

Annual Trustees'

Report & Accounts

2024-2025

Connecting people, food and science,
for better nutrition and healthier lives



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Welcome

from the Chairs

We are delighted to present our **Annual Report as Chair and Immediate Past Chair of the Board of Trustees** and to thank our fellow Trustees for their continued support of the **British Nutrition Foundation**. We also wish to express our sincere appreciation to our **Advisory Committee, chaired by Professor Janet Cade**, and to our **Chief Executive, Elaine Hindal**, and her team for their dedication to delivering the Foundation's mission over the past year.

This past year has seen significant developments in the public health landscape, particularly with the growing availability and uptake of GLP-1 receptor agonists, a class of drugs originally used to manage type 2 diabetes but now widely recognised for their impact on weight loss. These medications have offered new hope for individuals living with obesity, especially where lifestyle interventions have proven difficult to sustain. However, they also raise important questions about the role of nutrition in long-term weight management, and about how we can ensure these treatments are supported by sustained dietary improvements and health literacy.

At the British Nutrition Foundation, we recognise that no single solution, pharmaceutical or otherwise, can address the complex and multifactorial causes of poor diet and ill health. While obesity medications may help some individuals reduce their weight, long-term health and wellbeing will always depend on access to healthy food, supportive

environments, and a strong understanding of nutrition. Our role in providing evidence-based guidance remains as important as ever.

One of our highlights this year was partnering with the UK retailer Tesco on their Fruit & Veg for schools project, which provided £4million worth of fruit and vegetables to schools in areas of need. Over 10 million portions of fruit and vegetables were provided to participating schools, representing approximately 79 portions for each child involved over the school year.

We also expanded our educational impact through partnerships with the Oak National Academy and the Design and Technology Association, helping shape new curriculum materials on cooking and nutrition. And our peer-reviewed scientific journal *Nutrition Bulletin* continues to go from strength to strength, attracting high quality research and review papers, read by a growing global readership.

These achievements reflect the Foundation's ability to apply rigorous science in a practical, real-world context, whether in classrooms, communities, or national policy.

While the rise of new medical treatments may change how we approach obesity and related conditions, our mission remains rooted in the belief that good nutrition, grounded in evidence and supported through education, is essential for public health. We look forward to seeing the Foundation continue its important work in the year ahead.



Alyson Greenhalgh Ball
Chair, Board of Trustees



Professor John Mathers
Immediate Past Chair,
Board of Trustees

This year has marked a significant and exciting chapter in the British Nutrition Foundation's evolution. We have taken important steps to rearticulate our purpose in a way that reflects both the urgency and complexity of today's nutritional landscape:

The British Nutrition Foundation exists to promote health and wellbeing and prevent diet-related ill health through evidence-based nutrition science.

This simple yet powerful statement sits at the heart of everything we do. Our work continues to be grounded in the principles of scientific integrity, impartiality, and accessibility. But our renewed purpose goes further, emphasising the critical role we hope to play in helping people, organisations, and institutions navigate a world of conflicting information, rising health inequalities, and environmental pressures.

We see ourselves as a bridge between nutrition science, government, industry, education, and people. We also aim to be a conduit to a healthier, more sustainable food environment for all, grounded in trust, transparency, and collaboration.

To bring this to life, we have identified four overarching themes that will guide our work over the coming years:

Vulnerable Groups - Diet-related health outcomes continue to mirror social and economic inequalities.

For example, children from disadvantaged backgrounds are more likely to skip meals, have lower-quality diets, and face a higher risk of obesity and micronutrient deficiencies. We will continue to develop targeted resources, policy input, and educational partnerships to ensure that those most in need are not left behind.

Healthy Weight - The increased use of GLP-1 receptor agonists such as semaglutide (e.g., Ozempic and Wegovy) has transformed the public conversation around weight management. While these drugs offer hope for individuals living with obesity, they also highlight the importance of nutrition in sustaining long-term health outcomes. Our role is to ensure the public, health professionals, and policymakers understand the broader nutritional context, and that pharmacological tools do not overshadow the role of healthy eating and lifestyle behaviours.

Food processing and health - Public concern around food processing is high, yet the science remains complex. We believe the conversation must move beyond simplified labels toward better understanding of how food processing, nutrient quality, eating behaviours and dietary patterns intersect. This year, we have been actively engaging with stakeholders across academia, government, and industry to support informed, evidence-based dialogue that empowers people to make healthier choices.

Sustainable Diets - In the face of climate change, achieving healthy, sustainable diets is one of the defining challenges of our time. We are deepening our work on sustainable eating by embedding environmental considerations into our educational materials, public guidance, and partnerships, helping people understand how the foods they choose affect not just their own health, but the health of the planet.

As we look ahead, I am proud of how the British Nutrition Foundation continues to evolve, remaining a trusted source of expertise, collaboration, and practical support in an increasingly complex world. Together with our Trustees, Advisory Committees, partners, and an expert staff team, we are committed to delivering on our purpose and supporting better health for all.

Elaine Hindal



Elaine Hindal
Chief Executive

Welcome
from the Chief Executive



We have taken important steps to rearticulate our purpose in a way that reflects both the urgency and complexity of today's nutritional landscape: *The British Nutrition Foundation exists to promote health and wellbeing and prevent diet-related ill health through evidence-based nutrition science.* This simple yet powerful statement sits at the heart of everything we do.

Elaine Hindal, Chief Executive,
British Nutrition Foundation

At the British Nutrition Foundation, we want a future where everyone can access a healthy, sustainable diet. Tackling diet-related ill health remains one of society's most pressing challenges, and it requires joined-up action across government, industry, education and communities. As a charity, we are committed to playing our part, using evidence-based nutrition science to improve diets and support better health and wellbeing for all.

Our ambition remains to extend our reach and evidence our contribution to healthier, more sustainable diets, demonstrating clear impact both on the food environment and on people's knowledge, confidence, and skills around food.

Our 2023–2028 strategy focuses on three core levers for change, now underpinned by four priority themes:

Advocating science and building consensus

Our work is grounded in scientific integrity, and we continue to convene academics, policy makers, and practitioners to address key challenges on areas including sustainable diets and food processing.

In the past year, we have hosted roundtables, contributed to parliamentary inquiries, and continued to publish key papers on nutrition science in our journal *Nutrition Bulletin*. We also recognise excellence in the field through our awards, including the Annual BNF Prize and the Drummond Early Career Scientist Award.

The evidence-base underpins our work to improve diet-related ill-health. We use our expertise to bring clarity to complex nutrition issues, champion evidence-based science, and build consensus across sectors.

Sara Stanner
Science Director



Our vision, mission & strategy

Changing the food environment

This year, we have continued to develop our expertise in applying nutritional criteria to inform menu and product development, ranging and marketing of healthier options, supporting a major retailer to develop a range of healthier options, and a UK-wide contract caterer to review its sandwich and salad range.

We work with corporate partners and civil society to help shape a food environment that makes healthier, more sustainable choices easier and more accessible. Our corporate partners include leading food retailers and manufacturers who play a central role in influencing food availability and affordability.

Alan Black
Director, Food Systems Transformation



Educating and empowering people

The nutrition.org.uk website continues to target consumers with a strong interest in nutrition science, using search insights to target key concerns. Our *Food – a fact of life* website provides a range of resources to support schools and teachers to teach about food and embed food and healthy eating into a whole school approach. As with many websites, traffic to our site has been impacted by Google's changing algorithms and increasing use of AI summaries, but engagement and dwell time are strengthening, suggesting greater connection with our content.



In an era of information overload, misinformation, and growing confusion about what constitutes a healthy diet, we aim to be a trusted source of practical, accurate advice. We provide evidence-based information to develop knowledge, confidence and skills, helping people to make healthier food choices

Claire Theobald
Education Services Manager



Enablers: How we deliver impact

Being a great place to work — and to work with

In 2024-25, we reshaped the organisation to better align with our strategic goals, investing in team growth and development. Our commitment to **equity, diversity and inclusion (EDI)** is being embedded through improved recruitment processes, blind applications, and inclusive practices. Trustee Rosalie Forde now serves as our EDI Champion, working alongside internal lead Ayela Spiro to further this agenda.

Sustaining our organisation

We achieved modest income growth this year and welcomed new corporate members. We also grew our income through partnerships with like-minded charities and education providers, including the Oak National Academy, and the All-Saints Education Trust. Diversifying income remains a key priority as we continue to grow our reach and impact.

Our values

Our values shape the way we work, internally and externally.

- **Purpose** – We are mission-driven and focused on continuous learning and improvement.
- **Integrity** – We are science-led and transparent about our work and funding.
- **Confidence** – We speak out to address the barriers to healthy, sustainable diets.
- **Connection** – We collaborate widely to maximise our impact.
- **Openness** – We foster an inclusive, supportive culture and welcome diverse perspectives.

We are working actively to embed these values into our day-to-day operations, partnerships, and communications.





Impact & reach

Our vision is that everyone has a healthy, sustainable diet. A key part of our strategy in moving towards this goal is to double our reach by 2028, providing more evidence-based information on diet, health and sustainability to a wider audience of nutritionists, health professionals, policymakers, the food industry, educators, and the public.

This year we achieved:

- over a million users and 3.7 million page views across our websites, nutrition.org.uk and foodafactoflife.org.uk.
- over 2 million resource downloads from the *Food – a fact of life* website
- over 2,400 media mentions
- over 500,000 social media impressions from our channels, with a total following of over 70,000
- a reach of 1.6 million people through our Healthy Eating Week, in more than 5,000 schools, local authority groups and workplaces.
- 2,000 people attended British Nutrition Foundation webinars or training.

The following case studies provide a picture of our impact over the year.

Advocating science & building consensus



Exploring the impact of community dining

The Foundation was commissioned by community dining charity FoodCycle to develop the *Your Place at the Table*, report - a rapid review and survey. The project explored the nutritional, social, and environmental impact of community-based meals, using FoodCycle's nationwide network as a central case study. The report highlighted that poor diet is linked to around 13% of deaths in the UK, only a small fraction of the population follow healthy eating recommendations, and food insecurity affects more than 7 million people. At the same time, food production is a major contributor to greenhouse gas emissions.

The report combines evidence from existing literature with insights from surveys of FoodCycle guests, volunteers, and stakeholders. The research found that 71% of FoodCycle guests had tried or bought fruit or vegetables that they wouldn't normally eat and had increased the variety of these

choices. 70% of FoodCycle guests reported positively changing their eating habits since attending the community meals and two-thirds were thinking more about eating in a way that is better for the planet. Over 50% of FoodCycle guests reported eating more plant sources of protein, including pulses like kidney beans, chickpeas and lentils and around half were eating less sweets/sugary foods (49%).

The findings show that community meals can play an important role in improving diet, reducing inequalities, and strengthening community resilience, offering a practical and holistic response to some of the most pressing challenges in public health.



Ayela Spiro
Nutrition Science Manager

Nutrition Bulletin

As the official journal of the British Nutrition Foundation, *Nutrition Bulletin* is an international, peer-reviewed journal publishing concise and informative articles about recent developments in current thinking in human nutrition science. The journal provides an interface between stakeholders in universities, industry, governments, research, healthcare, education and the media.

With a broad global readership, the scientific quality of *Nutrition Bulletin* is maintained through a rigorous editorial policy and through submission of all articles to a peer-review process, overseen by our expert international Editorial Advisory Board.

This year the journal received 295 submissions, an increase of 11% on the previous year and over 350 thousand full-text views from a global readership including the US, India, Brazil and China.

The Diet and Health Open Innovation Research Club

The Foundation continues to coordinate the Diet and Health Open Innovation Research Club (OIRC), funded by the Biotechnology and Biological Sciences Research Council (BBSRC) and others, to help UK businesses and researchers work together on real-world solutions to major diet and health challenges.

Working with the OIRC hubs, Steering Group, and BBSRC, the Foundation helps enable research that supports a healthier and more sustainable food environment. With its long history of collaboration, the British Nutrition Foundation is well placed to connect experts from different fields, strengthen research, and bring in voices from beyond academia.

Through its work with the Hubs, the Foundation helps to track progress, share findings, and assess the impact of the OIRC programme. These activities are growing the OIRC community, building networks, sparking conversations, and creating new opportunities.



Changing the food environment

Free fruit and vegetables for schools

Fruit and vegetables are a key part of a healthy balanced diet, but only 9% of 11–18-year-olds meet the 5 A DAY recommendation and research suggests that the most deprived children eat almost one less portion of fruits and vegetables a day compared to the least deprived.

We worked in partnership with Tesco on their Fruit & Veg for Schools scheme during the 2024-25 academic year. Tesco provided £4million worth of fruit and vegetables to schools with a higher-than-average proportion of children and young people receiving free school meals.

The project provided funds to 411 schools across the UK with a reach of approximately 140,000 pupils. The project has delivered over 10.8 million portions, an average of approximately 79 portions per pupil. 103 different types of fruit and vegetables were purchased, offering the opportunity for pupils to try a wide range that they may not have had the opportunity to eat before.

Schools used the fruit and vegetables in a variety of different ways to support the needs of their children, including creative sessions with SEND pupils, exploring a 'fruit of the day' each day and running cooking sessions to make vegetable-rich dishes like soup or stew.



We were delighted to support this project in helping children and young people eat more fruit and vegetables and that Tesco is continuing its commitment to this programme for the 2025-26 academic year

Frances Meek
Education Services Manager



Increasing consumption of beans and pulses in communities

The Foundation worked with Birmingham City Council on a project entitled Full of Beans, which aimed to increase consumption of beans and pulses in schools, with families and in food businesses. The project was aligned with the Birmingham Food Revolution initiative, which aims to create a fair, healthy, and sustainable food system for the city by 2030. The Foundation explored the current evidence and business case to develop resources to support food businesses to integrate and adopt beans and pulses into their menus.

The work identified that the local community was consuming a significant proportion of their diet from the out of home sector and that there was a real opportunity for businesses to make a difference to the diets of local people. A set of recommendations including a dissemination strategy and stakeholder mapping exercise along with guidance on training and support were developed for the Council.

Educating and empowering people

Guidance on portion sizes for children

Childhood obesity is worryingly high in the UK with one in three children leaving primary school overweight or obese. Controlling portion size is one strategy to reduce calorie intake, and the Foundation highlighted this issue in a campaign aimed at parents and carers.

Drawing on a published analysis and modelling of children's diets, suggested portion sizes for school-



aged children were developed, along with practical measures using children's hands as a guideline. A survey of parents was also conducted to gather insights on parents' views and behaviours in relation to portion size.

The campaign gained widespread media attention, featuring on BBC breakfast and BBC News and across the national press with 725 pieces of coverage in total. In social media, graphics of the hand measures and vox pops with the public brought the issue to life, reaching 260,000 people across Facebook and Instagram.

Working with Oak National Academy

The Oak National Academy is an independent public body, sponsored by the Department for Education in England, that provides free, adaptable curriculum resources, including lessons and teaching materials, for teachers to use in their classrooms. This year, The

Foundation partnered with the Design & Technology Association and Oak National Academy to develop a comprehensive Cooking and Nutrition curriculum for National Curriculum Key Stages 1 to 3.

This collaboration provides teachers with high-quality, free resources to support food education, covering topics like cooking skills, nutrition principles, food origins and making informed food choices. The content developed for the teacher platform has had over 3,000 lesson downloads and more than 15,000 lessons have been started from the pupil platform.

To support the launch, resources to help teachers engage with the curriculum and lessons, and CPD are being provided by the British Nutrition Foundation.

The Foundation is continuing to work with Oak National Academy to create new practical food skills videos, which will be under Open Government Licence, significantly increasing their reach and impact.

School Education Awards

Rewards excellent work in food and nutrition by students throughout the UK.

GCSE AND NATIONAL 5

AQA - Megan Louise Treliving and teacher Lesley Madden, The Grammar School at Leeds

Eduqas - Aliyah Darjo and teacher Penny Novak, Preston School Academy

Eduqas - Izel Bakbak and teacher Milly Bell, Greenshaw High School

WJEC - Alicia Wong, Archbishop McGrath High School

OCR - Isabelle Louise Clark and teacher Lauri Graham, Liverpool Blue Coat School

SQA - Abby Slack and teacher Craig Thomson, Mearns Castle High School

ADVANCED HIGHER AND LEVEL 3

WJEC - Mari Portion and teacher Clair Shipway, Alcester Grammar School

WJEC - Esha Ali and teachers Chloe Graves-Smith and Vikki Keyte, Ribston Hall High School

WJEC - Anran Cai and teachers Sally Rowe and Natalie Revell, Berkhamsted School

SQA - Esme Lee and teacher Amy Grigor, Balwearie High School



Education Award winners

Awards

As part of our goal to champion nutrition science and scientists, each year the British Nutrition Foundation makes a number of awards.

In 2024 the winners in each category were:

The BNF Prize

Awarded annually to a person for their outstanding achievement in an area of nutrition over a number of years.

Professor Glenn Gibson,
Professor of Food Microbiology
at the University of Reading

Professor Gibson was nominated for *"his contributions to the field of pre- and probiotics and his continued leadership in the field of human gut bacteriology."*



Early Career Scientist Award

Recognising early career nutrition scientists who show great potential to be future leaders in the field.

Dr Kathryn Dalrymple,
Lecturer in Nutritional Sciences, King's College London, who's research focusses on the developmental origins of health.

Pump Priming Award

Providing a grant of £5000 to a lecturer or postdoctoral researcher to undertake the pilot work needed to generate data that can be used as the basis of a more substantial grant application.

Dr Victoria Norton,
Postdoctoral Research Associate, University of Reading, for her research project SCREEN IT: developing a quick dietary fibre screening tool for the UK population.

Community Award

Recognises an individual or a group that has undertaken a community initiative to support healthier eating in an underserved group(s) in the UK.

Food Cycle

For their work to reach vulnerable groups with fresh, nutritious communal meals across the nation, aiming to simultaneously tackle isolation and food waste and equip a small army of volunteers to mobilise communities and empower guests, team members and food networks to actively improve local food security.



Trustees' Annual Report & Accounts

Legal and administrative information

DIRECTORS AND TRUSTEES

For the purposes of charity law, the directors of the charitable company (the charity) are its Trustees:

Alyson Greenhalgh-Ball
(Chair from 1st January 2025)
Professor John Mathers
(Immediate Past Chair from 1st January 2025)
Louise Redmond
(Deputy Chair)
Professor Colin Dennis CBE, DL
(retired 31st December 2024)
Martin Ellis (Treasurer)
(appointed 1st August 2025)
Mark Fairweather
(appointed 1st June 2025)
Rosalie Forde
Samantha Fulton
Claire Hughes
(appointed 1st June 2025)
Professor Susan Lanham-New
Professor Bernadette Moore
Luke Stockill
(retired 31st December 2024)
Paul Wheeler
Alisdair Wotherspoon

OUR PATRON

Her Royal Highness,
The Princess Royal

HONORARY PRESIDENT

Judith Batchelar OBE

KEY MANAGEMENT PERSONNEL

Elaine Hindal, Chief Executive
Sara Stanner, Science Director
Alan Black, Director,
Food Systems Transformation

Company registered number:
00898651

**Registered charity number
England and Wales:** 251681

**Registered charity number
Scotland:** SC040061

Registered office: X + Why, 4
Fulwood Place, London WC1V 6HG
(from 1st August 2024)

PROFESSIONAL ADVISORS

Accountants

TC Group, Star House, Star Hill,
Rochester, Kent, ME1 1UX

Auditor

Moore Kingston Smith, 9 Appold
Street, London EC2A 2AP

Banker

Barclays Bank, Barclays Business,
1st Floor, 27 Soho Square, London,
W1D 3QR

Investment Management

Charles Stanley, 25 Luke Street,
London, EC2A 4AR

Solicitor

Reed Smith LLP, Beaufort House,
15 St Botolph Street, London,
EC3A 7EE

Governance

The British Nutrition Foundation is a company limited by guarantee (company number: 0089651), governed by its Memorandum and Articles of Association. It is registered as a charity with The Charity Commission (charity number: 251681) and the Scottish Charity Regulator (charity number: SC040061). Its Trustees are also the sole members of the company.

Charitable objects

The British Nutrition Foundation delivers evidence-based information on food and nutrition to benefit public health. Its objects are:

- to advance the education of the public, and those involved in training and the education of others, in nutrition; and
- to advance the study of and research into nutrition for the public benefit and disseminate and publish the useful results of such research.

Governing document

The Charity Governance Code stresses the importance of board effectiveness, and we follow the recommended practices that the Code sets out, for example:

The Chair and Deputy Chair, working with the Chief Executive, plan the Board's programme of work and its meetings.

The Board has a Deputy Chair to provide a sounding board for the Chair and additional support for the Chief Executive. The Deputy Chair also chairs the charity's HR & Remuneration Committee.

Trustees 'buddy up' to connect with each other between Board and Committee meetings.

Two trustees (Rosalie Forde and Louise Redmond) also take a special interest in and provide oversight of the charity's Education Programme.

The Board regularly considers the mix of skills, knowledge and experience it needs to govern, lead and deliver the charity's purposes effectively. This year, the Board, with the support of the Nominations Committee, completed a Skills Audit to inform trustee recruitment.

Under its Memorandum and Articles of Association, the Board may comprise no more than 12 Trustees. Trustee appointments are led by an independent Nominations Committee, chaired by Professor Christine Williams, through a formal, rigorous and transparent recruitment process which includes advertising vacancies widely. Trustee appointments made solely on merit against objective criteria and an agreed person specification.

Trustee appointments are recommended to the Board by the Nominations Committee. Trustees are appointed by the Board and serve for a term of three years, with each trustee able to serve for a maximum of nine years. The Board has the power to co-opt members to its sub-Committees to fill specialist roles or to provide independent expert advice.

The British Nutrition Foundation has a formal procedure for inducting Trustees and provides key reference documents to ensure that newly appointed Trustees are fully aware of the Foundations strategy, activities, and their responsibilities. Additional training is provided at the request of Trustees.

The Board reviews its own performance and that of individual trustees annually, through an annual appraisal process conducted by the Chair and Deputy Chair.

The composition of the Board is weighted towards those from the scientific academic community. Two board sub-committees cover Finance, Audit & Risk, chaired by the Treasurer (currently Martin Ellis) and HR & Remuneration, chaired by a Trustee (currently Louise Redmond).

The Board and senior leadership team are supported by an independent Advisory Committee, chaired by Professor Janet Cade of Leeds University. In addition, independent scrutiny of our scientific agenda and workplan is provided by the Scientific Committee, chaired by Science Director, Sara Stanner.

The Chief Executive is appointed by the Board of Trustees to manage the day-to-day operations of the Foundation. The Chief Executive has delegated authority for operational matters in line with the policies that have been approved by the Board of Trustees. She is appraised annually by the Chair and the Board of Trustees.





As a member of the Academy of Nutrition Sciences, we continue to champion EDI across the nutrition profession and in nutrition research. The Board has appointed trustee Rosalie Forde as its EDI Champion, working closely with Ayela Spiro from our staff team to drive this agenda forward.

Equity, diversity and inclusion

At the British Nutrition Foundation, we are deeply committed to advancing equity, diversity and inclusion (EDI), in alignment with the principles outlined in the Charity Governance Code. As a leading voice in UK nutrition, we understand that promoting health and well-being goes beyond the science of food. This requires a steadfast dedication to fairness, representation, and opportunity for all.

Inclusion is at the heart of our mission to provide accessible, evidence-based information and advice and educational resources. We know that our work is stronger and more impactful when it reflects a wide range of perspectives, experiences and skills. We actively seek input from internal and external stakeholders, advisors, partners, our members, and the public. Yet we also acknowledge that both our organisation and the field of nutrition science have historically fallen short in representing the full diversity of the audiences we aim to serve. This limits our reach

and effectiveness, and we are determined to change that.

Over the past year, we have taken meaningful steps to embed EDI more deeply into our operations. We now routinely collect data to better understand the diversity of applicants for staff, trustee and advisory roles, and this has already informed changes to our recruitment practices, including the adoption of blind CVs, more informal assessment approaches, and a re-evaluation of 'essential' role criteria to widen our candidate pool.

We now apply an EDI lens to content creation, ensuring that our materials are accessible, relevant, and representative of the communities we serve, although balancing this with an authoritative science 'voice' is an ongoing challenge. In our education programme, we go beyond protected characteristics by incorporating data on pupil premium and free school meal eligibility when we can. Our regular updates of *Food – a fact of life* ensures that ingredients, recipes, and lesson plans reflect the diverse dietary needs and preferences of children and are suitable for all skill levels.

Through our events, publications and partnerships, we strive to create inclusive platforms for sharing scientific evidence and fostering dialogue. By bringing together diverse voices, we aim to build consensus on key issues and shape a more equitable future for nutrition in the UK.

Related parties and cooperation with other organisations

Trustees and members of the Advisory Committee, Scientific Committee and Nominations Committee do not receive any remuneration or other benefit from their work with the British Nutrition Foundation.

Any connection between Trustees, members of Committees, or senior managers with any member, supplier or partner of the British Nutrition Foundation must be declared in accordance with the Foundation's Conflict of Interest Policy and included in the Register of Interests.

Declarations of interest are required to be given at each Board meeting and at all meetings of the Foundation's Committees.

Principal risks and uncertainties

Identifying and managing the risks that the charity may face is a key part of our governance.

By managing risk effectively, trustees can help ensure that:

- significant risks are known and monitored, enabling trustees to make informed decisions and take timely action;
- the charity makes the most of opportunities and develops them with the confidence that any risks will be managed;
- forward and strategic planning are improved, and
- the charity's aims are achieved more successfully.

In line with the Charity Commission's Guidance on 'Charities and Risk Management', the Board of Trustees operates a risk management approach which involves review of the principal risks facing the Foundation and the controls and actions in place to mitigate them.

A risk register is maintained and reviewed at each meeting by both the Finance, Audit & Risk Committee and the HR & Remuneration Committee, the Chairs of which report any changes to the Board at each meeting. The Board considers any significant changes to the risk register as they arise and reviews the risk register in full on an annual basis.

The Trustees consider the following to be the principal risks currently facing the Foundation:

Managing conflicts of interest and perceived risk of bias

The Charity Governance Code sets out the importance of public trust and confidence in the work of charities. As a charity that receives

both membership subscriptions and corporate donations from supermarkets, food manufacturers, contract caterers and other food-related organisations, we recognise the risk to reputation from critics who would argue – without evidence – that the British Nutrition Foundation is biased in favour of the food industry in its interpretation of science and evidence, or that the charity advocates for regulatory changes that solely favour industry.

This is a growing issue for all – including Government, researchers and NGOs – who believe that working with food industry organisations is essential for the translation of evidence in nutrition science to products and services, and if we are to achieve significant improvement in the food environment. This year, the Board also noted the publication of additional advice from the World Health Organisation regarding managing conflicts of interest in nutrition policy, and took steps, such as the declaration of interests at every meeting, to ensure conflicts of interest are managed appropriately.

The Charity Governance Code stresses the importance of integrity, and that charity Boards make objective decisions without undue influence by special or personal interests. The British Nutrition Foundation has in place a

Code of Conduct for Trustees, Advisors and Staff members setting out expected standards of behaviour and the importance of identifying, dealing with and recording conflicts of interest. Recognising the importance of safeguarding our independence, this year the Board of Trustees has:

- considered several actions to increase transparency, recommended by a subset of Board members acting in a Task and Finish Group,
- approved the appointment of an external communications agency to strengthen our messaging and expand our network of journalists,
- continued to ensure that our position statements on potentially controversial topics in nutrition, such as sweeteners and the use of weight-loss drugs, are scrutinised and approved by our external Scientific Committee, and
- directed the organisation to invest more resources in responding to policy consultations, and urged that our responses are openly published on the charity's website.



The Board of Trustees continues to monitor the reputation of the Foundation through regular assessments of stakeholder perceptions and trust in the independence of the information we provide. This year, the Board of Trustees reviewed the results of a stakeholder survey from a broad range of stakeholders including the charity's corporate members but also considering views from charities in the health and education fields, academics and research bodies.

Trustees also sought expert advice on reputation from an external consultant.

Financial sustainability and diversification of income streams

Income certainty and diversification continue to present a significant risk for the organisation, particularly in light of ongoing challenges in securing research funding, corporate charitable contributions, and support from government, trusts, and foundations. Commercial pressures also remain high, exacerbated by changes to the UK Minimum Wage and Employers' National Insurance, alongside sustained inflation in the food sector.

Despite these pressures, we successfully implemented inflationary adjustments to our membership subscription fees during this year's annual review. We maintain rigorous oversight of our income pipeline, with monthly reviews and meetings between budget holders and the finance team to monitor income opportunities and tightly manage expenditure.

As part of our cost-efficiency strategy, we transitioned to a shared office arrangement this year, enabled by the continued hybrid working model. This move has delivered substantial savings on overheads while providing staff with a modern and welcoming workspace. Additionally, careful management of other cost areas—such as insurance and employee benefits—has helped keep overheads within inflationary limits.

In 2024–25, 50% of our income was generated from sources beyond membership subscriptions and corporate donations, representing a change of +6% compared to 2023–24. We continue to actively pursue growth opportunities through academic partnerships, government funding, trusts and foundations, and collaborations with other non-profit organisations.

The Board, supported by the Finance, Audit & Risk Committee, maintains close oversight of the organisation's financial health and is confident that robust financial controls are in place.

People and culture

Oversight of all people-related matters is provided by the HR & Remuneration Committee.

As a science-led organisation, attracting and retaining skilled and experienced staff is vital to our success. While we are confident in the strength of our people-related risk management, we remain committed to investing in our team through learning and development, and we actively seek opportunities to promote from within wherever possible.

The increased adoption of digital tools—including Microsoft's Employee Experience platform, Power BI, and Monday.com—has enhanced our productivity and enabled more flexible, sustainable remote working. Recognising the need to continue building digital capability, we invested this year in training across digital working practices, as well as in Equality, Diversity & Inclusion (EDI), Project Management, and Sexual Harassment in the workplace.

Our supported internship programme with corporate members McDonald's and Marks & Spencer continued successfully this year, with both partners confirming their commitment to extend the initiative into 2025–26.

In 2025, we conducted a comprehensive staff survey and are implementing several changes based on feedback and recommendations from our staff wellbeing group. Annual appraisals and objective setting are supported by our HR consultants, Best Start HR, and we completed a full review of organisational policies in March 2025.

We also expanded our employee benefits this year by introducing "Get Your Birthday Off" as an additional perk. This complements our existing suite of benefits, which includes an Employee Assistance Programme, Perkbox, Group Life Insurance, Group Income Protection, and optional benefits such as private medical insurance and a cycle-to-work scheme.





Financial Review

The statement of the British Nutrition Foundation's financial activities for the year is set out on page 24 of the Annual Report.

Total income for 2024-25 was £1.777m (2024: £1.636m). Voluntary income for the year was £895,008 (2024: £920,546). Investment income for the year was £30,881 (2024: £30,898).

Funding

Of the income received of £1.777m in 2024-25, the British Nutrition Foundation received £210,586 from membership subscriptions (2024: £207,613) and a further £684,422 in donations from corporate members (2024: £712,933). All voluntary income is unrestricted.

In addition, the British Nutrition Foundation generated £812,131 (2024: £650,832) from consultancy projects from several corporate members, non-member commercial food organisations and Trusts and Foundations.

The British Nutrition Foundation raised £39,264 (2024: £34,561) from publications, largely due to its journal *Nutrition Bulletin*.

Fundraising

As a charity, we follow the Charity's Commissions guidance (CC20) on fundraising and comply with fundraising regulations. British

Nutrition Foundation is registered with the Fundraising Regulator and is committed to following the Code of Fundraising Practice and the Fundraising Promise. Details of our registration can be found on the Fundraising Regulator's website.

During 2024-25, the British Nutrition Foundation did not carry out any public fundraising activities, either directly or through other parties, and has no plans to do so in the immediate future. Consequently, the British Nutrition Foundation is not subject to any undertaking to be bound by any voluntary scheme for regulating fundraising. The British Nutrition Foundation received no complaints in the year regarding fundraising activities.

Expenditure on charitable activities

Charitable expenditure for the year was £1.578m (2024: £1.533m).

Staffing costs

A large proportion of our expenditure is in staffing costs, which were £1.20m in 2025, +7% ahead of 2024.

Expenditure on staffing costs for the year was £1.20m (2024: £1.13m).

Expenditure on raising funds

Support costs are allocated to the cost of raising funds and charitable activities based on staff time.

Expenditure on raising funds for the year was £144,640 (2024: £119,532).

Net assets

The total net assets of the Foundation were £1.576m at 31 May 2025 (2024: £1.510m).

Investment policy

This year, the Trustees considered the Foundation's investment policy and continue to take the view that the preservation of capital with a low-medium risk approach is appropriate in the current climate. Our investment strategy remains conservative and, in line with our charitable objects and purpose as a health-related charity, we do not permit investments in armaments, tobacco and alcohol. The Board reviews its investment policy annually and takes advice from the charity's investment managers on ethical investments.

The invested funds held on deposit for the Foundation (excluding those held in the Foundation's current account) achieved income of £30,881 (2024: £30,898) for the year.

The British Nutrition Foundation held total cash and investments of £1.404m as at 31 May 2025 (2024: £1.550m).



Reserves policy and going concern

It is the intention of the Trustees to maintain sufficient reserves to ensure the ongoing viability of the Foundation notwithstanding a significant shortfall in funding or other unexpected events.

The Foundation's Reserves Policy is reviewed annually by the Board of Trustees. The Board agree that a general reserve level should be maintained at a minimum of £750,000 to allow cover for the cost of closure and limited running for six months, and that an amount should be designated for future strategic development and investment in our websites.

General reserves at 31 May 2025 were £1.453m (31 May 2024: £1.343m).

Based on the continued uncertainty of charitable income and further investment during 2025, at the time of approving the accounts, the Trustees have continued to review in detail three-year projections for income and expenditure and have a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Designated funds

The British Nutrition Foundation continues to manage the Drummond Memorial Fund.

In 2024-25, incoming resources into the fund were nil and outgoing expenditure was £12,817. The value of the Fund at 31 May 2025 was £96,969 (2024: £109,786).

Internal controls

Day-to-day financial management of the British Nutrition Foundation

is supported by an independent accountancy firm with considerable experience in the non-profit sector.

The Finance, Audit & Risk Committee receives full management accounts each month and reviews them in detail at every Committee meeting. A report of the Committee's proceedings is a standing item on the full Board agenda, ensuring any issues can be raised and addressed promptly.

The Foundation's Financial Policy outlines robust internal controls to mitigate the risk of fraudulent or inappropriate use of funds. In 2025, we updated our Travel Expenses Policy in addition to our existing suite of policies, including Procurement Policy and a Serious Incidents Reporting Policy & Procedure, reinforcing the importance of timely reporting to reduce the risk of fraud or other serious incidents.

All budget holders receive annual training on our financial policies to ensure consistent understanding and compliance. Detailed annual budgets are prepared for review by the Finance, Audit & Risk Committee and approved by the Board of Trustees. Quarterly forecasts for income, expenditure, and cash flow are also prepared and reviewed in detail.

In 2025, an updated three-year financial plan was presented to and approved by the Board of Trustees, providing strategic context for the 2024-25 budget and the period to 2027.

To better align our planning cycles with those of our key funders, we are changing our financial year from 1st January 2026. This adjustment will support more effective coordination of funding applications, reporting, and strategic planning.

Outlook

Looking ahead, the government's new Food Strategy and new 10 Year NHS Plan are important factors for public health. In this evolving context, our commitment to providing evidence-based information and sound advice remains both timely and essential.

Our priorities for 2025-26 are shaped by a detailed forecast of income, cash flow, and expenditure, and are focused on delivering across all areas of our Strategy:

Advocating science and building consensus

We continue to champion science through the publication of *Nutrition Bulletin*, our Annual Conference, events, and thought-leadership content designed to make scientific insights more accessible to a wider audience.

The British Nutrition Foundation will remain the OIRC coordinator in 2025-26, and our work on ultra-processed foods (UPF) will progress through a programme of work on Food Processing and Health. In addition, we have identified Sustainable Diets, Healthy Weight, and Nutritionally-Vulnerable Groups as cross-cutting themes for the next three years, and are focussing corporate member engagement and policy work in these areas. In addition, we are actively seeking partnerships with sustainability experts to explore and communicate the impact of climate change on food and nutrition.

We will also continue to promote *Nutrition Bulletin* and the British Nutrition Foundation Drummond Awards programme, recognising excellence in nutrition science.

Note: To better align our planning cycles with those of our key funders, we are changing our financial

year. This strategic adjustment will support more effective coordination of funding applications, reporting, and long-term planning.

Changing the food environment

Working with our corporate members to change the food environment remains a key priority, and in 2025-26, we will continue to focus on fewer, larger-scale projects that can deliver meaningful impact. Our emphasis on the Out of Home (OOH) sector is growing, and we are pleased to welcome **BaxterStorey** as a new member—reflecting increased engagement and momentum in this area.

Our **OOH Member Forum** has proven to be a successful platform for collaboration, enabling us to bring together sector leaders to share insights, shape best practices, and contribute to public health improvement. We will continue to develop this forum in the coming year, using it as a springboard for joint initiatives and knowledge exchange.

We regularly engage our corporate members through dedicated member forums, which provide valuable opportunities to align on shared goals and showcase how their involvement supports our mission to improve public health through better nutrition.

As in previous years, we anticipate a diverse portfolio of member-led projects, ranging from nutrition strategy development and implementation, to modelling the impact of dietary changes, stakeholder consultations, training, and expert advice. We plan to continue to build upon our new training platform and have planned shared member projects on relevant topics including fibre and obesity medications.

Educating people

In response to valuable feedback from teachers, we are pleased to announce the relaunch of the *Food – a fact of life* website in February 2026. This refreshed platform will offer updated curriculum resources to support high-quality food education in schools. Leveraging our nutrition expertise, we are integrating more nutrition-focused content into our education programme, and are pleased to confirm continued support from the **Agriculture and Horticulture Development Board** in the year ahead.

We are also delighted to be funded by the **All Saints Educational Trust** to deliver training that complements these new resources, helping educators embed food education more effectively in their teaching.

Our education programme will also maintain its delivery of the **Oak National Academy's curriculum and lesson programme**, in partnership with the Design & Technology Association. We will continue to advocate for the importance of food education in schools and its role in improving public health and look forward to an announcement of the results of the Government's curriculum review expected in autumn 2025.

In 2025-26, we will continue to develop the range of content for consumer on nutrition.org.uk, with plans to expand our website user panel and build upon our growing social media following. All content development will be guided by **Equality, Diversity & Inclusion (EDI)** principles and informed by **SEO insights** to ensure reach and impact.





Trustees' Report

for the year ended 31 May 2025

Statement of Trustees' Responsibilities

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 May 2025.

The Trustees have adopted the provisions of the 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 issued in July 2014.

The Trustees are responsible for preparing the financial statements in accordance with applicable law regulations. The Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial period that gives 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;
- comply with applicable accounting standards, including FRS 102, subject to any material departures disclosed and explained in the financial statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the financial statements;
- make judgments and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping proper accounting records that 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 by The Charities Accounts (Scotland) Amendment (No. 2) Regulations 2014.

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.

Auditors Moore Kingston Smith have expressed their willingness to remain in office as auditors of the charitable company. These accounts have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

This report was approved by the Board of Trustees on 21/10/2025 and signed on its behalf by:

Alyson Greenhalgh-Ball
Chair, Board of Trustees
Date: 21/10/2025





Independent Auditor's Report to the Members and Trustees of the British Nutrition Foundation

Opinion

We have audited the financial statements of The British Nutrition Foundation for the year ended 31 May 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement 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, including Financial Reporting Standard 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 the 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011.

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 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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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 where the Companies Act 2006, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the Charities Act 2011 require us to report to you if, in our opinion:

- the charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the charitable company's 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 Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, the Companies Act 2006 and Section 151 of the Charities Act 2011 and report to you in accordance with regulations made under those Acts.

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 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 is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most



significant are the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 (as amended), regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a

material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 charity's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005, and in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

Luke Holt

(Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 24/11/2025

9 Appold Street,
London, EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.



Statement of Financial Activities

for the year ended 31 May 2025

	Note	Unrestricted Fund £	Restricted Fund £	Total 2025 £	Total 2024 £
Income					
<i>Income from:</i>					
Voluntary income	2	895,008	-	895,008	920,546
Investment income	3	30,881	-	30,881	30,898
Charitable activities	4	851,395	-	851,395	685,393
Total Income		1,777,284	-	1,777,284	1,636,837
Expenditure					
<i>Expenditure on:</i>					
Raising funds	5	144,640	-	144,640	119,532
Charitable activities		1,547,746	30,355	1,578,101	1,533,462
Total expenditure		1,692,386	30,355	1,722,741	1,652,994
Unrealised gain / (losses) on investments	9	9,288	-	9,288	48,809
Realised gains on investments		2,874	-	2,874	744
Net income		97,060	(30,355)	66,705	33,396
Other gains / (losses) on foreign exchange		13	-	13	(852)
Net movement in funds		97,073	(30,355)	66,718	32,544
Funds as at 1st June 2024	15	1,472,925	36,675	1,509,600	1,477,056
Funds as at 31st May 2025	15	1,569,998	6,320	1,576,318	1,509,600

The notes on pages 28 to 29 form part of these financial statements.
All of the operations of the Foundation are continuing.



Balance Sheet

for the year ended 31 May 2025

	Note	2025 £	2025 £	2024 £	2024 £
Fixed Assets					
Intangible Assets	7		58,134		91,354
Tangible Assets	8		12,152		10,340
Investments	9		770,879		743,581
			841,165		845,275
Current Assets					
Debtors	10	324,528		137,712	
Cash at bank and in hand		633,444		806,620	
		957,972		944,332	
Creditors: Amounts falling due within one year	11	222,819		280,007	
Net Current Assets			735,153		664,325
Total Net Assets			1,576,318		1,509,600
Funds					
Restricted funds	13		6,320		36,675
Unrestricted funds:					
Designated funds	14		116,632		129,449
General funds	15		1,453,366		1,343,476
			1,576,318		1,509,600

These accounts have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006, relating to small companies. The financial statements on pages 24 to 29 were approved and authorised for issue by the Board of Trustees on 21 October 2025 and signed on its behalf by:

Chairman of the Board of Trustees – Alyson Greenhalgh-Ball

Treasurer – Martin Ellis

Companies House No. 898651



Statement of Cashflows

for the year ended 31 May 2025

	Note	2025 £	2024 £
Cash flow from operating activities			
Net cash provided (used in)/by operating activities	(i)	(178,954)	(18,471)
Cash flow from investing activities			
Bank interest received		9,794	9,669
Investment income		21,087	21,229
Acquisition of fixed asset investments		(75,222)	(7,471)
Proceeds from disposal of fixed asset investments		85,603	8,316
Profit / (Loss) on Forex		13	(852)
Purchase of intangible assets		-	(20,464)
Purchase of tangible fixed assets		(9,980)	(9,863)
Net cash (used in)/provided by investing activities		31,295	564
Change in cash and cash equivalents		(147,659)	(17,907)
Cash and cash equivalents at the beginning of the year		883,237	901,144
Cash and cash equivalents at the end of the year	(ii)	735,578	883,237
Analysis of changes in net debt			
	As at 01 June 2024	Cash Flows	As at 31 May 2025
	£	£	£
Cash at bank and in hand	461,621	(188,366)	273,255
Cash held on deposits	344,994	15,191	360,185
Cash held in investments	76,622	25,516	102,138
	883,237	(147,659)	735,578



Statement of Cashflows

for the year ended 31 May 2025

	2025 £	2024 £
(i) Reconciliation of net income to net cash flow from operating activities		
Net income	66,718	32,544
Adjustments for:		
Depreciation charge	8,168	6,310
Amortisation charge	33,220	14,556
Bank interest received	(9,794)	(9,669)
Investment income	(21,087)	(21,229)
(Profit) / Loss on Forex differences	(13)	852
(Profit) on sale of investments	(2,874)	(744)
Loss on disposal of Fixed Assets	-	2,083
Revaluation of investments	(9,288)	(48,809)
Decrease / (Increase) in debtors	(186,816)	(37,697)
Increase / (Decrease) in creditors	(57,188)	43,332
Net cash provided by / (used in) operating activities	(178,954)	(18,471)
(ii) Analysis of Cash and cash equivalents	As at 31 May 2025 £	As at 1 June 2024 £
Cash at bank and in hand	273,255	461,621
Cash held on deposits	360,185	344,994
Cash held in investments	102,138	76,622
	735,578	883,237



Notes to the Financial Statements

for the year ended 31 May 2025

1 Principal accounting policies

(a) 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) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The British Nutrition Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. After making enquiries the Trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future based on a significant level of reserves and liquid assets in the form of investments which are readily available to convert into cash. For this reason the Trustees continue to adopt the going concern basis in preparing the financial statements.

The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.

The British Nutrition Foundation is a private company, limited by guarantee, registered in England and Wales, registration number 898651. The registered office is x+why, The Fulwood, 4 Fulwood Place, London, WC1V 6HG. The company is a registered charity, registered in England and Wales, registration number 251681 and in Scotland, registration number SC040061.

(b) Income

Income from member companies (including annual subscriptions) is accounted for on a receivable basis, but on a received basis in the case of donations. Government grants are accounted for on a receivable basis.

Investment income is recognised on a receivable basis.

Interest income is recognised on a receivable basis.

(c) Expenditure allocation

The directors have allocated office costs and governance costs on the basis of the amount of time spent by each member of staff in each of the six areas of activity of the Foundation. Staff costs have been similarly apportioned.

(d) Cash and cash equivalents

Cash and cash equivalents includes cash in hand and current and fixed term deposits with bank, with a maturity date of less than 90 days.

(e) Governance costs

Governance costs relate to the direct costs associated with the constitutional and statutory requirements of the Foundation and include the costs of external audit, secretariat and other constitutional related costs.



Notes to the Financial Statements

for the year ended 31 May 2025

(f) Depreciation of tangible fixed assets

Depreciation is provided on fixed assets on the straight line method at the following rates:

Fixtures and fittings	20% p.a.
Computers and ancillary equipment	33.33% p.a.

Items of expenditure which provide enduring benefit to the Foundation are capitalised as assets if the cost (net of VAT) is more than £500. Expenditure of less than this amount is expensed through the Statement of Financial Activities.

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary.

(g) Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The costs of any material unused holiday entitlement is recognised in the period in which the employee's services are received. Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

(h) Intangible fixed assets

Intangible fixed assets comprise of an online training platform and new website. Intangible fixed assets are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised so as to write off the cost or valuation of the assets less their residual values over their useful lives on the following bases:

The capitalisation threshold for intangible fixed assets is £500.

(i) Gifts in kind

Gifts in kind and donated services and facilities are recognised within incoming resources and expenditure at an estimate of the value to the charity of the donated services or goods.

(j) Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

(k) Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred over the term of the lease.

(l) Publications

It is the Foundation's policy not to include as stock the by-products from projects as the use of these is uncertain. When sales are made they are included in the SOFA on a receipts basis. The costs of the Foundation's publications and education material are written off in the year in which they are incurred.



Notes to the Financial Statements

for the year ended 31 May 2025

(m) Prizes

Prizes are accounted for when paid.

(n) Pension scheme arrangements

The Foundation provides a percentage of employees' salaries which is paid into personal pension plans on behalf of employees. The percentage paid ranges from 4% to 12% of basic salary and is accounted for on an accruals basis.

(o) Funds

Unrestricted Funds - These are donations and other incoming resources receivable or generated for the objects of the charity without further specified purpose and are available as general funds.

Designated Funds – These form part of unrestricted funds and represent amounts set aside by the trustees for particular purposes. These funds may be returned to the general unrestricted funds at the trustees' discretion.

Restricted Funds - These are funds which are to be used for specific purposes as laid down by the donor.

(p) Foreign Currencies

Transactions in foreign currencies are recognised at the rate of exchange at the date of the transaction. Monetary assets and liabilities are translated into sterling at the exchange rate on the balance sheet date. Exchange differences are recognized through the statement of financial activities.

(q) Financial instruments

The company has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments. Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument. Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

With the exceptions of prepayments and deferred income all other debtor and creditor balances are considered to be basic financial instruments under FRS 102. See notes 10 and 11 for the debtor and creditor notes. Other financial assets include investments (note 9) which are initially measured at fair value.

(r) Critical accounting estimates and areas of judgement

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The most significant estimates and assumptions which affect the carrying amount of assets and liabilities in the accounts relate to:

The annual depreciation and amortisation charge for fixed assets are sensitive to change in the estimated useful economic lives and residual value of assets. These are reassessed annually and amended where necessary to reflect current circumstances.



Notes to the Financial Statements

for the year ended 31 May 2025

2 Voluntary income

	Total 2025 £	Total 2024 £
Donations	684,422	712,933
Subscriptions	210,586	207,613
	895,008	920,546

All voluntary income received in 2024 and 2023 is unrestricted income.

3 Investment income

	Total 2025 £	Total 2024 £
Bank interest	9,794	9,669
Investment income	21,087	21,229
	30,881	30,898

All investment income received in 2024 and 2023 is unrestricted income.

4 Income from charitable activities

	Total 2025 Unrestricted £	Total 2025 Restricted £	Total 2024 Unrestricted £	Total 2024 Restricted £
Projects	812,131	-	622,232	28,600
Publications	39,264	-	34,561	-
	851,395	-	656,793	28,600

All charitable activities income received in 2025 was unrestricted income.

Within Project Income for 2024 was £28,600 of restricted monies from the ASET Fund.



Notes to the Financial Statements

for the year ended 31 May 2025

5 Total resources expended

	Unrestricted		Restricted		Total	Total
	Cost of raising funds	Charitable activities	Cost of raising funds	Charitable activities	2025	2024
	£	£	£	£	£	£
Charitable direct costs						
Projects	-	103,211	-	3,669	106,880	74,477
Science and Education services	-	13,082	-	-	13,082	11,115
Publications	-	-	-	-	-	307
Prizes and Awards	-	9,817	-	-	9,817	10,080
	-	126,110	-	3,669	129,779	95,979
Fundraising direct costs						
Publications	5,999	-	-	-	5,999	5,951
Investment management fees	4,959	-	-	-	4,959	5,118
Other fundraising costs	20,719	-	-	-	20,719	5,039
	31,677	-	-	-	31,677	16,108
Support costs						
Staff costs	77,573	1,047,830	-	26,686	1,152,089	1,050,285
General office costs	11,261	256,335	-	-	267,596	235,099
Depreciation	327	7,841	-	-	8,168	6,309
Amortisation	1,329	31,891	-	-	33,220	14,555
Bad debt	-	2,880	-	-	2,880	-
Profit / (Loss) on disposals	-	-	-	-	-	2,083
	90,490	1,346,777	-	26,686	1,463,953	1,308,331
Governance costs						
Salaries and office costs	-	56,823	-	-	56,823	82,017
Annual conference	22,473	-	-	-	22,473	21,621
Legal and professional	-	(3,239)	-	-	(3,239)	84,093
Auditor's fees - current year audit	-	11,732	-	-	11,732	10,000
Auditor's fees - other	-	-	-	-	-	-
VAT Provision	-	-	-	-	-	24,289
Committee Expenses	-	9,543	-	-	9,543	10,556
	22,473	74,859	-	-	97,332	232,576
Total resources expended	144,640	1,547,746	-	30,355	1,722,741	1,652,994

Support costs are allocated to the cost of raising funds and charitable activities on the basis of staff time.

For a breakdown of the prior year comparative please see the next page.



Notes to the Financial Statements

for the year ended 31 May 2025

5 Total resources expended (continued)

	Unrestricted		Restricted		
	Cost of raising funds	Charitable activities	Cost of raising funds	Charitable activities	2024
	£	£	£	£	£
Charitable direct costs					
Projects	-	68,065	-	6,412	74,477
Science and Education services	-	11,115	-	-	11,115
Publications	-	307	-	-	307
Prizes and Awards	-	10,080	-	-	10,080
	-	89,567	-	6,412	95,979
Fundraising direct costs					
Publications	5,951	-	-	-	5,951
Investment management fees	5,118	-	-	-	5,118
Other fundraising costs	5,039	-	-	-	5,039
	16,108	-	-	-	16,108
Support costs					
Staff costs	70,860	959,687	-	19,738.00	1,050,285
General office costs	10,026	225,073	-	-	235,099
Depreciation	252	6,057	-	-	6,309
Amortisation	582	13,973	-	-	14,555
Profit / (Loss) on disposals	83	2,000	-	-	2,083
	81,803	1,206,790	-	19,738.00	1,308,331
Governance costs					
Salaries and office costs	-	82,017	-	-	82,017
Annual General Meeting	21,621	-	-	-	21,621
Legal and professional	-	84,093	-	-	84,093
Auditor's fees - current year audit	-	10,000	-	-	10,000
Auditor's fees - other	-	-	-	-	-
VAT Provision	-	24,289	-	-	24,289
Committee Expenses	-	10,556	-	-	10,556
	21,621	210,955	-	-	232,576
Total resources expended	119,532	1,507,312	-	26,150	1,652,994



Notes to the Financial Statements

for the year ended 31 May 2025

6 Staff costs

	Total 2025 £	Total 2024 £
Wages and salaries	877,300	842,812
Employers NI contributions	105,995	89,197
Pension costs	161,999	116,373
Other costs	59,647	53,304
	1,204,941	1,101,686

This includes the remuneration of interns of £Nil (2024: £14,223) and employer’s NI of £Nil (2024: £1,080).

The average number of persons employed by the Foundation during the the year was 19 (2024: 18).
This includes no intern (2024:Nil).

Average headcount expressed as a full time equivalent during the year was 18 (2024: 16).

The number of employees whose emoluments exceeded £60,000 were:

	2025 No.	2024 No.
£60,000 - £70,000	3	3
£70,001 - £80,000	1	1
£90,001 - £100,000	1	-
£120,001 - £130,000	-	1
£130,001 - £140,000	1	-

Pension contributions to the above individuals amounted to £125,718 (2024: £81,501).

Trustees and key management personnel

The trustees received remuneration during the year of £Nil (2024: £Nil). During the year 4 (2024: 6) trustees received reimbursement of travel expenses of £1,833 (2024: £3,790).

The charity incurred professional indemnity insurance of £845 during the year (2024: £845).

Key management personnel consist of the Chief Executive, the Science Director, the Director of Member Engagement, the Nutrition Science Manager, the Nutrition Communication Manager, the and the Education Service Managers. The total employee benefits of the charity’s key management personnel were £636,278 (2024: £582,783).



Notes to the Financial Statements

for the year ended 31 May 2025

7 Intangible fixed assets

	Online Training Platform £	New Website £	Total 2025 £
Cost			
At 1st June 2024	-	99,660	99,660
Additions	-	-	-
Disposals	-	-	-
At 31st May 2025	-	99,660	99,660
Amortisation			
At 1st June 2024	-	8,306	8,306
Charge for the year	-	33,220	33,220
Disposals	-	-	-
At 31st May 2025	-	41,526	41,526
Net Book Value			
At 31st May 2025	-	58,134	58,134
At 31st May 2024	-	91,354	91,354

8 Tangible fixed assets

	Furniture and Fittings £	Computers and ancillary Equipment £	Total 2025 £
Cost			
At 1st June 2024	6,331	45,143	51,474
Additions	-	9,980	9,980
Disposals	(6,331)	(22,614)	(28,945)
At 31st May 2025	-	32,509	32,509
Depreciation			
At 1st June 2024	6,331	34,803	41,134
Charge for the year	-	8,168	8,168
Disposals	(6,331)	(22,614)	(28,945)
At 31st May 2025	-	20,357	20,357
Net Book Value			
At 31st May 2025	-	12,152	12,152
At 31st May 2024	-	10,340	10,340



Notes to the Financial Statements

for the year ended 31 May 2025

9 Fixed asset investments

The movements during the year were as follows:-

	Total 2025	Total 2024
	£	£
Balance at the beginning of the year	666,959	618,252
Additions at cost	75,222	7,471
Disposals at open market value (Proceeds £8,315 (2023 £15,573), gain on disposal £744 (2023: £2,681))	(82,729)	(7,573)
Add: Cash balances included in investments	102,138	76,622
	761,591	694,772
Unrealised Gain / (Loss) on valuation	9,288	48,809
Market value as at 31st May 2025	770,879	743,581

9(b) Analysis of listed investments

	Total 2025	Total 2024
	£	£
UK Equities	319,077	258,384
Overseas Equities	212,721	217,649
Global Fixed Interest	136,942	190,926
Cash	102,138	76,622
	770,879	743,581

9(c) As at 31 May 2025 no investment represented more than 5% of the total investments portfolio -
(2024: no investment represented more than 5% of the total investments portfolio).

10 Debtors

	Total 2025	Total 2024
	£	£
Prepayments and accrued income	76,181	58,611
Other debtors	235,347	79,101
Rent deposit	13,000	-
	324,528	137,712



Notes to the Financial Statements

for the year ended 31 May 2025

11 Creditors

	Total 2025 £	Total 2024 £
PAYE & VAT payables	40,002	35,107
Accruals and deferred income (note 12)	93,633	180,396
Pensions & Other creditors	39,905	15,225
VAT Provision	49,279	49,279
	222,819	280,007

The VAT provision is based on the historical VAT treatment of some previous transactions with members.

12 Deferred income

	Total 2025 £	Total 2024 £
Deferred income at 1st June	111,344	76,110
Project Income received in advance of completion of work	67,909	111,344
Amounts released to the accounts	(111,344)	(76,110)
Deferred income at 31st May	67,909	111,344
Accruals	25,724	69,052
	93,633	180,396

13 Restricted funds

	Balance as at 1st June 2024 £	Incoming Resources £	Outgoing Resources £	Transfer from/(to) Unrestricted £	Balance as at 31st May 2025 £
A-Level Fd Tech prize	362	-	-	-	362
BNF GCSE Fund	5,958	-	-	-	5,958
ASET Fund	30,355	-	(30,355)	-	-
	36,675	-	(30,355)	-	6,320

	Balance as at 1st June 2023 £	Incoming Resources £	Outgoing Resources £	Transfer from/(to) Unrestricted £	Balance as at 31st May 2024 £
A-Level Fd Tech prize	362	-	-	-	362
BNF GCSE Fund	5,958	-	-	-	5,958
ASET Fund	27,905	28,600	(26,150)	-	30,355
	34,225	28,600	(26,150)	-	36,675

The restricted funds consists of prize schemes (A Level Fd Tech prize and BNF GCSE Fund) and The ASET fund.

The ASET fund is a grant awarded from the All Saints Education Trust for work to be completed over the next 1-2 years. The remaining funds have all been expended during 2025.



Notes to the Financial Statements

for the year ended 31 May 2025

14 Designated funds

	Balance as at 1st June 2024 £	Incoming Resources £	Outgoing Resources £	Transfer from/(to) General Unrestricted Funds £	Balance as at 31st May 2025 £
Strategic contingency fund	19,663	-	-	-	19,663
IT Strategic fund	-	-	-	-	-
Drummond fund	109,786	-	(12,817)	-	96,969
	129,449	-	(12,817)	-	116,632

	Balance as at 1st June 2023 £	Incoming Resources £	Outgoing Resources £	Transfer from/(to) General Unrestricted Funds £	Balance as at 31st May 2024 £
Strategic contingency fund	19,663	-	-	-	19,663
IT Strategic fund	-	-	-	-	-
Drummond fund	122,866	-	(13,080)	-	109,786
	142,529	-	(13,080)	-	129,449

The Strategic contingency fund is for the CEO to access for use on carefully considered projects, such as those that would help the Foundation increase its impact, profile or capacity. The intention is that the fund will be used, when needed, over the next 1-3 years to support the BNF Business Plan and strategy.

The Foundation continues with the management of the Drummond Memorial Fund which will be utilised to extend the reach of current BNF activities: to support and encourage young people in their career development in nutrition and to add value to our existing work: GCSE and A-Level awards, Internships, nutrition related on-line training etc and profile.



Notes to the Financial Statements

for the year ended 31 May 2025

15 Analysis of net assets between funds

		Fixed Assets £	Investments £	Current Assets £	Total 2024 £
Restricted funds	Note 13	-	-	6,320	6,320
Unrestricted funds:					
<i>Designated funds</i>	Note 14	-	-	116,632	116,632
<i>General funds</i>		70,286	770,879	612,201	1,453,366
		70,286	770,879	735,153	1,576,318

		Fixed Assets £	Investments £	Current Assets £	Total 2023 £
Restricted funds		-	-	36,675	36,675
Unrestricted funds:					
<i>Designated funds</i>		-	-	129,449	129,449
<i>General funds</i>		101,694	743,581	498,201	1,343,476
		101,694	743,581	664,325	1,509,600

16 Taxation

The entity is a registered charity and does not undertake non-charitable activities and are entitled to tax exemption by the H M Revenue and Customs.

17 Capital

The Foundation is limited by guarantee. In the event of a winding up of the Foundation the members' liability is restricted to contributing an amount not exceeding £5 each. As at 31st May 2025 there were 48 members (2024: 49 members).

18 Operating leases

At the reporting end date the charity had the following future minimum lease payments under non-cancellable operating leases which fall due as follows:

	2025 Land and Buildings	Other	2024 Land and Buildings	Other
Within 1 year	79,950	-	65,000	-
1 to 5 years	13,390	-	13,000	-
	93,340	-	78,000	-

19 Related party transactions

No related party transactions were made during 2025 (2024: £Nil).



Appendix 1

Corporate Members

Sustaining Corporate Members

Agriculture and Horticulture
Development Board
Associated British Foods
Asda Stores Ltd
Coca-Cola Britain and Ireland
Kellanova Europe Trading Ltd
Marks and Spencer plc
Mondelez International
Nestle UK Ltd
PepsiCo UK Ltd
Tate & Lyle plc
Tesco plc

Corporate Members

Ajinomoto PLC
(new from March 2025)
Aldi Stores Limited
Arla Foods UK
BaxterStorey
(new from January 2025)
British Sugar plc
Cargill R&D Centre Europe
Costa
Danone Ltd
Ferrero
General Mills
Greggs plc
Innocent Drinks
IFF (International Flavors
& Fragrances Inc.)
J Sainsbury plc
Kerry Foods Ltd
KP Snacks Limited
Lidl GB
Mars UK Ltd
McDonald's Restaurants Ltd
Mitchells & Butlers
National Farmers Union
Trust Company Ltd
Nomad Foods Ltd
Ocado
Pladis
Premier Foods
Quorn
Slimming World
Sodexo Subway UK & Ireland
TATA Consumer Products
The Co-operative Group plc
Uber Eats
UK Flour Millers
Waitrose & Partners
Weetabix Ltd
Whitbread
Whitworths
WM Morrison Supermarkets plc
Yakult





Appendix 2

Support for key activities in 2024-25

Open Innovation and Research Clubs Coordination

Biotechnology and Biological Sciences Research Council

Raising The Pulse

University of Reading

Ultra Processed Foods Workstream 2024-25

Associated British Foods Grain Products Ltd

Nomad Foods Europe

Beverage Services Ltd (Coca-Cola)

The Cooperative Group Ltd

Danone Ltd

Ferrero UK Ltd

Greggs plc

Kellogg Europe Trading Ltd

Marks & Spencer plc

Mars UK Ltd

PepsiCo UK Ltd

Pladis UK Ltd

Report on optimising nutritional profile of fried chicken

KFC Ltd

Nutrition & Health Claims Training

Arla Foods Ltd

Fruit & Veg for Schools Project

Tesco plc

Food Cycle Evaluation and Impact Report

Food Cycle

Teacher Training Days

The Oaks Collegiate Academy

Xaverian College

Safeguarding against Nutritional Vulnerability

Quadram Institute Bioscience

Food a Fact of Life Partnership

Agriculture & Horticulture Development Board

Full of Beans Project

Birmingham City Council

Baby Aisle Scorecard

Tesco plc

Teaching Primary Food and Nutrition

All Saints Educational Trust

Food Sequel

University of Sussex

Healthier Products Project

Sainsbury's Supermarkets Ltd

Healthy Eating Week 2024

Lidl Great Britain Ltd

John Lewis plc

Fibre February Webinar

UK Flour Millers

Roundtable & report write up

Whitworths Ltd

Parliamentary Event Agriculture & Horticulture

Development Board

Oak National Academy

Design & Technology Association

Oats Booklet

PepsiCo International Ltd

Nourishing Futures Project

Tesco plc

Meat Consumption Projects

Agriculture & Horticulture Development Board

Supported Internships

Marks & Spencer plc

McDonalds Marketing

Cooperative Ltd

AHDB Roundtable

Agriculture & Horticulture Development Board

Practical Workshops

Livestock & Meat Commission



Appendix 3

Honorary Members, Governors Emeritus and Committee Members

As of 31 May 2025

HONORARY MEMBERS

Michael Collyer
Anne Heughan
Professor Robert Pickard
Professor Brian Wharton
Professor John Blundell
Professor Martin Wiseman
Professor Tom Sanders

GOVERNORS EMERITUS

Iain Ferguson CBE
Paul Hebblethwaite
The Baroness Gloria Hopper
Professor Anne de Looy
Dr WT Little CBE
R McRobert OBE
David A Tate
Professor Roger G Whitehead CBE

FINANCE, AUDIT & RISK COMMITTEE

Desiree Irving-Brown (Chair), *Trustee*
(June 2024 – April 2025)
Martin Ellis (Chair), *Trustee* (August 2025)
Mark Fairweather, *Trustee* (1st June 2025)
Sam Fulton, *Trustee*
Alyson Greenhalgh-Ball, *Trustee*
Professor John Mathers, *Trustee*

HR & REMUNERATION COMMITTEE

Louise Redmond, *Trustee* (Chair)
Alyson Greenhalgh-Ball, *Trustee*
Claire Hughes, *Trustee* (1st June 2025)
Professor John Mathers, *Trustee*
Alisdair Wotherspoon, *Trustee*
Paul Wheeler, *Trustee*

ADVISORY COMMITTEE

Professor Janet Cade,
*Professor of Nutritional Epidemiology and
Public Health, University of Leeds* (Chair)

Kate Platts,
*Head of Research and Innovation,
Westfield Health* (Deputy Chair)

Judith Batchelar OBE,
Director, Food Matter International

Mandy Davies,
*Consultant AHP for Nutrition
and Hydration, East Lancashire
Hospitals NHS Trust*

Professor Gary Frost,
*Chair in Nutrition and Dietetics,
Imperial College London*

Dr Susan Gatenby,
*Senior Director, Nutrition Europe,
PepsiCo UK Ltd*

Glynis Henderson,
Education consultant

Claire Hughes,
Consultant (until 31st May 2025)

Professor Kevin Whelan,
*Professor of Dietetics,
King's College London*

NOMINATIONS COMMITTEE

Professor Christine Williams,
*Director, Food Agriculture and Health,
University of Reading* (Chair)

Professor John Mathers,
*Professor of Human Nutrition, University
of Newcastle* (Chair of the Board of
Trustees until 31st December 2024)

Alyson Greenhalgh-Ball,
Consultant (Chair of the Board of
Trustees from 1st January 2025)

SCIENTIFIC COMMITTEE

Mrs Barbara Bray MBE,
Food safety consultant

Dr Adrian Brown,
University College London

Dr Susanne Bryngelsson,
RISE/Kristianstad University

Dr Eirini Dimidi,
King's College London

Mrs Laura Farrell,
Tesco plc (maternity leave)

Mrs Nicky Gillett,
Allied Bakeries

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Tate & Lyle

Dr Gunter Kuhnle,
University of Reading

Dr Amelia Lake,
Teeside University

Professor Jennie Macdiarmid,
University of Aberdeen

Dr Duane Mellor,
Aston University

Professor Lisa Methven,
University of Reading

Mrs Barbara Monks,
Food education consultant

Professor Peter Rogers,
University of Bristol

Professor David Stensel,
University of Loughborough

Professor Emma Stevenson,
University of Newcastle

Dr James Stewart,
University Hospitals of Leicester

Dr Lisa Wilson,
Richmond and Wandsworth Councils

Ms Zoe Ellis,
*Head of Nutrition and Science
Communication, Danone UK & Ireland*
(maternity leave)

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University of San-Pablo-CEU

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AQA

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Public Health England

Dave Parry,
D&T Adviser, CLEAPSS

Suzi Lombardelli,
Lord Williams, Thame

Sarah Lyles,
Surrey Healthy Schools

Cris Cohen,
FEASTED

Kate Findlay,
*Head of Design & Technology
(D&T Associate Inspiration Trust)*

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Royal School Dungannon

Mairead Davidson,
University of Ulster

Shirley Davidson,
Omagh Academy

Glynis Henderson,
Education Consultant

Jayne Lloyd,
Methodist College

Jemma Theobald,
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Amanda McGarry,
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Laura McGreevy,
St Columbanus' College

Joanne O'Neill,
Magherafelt High School

Ryan Richie,
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