and mission and characterise how we believe that skills sharing can work to its potential:

- We bring people together
- We believe in potential
- We expect the best

If we are successful, there will be a joined up skills based support system across the UK for charities and social enterprises. This will be a system that makes a major contribution to sustainable development goals.

Two key themes in our strategy are those of 'innovation' and 'collaboration'. In late 2024, in line with the selection of a new Chair to replace Sally Bailey who was completing her term on the Board after six outstanding years, we indicated as a Board that the charity would look to review and refresh our strategy in 2025.

OUR FINANCES

Pilotlight meets its objectives of supporting charities to increase their social impact through a business model that we have developed over time. We fund our activities principally through individual business member donations and corporate fees, the remainder through grants primarily from trusts and foundations. Pilotlight uses its income to design and deliver carefully curated projects, oriented around support for charities looking to increase their social impact, aligning the needs of the partners and supporting positive outcomes through effective project management and impact measurement. The programmes are provided to participating charities free of charge.

PILOTLIGHT (LIMITED BY GUARANTEE) (03270679)

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

In 2024 grants make up around 28% of our total income with member donations and corporate income being our primary source of income. Our total income was £1,708,797. Our grant income includes support from the Garfield Weston Foundation and the National Lottery Community Fund.

Included in creditors is deferred income of £619,506 of which £414,207 is to be recognised in less than one year. Our costs were £1,705,129. Cash at bank the year end was £1,083,861.

We have continued to invest in developing our work for the future, in line with the long-term strategy. Significant financial commitments over 2024 included further improvements in our technology platform, including the integration of HubSpot as a marketing platform and improvements of our use of data building on our upgraded Salesforce instance.

The level of income is a new high for the charity and with careful cost controls, we outperformed our deficit budget set for the year and concluded with a positive out-turn. While there were ups and downs in demand for different programmes, the revenues from the growth areas more than covered any downsides.

We do recognise these changes as ones that present a different risk profile than before. Whereas running long-form programmes meant that we needed capacity across all the year, the demand for short-form programmes is more seasonal, tending to come together, such as around periods such as Volunteers Week in June. In Autumn 2024, we reviewed the operating model and made some changes to ensure we can better cope with the demand and capacity in future years, alongside a clear set of indicators to monitor ongoing performance.

Financial risks are managed as part of an overall system of risk governance with a focus on upside opportunities and not simply downside risks. This approach has underpinned for example a focus on innovation in line with the long-term strategy, with success over 2024 in the form of a new programme offer for business partners that has proved popular and impactful for both charities and businesses.

The primary financial risks over 2024 were on the income rather than the expenditure side, although like other charities, Pilotlight faces pressure to ensure that salaries remain competitive in the context of wider inflation and changes in the labour market. Charities have traditionally attracted staff because of their strengths as values-based organisations and ones that typically offered a high degree of flexibility.

Pilotlight has varied sources of income including donations from individual Pilotlighters and fees from companies who sponsor their employees' participation in our programmes. Payment from individuals is received across the full calendar year. The organisation also receives occasional grants which typically involve one or more lump sum receipts. Finally, we have in the past received ad hoc donations from private or corporate donors. We do not typically engage in open public fundraising.

Pilotlight's expenditure consists mainly of monthly salary costs and the cost of our office in London. The charity typically holds its assets in cash balances but could receive donations in the form of property, land or other forms of investment product.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

OUR STRUCTURE AND GOVERNANCE

Pilotlight is a charitable company limited by guarantee, incorporated on 29 October 1996 and registered as a charity on 6 December 1996. The organisation is led by a Chief Executive Officer ("CEO"), Ed Mayo.

The company was established under a Memorandum of Association which set the objects and powers of the charitable company and is governed under its Articles of Association. A review of the legal instruments of the charity led to changes to our constitution, to bring these into line with current good practice, and these were approved by the relevant regulatory authorities in 2021.

The Board operate to an up-to-date set of governance policies and process in a Trustee Handbook and undertake in most years an annual Board Effectiveness Review led by the Chair. These take account of the recommendations of the Charity Governance Code. The policies set out reserved and delegated matters, including around Pilotlight's financial assets. The committee structure of the Board is reviewed on a regular basis, with the Finance and Risk Committee supporting the Board in relation to financial compliance and performance.

Trustees of Pilotlight's Board are required to disclose all relevant interests and register them with the Chief Executive and withdraw from decisions where a conflict of interest arises. A policy on conflicts of interest governs the handling of decisions, including where a trustee is also involved with another relevant organization with whom we may co-operate with, setting out that trustees may, under appropriate circumstances, be involved in discussions about it but not in any decision-making process. All related party transactions are disclosed in note 26 to the accounts.

The Handbook forms a key element of our system of trustee induction, alongside a structured programme of engagement in our work and for meeting people within the staff team.

New members of the Trustee Board are instructed on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association and the decision-making process by other members of the Committee. This forms part of a structured approach to the induction of new trustees and for the ongoing development of all trustees. Training topics completed by the Board included sessions around social media and reputation risks, research on skilled volunteering good practice and the duties of Directors. Alongside this, trustees have access to the regular governance bulletins of NCVO, the national association for voluntary organisations.

The Treasury and Investment Policy sets out the charity's approach to the management of its funds and its liquidity requirements in this context. In line with this, the charity is active in the context of social investment, participating in two social venture capital funds operated by Bridges – the Bridges Social Impact Bond Fund and the Bridges Social Outcomes Fund II. We monitor the financial performance of these, aware of the risk that social investment has faced in an uncertain economy. These are considered to be a way of generating both financial and social returns, in line with our charitable objects. These two funds have a net book value of £81,478. The Social Impact Bond is in a liquidation phase, so no further drawdowns are expected in relation to this. The charity has no funds in the form of investment assets overseas. The investment period for the Social Outcomes Fund II runs to June 2025.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

The Reserves Policy sets out that the unrestricted funds not committed or invested in tangible fixed assets ('the free reserves') held by the charity should as a target be around 6 months of running costs. We are currently operating in line with this level, but not more. In addition to our deferred revenue balances, the Board feels that this would enable the funding of working capital, provide resources against unforeseen circumstances, and support new growth projects, in line with our strategy. In the event of a significant drop in funding, it would be necessary to consider how the funding would be replaced or activities changed. Unrestricted reserves in 2024 increased by £19,197 to £803,565.

The Trustee Board oversees the charity and meets around four times a year, with additional committee and working group meetings where required. The Chair of the Board is Sally Bailey (to December 2024) and the Vice Chairs are Fiona Rodford and Mei Li Powell. Mei Li Powell is Treasurer and Chair of the Finance and Risk Committee. Fiona Rodford is Chair of the People and Culture Committee and Chair of the Nominations Committee, a committee formed on a time limited basis when there is a governance recruitment need. Peter Moss (to December 2024) is Chair of the Innovation Committee, being replaced in this role by Katherine Mathieson.

We express our deep gratitude and profound respect to our outgoing Chair, Sally Bailey, along with fellow trustee Peter Moss, both of whom have completed their term of appointment as trustees, in line with our Articles. The Board appointed Nicola Pye as trustee in March 2024, to complement the skills on the Board with the addition of her knowledge of the field of learning and development. Following a careful recruitment process, with the support of search firm Eton Bridge, the Board approved the appointment of Alison Forrestal as trustee from December 2024 and the new Chair of Pilotlight following the resignation of Sally. Alison was able to observe the Board and participate in an induction programme in late 2024 in preparation for this.

The CEO is appointed by the Board to manage the day-to-day operations of the charity. The CEO, Ed Mayo, is supported by a Leadership Team that includes Mel Whitney-Long (Head of Operations), Sam Matthews (Head of Delivery) and Tom Leavesley-Matthews (Head of Partnerships). Mila Evanics (Head of Charities and Impact) served as a member of the Leadership Team until November 2024.

The Board oversees a framework for the appropriate governance of risk, including a Risk Register, risk controls and mitigation and regular management and Board scrutiny of relevant risks.

Our governance approach includes a consideration of our risk appetite. As an entrepreneurial charity for whom the majority of our income is earned through our activities, we know that risk and opportunity go hand in hand and in the context of our goals for the charity, expressed in our ten year strategy, we look to take positive, calculated risks in order to ensure that we minimise the larger risk of failing to achieve our overall goals. In this context, we are also grateful therefore to have support from the MIVA Foundation over three years to support innovation in our efforts to help charities to scale their impact.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

In terms of downside risks, 2024 saw uncertainty in economic conditions and the highest risk for the charity was perceived to be a loss of income. Other risks have included failure to recruit the right charities (leading to an inability to fulfil our mission and commitments) and reputational risks in the scenario of adverse publicity. The latter reflects in part the way in which social media has become more polarised. Looking forward, given the continued economic uncertainty, we expect to continue to be operating in a relatively high-risk environment, in which innovation may be of particular value.

The pay of all staff, including senior staff, is reviewed annually and a pay pot is set for increases in remuneration across staff where required, in line with an overall pay policy agreed by the Board. The Trustee Board benchmarks against pay levels in other voluntary sector organisations of a similar size and uses information from annual sector pay surveys to inform their decision-making.

We are conscious that the current conditions in the economy, society and state of the environment are ones that continue to be challenging when it comes to people's mental health and we keep a close eye on this for our staff through the ongoing work of the People and Culture Committee. Staff sickness was a key performance indicator for 2024 and we fell just short of our goal to keep sickness absence below 1.5%.

The charity conducted an annual staff survey in 2024, the results of which are considered by the People and Culture Committee and reported to the Board. Compared to previous surveys, the results were more mixed. The statements which achieved the highest average ratings in the staff survey, *'I feel that there is someone in the organisation I can go to if I have a problem'*, *'I am treated with fairness and respect'*, *'I am proud to work for Pilotlight'* and *'I feel comfortable and accepted as part of the Pilotlight team'*. Statements achieving lowest average ratings were *'Communication between different teams is effective'* and *'I feel I am being paid a fair amount for the work I do'*.

Following careful consultation and co-design with staff, the Board also approved the running of a trial by Pilotlight of a Reduced Hours Working Week, running from July – December 2024. The core idea of this was to improve well-being and staff retention by enabling staff to work reduced hours at full pay while maintaining full productivity. To assess the results, we used a range of indicators, including productivity, performance, employee well-being, and operational efficiency.

The results speak to the positive impact the approach had on work culture, the perception of Pilotlight as a progressive employer and the impact on productivity specifically. At a team level, for example, staff viewed all indicators (communication, collaboration, culture, productivity in process and productivity in outcomes) as having improved as compared with the period before the trial. The trial also had a positive impact on staff retention, as measured through staff turnover and estimates of the value that staff place on reduced hours working. The results, according to staff, were to make for a more empowering and effective work environment, reinforcing that Pilotlight has become both a 'nicer' and a 'better' place to work. Staff wellbeing improved and 100% of the staff team responded that they felt that the way of working should continue.

The Trustee Board has had due regard to the Charity Commission guidance on public benefit and has complied with the duty in section 17 of the Charities Act 2011.

For completeness, we would add that there are no exemptions from disclosure or funds held as a custodian trustee on behalf of others that are applicable to the charity.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

DIVERSITY, EQUITY AND INCLUSION (DEI)

The charity has made a commitment to champion anti-racism and promote Diversity, Equity and Inclusion (DEI) in its work. We see this as a sustained process of commitment and learning through action. Within the UK charity sector and in collaboration with the business sector, we recognise that we are operating in a context of overlapping and multi-generational challenges of power inequalities, racism and injustice. To be part of changing that requires us to operate as a community in ways that shift power and dismantle privilege.

We have an active programme of action on DEI, with targets for progress operating over time. Two trustees act as DEI champions (Katherine Mathieson and Finia Kuhlmann), in liaison with the Leadership Team and a staff DEI Committee.

Pilotlight is recipient of a Silver Award under the Inclusive Employers Standard, awarded by an independent accreditation body.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG)

The Board recognises the value of tracking how the charity interacts with the natural environment, with society as well as our governance. The core focus of the charity is to achieve social impact and we see that our current work contributes to five United Nations Sustainable Development Goals: 1—no poverty; 5—gender equality; 10—reduced inequalities; 11—sustainable cities and communities; 17—partnership for the goals. We consider the environmental and social impact of our operations, including working to an agreed Climate Emergency Policy and promoting actions such as around greening our office in London. Alongside this, we have extended our work to provide support for environmental charities. Our World Environment Day event marked the launch, following extensive research and piloting, of the first UK pro bono environmental programme, bringing professional skills to support the work of environmental charities.

OUR FUTURE PLANS

The Board approved in November 2024 an Operational Plan and budget for Pilotlight for our work in 2025 as part of a longer-term strategy and objectives.

The 2025 Operating Plan includes a set of Key Performance Indicators, including: forecast surplus (on budget or better); 90% partner business retention rate; net promoter scores of 60 or above; and staff who feel supported if they are facing challenges.

Integrated with the Operational Plan for the year are a suite of key initiatives intended to take our work forward in line with our strategy. These include: a test project on fundraising from trusts and foundations; a review of our marketplace; supporting the Board to refresh the strategy to 2030; a brand refresh; trialling project management software and the use of Artificial Intelligence (AI) as a tool in our work.

OUR FUTURE PLANS (continued)

Under the strategic theme of collaboration, Pilotlight will continue to build on key partnerships over the year ahead. The Weston Charity Awards are run in partnership with Garfield Weston Foundation. One further partnership is the UK Pro Bono Association, which is an informal collaborative network which serves as a welcome learning network for those in the field. The CEO, Ed Mayo, is also a member of the steering group for a new coalition of infrastructure organisations for the voluntary sector, the Civil Society Group. This supplements the work of NCVO, the national association of which the charity is also a member.

The risks that we foresee for the year mirror the risks that we have experienced in 2024. These include the impact of wider economic conditions on the partnerships with business and charities that we look to curate. We can see that conditions are challenging for charities, with greater competition for funding and a higher level of closures reported. With new business partners, we need to understand and build positive collaboration, so that these can become longstanding partnerships of value. There are technology risks too, with a continuing risk around cyber security but emerging risks too, such as if we fail to take appropriate advantage of AI as we look to run our operations effectively. The theme of 'achieving sustainable impact' is the motto for our 2025 Operational Plan, to ensure that we are operating in an effective way, generating compelling results for our partners.

In line with the objectives of our ten-year strategy, which commenced in 2021, the Board has agreed a set of strategic objectives for the charity for the period up to the end of 2026. Of these, we have moved into financial balance in 2024 one year earlier than planned, while in terms of innovation, targets include that by the end of 2026, learning and development is over 30% of earned income, while sustainability is over 20% of earned + grant income. In 2025, the Board will review and refresh the strategic goals set for the charity to achieve by 2030.

PILOTLIGHT (LIMITED BY GUARANTEE) (03270679)

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2024

OUR REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

03270679 (England and Wales)

Registered Charity number

1059660

Scottish Charity Registration Reference

SC038844

Registered office

5th Floor, 14 Bonhill Street, London EC2A 4BX

Principal address

5th Floor, 14 Bonhill Street, London EC2A 4BX

Trustees

S F Bailey (Chair, resigned 18/12/24)

AM Forrestal (Chair, appointed 18/12/24)

F M Rodford (Vice Chair)

M L Powell (Treasurer, Vice Chair)

A Halliday

F Kuhlmann

O S W Lloyd

K T S Mathieson

P D Moss (resigned 18/12/24)

N L Pye (appointed 19/03/24)

A L Rothwell

F Siddiqui

Auditors

Hartley Fowler LLP Statutory Auditors Chartered Accountants 4th Floor Tuition House 27-37 St George's Road Wimbledon London SW19 4EU

Bankers

HSBC Weybridge Commercial Centre Church Street Weybridge Surrey KT13 8DF

Solicitors

Anthony Collins Solicitors, 134 Edmund Street, Birmingham, B3 2ES

Chief Executive Officer and Company Secretary

Mr E Mayo

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2024**

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of charitable company (Limited by guarantee) for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 17 June 2025 and signed on its behalf by:



M L Powell - Trustee

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES AND MEMBERS OF PILOTLIGHT (LIMITED BY GUARANTEE)

Opinion

We have audited the financial statements of Pilotlight (Limited by guarantee) (the 'charitable company') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Statement of Financial Position, the Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES AND MEMBERS OF PILOTLIGHT (LIMITED BY GUARANTEE)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Report of the Trustees.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We identify and assess risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and the charities activities;
- results of our enquiries of management about their own identification and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the charitable company's documentation of their policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud;
 - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations;
 - the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud. In common with all audits we are also required to perform specific procedures to respond to the risk of management override.

REPORT OF THE INDEPENDENT AUDITORS TO THE TRUSTEES AND MEMBERS OF PILOTLIGHT (LIMITED BY GUARANTEE)

We also obtained an understanding of the legal and regulatory framework that the charitable company operates in. The key laws and regulations we considered in this context included the Charities Act 2011, Charities and Trustee Investment (Scotland) Act 2005, Charities Accounts (Scotland) Regulations 2006, UK Companies Act and tax legislation.

In addition we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty.

As a result of performing the above, we did not identify any key matters related to the potential risk of fraud or non-compliance with laws and regulations.

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with provision of relevant laws and regulations described as having a direct effect on the financial statements;
- enquiring of management concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reviewing minutes of meetings of those charged with governance, reviewing internal reports, and
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments, assessing whether the judgements made in making accounting estimates are indicative of a potential bias and evaluating the business rationale for any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indication of fraud or non-compliance with laws and regulations throughout the audit.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members and the trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Jonathan Askew (Senior Statutory Auditor)
for and on behalf of Hartley Fowler LLP
Statutory Auditors
Chartered Accountants
Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006
4th Floor Tuition House
27-37 St George's Road
Wimbledon
London
SW19 4EU

18 June 2025

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	185,215	-	185,215	255,585
Charitable activities	6				
Providing business support to UK charities		981,415	482,886	1,464,301	1,222,503
Other trading activities	4	2,570	-	2,570	-
Investment income	5	56,711	-	56,711	12,158
Total		<u>1,225,911</u>	<u>482,886</u>	<u>1,708,797</u>	<u>1,490,246</u>
EXPENDITURE ON					
Raising funds	7	35,989	-	35,989	41,951
Charitable activities	8				
Providing business support to UK charities		1,186,254	482,886	1,669,140	1,642,705
Total		<u>1,222,243</u>	<u>482,886</u>	<u>1,705,129</u>	<u>1,684,656</u>
Net gains on investments		<u>15,529</u>	<u>-</u>	<u>15,529</u>	<u>16,720</u>
NET INCOME/(EXPENDITURE)		19,197	-	19,197	(177,690)
RECONCILIATION OF FUNDS					
Total funds brought forward		784,368	-	784,368	962,058
TOTAL FUNDS CARRIED FORWARD		<u>803,565</u>	<u>-</u>	<u>803,565</u>	<u>784,368</u>

The notes form part of these financial statements

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL POSITION
31 DECEMBER 2024**

	Notes	2024 £	2023 £
FIXED ASSETS			
Intangible assets	15	65,450	65,494
Tangible assets	16	16,155	46,897
Investments	17	81,478	102,297
		<u>163,083</u>	<u>214,688</u>
CURRENT ASSETS			
Debtors	18	264,166	195,308
Cash at bank		1,083,861	1,475,625
		<u>1,348,027</u>	<u>1,670,933</u>
CREDITORS			
Amounts falling due within one year	19	(502,246)	(559,187)
		<u>845,781</u>	<u>1,111,746</u>
NET CURRENT ASSETS			
		1,008,864	1,326,434
TOTAL ASSETS LESS CURRENT LIABILITIES			
CREDITORS			
Amounts falling due after more than one year	20	(205,299)	(542,066)
		<u>803,565</u>	<u>784,368</u>
NET ASSETS			
FUNDS	23		
Unrestricted funds		803,565	784,368
TOTAL FUNDS		<u>803,565</u>	<u>784,368</u>

These financial statements have been prepared in accordance with the provisions applicable to charitable companies subject to the small companies regime.

The financial statements were approved by the Board of Trustees and authorised for issue on 17 June 2025 and were signed on its behalf by:



M L Powell - Trustee

The notes form part of these financial statements

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	(463,126)	(500,548)
Net cash used in operating activities		(463,126)	(500,548)
Cash flows from investing activities			
Purchase of intangible fixed assets		(18,070)	(19,869)
Purchase of tangible fixed assets		(3,627)	(8,127)
Purchase of fixed asset investments		(3,729)	(8,336)
Sale of fixed asset investments		40,077	84,333
Interest received		56,711	12,158
Net cash provided by investing activities		71,362	60,159
Cash flows from financing activities			
Loan repayments in year		-	(2,556)
Net cash provided by/(used in) financing activities		-	(2,556)
Change in cash and cash equivalents in the reporting period		(391,764)	(442,945)
Cash and cash equivalents at the beginning of the reporting period		1,475,625	1,918,570
Cash and cash equivalents at the end of the reporting period		1,083,861	1,475,625

The notes form part of these financial statements

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024**

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES		
	2024 £	2023 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	19,197	(177,690)
Adjustments for:		
Depreciation charges	52,483	50,747
Gain on investments	(15,529)	(16,720)
Interest received	(56,711)	(12,158)
Decrease in fixed asset investments	-	79,232
Increase in debtors	(68,858)	(28,260)
Decrease in creditors	(393,708)	(395,699)
Net cash used in operations	<u>(463,126)</u>	<u>(500,548)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS			
	At 1/1/24 £	Cash flow £	At 31/12/24 £
Net cash			
Cash at bank	1,475,625	(391,764)	1,083,861
	<u>1,475,625</u>	<u>(391,764)</u>	<u>1,083,861</u>
Total	<u>1,475,625</u>	<u>(391,764)</u>	<u>1,083,861</u>

The notes form part of these financial statements

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

1. GENERAL INFORMATION

The charitable company is incorporated and domiciled in England and Wales. The address of its registered office is 5th Floor, 14 Bonhill Street, London EC2A 4BX. The registered number of the company is 03270679. The registered number of the charity is 1059660. The Scottish registered number of the charity is SC038844.

The financial information presented is for the year ended 31 December 2024 and 31 December 2023. The financial information is presented in sterling.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland', the Companies Act 2006, The Charities and Trustee Investment (Scotland) Act 2005 and The Charities Accounts (Scotland) Regulations 2006 (as amended). The financial statements have been prepared under the historical cost convention.

a) Preparation of the accounts on a going concern basis

The financial statements have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves, the financial position, future plans and the expected level of income and expenditure for 12 months from authorising these financial statements. The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

b) Significant judgements and estimates.

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements and estimates have been made include:

(i) Deferred income. This represents corporate membership income and grant income that relates to future accounting periods.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Corporate membership income is deferred and only released to the Statement of Financial Activities over the period to which the membership relates.

Voluntary income is received by way of grants, donations and gifts, including gift aid income where applicable, and is included in full in the statement of financial activities when receivable. Income from grants, where related to performance and specific deliverables, is accounted for when it is probable that the income will be received and amount can be measured reliably. Where conditions are imposed that must be met before the charity has unconditional entitlement, the income is deferred and not included in income until the pre-conditions for use have been met.

Gifts in kind are included at the estimated monetary value to the charity. Where services are provided to the charity as a donation that would normally be purchased, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity.

Donated assets are recognised at current fair value. The donated asset is recognised as donation income and debited to fixed asset investments.

Investment Income - Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Charity.

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

2. ACCOUNTING POLICIES - continued

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Raising funds

Raising funds includes all expenditure incurred by the charity to raise funds for its charitable purposes and includes costs of all fundraising activities, events and non-charitable trading.

Governance costs

Since there is no direct cost to holding Trustee Board meetings and no Trustee Board expenses are reimbursed, governance costs only include statutory audit fees.

Website development costs

Website development costs are capitalised only if they are reliably measurable, the product is technically feasible, it is probable that future economic benefits will be generated, and the charity has the intention and sufficient resources to complete the development.

Website development costs are amortized by the straight-line method over their estimated useful life, of five years, from the day on which the website became available for use.

Customer Relationship Management (CRM) development costs

CRM development costs are capitalised only if they are reliably measurable, the product is technically feasible, it is probable that future economic benefits will be generated, and the charity has the intention and sufficient resources to complete the development.

CRM development costs are amortized by the straight-line method over their estimated useful life, of five years, from the day on which the software became available for use.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

All capital items are capitalised and a full year's depreciation is charged on a monthly basis from the date of purchase.

Depreciation is provided on all tangible fixed assets at rates calculated to write each asset down to its estimated residual value evenly over its expected useful life, as follows;

Office Equipment - over 3 or 5 years.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

2. ACCOUNTING POLICIES - continued

Fixed asset investments

Fixed asset investments comprise two funds:
(i) The Bridges Social Impact Bond Fund, and
(ii) The Bridges Social Outcomes Fund II.

The Investments in the Funds are initially recognised at transaction value and subsequently measured at fair value as at the balance sheet date. The Funds are valued at the fair value of the net assets. Distributions from the Funds are a return of capital and disclosed as a disposal in the fixed asset investment note.

The statement of financial activities includes the net gains and losses on revaluation and disposals during the year.

Cash at bank

Cash at bank includes bank deposit accounts and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are recognised at the invoiced cost prepaid.

Creditors

Creditors are recognised when the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors are normally recognised at the settlement amount.

Impairment

Assets not measured at fair value are reviewed for any indication that the asset may be impaired at each balance sheet date. If such indication exists, the recoverable amount of the asset, or the asset's cash generating unit, is estimated and compared to the carrying amount. Where the carrying amount exceeds its recoverable amount, an impairment loss is recognised in profit or loss unless the asset is carried at a revalued amount where the impairment loss is a revaluation decrease.

3. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations - Individuals and Trusts	185,215	255,585

4. OTHER TRADING ACTIVITIES

	2024	2023
	£	£
Other income	2,570	-

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

5. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	<u>56,711</u>	<u>12,158</u>

6. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2024	2023
		£	£
Corporate Contract Income	Providing business support to UK charities	985,415	808,204
Grants	Providing business support to UK charities	<u>478,886</u>	<u>414,299</u>
		<u>1,464,301</u>	<u>1,222,503</u>

Grants received, included in the above, are as follows:

	2024	2023
	£	£
The Garfield Weston Foundation	336,766	323,367
The National Lottery Community	90,120	90,932
Miva Foundation Grant	<u>50,000</u>	<u>-</u>
	<u>476,886</u>	<u>414,299</u>

7. RAISING FUNDS

Raising donations and legacies

	2024	2023
	£	£
Consultancy fees	<u>35,989</u>	<u>41,951</u>

8. CHARITABLE ACTIVITIES COSTS

	Direct Costs (see note 9)	Support costs (see note 10)	Totals
	£	£	£
Providing business support to UK charities	<u>1,264,203</u>	<u>404,937</u>	<u>1,669,140</u>

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

9. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2024 £	2023 £
Staff costs	1,245,419	1,230,662
Travel	18,784	25,174
	<u>1,264,203</u>	<u>1,255,836</u>

10. SUPPORT COSTS

	Management £	Governance costs £	Totals £
Providing business support to UK charities	<u>398,387</u>	<u>6,550</u>	<u>404,937</u>

Support costs, included in the above, are as follows:

Management

	2024 Providing business support to UK charities £	2023 Total activities £
Rent and office costs	167,333	173,381
Insurance	8,073	6,791
Telephone	9,865	8,375
Sundries	22,116	28,239
Recruitment costs	32,032	11,289
Legal and professional fees	77,983	73,004
Financial outsourcing	25,934	26,217
Bank charges	2,568	1,976
Amortisation of intangible fixed assets	18,114	10,970
Depreciation of tangible and heritage assets	34,369	39,777
	<u>398,387</u>	<u>380,019</u>

Governance costs

	2024 Providing business support to UK charities £	2023 Total activities £
Auditors' remuneration	5,150	5,000
Auditors' remuneration for non audit work	1,400	1,850
	<u>6,550</u>	<u>6,850</u>

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

11. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Auditors' remuneration	5,150	5,000
Auditors' remuneration for non audit work	1,400	1,850
Depreciation - owned assets	34,369	39,777
Development costs amortisation	18,114	10,970
Operating leases	82,021	82,012

12. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 December 2024 nor for the year ended 31 December 2023.

Trustees' expenses

One trustee received reimbursement of £74 for travel expenses during the period (2023: £nil).

13. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	1,084,986	1,070,683
Social security costs	113,714	113,414
Other pension costs	46,719	46,565
	<u>1,245,419</u>	<u>1,230,662</u>

The average monthly number of employees during the year was as follows:

	2024	2023
Charity Work	<u>26</u>	<u>26</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,001 - £70,000	2	-
£90,001 - £100,000	1	1
	<u>3</u>	<u>1</u>

During the year redundancy payments of £22,336 (2023 £nil) were made by the charity and are included in staff costs.

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

14. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	255,585	-	255,585
Charitable activities			
Providing business support to UK charities	808,204	414,299	1,222,503
Investment income	12,158	-	12,158
Total	<u>1,075,947</u>	<u>414,299</u>	<u>1,490,246</u>
EXPENDITURE ON			
Raising funds	41,951	-	41,951
Charitable activities			
Providing business support to UK charities	1,221,756	420,949	1,642,705
Total	<u>1,263,707</u>	<u>420,949</u>	<u>1,684,656</u>
Net gains on investments	16,720	-	16,720
NET INCOME/(EXPENDITURE)	<u>(171,040)</u>	<u>(6,650)</u>	<u>(177,690)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward	955,408	6,650	962,058
TOTAL FUNDS CARRIED FORWARD	<u>784,368</u>	<u>-</u>	<u>784,368</u>

15. INTANGIBLE FIXED ASSETS

	Development costs £
COST	
At 1 January 2024	83,120
Additions	18,070
At 31 December 2024	<u>101,190</u>
AMORTISATION	
At 1 January 2024	17,626
Charge for year	18,114
At 31 December 2024	<u>35,740</u>
NET BOOK VALUE	
At 31 December 2024	<u>65,450</u>
At 31 December 2023	<u>65,494</u>

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

15. INTANGIBLE FIXED ASSETS - continued

(i) Development costs of £30,720 incurred in 2021 related to the development of the charity's website which came into operation in December 2021. The trustees consider that the useful estimated life of the website is five years.

(ii) Development costs of £32,531 incurred in 2022 and £16,869 incurred in 2023 related to the development of the charity's CRM software which came into operation in July 2023. The trustees consider that the useful estimated life of the CRM software is five years.

(iii) Development costs of £3,000 incurred in 2023 relating to further development of the charity's software will be effective in 2024 when the costs will be amortised over the useful estimated life.

(iv) Development costs of £18,070 incurred in 2024 relating to further development of the charity's software will be effective in 2025 when the costs will be amortised over the useful estimated life.

16. TANGIBLE FIXED ASSETS

	Office equipment £
COST	
At 1 January 2024	235,659
Additions	3,627
	<u>239,286</u>
At 31 December 2024	
DEPRECIATION	
At 1 January 2024	188,762
Charge for year	34,369
	<u>223,131</u>
At 31 December 2024	
NET BOOK VALUE	
At 31 December 2024	<u>16,155</u>
At 31 December 2023	<u>46,897</u>

17. FIXED ASSET INVESTMENTS

	Unlisted investments £
MARKET VALUE	
At 1 January 2024	102,297
Additions	3,729
Disposals	(40,077)
Revaluations	15,529
	<u>81,478</u>
At 31 December 2024	
NET BOOK VALUE	
At 31 December 2024	<u>81,478</u>
At 31 December 2023	<u>102,297</u>

There were no investment assets outside the UK.

Pilotlight have invested into 2 funds:

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

17. FIXED ASSET INVESTMENTS - continued

(I) Bridges Social Impact Bond Fund - In March 2018 Pilotlight became in limited partner in this fund. At the year end Pilotlight had an unfunded commitment of £79,232 (2023 £79,232). The market value of Bridges Social Impact Fund LP at 31 December 2024 was £5,350 (2023 £23,108) as per the valuation disclosed in the audited financial statements for the period 1 April 2022 to 12 March 2023 (the termination date) less subsequent drawdowns. This fund is in the process of an orderly liquidation. The market value excludes the unfunded commitment.

(ii) Bridges Social Outcomes Fund II- In March 2019 Pilotlight became in limited partner in this fund. At the year end Pilotlight had an unfunded commitment of £122,294 (2023 £126,022). The market value of Bridges Social Outcomes Fund II at 31 December 2024 was £76,131 (2023 £87,203) as per the valuation disclosed in the audited financial statements for the year ended 31 December 2024. The market value excludes the unfunded commitment.

18. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Other debtors	69,576	39,163
Membership debtors	111,748	101,408
VAT	8,310	1,483
Accrued income	14,413	-
Prepayments	60,119	53,254
	<u>264,166</u>	<u>195,308</u>

19. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade creditors	29,846	7,414
Social security and other taxes	8,546	28,824
Other creditors	5,136	7,419
Deferred income	414,207	486,038
Accrued expenses	44,511	29,492
	<u>502,246</u>	<u>559,187</u>
	2024	2023
	£	£
<u>Deferred Income</u>		
Balance at 1 January 2024	486,038	429,275
Deferred income - amounts falling due after more than one year (transferred)	336,767	336,767
Amounts deferred in the year	77,438	149,271
Amounts released to income	(486,036)	(429,275)
	<u>414,207</u>	<u>486,038</u>
Balance at 31 December 2024		

Deferred income at 31 December 2024 consists of £78,782 (2023 £99,271) corporate income and £335,425 (2023 £386,767) grant income which relates to the year ended 31 December 2025.

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

20. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024 £	2023 £
Deferred income	205,299	542,066
	2024 £	2023 £
<u>Deferred Income</u>		
Balance at 1 January 2024	542,066	878,833
Deferred income - amounts falling due within one year (transferred)	(336,767)	(336,767)
Balance at 31 December 2024	205,299	542,066

In 2022 Garfield Weston awarded Pilotlight a grant of £1,000,000 to be spread over three years towards the partnership between Garfield Weston and Pilotlight on the Weston Charity Awards.

21. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024 £	2023 £
Within one year	108,568	64,318
Between one and five years	66,686	166,404
	175,254	230,722

22. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
Fixed assets	81,605	-	81,605	112,391
Investments	81,478	-	81,478	102,297
Current assets	807,311	540,716	1,348,027	1,670,933
Current liabilities	(166,829)	(335,417)	(502,246)	(559,187)
Long term liabilities	-	(205,299)	(205,299)	(542,066)
	803,565	-	803,565	784,368

Comparatives for 2023 net assets between funds

	Unrestricted funds £	Restricted funds £	2023 Total funds £
Fixed assets	112,391	-	112,391
Investments	102,297	-	102,297
Current assets	742,100	928,833	1,670,933
Current liabilities	(172,240)	(386,767)	(559,187)
Long term liabilities	-	(542,066)	(542,066)
	784,368	-	784,368

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

23. MOVEMENT IN FUNDS

	At 1/1/24 £	Net movement in funds £	At 31/12/24 £
Unrestricted funds			
General fund	784,368	19,197	803,565
TOTAL FUNDS	<u>784,368</u>	<u>19,197</u>	<u>803,565</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,225,911	(1,222,243)	15,529	19,197
Restricted funds				
The National Lottery Community Fund	96,120	(96,120)	-	-
The Garfield Weston Foundation	336,766	(336,766)	-	-
Miva Foundation	50,000	(50,000)	-	-
	<u>482,886</u>	<u>(482,886)</u>	<u>-</u>	<u>-</u>
TOTAL FUNDS	<u>1,708,797</u>	<u>(1,705,129)</u>	<u>15,529</u>	<u>19,197</u>

Comparatives for movement in funds

	At 1/1/23 £	Net movement in funds £	At 31/12/23 £
Unrestricted funds			
General fund	955,408	(171,040)	784,368
Restricted funds			
Pro Bono/Oak Foundation	6,650	(6,650)	-
TOTAL FUNDS	<u>962,058</u>	<u>(177,690)</u>	<u>784,368</u>

**PILOTLIGHT
(LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

23. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Gains and losses £	Movement in funds £
Unrestricted funds				
General fund	1,075,947	(1,263,707)	16,720	(171,040)
Restricted funds				
Pro Bono/Oak Foundation	-	(6,650)	-	(6,650)
The National Lottery Community Fund	90,932	(90,932)	-	-
The Garfield Weston Foundation	323,367	(323,367)	-	-
	414,299	(420,949)	-	(6,650)
TOTAL FUNDS	1,490,246	(1,684,656)	16,720	(177,690)

Restricted Funds

(i) The Garfield Weston Foundation. Supporting Pilotlight and charities in the Midlands, North-East, North-West of England and Wales through the Weston Charity Awards. See the note on deferred income for more details.

(ii) The National Lottery Community Fund. To establish a sustainable presence for Pilotlight in Birmingham, enabling charities in the area to access its highly managed capacity building programmes and to build sustainable local support networks between charities and businesses.

(iii) The Miva Foundation. A three year initiative in partnership with the MIVA Foundation for a new post to allow Pilotlight to extend and broaden its support over time for selected charities identified as having high potential to scale impact.

(iv) Pro Bono Economics / Oak Foundation: Providing specialist skills for 10 housing and homelessness charities in Oak Foundation's portfolio of grantees.

24. EMPLOYEE BENEFIT OBLIGATIONS

Pilotlight operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. At 31 December 2024 £5,459 (2023 £5,407) was payable to the fund and is included in creditors.

25. OTHER FINANCIAL COMMITMENTS

(i) Bridges Social Impact Bond Fund - At the year end Pilotlight had an unfunded commitment of £79,232 (2023 £79,232).

(ii) Bridges Social Outcomes Fund II - At the year end Pilotlight had an unfunded commitment of £122,924 (2023 £126,022).

**PILOTLIGHT
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**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 DECEMBER 2024**

26. RELATED PARTY DISCLOSURES

Key management compensation

	2024	2023
	£	£
Salaries and other short-term benefits	372,225	359,312
Post-employment benefits	17,918	14,396
	<u>390,143</u>	<u>373,708</u>

Key management includes certain senior employees who have authority and responsibility for planning and controlling the activities of the charity.

During the year trustees made donations of £2,563 (2023 £7,093).

27. COMPANY LIMITED BY GUARANTEE

The charity is limited by guarantee and has no share capital. The liability of each member is determined by the Articles of the charity and shall not exceed £1. There were 10 members as at 31st December 2024 (2023: 10).