

Company number: 07242976

Charity number: 1136151

Social Business Trust

Report and Financial Statements

For the year ended 31 May 2025

Social Business Trust

Reference and administrative details

For the year ended 31 May 2025

Company number	07242976 – incorporated in the United Kingdom	
Charity number	1136151 – registered in England and Wales	
Registered office	S71 New Wing Somerset House, Strand London WC2R 1LA	
Operational address	S71 New Wing Somerset House, Strand London WC2R 1LA	
Trustees	Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows: Larissa Joy Paul Armstrong Michael Crossan Guy Davies Anne Drakeford Jan Coos Geesink James Hadley Madeleine Hale Simon Milton Harry Nicholson Chair Secretary and Vice Chair	
Key management personnel	Joanne Hay Jennifer Coles Alex McAleavy Jasmine Anwar	Chief Executive
Bankers	Royal Bank of Scotland	
Solicitors	Russell Cooke Solicitors 2 Putney Hill, London, SW15 6AB	
Auditor	Sayer Vincent LLP Chartered Accountants and Statutory Auditor 110 Golden Lane London EC1Y 0TG	

CHAIR'S REPORT

In a year when the sector continues to face significant headwinds, Social Business Trust and its partners are more committed than ever to provide the highest possible levels of support, skills, expertise, strategic insight and financial support to our portfolio of social enterprises and charities to help them thrive.

The challenges our portfolio organisations are tackling include more acute demand for their services, increasing cost pressures, workforce and volunteer challenges and increased pressure on commissioning. Their Boards and leadership teams are rising to these challenges with commitment and resolve, increased ingenuity, creativity and resilience. They, and the team at SBT, continue to be driven and inspired by the impact of their work with their beneficiaries. It is during times such as these that the long-term nature of the relationships between SBT and its portfolio come into their own. We are privileged to partner with such an inspiring group of portfolio organisations.

SBT is delighted to have welcomed three new organisations into its portfolio this year – AllChild (formerly West London Zone); parkrun and upReach. Each brings unique and complementary strengths and potential to grow and expand their impact.

In 2025, SBT provided support to a total of 25 organisations, a significant increase on any previous year. We are very privileged to work with such an inspiring group and hope to continue to work with further, new social enterprises in the coming year whilst continuing to support our existing organisations.

This year has seen SBT further evolve its model for long-term support: beginning to embed further digital and AI capability, expanding leadership and talent development, building communities of practice and peer networks, all of which help maintain our ambition for a high-performing, values-driven approach. Looking forward, we hope to significantly increase our support to our portfolio in the realm of digital and AI as we know that there is opportunity for our portfolio organisations to refine and develop their offerings and broaden the ways in which they support their beneficiaries.

The year in review has seen another impressive number both of new volunteers engaged and value of hours of professional skills volunteering. I would like to pay particular tribute to Dr J Hay, SBT's CEO, and her team for their unflinching work and dedication in supporting our portfolio and leading SBT. Our board of trustees has continued to provide valuable insight and excellent support. We are extremely fortunate to benefit from a highly qualified Investment Committee, drawn from each of our long-term corporate partners. SBT remains most grateful to its business partners Bain & Co, Clifford Chance, EY, Financial Times, Permira, Permira Credit, Schroders and Thompson Reuters for their expertise and support.

Report of the trustees – Chair’s Report

For the year ended 31 May 2025

Next year will mark 15 years since Social Business Trust was founded. It was born with the vision that great things happen when business and the social enterprise and charity sectors find effective ways of working together more closely. We look forward in SBT’s 15th year, to celebrating the work of all of our partners and collaborators and to reaffirming our belief in an enduring partnership approach to connecting business expertise and support with social purpose to tackle inequality at scale.

Larissa Joy OBE
Chair

CEO'S REPORT

In a year marked by challenge and change, one thing has remained constant: the extraordinary power of purposeful partnership.

At Social Business Trust, we exist to help ambitious social enterprises grow because we believe that practical, bold solutions in education, employment and health & wellbeing are key to tackling inequality and unlocking opportunity. Everything we do is grounded in collaboration, guided by trust, and driven by a shared commitment to lasting social impact.

This year, we were proud to support 25 outstanding social enterprises making a difference in communities across the UK. From classrooms to workplaces to healthy living, their work brings our mission to life in real and powerful ways.

We also welcomed three exceptional organisations to our portfolio: AllChild, parkrun and upReach. Each brings fresh energy, innovation and deep insight into the challenges we aim to address, further strengthening the collective impact of our network.

The scale of support delivered this year is a testament to the generosity and commitment of our business partners and professional community. Together, we provided over 2,200 days of expert, hands-on support from over 400 professionals bringing their skills and insight to where they were needed most; add to that targeted grant funding and strategic in-kind contributions and the total value of support delivered this year exceeded £7 million.

But the real value lies in what this support unlocked: smarter systems, more resilient teams, braver decisions and stronger leadership, enabling our social enterprises to meet rising demand, navigate uncertainty, and continue delivering for the people who rely on them.

Our support offer has continued to evolve. Alongside high-impact projects and expert advice, we continue to build our talent development programme, increase sales and marketing support, and grow our peer learning groups. Embedding digital and AI capabilities across our portfolio remains a mainstay. All of this is made possible by our expert Advisory Boards working with SBTs high-performing team – aligned, ambitious, and constantly learning.

We know that the sector is under strain. Charities and social enterprises are facing complex challenges: funding uncertainty, surging demand, workforce pressures, and the need to rapidly build digital and operational capabilities. But we also know that they are meeting these challenges with resilience, innovation, and a deep commitment to the communities they serve.

At SBT, we will continue to stand beside our portfolio, offering practical support, trusted partnerships, and the belief that by working together, we can achieve more than any of us could alone.

Social Business Trust

Report of the trustees – CEO's Report

For the year ended 31 May 2025

Thank you to everyone who is part of this mission: trustees, partners, supporters, and above all, the social enterprises who inspire us every day.

Joanne Hay
Chief Executive

Key Performance Indicators

KPI	Explanation	FY25 Performance
Total cash income (£s)	This measures the financial support that we have received during the year and determines our ability to fund core costs and to make cash grants to social enterprises.	Total cash income in the year to 31 May 2025 was £693k (FY24: £812k, including interest income). Agreements were renewed for two business partners during the year. The reduction in cash income in FY25 was due to the end of additional grant funding received from one business partner over the prior three years. We continue to seek additional sources of cash income as this will enable us to expand our activities.
Expenditure on core costs (£s)	This measure determines how much we spend on SBT's core operations. We are looking to optimise rather than minimise this measure, as inadequate investment in core costs is a false economy.	Total expenditure on core costs in FY25 was £513k (FY24: £516k). Staffing was maintained at prior year levels and non-staff costs were prudently managed to maximise the amount of cash available for grants to social enterprises.
In-kind support drawn down from our business partners (£s)	This amount measures both the value of the expertise provided without charge to our investees, covering investment projects and a wide range of other support, and to SBT, and the extent of our ability to engage with our business partners to provide their expert volunteers.	In FY25, £6,409k (FY24 £7,836k) of in-kind support was provided by SBT's business partners, a decline from the record high of FY24 but 18% above FY23 thus marking another year of significant activity. All members of the Portfolio received expert support from SBT's business partners during the year, to help with specific functional areas, training and mentoring – as did the members of the SBT Development Network and social enterprises new to SBT in the Design stage. Of the total value of in-kind services provided in FY25, 98% was provided directly to our social enterprises (98% in FY24).
Number of cash investments made	Although SBT's investment criteria are flexible, we would normally expect to restrict our cash investments to support social enterprises that want to work with us to achieve 'transformation'. The number of cash investments made in a period should reflect this. This	In FY25, SBT's Investment Committee approved four proposals to invest cash grants in social enterprises: one investment was made as that social enterprise joined SBT's Portfolio from Design; two were made to existing members of SBT's Portfolio consistent with the strategy of creating longer, more impactful relationships; one was made to a social enterprise in the Design

Report of the trustees – CEO's Report

For the year ended 31 May 2025

KPI	Explanation	FY25 Performance
	measure also indicates the effectiveness of our processes for identifying and processing suitable applicants.	stage. In FY24, the Investment Committee also approved four new cash investments.
Feedback from our key stakeholders	SBT regards its business partners, social enterprises (in Portfolio, Design and the Development Network) and staff as its key stakeholders.	We obtain regular feedback from our business partners, social enterprises and staff. In most cases, this is extremely positive but we also welcome constructive criticism as this enables us to improve our processes. During the year, we collected feedback from volunteers on how volunteering had impacted their professional development. We achieved a NPS (net promoter score) of +85 from investees.

Financial overview

Total cash incoming resources for FY25 year were £693k (FY24: £812k including interest income). After core costs of £513k (FY24: £516k), cash payments to investee social enterprises of £323k (FY24: £274k), and a reduction in working capital of £23k (FY24: increase of £22k), year-end cash balances decreased by £117k (FY24: increase of £2k) to £510k at 31 May 2025. These, together with future cash donations from our business partners, will enable us to meet our cash commitments to existing investees (valued at £270k at 31 May 2025) and make additional investments during FY26.

In addition to their cash donations, business advice with an estimated market value of £6,409k (FY24: £7,836k) was drawn down from our business partners and provided to SBT and its investees. An analysis of our total FY25 core and in-kind expenditure of £7,245k shows that £7,048k or 97% of our resources (FY24: 98%) was focused on our social enterprises. The balance was shared evenly between raising funds and on governance – with the latter being broadly defined to include strategic management of the charity, risk management, compliance with regulations and public reporting.

Reserves policy

Our reserves policy is risk based and reflects the trustees' belief that, after taking account of existing cash commitments to portfolio companies, the charity should maintain a minimum level of unrestricted funds equivalent to approximately three months' core costs as this would enable SBT to manage an unexpected disaster that would threaten our ability to continue as a going concern. At activity levels forecast for FY26, this implies the need to maintain a minimum level of funds of approximately £145k. After deducting known cash commitments to portfolio companies, total unrestricted funds at 31 May 2025 were approximately £240k. The excess over the minimum targeted level is regarded by the trustees as acceptable.

Report of the trustees

For the year ended 31 May 2025

The trustees present their report and the audited financial statements for the year ended 31 May 2025.

For clarity and in recognition of their important roles in the governance and management of the charity, the Chair and Chief Executive have presented separate reports. These reports (for which the trustees take full responsibility) should be read as part of this report.

The reference and administrative information set out on page 1 also forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Structure and objects

The organisation is a charitable company limited by guarantee, incorporated as Scale-Up on 5 May 2010 and registered as a charity on 2 June 2010. The company's name was changed to Social Business Trust on 11 November 2010.

The company was established under a memorandum of association, which established the objects and powers of the charitable company and is governed under its articles of association.

The objects of the charity, as stated in its governing documents, are to pursue any exclusively charitable objects as the trustees in their absolute discretion think fit by any means including but not limited to providing grants or other forms of financial assistance, materials or assistance in kind. The management and governance structures in place are designed to enable this to happen.

Aims, objectives and activities

Social Business Trust ("SBT") is a partnership of leading businesses that share a common goal – to use our combined resources and experience to ensure the sustainability and help accelerate the growth of ambitious social enterprises, increasing social impact and making sustainable, positive change.

Together, SBT's business partners invest in UK social enterprises and charities with a clear social mission, a robust business model and good leadership. Our investment consists of a combination of cash grants and expert resources provided free of charge. Initially, investees are invited to join our SBT Design Programme during which we add value by working through a structured due diligence programme designed to ensure that the fundamentals for growth are in place. Subsequently, if appropriate, we contribute to projects that the investee management team "owns" and which they regard as critical to their ability to scale-up the impact of their organisation and/or to enhance their sustainability.

In all cases, we work collaboratively with management but, in accordance with best business practice, we always insist on accountability, transparency and a focus on results. Consequently, our

Report of the trustees

For the year ended 31 May 2025

support is usually provided in instalments, with each instalment being conditional on the achievement of certain milestones. We monitor the social impact of our investees and attempt to estimate the social return on our investment in terms of the key performance indicators that our investees consider meaningful.

Trustees

Trustees with appropriate functional and business skills have been appointed from SBT's business partners and elsewhere. They meet as a Board at least four times a year. Trustees automatically become members of the charity. With the exception of the Chair, all trustees serve for a three-year term, after which they are eligible for re-appointment on the recommendation of the Board on such terms and for such duration as the Board may determine.

As part of their induction, the Chair and Chief Executive each hold one-to-one meetings with new trustees to ensure that they are fully versed in SBT's objectives and procedures. Updates on developments in the social sector are provided at each trustees' meeting and additional training is available to trustees on request. The names of the trustees who held office during the year are set out on page 1.

Related party transactions and conflicts of interest

Trustees are required to disclose to the Board any direct or indirect interest in a proposed or existing transaction and any other circumstances that might give rise to a conflict or potential conflict. When any such actual or potential conflicts are identified, the trustee in question plays no part in the decision on whether or not to enter into the transaction.

Transactions in which a trustee has or may have a direct or indirect interest are referred to as related party transactions. Related party transactions involving trustees are fully disclosed in the financial statements (see Note 13).

Public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set. To ensure that SBT is acting in accordance with its objects, investments are restricted to registered charities or to other not-for-profit entities where, in the opinion of the trustees, any private benefit is incidental and insignificant.

Investment Committee

The trustees have set up an Investment Committee to act as an advisory sub-committee of the Board. The Investment Committee includes one senior representative of each of SBT's business partners. Its purpose is to consider detailed investment recommendations put forward by SBT's core team and, if appropriate, recommend them to the Board for approval. Meetings of the Investment Committee take place at least four times a year.

Report of the trustees

For the year ended 31 May 2025

The current members of the Investment Committee are:

Larissa Joy (Chair)

Gemma Cotton (Bain & Company)

Alastair Windass (Clifford Chance)

Andrew Walton (EY)

David Hirschmann (Permira Credit)

Fiona Spooner (The FT)

Madeleine Cobb (Schroders)

Daniel Fox (Thomson Reuters)

Fundraising

The charity is committed to observing all relevant fundraising regulations and codes. During the year, there was no non-compliance of these regulations and codes and the charity received no complaints relating to its fundraising practices.

Volunteers

SBT's trustees, Investment Committee members and core team are extremely grateful to the many people from SBT's business partners and other organisations who have given us and our investees the benefit of their experience and expertise during the year. SBT's accounting policies for valuing the contributions of these volunteers is set out in Note 1 to the financial statements.

Risk management

Risk exists when there is uncertainty surrounding events and their outcomes that may have a significant impact on SBT's ability to:

- Achieve its aims
- Satisfy the expectations of its stakeholders
- Operate efficiently

Risk management is the responsibility of the Board and, in recognition of this, a schedule summarising principal risks together with mitigating factors and appropriate risk management procedures is formally reviewed by the Board annually. In the Board's opinion, SBT's two most significant risks can be summarised as:

- The inability to attract or retain enough key business partners to continue to provide SBT and its investees with the level of support required to achieve SBT's aims
- The unavailability or loss of key SBT team members

To a significant extent, these risks are outside the control of the Board but mitigation strategies include a relentless focus on stakeholder satisfaction, increased investment in fundraising and appropriate succession planning.

Going concern

The trustees consider that, having regard to the level of reserves and to the continuing support of SBT's business partners, there are no material uncertainties about the charitable company's ability to continue as a going concern.

Remuneration policy for key management personnel

The trustees of SBT recognise that the charity will not achieve its ambitious goals unless we are able to attract and retain a core team of key management personnel who have the experience, enthusiasm and ability to provide support and guidance to both its investee companies and to high calibre personnel from its business partners. Consequently, the ability to offer a compelling value proposition to all staff is regarded as a critical success factor.

In common with other small, entrepreneurial organisations in the charitable sector, SBT's value proposition to staff includes flexible working, supportive teamwork and significant job satisfaction from the social impact that we are helping to generate. However, remuneration is also important, and, for this element of the overall reward package, our policy is to set pay and benefits at levels that are competitive for the sector and which recognise an individual's abilities, responsibilities and experience.

The remuneration of key management personnel is summarised in Note 6 of the financial statements. On a full time, equivalent basis, SBT's highest paid employee is the Chief Executive and, in the year to 31 May 2025, her salary was approximately 2.1 times the average full time equivalent salary paid to other employees.

Financial review

The Chief Executive's report, which is set out on pages [4 to 7](#), includes a commentary on SBT's performance in the year to 31 May 2025 and a financial overview.

Plans for the future

As we look to 2025/26, we do so with confidence in the strength and resilience of the SBT model. Our mission remains clear: to connect business expertise with social purpose, tackling inequality at scale in education, employment, and health & wellbeing.

The year ahead will see us build on our distinctive blend of time, talent, funding, and strategic insight, deepening our impact for charities and social enterprises facing rising demand and complex challenges. We will continue to evolve our offer, embedding digital and AI, expanding leadership development, and fostering strong peer networks.

To meet unprecedented demand, we plan to grow our income, strengthen our core team, and increase grant funding, enabling us to support more organisations.

Statement of responsibilities of the trustees

The trustees (who are also directors of Social Business Trust for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. 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 auditor is unaware
- 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 auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantors at 31 May 2025 was 10 (2024: 10). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Social Business Trust

Report of the trustees

For the year ended 31 May 2025

Auditor

Sayer Vincent LLP was re-appointed as the company's auditor during the period and has expressed its willingness to continue in that capacity.

The trustees' annual report which includes the Chair's and Chief Executive's report was approved by the trustees on 9th September 2025 and signed on their behalf by:

Harry Nicholson – Treasurer

Opinion

We have audited the financial statements of Social Business Trust (the 'charitable company') for the year ended 31 May 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 May 2025 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
- Have been prepared in accordance with the requirements of the Companies Act 2006

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 Auditor's 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 Social Business Trust'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 other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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. 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 course of 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 trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has been prepared in accordance with applicable legal requirements.

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 trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 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 directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) 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.

Auditor's 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 an auditor's report 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.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

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

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's 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;

Independent auditor's report

To the members of

Social Business Trust

- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

Social Business Trust

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's 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 Coyle (Senior statutory auditor)

Date: 22 September 2025

for and on behalf of Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

Social Business Trust

Statement of Financial Activities *(incorporating an Income and Expenditure Account)*

For the year ended 31 May 2025

		Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
	Note						
Income from:							
Donations	2	7,051,614	30,000	7,081,614	8,639,431	–	8,639,431
Bank interest and sundry income		20,707	–	20,707	8,473	–	8,473
Total income		7,072,321	30,000	7,102,321	8,647,904	–	8,647,904
Expenditure on:							
Raising funds		112,060	–	112,060	140,069	–	140,069
Charitable activities		7,132,526	–	7,132,526	8,484,807	1,958	8,486,765
Investment in projects							
Total expenditure	3	7,244,586	–	7,244,586	8,624,876	1,958	8,626,834
Net income for the year and net movement in funds	5	(172,265)	30,000	(142,265)	23,028	(1,958)	21,070
Reconciliation of funds							
Total funds brought forward		650,092	5,180	655,272	627,064	7,138	634,202
Total funds carried forward		477,827	35,180	513,007	650,092	5,180	655,272

Movements in restricted funds are detailed in note 11

All of the above results are derived from continuing activities. There were no other recognised gains or losses in either year other than those stated above.

Social Business Trust

Balance sheet

Company no. 07242976

31 May 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible fixed assets	8	1,603	3,393
Current assets			
Debtors	9	23,942	49,247
Short term deposits		151,767	91,787
Cash at bank and in hand		358,594	535,959
		<u>534,303</u>	<u>676,993</u>
Liabilities			
Creditors: amounts due within one year	10	(22,899)	(25,114)
Net current assets		<u>511,404</u>	<u>651,879</u>
Net assets		<u>513,007</u>	<u>655,272</u>
The funds of the charity			
Unrestricted general funds		477,827	650,092
Restricted funds	11	35,180	5,180
Total charity funds		<u>513,007</u>	<u>655,272</u>

Approved by the trustees on 9th September 2025 and signed on their behalf by:

Harry Nicholson
Trustee

Social Business Trust

Statement of Cash Flows

For the year ended 31 May 2025

	2025 Total £	2024 Total £
Net income for the year	(142,265)	21,070
Depreciation	5,009	4,849
Loss on disposal of fixed assets	–	–
Decrease/(increase) in debtors	25,305	(30,462)
Increase/(decrease) in creditors	(2,215)	8,890
Net cash provided by operating activities	(114,166)	4,347
Cash flows from investing activities:		
Purchase of fixed assets	(3,219)	(2,274)
Net cash used in investing activities	(3,219)	(2,274)
Change in cash and cash equivalents in the year	(117,385)	2,073
Cash and cash equivalents at the beginning of the year	627,746	625,673
Cash and cash equivalents at the end of the year	510,361	627,746

Analysis of cash and cash equivalents

	At 1 June 2024 £	Cash flows £	At 31 May 2025 £
Cash at bank and in hand	535,959	(177,365)	358,594
Short term deposits	91,787	59,980	151,767
Total	627,746	(117,385)	510,361

1 Accounting policies

a) Statutory information

Social Business Trust ("SBT") is a charitable company limited by guarantee and incorporated in the United Kingdom.

The registered office address is 110 Golden Lane, London, EC1Y 0TG.

b) Basis of preparation

The financial statements have been prepared in accordance with 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) – (Charities SORP FRS 102), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that, having regard to the level of reserves and to the continuing support of SBT's business partners, there are no material uncertainties about the charitable company's ability to continue as a going concern. Further details can be found in the trustees' annual report.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period. Similarly, the trustees do not believe that they have made any key judgements which have had a significant effect on the accounts.

e) Income

Donations consist of cash donations and services provided "in-kind" (i.e. without charge) to SBT or its investees by SBT's business partners. Cash donations are included in full in the statement of financial activities when receivable and, when appropriate, include Gift Aid receivable from HMRC. In-kind donations are recognised as income when the services in question are provided and are valued by the trustees of SBT at a prudent estimate of the market value of those services.

1 Accounting policies (continued)

f) Expenditure and irrecoverable VAT

Expenditure is recognised in the period in which it is incurred and includes attributable VAT as this cannot be recovered.

SBT has the following three core processes:

1. Raising funds

Associated activities include profile raising, identifying potential business partners and/or individual donors, enlisting support from and managing relationships with those partners/donors and organising fundraising events.

2. Investment in projects

Associated activities include market research, screening applicants, detailed due diligence, project definition, project delivery and monitoring progress.

3. Governance

Associated activities include strategic management of the charity, risk management, internal control, administration, compliance with regulations and public reporting.

g) Allocation of support costs

Cash grants and the value of in-kind services provided by SBT's core team and its business partners to other organisations are allocated directly to investment in projects. All other costs are initially allocated to support costs and then re-allocated to SBT's three core processes – either directly or on the basis of the most appropriate cost driver. In the case of staff costs, the cost driver is the amount of time spent by an individual team member on a particular process. For all other indirect costs, re-allocation is based on the following percentages which themselves are derived from the trustees' estimate of the percentage of total time spent by the core team on each of the three core processes:

Raising funds	11.6%
Investment in projects	72.1%
Governance	16.3%

Governance costs are then reallocated to the other two processes in proportion to their total direct and indirect costs.

h) Grants payable

Cash grants payable to other organisations are charged to the statement of financial activities when conditions have been met for payment. Where grants are payable by instalments, each instalment is conditional on the organisation in question meeting SBT's requirements. Expenditure is only recognised when these conditions are met. Where conditions have not yet been met, outstanding payments are shown as future commitments.

1 Accounting policies (continued)

i) Donations of gifts, services and facilities

Services provided without charge by SBT's business partners to SBT or to other organisations are recognised as resources expended (and as voluntary income) when the services are provided and are valued by the trustees of SBT at a prudent estimate of the market value of those services. Additional services that SBT has agreed to provide to other organisations but which have not yet been provided are valued on the same basis and shown as future commitments.

Services provided without charge to SBT by trustees, Investment Committee members, other individual volunteers and external organisations (other than SBT's business partners) are not recognised as resources expended (or as voluntary income) but are acknowledged in the trustees' report.

j) Tangible fixed assets

Depreciation is provided at a rate calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates currently in use are as follows:

Office equipment	3 years
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Items of equipment are capitalised when the purchase price exceeds £250. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

k) Operating leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight line basis over the term of the lease.

l) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

m) Pensions

Contributions payable by SBT to the company's defined contribution pension scheme are recognised in the period to which they relate.

n) Fund accounting

Unrestricted funds are derived from donations and other incoming resources received or generated for general charitable purposes. Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure incurred in connection with these purposes is charged to the relevant fund together, when appropriate, with a fair allocation of management and support costs.

o) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

p) Cash at bank and in hand

Cash at bank and in hand includes cash and highly liquid investments with a maturity of three months or less from the date of opening of the deposit or similar account.

1 Accounting policies (continued)

q) Short term

Short term deposits includes cash balances that are invested in accounts with a maturity date of between 3 and 12 months.

r) Creditors and provisions

Creditors and provisions are recognised where 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 and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

2 Donations

	2025 Total £	2024 Total £
Cash donations from business partners	671,100	802,500
In-kind services provided by business partners	6,409,014	7,836,121
Cash donations from individuals and corporate entities	1,500	810
Total	<u>7,081,614</u>	<u>8,639,431</u>

In 2025, £30,000 of cash donations were restricted to the Catalyst Fund. In 2024, all donations were unrestricted.

Social Business Trust

Notes to the financial statements

For the year ended 31 May 2025

3a Total expenditure (current year)

	Costs of raising funds £	Investment in projects £	Governance Costs £	Support Costs £	2025 Total £	2024 Total £
Cash paid to support social enterprises	-	322,500	-	-	322,500	274,230
In-kind services provided	-	6,248,938	-	160,076	6,409,014	7,836,121
	-	6,571,438	-	160,076	6,731,514	8,110,351
Staff and recruitment costs (Note 6)	-	-	-	400,846	400,846	395,340
Property costs	-	-	-	51,946	51,946	49,979
Marketing and fundraising costs	-	-	-	8,133	8,133	11,118
Training	-	-	-	481	481	3,337
Subscriptions	-	-	-	3,257	3,257	2,546
Travel, subsistence and entertainment	-	-	-	3,393	3,393	2,549
Phone costs	-	-	-	3,022	3,022	2,627
Depreciation	-	-	-	5,009	5,009	4,848
Other office costs	-	-	-	6,163	6,163	13,346
Insurance	-	-	-	8,485	8,485	7,863
Professional fees	-	-	-	22,337	22,337	22,930
	-	6,571,438	-	673,148	7,244,586	8,626,834
Support Costs	95,271	477,024	100,853	(673,148)	-	-
Governance costs	16,789	84,064	(100,853)	-	-	-
Total expenditure 2025	112,060	7,132,526	-	-	7,244,586	
Total expenditure 2024	140,069	8,486,765	-	-		8,626,834

Governance costs include in-kind services provided by business partners, relevant staff costs, fees payable to the charity's auditors and an appropriate share of overheads.

Social Business Trust

Notes to the financial statements

For the year ended 31 May 2025

3b Total expenditure (prior year)

	Costs of raising funds £	Investment in projects £	Governance Costs £	Support Costs £	2024 Total £
Cash paid to support social enterprises	–	274,230	–	–	274,230
In-kind services provided	–	7,702,561	–	133,560	7,836,121
	–	7,976,791	–	133,560	8,110,351
Staff and recruitment costs (Note 6)	–	–	–	395,340	395,340
Property costs	–	–	–	49,979	49,979
Marketing and fundraising costs	–	–	–	11,118	11,118
Training	–	–	–	3,337	3,337
Subscriptions	–	–	–	2,546	2,546
Travel, subsistence and entertainment	–	–	–	2,549	2,549
Phone costs	–	–	–	2,627	2,627
Depreciation	–	–	–	4,848	4,848
Other office costs	–	–	–	13,346	13,346
Insurance	–	–	–	7,863	7,863
Professional fees	–	–	–	22,930	22,930
	–	7,976,791	–	650,043	8,626,834
Support Costs	121,331	441,750	86,962	(650,043)	–
Governance costs	18,738	68,224	(86,962)	–	–
Total expenditure 2024	140,069	8,486,765	–	–	8,626,834

4a Investment in projects

An analysis of cash payments and in-kind services provided during the year is set out below, by status at end of FY24:

	2025 £	2024 £
Portfolio		
AllChild	318,775	28,270
Catch22	192,206	1,587,693
Challenge Partners	274,214	98,960
Hertfordshire Independent Living Service	756,912	104,833
Hestia	236,375	1,032,598
Jamie's Farm	455,384	62,232
London Early Years Foundation	252,468	59,338
parkrun	145,872	471,479
RetailTRUST	1,316,732	346,539
SALUK	359,471	743,671
The Brilliant Club	1,280,223	455,211
upReach	124,737	7,771
Development Network		
Big Issue Recruit	39,416	–
Bikeworks	48,937	1,122,745
Career Ready	53,402	75,914
City Harvest	51,205	68,894
DFN Project Search	96,671	115,040
Magic Breakfast	40,109	–
Smart Works	40,679	18,393
The Change Foundation	49,526	–
Thrive at five	41,101	–
Twining	281,242	273,408
Design		
Bloomsbury Football Foundation	42,131	–
Soil Association	46,030	–
	6,543,818	6,672,989
Digital	–	1,958
Brightside	–	1,041
Do it Now Now	–	6,168
LEAP	–	90,871
Mind	27,620	1,189,260
Shakespeare Schools	–	132
The Fore	–	14,372
	6,571,438	7,976,791

In FY25 AllChild, parkrun and upReach moved from Design to Portfolio; Big Issue Recruit, Magic Breakfast, The Change Foundation and Thrive at five joined the Development Network; Bloomsbury Football Foundation and the Soil Association joined Design; Do it Now Now left the Development Network; Mind left Design.

Notes to the financial statements

For the year ended 31 May 2025

4b Investment in projects (continued)

At 31 May, the estimated value of future commitments to provide cash grants and additional services was as follows:

	2025 £	2024 £
Within one year	820,000	1,675,000
Between one and two years	20,000	105,000
Total	840,000	1,780,000

The reduction in future commitments in FY25 is explained by a change in process in the year, whereby the approval for most in-kind services moved from individual project to a more holistic, multi-year framework that is not explicitly quantified.

5 Net movement in funds for the period

This is stated after charging:	2025 £	2024 £
Depreciation	5,009	4,848
Rent/workstation licence fees	46,853	47,202
Auditor's remuneration (excluding VAT):		
Audit	10,100	9,655
Trustees' remuneration	NIL	NIL
Trustees' expenses	NIL	NIL

6 Staff costs and numbers

Staff costs were as follows:	2025 £	2024 £
Salaries and fees payable	351,404	339,693
Social security costs	25,199	37,700
Pension contributions	17,041	16,199
Recruitment costs	7,200	1,748
	400,844	395,340

The following number of employees received employee benefits in excess of £60,000 (excluding employer national insurance and employer pension costs) during the year between:

	2025 No.	2024 No.
£60,000 – £69,999	1	1
£70,000 – £79,999	1	–
£110,000 – £119,999	1	1

The total employee benefits (including employer national insurance and employer pension contributions) of the key management personnel were £393,644 (2024: £393,592).

At 31 May 2025, SBT's core team consisted of 7.3 (2024: 7.1) full time equivalents, being 6 (2024: 5) employees and 2 (2024: 2) secondees from EY. The average weekly number of employees (full-time equivalents) during the year was 5.3 (2024: 5.4).

7 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

8 Tangible fixed assets

	Office equipment £	Total £
Cost		
At start of the year	22,416	22,416
Additions in year	3,219	3,219
Disposals in year	–	–
At the end of the year	25,635	25,635
Depreciation		
At start of the year	19,023	19,023
Charge for the year	5,009	5,009
Disposals in year	–	–
At the end of the year	24,032	24,032
Net book value		
At the end of the year	1,603	1,603
At the start of the year	3,393	3,393

All of the above assets are used for charitable purposes.

9 Debtors

	2025 £	2024 £
Prepayments	9,075	10,671
Other debtors	3,357	–
Rent deposit	11,510	11,510
Accrued income	–	27,066
	23,942	49,247

10 Creditors: amounts due within one year

	2025 £	2024 £
Taxation and social security	8,200	8,684
Other creditors	14,699	16,430
	22,899	25,114

Social Business Trust

Notes to the financial statements

For the year ended 31 May 2025

11a Restricted funds – current year

	At 1 June 2024 £	Income £	Expenditure £	At 31 May 2025 £
Catalyst Fund	–	30,000	–	30,000
HBS Fund	5,180	–	–	5,180
Total restricted funds	5,180	30,000	–	35,180

The Catalyst Fund was established in 2025 following two cash donations; it is restricted to direct cash grants to SBT's Portfolio; this fund will be fully deployed in 2026.

The HBS Fund was established by the charity's co-founder and former Chair, Sir Damon Buffini. Its purpose is to enable senior executives from SBT's investee companies to attend a course for social entrepreneurs at Harvard Business School.

Total restricted funds at the year end (£35,180) were represented by cash. All of the charity's other assets and liabilities at 31 May 2025 represented unrestricted funds.

11b Restricted funds – prior year

	At 1 June 2023 £	Income £	Expenditure £	At 31 May 2024 £
Digital Impact fund	1,958	–	(1,958)	–
HBS Fund	5,180	–	–	5,180
Total restricted funds	7,138	–	(1,958)	5,180

12 Property commitments

Under its current arrangements at Somerset House, SBT rents a number of desks on a rolling contract with one month's notice.

13 Related party transactions

As shown in Note 4, during the year, cash and in-kind services with values of £1,316,732 (FY24 £346,539), £41,101 (FY24 £0) and £0 (FY24 £132) were provided to RetailTRUST, Thrive at five and Shakespeare Schools ("Coram SSF") respectively. Paul Armstrong is a trustee of RetailTRUST, Larissa Joy is a trustee of Thrive at five, and both James Hadley and Guy Davies are trustees of Coram SSF.

In accordance with SBT's normal procedures, having declared their interests, the trustees concerned took no part in the decisions to make the investments in the investee companies in which they were involved. In all cases, the remaining trustees were satisfied that the associated expenditure was appropriate and in the best interests of SBT.

14 Legal status of the charity

SBT is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.