



The Prince's
Responsible
Business Network



Business in the Community

ANNUAL REPORT

2021/22



FRIDAY



ABWM009

A09

03/02/2023

#86

COMPANIES HOUSE

The Directors of Business in the Community (BITC) present their Annual Report for the year ended 30 June 2022, which incorporates, within pages 5-45, a strategic report under the Charities Act 2011, the Companies Act 2006 and the Charities and Trustees investment (Scotland) Act 2005 and related regulations.

CONTENTS

LEGAL NOTE	02
TABLE OF CONTENTS	03
CHAIR'S INTRODUCTION	04
FOREWORD	05
INTRODUCING BUSINESS IN THE COMMUNITY	07
OUR MEMBERS	09
BITC'S 40TH ANNIVERSARY	12
OUR ADVISORY SERVICES	15
OUR WORK IN COMMUNITIES	19
THRIVING COMMUNITIES	24
OUR MEMBERS IN NORTHERN IRELAND	27
OUR CAMPAIGNS AROUND OUR FOCUS AREAS	28
OUR PEOPLE	37
NET ZERO	40
OUR FUTURE PLANS	43
FINANCE REVIEW	46
AUDITOR'S REPORT	53
STATEMENT OF FINANCIAL ACTIVITIES	57
BALANCE SHEETS	58
CASH FLOW STATEMENT	59
NOTES TO THE ACCOUNTS	60
GOVERNANCE	78

CHAIR'S INTRODUCTION

Both the UK and the international community have been faced with continued instability over the past year, and business has had to look for new ways to move forward over unsteady ground. Organisations have had to dig deep into their purpose and values to guide them through tough decision-making processes, and seek guidance from Business in the Community (BITC) and the leadership and best practice provided by The Prince's Responsible Business Network.

As we focused on growing our movement, we simplified and further refined our membership proposition, giving members a new understanding of the tools at their disposal and how to use them. We have already seen the number of signatories to BITC's Race at Work Charter grow to more than 900, covering almost 6.2 million employees whose employers have committed to improving the quality of opportunity in their workplaces. The Opening Doors campaign now covers more than 459,085 roles in the UK, a great milestone in creating access to good, sustainable employment. In partnership with *The Times*, we had a record number of entries for the Top 50 Employers for Women, the UK's most highly-profiled and well-established listing of employers leading the way in striving for gender equality in the workplace.

Our work to deliver a Just Transition, and our Seven Steps for Climate Action, were both launched at COP26 in Glasgow, where we also shared 26 stories of businesses taking action. Now, 68.3% of our members have commitments to a climate action plan. Our work on Place has gone from strength to strength, and we're now focused on transforming nine places in the UK which do not just have significant levels of disadvantage but also possess the greatest potential for change. As the movement grows and we accelerate action on these issues, our campaigning, delivery programmes and advisory work are sought out as key cornerstones for change.

This positive change would not be possible without the help of our network. So, I would like to say 'thank you' to the BITC Board, Advisory Board, Leadership Teams, Regional and National Leadership Boards and The Prince's Responsible Business Ambassadors for their continued commitment to BITC as an organisation and their dedication to the responsible business movement. I would also like to thank Amanda for her hard work over the past 6 years, her determination to transform BITC into the organisation it is today and her passion for BITC's mission; she leaves this organisation all the better for her leadership.

With businesses more aware than ever of their power to create positive impact, BITC's ability to promote collective, constructive responses to societal and environmental challenges will help those who need it most.

GAVIN PATTERSON

Chair, Business in the Community



FOREWORD

This year is Business in the Community's (BITC) 40th anniversary. It is a milestone made no less momentous when you consider the challenges of the last four decades. The year presented us with an opportunity to grow the movement and raise the profile of our network with the support of our Anniversary Partners and founding members – companies who have supported BITC from the beginning, playing a pivotal role in our story and our success. They have also helped transform British business, making it fairer, more inclusive, and greener. While the job is far from done, BITC and all its supporters over the years should take a bow.

With the publication of our This Much We Know report and historic timeline, we were able to bring the impact and legacy of BITC and its Royal Founding Patron to life. A rich history interwoven with the evolution of responsible business, starting out as hand holding in the 1980s, to rapid growth and expansion in the 1990s, and business as a force for good in the 2000s. Simplicity and focus came in the 2010s, followed by the rise of Purpose as a guiding principle for business beyond profit, which now sits at the heart of our work. Within this, we have captured the growth of our campaigns, the learnings, the stories, and the contributions of some selfless and determined individuals. This is perhaps best showcased by our newly established Alumni network which currently stands at over 500 people and grows daily.

This year also coincided with a time in which the nation had been walking on a tightrope, coming out of a pandemic, and witnessing war in Ukraine and rising inflation in the UK. It was a time when the most disadvantaged in our society were, yet again, the most heavily impacted. We called on companies to step up and be faster, braver and bolder in their responsible business actions; to be fairer,

greener, and work together. This has been a year of social issues – from the post-pandemic employment shock and the refugee crisis, to the communities that desperately needed 'levelling up' and the cost-of-living crisis. Companies realised they needed to work with their people and think about them more than ever, as well as think about the communities around them.

When faced with these issues, BITC did what it does best. We launched our Opening Doors inclusive recruitment campaign, aiming to make two million jobs more inclusive and accessible by 2025. We implemented a refugee arm to our job coaching programme, identifying those who were ready and would benefit from business-led coaching. We set out actions for businesses to help their employees, customers and communities during the cost-of-living crisis. We ran an anniversary programme of The Prince's Seeing is Believing (SIB) visits to Bradford, Coventry, Rochdale and Norwich. By highlighting the unique challenges faced by these 'forgotten' places and demonstrating how collaborative business intervention can achieve transformational and sustainable change, we inspired business leaders to act on the inequality and lack of opportunity in their local communities. The success of these visits resulted in three-year funding from Salesforce to continue the programme.

It's often forgotten that BITC, the largest and oldest organisation of its kind in the world, is also a mutual, where as a member you vote on our trustees, our strategy, and our finances. We are nothing without our network.



FOREWORD

BITC's ability to address the issues of the day, from the 1980s to today, demonstrates the enduring power, strength and importance of our network.

As my tenure as Chief Executive comes to an end, I hand over its stewardship knowing it will continue to thrive. My hope is that it will amass an ever-growing swathe of advocates in all corners of the globe capable of enormous impact: the irrefutable beacon of responsible business in the UK and beyond. BITC was built on the shoulders of giants, but I know it takes many more people to keep it standing. With this in mind, I cannot thank my dedicated colleagues, our trustees and BITC's loyal members enough. You make us who we are and all power to you for the future as we make our world fairer and greener together.

AMANDA MACKENZIE, OBE
Chief Executive
Business in the Community



INTRODUCING BUSINESS IN THE COMMUNITY

WHO WE ARE AND WHAT WE DO

Business in the Community and our network of business members are leading a movement to create a fair and sustainable world in which to live and work. Formed in 1982, and with His Majesty King Charles III as our Royal Founding Patron, we are the largest and longest-established membership organisation dedicated to responsible business.

We work and campaign with more than 600 members to continually grow their responsible business practices, uniting our efforts for greater social and environmental impact in our communities.

OUR FOCUS

We grow the responsible business movement and collectively create a greater impact focused on the following:

- Developing a skilled and inclusive workforce
- Ensuring ways of working are good for everyone
- Delivering a just transition to the climate crisis and regenerating the planet
- Building thriving communities

WHY JOIN

CONNECT

Confidently drive action alongside more than 600 business members and local community partners.

GO FURTHER, FASTER

Stay ahead in a changing world with expert advice, best practice, research, training, and our Responsible Business Tracker® tool.

LEAD AND INFLUENCE

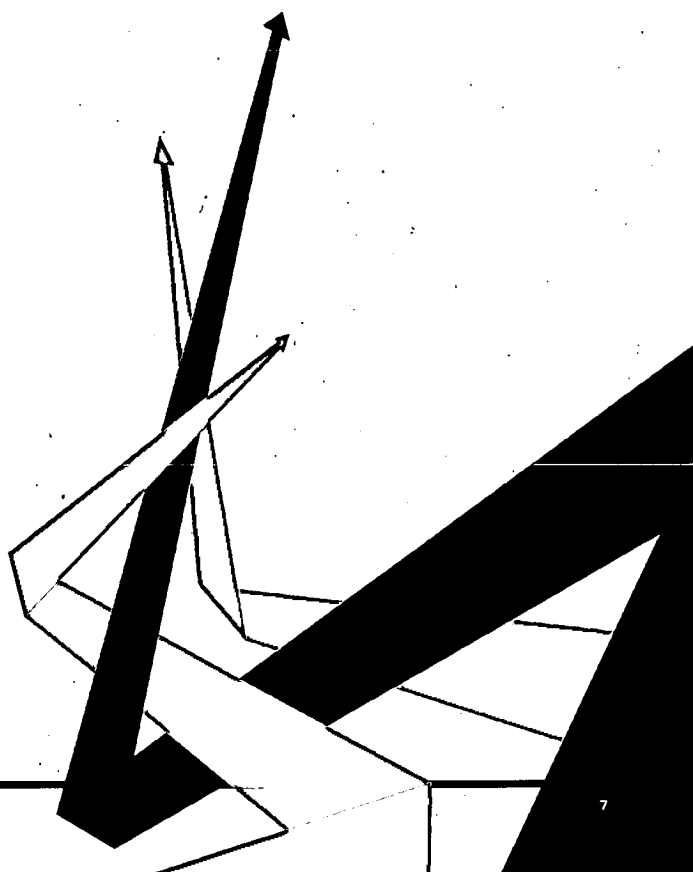
Inspire and engage colleagues, leaders, and the wider business community through BITC's senior peer networks, partnerships, platforms, and high-impact campaigns.

WHAT WE ASK

- Take action to be the most responsible business you can through a journey of measurable improvement
- Embed responsible business at every level throughout your organisation
- Share your journey and take pride in your leadership as an advocate for change across your networks

OUR VISION

We want the UK to lead the world in responsible business.



INTRODUCING BUSINESS IN THE COMMUNITY

BITC defines a responsible business as a healthy business. It is one that puts creating healthy communities and a healthy environment at the centre of its strategy to achieve long-term value. Our Responsible Business Map® guides our members on a journey of continuous improvement, working across the whole responsible business agenda.

The outer part of the Responsible Business Map® shows the areas business should work on to achieve positive societal and environmental outcomes, summarised as Healthy Communities and Healthy Environment. There are five aspects to being a Healthy Business, represented in the inner map. For each area of the map there is a desired outcome to strive for, based on the UN Sustainable Development Goals (SDGs or Global Goals), and actions business can take to achieve them.

HEALTHY BUSINESS

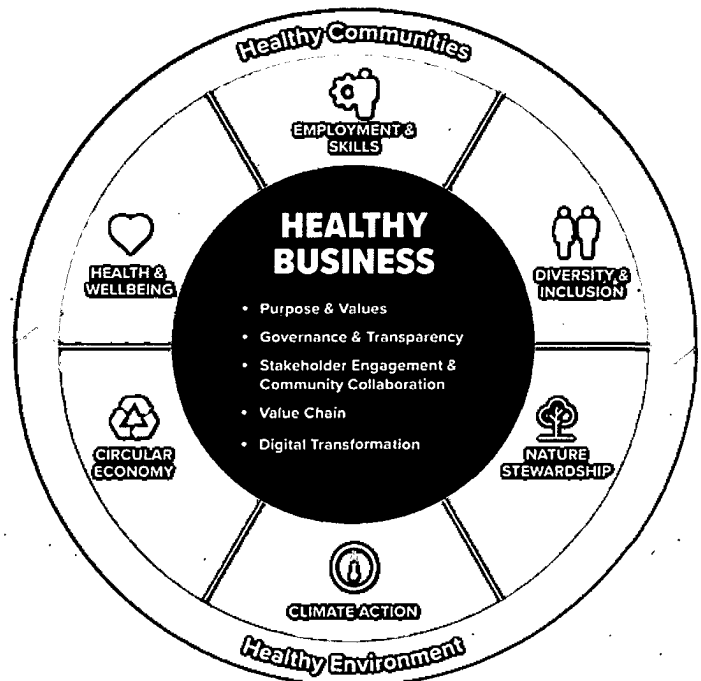
To be a responsible business, organisations need to be underpinned by responsible governance and transparency. The inner part of the Responsible Business Map® lists five aspects a business needs to consider in this area. These need to be accompanied by leadership at every level.

HEALTHY COMMUNITIES

BITC's Healthy Communities focus is about influencing responsible business practices that make jobs accessible and attractive to all. Once people are in post, employers need to ensure their employees are healthy, happy and engaged. They should feel they belong, have a voice, are valued and are able to be their true selves.

HEALTHY ENVIRONMENT

BITC's environment campaign encourages innovative and transformational change at the core of businesses. Our programmes focus on building a one-planet economy that delivers lasting prosperity through the Global Goals.



OUR MEMBERS





OUR MEMBERS

Growing the Responsible Business Network

BITC depends on the actions of its members to deliver on our purpose. With more than 600 members, our network encompasses businesses of all sizes, sectors and locations which gives us unbeatable reach into communities across the UK, and rich insight into what works and what still needs to be done. Through their action, advocacy, and honest collaboration away from commercial agendas, our members become our agents of change. Growing our network is therefore synonymous with growing our impact.

We are empowering our members, leaders and their employee armies to work with us to reach more businesses through their value chains. We are also collaborating in new ways with sectors and strategic partners to lift up the importance of responsible business in solving the cost-of-living crisis and ensuring we are Planet Positive by 2030. We are launching a series of Responsible Business in Action events across the UK to share best practice and co-create solutions for our communities, which will be supported by The Prince's Seeing is Believing visits for the UK's business leaders to enable faster, braver and bolder behaviour change.

In 2021/22, BITC embarked on a three-year strategy to grow our membership at scale. The reason for doing this remains constant: the more members we have, the better engaged and more connected they are with our areas of work and the longer they stay with us, the greater the change and resulting long-term impact on society and our planet.

Against our 2021/22 goals:

- We grew our membership in Great Britain from 365 at the start of the year, to 428 at the end – an increase of 17%
- We achieved a membership retention rate of 85% (by number of members)

2021/22 PROGRESS

During 2021/22, we saw our planned growth in membership begin to materialise along with stability in our current membership. We saw an increase in total new members secured (a new record) and the stabilisation of our retention rate, both of which are critical if we are to meet our charitable objectives. Members responded well to our value proposition and approach, with our Net Promoter Score (NPS) increasing from +10 to +41 in three years, and all products receiving positive feedback (no product has less than 75% satisfaction).

As shown by the progress in net membership, retention and satisfaction, it has been a strong year of progress towards our aim of growing the Responsible Business Network.

This success has been driven by:

- Our value proposition, which is now embedded along with the First 100 Days process, ensuring all new members have a consistent and excellent experience of BITC
- Our Relationship Managers, who continue to work with our members to fully understand their needs and then work closely with fellow colleagues to deliver appropriate services that meet that need

CASE STUDY:

VVB ENGINEERING TAKES PART IN SKILLS EXCHANGE

BITC's Skills Exchange leverages the skills and time of our members' employees to actively support the communities they live and work in. Through the programme, we connect volunteers from member businesses with community organisations to address community issues around inequality, mental health and wellbeing, and climate action.

One BITC member driving the success of Skills Exchange is VVB Engineering, an electrical and mechanical contractor working in the infrastructure sector who is passionate about delivering social value. VVB has encouraged staff to apply for skilled volunteering opportunities through BITC to develop their own skills and improve employee wellbeing by contributing to initiatives that truly make a difference.

Beth, Senior Sustainability Advisor at VVB shared how valuable BITC's network has been in connecting with their community. "Social value is key to us as a business, we believe it's the right thing to do but as an SME we often struggle to find the time or resources to make connections and set up the volunteering partnerships needed. Without the contacts from BITC, the time it would take to find the right contacts in the right locations would be near-impossible. The opportunity for online volunteering also means that we can target these localities without having to physically visit these locations and as a result, we are saving travel time and carbon footprint in doing so."

A mutually beneficial support model

Our Skills Exchange programme exists to build the capacity and capability of community organisations to deliver key services to their community, but it also adds

significant value for members like VVB who have made invaluable connections within their community. So far, VVB has been matched with eight charities and community organisations. They have helped support Finance, HR, Business Planning, Wellbeing, Global Goals and Bid Writing. Through BITC's connections, they have even developed long-term strategic partnerships with a number of organisations including Ronald McDonald House Charities (RMHC) to whom they provide five volunteers a month to help around a family house.

VVB also helped Risca CV19 Volunteers, a community charity supporting the most vulnerable people in Torfaen South Wales, by providing bid writing advice for a recent funding application. Risca CV19 Volunteers run various projects from food collections to school uniform recycling and wellbeing initiatives and rely on funding to support their amazing work: "VVB steered us through a lengthy and complicated funding application process, and we are really grateful for all the time they have dedicated to our project."

VVB staff were equally pleased to help Risca CV19 Volunteers and shared their passion for the project "It was a pleasure to work with Risca CV UK. Their dedication to serving the community during the COVID-19 pandemic was amazing. Their kindness continues with now over 200 registered volunteers supporting 300 families and individuals every week. Everything is crossed they receive the funding."

BITC'S 40TH ANNIVERSARY

THANK YOU TO ALL OF OUR ANNIVERSARY PARTNERS:



BARCLAYS



bp

DIAGEO



M&S
EST. 1884



NatWest



BITC'S 40TH ANNIVERSARY

In Autumn 2021, with the support of eight of our Founder Members and **Salesforce**, we began a schedule of activities to celebrate and commemorate BITC's 40th anniversary. We sought to **GROW** the responsible business network, capture the collective learning from the last 40 years and the **LEGACY** of His Majesty King Charles III, our Royal Founding Patron, leadership and vision to demonstrate our **IMPACT**, and to help shape our future agenda. Our aim was to also provide BITC colleagues with a shared sense of pride in our history and excite them about the opportunities of working here for the future. We developed our first UK-wide marketing campaign, – Making Work Work (MWW) to raise our **PROFILE**.

The MWW campaign achieved up to 80 million adult views during Phase One, as well as six months' worth of web traffic to our 'Join Us' page in just over two weeks – a 42% uplift to our home page views. We published the first-ever consolidated history of BITC in our This Much We Know report and the BITC Timeline, which has been viewed almost 500 times. The Prince's Seeing is Believing (SIB) Anniversary visits took business leaders into communities to drive our Place strategy; 80% of attendees have committed to further action. Since our Bolder Leadership Reception, there have been 42 additional signatories to our Race at Work Charter. The Alumni event, and establishing the Alumni network, helped us reconnect with more than 500 people who had previously worked for, or with, BITC.

The MWW campaign is one of the pillars of our 40th anniversary year. The UK-wide out-of-home marketing campaign, supported by an active LinkedIn media campaign, is a first for the organisation. It will appeal to all people, not just businesses, helping viewers understand what it really means to be a responsible business.

Launched in Euston Station in March, the campaign had a reach of more than 923,000 across social channels.



The first call to action to **Work It Faster, Braver, Bolder**, challenges companies that want to be responsible in their actions to do it faster, not be afraid to make the more difficult decisions and be bold in working at scale with others – all for the benefit of people and the planet.

WORK IT
FASTER
BRAYER
BOLDER

BITC'S 40TH ANNIVERSARY

The second call to action is to **Work It Fairer, Greener, Together**. This part of the campaign drives the thinking around how a company acts, ensuring it is making work work with a fair and equitable workplace for everyone, proactively and positively impacting the planet, and working as the best corporate citizen it can be in communities across the UK.

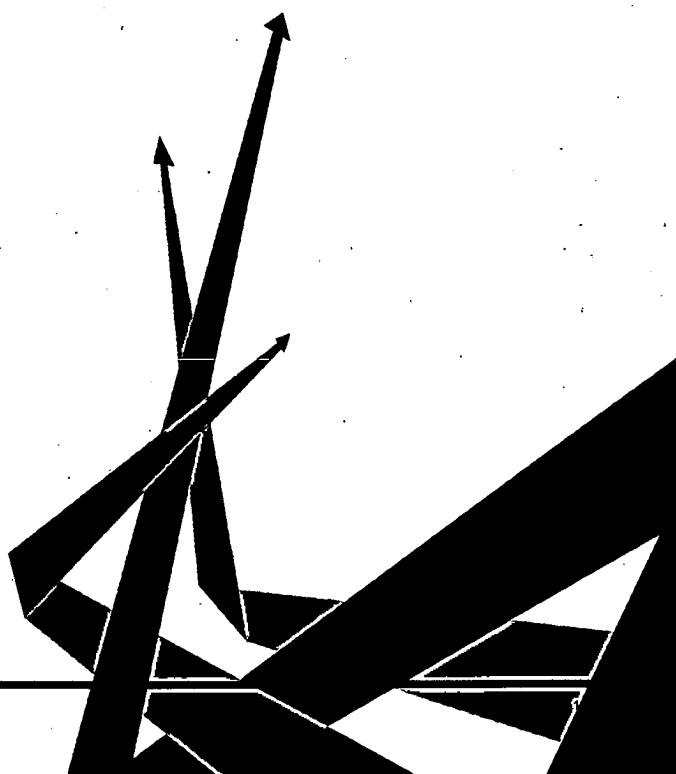
**WORK IT
FAIRER
GREENER
TOGETHER**

The campaign has been supported by our 40th anniversary partners, and in September, it was bolstered by the addition of 22 MWW member companies who partnered with us to amplify the campaign. These include: **Amey, Axis Europe, Bishop Fleming, BT, EDF Energy, Ford UK, FSCS, Greggs, Hydrock, LSEG, Noble Foods, Orbit Group, Osborne Clarke, Pfizer, Shoosmiths, Thames Water, TLT Solicitors, Unum, Veolia, Verizon, Watches of Switzerland, and Worldline.**

From September to December, these companies, along with our anniversary partners will profile the campaign, our work with them, and their additional work under the banners of #WorkItFairer, #WorkItGreener, and #WorkItTogether, across their digital channels, and provide a media route to market to amplify responsible business even further. An example is **Bishop Fleming**. It is using the campaign at all of its Careers' Fairs for the next year, and Worldline, who will promote Making Work Work via its Fuel Genie card.

Throughout our anniversary year, we have continued to use the MWW campaign to drive brand awareness, encourage membership growth, highlight the impact of our campaigns, and share stories. We convened our Founder Members for dinner to demonstrate the collective impact of BITC. To raise our profile amongst MPs and Lords, we showcased our work at a **Parliamentary Reception at the House of Lords**.

We also worked to establish our **BITC Fellows**. Our SIB leaders will reunite at the Report Back event to share actions taken as a result of the visits and reflect on the collective action needed. We used **RB Live 2022** to close the anniversary year and share the legacy from the year including new C-suite engagement opportunities through The Prince's Seeing is Believing programme, a simplified storytelling mechanism as a consequence of the MWW campaign, a new marketing channel through the Alumni, our consolidated history, and a stronger simpler member proposition to shape our ongoing relationships with members and support new member acquisition.



OUR ADVISORY SERVICES





OUR ADVISORY SERVICES

2021/22 Goals and Progress

BITC Advisory Services helps us drive impact across the Responsible Business Map® and enable us to tailor our campaign calls in a way that best caters to our member needs. We work directly with our member organisations to drive positive change for diverse stakeholder groups, to evolve their business practices to become more sustainable and make positive contributions to the communities in which they operate.

We offer a wide range of advisory and training solutions via our expert Advisers, who work across five key areas:

- Responsible business strategy and purpose
- Inclusion (with a particular focus on gender and race)
- Wellbeing
- Social impact
- Environment

Our Advisory Team is also able to offer crosscutting and intersectional support, working with our members to respond to the opportunities and challenges that the journey to becoming a responsible business present. Increased regulation, an enhanced understanding of the importance of employee engagement, and a recognition of the risks associated with not acting mean that demand for advisory support across all areas of responsible business is growing.

In 2021/22 our Advisory product Net Promoter Score (+52), high member retention for our advisory packages (85%), and the growth in the number, size and repeat nature of our consultancy projects, confirm the opportunity that this part of our value proposition provides as an enabler for responsible business across the UK.

The nature and complexity of issues that businesses are coming to us for support with is also evolving, and so our ability to provide cross-cutting advice and support is evolving with this demand. A key element of this is BITC's ability to provide in-depth support for our members, through large scale stakeholder mapping and engagement projects, to organisation-wide training on key responsible business issues.

New products and services

To continue to engage our members and push their responsible business capabilities, we are developing new and improved advisory products and services across the Responsible Business Map. We have recently developed a Theory of Change, mapping our advisory products and services against the societal changes that we want to see and to help us identify opportunities to develop new products and services to drive further impact.

The Advisory Services Responsible Business Strategy and Purpose Team are working together with the Campaigns and Content Team to develop new products alongside the Responsible Business and Strategy campaign. This includes new workshops on purpose and governance, and new advisory support around responsible decision making.

Within Inclusion and Wellbeing, we have developed new data diagnostics and strategy frameworks, which our Advisors are using to support members in these key areas. We will also maintain our focus on senior leader engagement as a pivotal route for change for all areas of responsible business. We are developing new workshops to engage senior leaders and support them to think about the impact of business and investment decisions, the importance of appropriate governance and accountability, and the need to seek diverse perspectives when making those business decisions.

OUR ADVISORY SERVICES

Our Environment Advisory Services support organisations to set and embed an environment strategy and accelerate their reduction in greenhouse gas emissions. Increased regulation means there is more demand for this advisory support, and we are maintaining our efforts to respond to this.

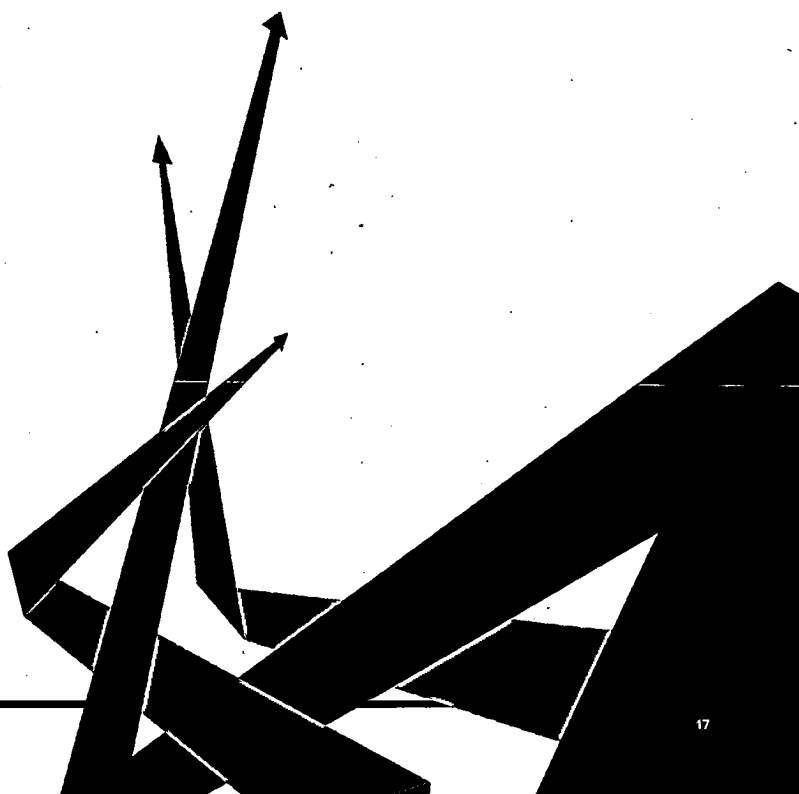
We have repositioned our Community advisory offer as Social Impact advisory, focusing on supporting members to enable social mobility and to take a place-based approach to maximise sustainable impacts. A key element of this approach is evolving our offer to support BITC's response to the cost-of-living crisis, which includes a new workshop developed for this purpose, along with an increased focus on financial wellbeing and other areas in which our members can support their employees and their communities through the crisis.

As well as developing new products across all areas of Responsible Business Advisory, we are enhancing our capacity to deliver large change programmes for our members. These include in-depth reviews of an organisation's strategy, through stakeholder

mapping and engagement, and analysis of data and existing policies and processes.

We are also expanding our capacity to deliver large scale training programmes for our members' employees. Whether training on Race equality, key Wellbeing issues or Environmental topics, we design programmes that target and support senior leaders, line managers and the general population, ensuring the entire organisation is set up to make positive progress against their ambitions.

BITC has a unique ability to convene, and our training offer provides a route for us to do that and to bring together practitioners and issue-area professionals from our members to learn from our experts and to learn from each other. A key area of focus for growth this year is the promotion of our Responsible Business Management Training and our new Diversity and Inclusion Manager Foundation Training programmes. These programmes enable our members to learn and explore best practice through a series of workshops and interactive education sessions delivered by our expert advisers.



CASE STUDY:

ALLIANZ UK – RACE AT WORK & INCLUSIVE LEADERSHIP PROGRAMME CASE STUDY

Allianz UK signed BITC's Race at Work Charter in September 2020, a key milestone on their Diversity & Inclusion journey. After signing the Charter, they were keen to take action straight away, and conducted an internal survey of their employees. As a result of this, they identified the need to explore differences in perceptions and understanding and decided to create a learning pathway for all 8,000 UK based employees, specifically addressing race at work.

BITC worked closely with Allianz to design a programme of learning activity to drive inclusion within the business. This includes pre-learning materials and a series of webinars and workshops for key audiences. BITC are working with Allianz to deliver:

Race at Work webinars for all 8,000 employees, looking at the case for change and learning by hearing Allianz employees tell their own stories and describing their lived experience both inside and outside the workplace. Participants learn about terminology and micro-aggressions before exploring what it means to be an ally and the positive actions they can take following the session.

Inclusive Leadership workshops for all middle and junior managers, taking a broader view than Race alone, supporting Allianz's managers to become inclusive leaders and enabling them to build and guide high performing diverse teams. These sessions help managers to understand their personal leadership behaviours and develop practical inclusive leadership tools to use in their roles.

Strategic Inclusion workshops for all senior leaders, builds on the themes from the Inclusive Leadership workshops and focuses on action planning and capacity building for

senior leaders to change culture internally. By creating action plans, senior managers are empowered to drive change and develop their inclusive leadership skills whilst being held accountable to their own targets, resulting in a wider impact across the business.

A vital part of the programme is evaluating and demonstrating the impact that the learning pathway is having on employees and the business. To do this, we have implemented pre- and post-surveys for all Allianz employees to demonstrate the distance travelled against key measures identified between BITC and Allianz.

Phase 1 of the programme has already seen over 2,600 Allianz people move through the programme with very positive results:

- The number of employees who feel comfortable that they know what terminology to use around race and ethnicity has increased by 20 percentage points
- The number of employees who know what they can do to help everyone feel truly included in their workplace has increased by 23 percentage points
- The number of employees who understand what it means to be an ally has increased by 26 percentage points

The programme will have been successfully delivered to 8,000 Allianz employees by the end of 2022.

OUR WORK IN COMMUNITIES



OUR WORK IN COMMUNITIES

Our 2021/22 goals were set against a backdrop of the COVID-19 pandemic, with restrictions still in place on mixing with others – even outdoors. We set ambitious targets to bring the power of our responsible business network to support communities in the aftermath of the pandemic, and to support individuals whose employment was impacted by the pandemic to develop new skills and move into new jobs.

In 2021/22, we:

- Supported 358 people to develop new skills and confidence to secure new work
- Supported 2,937 people to develop skills, knowledge and confidence for work and life
- Supported 1,240 community organisations with skilled volunteers and resources to continue their essential work

As we look forward to the year ahead, the cost-of-living crisis is impacting every family and community across the UK. Foodbank use continues to rise, rising costs are causing money worries and putting pressure on advice and support services, and it's forecasted that 10.7 million households will be living in fuel poverty by Spring 2023. Over the coming year, BITC will be focussing its support to communities on those organisations and issues that are helping people with the cost-of-living crisis, helping them to reach more people, streamline operations, and secure the resources to scale up their vital work.

National Business Response Network

BITC's response to COVID-19 saw the establishment of the National Business Response Network, the business sector coming together to mobilise resources and skills to support communities to get through the worst of the pandemic.

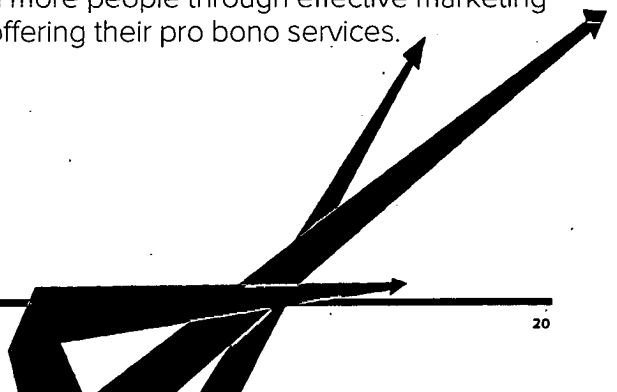
Support from our headline sponsors **AXA, Covid-19 Support Fund, and LSEG, along**

with our partners Barclays, UPS and Nominet, enabled us to rapidly get the right support, to the right people, at the right time. The Network met more than 6,000 requests for support, reaching close to 2 million people.

Donations, such as food and personal protective equipment (PPE), helped keep people safe and fed, while digital devices ensured that the most vulnerable in our society were able to stay learning and connected. The invaluable contribution of professional skills from BITC member companies helped organisations to take their services online, reach newly vulnerable people, and reinvent their business models.

From Stornoway to Swansea, Belfast to Bournemouth, communities across the UK benefitted from a scale of support only possible thanks to the incredible support of our members, providing proof of the power of our network to drive impact.

As society once again began reopening, and lives returned to a new sense of normal, the need for support for community organisations to access professional business skills to innovate and transform their business models remained. In response, we launched Skills Exchange to bring professional skills to frontline community organisations working to address inequality, improve wellbeing, and tackle the climate emergency. Since launching, our members have stepped up and supported community organisations with over 230 requests for support. Members' skills have been used to help community organisations deliver their key services, from translating materials for refugees to helping organisations reach more people through effective marketing and offering their pro bono services.



CASE STUDY:

NBRN PARTNERS HELPED KEEP COVID-19 OUT OF HOSTEL FOR HOMELESS

One of the country's largest homeless hostels has been able to shield residents through the pandemic thanks to donations made through the National Business Response Network (NBRN).

Caritas Anchor House provides support to homeless adults in the London borough of Newham, which has the highest rate of homelessness in the UK.

Recruiting more staff and extra cleaning kept the infection risk inside the building to a minimum, but more help was needed.

Andrew Warburton, corporate partnerships specialist at Caritas Anchor House, said: "It was important to reduce the amount people needed to venture out into the local area as the COVID-19 rate was very high. As well as PPE, we needed basic items like food and toiletries."

Andrew contacted NBRN, a BIC programme set up during the first national coronavirus lockdown to offer rapid response to vulnerable communities.

A host of businesses stepped up to answer the call. Donations ranged from face shields from the insurer Axa, T-shirts from Marks & Spencer and Easter eggs from Nestle, through to biscuits from McVities, face masks from infrastructure specialists Costain, disposable cups from coffee chain Costa and bao buns courtesy of train operator LNER. Charity Relief Aid Logistics were also on hand to deliver the items from donor to doorstep.

Andrew said: "Knowing there was support out there from these businesses was a huge boost to residents' morale."

"More than a year into the pandemic we have not had one confirmed case of COVID-19 among our residents. It's nothing short of miraculous."

NBRN partnership assists school's food bank

A school in one of the UK's most deprived areas has hailed the NBRN for securing a large donation for its pandemic food distribution programme.

Manorfield Primary School is based in the London borough of Tower Hamlets, which saw some of the highest infection rates after the first coronavirus lockdown began in March 2020.

Manorfield Headteacher Paul Jackson said: "When COVID-19 struck we hit a huge barrier. Many of our families, particularly those from multi-ethnic backgrounds, live in multi-generational households. Many of those families saw deaths, and unemployment was heightened as work in industries like the restaurant trade, disappeared completely. As a school, we can recognise when people face difficulties and could see there was a need for basic essentials."

A community food bank was established within the school and Paul enlisted the help of NBRN, a BIC programme created in response to COVID-19 to deliver rapid support for vulnerable communities.

The connection soon paid dividends, as natural soft drinks company Nexba offered several thousand bottles of sugar-free flavoured fizzy water.

Paul said: "Sometimes there is a stigma attached to going to a food bank, but families were much more comfortable coming to us." Working with the Tower Hamlets central food hub, other food banks and their charity partners, Manorfield was able to distribute the Nexba drinks to families across the borough.

SKILLS EXCHANGE

Driving positive localised impact by building healthy, diverse and skilled communities which enable all members to prosper and thrive.

Skills Exchange webinar series

BITC's Skills Exchange webinar series has supported more than 157 organisations to scale their impact and reach thanks to free skills training from our membership. Community organisations working on issues such as climate action, domestic abuse, and food poverty, received training to enable them to secure funding for their work, reaching more beneficiaries with their services and address the sector's recruitment challenge.

93%

reported that the content delivered by BITC members would help them in their role

75%

felt better equipped to support their beneficiaries as a result of the training

"I was delighted to be asked to be part of and support the recent series of workshops organised by BITC to support charities and community organisations. It provided us with a great opportunity to connect with community organisations and support them in developing their skills, knowledge and confidence. Providing workshops like this to help build and develop the capacity of the sector can only be positive in the long term, and enable organisations to operate more effectively and secure more support to deliver their valuable work."

Clare Beaven, DWF Foundation and Community Investment Manager

"It was refreshing to think about who we are trying to target and how best to reach these audiences. Your session gave me good ideas on what to do next, especially in creating interesting content. Thank you BITC for all the different areas of support you give, it's very much appreciated."

Black Country Women's Aid



DEEPENING THE ENGAGEMENT WITH OUR MEMBERS

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're able to leverage the unique strengths of business, and help bring our members' ambition for impact to life.

Through our longstanding relationship with BITC Founding Member **Barclays**, we 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. Last year, across Scotland, Wales and Northern Ireland, we supported 3,329 young people.

For those moving towards the end of their careers, our partnership with the **Age UK** network is helping us positively impact older workers, both working to support older people with career planning, and working with employers to ensure their workplaces are inclusive for older workers. Over the course of this year, we supported 221 older people through this work.

For individuals who face barriers to employment, including young people, people with criminal convictions, experience of homelessness, and refugees – we offer targeted support to improve employability, develop experience, and support people into employment. Over the course of the year, more than 250 people received specialised support to move closer to employment.

In response to the numbers of people whose employment has been impacted by the COVID-19 pandemic, we scaled up the availability of Job Coaching. By training business volunteers in coaching, we are able to offer coaching to anyone in need of employment support, regardless of location. Following a pilot in early 2021, the

programme rolled out from October 2021 and is in the process of scaling up. In response to rising numbers of refugees from Ukraine, and refugees from Afghanistan and Syria struggling to secure employment which utilises their skills, we are piloting job coaching for refugees. Initial results are promising, with 50% employment rates of those supported to date.

We also know that the COVID-19 pandemic exacerbated long-standing health and wellbeing inequalities in our communities. Referrals to mental health services were up 15% from 2019 levels, there was an 81% increase in referrals of children and young people, and a 175% rise in people seeking advice and guidance online. The capacity of support systems is failing to keep pace with growing demand. In response, we are working with BITC Members **AXA** and **Capital One** to deliver two initiatives to improve people's wellbeing.

In partnership with AXA, we're bringing to life the **AXA Head Coaches** in communities across the UK. Focusing on the target cities of London, Birmingham, Bristol and Manchester, we're equipping frontline community youth leaders with the skills to spot signs of poor mental health and support young people through conversations. 76% of those trained had never received youth mental health training, with 98% of those trained reporting feeling better equipped to support young people's mental health as a result.

Our longstanding partnership with Capital One enters its 10th year of delivering Clicksilver, an initiative designed to support older and vulnerable people to develop basic digital skills to help them stay connected to others, and access essential services.

THRIVING COMMUNITIES



THRIVING COMMUNITIES

BITC has a long history of place-based work, dating back to 1986 following His Majesty King Charles III visit to Lowell, Massachusetts. Through the leadership of **Anglian Water** in Wisbech and Lowestoft, 2021/2022 saw us deepen our engagement in Bradford (which secured City of Culture status for 2025), Rochdale, Sheffield, Norwich and Coventry.

We know that place-based collaboration is only effective when it involves stakeholders from different sectors coming together around a joint vision, sharing resources, and playing to their respective strengths. BITC helps to act as a valuable and neutral convener, creating shared value for our members, local governments, and communities. Testament to this is the match funding councils in Blackpool, Bradford and Coventry provide – which match corporate investment pound-for-pound. In Norwich and Sheffield, our work has been supported by UK Government funding.

This year, we launched our Place Taskforce Inquiry, designed to surface innovative, scalable solutions and best practice approaches to business engagement in place-based transformation. Led by Lord Steve Bassam, the Taskforce includes representatives from the public, private and voluntary sector, including BITC members **Anglian Water, Barclays, Freshfields Bruckhaus Deringer, Go-Ahead Group, KPMG, PwC, Southern Water, and WPP Group.**

The Place Taskforce Inquiry received evidence from 68 contributors. The report sets out 14 recommendations, grouped into four key findings:

- Collaboration is essential
- Business leadership drives successful partnerships and place-based transformation
- The unique resources of each partner need to be leveraged

- Central government needs to do more to involve business in levelling up

Norwich

In September 2021, BITC, in partnership with Norwich City Council, was successful in a Community Renewal Fund bid, which saw key stakeholders come together to deliver a '100-day challenge' in four of the most deprived communities in Norwich.

The challenge involved a series of community conversations that were held by local 'community connectors', members of the community that were trained to listen to the wants and needs of the local community. BITC's role was to look at the themes that emerged as a result of these conversations and align these to courses, workshops and activities that the voluntary sector and businesses were able to provide to meet this local need.

At the end of the programme, we had coordinated the delivery of around 200 events and activities to upskill and connect more than 620 residents in areas such as finance, digital skills and first aid.

Coventry

In May 2022, BITC, in partnership with **Severn Trent Water** and **The Fab Lab**, ran a series of digital skills workshops in one of



THRIVING COMMUNITIES

Coventry's most deprived wards, Foleshill. The workshops aimed to provide attendees with the basic digital skills that are required for the workplace, as well as the provision of laptops for continued learning once the workshop series finished. The laptops used were generously provided by **Computers 4 Charity** and **Telent**.

The programme was delivered in classroom style at a community meeting hall in Foleshill. Two workshops per week were delivered over a two-week period, for four sessions in total. Each session covered a different topic. These included:

- Generic digital skills, facilitated by the Fab Lab
- An introduction to Excel, facilitated by Severn Trent Water
- An introduction to PowerPoint, facilitated by Severn Trent Water
- Generic digital skills continued, including how to stay safe online, facilitated by the Fab Lab



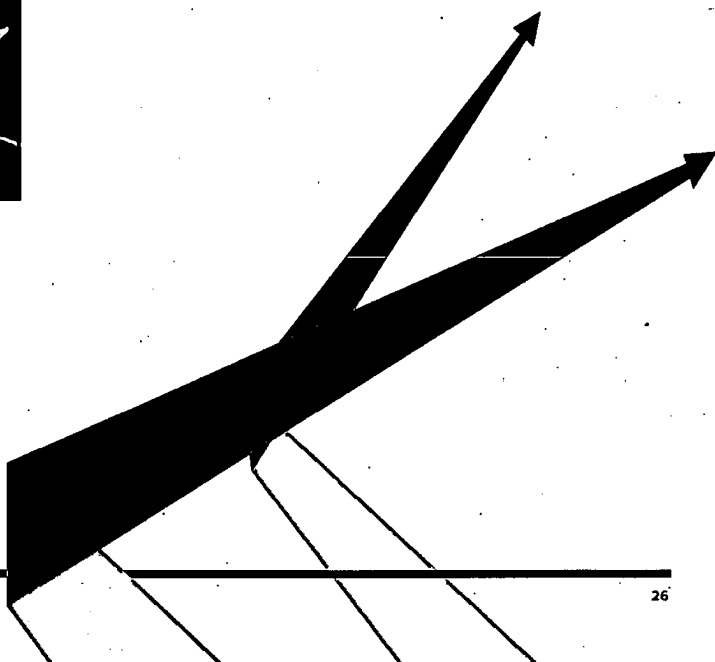
In addition to facilitators, each session had volunteers from **Coventry Building Society**, with BITC providing one-on-one support to attendees.

Delegates were a mix of people referred by the job centre, the refugee and migrant service, the community venue where sessions were held, and those who had registered directly after seeing the programme advertised.

Feedback and Outcomes

Course attendees were asked to complete a survey at the start and end of the course, giving an idea of their confidence with using computers and the key areas in which they wanted support.

- All attendees stated at the beginning of the programme that they wanted support with using Office packages
- 39% of attendees rated their confidence as a 4 out of 5 or above at the start of the course. On completion, this rose to 69%
- 69% also rated the content of the course as a 4.5 out of 5 or above on conclusion



OUR MEMBERS IN NORTHERN IRELAND

In Northern Ireland, it has been a busy and productive year. 227 members make up the Responsible Business Network here, with a 93% retention rate. 40 member companies have now achieved CORE – The Standard for Responsible Business.

We launched the MyBITCNI member-only app which is also accessible on desktop and have populated it with a range of content, interesting articles, and access to bespoke public affairs guidance.

Business in the Community Northern Ireland (BITCNI) focuses members around the three Ps – People, Planet and Place.

People: We launched the Mental Health at Work initiative and Race at Work Charter, providing support to more than 70 employers. We have had an emphasis on, and have seen demand for, more support for employers in how to manage menopause in the workplace. Our training was oversubscribed on every occasion. We met and exceeded all of the targets for the three-nation, Age at Work project, for which we are the lead region.

Planet: We successfully launched the Business Action on Climate programme with nine champions engaged and a three-year partnership with the **Department of Agriculture, Environment and Rural Affairs** and the **Department for the Economy**. We launched the COP26 Hub, and secured the Community Renewal Fund to roll-out climate support to SMEs. Meanwhile, 27 companies have signed the Climate Action pledge and 115 organisations completed the NI Environmental Benchmarking Survey.

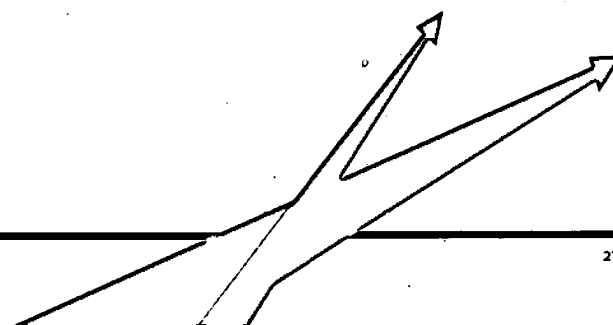


Place: We successfully rolled out the Business Response Network in Northern Ireland as part of our national efforts, supporting more than 700 community organisations. We created a digital inclusion project involving businesses that resulted in providing tech and internet access for 902 pupils. We re-launched our practical volunteering in late 2021, resulting in 45% take up on pre-pandemic levels. We also continued to deliver our education programmes with 47% of pre-COVID-19 activity, although, notably, Time to Code almost trebled its level of engagement in schools. In partnership with **Barclays**, we exceeded LifeSkills targets this year by 26%. We launched Ban the Box to provide job opportunities for ex-offenders with more than 50,000 roles now made available and held an in-person careers event inside one of the prisons.

The Responsible Business Awards in Northern Ireland saw more than 550 guests attend the in-person Gala Dinner at ICC Belfast in September.



Our new strategy was launched in July 2022 and our three strategic priorities are: education and skills, environment, and inclusion. We also have a number of cross-cutting themes that will be applied to each of the priorities. These are: health and wellbeing, volunteering, and engaging young people.



OUR CAMPAIGNS AROUND OUR FOCUS AREAS



OUR CAMPAIGNS AROUND OUR FOCUS AREAS

BITC aims to shape and grow the responsible business movement by working collectively with our members to create greater impact focused on:

- Developing a skilled and inclusive workforce
- Ensuring ways of working are good for everyone
- Delivering a just transition to avoid a climate crisis and regenerating the planet
- Building thriving communities

Each area of work we undertake is led by a group from our member organisations – known as Leadership Teams and Taskforces – which provides strategic guidance and support in achieving our objectives.

Our Leadership Teams provide opportunities for senior leaders to:

- Share their expertise and experience
- Influence the national debate around the issues we campaign on
- Shape the agenda for action
- Work with other leaders to identify the unique ways in which business can help innovate and create more sustainable livelihoods and prosperous communities.

Climate Action

In 2021/22, we set out to:

- Challenge and inspire 80% of BITC members to make ambitious commitments to achieve net zero, and embed risks and opportunities into their strategies
- Define and create a framework to enable businesses to deliver climate action that is driving a just transition for people and nature, with a suite of tools, events and advice to help implement it

- Work with YouGov to engage diverse voices from across the UK to create unique insights into how citizens want businesses to enable them and their communities to be part of the solution
- Create a powerful legacy for COP26 in the UK, by working with businesses to tackle the key issues that people want action on, through collaborative projects to unlock barriers nationally and in places

What we did in 2021/22:

- Launched headline findings of research with YouGov covering 8,000 people and 2,000 businesses at COP26. It showed there is a lot for business to do to build public trust, and that they will deliver on promises
- Launched The Right Climate for Business: Leading a Just Transition report at an event attended by more than 150 business leaders
- Created a social innovation programme to 'investigate, co-create and activate' on key topics, and secured funding from **BNP Paribas** and **Royal London** to deliver the first two phases on skills to thrive in the transition, involving diverse stakeholders to design and deliver a net zero, resilient future
- Produced BITC's Seven Steps for Climate Action which helps every business ensure their plans will deliver a just transition. The launch was followed with a virtual leadership summit and a webinar on the circular economy for net zero, where we showcased our new Circular Procurement Guide which includes 12 case studies for members to deliver carbon reductions through circular approaches
- Raised awareness of the potential to use circular economy solutions to help achieve net zero through a factsheet called Accelerating to Net Zero with the Circular Economy, combined with a set of

OUR FOCUS AREAS

Circular Economy Climate Action case studies, launched during COP26

- Connected with our involvement in ProCirc, a Europe-wide project, we produced a Guide for Procurers on how to tackle suppliers' emissions combined with a factsheet for procurement professionals, and initiated pilot projects, including a circular workwear project
- Supported a consistent approach to reporting on circular economy, by launching a guide and factsheet on circular economy metrics, with around 40 people attending the launch

What we plan on doing in 2022/23:

- Use BITC's Seven Steps for Climate Action to ensure member strategies deliver a just transition to a net zero, resilient future where people and nature thrive
- Ensure organisations, and their current and future employees, have the skills they need to thrive in the transition
- Design and deliver pathways to a net zero, resilient future together with diverse stakeholders from across the communities you serve
- Embed circularity within business strategies for innovation and efficiencies

Employment and Skills

In 2021/22, we set out to:

- Work closely with our Employment and Skills Leadership Team, Untapped Talent Taskforce and Regional Leadership Boards to shape, fund and deliver the Skills Exchange coaching programme which aims to get 10,000 people ready for new jobs over three years

- Produce new content to help companies remove barriers to inclusive recruitment, including revising and relaunching the Inclusive Employment Guide. This is to incorporate new research on 'virtual' recruitment and findings from our work with Brent Council on the Moving-on Up initiative which improves employability outcomes for young Black men
- Continue our promotion of Ban the Box
- Capitalise on learnings from the Curriculum Taskforce, Skills Builder Trailblazer pilots, Green Skills work and insights from key partners such as **City & Guilds** and **Future**. We will also assess and improve our advice to companies around improving skills and lifelong learning

What we did in 2021/22:

- Continued to grow Ban the Box, with 186 employers now signed up, covering 1.1 million jobs
- Launched our Opening Doors campaign in February, centered around our five principles for inclusive recruitment. 23 employers have now signed up to the campaign, committing to take actions



OUR FOCUS AREAS

that will make 314,134 UK jobs more accessible to jobseekers facing barriers relating to their background or life experiences

- Collaborated with our Climate Action and Global Goals Leadership Teams to engage employers in identifying and developing the skills needed for a fair and inclusive transition, and held a joint kick-off event attended by over 70 delegates followed by a series of sprints
- Worked with our Future Skills & Good Work Taskforce to create guidance and case studies for employers. We will deliver an employer takeover day in partnership with the Learning & Work Institute as part of national Lifelong Learning Week in November

What we plan on doing in 2022/23:

- Ensure that work provides opportunities for lifelong learning for all so that no one is left behind by transformation, whether that is digital-, net-zero-, Brexit- or COVID-19-related. We will also increase social mobility by breaking the cycle of low skills/low pay
- Establish an employer-focused day in partnership with Learning & Work, and as part of Lifelong Learning week in November, engaging over 100 employers through events and activities
- Publish and share case studies of 15-20 employers who are delivering inclusive lifelong learning
- Run an enquiry engaging 50 employers and partners looking at what we already know, what we need to elevate beyond business as usual, and what will work

Gender

In 2021/22, we set out to:

- Continue to take a twin-track approach to

supporting our members to mitigate the risks of the 'new normal' and seize the opportunities of a new way of doing business, including promoting the Gender Route Map

- Scope and commission new research on caring responsibilities

What we did in 2021/22:

- Launched our Who Cares? campaign and report based on research conducted by Ipsos Mori, which surveyed around 6,000 people. The launch saw direct 'socialisation', with more than 100 members and others, including the Women in Finance Charter Board, garnering 100,000 campaign views on Twitter and LinkedIn, and articles in The Guardian and Metro
- Delivered The Times Top 50 Employers for Women 2022, developed insights reports and reached 200 members through launch and insights event

What we plan on doing in 2022/23:

- Develop phase 2 of the Who Cares? campaign within the context of the cost-of-living crisis, to focus on the necessary policy changes and moving members from awareness to action
- Conduct and disseminate the cost benefit analysis of equal parental leave
- Review a decade's worth of insights from The Times Top 50 Employers for Women 2022 – and use it to inform future approaches and partnerships



OUR FOCUS AREAS

Race

In 2021/22, we set out to:

- Deliver the Race at Work 2021 Scorecard report in collaboration with YouGov, with 24,628 responses
- Use evidence from the survey to spearhead the expansion of the Race at Work Charter to include allyship and inclusion in supply chain
- Continue to campaign for Government to introduce mandatory Ethnicity Pay Gap Reporting, and encourage employers to continue to report voluntarily
- Provide additional advice, through monthly surgeries, to Race at Work Charter signatories and potential signatories to deepen their engagement and improve progress
- Create regional insight papers from the Race at Work 2015, 2018 and 2021 surveys and identify key areas for action. Share presentations and discussions with regional boards and members

What we did in 2021/22:

- 115 new employers have signed the Race at Work Charter following the addition of the two expanded commitments of allyship and inclusive supply chain
- The Race at Work 2021 survey identified a significant shift in employers with senior race sponsors at the top of their organisations, increasing from 33% in 2018 to 44% in 2021
- There has been a shift from 11% in 2018 to 19% in 2021 of employers capturing ethnicity data on pay
- The BITC Race Team are working with Department for Business and Industrial Strategy to produce guidance to support employers who publish their ethnicity pay gaps voluntarily

What we plan on doing in 2022/23:

- Drive businesses to embed two-way mentoring and sponsorship within their business
- Encourage more than 100 signatories to complete the Race at Work Charter survey for employers in 2023
- Call for Government to implement mandatory ethnicity pay gap reporting
- Encourage employers to set targets to publish their ethnicity pay gaps and set targets to improve representation in the workplaces
- Encourage employers to set performance objectives for managers to promote equality, diversity and inclusion

Health and Wellbeing

In 2021/22, we set out to:

- Reduce the 41% of employees who have experienced poor mental health caused by work, by calling on businesses to take these two actions:
 - Make the Mental Health at Work Commitment, a public declaration of putting mental health at the heart of the post-pandemic recovery
 - Tackle the systemic root causes of work-related poor mental health. Prioritise Standard 2 of the Commitment by implementing BITC's Better Work Framework. This provides the foundations for achieving parity between mental and physical health and safety, and the opportunity for employees to co-create their own 'good jobs'.

OUR FOCUS AREAS

- Collaborate with our Wellbeing Leadership Team and stakeholders, including CIPD, the Society of Occupational Medicine, Mental Health UK, Business Disability Forum and Make a Difference (MAD), to convene a series of roundtables where businesses can build knowledge and share insights on tackling the systemic causes of work-related poor health
- Convene a BITC movement which will focus on driving action from our What If Your Job Was Good For You? report, through BITC leadership roundtable discussions, events, the Wellbeing Leadership Team, and championing a test and learn approach
- Scope, commission and report on the Mental Health at Work YouGov Survey 2022 to help inform What If Your Job Was Good For You? Part 2 which was launched in June 2022.

What we did in 2021/22:

- Our Better Work YouGov survey, a literature review and interviews with chairs and members of all BITC Leadership Teams were completed and have informed Your Job Can Be Good For You, the sequel to What If Your Job Was Good For You?
- The launch event webinar included David Oldfield and Amanda Mackenzie OBE giving a leadership perspective with a panel of future leaders, including what they want from a 'good' job
- Our Leadership Team welcomed its new chair Javier Echave, Chief Financial Officer at **Heathrow Airport**. We have worked with Javier to develop his three-year draft vision, underpinned by four evidence-based statements which have successfully been stress-tested with senior business leaders.



OUR FOCUS AREAS

What we plan on doing in 2022/23:

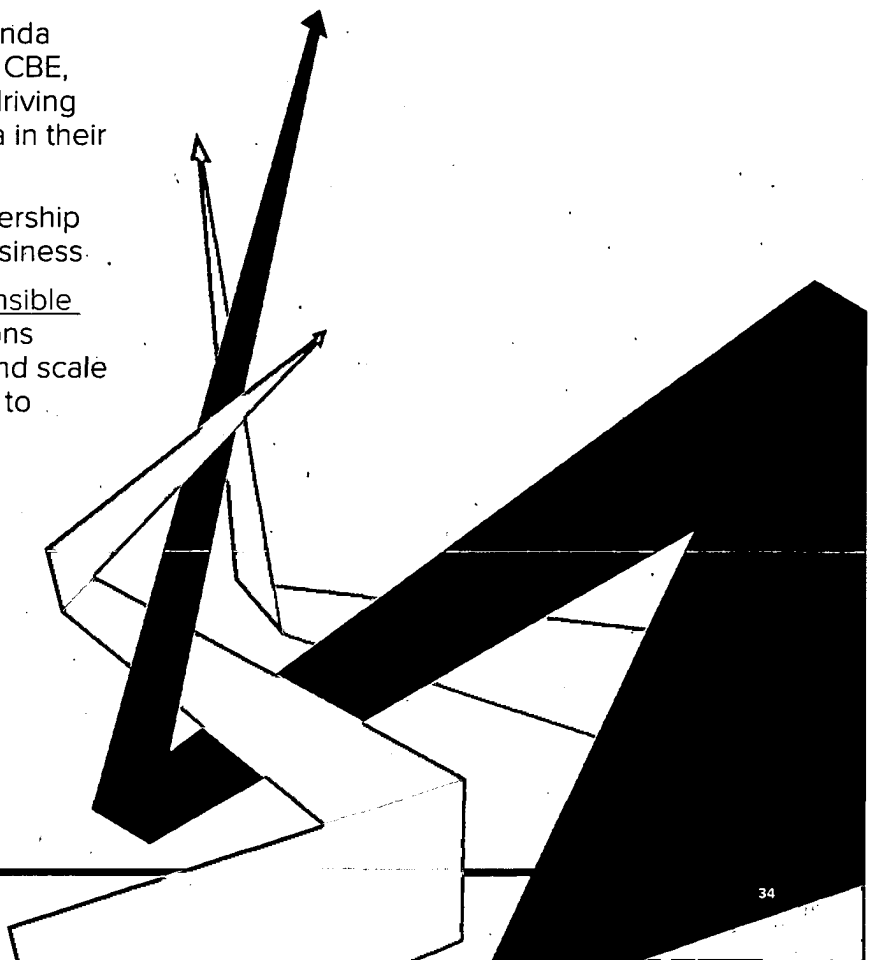
- Enable all employees to co-create their own 'good' jobs supported by managers and aligned with organisational practices and policies
- Make 1 million jobs 'good' for people by 2025
- Increase number of BITC members that have enabled all employees to co-create their own 'good' job

Responsible Business and Strategy

What we did in 2021/22:

- Published our brand-new report on research carried out in partnership with McKinsey & Company, called Embedding Purpose: Lessons from Business
- Hosted a series of roundtables with Non-Executive Directors (NEDs) (primarily those with responsibility for sustainability), co-hosted by Amanda Mackenzie OBE and Keith Weed CBE, focusing on the role of NEDs in driving the responsible business agenda in their organisations
- Reviewed strategy with the Leadership Team to focus on responsible business
- Launch our 6 Catalysts of Responsible Business, evidence-backed actions designed to increase the pace and scale of responsible business, in order to address the Global Goals

- Equip practitioners to enact the 6 Catalysts through six social media clips, six short videos, six written 'how-to' guides, aligned advisory products and peer-learning events
- Maximise our impact by launching an employee activation campaign to Make Responsible Business Your Business, a public-facing campaign designed to overcome one of the most significant barriers to action: a lack of employee engagement. We will call on employees to act themselves, with their teams, and by calling for greater employer action.



CASE STUDY:

BAIN – EQUALISING PARENTAL LEAVE

In November 2019, Bain & Company in the UK announced a new policy to offer equal parental leave for all employees. New parents – regardless of gender, or how they became parents – are eligible to receive up to 52 weeks of leave with the first 29 weeks fully paid. This case study outlines how they did it, and the key lessons learned on the journey.

Bain & Company is a global consultancy that helps the world's most ambitious change makers define the future.

The burning platform

The conversation on equalising parental leave at Bain & Company in the UK started in early 2019 with a review of their existing maternity policy, reflecting a desire to offer the best support they could at key life stages. "Only talking about maternity leave felt too narrow" reflects Helen Walker, EMEA Diversity, Equality and Inclusion Director.

Metrics played a key role in focusing attention. Despite setting a target to get to parity within their client-facing team, Bain & Company faced a continuing gender pay gap driven by low representation of women at the top of the firm.

Analysis showed that the biggest driver of this gap was the long-term consequence of recruiting outcomes – which drove the firm to mobilise an effort that has resulted in more than 50% of female hires across all levels. The analysis also showed that once recruited, women and men had equal retention, and near parity in promotion rates – except for time taken out for maternity leave. This turned the firm's attention to its parental leave policy.

Furthermore, the main beneficiaries for improving parental leave policy were the firm's project leaders, who represented a growth constraint for the business. Retention of this population was critical, as employees at this level have taken significant time and investment to develop - with 'replacement' recruitment and integration being expensive and time consuming.

The value of this policy as a retention tool helped form the 'business case' of economic benefits of money saved relative to the obvious cash costs of implementation. "Thinking about this in terms of retention was critical," said Matt Trebilco, Vice President, Business Planning & Analysis. Phasing the policy in over a two-year period, from 18 weeks in 2020 to 29 weeks in 2021, ensured the impact of retention upside came before the visible costs and consequences of paid leave.

Engaging senior stakeholders

The group driving this effort worked hard to build supportive leaders when scoping and testing the policy, the majority of whom became huge advocates for change. There was a desire to do something bold and ambitious, and set a higher bar for the professional services industry.

Introducing equalised parental leave also aligned with Bain & Company's broader talent philosophy – of 'being there' at critical moments in employees' lives, demonstrating a visible commitment to supporting family life and equalising caring responsibilities, making a high-profile commitment to Diversity, Equality and Inclusion (DE&I).

Outcome

Following the launch of the equal parental leave policy, the organisation saw a 100% take-up in the phasing year (2020) and

CASE STUDY:

similar levels of engagement to date. The impact of the policy announcement was profound: "A colleague approached me in tears within minutes of the announcement - it was the proudest she had ever felt of an employer in 15 years of her professional career," shares UK Chief Talent Officer, Barney Hamilton.

"Our daughter was born in April 2020, and my wife spent seven months at home looking after her. Being able to hand over daily parenting responsibilities to me meant she felt ready and able to go back to work in November, which was good timing for her from a career perspective. She also valued being able to focus on her transition back to work, without the additional pressure of settling our daughter into childcare at the same time. For me, having the paid leave took all the financial considerations away and made this a very easy decision. I built a wonderful relationship with my daughter and felt recharged coming back to work. Crucially it has enabled us to create an effective sharing of parental responsibilities now we are both back at work full time."

Matt Trebilco, Vice President for
Business Planning & Analysis

KEY TAKEAWAYS

Offering equalised parental leave is one of the most powerful and effective commitments to advancing workplace gender equality an employer can make.

If you are considering a similar policy, Bain & Company offers the following suggestions to help make this a reality.

1. Build a burning platform and outline why this needs to be done now
2. Build a business case for change
3. Find (or create) senior decision-making sponsors willing to make this happen
4. Be thoughtful about the list of stakeholders, but don't allow caution or conservatism to derail your ambition
5. Be bold - the effort will be worth it



OUR PEOPLE



OUR PEOPLE

2021/2022 Goals

As an employer, BITC aims to make its vision of responsible business a reality by developing a sustainable, inclusive, and high performing workplace that builds trust, capability, and skills for the future.

Our three critical goals in 2021 were:

- Improving inclusivity and wellbeing
- Developing our people
- Embedding a strong employee value proposition

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

2021/2022 Progress

We are proud of the passion, focus and flexibility that all our colleagues have shown as we have adapted to new ways of working, both remotely and in a hybrid environment.

We remained committed to prioritising the wellbeing of our colleagues as the impact of the pandemic continued to be felt. We launched our wellbeing strategy aligned to our Workwell model which focused on delivering practical guidance and resources for all colleagues to access. Regular wellbeing conversations between colleagues and line managers remain at the core of our wellbeing strategy.

Hearing our colleague's voices was vital to fully understand what was, and remains, important to them so we can further enhance our already strong employee proposition. Our colleagues told us very clearly in focus groups that flexible working, opportunities to develop and grow, and our unique organisational purpose form a critical part of our proposition.

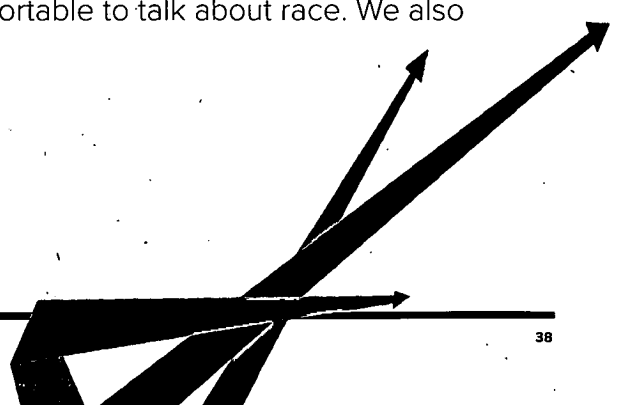
We also continued to work closely with our recognised union Community and our Employee Forum of elected colleagues to hear and act on colleague feedback and support our work on policies and benefits.

With these insights, we both refreshed our attraction materials to promote our organisational purpose more effectively, and introduced new parenting and working from abroad policies, continuing our focus on inclusion and flexible working.

We embedded further our approach to performance management so colleagues can be their best at work. We encouraged great conversations between colleagues and their line managers, so there is a clear alignment between organisational purpose and individual objectives. We also ensured rich development conversations were, and continue to be, held regularly. To enhance the development and growth of our colleagues we successfully launched an external coaching programme in partnership with one of our member organisations for all our colleagues to utilise.

We reaffirmed our focus on being a truly inclusive employer, raising the bar on our diversity aspirations to build our inclusive culture even further.

We publicly shared our own commitment to being an anti-racist organisation and set out the actions we are taking to demonstrate that commitment. As part of this work, we launched our internal race education training to encourage all our colleagues to feel more comfortable to talk about race. We also



OUR PEOPLE

continued our investment in reciprocal mentoring for our Executive team, with Black, Asian, Mixed Race and ethnically diverse colleagues acting as mentors.

We continued to use challenging ethnicity targets for ourselves to increase our ethnic diversity to 25% Black, Asian, Mixed Race and other ethnically diverse groups, achieving a minimum of 20% by the end of 2023. We also have an objective that at least 20% of the Board of Trustee Directors will be composed of Black, Asian, Mixed Race and ethnically diverse trustees by the end of 2023.

We worked closely with our employee networks and internal experts, including Be Well (Health and Wellbeing), CAN (Diversity and Inclusion), UNITY (LGBTQIA+) and the Social Network.

As an employer, BITC is required to carry out Gender Pay Reporting under the Equality Act 2010.

Gender Pay Gap Information

Our median gender pay gap for 2021 is -2.5% compared to 1.2% in 2020.

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

The negative median gender pay gap indicates that, on average, women are paid 2.5% more than men at the snapshot date.

Our mean gender pay gap is 10.3%, an increase from 7.3% in 2020. While this mean data seems to contradict our median data, we are working with small and uneven data sets and a disproportionately smaller male population (26.5%) than female population (73.5%). As a small organisation, a relatively minor change to the workforce can have a disproportionate impact on the figures.

Though we clearly have a very low gender pay gap, we remain determined to monitor our gender pay gap and what drives it, so that we can address any gaps and ensure that men and women at BITC can progress equally.

There is currently no legal requirement to report on ethnicity pay gaps, but we believe that it is incredibly important to do so. We have been encouraging other organisations to report on this, and the Government to legislate this.

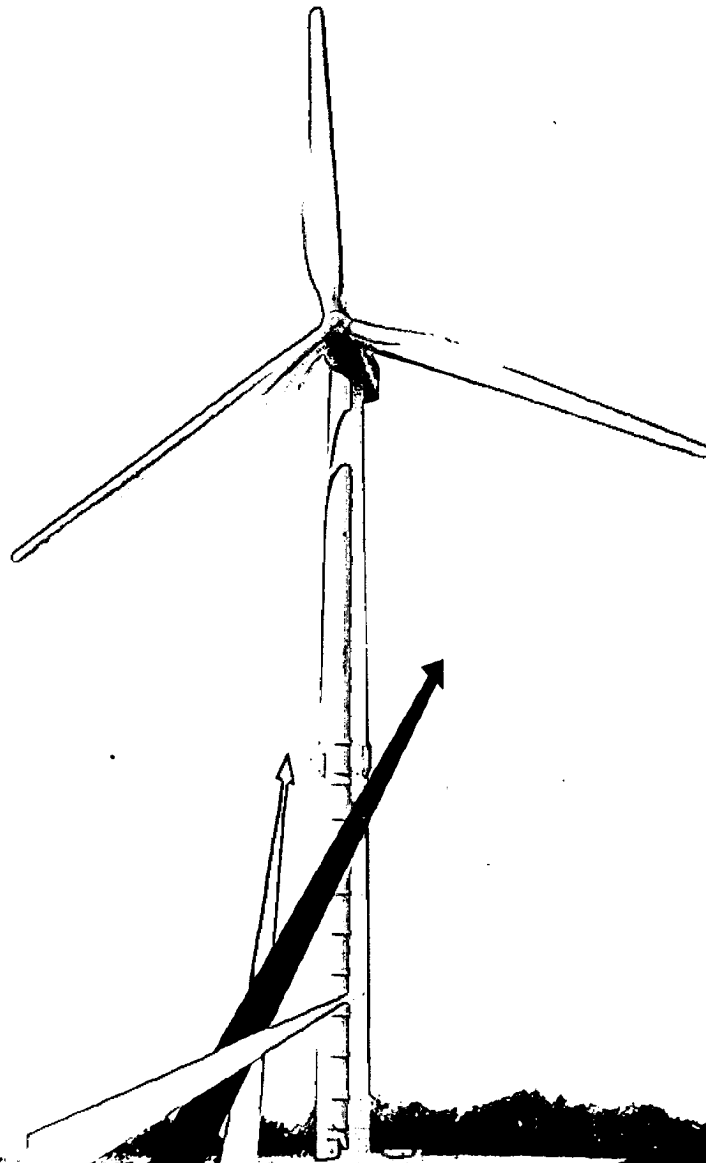
The BITC ethnicity median pay gap in 2021 was -4% and our mean ethnicity pay gap was -1%.

This means that our Black, Asian, Mixed Race and other ethnically diverse colleagues are paid, on average, 4% more than our White colleagues.

We continue to strive to encourage and promote diversity and inclusion with a clear focus on our race commitments and being transparent in our progress, using our ethnicity targets as a key driver of change.



NET ZERO



NET ZERO

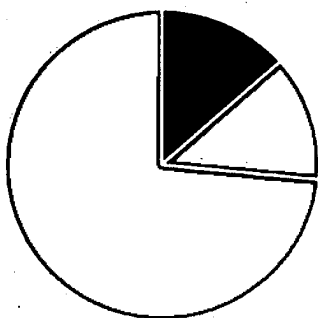
Business in the Community takes the need for us all to reduce our carbon emissions very seriously. As a Responsible Business charity, it is very important that we are seen to not only encourage and challenge our members to reduce their carbon footprint but also to reduce our own impact on the environment.

BITC has signed up to the SME Climate Commitment and means that we are committed to the following:

- At least halve our carbon emissions by 2030
- Achieve net zero by 2030 (which will involve removing residual emissions)
- Report annually on our progress

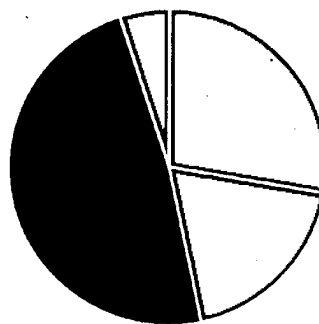
Our baseline was measured and calculated in FY 2019 and calculated to be an overall amount of 728 tonnes of CO₂. Broken down as follows:

Analysis of CO₂ Usage Baseline

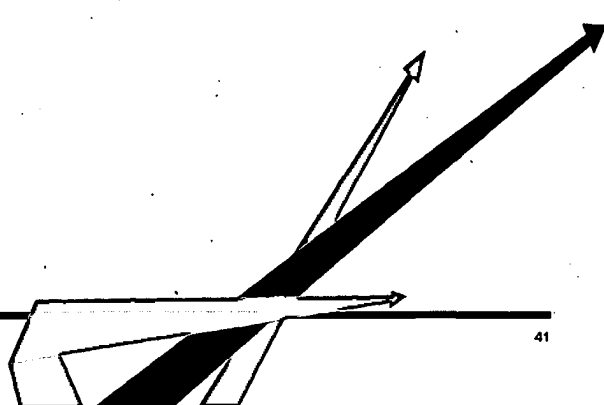


■ Scope 1 □ Scope 2 □ Scope 3

Scope 3 Analysis

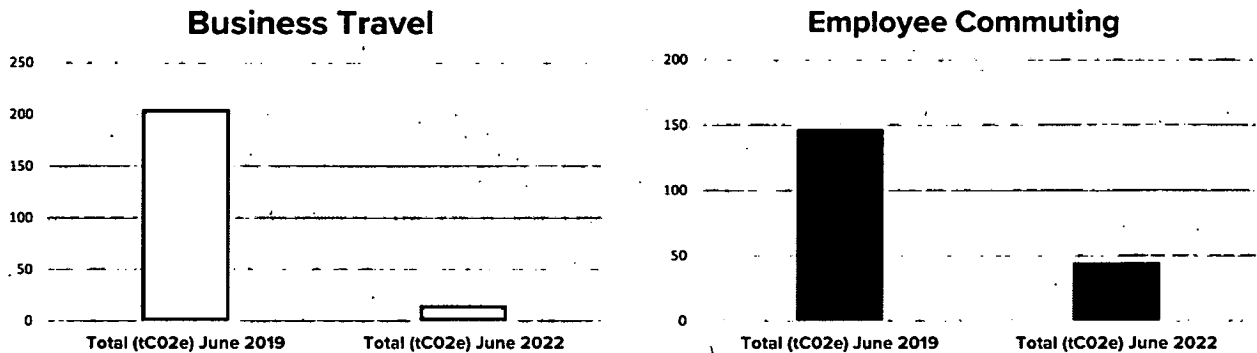


■ Commuting
■ Purchase of Goods & Services
■ Business Travel
■ Other



NET ZERO

Of the total emissions the vast majority were Scope 3, and within that category the two largest areas were from Business Travel and Employee Commuting. A current analysis of our business travel and employee commuting shows a large reduction:



The primary reason for the fall in both Business Travel and Employee commuting is the change in the way we work as a consequence of the COVID-19 lockdowns and the resulting amount of time staff worked from home during the financial year as we have moved to a hybrid way of working. We have included the CO₂ emissions of home working in the figure for employee commuting.

Business travel is significantly reduced as we have now moved the majority of our delivery to online meetings and virtual events.

We will report a full carbon emissions report in December 2022 which will be available on our website.

Our plans for the next year include:

- Report fully on our overall carbon emissions in December 2022
- Develop and embed our ways of working through hybrid working to maintain the current low levels of travel yet balance this with achieving our delivery and impact targets
- Drill down on scope 1 and 2 carbon emissions and develop and action to reduce those as soon as possible
- When moving to new office space ensure that it has good green credentials

OUR FUTURE PLANS



OUR FUTURE PLANS

Our long-term ambition is to realise **our vision for the UK to lead the world in responsible business**. To achieve this, our future focus continues to be devoted to three areas: **growing the responsible business movement, securing long-term partnerships and supporting and empowering our people**.

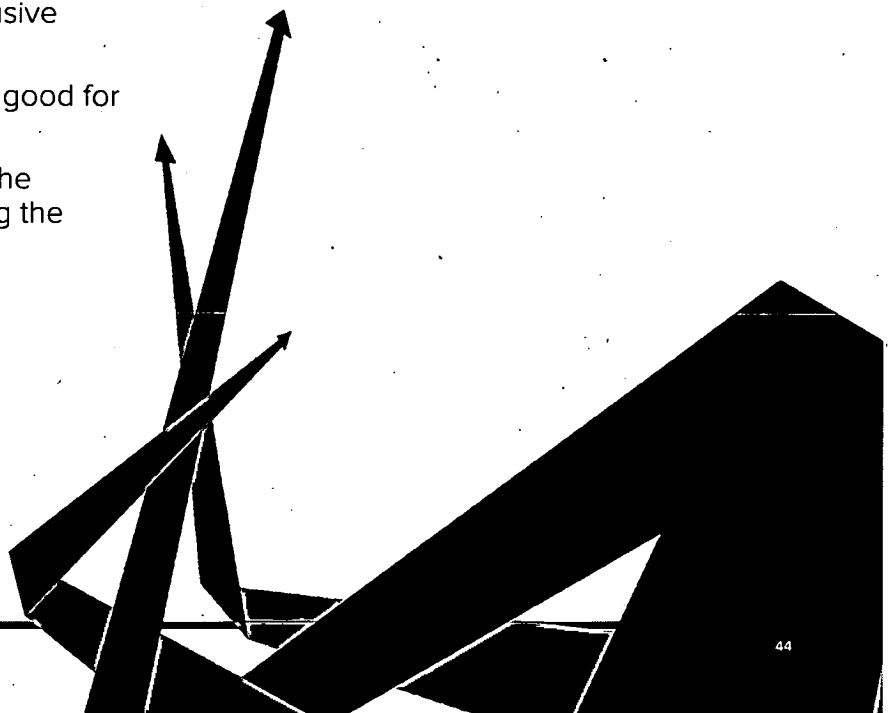
1. **Grow the movement:** Members are our agents of change. Our ability to drive societal and environmental change is dependent on us mobilising their individual and collective power as a force for good. Hence, we will be devoting increased energy in the years ahead to significantly grow the responsible business movement with businesses of every size to effect greater impact.
2. **Secure long-term partnerships for transformational change:** Activate the power of businesses, leaders, the Government, think tanks, academia, community organisations, and local authorities to drive sustained positive impact in locations and communities, and on issues benefitting from a collective response, particularly in our four focus areas:
 - Developing a skilled and inclusive workforce
 - Ensuring ways of working are good for everyone
 - Delivering a just transition to the climate crisis and regenerating the planet
 - Building thriving communities

3. **Support and empower our people:**

Central to our continued success as an organisation and the delivery of our strategy is our remarkable people. We are privileged at BITC to work with passionate, talented colleagues who are devoted to having a real impact on society via our unparalleled network of responsible businesses. We are committed to ensuring that our colleagues enjoy their work, have fulfilling careers and make BITC an employer of choice. Together, we are a powerful force for a fairer, more sustainable world.

While the past year has brought new challenges for us all, BITC continues to be a powerful force in promoting collective, constructive responses to these challenges. Businesses have responded well to our work once again, with more new members joining our ranks in 2021/2022 than ever before.

2022 is BITC's 40th anniversary year, and in the financial year ahead we will continue to leverage this moment to raise our brand profile, celebrate the legacy of our Royal Founding Patron King Charles III's sustained leadership and vision, grow the responsible business movement and scale-up the pace and impact of what we do.



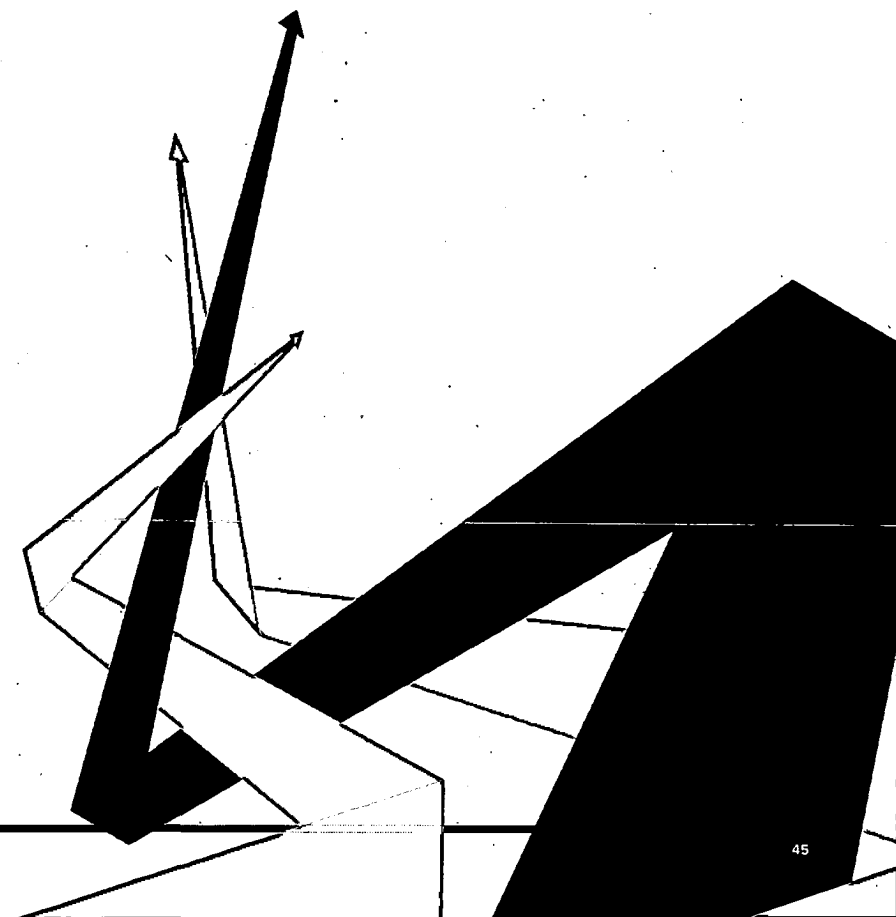
OUR FUTURE PLANS

Specifically, our plans for the year ahead include the following key initiatives:

- With support from **Salesforce**, we will deliver a series of **The Prince's Seeing is Believing Visits**, taking senior leaders (26,000 and counting to date) on visits to 'left behind' communities to understand their issues first-hand and promote the collaborative interventions businesses can make to achieve a significant and long-term difference.
- We will launch a campaign centred on the cost-of-living crisis to galvanise our members with specific calls to action drawn from across our issue area activities, supported by a taskforce composed of leading organisations.
- We will hold a series of regional events across the UK to showcase the power of the collective, including how businesses can achieve a fairer world and a greener planet by working together with BITC.

- We will pilot an associate membership scheme for small businesses to make our expertise available to a wider audience and support members' desire to actively engage their supply chains in embracing responsible business.
- We will continue to strengthen our reputation and position as a trusted, credible expert, delivering high-quality and relevant advice, content and events.

The coming year will also bring important changes for BITC internally, with the departure of our Chief Executive, Amanda Mackenzie OBE at the end of 2022. Amanda has had a profound impact on our work, our networks, and our ways of working in her six years at our helm. We have become a more focused, more impactful, and more efficient organisation in this time; a rather wonderful legacy. We look forward to formally welcoming her successor, Mary Macleod, to the organisation as we mark the conclusion of our 40th anniversary year in December.



FINANCE REVIEW



FINANCE REVIEW

FINANCE REVIEW

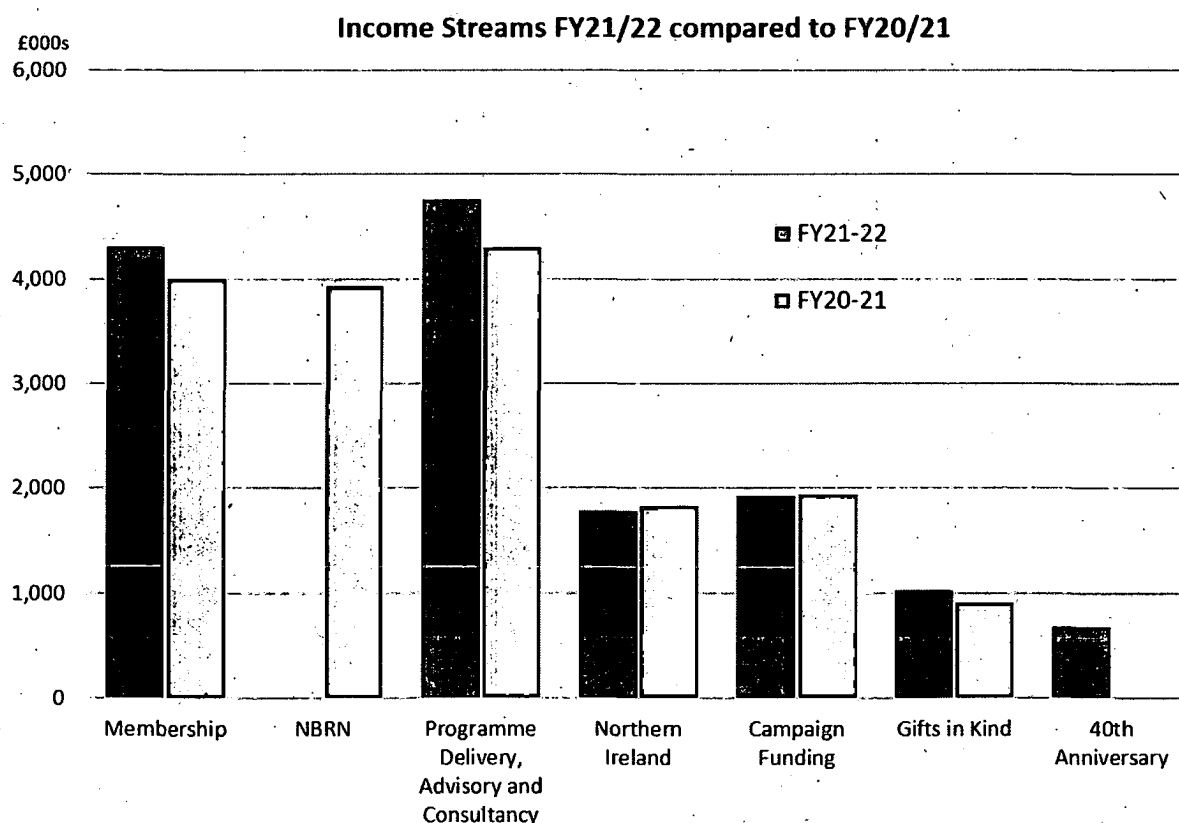
The financial statements for the year have been prepared in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities SORP FRS 102.

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

In overall terms, BITC recognised a net total decrease in the year in total funds of £1,103k (last year increase of £1,653k). This year we saw:

Movement in Unrestricted Funds	£60k
Movement in Restricted Funds	(£1,143k)
Movement in Endowment Funds	(£20k)
Total Movement in Funds	(£1,103k)

Incoming resources, as reported in the Statement of Financial Activities on page 51 were £14.5 million in 2022 (2021: £16.9 million). These total incoming resources are shown below by income stream.



FINANCE REVIEW



The principal reason for the decrease of £1,103k in overall funds in the year was the fact that we recognised a large amount of NBRN funding in FY20/21. These were spent in FY21/22 as we continued the project. The movement in income recognised in the year on year was a decrease of £2,413k. The fall due to the recognition of NBRN income in the previous year was partly offset by securing funding for our work which we developed as we transitioned away from NBRN in regards to our Place activity, Skills Exchange and Job Coaching.

In the year we experienced growth in membership income of £305k, and we secured significant sponsorship from our founding partners for our 40th Anniversary programme. Most other income streams remained stable in the year.

Gifts in Kind increased by £121k to £1,026k for the year primarily because the charity received additional benefits relating to the 40th Anniversary programme. We have not included in the financial accounts the considerable amount of support in-kind given by our members through the NBRN programme.

Total expenditure increased by £774k and amounted to £15.6m for the Financial Year 2021/22. (2020/21 £14.8m).

The main reasons for the increase in expenditure were an increase in salary costs as we invested in the membership team, comms team and advisory teams with the view to grow income, an increase in travel costs due to COVID-19 lockdowns severely affecting the previous year's travel, increased recruitment costs relating to senior staff and an increase in costs related to the Gift in Kind income of £121k.

Business in the Community had one active subsidiary during the year supporting its activities, BITC Trading & Advisory Limited. This is the trading arm of the organisation, with income generated through advertising and sponsorship activities. The company had income of £698k, which was an increase in the year of £148k due to 40th Anniversary and Just Transition sponsorship, and generated a profit of £407k (2021: £331k). As in prior years all profits have been gift aided to the parent charity.

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

The positive movement in unrestricted funds of £60k (2021: £953k increase) represents an increase 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 £2,926k at 1 July 2021 decreased by £1,143k (2021: £720k increase) to £1,783k at 30 June 2022. The largest reason for this decrease is the expenditure related to NBRN funding which was recognised in earlier periods offset by higher levels of restricted funds held relating to our Place work.

The endowment funds connected with the development of the BEAM project reduced by £20k to £344k (2021: £20k decrease to £364k).

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 due to both the 'cost of living' crisis and the environmental challenges we face.

We continued to manage our costs to our income. Staff costs are currently just over 80% of total costs and we are very careful to ensure that we plan resource appropriately and ensure that staff are able to be reassigned as appropriate to our different income streams.

We have reviewed our potential income streams over the next 18 months and successfully 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 £4,465k at June 2022 (2021: £5,568k). Of this, £344k (2021: £364k) is held as endowment funds reflecting the value of fixed assets donated to the charity, £1,783k (2021: £2,926k) 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 £419k attributable to fixed assets which are, therefore, not freely distributable. The residue of £1,919k 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 the unfunded extra costs would require a minimum level of unrestricted free reserves of £1,417k.

FINANCE REVIEW

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 & Risk Committee and the 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 manage them.

The significant risks facing the charity are:

Key risks identified by our review	Controls and mitigations
Macro-economic uncertainties, in particular, Brexit, the cost of living crisis and increased inflation and commodity prices could cause businesses to cut discretionary expenditure, causing a loss of members, or lower programme participation	Control: relationship management working closely with members to highlight the relevance of BITC's activity and campaigns to current challenges. Mitigations: widely diversified income streams. Longer term commitments.
BITC's purpose, programmes and services could become out of step with the needs of businesses causing a reduction in member numbers and income.	Control: regular review of company support including use of external references (satisfaction surveys and reference panels); competitor analysis; pipeline for recruitment and follow-up of any resignations. Mitigations: boards and leadership team structure keeps BITC close to business-relevant issues. Changes to membership engagement proposition. CEO-led review with current and former members.
BITC could be unable to adapt adequately to fluctuations in income. Increased stress on the internal resources that allow us to deliver our agenda.	Control: close monitoring of core and fixed costs in relation to income, especially long-term commitments. Mitigations: maintain and improve flexibility of internal structures to 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.
Reduction in, termination of, or failure to deliver key programmes could damage reputation or reduce critical mass.	Control: regular reporting and monitoring of quality of delivery. Mitigations: regular review of activities and relevance.
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.	Control: regular reporting and review provided to both the executive, Audit committee and the Trustees. Mitigations: appropriate training to all staff in the charity including volunteers, partner organisations and consultants
Risks relating to the Environment including climate change. Although an SME, being seen to be leaders in this area and ensuring we manage and reduce as much as possible our own carbon emission is vital for our reputation and ensuring we do not have a negative impact on our planet.	Control: Measurement of our carbon emissions, reporting externally on our website. BITC has signed up to the SME Climate commitment. Mitigations: An environment taskforce that develops policies and ways of working to ensure that we reduce our carbon emissions in the time frame we have set.
Reputational damage resulting from a loss of confidential data. Denial of access from malware could mean that our operations are severely impacted, or historical intellectual property is lost.	Control: management overseeing the maintenance of systems and databases to improve resilience. On-going compliance with GDPR requirements. On-going mandatory staff training on information governance is rolled out across the organisation. Mitigations: Moving systems to the cloud with secure and robust access in place. Risk awareness training and practices in regard to IT security for all staff. Maintaining attainment of 'Cyber Essentials Plus', a widely accepted standard relating to our security.

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.

It is recognised that the processes that are in place to both monitor and to mitigate the effects of such risks will 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).

FINANCE REVIEW



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
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

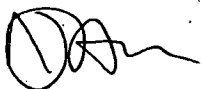
The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charity and the group and enable them to ensure that the financial statements 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.

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 15th November 2022, including in their capacity as company directors approving the Strategic Report contained therein, as well as the governance information set out on pages 72 to 75, and is signed as authorised on its behalf by:



RICHARD HUTTON

Chairman of the Finance & Risk Committee

15 November 2022

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 2022 which comprise the Consolidated statement of financial activities, the Consolidated and Charity 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 2022 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
- 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's 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.

AUDITOR'S 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.

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
- 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

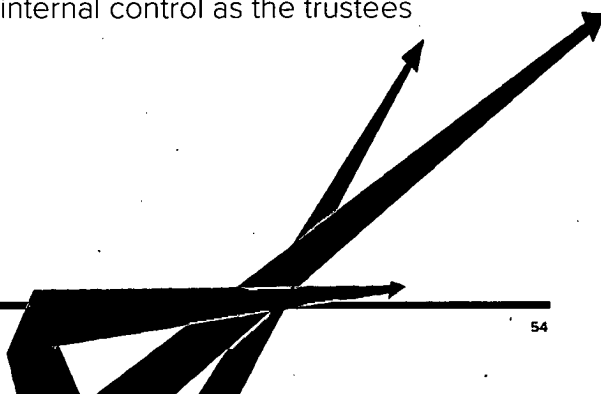
In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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
- The financial statements are not in agreement with the accounting records and returns
- Certain disclosures of trustees' remuneration specified by law are not made
- 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



AUDITOR'S REPORT

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.

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, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005, together with the Charities SORP (FRS 102). 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



AUDITOR'S REPORT

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 and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, the Audit Committee and the Finance 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, 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.



ANDREW THOMAS
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

17 November 2022

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 2022

		Unrestricted Funds		Restricted Funds		Endowment Funds		Total Funds	
	Note	FY 2022 £000	FY 2021 £000	FY 2022 £000	FY 2021 £000	FY 2022 £000	FY 2021 £000	FY 2022 £000	FY 2021 £000
Income from	1								
Donations & Legacies		126	438	900	467	–	–	1,026	905
Investments		–	1	–	–	–	–	4	1
		130	439	900	467	–	–	1,030	906
Income from Charitable Activities	3	7,799	7,679	5,663	8,320	–	–	13,462	15,999
Total Income		7,929	8,118	6,563	8,787	–	–	14,492	16,905
Expenditure on Charitable Activities	3	7,869	7,165	7,706	7,637	20	20	15,595	14,821
Total Expenditure		7,869	7,165	7,706	7,637	20	20	15,595	14,821
Net Income/ (Expenditure) before		60	953	(1,143)	1,150	(20)	(20)	(1,103)	2,083
Transfer/ Divestment	15	–	–	–	(430)	–	–	–	(430)
Net Income/ (Expenditure) for the Year		60	953	(1,143)	720	(20)	(20)	(1,103)	1,653
Reconciliation of Funds									
Total Funds at 1 July 2021		2,278	1,326	2,926	2,206	364	383	5,568	3,915
Total Funds at 30 June 2022		2,338	2,278	1,783	2,926	344	364	4,465	5,568

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

Notes 1 to 16 form an integral part of these financial statements

BALANCE SHEETS

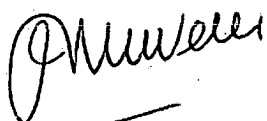
CONSOLIDATED AND COMPANY BALANCE SHEETS AS AT 30 JUNE 2022

Company Registration Number 01619253

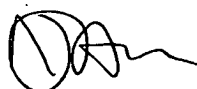
	Note	Consolidated 30 June 2022 £000	Consolidated 30 June 2021 £000	BITC 30 June 2022 £000	BITC 30 June 2021 £000
Fixed Assets					
Tangible Assets	5	763	774	763	774
Current Assets					
Debtors	7	2,126	1,682	2,116	1,669
Cash at bank in hand	8	5,075	6,752	4,970	6,552
Total Current Assets		7,201	8,434	7,086	8,221
Current Liabilities					
Creditors – amounts falling due within one year	9	(3,499)	(3,640)	(3,384)	(3,427)
Total Current Liabilities		(3,499)	(3,640)	(3,384)	(3,427)
Net current assets		3,702	4,794	3,702	4,794
Net assets		4,465	5,568	4,465	5,568
Represented by:					
Unrestricted funds					
• General funds		2,338	2,278	2,338	2,278
Restricted funds		1,783	2,926	1,783	2,926
Endowment funds		344	364	344	364
Total funds	3(f)	4,465	5,568	4,465	5,568

The net (expenditure)/income for the financial year dealt with in the financial statements of the parent Company was a deficit of £1,103k (2021: a surplus of £1,653k):

Approved by the Board of Directors on 15 November 2022 and signed on its behalf:



JOHN M NEILL CBE
Chairman of the Audit Committee



RICHARD HUTTON
Chairman of the Finance & Risk Committee

Notes 1 to 16 form an integral part of these financial statements

CASH FLOW STATEMENT

CONSOLIDATED CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2022

	Year Ended 30 June 2022 £000	Year Ended 30 June 2021 £000
Cash inflow/(outflow) from operating activities	(1,641)	404
Cash flows from investing activities		
Interest Income	4	1
(Purchase)/Sale of tangible fixed assets	(40)	5
Net cash inflow from investing activities	(36)	6
Net increase/(decrease) in cash and cash equivalents	(1,677)	410
Cash and cash equivalents at 1 July 2021	6,752	6,342
Cash and cash equivalents at 30 June 2022	5,075	6,752

RECONCILIATION OF NET INCOMING RESOURCES TO NET CASH INFLOW/(OUTFLOW) FROM OPERATING ACTIVITIES

	Year Ended 30 June 2022 £000	Year Ended 30 June 2021 £000
Net income/(expenditure) for the reporting period (as per the SOFA)	(1,103)	1,653
Adjustments for:		
Interest Income	(4)	(1)
Profit from sale of van	—	(3)
Depreciation charges	51	70
Decrease/(increase) in Debtors	(443)	73
(Decrease)/Increase in Creditors less than one year	(142)	(1,388)
(Decrease)/Increase in Creditors greater than one year	—	—
Net cash inflow/(outflow) from operating activities	(1,641)	404

ANALYSIS OF CASH AND CASH EQUIVALENTS

	Note 8	Year Ended 30 June 2022 £000	Year Ended 30 June 2021 £000
Cash in hand		5,075	6,752
Notice deposits (less than 3 months)		—	—
Total cash and cash equivalents		5,075	6,752

Notes 1 to 16 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 21/22 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.

NOTES TO THE ACCOUNTS

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.

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 60-61.



NOTES TO THE ACCOUNTS

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.

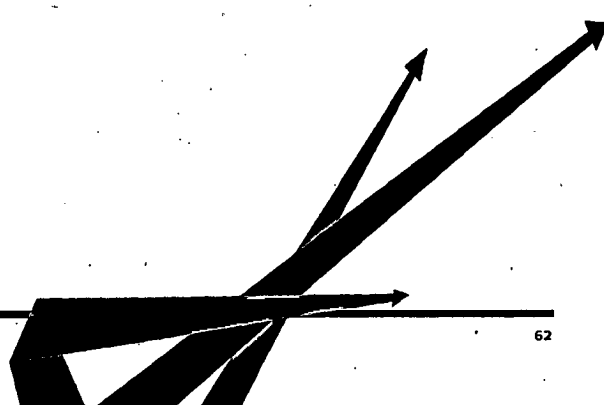
Input VAT is allocated to the costs on which it is incurred and recoveries of directly attributable tax credited against them. Residual input tax recovered is credited to support services in the Statement of Financial Activities and apportioned over expenditure in proportion to the activity.

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.

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. During the year to June 2022, the policy was revised with effect from July 2021. 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.



NOTES TO THE ACCOUNTS

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

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.

NOTES TO THE ACCOUNTS

2. INCOME AND EXPENDITURE

- a) No Trustees received any remuneration in the year (2021: £Nil). No Trustees received reimbursement of expenses in the year. (2021: £Nil).
- b) The Statement of Financial Activities includes the cost of donated services and facilities amounting to £919K (2021: £692K) and the cost of pro bono staff seconded from member companies and organisations amounting to £107K (2021: £213K), details of which are given in note 4(a). BITC has not received any benefit from volunteers.
- c) The results are stated after charging:

	Total 2022 £000	Total 2021 £000
Opening Leases		
• Land and Buildings	319	311
Depreciation	51	65
Group Auditors remuneration		
• Audit of parent accounts	26	26
• Audit of subsidiaries	3	3
• Other Services	4	18

3. ANALYSIS OF CONSOLIDATED FINANCIAL ACTIVITIES

a) Analysis of Income by Activity

Activities	Voluntary Income £000	Charitable Activities £000	Total 2022 £000	Total 2021 £000
Membership	24	4,771	4,795	4,385
Partnerships, Measurement & Best Practice	37	2,335	2,373	2,633
Campaigning for Change	248	1,920	2,168	2,173
Impact, Delivery & the Nations	406	3,643	4,049	7,713
40 th Anniversary	310	793	1,103	–
	1,026	13,462	14,488	16,904
Bank Deposit Interest Receivable	–	4	4	1
Total Incoming Resources	1,026	13,466	14,492	16,905

NOTES TO THE ACCOUNTS

b) Analysis of Expenditure by Activity

Activities	Voluntary Income £000	Charitable Activities £000	Total 2022 £000	Total 2021 £000
Membership	24	2,648	2,672	2,420
Partnerships, Measurement & Best Practice	38	3,893	3,931	3,957
Campaigning for Change	248	2,381	2,629	2,450
Impact, Delivery & the Nations	406	5,033	5,439	5,824
40th Anniversary	310	443	753	—
Total Activities	1,026	14,398	15,424	14,651
Governance	—	171	171	170
Total Resources Expended	1,026	14,569	15,595	14,821

c) Analysis of Total Expenditure

Activities	Staff Costs £000	Voluntary Income £000	Charitable Activities £000	Total 2022 £000	Total 2021 £000
Membership	1,997	484	191	2,672	2,420
Partnerships, Measurement & Best Practice	2,755	708	468	3,931	3,957
Campaigning for Change	1,542	348	739	2,629	2,450
Impact, Delivery & the Nations	3,133	952	1,354	5,439	5,824
40th Anniversary	86	18	648	753	—
Total Activities	9,513	2,511	3,400	15,424	14,651
Governance	—	171	—	171	170
Total Resources Expended	9,513	2,682	3,400	15,595	14,821

Support costs comprise the central costs of senior managers, CEO office, finance, human resources, and IT support and includes salary costs of £2,017K (2021: £1,769K).

Governance Costs comprise management cost of £143K and statutory audit costs of £28K.

NOTES TO THE ACCOUNTS

d) Restricted Funds Analysis for the financial year 2021/22

		Balance at 30 June 2021 £000	Income Received £000	Expenditure £000	Balance at 30 June 2022 £000
Restricted Funds					
Total Movements in Restricted Funds		2,926	7,706	(8,849)	1,783
Included in this total balance:					
Project & Purpose	Fund Provider	Balance at 30 June 2021 £000	Income Received £000	Expenditure £000	Balance at 30 June 2022 £000
Age At Work, Scotland, Wales & NI	Age NI	100	271	(261)	110
Northern Ireland Surplus	Various	229	1,360	(1,183)	406
Work Inspiration	Department of Education for NI	21	—	(21)	—
Community Renewal Fund	Department for Levelling Up, Housing & Communities	—	165	(114)	51
National Business Response Network	Various	1,902	—	(1,673)	229
NBRN Laptop Funding	Brightstar	20	—	(17)	3
Leadership Teams	Various	49	997	(1,038)	8
Taskforces	Various	—	73	(73)	—
RFW	People's Postcode Lottery, PoWCF	63	—	(63)	—
Step Project	World Jewish Relief	20	39	(38)	21
Climate Change	Various, NI	48	48	(48)	48
Age Project	Aviva Foundation	36	11	(47)	—
Place Funding	Various Funders	—	420	(420)	—
Ignition Project	Greater Manchester Combined Authority	—	63	(63)	—
Strategic Relationship	Welsh Government	—	7	(7)	—
LifeSkills – Scotland & Wales	Barclays	150	155	(258)	47
LifeSkills – NI	Barclays	11	72	(83)	—
The Connected Project, NI	Various Funders	40	—	(21)	19
Blackpool Opportunity Areas	Blackpool City Council	4	26	(26)	4
Blackpool Pride of Place	Blackpool City Council	25	75	(62)	38
Blackpool Funding	Various	—	20	(20)	—
Tees Valley Routeways YEI	Hartlepool Borough Council	—	45	(45)	—
BBO Project	Voluntary Action Leicester	—	49	(49)	—
PROCIRC (Circular Procurement)	Interreg – North Sea Region (ERDF)	—	36	(36)	—
Race & Mental Health Funding	People's Postcode Lottery, PoWCF	26.00	—	(21)	5

NOTES TO THE ACCOUNTS

Project & Purpose	Fund Provider	Balance at 30 June 2021	Income Received	Expenditure	Balance at 30 June 2022
		£000	£000	£000	£000
Food Poverty Project	Fusion 21	15.00	–	(15)	–
Skills Exchange & Job Coaching	Axa	–	336	(69)	267
Small Business Programme	NatWest	–	190	(140)	50
Support for Environment Programme Manager	BT Group	25.00	–	(25)	–
40 th Anniversary	Various	–	713	(389)	324
Gifts in Kind to support our programmes	Various	–	900	(900)	–
Skills Exchange & Job Coaching	Various	–	329	(252)	77

Restricted Funds Analysis for the financial year 2020/21

		Balance at 30 June 2020 £000	Income Received £000	Expenditure £000	Balance at 30 June 2021 £000
Restricted Funds					
Total Movements in Restricted Funds		2,206	7,170	(6,450)	2,926
Included in this total balance:					
Project & Purpose	Fund Provider	Balance at 30 June 2020 £000	Income Received £000	Expenditure £000	Balance at 30 June 2021 £000
		£000	£000	£000	£000
Age At Work, Scotland, Wales & NI	Age NI	31	286	(217)	100
Northern Ireland Surplus	Various	–	497	(268)	229
Work Inspiration	Department of Education for NI	2	108	(89)	21
National Business Response Network	Various	1,274	3,476	(2,848)	1,902
NBRN Laptop Funding	Brightstar	–	20	–	20
Leadership Teams	Various	24	991	(966)	49
Taskforces	Various	–	140	(140)	–
RFW	People's Postcode Lottery, PoWCF	113	125	(175)	63
Step Project	World Jewish Relief	–	71	(51)	20
Climate Change	Various, NI	25	48	(25)	48
Age Project	Aviva Foundation	31	132	(127)	36
Fair Work	Scottish Government	–	15	(15)	–
Ignition Project	Greater Manchester Combined Authority	–	69	(69)	–
Programme Support	Welsh Government	–	37	(37)	–

NOTES TO THE ACCOUNTS

Restricted Funds Analysis for the financial year 2020/21

Project & Purpose	Fund Provider	Balance at 30 June 2020	Income Received	Expenditure	Balance at 30 June 2021
		£000	£000	£000	£000
LifeSkills – Scotland	Barclays	28	187	(116)	99
LifeSkills – Wales	Barclays	21	70	(40)	51
LifeSkills – NI	Barclays	8	77	(74)	11
The Connected Project, NI	Various Funders	–	50	(10)	40
Blackpool Opportunity Areas	Blackpool City Council	4	20	(20)	4
Blackpool Pride of Place	Blackpool City Council	–	50	(25)	25
Blackpool Funding	Various	–	173	(173)	–
Tees Valley Routeways YEI	Hartlepool Borough Council	–	35	(35)	–
BBO Project	Voluntary Action Leicester	1	43	(44)	–
PROCIRC (Circular Procurement)	Intereg - North Sea Region (ERDF)	–	51	(51)	–
Race & Mental Health Funding	People's Postcode Lottery, PoWCF	–	50	(24)	26
Food Poverty Project	Fusion 21	–	20	(5)	15
Support for Environment Programme Manager	BT Group	–	30	(5)	25
Responsible Business Tracker	Sky Plc	51	–	(51)	–
Waste to Wealth Grant	People's Postcode Lottery, PoWCF	33	–	(33)	–
International Tourism Partnership & YCI	Various	193	–	(193)	–
Grant to YCI	Marriott Family Foundation	99	–	(99)	–
Sri Lanka Project Grant	Tui Care Foundation	20	–	(20)	–
Curriculum Development	IHG Foundation	18	–	(18)	–
GFEMS Project	Global Fund to End Modern Slavery	9	17	(26)	–
Annual Donation to YCI	Marriott - Althea Foundation	–	41	(41)	–
		–	–	0	–
Community Grants (India & Thailand)	Hyatt	31	–	(31)	–
Grant to ITP	Humanity United	85	–	(85)	–
DFID UKAC Inclusion Works	Sightsavers	–	32	(32)	–

NOTES TO THE ACCOUNTS

e) Unrestricted Funds Analysis for the financial year 2021/22

	Opening 1 July 2021 £000	Net Income During the year	Trf Btw Funds During the year	Closing 30 June 2022
General Funds	2,278	60	–	2,338
Designated Funds	–	–	–	–
Total Unrestricted Funds	2,278	60	–	2,338

f) Analysis of net assets between consolidated funds at 30 June 2022

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000
Tangible Fixed Assets	419	–	344	763
Net Current assets	1,919	1,783	–	3,702
Total net assets	2,338	1,783	344	4,465

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 2021

	Unrestricted Funds £000	Restricted Funds £000	Endowment Funds £000	Total Funds £000
Tangible Fixed Assets	410	–	364	774
Net Current assets	1,868	2,926	–	4,794
Total net assets	2,278	2,926	364	5,568

4. EMPLOYEE NUMBERS

a) Staff Numbers

At 30 June 2022, the Group employed (excluding Directors) 256 salaried persons (2021: 242). These staff were employed in the following activities:

	Total as at 30 June 2022	Total as at 30 June 2021
Direct Charitable Activities	221	207
Central Support Services	27	27
Corporate Communications, Strategy & Management	8	8
Total Number of members of staff	256	242

NOTES TO THE ACCOUNTS

Throughout the year, the Group employed an average of 251 staff (2021: 242). The full time equivalent of these staff is 230 (2021: 226).

In addition, the Group enjoyed, throughout the year, the services of the equivalent of 2 (2021: 3) full-time employees seconded by member companies, public sector and other organisations. The cost of these secondees is included in the financial statements as if they had been employed directly by the Group at an additional annual cost of approximately £107K (2021: £213K). 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 2022	Total as at 30 June 2021
Total Gross Wages and Salaries	9,929	9,488
Employer's National Insurance Contributions	1,024	980
Pension Contributions	599	592
Total Cost of Salaries	11,552	11,060

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 £35K (2021: £52K).

In the year to June 2022, the cost of salaries included redundancy and severance payments of £49K (2021: £57K).

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

	Year ended 30 June 2022	Year ended 30 June 2021
£160,000 – £169,999	1	1
£150,000 – £159,999	0	0
£110,000 – £119,999	4	4
£100,000 – £109,999	1	1
£90,000 – £99,999	1	3
£80,000 – £89,999	1	2
£70,000 – £79,999	9	8
£60,000 – £69,999	10	7

Paid into defined contribution schemes and in respect of 26 (2021: 24) of the above employees, the total employer's pension contributions amounted to £143K (2021: £139K).

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 £1,557K (2021: £1,468K).

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 2021	240	1,137	–	220	–	1,597
Adjustment to opening balance	–	–	–	–	–	–
Additions/(Disposals)	–	–	–	13	26	39
At 30 June 2022	240	1,137	–	233	26	1,636
Depreciation						
At 1 July 2021	–	607	–	215	0	822
Charge for the period	–	44	–	4	2	50
At 30 June 2022	–	651	–	219	2	872
Net Book Values						
At 30 June 2022	240	486	–	14	24	763
At 30 June 2021	240	530	–	4	–	774

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 is dormant at year end. The value of net assets held at year end totalled £Nil and are consolidated in these accounts.

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 2022, 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 2022

Income and Expenditure Accounts		Balance Sheet for Subsidiary Company at 30 June 2022	
	BITC T&A £000		BITC T&A £000
Incoming Resources	698	Trade Debtors	10
Management Costs	(291)	Other Debtors	–
Results of ordinary activities	407	Cash	104
Gift Aid Payable to parent	(407)	Amount due from parent	201
		Amounts due to third parties	(315)
Retained Earnings	–	Net Reserves	–

7. DEBTORS AND PREPAYMENTS

	Consolidated 30 June 2022 £000	Consolidated 30 June 2021 £000	BITC 30 June 2022 £000	BITC 30 June 2021 £000
Trade Debtors	1,253	1,221	1,243	1,184
Intercompany Debtor	–	–	–	24
Other Debtors	43	56	43	56
Accrued Income	687	219	687	219
Prepayments	143	186	143	186
Total Debtors	2,126	1,682	2,116	1,669

8. CASH AT BANK AND IN HAND

	Consolidated 30 June 2022 £000	Consolidated 30 June 2021 £000	BITC 30 June 2022 £000	BITC 30 June 2021 £000
Current Accounts	1	2	1	2
Interest Bearing Accounts	5,074	6,750	4,969	6,550
Total Cash & Cash Equivalents	5,075	6,752	4,970	6,552

NOTES TO THE ACCOUNTS

9. CREDITORS: AMOUNT FALLING DUE WITHIN ONE YEAR

	Consolidated 30 June 2022 £000	Consolidated 30 June 2021 £000	BITC 30 June 2022 £000	BITC 30 June 2021 £000
Trade Creditors	165	14	111	14
Other Creditors	509	488	508	488
Intercompany Creditor	–	–	201	–
Taxation and Social Security Costs	376	389	376	389
Income in Advance	319	673	319	673
Def Inc – Fees and other income in advance (Note 10)	1,612	1,422	1,355	1,240
Accrued Expenditure	518	654	514	623
Total Creditors falling due within one year	3,499	3,640	3,384	3,427

10. ANALYSIS OF MOVEMENT IN FEES AND OTHER INCOME IN ADVANCE

Where income is received that requires BITC 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 and released when those commitments are delivered.

	Brought Forward 1 July 2021 £000	Released During Year £000	Deferred During Year £000	Carried Forward 30 June 2022 £000
Membership Services	600	(600)	652	652
Business Solutions	354	(354)	319	319
Other	286	(272)	371	385
T & A	181	(156)	161	186
Total	1,421	(1,382)	1,503	1,542

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 2022 £000	June 2021 £000
a)		
(i) Not later than one year	362	327
(ii) Later than one year and not later than five years	252	363
(iii) Later than five years	–	–
b) Lease payments recognised as an expense	319	311

NOTES TO THE ACCOUNTS

12. CAPITAL COMMITMENTS

No material capital commitments were contracted for at 30 June 2022 (2021: £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 £407K (2021: £331K). At the year end the amounts owed to/(by) the Charity were as follows:

Subsidiary	June 2022 £000	June 2021 £000
BITC Trading and Advisory	(201)	24
Represented by:		
Gift Aid Payable to Charity	407	331
Gift Aid Payments made on account	(169)	(150)
Allocated costs recharged to subsidiary	58	61
All Other transactions*	(497)	(218)
Total Owed to/(by) Charity	(201)	24

15. TRANSFER/DIVESTMENT

The transfer of funds included in the prior year's SOFA constitutes the restricted reserves related to the activities of the International Tourism Partnership (ITP) that were transferred to the Sustainability Hospitality Alliance (SHA) in that year. Income and Expenditure relating to the activities of ITP are included in prior year's accounts to 30 September 2020 from which date all activities relating to ITP programmes were transferred to SHA.



NOTES TO THE ACCOUNTS

16. 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	
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.

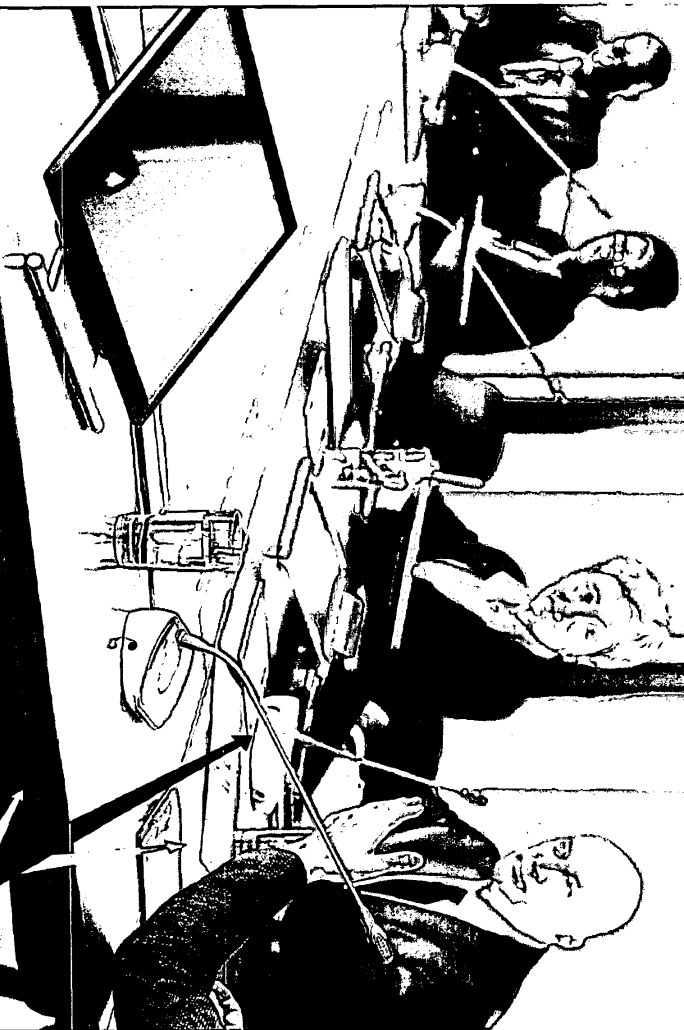
Provider	Project	FY 2021/22
ABP Management UK	Action on Climate Change, NI	7,000
Age NI	Age @ Work in NI, Scotland, and Wales	281,023
ARC Health Living Centre	#RETHINK	53,522
Barclays	Delivery of LifeSkills in NI	82,884
Barclays	Building Back Responsibly, NI	7,957
Barclays	Delivery of LifeSkills in Wales & Scotland	155,252
Barrow Cadbury Trust	Place Taskforce	48,000
Belfast Harbour Commissioners	Building Back Responsibly, NI	25,000
Belfast Harbour Commissioners	Time to Code	10,000
Big Lottery Fund & ESF Building Better Opportunities	Voluntary Action Leicestershire, The Great Project	46,011
Blackpool Council	Blackpool Pride of Place	75,000
Blackpool Council	Opportunity Areas Lancashire Careers Journey	25,600
Blackpool Council	Prospectus + Party Conferences	20,000
Bryson Energy	Step into Employment	6,703
Bryson Energy	Young Persons Employment Initiative	5,866
Climate Northern Ireland	Business Action on Climate Campaign, NI	7,500
Danske Bank	Business Action on Climate Change, NI	7,500
Danske Bank	Building Back Responsibly, NI	10,000
Department For Levelling Up, Housing & Communities	Community Renewal Fund	101,530
Department for the Economy NI	Business Action on Climate Campaign, NI	32,500
Department of Agriculture, Environment & Rural Affairs NI	Business Action on Climate Campaign, NI	32,500
Department of Agriculture, Environment & Rural Affairs NI	Environmental Sustainability Program	25,368
Department of Education for NI	Work Inspiration	100,200
Department of Education for NI	Time To Programmes	87,000
Department of Finance and Personnel NI	Digital Assist	14,308
Department of Finance and Personnel NI	Connected Project	35,271
Department of Justice	Ban the Box	20,000
Education Authority Northern Ireland	Digital Donations	30,000
Encirc	Business Action on Climate Change, NI	6,000

NOTES TO THE ACCOUNTS

Provider	Project	FY 2021/22
Encirc	Building Back Responsibly, NI	20,000
First Housing	#Work it Out, NI	11,838
Fusion21 Foundation	Tackling Food Insecurity & Building Community Resilience, EM	20,000
Garfield Weston Foundation	Job Coaching	60,000
Hartlepool Borough Council	Tees Valley Routeways Project	33,573
Lidl	Action on Climate Change, NI	14,000
National Lottery Charities Board	Digital Inclusion	10,000
Norfolk County Council	The 100 Day Challenge	95,975
Northern Ireland Water	Business Action on Climate Change, NI	7,000
Police Service NI	Building Back Responsibly, NI	7,500
Power NI	Business Action on Climate Change, NI	7,000
Prince of Wales's Charitable Foundation	Skills Exchange	156,250
SHS Group	Building Back Responsibly, NI	7,500
SONI Northern Ireland Ltd	Business Action on Climate Change, NI	7,000
The Mercers' Company	Place Funding, Norwich	50,000
Translink	Business Action on Climate Change, NI	7,000
WCVA	VW Strategic Grant	49,549



GOVERNANCE



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 were updated and approved in 2021. The Finance & Risk Committee is responsible for supervising the financial affairs of the charity and the Audit Committee for compliance and policy. 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. In addition, The Board has an Advisory Board of senior stakeholders to help inform them, and management.

Incoming trustees receive an induction into the work of the charity and meet with the Chairman, Chief Executive, Company Secretary and Finance Director.

The Remuneration Committee of the Board is responsible for setting the annual pay review for staff, after consideration of external benchmarking within the charity sector.

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

- Reviewed and agreed the business plan for the coming year and the focus of activities for 21/22, to grow the responsible business movement and to collectively create greater impact
- Agreed the budget for the year commencing 1 July 2021 and monitored financial performance through the Finance & Risk Committee, and risk through the work of both the Audit Committee and the Finance & Risk Committee
- Took reports at each board meeting on progress made against 12 organisational KPIs in the Business

Plan and of performance against Budget

- Approved the Report & Accounts for the year ended 30 June 2021 and recommended their adoption by members in general meeting
- Re-established, and approved the terms of reference, for the Nominations Committee of the Board, chaired by Gavin Patterson, to find Amanda Mackenzie's successor as Chief Executive
- Took a presentation from the Lead Safeguarding Officer on BITC's Safeguarding Policy and practice
- Took a presentation from the company secretary on governance, benchmarking BITC against the Charity Governance Code for Larger Charities
- Resolved that a central register of trustees' interests be kept, and declarations to be made and minuted as a standing item at each board meeting
- Took assurance from the Audit Committee that there had not been any data protection breaches requiring a report to the ICO, and that no cyber-attacks had taken place
- Endorsed the recommendations of the Remuneration Committee on the annual pay review 2022
- Endorsed plans put forward by the executive to establish a member-only part of the website
- Endorsed plans put forward by the executive to recognise BITC's 40th anniversary with various events and activities throughout 2022
- Took a presentation from the executive on BITC's People and discussed various approaches to return to offices

The **Finance & Risk Committee** met four 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 and to review the risk to which the Charity is exposed.

The **Audit Committee** met twice in the reporting period, to oversee the relationship with external auditors, to review risk management and controls framework, to take an annual review of Safeguarding procedures and to review and detect procedures and compliance in regard to data protection, cyber security, fraud and whistle-blowing.

The **Remuneration Committee** met three times in the reporting period, agreed its new terms of reference, the pay review for FY 21/22 and discussed BITC's wider benefits package.

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

GOVERNANCE

Royal Founding Patron
HM King Charles III

The present directors of the company are as follows:

Chairman

Gavin Patterson

President and Chief Revenue Officer,
Salesforce

Vice Chairman

Steve Holliday

President, The Energy Institute
Chairman, Cityfibre, Chairman, Zenobe

Directors:

Jane Ashcroft CBE Vice Chair, Associated Retirement Community Operators (appointed 4 November 2021)

Raman Bhatia, Chief Executive Officer, OVO Energy (appointed 4 November 2021)

Lucinda Charles-Jones Non Executive Director, Rank Group plc

Chris Conway, Group Chief Executive, Northern Ireland Transport Holding Company

Dame Vivian Hunt Senior Partner, McKinsey & Company

Richard Hutton² Finance Director, Greggs

John M Neill CBE¹ Chairman & Group Chief Executive, Unipart Group

Jeremy Pocklington CB² Permanent Secretary, Ministry of Housing, Communities and Local Government

Alison Rose, Chief Executive, NatWest Group

Keith Weed CBE, President, Royal Horticultural Society

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

John Williams¹ Vice Chair, Association of Chairs (retired 14 July 2022)

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

Joe Greenwell CBE DL Non Executive Director, Xtrac Ltd

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

The following non-Board members serve on the Finance and Risk Committee:

Nicola Bancroft FCMA Non Executive Director, Rotherham NHS Foundation Trust

Nigel Hinshelwood Senior Independent Director, Lloyds Banking Group and Bank of Scotland plc

Spencer Sheridan Chief Financial Officer, Sciensus

Victoria Fakehinde Director of Finance, Royal Air Force Benevolent Fund

Caroline Riddy Group Company Secretary and Corporate Counsel, AXA UK plc

BITC Advisory Board:

Acting as ambassadors for Business in the Community is a small senior group of stakeholders convened by our Chairman. Their goal is to represent BITC on platforms and to help shape BITC's response to some of the biggest overarching issues facing responsible businesses today.

Chair: **Gavin Patterson** President and Chief Revenue Officer, Salesforce

Sir Ian Cheshire Chair, The Prince of Wales's Charitable Fund

Tony Danker Director-General, CBI

Richard Curtis Vice Chair, Comic Relief

Lord Mark Price Founder, Engaging Works

Adrian Joseph OBE Managing Director,



GOVERNANCE

Group AI and Data Solutions, BT Group

Karen Blackett OBE Chairwoman, MediaCom

Frances O'Grady General Secretary, TUC

Vice-Presidents:

Dame Julia Cleverdon DCVO CBE

Sir Stephen O'Brien CVO

Sir Mark Weinberg

The Prince's National Responsible Business

Ambassador:

Dame Vivian Hunt Senior Partner, McKinsey & Company

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 St Bride's House, 10 Salisbury Square, London EC4Y 8EH

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

Chief Executive: **Amanda Mackenzie OBE**

Campaigns and Content Director: **Sam Balch**

Membership Director: **Nick Diamond**

Chief Operating Officer: **Drake Dubin**

Creative Director: **Gail Greengross LVO**

Managing Director BITC NI: **Kieran Harding**

Director, Delivery and Impact: **Sue Husband OBE**

Director, Finance: **Charlie O'Neill**

Director, Advisory Services: **Harriet Walker**

Company Secretary: **Lesley Wolfenden LVO**

Nations Directors:

Scotland: **Louisa Macdonell**

Northern Ireland: **Kieran Harding**

Wales: **Sue Husband OBE**

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

Leadership Team Chairs:

Climate Action

Louise Kingham OBE Senior Vice President, Europe and Head of Country, UK bp plc

Employment & Skills

Jonathan Lewis Chief Executive Officer, Capita

Gender

Sarah Bentley, Chief Executive Officer, Thames Water

Global Goals

Anne Marie Verstraeten, Group UK Country Head, BNP Paribas Group

Race

Richard Iferenta Partner, KPMG

Wellbeing

Javier Echave Chief Financial Officer, Heathrow Airport Holdings

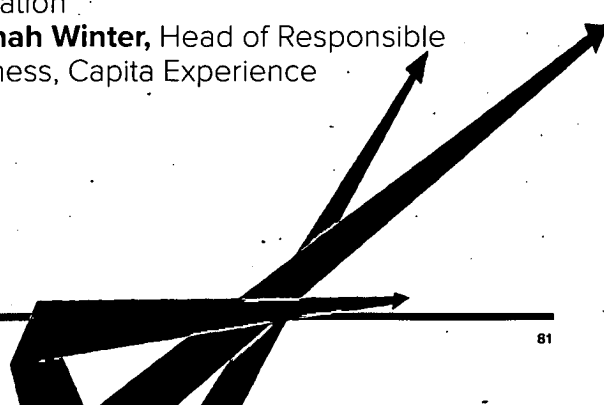
Taskforce Chairs:

Circular Economy

Diane Emerson, Climate and Sustainability Leader, UK, India, Middle East and Africa, Arup

Education

Hannah Winter, Head of Responsible Business, Capita Experience



GOVERNANCE

Future Skills and Good Work

Catherine Schlieben, Chief People Officer
for Talent and NGV, National Grid

Net Zero Carbon

Latifa Kapadia, UK Sustainability Lead, PwC

Place

Lord Steve Bassam, Place Director, Business
in the Community

Leadership Board Chairs:

Community Leadership Board

Co-chaired by Dame Vivian Hunt, Senior
Partner, UK and Ireland, McKinsey &
Company and Steve Rowe, former Chief
Executive Officer, Marks and Spencer.

East of England

Peter Simpson Chief Executive Officer,
Anglian Water Group

East Midlands

Rebekah Wallis Director, People and CR,
Ricoh

North East

Tim Hill Partner, Eversheds Sutherland
North West

Christopher Gray Chief of Public Sector,
AND Digital

South East

Owen Marks Head of Rare Diseases, Pfizer

South West

Heather Cooper Independent Advisor

West Midlands

Lee Mellor Vice President Europe, SC
Johnson Professional UK

Yorkshire and Humber

Helen Kaye Partner, Deloitte

London

Chris Reeve, London Chairman, PwC

Scotland

Alison Rose Chief Executive, NatWest Group

Northern Ireland

Chris Conway Group Chief Executive,
Translink

Wales

Peter Perry, Chief Executive, Dŵr Cymru
Welsh Water

