



BUSINESS
IN THE
COMMUNITY

BUSINESS IN THE COMMUNITY

ANNUAL REPORT

2024/25

The Directors of Business in the Community (BITC) present their Annual Report for the year ended 30 June 2025, which incorporates, within pages 6-39, a strategic report under the Charities Act 2011, the Companies Act 2006 and the Charities and Trustees Investment (Scotland) Act 2005 and related regulations.

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CHAIR'S INTRODUCTION



It has long been my belief that responsible business is a foundation for economic growth and prosperity, not a distraction from it. This was affirmed in this year's Business in the Community's (BITC's) State of the Nation report, with 96% of business leaders in agreement. We need responsible business to ensure the long-term

economic sustainability of the UK economy. It is that simple – and yet complicated.

Recently, businesses have been feeling the need to de-publicise their commitments to avoid what they perceive as reputational risk and political uncertainty on key societal and environmental issues. A growing trend of risk mitigation is overshadowing genuine responsible business action, particularly in areas like climate and diversity, equity and inclusion. The academic evidence demonstrating the link between these issues and strong business performance has not changed – this should not now be ignored.

This is not a time to sit silent in the status quo. This is not a time to be cautious, whilst the needs of our communities continue to grow. We are living in an age that requires authentic, outspoken leadership.

Leadership which starts with BITC, the voice at the forefront of responsible business action – the UK's largest and most influential responsible business network. BITC is a trusted partner to business and government, convening leaders, influencing policy and accelerating action – helping shape inclusive economic growth that works for all. I am proud of the leadership BITC has demonstrated and impact we have made in the past year, and I remain confident we will continue to be that leading voice and the cornerstone of the responsible business agenda. As Chair of BITC, I would urge businesses to scale up their ambitions and their impact; work with BITC and engage in cross-sector partnerships to address systemic challenges at scale.

I would also like to thank those that already work with and for BITC: His Majesty The King as Royal Founding Patron, BITC's network, Kieran Harding as Acting Chief Executive and the BITC team. Thank you for your steadfast commitment in addressing these challenges to date.

Whilst we might not know what the future brings, from emerging technologies to the impact of AI and much more, we do know what we have to do. Lead from the front, not because it remains important to stakeholders or core to business purpose or strategy – but because it is the right thing to do.

Peter Harrison
Chair
Business in the Community



CHIEF EXECUTIVE'S MESSAGE



In taking up the reins as Acting Chief Executive at Business in the Community (BITC), I was struck by the increased importance of BITC as a membership organisation. Responsible business has been facing and will undoubtedly continue to face, mounting geopolitical pressures at home and abroad. Yet BITC has a duty and a

responsibility to the businesses and the communities we serve, and the 2.6 million employees in our membership.

To ensure the prosperity of our nation, it is imperative that we make responsible business the foundation for economic growth. BITC's ability to engage business in addressing society's existing and emerging challenges, are what make it so uniquely placed to make this a reality.

Over the past year, BITC has been convening, campaigning and consulting with business to deliver economic, social and environmental change. From expanding our Pride of Place Board to three new locations, to growing our King's Seeing is Believing Programme to engage more business leaders, and our Community Climate Fund now working in six communities, engaging over 400 community organisations across the UK. We have been able to reach even more communities and bridge the gap between businesses' commitment to support, and the needs of those communities.

In convening our network, we brought together over 200 attendees at our Member Conference, over 100 senior leaders at our Leadership Assembly and engaged over 250 companies through with our Advisory Services, supporting them all on their responsible business journeys.

This year, through BITC's campaigns and programmes, 147 employers signed up to our Opening Doors inclusive recruitment campaign, with 1.5 million jobs made more inclusive. 1,140 organisations signed our Race at Work Charter, covering 7.8 million employees and 1.61 million employees were represented by those organisations completing our Workwell Self-Assessment Tool. 1,805 young people were supported through Barclays LifeSkills Scotland and Wales, and 60% of The Times Top 50 Employers for Gender Equality 2025 are BITC members. That's just the tip of the iceberg.

We remained focused in supporting businesses to attract and retain the best and most diverse talent, grow and retain their customers, enhance their environmental reputation and continue to lift up our most challenged

communities. As we continue to embrace this agenda, we will continue to challenge business to go further in integrating responsible business into the very DNA of their organisations.

Whilst we recognise that businesses are willing and can provide a unique contribution to many of the challenges faced across the UK; their role in society should not be taken for granted. We must continue to find ways for business, government and civic society to align in addressing the needs of our people, our planet and our places.

Through collaboration and partnership on campaigns, programmes and projects, we can explore solutions and deepen impact at both a local and national level. We can create hope and ensure that everyone can benefit from the opportunities that economic growth can provide.

As we look to the year ahead, BITC will focus on empowering companies to:

- Lead responsibly by embedding purpose and sustainability into strategy
- Collaborate across sectors to drive systemic change
- Act locally and nationally to support communities and unlock opportunity

It is only by working together as true partners that we can help co-create a nation that we can continue to be proud of. A fair, inclusive and sustainable nation. As true partners to BITC, I would like to thank our member companies and supporters for their dedication and the commitment they have shown to responsible business. Similarly, my thanks go out to my BITC colleagues, whose passion and integrity are the driving force behind our mission.

We must be bolder and braver to achieve economic growth and prosperity for all. So, BITC will unashamedly continue to push business further on the most challenging issues – individually, but most importantly, collectively.

Kieran Harding
Acting Chief Executive
Business in the Community

INTRODUCING BUSINESS IN THE COMMUNITY

RESPONSIBLE BUSINESS IS THE FOUNDATION FOR ECONOMIC GROWTH

Business in the Community (BITC) champions responsible business as essential for long-term economic growth and resilience. We convene, campaign, and consult with business to tackle society's most pressing challenges, from climate change and place-based regeneration to inequality, workplace wellbeing, and inclusive growth.

Our work is focused on the **Planet, People, and Place, working together** to create a fairer and more sustainable world where business is a force for good.

WHAT WE DO

We help businesses lead responsibly, act collaboratively, and drive measurable change.

- **We lead** by embedding purpose, sustainability, and social impact into business strategy.
- **We convene** cross-sector partnerships to address systemic challenges and influence policy.
- **We act** locally and nationally to support communities, regenerate places, and protect the planet.

Founded by His Majesty King Charles III in 1982, BITC has over four decades of experience in mobilising business action and delivering evidence-based impact across the UK. Today, we represent around **550 member companies**, united by a commitment to responsible growth.

HOW WE WORK

We believe progress happens when we work together for the **Planet, People, and Place**.

- **Collaboration:** We connect business, government, and communities to share knowledge and create scalable solutions.
- **Evidence and insight:** We use data, research, and best practice to guide action and measure impact.
- **Local delivery:** We enable regional and place-based action through partnerships that strengthen communities and drive inclusive growth.
- **Leadership and advocacy:** We empower business leaders to champion change and demonstrate the power of responsible business.

Together, we are shaping a future-ready economy that supports thriving people, prosperous places, and a healthy planet.



A YEAR IN BITC NUMBERS

2.6M

employees represented across our total membership

2,948

employees trained through BITC Advisory programmes

770

refugees supported to access employment and build new futures

1,805

young people supported through LifeSkills in Scotland and Wales

1.5M

jobs made more inclusive through Opening Doors

7.8M

employees represented across Race at Work Charter signatory organisations

770

matches made through Job Coaching, 57% of those who complete coaching entered employment, education, or training

£463,494

in leveraged volunteer value dedicated to Job Coaching

5,685

people attended our expert-led and peer-to-peer events



WORKING WITH OUR MEMBERS

BITC relies on the proactive engagement of its members to fulfil our mission. With a diverse network of 541 organisations spanning various sizes, sectors, and regions, we possess unparalleled access to communities across the UK and a deep understanding of both effective practices and areas requiring further progress.

Our members serve as catalysts for change—driving impact through purposeful action, advocacy, and collaboration that transcends commercial interests. Expanding our network directly amplifies our influence, enabling us to empower business leaders and their teams to extend responsible practices throughout their value chains.

We are also forging new partnerships across sectors and with strategic partners to elevate the role of responsible business in addressing

critical societal challenges, including inequality, limited access to opportunity, and environmental sustainability.

We work with businesses and other organisations, supporting, inspiring, and challenging them to deliver impact through:

- Membership
- Advisory Services
- State of the Nation
- Seeing is Believing
- Our Regional Boards
- Our campaigns and programmes

WORKING WITH OUR MEMBERS

MEMBERSHIP & ADVISORY SERVICES

We continue to deliver value and impact with and through our member companies.

We do this through:

Convening

We bring senior leaders and practitioners together to act as a collective voice for tackling shared challenges, encouraging development of solutions, and recognising best practice.

Challenging for action

Through our Leadership Boards (issue, regional, national, and place), we develop thought leadership, research, and subject matter insight. This helps BITC to deliver the business case for responsible business and create clear best practice frameworks for action that others can learn from and follow.

Consultancy/Assessment for Progress

Our diagnostic tools and advice help businesses find their focus through internal consultancy work and training across all areas of responsible business.

Communicating stories to inspire further action

We share stories across the network and for the network to use with their stakeholders at work and in their communities.

Community delivery for impact

We deliver in the heart of communities right across the UK, working on the ground to convene businesses, local authorities, community organisations, and key stakeholders to change lives and transform communities. Businesses trust us as delivery partners for their own initiatives.

Highlights



WORKING WITH OUR MEMBERS

Membership Engagement and Value Proposition

We remain committed to strengthening our membership value proposition and driving growth in member acquisition, retention, and engagement through targeted national and regional outreach and marketing initiatives.

In 2024–25, we enhanced member recognition through strategic social media campaigns and refreshed our induction and onboarding processes. These improvements fostered stronger peer-to-peer engagement and contributed to high Net Promoter Scores (NPS). We also focused on clearly communicating the charitable and social value of membership across all key touchpoints.

Looking ahead to 2025–26, we will expand our role as the voice of responsible business—amplifying member achievements through marketing campaigns and integrating recognition into the Responsible Business Health Check. This approach will further elevate member visibility and reinforce the impact of responsible business leadership across our network.

Responsible Business Health Check – Member Engagement and Strategic Integration

As part of our broader engagement and diagnostic efforts, we launched the Responsible Business (RB) Health Check this year to provide members with actionable insights, peer benchmarking, and enhanced opportunities for meaningful collaboration. The tool is designed to help organisations assess their responsible business performance and identify areas for improvement.

To date, 30 companies have completed the RB Health Check. Feedback has been overwhelmingly positive, with participants valuing the clarity, relevance, and practical guidance offered. We are actively incorporating member recommendations to enhance the tool's value and drive wider adoption in 2025/6

The results have enabled deeper member engagement with BITC, supporting the delivery of responsible business strategies and strengthening alignment with our shared goals.

Looking ahead to FY25/26, the RB Health Check will become a core component of our membership offer. We will introduce a formal recognition mark to acknowledge members' commitment to continuous improvement and use the tool to provide tailored recommendations that inform engagement plans and support the advancement of responsible business practices.

Enhancing Member Value and Engagement Across the BITC Network

Throughout the year, our strategic focus has been to strengthen the value proposition of BITC membership—ensuring our member companies experience meaningful engagement, tailored support, and opportunities to lead on responsible business.

Key Achievements in 2024/25:

- **Pride of Place Board Expansion:** The resurgence of the Pride of Place Board, including the introduction of three new locations, was positively received by members demonstrating strong alignment between business priorities and community needs.
- **Regional Board Impact:** By refining priorities and implementing clearer action plans, our Regional Boards saw increased member loyalty—both regionally and across the wider BITC network.
- **Leadership Council Retention:** Senior leaders on the Leadership Council showed strong commitment, with 92% retention. Their appetite to lead and drive larger strategic projects has deepened engagement across the organisation.
- **Relationship Manager Value:** The role of the Relationship Manager continues to be recognised as a key contributor to member success, as reflected in our annual Member Survey and direct feedback.
- **Tailored Convening:** Our Leadership Assembly and Member Conference were shaped by member feedback, ensuring relevance and responsiveness to current business challenges.
- **Peer Learning Forums:** Now accessible to all members using advisory packages, these forums saw a significant increase in attendance, reinforcing their value as a collaborative learning platform.
- **Business Response Forums and Leadership Breakfasts:** These events attracted high participation, offering timely insights on pressing business issues and navigating political and economic headwinds.

WORKING WITH OUR MEMBERS

Strategic Priorities for 2025/26:

- Launching a Member-Only Hub on the BITC website to centralise resources, insights, and engagement opportunities.
- Expanding convening opportunities, including Sector Working Groups and enhanced Business Response Forums.
- Strengthening onboarding and engagement for new members, with a renewed focus on senior leader involvement.
- Ensuring whole-organisation engagement, supporting members across all functions and levels.
- Elevating our challenge to business at the Member Conference, using insights from the State of the Nation report to address the gap between corporate intent and the needs of community organisations.

BITC Northern Ireland Membership

- In Northern Ireland, membership held strong, with a retention rate of 94%. However, several mergers and acquisitions amongst existing members did impact membership numbers and income slightly, with the NI region having a total of 270 members (including 18 new members) by the end of June.
- Member engagement remained high, with a series of member networking events being fully subscribed over the year. In particular, interest in the NI Annual Responsible Business Awards endured, with 540 guests registering for the flagship event in September 2025.



WORKING WITH OUR MEMBERS

ADVISORY SERVICES

BITC's Advisory Services play a critical role in advancing our Responsible Business agenda by equipping companies with the tools, expertise, and guidance needed to embed best practice across their operations.

In 2024/25, we worked directly with 253 member organisations to support their responsible business journey—delivering measurable progress for diverse stakeholder groups and helping to build fairer, greener businesses. Our expert advisers offer a comprehensive suite of advisory and training solutions tailored to four key areas:

- Responsible business purpose and strategy
- Inclusion and wellbeing
- Social impact
- Environmental sustainability

Our Advisory Team provides integrated, intersectional support—helping members navigate the evolving responsible business landscape. In response to growing stakeholder expectations, tightening regulatory frameworks, and increasing global polarisation, businesses turned to our Advisory Services for strategic guidance and practical solutions.

Engagement and Outcomes

In 2024/25, more than 3,400 employees participated in our workshops, training sessions, webinars, and peer learning forums. Feedback was overwhelmingly positive:

- 83% of participants reported feeling more equipped to take action.
- 86% felt better informed on the topics covered.

In addition, our team successfully delivered 64 bespoke advisory projects, supporting members with tailored interventions that drive long-term impact.

Looking Ahead

We continue to evolve our advisory and consultancy offer to ensure it remains relevant, impactful, and widely adopted across our membership. This includes enhancing the value proposition for our Inclusion Champions and expanding access to strategic support that empowers businesses to lead with purpose and deliver meaningful change.

Highlights



Cross Organisational Mentoring Circles

BITC's Race at Work Cross-Organisational Mentoring Circles is a structured six-month programme designed to accelerate the development of ethnically diverse talent across sectors. The initiative brings together mentees from public, private, and non-profit organisations into mentoring circles led by senior leaders from different organisations.

Each mentor facilitates the sessions, sets the agenda, and shares expertise on key professional development topics including networking, relationship management, public speaking, and personal branding. This cross-sector approach fosters diverse perspectives, peer learning, and meaningful career support.

To date, 100 mentees and 29 mentors have completed the programme across 14 cycles. Participants have reported tangible outcomes including career progression, achievement of personal development goals, and expanded professional networks—demonstrating the programme's impact in unlocking potential and driving inclusive growth.

WORKING TOGETHER

STATE OF THE NATION

Overview

The [State of the Nation 2025 report](#), launched by BITC in partnership with **Schroders** and **Hogan Lovells**, captures the perspectives of over 100 senior business leaders from across the UK. It provides insight into the role of responsible business in driving economic growth amidst ongoing social, environmental, and geopolitical challenges.

The findings will inform our ongoing CEO Breakfast dialogues as well as the structure of, and calls to action from, the King's Seeing is Believing programme.

The report is an annual compilation of insights drawn from the many different interactions BITC has with business leaders in addition to interviews held in the first quarter of the year.

Key Findings

- **Responsible business as a foundation:** 96% of leaders affirmed that responsible business is not a distraction but a **core driver of prosperity**.
- **De-publicising commitments:** While commitment remains strong, many leaders are choosing to be less vocal about their efforts, citing reputational risk and political uncertainty.
- **Risk vs. responsibility:** A growing trend of risk mitigation is overshadowing genuine responsible business action, particularly in areas like climate and diversity, equity, and inclusion.
- **Community disconnect:** A significant mismatch exists between business priorities and community needs, posing a threat to inclusive economic growth.
- **Call for collaboration:** The report urges **cross-sector partnerships**, especially between business, government, and civil society, to address systemic challenges at scale.

Methodology

The report is based on a **mixed-methods approach**, combining anonymised surveys and in-depth interviews conducted between January and May 2025. It includes insights from CEOs, Chairs, and Executive Committee members across sectors, alongside input from community leaders.



Leadership Assembly at Mansion House – July 2025

On **9 July 2025**, BITC hosted its annual **Leadership Assembly at Mansion House, London**, bringing together over 100 senior leaders to launch the State of the Nation 2025 report and galvanise action around responsible business.

Event Highlights

- **Launch of the report:** The Assembly served as the official platform for unveiling the 2025 findings, reinforcing the urgency of bold leadership and collaborative action.
- **Reflections from business leaders:** Peter Harrison, Chair of BITC, invited leaders including: Paul Lewis, Firmwide Managing Partner, Linklaters; Roisin Currie, CEO, Greggs; Paul Drechsler CBE; Parminder Kholi, Chair, Shell UK; Paul Forshaw, Chief Executive, Future Growth Capital; and Sean Doyle, CEO and Chairman, British Airways.
- **The King's Seeing is Believing programme:** Attendees reflected on the impact of this initiative, which facilitated 12 immersive visits across the UK. Over 200 leaders engaged directly with communities, with 80% taking action post-visit.
- **Youth Futures Foundation partnership:** The event spotlighted BITC's **Talent Unlocked** programme, in partnership with Youth Futures Foundation, supporting young professionals from Black, Asian, Mixed Race, and other ethnically diverse backgrounds into sustainable employment.

THANKS TO OUR PARTNERS

Schroders

Hogan
Lovells

WORKING TOGETHER

THE KING'S SEEING IS BELIEVING PROGRAMME

Over the past year, more than 200 senior business leaders participated in 12 *Seeing is Believing* visits across the UK. These immersive experiences resulted in over 80% of participants committing to direct action. Collectively, they engaged with more than 300 community leaders, individuals with lived experience, and key local stakeholders—building a powerful bridge between business and community.

From Newport to Brent, Glasgow to Tees Valley, and Coventry to Wisbech, leaders addressed systemic barriers in areas such as employment, food insecurity, community investment, and youth opportunity. Their responses included tangible interventions and long-term commitments designed to deliver lasting change.

The programme's impact extended well beyond financial contributions—though hundreds of thousands of pounds were donated to frontline organisations. It also catalysed deeper relationships, increased volunteering, expanded pro bono support, and fostered sustained partnerships that are driving transformational outcomes.

2024/25 Visit Highlights

- **Wisbech** – Led by Peter Simpson, Former CEO, Anglian Water Group
- **Brent** – In partnership with Youth Futures Foundation, led by Richard Iferenta, Partner and Vice-Chair, KPMG UK
- **Coventry** – Showcase led by Lucy Beque, Chief People Officer, Coventry Building Society
- **Hounslow** – Led by John Bason, Chair, Primark
- **Glasgow** – Led by Roisin Currie CBE, CEO, Greggs plc
- **Tees Valley** – Led by Louise Kingham CBE, SVP Europe and Head of Country, bp
- **Poplar, London (The Felix Project)** – Led by Paul Drechsler CBE, Lead Non-Executive Board Member, Department for Business and Trade
- **Belfast** – Led by Noel Mullan, Commercial Director, Heron Bros
- **Norwich** – Led by Jason Storah, CEO, UK&I General Insurance, Aviva
- **Newport** – Led by Paul Lewis, Firmwide Managing Partner, Linklaters LLP



Looking Ahead: FY25/26 Priorities

Now entering a new chapter under its royal title—[The King's Seeing is Believing programme](#)—the programme continues to champion business-led action rooted in firsthand understanding. Inspired by His Majesty The King's vision, the initiative enables leaders to witness community challenges directly and respond with long-term solutions to create meaningful change.

With strategic support from partners such as **Linklaters LLP** and **Salesforce**, we are expanding our ambition to reach more communities and engage thousands of business leaders.

A minimum of 10 visits are planned for FY25/26, including:

2025

- **October** – Rhondda Cynon Taf, led by Julie-Ann Haines, CEO, Principality Building Society
- **October** – Coventry, led by Zahra Bahrololoumi CBE, EVP and CEO, Salesforce UK&I
- **October** – Rochdale, led by Louise Beardmore, CEO, United Utilities
- **November** – Burnley, in partnership with Youth Futures Foundation, led by Adolfo Hernandez, CEO, Capita

2026

- **May** – Sheffield, led by Andy Milner, CEO, Amey

Other visits planned include Belfast and Blackpool.

THANKS TO OUR PARTNERS

Linklaters



WORKING WITH OUR MEMBERS

REGIONAL BOARDS

To maximise our impact, BITC must maintain a deep understanding of the needs, challenges, and available business support across all regions of the UK. Our work is guided by [Regional Leadership Boards](#)—comprising senior executives—who provide strategic oversight and help drive our social and environmental objectives both locally and nationally.

These Boards play a pivotal role in shaping the agenda for action, collaborating with other leaders to identify region-specific opportunities where businesses can innovate and contribute to sustainable livelihoods and thriving communities.

Each Regional Board focuses on two to three priority areas, aligned with BITC's Strategic Impact Goals. Their initiatives are designed to deliver tangible, positive outcomes at the local and regional levels.

Place-Based Initiatives

Under the leadership of our Regional Boards, three new Pride of Place programmes have been launched in Hounslow, Bristol, and Southampton. Other Boards continue to play a key role in sustaining existing Pride of Place locations and are actively exploring new opportunities.

Skills-Based Volunteering, Employment Pathways and Community Engagement

In collaboration with the East of England Board, BITC developed the [Getting Started with Skills-Based Volunteering Toolkit](#), offering practical guidance for businesses looking to engage in impactful volunteering.

Regional Boards in the South West, South East, and North East have recently conducted prison visits to better understand the barriers faced by prison leavers and explore how businesses can support their reintegration and employment prospects.

We have also established strategic partnerships with Keighley College (Yorkshire & the Humber) and Newcastle Business School (North East) to support employment pathways for students from disadvantaged communities.

BITC has co-delivered and partnered on regional events and roundtables aimed at advancing the responsible business movement. Notable examples include:

- Diversity in the West Midlands
- Skills development in the East Midlands

Leading by Example

Over the past year, we have placed strong emphasis on encouraging Board Member companies to lead by example. Advocacy must be backed by action, and we are pleased to see increased participation in initiatives such as Job Coaching, Opening Doors, and the Race at Work Charter.



WORKING TOGETHER

BUSINESS IN THE COMMUNITY CYMRU – DRIVING INCLUSIVE AND SUSTAINABLE GROWTH ACROSS WALES

Business in the Community Cymru is working in partnership with businesses across Wales to build a fairer, greener economy—one that benefits communities today and future generations tomorrow.

Our values, programmes, and delivery model are closely aligned with the Wellbeing of Future Generations Act. We actively support our members in achieving its goals and in leading the way to inspire national progress.

Leadership and Governance

Our work in Wales is guided by the Wales Leadership Board, a group of 17 member companies chaired by Peter Perry, CEO of Dŵr Cymru Welsh Water. The Board champions responsible business practices and collaborates with us to advance social mobility across the region.

Our vision is to help create a Wales defined by cohesive communities, resilience, inclusivity, and equality—a Wales where future generations can thrive. Together with our partners, we aim to transform how business connects with communities across the nation.

Strategic Alignment with Government Priorities

We work in close partnership with the Welsh Government to support the ambitions outlined in *Stronger, Fairer, Greener Wales: A Plan for Employability and Skills*. Our efforts are focused on supporting young people, enabling a just transition to net zero, fostering green growth, and tackling economic inequality.

Responsible Business Events and Leadership Engagement

We convene businesses through a series of Responsible Business and CEO Leadership events. In the past year, we delivered seven events across Wales, engaging over 300 delegates and encouraging the adoption of fair work practices and net zero commitments. Additionally, more than 70 senior leaders and CEOs participated in our C-suite events to address the most pressing challenges facing Welsh businesses.

Social Mobility Partnership

Our three-year strategic partnership with Principality Building Society is accelerating positive change in communities across Wales. Together, we are expanding BITC's Pride of Place programme, convening business leaders, policymakers, local authorities, and community stakeholders around a shared vision for inclusive growth.

This partnership is focused on strengthening local economies, enhancing community resources, and improving access to high-quality employment, training, and education—ultimately driving greater social mobility across Wales.

WORKING TOGETHER

BUSINESS IN THE COMMUNITY SCOTLAND

Over the past year, the Scotland team have been focused on strengthening and growing the network, adding value to our members, and bringing in funding to support the growth of our activity and impact in Scotland.

We developed a strong calendar of high-quality events, senior executive networking opportunities, and practitioner peer-learning, as well as impactful delivery on the ground that brings social impact strategy to life. Our events have been well-attended, with over 400 delegates at our in-person events and an 81% attendance rate. We have continued to build our relationships with both local and national governments in Scotland, and across the third sector to drive systemic change.

Our Scotland Director sits on senior working groups for business and the wellbeing economy, alongside representatives from the Scottish Government, as well as having served their second year as a Just Transition Commissioner in Scotland. Ministerial-level engagement has been good throughout the year and has provided a visible platform for BITC in Scotland, and we are confident this will lead to other opportunities for high-profile engagement and opportunities.

Our strategy and activity in Scotland are shaped and led by our Scotland Leadership Board, with support from our wider member network. The board is made up of senior employees from Scottish businesses and organisations and has continued to welcome new members this year. Our current chair is Judith Cruickshank, Managing Director, Commercial Mid-Market, Scotland NatWest Group. The Leadership Board in Scotland had two key priorities in 2024/25: social mobility and our place-based work in Scotland.

Social mobility: A subgroup of our Board has focused on how BITC's network of businesses can share and develop social mobility best practice across Scotland. The group have completed an assessment of the current landscape in Scotland, focused on the drivers of social mobility in Scotland, and created case studies on what social mobility means for a business. The group's work culminated in an Advancing Social Mobility in Scotland report, which was launched at an event held at the City Chambers in Glasgow in June.

Place: Our place-based work in Scotland has gained significant momentum over the last 12 months. Our Place Steering Group coordinates our place-based activity across Scotland, with organisations including Wheatley Group, Scottish Futures Trust, COSLA, Corra Foundation, Scottish Government, Bakkafrost, Santander, Scottish National Investment Bank and Crown Estates Scotland. Our first place in Scotland – Glasgow – is now established, well-funded, and has already hosted a Seeing is Believing visit focused on food insecurity, led by the Roisin Currie, CEO of Greggs.

Our next places in the pipeline are Aberdeen and Kirkcaldy, where we are already starting to work with community themes on Health & Wellbeing, Social Mobility in action and Just Transition. The Board has also agreed another six potential places that we will consider as our place work in Scotland develops.

We have another key project running in Scotland, that overlaps this year and next: our in-work poverty project supported by the Robertson Trust. The first phase on the in-work poverty project for Scotland has been focused on reviewing the evidence and has culminated in a report. It marks the first step in a three-year award supported by The Robertson Trust's Programme Awards through their Work Pathways theme. The aim of this Programme Award is to support projects with the potential for big change that lasts through the priority focus on improving job quality to tackle in-work poverty in Scotland.

The Scotland team has also done a great job of continuing to build our profile in Scotland, with subscription growth of 56% for the locally produced newsletter and 22% growth of followers in LinkedIn. Social media campaigns focused on key moments, like Scottish Apprenticeship Week, have contributed to this growth, as has the engagement of our members, in this case Aegon, Coutts Bank, Wheatley Group, and Business Stream, in sharing case studies for these campaigns.

WORKING TOGETHER

BUSINESS IN THE COMMUNITY NORTHERN IRELAND

Working with more than 250 businesses, Business in the Community Northern Ireland (NI) continues to demonstrate the power of responsible business through collective action, partnership, and innovation. The team's three-year strategy, Fit for the Future, came to a close in June 2025, seeing NI businesses continue to deliver against key priorities of Education and Skills, Inclusion and Environmental Sustainability.

Our Northern Ireland Advisory Board is formed from senior leaders from a range of industry sectors. They set the strategic direction for our work in Northern Ireland and oversee the regional operation.

This board works with the Northern Ireland team to inform and challenge the devolved Northern Ireland Executive, seeking to engage its support across the nine government departments and ensure responsible actions are led by government and business. This included responding to government consultations, engaging at Ministerial levels and throughout departments.

Key achievements working with our members in 2024/25 include:

People

- 68,904 jobs made more accessible to people with convictions via the Ban the Box campaign

- The launch of Opening Doors in NI, with the support of the Department for the Economy, SHS Group, Translink, EY and A&O Shearman. We have a target of getting 100 businesses signed up to the campaign over the next 2 years.
- More than 200 people were certified through our award-winning Responsible Driving and the Fatal Five campaign.

Place

- Our work with young people has inspired over 11,000 pupils from age 5 to 18 about careers they can aspire to after education through our Time to Read, Code and Count suite of primary school programmes, and via our Work Inspiration and Barclays LifeSkills initiatives.
- We mobilised 1,825 business volunteers to deliver over 10,950 hours of practical support for local charities and projects.
- In the last year, BITC launched the Good Food Fund, with a target of helping 10,000 children to access nutritious meals in school. The support from businesses helped us exceed our target by over 40%.

We also continue to support companies on the environment as detailed in the Planet section of the report.

In the year ahead, we will continue to build on these successes and ensure businesses continue to be a force for good across the region.





PEOPLE AND PLACE

Our work on People and Place encompasses our Pride of Place programme, our community delivery programmes, and our campaigning on race, gender, wellbeing, and employment, education, and skills.

Through our Community Impact work, we engage businesses and their employees to deliver social impact locally, showing up in communities up and down the country, every day.

We need to be confident in our value, and to do that, we must demonstrate impact. We focus our work, including our programmes, our place-based

activity, and initiatives such as our Community Climate Fund, on delivering the greatest impact they can, so that we can learn and inspire others.

We continue to work closely with our members and partners to strengthen communities across the UK, focusing on employment, work readiness, and wellbeing. Through our strong connections in communities, and teams based across the UK, we are able to leverage the unique strengths of business and help bring our members' ambition for impact to life.

PEOPLE AND PLACE

PLACE

Across communities in the UK that have faced longstanding challenges, BITC's Pride of Place programme brings together individuals from diverse backgrounds to co-create a shared vision for a brighter future. By fostering collaboration, encouraging sustained investment, and building local confidence, the programme empowers communities to take meaningful action—enabling millions to thrive in the places they call home.

Placemaking requires a serious commitment to a place – it is long-term and transformational, underpinned by some core principles:

- **Collaboration:** bringing together business, public, and VCSE sectors.
- **Business leadership:** senior business leaders working together on a shared agenda.
- **Community needs-led:** based on the priorities and needs of the place, as articulated by the people in the place.

2024/25 Achievements and Strategic Progress

Expanding Impact Across the UK

In 2024/25, we increased the number of active places—where BITC and our partners are driving meaningful change—to 18. We refined our placemaking methodology through the development and rollout of a structured Gateway process, enabling partners to enhance their local initiatives and improve delivery quality through informed, evidence-based support.

Building Capacity and Resources

To scale our approach, we codified our placemaking framework into a practical toolkit and initiated the development of an impact evaluation model. A comprehensive suite of tools and resources—including regional prospectuses—is underway to support our expanding network of places.

National Leadership and Advocacy

BITC continues to shape the national conversation on placemaking, positioning itself as a thought leader in this space. In May 2025, we convened over 200 organisations at our first *Place Summit*, following the publication of our *Place Vision* brochure, which outlines our strategic approach and opportunities for collaboration with government at all levels.

Knowledge Sharing and Learning

We launched the [Pride of Place Learning Hub](#) at our inaugural Pride of Place Summit. This dynamic platform offers a growing repository of evidence, tools, and guidance to help organisations build effective place-based partnerships.

Strengthening Existing Places

We focused on sustainability by reinforcing governance structures in our existing places, establishing robust local Boards comprising representatives from businesses, local authorities, and community partners.

Establishing New Places

We are committed to having a named place in every UK region and nation, supported by a pipeline of emerging locations. In 2024/25, we activated new place-based programmes in Bristol (South West), Southampton (South East), and Glasgow (Scotland) using our Gateway model. We are also collaborating with the North East, East Midlands, and Welsh Boards to develop additional regional initiatives.

Connecting Businesses and Schools to Drive Local Impact

BITC engages employers in places through school-based programmes such as *See It Be It* and *Business Encounters*, designed to boost academic attainment, attendance, aspirations, social mobility, and local economic development.

THANKS TO OUR PARTNER



PEOPLE AND PLACE

Operational Activities Driving Trust and Traction in the Local Community

Focus on Blackpool:

- *Workplace Encounters* involved 5 businesses and 5 schools.
- 568 Key Stage 3 students completed project-based learning activities.
- 11 workplace visits supported 240 students with real-world exposure.

Fylde Coast Careers Fair – January 2025:

- Town-wide event with 36 exhibitors (25 businesses, 11 education institutions) and around 90 employer and educator representatives contributed to the event's success, supported by volunteers from DWP.
- Reached approximately 1,500 Year 9 students from Blackpool.
- Survey results showed:
 - 89% explored a wide range of job sectors.
 - 73% discovered new career paths they had not considered.
 - 73% learned about local job opportunities they were previously unaware of.

Local Business Networks Driving Place-Based Impact

In Rochdale, Blackpool, and Sheffield, BITC has established local business networks to engage small businesses in strategic Pride of Place initiatives and broaden stakeholder involvement.

Rochdale:

- 132 businesses engaged, with 46 actively participating in events such as networking, procurement training, and financial resilience workshops.

Blackpool:

- The Fylde Coast Responsible Business Network (RBN), with our members, supports youth-focused initiatives including mock interviews, careers fairs, and work experience placements.
- Members contribute to community volunteering projects and share best practices on topics like inclusive recruitment and mental health.
- The network also provides insights on youth unemployment to national bodies such as the Social Mobility Committee.

Sheffield Business Together (SBT):

- A responsible business network of 680 members (523 private sector; 157 social enterprises, educational institutions, and community organisations).
- Co-funded and delivered with Sheffield Chamber of Commerce and supported by the Sheffield Property Association.
- Focus areas of the SBT include:
 - Education outreach: Partnering with See It Be It to raise aspirations among young people.
 - Environment: Enhancing school climate resilience and reducing air pollution.
 - Social action: Mobilising resources and expertise to support under-resourced communities.

PEOPLE AND PLACE

Delivering Campaigns in Place: Sheffield Case Study

Sheffield was the first city to launch BITC's [Opening Doors](#) campaign, showcasing how targeted initiatives can drive inclusive recruitment at a local level. Grounded in the evidence-based '5 Keys to Inclusive Recruitment', the campaign enables employers of all sizes and sectors to participate in building a more inclusive hiring culture—ultimately enhancing productivity and economic growth across the city.

The campaign launch on 26 June attracted 350 employers, with leading member businesses—Aviva, Irwin Mitchell, Amey, and HLM Architects—highlighting the moral, commercial, and economic case for involvement. Additionally, 23 local organisations representing underrepresented groups hosted engagement stalls, sharing lived experiences and practical guidance on removing barriers to employment.

The event received overwhelmingly positive feedback and sparked valuable connections. With a goal of securing 100 employer sign-ups in Sheffield, the campaign is already gaining strong momentum.

Seeing is Believing in Place

Seeing is Believing in Place: Norwich – June 2025

In June 2025, BITC led a *Seeing is Believing* visit to Earlham, Norwich, engaging senior business leaders in local interventions. The initiative showcased how targeted business involvement can accelerate place-based impact.

Business Engagement Highlights:

- Playground redevelopment at West Earlham Infant and Nursery, led by Groundwork East.
- Expansion of Business Encounter programmes with support from Briar Chemicals, KLM UK Engineering, Cadent Gas, Mott MacDonald, and Orbit Group with 237 pupils engaged.
- Community open day hosted by Briar Chemicals with STEM activities and cultural storytelling.
- Ongoing promised food and clothing donations to local schools and social supermarkets.
- Cadent Gas to provide wraparound services at Earlham Community Shop.
- Senior executives from The Rigby Group, Orbit Group, and KLM contributing best practice insights or returning for deeper community engagement.



PEOPLE AND PLACE

OUR COMMUNITY DELIVERY PROGRAMMES WORK

Our programmes from Job Coaching to Let's Care Together, enable businesses and their employees to support those in need, to share their professional skills, and to help build resilience in individuals and across communities. Our programmes run across the UK, including in Northern Ireland.

Job Coaching Programme

BITC's Job Coaching programme is delivered through a brokerage model that enables us to match volunteers from our member organisations with individuals in the community seeking employment support. This approach is used across several of our initiatives and offers beneficiaries the opportunity to choose their coach, fostering a more personalised and empowering experience.

We are proud that our volunteer base increasingly reflects the diversity of the communities we serve—an important characteristic we aim to strengthen further as part of our commitment to inclusive support.

By equipping business volunteers with job coaching skills and delivering the service online, we ensure that support is accessible to individuals regardless of geographic location. Programme outcomes demonstrate strong impact:

- **94% of beneficiaries** report improved skills and confidence in seeking employment.
- **88% of beneficiaries** report enhanced wellbeing following their participation.

In the past year, we saw:

- 856 people supported through Job Coaching
- 72 members engaged in Job Coaching (last year 56)
- 409 volunteers engaged in Job Coaching (last year 330)
- 8,112 volunteer hours dedicated to Job Coaching
- £463,494 leveraged volunteer value dedicated to Job Coaching
- 51 community organisations engaged in Job Coaching

- 770 matches made through Job Coaching
- 57% of those who complete coaching entering employment, education, or training (last year 51%)

Refugee Support Interventions

To support skilled refugees from Ukraine, Afghanistan, and Syria facing barriers to meaningful employment, we have continued our partnership with World Jewish Relief to deliver targeted job coaching through the STEP Ukraine Refugee, SW REP Refugees, and STEP Refugee programmes. This initiative helps individuals navigate the UK labour market, align their expertise with suitable opportunities, and build pathways to sustainable careers.

- 770 people were supported
- 95 members with 165 volunteers engaged
- 13 organisations engaged
- 40 behind the scenes visits as part of the STEP Ukraine Refugee, SW REP Refugees, and STEP Refugee programmes
- 3 career conversations and 2 work placements per programme for the STEP Ukraine Refugee, SW REP Refugees, and STEP Refugee programmes
- 58 people moved into employment, education, or training because of SW REP and STEP

Barclays LifeSkills

Through our longstanding relationship with BITC Founding Member Barclays, we continue to help those who have yet to start their careers to get the skills and experiences they need to enter the world of work, through the Barclays LifeSkills programme.

In the year:

- 1,805 young people were supported through LifeSkills Scotland & Wales
- 109 volunteers supported the LifeSkills programme in Scotland & Wales
- 10 community organisations engaged through LifeSkills Scotland & Wales

We continue to deliver the programme in FY25/26 in Wales, Scotland, and Northern Ireland.

PEOPLE AND PLACE

Let's Care Together

We continue to work with Simplyhealth to develop one of our key community programmes, 'Let's Care Together', which supports the wellbeing of unpaid carers. This bespoke programme, developed with a member business, utilises our brokerage model to match volunteers from the workforce, with beneficiaries in the community.

In the year:

- 19 members and 80 volunteers engaged in Let's Care Together
- 384 volunteer hours from Let's Care Together
- 59 community organisations are engaged in Let's Care Together
- A total of 73 vulnerable people were supported through Let's Care Together



PEOPLE AND PLACE

OUR CAMPAIGNS

Employment & Skills

BITC collaborates with a network of senior business leaders who champion and guide our efforts to improve social mobility through education and employment. Our mission is to positively impact one million lives through purposeful business action—ensuring every young person and jobseeker has the skills, pathways, and support needed to thrive in the workplace.

Our Employment and Skills Leadership Team, currently comprising 11 members and chaired by Steven Cooper, CEO of Aldermore Bank, plays a critical role in shaping this agenda. We aim to expand this team to 15 members over the coming year.

Opening Doors Campaign: Advancing Inclusive Recruitment

The Opening Doors campaign, designed to promote inclusive recruitment practices, began the year with 84 participating employers—collectively making 1.2 million jobs more inclusive. Our target was to reach 1.7 million inclusive jobs with 120 employers and whilst we added 300,000 inclusive roles, we exceeded our employer target, reaching 147 signatories.

Looking ahead to FY25/26, we plan to further expand employer engagement and publish the Opening Doors Progress report. This report will present insights from a survey of campaign signatories, highlighting the most impactful inclusive recruitment practices and identifying priority areas for the next 12 months.

Stimulating Business Action on Social Mobility

BITC continues to drive meaningful change by:

- **Equipping businesses** to act effectively in communities and workplaces through peer-learning forums and knowledge exchange events.
- **Embedding the case for action** via campaigns and programmes such as Opening Doors and Job Coaching.
- **Convening senior leaders** through social mobility-themed Seeing is Believing (SIB) visits and our Employment and Skills Leadership Team.

Highlights

271

employers with
1.3 million total
employees have
signed up to Ban the
Box

147

employers signed up
to Opening Doors,
with 1.5 million jobs
made more inclusive

464

Attendees at 6
Opening Doors events

11

members of the
Employment & Skills
Leadership Team
supporting the
creation of 10 pieces
of content

Over the past year, we delivered six employer sessions, hosted a social mobility-themed SIB visit, and saw a 60% increase in employer engagement with Opening Doors—resulting in over 1,000 actions taken to make jobs more accessible.

Scaling Impact Through Place-Based Action

To deepen our regional impact, we are scaling the campaign through place-based initiatives by:

- Establishing delivery models and partnerships supported by local business leadership.
- Developing a theory of change to guide social mobility improvements in specific locations.
- Defining clear social impact metrics to measure progress.

This year, we piloted our first place-based Opening Doors programme in Sheffield, engaging over 300 attendees and 20 signatories in its first month. In FY25/26, we plan to launch two additional place-based initiatives.

PEOPLE AND PLACE

Sharing Evidence of What Works

A core component of our campaign is to share actionable insights and best practices by:

- Capturing outcomes and impact across our place-based projects and member activities.
- Recognising and promoting good practice across our network to elevate standards and inspire action.
- Publishing research, such as the Opening Doors: What Works report and toolkit, which supports employers in improving access to jobs for individuals from low socioeconomic backgrounds and those with additional protected characteristics. This project has engaged over 150 employers to date.

Ban the Box: Promoting Fair Recruitment

The Ban the Box campaign urges UK employers to remove the criminal conviction tick box from job application forms, allowing candidates with criminal records a fair opportunity to apply. To date, 270 employers have committed to the campaign, making 1.3 million jobs more inclusive.



PEOPLE AND PLACE

Gender

The Times Top 50 Employers for Gender Equality – Strategic Update

Now in its 13th year, [The Times Top 50 Employers for Gender Equality](#), delivered by BITC, remains the UK's most prominent and respected benchmark for organisations committed to fostering inclusive workplaces where all employees—regardless of gender—can thrive. The listing rigorously assesses policies, practices, and workplace culture across key drivers of gender equity, with criteria refreshed annually to reflect evolving best practice and the changing world of work.

Collectively, recent applicants represent between 4–8% of the UK workforce, giving BITC a unique vantage point to analyse organisational approaches and share actionable insights across sectors.

2024/25 Performance and Insights

While our goal was to increase applications by 25%, external factors contributed to a slight decline compared to 2023/24. Encouragingly, 25% of this year's applicants were first-time participants—demonstrating growing interest and commitment to gender equity. We remain focused on expanding the initiative in the year ahead.

In January 2025, we published [The Business Case for Gender Equity](#), reinforcing the strategic importance of inclusion—particularly in emerging areas such as climate resilience and technological transformation.

Looking Ahead: 2025/26 Priorities

- Launch a new campaign to address contemporary barriers to gender equality in the workplace, helping employers unlock the full benefits of diversity.
- Develop a future-focused Gender Equity Playbook, outlining practical steps employers can take—supported by BITC—to accelerate progress. This will draw on over a decade of insights from The Times Top 50 awards and recent pro bono analysis received in FY24/25 of data from 2017–2024. The scope is currently being shaped by our leadership team.

Highlights

60%

of The Times Top 50 (TT50) Employers for Gender Equality are BITC members

25%

of TT50 applicants were new this year

7

Gender Leadership Team members

Leadership and Governance

Following the departure of two member organisations from the leadership team, the Chair and Gender team are prioritising growth and renewal of the group to strengthen our campaigning capacity and ensure continued momentum on this vital agenda.

PEOPLE AND PLACE

Wellbeing

This year, our Wellbeing campaign centred on empowering employers to prioritise people and embed meaningful action. Through the launch of the Prioritise People: The Next Step report—developed in collaboration with the McKinsey Health Institute—we placed greater emphasis on practical implementation, showcasing best practice and actionable insights.

We supported organisations with a suite of tools, including the Workwell Self-Assessment Tool, alongside tailored guidance to advance their wellbeing strategies. As a result, we reached 1.61 million employees by helping employers measure and evaluate their wellbeing journeys, providing benchmarking and bespoke recommendations to drive improvement.

Looking Ahead:

FY25/26 Priorities

We aim to position employers as leaders in wellbeing and inclusion, particularly in response to the evolving needs of a multi-generational workforce.

At the start of the year, we wanted to increase the number of signatories to the BITC Workwell commitment, with a target of reaching 50 by June 2025. We remain focused on expanding this number further in FY25/26, strengthening our collective impact across sectors.

Highlights

1.61

million employees represented by those organisations completing Workwell SAT

199

Workwell Self-Assessment Tool (SAT) completions

9

Wellbeing Leadership Team members

29

organisations signed up to the Workwell Commitment



PEOPLE AND PLACE

Race Equality Campaign – 30th Anniversary

2025 marks the 30th anniversary of BITC's Race Equality campaign. This milestone year is being celebrated by building on our legacy, deepening our campaigning efforts, and leveraging insights to drive greater impact.

Anniversary Activities and Thought Leadership

To commemorate the anniversary, we hosted three thematic webinars:

- *Executive Sponsor Conversation* (March 2025)
- *Breaking Down Barriers to Progression* (June 2025)
- *Then, Now, Next* (October 2025)

These sessions were supported by the publication of trend papers on leadership and progression. We also refreshed our toolkits and launched a new sponsorship, mentorship, and coaching framework, accompanied by a progression trends infographic, available on our website.

Looking ahead to FY25/26, celebrations will continue, with a major reception planned for 2026. With support from KPMG and others, we will amplify the Race at Work 30th anniversary campaign through strategic storytelling and creative content—showcasing progress, inspiring action, and reinforcing the business case for racial equity.

Race at Work Charter – Progress and Reset

The Race at Work Charter, launched in response to the McGregor-Smith Review (2017) and BITC's Race at Work Scorecard (2018), outlines seven key actions to advance race inclusion. These include commitments on allyship and inclusive supply chains.

Despite targeting 1,200 signatories by year-end, we achieved an 8.57% increase—from 1,050 to 1,140. Shifts in the global EDI landscape, particularly in the US, have led some multinational organisations to adopt a more cautious stance on public commitments, contributing to a slowdown in new sign-ups.

In FY25/26, we will initiate a Race at Work Charter reset, aiming to secure 100 new signatories. This will include outreach to BITC members not yet signed up and encouraging existing members to recommit. The refreshed Charter will feature updated commitments, with a sharper focus on tackling NEET (not in education, employment, or training) and embedding leadership accountability across all areas. We are also exploring potential government support to accelerate sign-up growth.

Highlights

1,140

Race at Work Charter signatories

7.8

million employees in Race at Work Charter signatory organisations

7

Race at Work Charter events

12

Race Leadership Team members

314

Race Equality campaign event attendees

Diverse and Inclusive Supply Chains (DISC) – Insights and Engagement

In FY24/25, we advanced our DISC campaign by generating evidence-based insights from over 5,000 organisational responses and 2,800 programme-linked inputs. These findings informed the launch of the [Diverse & Inclusive Supply Chain](#) report in October 2024, supported by a practitioner webinar, attended by 129 stakeholders.

Further engagement included:

- Participation in an APPG for Responsible Business meeting on Diverse and Inclusive Supply Chains (May 2025)
- Longtable discussions with academic experts from Queen Mary University of London and University of York
- Contributions from Race Leadership Team members and champions

PEOPLE AND PLACE

We will publish a follow-up report in March 2026, reflecting insights from these discussions. Continued collaboration with the Department for Business & Trade will focus on promoting fair and prompt payment practices.

Member Support and Strategic Engagement

Throughout the year, we delivered *Supply Chain Insights Surgeries* to help members interpret research findings and apply them to supplier engagement strategies. These sessions were integrated into the *Race at Work Surgeries*, rebranded as *Race at Work Charter & DISC Surgeries* following the DISC report launch. An additional session in December 2024 focused on Charter Commitment 7 – include Black, Asian, Mixed Race, and other ethnically diverse-led small businesses, founders, and enterprise owners in supply chains – and DISC insights.

In FY25/26, supply chain inclusion will remain a priority for the Race Champion Charter Group. We will convene targeted procurement sessions to enable deeper engagement with government and explore specific procurement challenges.

Youth Futures Foundation Partnership

In 2023/24, BITC launched a strategic three-year partnership with Youth Futures Foundation, aimed at supporting disadvantaged young people into education, employment, and training. This collaboration brings together cross-functional expertise from across BITC, and we are energised by the shared ambition and future potential of this partnership.

As part of our joint efforts, we delivered the first *Seeing is Believing* visit in partnership with Youth Futures Foundation in Brent on 6 November 2024, with planning underway for the next visit in Burnley. These immersive experiences are designed to connect business leaders with the lived realities of young people and inspire meaningful action.

In January 2025, we convened a pilot group of progressive businesses to explore and share approaches to reducing workplace barriers for young people. The first phase of this initiative will launch in September 2024, supported by a robust evaluation and review framework. Insights will be collected biannually and disseminated through our campaign, enabling the wider business community to adopt best practices and drive inclusive employment outcomes.





OUR WORK FOCUSED ON THE PLANET

BITC continues to inspire, engage, and challenge leaders across our network to take meaningful, practical steps toward accelerating climate action. Our approach is designed to build momentum by:

- Celebrating ambitious climate leadership and success stories
- Expanding the reach and impact of the Community Climate Fund
- Encouraging collective ambition among business leaders
- Collaborating with government and key stakeholders to remove barriers to faster action—particularly through a focus on the Just Transition
- Delivered consultancy in Northern Ireland

OUR WORK FOCUSED ON THE PLANET

COMMUNITY CLIMATE FUND

The Community Climate Fund was established to address the dual challenges of climate change and the rise in the cost of living through grassroots, community-led climate action. By supporting locally driven initiatives, the fund ensures that solutions are tailored to the unique needs of each community.

Progress to June 2025

- We have begun work in six communities—Salford, Bradford, Tees Valley, Coventry, Norwich, and Aberdeen—engaging over 400 community organisations across the UK.
- Fourteen pilot projects have been funded, totalling over £160,000 in combined cash and in-kind support, directed to organisations with the greatest need.
- Ten targeted community engagement events have been delivered to surface local priorities.

Community-Led Delivery

Our success is rooted in local presence. Senior Leads in each location have invested time to build trust and embed BITC's work within the local support ecosystem—bridging community organisations, businesses, local authorities, and other stakeholders. As one community member shared, "Support must not be parachuted in—it must reflect local need."

In Salford, for example, a series of three community conversations began in March, with the first event welcoming 26 attendees from over 20 organisations, including grassroots groups, anchor voluntary organisations, council representatives, and businesses.

Pilot Projects and Impact

Funded projects range from £2,500 to £29,000, offering a diverse portfolio of case studies and scalable models. Notably, four (soon to be five) LED retrofit projects have been delivered across Tees Valley, Norwich, and Bradford. These installations have informed our approach to energy efficiency, enabling us to develop robust impact analysis and explore scalable delivery partnerships. We are currently assessing energy and cost savings to inform future expansion.

For detailed case studies, refer to the [Community Climate Fund Impact Report](#) (April 2025).

Strategic Project Development

By June 2025, several strategic initiatives were underway:

- **Tees Valley** – capacity building for key community organisations to better respond to environmental and economic shocks, with a focus on food and energy poverty.
- **Bradford** – development of a Nature Corridor linking green spaces and establishing energy behaviour demonstrator sites.
- **Coventry** – strengthening connections between community organisations and sustainable transport corridors.

Tees Valley – Seeing is Believing

Tees Valley was the first location to operationalise the Community Climate Fund programme. In April, Louise Kingham of bp led a *King's Seeing is Believing* visit, enabling business leaders to engage directly with community challenges and co-create long-term solutions. The visit catalysed momentum, leading to plans for a Redcar and Cleveland Board and a three-year financial commitment from businesses to support local delivery.

Aberdeen – Just Transition Collaboration

In April 2025, BITC began a contract with Aberdeen City Council to convene stakeholders, build on existing research, and co-design practical interventions aligned with Scottish Government targets. Supported by bp, Shell, Barclays, SSE, and ACC, the project is structured in three phases:

1. Steering group formation and stakeholder mapping
2. Deepened engagement and research
3. Proposal development for long-term collaborative action

The initiative aims to create inclusive pathways in the energy transition, focusing on retrofitting, green skills, and community engagement—ensuring local voices shape the solutions.

OUR WORK FOCUSED ON THE PLANET

Looking Ahead to 2025/26

BITC currently supports three Just Transition Hubs (Tees Valley, Bradford, and Salford) and two Pride of Place locations (Coventry and Norwich). Our priorities for the coming year include:

- Developing clear visions and action plans for each Hub
- Leveraging the impact of the Tees Valley *Seeing is Believing* visit to drive regional value
- Establishing influential Boards to fund, guide, and deliver local initiatives
- Mobilising £100,000 in in-kind material support
- Mobilising £100,000 in employee volunteering
- Completing and evaluating 15 pilot projects, with a goal of 10 exemplar projects per Hub
- Securing funding to expand into at least two additional locations
- Embedding the *Upskilling the UK* campaign into Just Transition Hubs to inspire broader business collaboration

THANKS TO OUR PARTNER



OUR WORK FOCUSED ON THE PLANET

National Leadership and Advocacy on Just Transition

With support from Royal London, BITC launched a new research and advocacy programme to elevate the role of a Just Transition in advancing the UK Government's core missions. Our work centres on demonstrating how public policy can enable the financial sector to unlock private capital for inclusive climate action.

In FY2024/25, we commissioned the University of Exeter to conduct a comprehensive literature review and engaged 95 senior leaders from BITC member organisations and stakeholder groups through interviews, roundtables in London and Edinburgh, and Regional Board sessions. In FY2025/26, we will conclude this work with high-level engagement at the Labour Party Conference and a formal Parliamentary launch of our final report.

Nature and Resilience Insights Series

Nature and resilience remain central to our environmental sustainability agenda. While we initially planned to deliver a Nature & Resilience Lab, we pivoted to a more accessible format—launching the Nature and Resilience Insights Series. This shift enabled broader member engagement, with two sessions held in FY2024/25 and a third scheduled for September 2025. These sessions have provided valuable insights into member needs, which will inform future programming and support.

Green Skills Labs and Blueprint

Building on the success of the Green Skills Lab delivered in FY2023/24, we published the [Green Skills Blueprint](#), featuring case studies that highlight participant outcomes and impact. In FY2024/25, we explored opportunities to develop a second phase of the programme and tested interest in place-based delivery models. A scalable framework has now been developed, and in FY2025/26, we will continue to explore implementation opportunities to support regional green skills planning.

Royal Warrant Sustainability Assessments

BITC continues to oversee the Royal Warrant Sustainability Assessments, granted by HM The King and HM The Queen. In 2024, we completed assessments for 500 companies as part of the first intake under His Majesty's reign. An additional 100 submissions were reviewed in autumn 2024 and assessed by the Committee in December.

To enhance the experience for participating companies, we invested in the development of the assessment platform in spring 2025. This upgrade introduced automated scorecard generation, supporting continuous improvement and encouraging sustainability leadership among Royal Warrant holders.

Northern Ireland Environment Work

Our team in Northern Ireland continues to engage and support their local businesses on the environment.

Highlights in the year include:

- Almost 1,000 business employees certified as fully carbon literate, equipping them with the understanding necessary to drive environmental change
- 134 businesses publicly measuring and benchmarking their environmental performance via the NI Environmental Benchmarking Survey
- We are excited to have launched a refreshed approach to the Business and Biodiversity Charter. The Charter provides a framework for organisations of all sizes to address their impact on biodiversity, not only in terms of land-holding management but also in relation to their activities, products and services.



OUR ORGANISATION

OUR ORGANISATION

OUR PEOPLE

As an employer, Business in the Community's long-term goal is that we attract and retain a diverse workforce who can achieve their best in an inclusive culture. We want all our colleagues to feel engaged, empowered, accountable and supported throughout their colleague journey.

Our key people objectives in FY24/25 were:

Attract: Ensure our candidate proposition delivers the right calibre of candidate and a diverse candidate pool.

Engage: Embed effective use of all our colleague voice mechanisms to drive engagement and advocacy. Improve our ways of working so we are seen as a well-run organisation by colleagues.

Growth: Understand the skills needed now and for the future and put plans in place to address. Cultivate a high-performance ethos through robust performance management and ensuring alignment of colleague objectives with our priorities and the impact we want to see.

Thrive: Continue to embed good wellbeing practices and place the ownership and accountability for growth learning and development with leaders and colleagues alike. We will continue our sponsorship programme to support ethnically diverse colleagues development.

Trust and Empower: Empower our line managers and senior leaders to ensure the right behaviours are in place and our values are truly embedded enabling colleagues to trust that we walk the talk. We will use our own RB health check to assess our own status as a responsible employer and drive the right people plans.

These were overseen by our BITC Executive and, ultimately, the BITC Board.

2024/25 Progress

Hearing our colleague voice was vital to further enhance our already strong employee proposition. We changed provider to Best Companies in FY24/25 and achieved a score of 671.1 which confirms BITC as a one-star rated company. We continued to work closely with our recognised union partners, Community and our Employee Forum of elected colleagues alongside our colleague networks to hear and act on colleague feedback. We analysed where our core capabilities and strengths lie and where there are gaps in the skills we need to ensure future success. We used this insight to start to develop our organisational skills plans and reinforced the importance of good individual development conversations and

plans. We continue to have great success in the use of apprenticeships alongside coaching programmes available for all our colleagues.

We continue to manage our staff structure through a job framework which gives transparency and guidance around expectation of roles and support with colleague career paths.

Supporting the wellbeing of our colleagues remains a priority, from supporting our managers and colleagues to have regular wellbeing conversations to enhancing our benefits including embedding our paid caring leave and promotion of access to practical wellbeing guidance and resource.

As a responsible business we believe we must walk the talk, and we continued to encourage colleague volunteering. We welcomed two paid sixth form interns into our organisation for a month this year as part of our ongoing commitment to improving opportunities for young people to gain experience of work as well as two individuals on from an international exchange programme.

As signatories of the Race at Work Charter we remain committed to ensuring we are a truly inclusive employer. Our target continues to be that 20% of our colleagues are from Black, Asian, Mixed race or other ethnically diverse groups and at the end of financial year we were 19.21% (June 2025) compared to 19.7% (June 2024). As of June 2025, we continue to meet our target that at least 20% of the Board of Trustee Directors should be composed of Black, Asian, Mixed race other ethnically diverse, trustees and will ensure we continue to meet this in the future.

Our sponsorship programme for those colleagues from an ethnically diverse background is embedded well with a new tranche of colleagues undertaking sponsorship in FY24/25. The learnings from this have been taken forward into our 2025/26 people plans.

Business in the Community as an employer is not required to carry out Gender Pay Reporting under the Equality Act 2010 as our headcount is below 250. However, we believe in monitoring and reporting our gender pay gap to be crucial, so that we can address any gaps and ensure that men and women at BITC can progress equally. There is also currently no legal requirement to report on ethnicity pay gaps, but we believe that it is incredibly important to do so and have been encouraging other organisations to report and the government to legislate this.

We use our median pay gap as this is in line with reporting of national statistics reported by the ONS.

OUR ORGANISATION

Our median gender pay gap for 2025 is 5.8%, this is an **increase** of 2.3% from 2024.

The median ethnicity pay gap has **increased** year-on-year, widening from -1.3% in 2024 to -1.59% in 2025.

We are committed to ensuring our policies and practices are fair and inclusive and strong, to help address workplace inequalities.

2025/26

Our key people objectives are:

Attract: Ensure our candidate proposition delivers the right calibre of candidate and a diverse candidate pool

Engage: Embed effective use of all colleague communication channels and our Colleague Journey to drive engagement, trust and advocacy. Have a clearly defined culture that all colleagues embrace and have confidence in. Growth: Understand the skills needed now and in the future and put plans in place to address potential skill gaps. Cultivate a high-performance culture through accountability, ownership and engaging performance and development conversations which support colleague growth and career planning. Ensure alignment and relevance of all colleague objectives with our priorities and the impact we want to achieve.

Thrive: Continue to embed good wellbeing practices and place the joint ownership and accountability for growth, learning and development with leaders and colleagues alike. We will continue our Executive sponsorship programme to support ethnically diverse colleague development empowering them to achieve their future aspirations.

Trust and Empower: Empower our line managers and senior leaders to instill the right behaviours to ensure our values are truly embedded and colleagues trust that we walk the talk.



OUR ORGANISATION

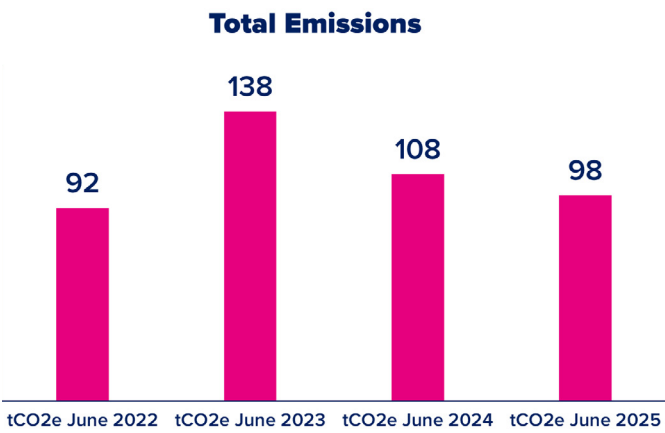
NET ZERO

Our Carbon Footprint

Our carbon emissions cover all BITC's operations across the United Kingdom. For this financial year, our carbon emissions measured a total of 98 tonnes of CO₂e (2024: 108 tonnes of CO₂e).

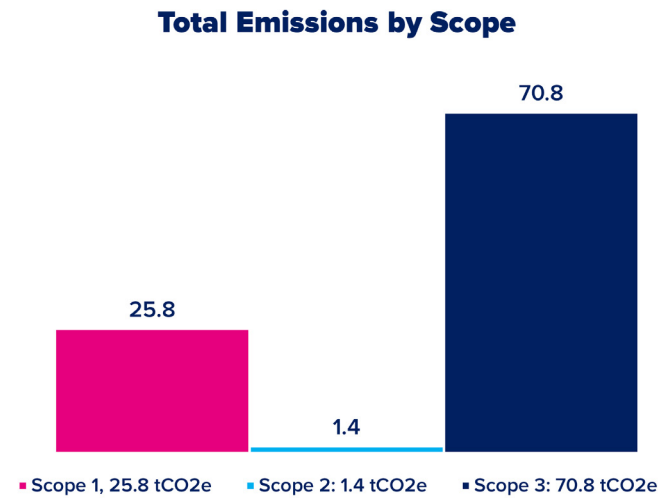
We have set out with a broad target of reducing our emissions focusing on those areas most responsible for our emissions.

The current year saw a reduction across all scopes with the greatest reduction from scope 3 emissions. Carbon emissions from the last four years are shown below:



Emissions in June 2022 were affected by lockdown, where employee mostly worked from home and business was carried out virtually. The emissions in 2023 reflect our return to 'business as usual' (hybrid working) with a higher level of employee commuting and business travel compared to the prior year. We have since seen emissions reduce as we have seen a reduction in staff, more home workers and therefore less commuting and reduced emissions from facilities (reduced space and green tariffs). It is expected that our reported emissions will remain at the same level next year.

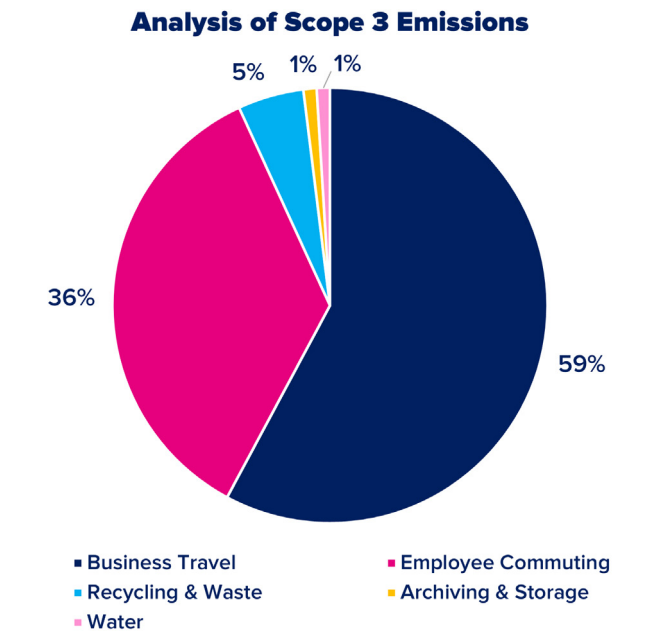
Our emissions for the year are broken down as below:



Scope 1: Emissions reduced in the year, measuring at 25.8 tCO₂e (2024: 29 tCO₂e). This was due to reduction in oil consumption from our BEAM office now used only for occasional events.

Scope 2: A small reduction in emissions, now measuring 1.4 tCO₂e (2024: 2 tCO₂e), due to a change in use of our office space.

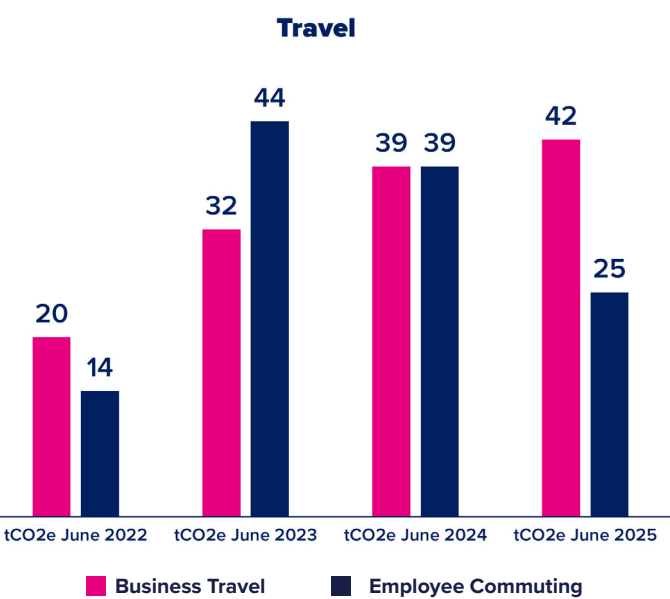
Scope 3: As the following graph shows, the majority of our Scope 3 emissions are predominantly Employee Commuting and Business travel. There was a decrease in our emissions from 76 tCO₂e to 70.8 tCO₂e with this split predominantly between employee commuting and business travel.



OUR ORGANISATION

This year's emissions reflect an increase in travel mainly relating to our growing Place programme and travel to deliver on specific projects and a reduction in commuting year on year of 36%. This is due to more colleagues being on home working contracts, less time working from the offices, as well as more commuting using less carbon emitting modes of transport. More colleagues walked and cycled to work, with an increase in carpooling compared to the prior year.

The graph below shows the changes in travel, year on year.



During the year, we have made changes to encourage and improve waste management in practice especially to reduce what goes into landfill. Waste is categorized into mixed recycling, food waste for composting, confidential waste which is recycled and general waste.

Future Plans

In 2025/26, we will be working on:

- Improving our procedures for capturing, measuring and reporting on materials used and waste management.
- Embedding circular economy practices (reduce, reuse, recycle, repair and maintain) in our procurement decisions and in general operations across the organisation. By setting targets and reporting against them with KPIs.



OUR FINANCES

FINANCE REVIEW

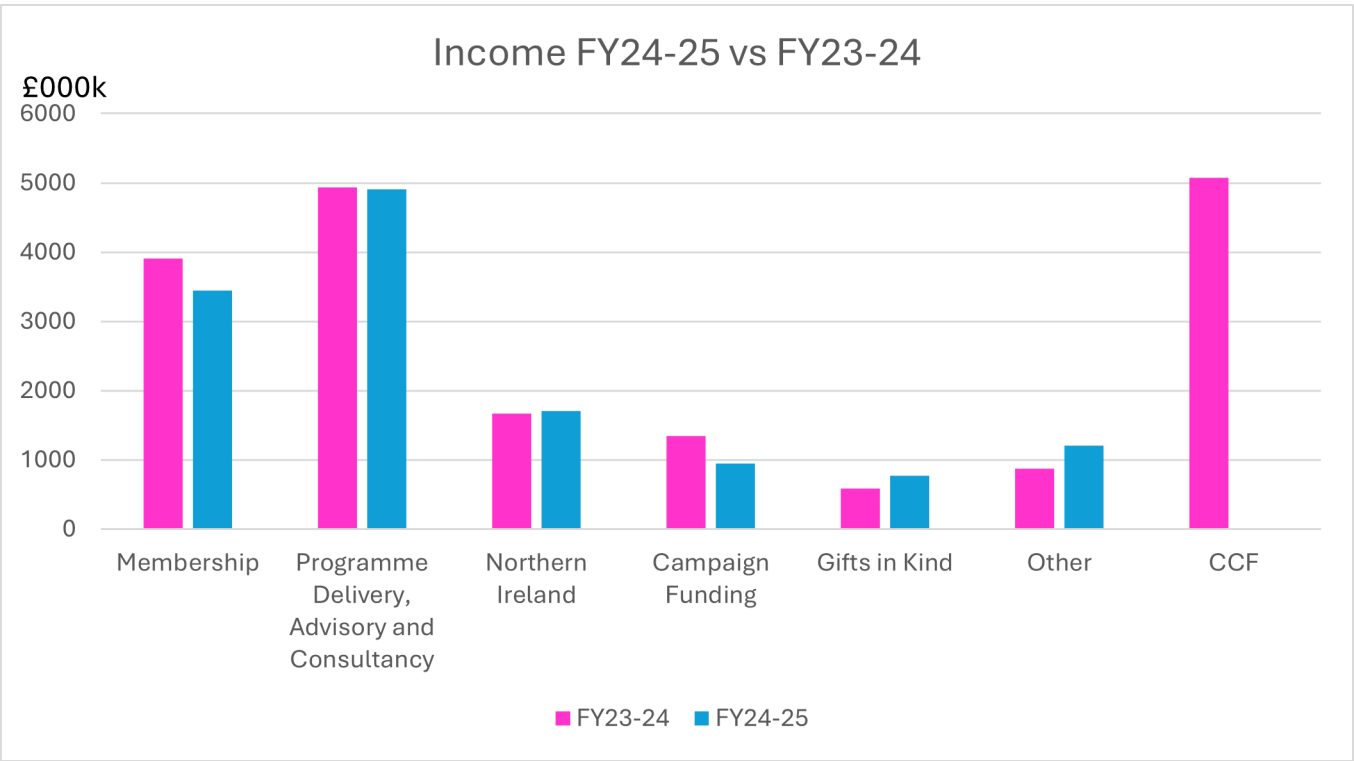
The financial statements for the year have been prepared in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities SORP FRS 102.

The accounts incorporate the results of Business in the Community (BITC) and its subsidiaries (BITC Trading and Advisory Ltd and Scottish Business in the Community [dormant]).

In overall terms, BITC recognised a net total decrease in the year in total funds of £985k (last year increase of £4,377k). This year we saw:

Movement in Unrestricted Funds	(£246k)
Movement in Restricted Funds	(£719k)
Movement in Endowment Funds	(£20k)
Total Movement in Funds	(£985k)

Incoming resources, as reported in the Statement of Financial Activities on page 51 were £12.9 million in 2025 (2024: £18.4 million). These total incoming resources are shown below by income stream.



FINANCE REVIEW

The principal reason for the decrease in both income and reserves in the year is that we have had no equivalent donation in the year compared to the £5.1m recognized prior year relating to the Community Climate Fund, of which £4.5m remained as unspent restricted reserves as at June 24. During the year, we have used some of that fund and other restricted funds held in line with planned activity.

The loss in unrestricted income shows the continued difficult trading backdrop where we saw a reduction in membership fees received of £460k, a decrease in advisory income of £460k and Leadership Teams income of £176k partly due to the cessation of the Cost of Living task force. We continue to review our membership proposition to address the fall in income, seeking strategic partnerships, and are building a strong consultancy offer.

Programme funding grew as we secured new funding for our Place activities sponsored by Aviva, this more than offset reductions in our community programme work related to Job coaching and NBRN.

Our operations in Northern Ireland experienced another strong year with good membership renewal rates and sponsorship.

Other income (a combination of State of the Nation, SIBS, Interest received and other donations) grew by £406k helping to reduce the impact of fall in income in other areas.

Gifts in kind income increased by £178k to £769k (2023/24 - £590k) with increased support for gender and inclusion campaigns in the year. We are thankful for this vital contribution given by our member companies.

Total expenditure decreased by £86k and amounted to £13.9m for the Financial Year 2024/25 (2023/24 – £14m).

The main area of decreased expenditure was salary costs, which reduced by £143k through natural turnover. This was not as significant as the reduction in the prior year as we grew the Place and Community Climate team supported by income.

We saw decreases in our other cost lines as we have continued to reduce overheads with Facilities and office costs down by £174k having downsized our London office space and changes to our IT systems. Project cost decreased by £38k. The decreases were offset by an increase in Gift in kind of £178k matching the increase seen in income and an increase in contractor costs of £66k.

Business in the Community had one active subsidiary during the year supporting its activities, BITC Trading & Advisory Limited. This represents the trading arm of the organisation, with income generated through advertising and sponsorship activities. The company had income of £471k (2024: £589k) and generated a profit of £405k (2024: £450k). As in prior year all profits have been donated to the parent charity.

All BITC's income, including members' contributions, is used solely to finance expenses incurred in connection with its mission.

The negative movement in unrestricted funds of £246k (2024: £210k decrease) represents a decrease in free reserves available to support any part of the charitable undertakings of the company.

The net movement in the unspent restricted funds arises from the differences in timing between the recognition of the income and the incurring of the related expenditure. This year the restricted funds of £5,798k at 1 July 2024 decreased by £719k (2024: £4,606k increase) to £5,079k at 30 June 2025. The largest reason for this decrease is the use £1m of funds relating to the Community Climate Fund.

The endowment funds connected with the development of the BEAM project reduced by £20k to £285k (2024: £20k decrease to £305k).

FINANCE REVIEW

Economic Conditions and Going Concern

We continue to be able to access funds from our member companies and from the public sector where our core initiatives demonstrate that they meet both societal need and funding expectations. Societal need for the activities we campaign, support and deliver on has never been greater focusing the work we required on matters of inclusion and the environmental challenges we face.

However, due to the reducing income levels and reduced reserves, the charity has undertaken the following:

- **Organisational Restructure:** We have implemented a programme to reduce salary overheads by £0.9m in the 2025/26 financial year, with a full year reduction of £1.6m thereafter and we continue to maintain close control over our ongoing salary costs.
- **Overhead reduction:** We have reduced back-office overheads significantly.
- **Strategic Partnerships and Member Value:** We continue to explore new potential income streams and longer-term funding partnerships which are focused on our Place work, Seeing is Believing and the Community Climate fund, improved our membership proposition and are increasing the size of our consultancy work.
- **Network Outreach:** We have increased the level of engagement with senior business leaders, having launched the Leadership Council and produced the second State of the Nation report and hosted the associated CEO event at Mansion House and the inaugural Place summit. The results of which are increased engagement with senior stakeholders who can work with us more closely or advocate on our behalf to grow the network.

We have reviewed our potential income streams over the next 18 months and stress tested them to determine the resilience of our financial position to further shocks.

Consequently, we have a reasonable expectation that BITC has adequate resources to continue in operational existence for the foreseeable future. The accounts have therefore been prepared on the basis that the charity is a going concern.

Reserves and Reserves policy

The total consolidated reserves of the Group were £6,007k at June 2025 (2024: £6,992k). Of this, £285k (2024: £305k) is held as endowment funds reflecting the value of fixed assets donated to the charity, £5,079k (2024: £5,798k) is held as restricted funds where the application of such funds is restricted to a given activity within the overall objectives of the Group. The remaining reserves are unrestricted or designated funds and include £390k attributable to fixed assets which are, therefore, not freely distributable. The residue of £253k is designated as free reserves.

The company holds those free reserves to provide working capital to finance its day-to-day operations and to provide a safeguard against any unforeseen contingency, including a downturn in support or activity, that could lead to expenditure exceeding income, and ultimately to protect its solvency in the event of any curtailment of its activities. The policy, determined by the Directors, is to reflect what minimum level is adequate for its needs in a changing environment. An evaluation of the costs of total cessation in a worst-case scenario has been carried out which estimated that such a scenario would require a minimum level of unrestricted free reserves of £2,179k.

Currently free reserves are significantly below the level that the policy requires and therefore a plan to reduce this gap has been developed. It is the aim of the charity that within three years we will have returned to a position where reserves are at the minimum required by the reserves policy.

Risk policy

The Board is responsible for the management of the risks faced by the Company and the Group. A risk management process is in place and continues to be refined and enhanced with the assistance of the Finance & Audit Committee.

Through this risk management process, the Directors have identified the key risks to which the company is exposed and the actions in place to address them.

The significant risks facing the charity are:

Key risks identified by our review	Controls and mitigations
Macro-economic uncertainties, could cause businesses to cut discretionary expenditure, causing a loss of members, or lower programme participation.	<p>Control: relationship management working closely with members to highlight the relevance of BITC's activity and campaigns to current challenges.</p> <p>Mitigations: Implemented financial stability plan. Widening diversified income streams. Securing longer term funding commitments.</p>
BITC's purpose, programmes and services could become out of step with the needs and interest of businesses causing a reduction in member numbers and income.	<p>Control: close monitoring of core and fixed costs in relation to income, especially long-term commitments. Forward planning of resource need.</p> <p>Mitigations: maintain and improve flexibility and agility of our internal structures to deliver on new opportunities or support cost reductions to meet changes in income. Annual budget, business plan and regular reforecasts, supplemented by medium-term cash and viability forecasting. Clear governance structure, especially in relation to longer-term commitments.</p>
Fluctuations in income have a detrimental effect on our resources which prevents us from reacting to the needs of our members and embracing opportunities to deliver impact.	<p>Control: Workflow monitoring and forward planning of resource need.</p> <p>Mitigations: maintain and improve flexibility and agility of our internal structures and individual and team accountabilities to deliver on new opportunities whilst supporting cost reductions.</p>
Reduction in, termination of, or failure to deliver key programmes could damage reputation or reduce critical mass.	<p>Control: regular reporting and monitoring of quality of delivery.</p> <p>Mitigations: regular review of activities and relevance.</p>
Failure to ensure that the correct safeguarding processes are in place could mean that safeguarding issues are not resolved which means that vulnerable people are put at risk and the charity could face legal penalties.	<p>Control: regular reporting and review provided to both the executive, Finance & Audit committee and the Trustees.</p> <p>Mitigations: appropriate training to all staff in the charity including volunteers, partner organisations and consultants.</p>
Failure to operate at the highest standards and live up to our responsible business principles could lead to significant reputational risks, affecting membership and staff engagement.	<p>Control: We have in place mechanisms and policies for monitoring performance and behaviours. We strictly adhere to GDPR requirements and support this with training. We measure our carbon emissions and target reductions.</p> <p>Mitigations: Development of policies and ways of working to ensure that we conform to the best standards including completion of the Responsible Business Healthcheck. Zero tolerance of poor behaviour across our leadership.</p>

FINANCE REVIEW

The risks have been reviewed, both in relation to the opportunities and the risks arising from the structure of the Group and its culture, highlighting in particular its entrepreneurial and campaigning nature and the strong emphasis on staff involvement.

The processes that are in place to both monitor and to mitigate the effects of such risks are recognised to only provide reasonable and not absolute assurance that key risks have been adequately identified and managed.

The design of the systems and controls covering the breadth of the activities is considered to be appropriate for the size and complexity of the group's activities. These procedures are regularly reviewed, and amendments are introduced to meet the changing needs of the organisation. There is no evidence that there is any material failure of these controls.

Equal Employment policy

We respect all individuals and are opposed to all forms of unlawful or unfair discrimination on the grounds of ethnic origin, nationality, gender, sexual orientation, gender identity, disability, religion and belief, age, work pattern, family status and we build a culture that values meritocracy, openness, fairness and transparency.

At BITC, this policy is applied to all processes relating to recruitment, employment and training and to any dealings with members and stakeholders.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying 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 on-going basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects the current and future periods.

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

Statement of directors' responsibilities

The Trustees (who are also the Directors of Business in the Community for purposes of company law) are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Directors to prepare financial statements for each financial year. Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and the application of resources including income and expenditure of the charitable company and of the group for that period. In preparing these financial statements, the Directors are required to:

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

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charity and the group and enable them to ensure that the financial statements comply with the Companies Acts and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group, and hence, for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far, as each of the Directors is aware, there is no relevant audit information of which the group's auditors are unaware. The Directors have each taken all the steps that they ought to have taken in order to make themselves aware of any relevant audit information and to establish that the group's auditors are aware of that information.

FINANCE REVIEW

Auditors

Crowe U.K. LLP has indicated its willingness to be reappointed as statutory auditor and a resolution proposing their re-appointment will be submitted to the forthcoming Annual General Meeting.

This Annual Report, prepared under the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Companies Act 2006, was approved by the board on 5th November 2025, including in their capacity as company directors approving the Strategic Report contained therein, as well as the governance information set out on pages 73 to 76, and is signed as authorised on its behalf by:



RICHARD HUTTON
CHAIR FINANCE & AUDIT COMMITTEE

5 November 2025

AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF BUSINESS IN THE COMMUNITY

Opinion

We have audited the financial statements of Business in the Community ('the charitable company') and its subsidiaries ('the group') for the year ended 30 June 2025 which comprise the Consolidated statement of financial activities, the Consolidated and Company balance sheets, the Consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the charitable company's affairs as at 30 June 2025 and of the group's income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 trustee's 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 or the group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

AUDITOR'S REPORT

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- Adequate and proper accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit.

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 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

AUDITOR'S REPORT

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS102) 2019. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were Taxation legislation and Employment legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant and contract income, the valuation of gift in kind income recognition and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Finance and Audit Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence with the Charity Commission, detailed review of timing of recognition of grants and contracts on a sample basis, detailed review of the

valuation of gifts in kind on a sample basis, review of a sample of year end accrued and deferred income balances and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

Use of our report

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



VINCENT MARKE
Senior Statutory Auditor
For and on behalf of Crowe U.K. LLP
Statutory Auditor
London

14 November 2025

STATEMENT OF FINANCIAL ACTIVITIES

Business in the Community (A company limited by guarantee)

Consolidated Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 30 June 2025

	Note	Unrestricted Funds		Restricted Funds		Endowment Funds		Total Funds	
		FY 2025 £000	FY 2024 £000	FY 2025 £000	FY 2024 £000	FY 2025 £000	FY 2024 £000	FY 2025 £000	FY 2024 £000
Income from	1								
Donations & Legacies		434	317	335	273	–	–	769	590
Investments		210	172	16	28	–	–	226	200
		644	489	351	301	–	–	995	790
Income from Charitable Activities	3	6,694	7,436	5,257	10,168	–	–	11,951	17,604
Total Income		7,338	7,925	5,608	10,469	–	–	12,946	18,394
Expenditure on Charitable Activities	3	7,584	8,135	6,327	5,863	20	20	13,931	14,017
Total Expenditure		7,584	8,135	6,327	5,863	20	20	13,931	14,017
Net Income/ (Expenditure) for the Year		(246)	(210)	(719)	4,606	(20)	(20)	(985)	4,377
Reconciliation of Funds									
Total Funds at 1 July 2024		889	1,099	5,798	1,192	305	324	6,992	2,615
Total Funds at 30 June 2025		643	889	5,079	5,798	285	305	6,007	6,992

The charitable company has no recognised gains and losses other than those shown above.

Notes 1 to 15 form an integral part of these financial statements

BALANCE SHEETS

Consolidated and Company Balance Sheets as at 30 June 2025

Company Registration Number 01619253

	Note	Consolidated 30 June 2025 £000	Consolidated 30 June 2024 £000	BITC 30 June 2025 £000	BITC 30 June 2024 £000
Fixed Assets					
Tangible Assets	5	675	733	675	733
Current Assets					
Debtors	7	1,827	2,239	1,738	2,175
Cash at bank in hand	8	5,754	6,558	5,750	6,550
Total Current Assets		7,581	8,797	7,488	8,725
Current Liabilities					
Creditors – amounts falling due within one year	9	(2,249)	(2,539)	(2,156)	(2,466)
Total Current Liabilities		(2,249)	(2,539)	(2,156)	(2,466)
Net current assets		5,332	6,259	5,332	6,259
Net assets		6,992	2,615	6,992	2,615
Represented by:					
Unrestricted funds					
▪ General funds		643	889	643	889
▪ Designated funds		–	–	–	–
Restricted funds		5,079	5,798	5,079	5,798
Endowment funds		285	305	285	305
Total funds	3(f)	6,007	6,992	6,007	6,992

The net (expenditure)/income for the financial year dealt with in the financial statements of the parent Company was a deficit of £985k (2024: a surplus of £4,377k).

Approved by the Board of Directors on 5 November 2025 and signed on its behalf:



PETER HARRISON
Chairman of
Business in the Community



RICHARD HUTTON
Chairman of the Finance &
Audit Committee

Notes 1 to 15 form an integral part of these financial statements

CASH FLOW STATEMENT

Consolidated Cash Flow Statement for the year ended 30 June 2025

	Year Ended 30 June 2025 £000	Year Ended 30 June 2024 £000
Cash (outflow)/inflow from operating activities	(1,023)	3,858
Cash flows from investing activities		
Interest Income	226	199
(Purchase) of tangible fixed assets	(7)	(51)
Net cash inflow from investing activities	219	148
Net increase/(decrease) in cash and cash equivalents	(804)	4,006
Cash and cash equivalents at 1 July 2024	6,558	2,552
Cash and cash equivalents at 30 June 2025	5,754	6,558

Reconciliation of net incoming resources to net cash (outflow)/inflow from operating activities

	Year Ended 30 June 2025 £000	Year Ended 30 June 2024 £000
Net (expenditure)/income for the reporting period (as per the SOFA)	(985)	4,377
Adjustments for:		
Interest Income	(226)	(199)
Depreciation charges	65	62
Decrease in Debtors	412	188
(Decrease) in Creditors less than one year	(289)	(570)
Net cash (outflow)/inflow from operating activities	(1,023)	3,858

Analysis of cash and cash equivalents

	Note 8	Year Ended 30 June 2025 £000	Year Ended 30 June 2024 £000
Cash in hand		5,754	6,558
Total cash and cash equivalents		5,754	6,558

Notes 1 to 15 form an integral part of these financial statements

NOTES TO THE ACCOUNTS

NOTES TO THE ACCOUNTS

1. Accounting Policies

a) Charitable Status

The company is limited by guarantee (company registration number 01619253) and is a registered charity in England and Wales (297716) and Scotland (SC046226). The address of the registered office is 137 Shepherdess Walk, London N1 7RQ.

b) Basis of Preparation and Statement of Compliance

The Group and Charity financial statements have been prepared in accordance with the Statement of Recommended Practice: "Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (SORP) issued on 16 July 2014 and the "Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" (FRS 102). They also comply with the reporting requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 and the Charities Act 2011.

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

As highlighted in the report of the Directors, having assessed the charity's financial position, its plans for the foreseeable future, the risks to which it is exposed and the detailed cash projections the trustees are satisfied that it remains appropriate to prepare the financial statements on the going concern basis.

Business in the Community constitutes a public benefit entity as defined by FRS 102. The Trustees have taken advantage of the exemption under FRS 102 not to separately disclose categories of financial instruments and items of income and expenditure for the parent charity as these have been presented on a group basis.

Consolidation

The Statement of Financial Activities and the Consolidated Balance Sheet for FY 24/25 consolidate the results of the Charity and its wholly-owned subsidiary, BITC Trading & Advisory.

The results of the subsidiary are consolidated on a line-by-line basis. Intra group transactions and year end balances are eliminated on consolidation. In accordance with section 408 of Companies Act 2006 no separate Statement of Financial Activities has been presented for Business in the Community.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described below, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The key estimates made in these accounts are:

An estimate of the value to the charity of donated services (gifts in kind). There are instances when the donor provides valuation of the services provided, at the cost to them, which are over and above what the charity would have expended, therefore a revaluation of these services is done to reflect amounts we would have reasonably incurred. This is usually based on the cost of similar services incurred if there is precedence. These estimates are included on the SOFA under Donations and Legacies, and as Voluntary income in the notes to the accounts, see 3)a and 3)b for further information.

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

In the view of the Trustees, no assumptions concerning the future or estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

The principal accounting policies applied in the preparation of the Group and Charity financial statements are set out below. These policies have been consistently applied to all the years presented.

NOTES TO THE ACCOUNTS

c) Statement of cash flows

The Charity has taken advantage of the exemption in FRS 102 from preparing a single entity statement of cash flows, on the basis that it is a qualifying entity and the Group statement of cash flows included in these financial statements includes the cash flows of the Charity.

d) Income

All income received by the Group is used to finance expenditure incurred in furtherance of its objectives. Income is recognised and included in the statement of financial activities when the Group has entitlement to the income, it is probable that the income will be received, and the amount can be measured reliably. Income received relating to future accounting periods is deferred and recognised as a creditor within the balance sheet.

Existing members' ordinary contributions are recognised in full on the date on which they fall due. Ordinary contributions from members who have joined in the year are recognised when there is adequate certainty of receipt.

The service element of membership fees is recognised when the service is delivered. Outstanding commitments are treated as income in advance at the year end.

Sponsorship income, fees, public sector grants, sundry income and bank deposit interest are recognised on a receivable basis. To the extent that such monies represent monies that have been claimed in advance to meet specific commitments arising, or services to be delivered, after the balance sheet date, they are carried forward as fees and other funds in advance within creditors on the balance sheet (note 9).

Such income is not recognised as incoming resources in the Statement of Financial Activities until the certainty of entitlement has been established. The balances of unspent restricted charitable funds are carried forward as Restricted Income Funds.

As an intrinsic part of the accounting system, funds are accounted for to ensure that funders' requirements in respect of their receipt, disbursement and reporting are fully satisfied. Those restricted funds and material grants that warrant separate disclosure in demonstrating different areas of work are shown at note 3(d). A full list of those funds which require formal acknowledgement are shown on page 69-70.

Grant funds received in advance of expenditure being incurred are carried forward within creditors on the balance sheet as funds received in advance [notes 3(d) and 10].

Donated services and facilities income, categorised as voluntary income, represents the Group's estimate of the value to the charity of donated services and facilities, the value of the donated long lease relating to the BEAM project in Northern Ireland and the cost of seconded staff in support of the charity's activities.

e) Expenditure

All expenditure is accounted for on an accrual basis.

Allocation of membership resources expended – the cost ascribed to the membership activities represents the estimated cost of staff time involved in managing relationships with members, their engagement with us and support for our communication of best practice.

Cost of generating funds – there is no cost allocated to the cost of generating voluntary income funds as voluntary income represents the receipt of donated services and facilities. The services and facilities are in support of charitable activities, and as such the associated costs of these gifts in kind are recognised within costs of charitable activities. Any costs incurred in generating these gifts in kind are regarded as being immaterial.

Charitable activities expenditure is incurred in connection with the specific objects of the Group and includes as support services the costs incurred in supporting those activities. Indirect costs and support services are allocated on a per head basis and apportioned to charitable activities on the same basis. The costs allocated to governance costs include staff time spent on governance, the related support costs and audit costs.

Input VAT is allocated to the costs on which it is incurred and recoveries of directly attributable tax credited against them. Residual input tax recovered is credited to support services in the Statement of Financial Activities and apportioned over expenditure in proportion to the activity.

Included within each relevant category of expenditure, as appropriate to the activity they supported, are the estimated cost of donated services and facilities and the cost of seconded staff.

NOTES TO THE ACCOUNTS

All costs associated with staff redundancy/termination are recognised in the period in which the individuals affected are made aware of the decision.

f) Tangible Fixed Assets

Tangible fixed assets are stated at their purchase price, together with any incidental costs of acquisition. Individual assets are capitalised only when their cost of acquisition £12,000 or more. With effect from July 2021, the policy was revised so that Laptops are now capitalized when the cost exceeds £1,000 with a useful life of 3 years and above and can be supported by a warranty. Other equipment, fixtures and fittings over £1,000 with extended warranty or historical long-life/economic usefulness will also be capitalised.

Where fixed assets have been donated, they have been included in the financial statements at the lower of their value to the charity or replacement cost at the date of donation.

Provision for depreciation is made so as to write off the cost of tangible fixed assets on a straight-line basis over the expected useful economic life of the assets concerned.

The annual rates used for this purpose are:

- Long-leasehold buildings – 4% per annum
- Long-leasehold building refurbishments – 10% per annum
- Short-leasehold improvements – over the remainder of the term of the lease
- Equipment, fixtures and fittings – 20% per annum
- Vehicles – 25% reducing balance
- Laptops – 33.33% per annum/over warranty period

Depreciation on assets that are held under an endowment fund is charged against that fund and depreciated over the term of the lease.

g) Cash and Cash Equivalents

Cash and cash equivalents include cash in hand, cash held in current accounts with UK banks and cash on short notice deposit accounts.

h) Provision for costs under Property Leases

Provision is made for costs likely to be incurred on expiration of the property leases where the liability for such expenditure is a requirement of the lease and can be reliably estimated and where the future renewal of the lease is uncertain. These are charged to the Statement of Financial Activities when such costs can be accurately determined and reported as a liability due at the end of the lease term.

Rents payable under operating leases are charged to the statement of financial activities on a straight-line basis over the lease term. Benefits received as a lease incentive are credited to the statement of financial activities, to reduce the lease expense, on a straight-line basis over the lease term.

i) Non-Property Operating Leases

Payments under non-property operating leases are charged to the Statement of Financial Activities as incurred.

j) Pension Contributions

The Group contributes to defined contribution private pension policies for employees and the pension cost charge that is shown in note 4(b) represents the contributions payable to these policies.

k) Financial Instruments

Business in the Community has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost using the effective interest method (equating to the present value). Financial assets held at amortised cost comprise cash at bank and in hand, together with trade and other debtors and accrued income. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors and accrued expenditure. Financial liabilities held at amortised cost comprise bank loans and overdrafts, trade and other creditors and accrued expenditure.

NOTES TO THE ACCOUNTS

2. Income and Expenditure

- a) No Trustees received any remuneration in the year (2024: £Nil). No Trustees received reimbursement of expenses in the year. (2024: £Nil).
- b) The Statement of Financial Activities includes the cost of donated services and facilities amounting to £722K (2024: £511K) and the cost of pro bono staff seconded from member companies and organisations amounting to £42K (2024: £63K), details of which are given in note 4(a). BITC received benefit from one volunteer, valued within pro bono at £5K (2024: £16K).
- c) The results are stated after charging:

	Total 2025 £000	Total 2024 £000
Opening Leases		
▪ Land and Buildings	188	195
▪ Equipment	2	–
Depreciation	65	62
Group Auditors remuneration		
▪ Audit of parent accounts	34	33
▪ Audit of subsidiaries	4	4
▪ Other Services	2	(2)

3. Analysis of Consolidated Financial Activities

a) Analysis of Income by Activity

Activities	Voluntary Income £000	Charitable Activities £000	Total 2025 £000	Total 2024 £000
Membership	42	4,570	4,612	4,844
Partnerships, Measurement & Best Practice	66	2,095	2,161	2,488
Campaigning for Change	354	973	1,327	1,552
Impact, Delivery & the Nations	263	4,313	4,576	4,229
Community Climate Fund	41	–	41	5,080
Governance – donated services	3	–	3	1
Total Activities	769	11,951	12,720	18,194
Bank Deposit Interest Receivable	–	226	226	199
Total Incoming Resources	769	12,177	12,946	18,393

Services provided by Bain & Company to review and increase the effectiveness and outreach of the 'Times Top 50 Employers, valued at £660k for the full project by the donor, is included under 'Campaigning for Change' at £130k (2024: £20k for value received up to the end of June 24).

Furthermore, Bain & Company provided services to the Gender Campaign, researching on AI and Equality, valued at £400k by the donor and included under 'Campaigning for Change' at £100k.

Also included under 'Campaigning for Change' is services provided by Oxera researching on The Business Case for Gender Equality, valued by the donor at £300k but included at £75k.

NOTES TO THE ACCOUNTS

b) Analysis of Expenditure by Activity

Activities	Voluntary Income £000	Charitable Activities £000	Total 2025 £000	Total 2024 £000
Membership	42	2,380	2,422	2,868
Partnerships, Measurement & Best Practice	66	3,876	3,942	4,118
Campaigning for Change	354	1,446	1,800	1,773
Impact, Delivery & the Nations	263	4,273	4,536	4,539
Community Climate Fund	41	1,001	1,042	532
Total Activities	766	12,976	13,742	13,830
Governance	3	186	189	187
Total Resources Expended	769	13,162	13,931	14,017

c) Analysis of Total Expenditure

Activities	Direct Staff Costs	Support Costs £000	Other Costs £000	Total 2025 £000	Total 2024 £000
Membership	1,909	337	176	2,422	2,868
Partnerships, Measurement & Best Practice	2,855	560	527	3,942	4,118
Campaigning for Change	1,149	170	481	1,800	1,773
Impact, Delivery & the Nations	2,859	728	949	4,536	4,539
Community Climate Fund	643	172	227	1,042	532
Total Activities	9,415	1,967	2,360	13,742	13,830
Governance	–	186	3	189	187
Total Resources Expended	9,415	2,153	2,363	13,931	14,017

Support costs comprise the central costs of senior managers, CEO office, Finance, Planning and Human resources directorate, and IT support and includes salary costs of £1,697K (2024: £1,847K).

Governance Costs comprise management cost of £148K, statutory audit costs of £38K and pro bono services of £3k.

NOTES TO THE ACCOUNTS

d) Restricted Funds Analysis for the financial year 2024/25

		Balance at 30 June 2024 £000	Income Received £000	Expenditure £000	Balance at 30 June 2025 £000
Restricted Funds					
Total Movements in Restricted Funds		5,798	5,608	(6,327)	5,079
Included in this total balance:					
Project & Purpose	Fund Provider	Balance at 30 June 2024 £000	Income Received £000	Expenditure £000	Balance at 30 June 2025 £000
Age At Work, Scotland, Wales & NI	Age NI	23	–	(23)	-
Northern Ireland Surplus	Various	472	812	(767)	517
National Lottery Dormant Accounts	NI	11	35	(46)	–
Good Food Fund	Various Funders, NI	4	7	(3)	8
The Connected Project, NI	Various Funders	4	–	(2)	2
Lifeskills - NI	Barclays	8	102	(102)	8
Lifeskills – Scotland & Wales	Barclays	24	292	(302)	14
Business Climate Action Programme, NI	DEFRA & DFOE	7	128	(135)	–
Place Partnership Funding	AVIVA	259	655	(548)	366
See It Be It Place Prg	AVIVA	–	300	(221)	79
Just Transition to Net Zero	Royal London	–	120	(73)	47
Strategic Grant	WCVA	2	–	(2)	–
Leadership Teams	Various	–	379	(379)	–
Diverse Supply Chain	Enterprise Mobility	20	–	(20)	–
Step Project	World Jewish Relief	–	145	(145)	–
Place Funding	Various Funders	40	726	(648)	118
Newport Place Programme	Various Funders	92	211	(199)	104
RCT Place Programme	Various Funders	38	68	(95)	10
Strategic Relationship	Welsh Government	–	33	(33)	–
Social Mobility Funding, Wales	Principality Building Society	–	88	(44)	44
Newport Place Partnership (SPF)	Newport City Council	–	65	(65)	–
Glasgow Place Programme	Various Funders	–	118	(72)	46
In Work Poverty Project, Scotland	The Robertson Trust	–	71	(25)	46

NOTES TO THE ACCOUNTS

Project & Purpose	Fund Provider	Balance at 30 June 2024	Income Received	Expenditure	Balance at 30 June 2025
		£000	£000	£000	£000
SIB Funding	Salesforce UK Ltd & Linklaters Business Services	84	270	(258)	96
Blackpool Pride of Place	Blackpool City Council	10	20	(20)	10
Blackpool Pride of Place	BAE Systems (Operations) Ltd	10	–	(10)	–
Blackpool Funding	Various Funders	46	191	(202)	35
Blackpool Connected Futures Collaboration	Youth Futures Foundation/ Right to Succeed	–	117	(98)	19
State of the Nation	Various Funders	45	135	(155)	25
Community Climate Fund	bp International Ltd	4,468	–	(985)	3,483
Community Climate Fund	Royal London	75	–	(75)	–
Race & Mental Health Funding	People's Postcode Lottery, PoWCF & KCCF	14	–	(14)	–
UPS Foundation	Job Coaching	10	–	(10)	–
Gifts in Kind to support our programmes	Various	–	335	(335)	–
DLUHC Innovation Fund	Greater London Authority	9	6	(15)	–
Employer Strategic Partnership & Inclusive Employment	Youth Futures Foundation	–	179	(179)	–

NOTES TO THE ACCOUNTS

d) Restricted Funds Analysis for the financial year 2023/24

		Balance at 30 June 2023 £000	Income Received £000	Expenditure £000	Balance at 30 June 2024 £000
Restricted Funds					
Total Movements in Restricted Funds		1,192	10,469	(5,863)	5,798
Included in this total balance:					
Project & Purpose	Fund Provider	Balance at 30 June 2023 £000	Income Received £000	Expenditure £000	Balance at 30 June 2024 £000
Age At Work, Scotland, Wales & NI	Age NI	92	237	(306)	23
Northern Ireland Surplus	Various	460	1,000	(988)	472
National Lottery Dormant Accounts	NI	–	65	(54)	11
Good Food Fund	Various Funders, NI	26	25	(47)	4
Climate Change	Various, NI	32	24	(56)	–
The Connected Project, NI	Various Funders	4	–	–	4
Lifeskills – NI	Barclays	17	99	(108)	8
Lifeskills – Scotland & Wales	Barclays	23	276	(275)	24
Business Climate Action Programme, NI	DEFRA & DFOE	–	65	(58)	7
Place Partnership Funding	AVIVA	–	630	(371)	259
Climate Skills Exchange	Scottish Enterprise	–	20	(20)	–
Strategic Grant	WCVA	2	27	(27)	2
Leadership Teams	Various	14	505	(519)	–
Taskforces	Various	8	36	(44)	–
Diverse Supply Chain	Enterprise Mobility	–	45	(25)	20
Step Project	World Jewish Relief	–	143	(143)	–
Place Funding	Various Funders	71	564	(466)	169
SIB Funding	Salesforce UK Ltd & Linklaters Business Services	89	270	(275)	84
Strategic Relationship	Welsh Government	–	59	(59)	–
Newport Place Partnership (SPF)	Newport City Council	–	160	(160)	–
Blackpool Pride of Place	Blackpool City Council	10	20	(20)	10
Blackpool Pride of Place	BAE Systems (Operations) Ltd	–	20	(10)	10
Blackpool Funding	Various Funders	31	264	(249)	46
Tees Valley Routeways YEI	Hartlepool Borough Council	–	38	(38)	–
State of the Nation	Various Funders	–	135	(90)	45

NOTES TO THE ACCOUNTS

Project & Purpose	Fund Provider	Balance at 30 June 2023	Income Received	Expenditure	Balance at 30 June 2024
		£000	£000	£000	£000
Community Climate Fund	bp International Ltd	–	4,925	(457)	4,468
Community Climate Fund	Royal London	–	150	(75)	75
Race & Mental Health Funding	People's Postcode Lottery, PoWCF & KCCF	–	139	(125)	14
UPS Foundation	Job Coaching	–	61	(51)	10
Skills Exchange, Job Coaching, Communities & Various	Axa	203	–	(203)	–
Small Business Programme	Natwest	48	–	(48)	–
Cost of Living	bp International Ltd	50	–	(50)	–
Gifts in Kind to support our programmes	Various	–	274	(274)	–
DLUHC Innovation Fund	Greater London Authority	–	24	(15)	9
BITC & YFF Partnership	Youth Futures Foundation	–	90	(90)	–

NOTES TO THE ACCOUNTS

e) Unrestricted Funds Analysis for the financial year 2024/25

	Opening 1 July 2024 £000	Net Income During the year	Trf Btw Funds During the year	Closing 30 June 2025
General Funds	889	(246)	–	643
Total Unrestricted Funds	889	(246)	–	643

f) Analysis of net assets between consolidated funds at 30 June 2025

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000
Tangible Fixed Assets	390	–	285	675
Net Current assets	253	5,079	–	5,332
Total net assets	643	5,079	285	6,007

Unrestricted funds comprise those income funds that are retained by the charity that can be freely spent on any of its charitable purposes. They represent the charity's reserves and are made up of the fixed assets and investments acquired with such funds.

Restricted funds comprise income funds obtained to undertake the company's activities, where such funds have been given for specific purposes. The balances carried forward at the end of the year represent the net current assets that comprise the individual balances of the funds received for specific purposes in advance of the related expenditure being incurred.

Analysis of net assets between consolidated funds at 30 June 2024

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000
Tangible Fixed Assets	428	–	305	733
Net Current assets	461	5,798	–	6,259
Total net assets	889	5,798	305	6,992

4. Employee numbers

a) Staff Numbers

At 30 June 2025, the Group employed (excluding Directors) 233 salaried persons (2024: 222). These staff were employed in the following activities:

	Total as at 30 June 2025	Total as at 30 June 2024
Direct Charitable Activities	201	187
Central Support Services	24	27
Corporate Communications, Strategy & Management	8	8
Total Number of members of staff	233	222

NOTES TO THE ACCOUNTS

Throughout the year, the Group employed an average of 234 staff (2024: 229). The full time equivalent of these staff is 214 (2024: 210).

In addition, the Group enjoyed, throughout the year, the services of the equivalent of 1 (2024: 2) full-time employees seconded by member companies, public sector, organisations and individual volunteer(s). The cost of these secondees and volunteer(s) is included in the financial statements as if they had been employed directly by the Group at an additional annual cost of approximately £47K (2024: £79K). An equivalent amount is recognised in the financial accounts as income from Donations & Legacies.

b) Analysis of Cost of salaries

	Total as at 30 June 2025	Total as at 30 June 2024
Total Gross Wages and Salaries	9,509	9,666
Employer's National Insurance Contributions	1,013	978
Pension Contributions	591	609
Total Cost of Salaries	11,113	11,253

In addition to the contributions to pension schemes, the Group also provides life cover for employees of four times annual salary, at a cost of £43K (2024: £38K).

In the year to June 2025, the cost of salaries included redundancy, severance payments and adjustments for provisions of £22K (2024: £92K).

c) Number of employees who earned £60,000 or more in income bands (including taxable benefits)

	Year ended 30 June 2025	Year ended 30 June 2024
£160,000 – £169,999	1	1
£120,000 – £129,999	1	1
£110,000 – £119,999	2	1
£100,000 – £109,999	2	3
£90,000 – £99,999	0	0
£80,000 – £89,999	1	1
£70,000 – £79,999	4	3
£60,000 – £69,999	15	13

Paid into defined contribution schemes and in respect of 25 (2024: 22) of the above employees, the total employer's pension contributions amounted to £142K (2024: £122K).

d) Key Personnel

These are senior staff within the organisation as well as the Nation directors. Senior staff list can be found in the Governance section at the end of the accounts.

Collectively, they received total remuneration including employers NI and employer pension contributions of £1,067K (2024: £1,230K).

The setting of pay including those employees who are Key Personnel is based on benchmarking against similar size and types of organisation. Overall pay increase levels are authorised by the board.

NOTES TO THE ACCOUNTS

5. Fixed assets – tangible assets

	Freehold Land £000	Long Leasehold Property £000	Short Leasehold Improvements £000	Equipment, Fixtures and Fittings £000	Laptops £000	Total £000
Cost						
At 1 July 2024	240	1,137	–	291	57	1,725
Additions/(Disposals)	–	–	–	5	2	7
At 30 June 2025	240	1,137	–	296	59	1,732
Depreciation						
At 1 July 2024	–	723	–	231	38	992
Charge for the period	–	36	–	11	18	65
At 30 June 2025	–	759	–	242	56	1,057
Net Book Values						
At 30 June 2025	240	378	–	53	4	675
At 30 June 2024	240	414	–	60	19	733

Note: The long-leasehold property includes the cost of land and buildings of £372K and the cost of refurbishing the building of £137K.

There are charges over the office premises in Northern Ireland in favour of the International Fund for Ireland and Department for Social Development relating to the development of the BEAM project in Derry.

6. Investments

a) Subsidiary Companies

Business in the Community has a wholly-owned subsidiary, BITC Trading & Advisory Ltd a company incorporated in England and Wales (company number 02210750) whose results are consolidated within these accounts. The investment in the subsidiary is £3 and this is included in debtors.

On 31 July 2017, BITC took control of Trading for Good Ltd, Company number 08264671. The company has not traded since the date of acquisition and was dissolved on the 18 October 2022.

On 1 January 2016, BITC became the sole member of the charity Scottish Business in the Community, company number SC080355. There were no transactions in the year in the charity and it is treated as a dormant company.

As at the 30 June 2025, the registered address of all subsidiaries was 137 Shepherdess Walk, London, N1 7RQ.

NOTES TO THE ACCOUNTS

b) Results of Subsidiary Company in the year to 30 June 2025

Income and Expenditure Accounts		Balance Sheet for Subsidiary Company at 30 June 2025	
	BITC T&A £000		BITC T&A £000
Incoming Resources	471	Trade Debtors	86
Management Costs	(66)	Other Debtors	3
Results of ordinary activities	405	Cash	3
Gift Aid Payable to parent	(405)	Amount due to parent	33
		Amounts due to third parties	(125)
Retained Earnings	–	Net Reserves	–

7. Debtors and Prepayments

	Consolidated 30 June 2025 £000	Consolidated 30 June 2024 £000	BITC 30 June 2025 £000	BITC 30 June 2024 £000
Trade Debtors	1,196	1,324	1,110	1,263
Intercompany Debtor	–	–	–	–
Other Debtors	47	31	47	31
Accrued Income	368	687	365	684
Prepayments	216	197	216	197
Total Debtors	1,827	2,239	1,738	2,175

8. Cash at Bank and In Hand

	Consolidated 30 June 2025 £000	Consolidated 30 June 2024 £000	BITC 30 June 2025 £000	BITC 30 June 2024 £000
Current Accounts	0	0	0	0
Interest Bearing Accounts	5,754	6,558	5,750	6,550
Total Cash & Cash Equivalents	5,754	6,558	5,750	6,550

NOTES TO THE ACCOUNTS

9. Creditors: Amount Falling Due Within One Year

	Consolidated 30 June 2025 £000	Consolidated 30 June 2024 £000	BITC 30 June 2025 £000	BITC 30 June 2024 £000
Trade Creditors	46	97	46	86
Other Creditors	295	288	295	288
Intercompany Creditor	-	-	33	55
Taxation and Social Security Costs	396	410	396	410
Income in Advance	402	471	402	471
Def Inc – Fees and other income in advance (Note 10)	757	973	661	876
Accrued Expenditure	353	300	323	280
Total Creditors falling due within one year	2,249	2,539	2,156	2,466

10. Analysis of movement in fees and other income in advance

Where income is received that requires BITC to meet specific commitments or services to be delivered after the balance sheet date, they are carried forward as fees and other funds in advance and the income is recognised when those commitments have been delivered.

	Brought Forward 1 July 2024 £000	Released During Year £000	Deferred During Year £000	Carried Forward 30 June 2025 £000
Membership Services	646	(646)	313	313
Business Solutions	202	(202)	120	120
Other	29	(29)	229	229
T & A	24	(24)	95	95
Total	901	(901)	757	757

11. Lease Commitments

The company has financial commitments in respect of operating leases for land and buildings and office equipment which will terminate between one and five years from the Balance Sheet date. The total amount of future minimum lease payments under non-cancellable operating leases are:

	June 2025 £000	June 2024 £000
a)		
(i) Not later than one year	182	154
(ii) Later than one year and not later than five years	113	279
(iii) Later than five years	–	–
b) Lease payments recognised as an expense	190	196

NOTES TO THE ACCOUNTS

12. Capital Commitments

No material capital commitments were contracted for at 30 June 2025 (2024: £nil).

13. Taxation

As a registered charity Business in the Community is entitled to certain exemptions from corporation tax on profits from investments and any trading activities carried on in furtherance of the Charity’s primary objectives. Subsidiary trading companies pay any taxable profits to the Charity each year as Gift Aid and thus do not incur corporation tax.

14. Related Party Transactions

Details of the income and expenditure position and balance sheet for the subsidiary is shown in note 6 to the accounts. During the year the Charity recognised gift aid receivable from BITC Advisory Services Limited of £405K (2024: £450K). At the year end the amounts owed to/(by) the Charity were as follows:

Subsidiary	June 2025 £000	June 2024 £000
BITC Trading and Advisory	(33)	(55)
Represented by:		
Gift Aid Payable to Charity	405	450
Gift Aid Payments made on account	—	(245)
Allocated costs recharged to subsidiary	36	54
All Other transactions*	(474)	(314)
Total Owed to/(by) Charity	(33)	(55)

*All Other transactions represents receipts received and payments made on behalf of Trading and Advisory Ltd during the year.

All transactions between the charity and the subsidiary are reflected in the disclosure above.

The transactions with companies whose directors are Board members fall outside the disclosure requirements as they do not comprise related party transactions within the definition of the charities SORP. All such transactions including those disclosed have been carried out in the normal course of the charity’s activities.

NOTES TO THE ACCOUNTS

15. Business Names

The names used by Business in the Community for its principal initiatives are:

The Prince's Business Emergency Resilience Group (BERG)	Engaging business to help communities across the UK to prepare for, respond to and recover from emergencies
Responsible Business Awards	Recognise and promote best practice within all aspects responsible business
The Prince's Responsible Business Ambassadors	Empowering other organisations to deliver on the Prince's priorities on responsible business
The Prince's Seeing is Believing programme	Providing social insights for business leaders
The National Business Response Network	Linking business support to community requirements
The Responsible Business Tracker	Challenge, support and measure companies in their responsible business.
The Responsible Business Map	
Responsible Business in Action	
CR Academy	
Job Coaching	
Ban the Box	
Ready for Work	
Business Class	
Business Connectors	
Employee Volunteering	
Talent & Skills	Engage business to build sustainable and inclusive communities
Waste to Wealth	
Pride of Place	
The Skills Exchange	
Making Work Work	
Race at Work	Diversity and inclusion in the workplace
Gender	
Age at Work	
Wellbeing at Work	
International Tourism Partnership	Transferred to Sustainable Hospitality Alliance on the 30th Sept 2021. To encourage sustainable and responsible practice within the hospitality industry.
Youth Career Initiative	

NOTES TO THE ACCOUNTS

Acknowledgements

Our funds are received from many public, private and charitable sources, all of which are essential to our continued engagement and are valued and appreciated by BITC and its campaigns and regions. As the number of our supporters is considerable, we only list below those funds that we received during the year which are required to be disclosed under the terms of their funding agreements. All funds are applied in accordance with the terms of such funding agreements. These listed are not all and not necessarily the largest of the funds received, all of which have contributed to the activities undertaken during the year.

Provider	Project	FY 2024/25
A&O Shearman Sterling SSF	Time To Programmes	10,000
ABP Food Group	Action on Climate Change, NI	8,000
Age NI	Age @ Work in NI	18,310
Age NI	Movember Men's Health Project	10,300
Allstate	Time To Programmes	10,000
Assurant Foundation	Job Coaching	11,387
Baker McKenzie	Time To Programmes	5,000
Barclays	Delivery of Life Skills in NI	101,682
Barclays	Delivery of Life Skills in Wales & Scotland	292,454
Blackpool Council	Blackpool Pride of Place	20,000
Blackpool Council SPF	Shared Prosperity Fund	122,841
Cancer Focus NI	Charity Shops' Challenge	5,000
City & Guild Group	Job Coaching Project	25,650
Danske Bank	Business Action on Climate Change, NI	8,000
Department for the Economy NI	Business Action on Climate Campaign, NI	43,750
Department for the Economy NI	Opening Doors	25,000
Department of Justice	Ban the Box	6,198
Department of Agriculture, Environment & Rural Affairs NI	Business Action on Climate Campaign, NI	43,750
Department of Agriculture, Environment & Rural Affairs NI	Environmental Sustainability Programme	40,715
Department of Finance	Digital Assist	18,250
Encirc	Business Action on Climate Change, NI	8,000
Epic Futures	Carers NI	6,000
Extern NI	Moving Forward Moving on Project	21,291
Galgorm Resort & Spa	Work Inspiration Hospitality and Tourism Pilot Project	6,000
Halifax Foundation For NI	Community Connections	11,239
Lidl	Action on Climate Change, NI	8,000
Mid & East Antrim Borough Council	Work Inspiration Hospitality and Tourism Pilot Project	8,500
Newport City Council	Place Partnership (SPF)	115,430
NI Water	Business Action on Climate Campaign, NI	8,000

NOTES TO THE ACCOUNTS

Provider	Project	FY 2024/25
Right to Succeed	YFF Grant	117,182
System Operator, NI	Business Action on Climate Change, NI	8,000
The National Lottery Community Fund	NI Core	45,722
The Road Safety Trust Company	Responsible Driving and the Fatal Five	22,400
The Robertson Trust	Work Pathways Programme Award	75,730
Tourism Northern Ireland	Work Inspiration Hospitality and Tourism Pilot Project	8,500
Translink	Business Action on Climate Change, NI	8,000
WCVA	VW Strategic Grant	2,493
Welsh Government	Strategic Relationship & Support	35,000
Youth Futures Foundation	BITC & YFF Partnership	244,092



GOVERNANCE

Directors

The directors, who are the trustees, are elected by a decision of the Board. Directors are eligible for re-election every 3 years and are re-appointed to be a trustee by ordinary resolution of the Members. A list of present directors and those who also served during the year is set out at the end of this report.

Governance

The Board of Trustee Directors' role is to determine the charity's mission and purpose whilst guarding its ethos & values and ensuring that the charitable purposes as laid out in the constitution are upheld. The Board is responsible for ensuring that the charity complies with all legal and regulatory requirements, and wherever possible, upholds high standards of good governance. The Board ensures the provision of effective fiscal oversight and sound risk management, approves the Business Plan and annual financial statement and budget and ensures that finances are handled in the best interests of the charity.

The Board has detailed terms of reference which are reviewed and approved annually.

The Board has three sub-committees:

The **Finance & Audit Committee** is responsible for financial management & reporting, internal control & risk management, external audit, property and data protection.

The **Remuneration Committee** is responsible for setting the annual pay review for staff, after consideration of external benchmarking within the charity sector and negotiation with BITC's recognised union, for executive succession planning and overall reward and recognition for employees.

The **Nominations Committee** meets when required and is responsible for managing the selection process for the roles of the BITC Chair and BITC CEO, and makes recommendations to the BITC Board on the appointment of preferred candidates.

The Executive Team provides day-to-day management of the charity and monitors performance throughout the year.

BITC has Advisory Boards in the Nations of Northern Ireland, Scotland and Wales, and Regional Leadership Boards in the regions of England.

Incoming trustees receive an induction into the work of the charity and meet with the Chair, Chief Executive, Company Secretary and Chief Financial Officer.

The full **Board** met eight times in the year and:

- Reviewed and agreed the business plan and the focus of activities for FY 24/25
- Agreed the budget for the financial years commencing 1 July 2024 and 1 July 2025, and monitored financial performance and risk, supported by the Finance & Audit Committee
- Approved the Report & Accounts for the year ended 30 June 2024 and recommended its adoption by members in general meeting
- Recommended the re-election of three trustees; being Raman Bhatia, Jeremy Pocklington CB and Keith Weed CBE, each to serve a further three-year term
- Took an annual review of Safeguarding from Jane Ashcroft as Safeguarding Trustee, and later approved the appointment of Vicky Davies as Safeguarding Trustee following the resignation of Jane Ashcroft
- Took an annual review on People & Culture from the Head of HR
- Took a presentation on BITC's work in Northern Ireland from the Managing Director of BITCNI
- Monitored the retention and acquisition of members and supported the Director of Membership & Advisory Services in drafting a new value proposition for BITC, subsequently approved by the Board
- Discussed financial stability and performance
- Approved a recommendation from the executive on the annual pay review 2025
- Appointed Kieran Harding as Acting Chief Executive following the resignation of Mary Macleod
- Took assurance from the Finance & Audit Committee that there had not been any reportable incidents to the ICO.

GOVERNANCE

The **Finance & Audit Committee** met three times in the year to supervise the financial affairs of the Charity in relation to the plans approved by the Board, to report to the Board any significant variances against these plans, to oversee the relationship with external auditors, to review the statements on risk and on reserves in the report and accounts and to review the risks to which the Charity was exposed.

The **Remuneration Committee** met three times in the reporting period, discussed the pay review for FY 24/25, discussed executive salaries and key retention risks and BITC's wider benefits package.

The **Nominations Committee** met four times in the year to consider potential new appointments to the Board of Trustees.

Work also took place with the members of the Board and the Committees outside of the formal meetings.

GOVERNANCE

The present directors of the company are as follows:

Chairman

Peter Harrison³

Vice Chairman

Dame Alison Rose³

Directors

Zahra Bahrololoumi CBE, Chief Executive Officer, Salesforce UK & Ireland

Raman Bhatia, Chief Executive Officer, Starling Bank

Lucinda Charles-Jones², Non-Executive Director, Rank Group and Aon UK

Vicky Davies OBE^{2,3,4}, Chief Executive Officer, Danske Bank UK

Richard Hutton^{1,2,3}, Chief Financial Officer, Greggs

Jeremy Pocklington CB¹, Permanent Secretary, Department for Energy Security and Net Zero (resigned 5 November 2025)

Keith Weed CBE³, President, Royal Horticultural Society

The following directors have retired, who also served during the year:

Jane Ashcroft CBE, Chair, Good Gym (retired 10 December 2024)

The following non-Board members serve on the Finance & Audit Committee:

Victoria Akinboro, Director of Finance, Royal Air Force Benevolent Fund (retired 7 October 2025)

Noelia de Carvalho, Head of Financial Planning & Analysis Finance, MS Amlin

Nigel Hinshelwood, Senior Independent Director, Lloyds Banking Group and Bank of Scotland (retired 30 June 2025)

Caroline Riddy, Company Secretary, Insurance, Pensions & Investments, Lloyds Banking Group

Vice-Presidents:

Dame Julia Cleverdon DCVO CBE

Sir Stephen O'Brien CVO

Sir Mark Weinberg

¹ denotes serves on the Finance & Audit Committee

² denotes serves on the Remuneration Committee

³ denotes serves on the Nominations Committee

⁴ denotes serves as Safeguarding Lead

Advisors:

Bankers | **Barclays Bank PLC** 1 Churchill Place London E14 5HP

Solicitors | **Bates Wells & Braithwaite** 10 Queen Street Place London EC4R 1BE

Auditors | **Crowe U.K. LLP** 55 Ludgate Hill, London, EC4M 7JW

Business in the Community's Senior Staff are as follows:

Acting Chief Executive: **Kieran Harding**

External Affairs Director: **Gail Greengross LVO**

Acting Managing Director BITC NI: **Dr Lisa McIlvenna**

Community Impact Director: **Sue Husband OBE**

Chief Financial Officer: **Charlie O'Neill**

Advisory and Member Services Director: **Harriet Walker**

Company Secretary: **Lesley Wolfenden LVO**

Nations Directors:

Scotland: **Louisa Macdonell**

Northern Ireland: **Dr Lisa McIlvenna**

Wales: **Tracy Rees**

The following senior staff have retired, who also served during the year:

Mary Macleod: Chief Executive (retired 29 October 2025)

Registration Details

Business in the Community is registered as a charity in England and Wales (297716) and Scotland (SC046226)

Company limited by guarantee No 1619253.

Registered Office:

137 Shepherdess Walk, London N1 7RQ Telephone 020 7566 8650

Website: www.bitc.org.uk

The Seeing is Believing Council:

- Chair: **John Studzinski CBE**, Founder and Chairman of Genesis Foundation, Managing Director & Vice Chairman of PIMCO

GOVERNANCE

Leadership Team Chairs:

- Climate Action | **Claudine Blamey**, Chief Sustainability Officer, Aviva
- Employment & Skills | **Steven Cooper CBE**, Chief Executive, Aldermore Group
- Gender | **Sarah Bentley**, Non-Executive Director, Lloyds Bank
- Race Equality | **Richard Iferenta**, Partner, KPMG
- Wellbeing | **Siobhan Moynihan**, CFO, Bupa Global, India & UK

Taskforce Chairs

- Place | **Lord Steve Bassam**, Place Director, Business in the Community

Leadership Board Chairs:

- East of England | **Jason Tucker**, Director of Commercial Operations, Anglian Water Services
- East Midlands | **Dave Richards**, Head of Corporate Responsibility, Capital One UK
- North East | **Nigel Simpson**, Head of International, Greggs
- North West | **Sophie Seddon-Hall**, Non-Executive Director, Novus Property Solutions
- South East | **Nick Potter**, Chief Financial Officer, Simplyhealth
- South West | **Brian Swallow**, Vice President & General Manager, Enterprise Mobility
- West Midlands | **Pete Westall**, Chief Values Officer, The Midcounties Co-Operative
- Yorkshire and Humber | **Rachel Fellows**, Collaborative CEO, Bettys & Taylors Group
- London | **Dean Dennis**, Managing Director, Verizon UK Limited

Scotland

- **Judith Cruickshank**, Managing Director, Commercial Mid-Market, Scotland, NatWest Group

Northern Ireland

- **Vicky Davies**, Chief Executive, Danske Bank

Wales

- **Peter Perry**, Chief Executive, Dŵr Cymru Welsh Water



**JOIN US ON THE
RESPONSIBLE BUSINESS
JOURNEY WORKING
TOGETHER FOR PEOPLE,
PLANET AND PLACE.**



Business in the Community (BITC) champions responsible business as essential for long term economic growth and resilience. We convene, campaign, and consult with business to tackle society's most pressing challenges, from climate change and place-based regeneration to inequality, workplace wellbeing, and inclusive growth.

Founded by His Majesty King Charles III in 1982, BITC has over four decades of experience in engaging business and delivering measurable impact in both business and in communities through evidence-based interventions. As a trusted partner to business and government, BITC convenes leadership, influences policy, and accelerates action—helping shape a future-ready economy that works for everyone.

Business in the Community

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