



The Prince's
Responsible
Business Network



Business in the Community

ANNUAL REPORT

2020/21

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COMPANIES HOUSE



The Directors of Business in the Community (BITC) present their Annual Report for the year ended 30 June 2021, which incorporates, within pages 5-47, a strategic report under the Charities Act 2011, the Companies Act 2006 and the Charities and Trustees Investment (Scotland) Act 2005 and related regulations.

Company Registration Number 01619253

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2020 – 2021: ON REFLECTION

GAVIN PATTERSON, CHAIR

My first year chairing Business in the Community (BITC) has coincided with a global pandemic, really putting into perspective, more than ever before, the importance of our mission. This time has given business an opportunity to rethink its role in society, its purpose and how it operates. The unique situation provided an opportunity for BITC to inspire business to build back better; to refuse to remain static or take a step back on societal and environmental issues, instead using this time to accelerate action.

During the challenging times, BITC's ability to mobilise business in communities has shown itself to be an impressive force, particularly around the emergency response needed to support communities throughout the pandemic. From requesting, coordinating, and delivering donations from businesses, such as the 1.5 million bottles of hand sanitiser, the 10,000 sandwiches a week or the 410,000 items of clothing which were distributed to food banks and homeless shelters across the UK. Having this ability and power to be able to convene at scale should not be underestimated. It is through collective action that we have greater influence and achieve far wider-reaching impact. When you put this alongside a waning trust in institutions, businesses reacted and assumed responsibility. The all-important connection of business to community is essential to moving forward.

I have seen BITC step up as the voice of responsible business – a voice that has increased in importance despite the uncertainties. This is evident in the success of our campaigns and our increased engagement with businesses across the regions and nations. With nearly 90% of our members engaged in our campaign to Build Back Responsibly, a waiting list for our Responsible Business Tracker® and double the number of leaders on our Regional Leadership Boards. BITC is and will continue to be the beacon that will define the direction of responsible business in the UK, ensuring that no one is left behind after the pandemic and the years that follow.

As we grow the responsible business movement further, we have the opportunity to really cement the UK as a leader in responsible business. We will utilise the strength of collaborative business leadership, working together to achieve the United Nations' Sustainable Development Goals. With the weight of our network behind us, we have the ability to drive impact and make those goals a reality.

I wish to thank the BITC Board, Advisory Board, Leadership Teams, Regional and National Leadership Boards who have steered BITC on this path so far and all those who contribute to help building our movement. In particular, HRH The Prince of Wales and The Prince's Responsible Business Ambassadors for all they do to advocate on our behalf. BITC as an organisation has never been more relevant than it is today, an organisation filled with trusted and credible experts, with an unrivalled power to convene. With businesses more active and engaged on the responsible business agenda, listening to their customers, employees, and the wider community, now is the time for meaningful, positive change.

Gavin Patterson
President and Chief Revenue Officer, Salesforce
Chairman, Business in the Community



FOREWORD

PROGRESS, GROWTH AND SUCCESS IN THE FACE OF ADVERSITY

The unfolding of this past year has been extraordinary. Uncertainty has underpinned our lives as we have all tried to steady the ship. I must say that, in such times, I am extremely grateful to all those who work for and support Business in the Community (BITC).

These past 12 months might have been a time when we sank. Thankfully, due to the diligence and determination of our team, our renewed strategy, the cost savings, and the invaluable support from our members, this has not come to pass. We have been able to restore our reserves, grow our membership and increase our net promoter score. We have also designed measurement frameworks for our key programmes that will allow us to showcase our collective impact and lead the way on responsible business like never before.

In many ways, responsible business has come of age. 150 years ago, we had the very first companies – such as Cadbury and Lever – who understood doing well by doing good, albeit with a certain patriarchal leadership. This became what we now know as corporate social responsibility (CSR), which at the time was not seen as an intrinsic part of business.

BITC has been around for 40 years, during which time the involvement of businesses in communities has progressed and CSR has become more integrated within organisations. Nothing showcases this more than the extraordinary feat of our National Business Response Network (NBRN), which has supported 1.7 million beneficiaries since its inception. This itself is evolving and we are channelling a continued desire to help communities in need.

Over the last year, we also worked alongside businesses to help get more people into jobs. Through the Ban the Box campaign, more than one million roles have been opened to jobseekers with criminal convictions. We supported small businesses and built community resilience, setting up a taskforce and running support pilots in places such as Aberdeen, Newport and on the Fylde Coast. In essence, this is nothing new. BITC and its members have been levelling up in communities since day one, and we will continue to do so.

We are seeing more companies realise there is long term value for both themselves and all of their communities if responsible business sits at their core and drives their business. This is evident in the evolution of CSR into environmental, social and governance (ESG), that many now see as key to building a business from the ground up. Our Responsible Business Map and Responsible Business Tracker were designed with this in mind. It also means businesses are widening their scope to look beyond the 'E' in Environmental, Social and Governance, to issues such as wellbeing and inequality. Testament to that is the 5.8 million employees now covered by our Race at Work Charter, on top of the exceptional demand we have seen for our diversity and inclusion services in the last 12 months.

I have no doubt the roots of ESG have had an impact worldwide and with BITC moving into its 40th year, we'll be calling for a significant change in pace and ambition in order to drive our vision for the future. A future where business contributes to restoring the planet, benefits communities, guarantees everybody has an equal chance and is a place where employees can bring their whole self to work. A future everyone deserves.

Thank you for all your support this year.

Amanda Mackenzie OBE
Chief Executive
Business in the Community





INTRODUCING BUSINESS IN THE COMMUNITY

WHO WE ARE

We are the largest and longest established, business-led membership organisation dedicated to responsible business, founded by HRH The Prince of Wales 40 years ago.

WHAT WE DO

We work with members to continually improve their responsible business practice, leveraging the collective impact for the benefit of communities.

OUR VISION

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

OUR FOCUS

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

- Developing a skilled and inclusive workforce.
- Ensuring work is good for everyone.
- Innovating to sustain and regenerate the planet.
- Building thriving communities.

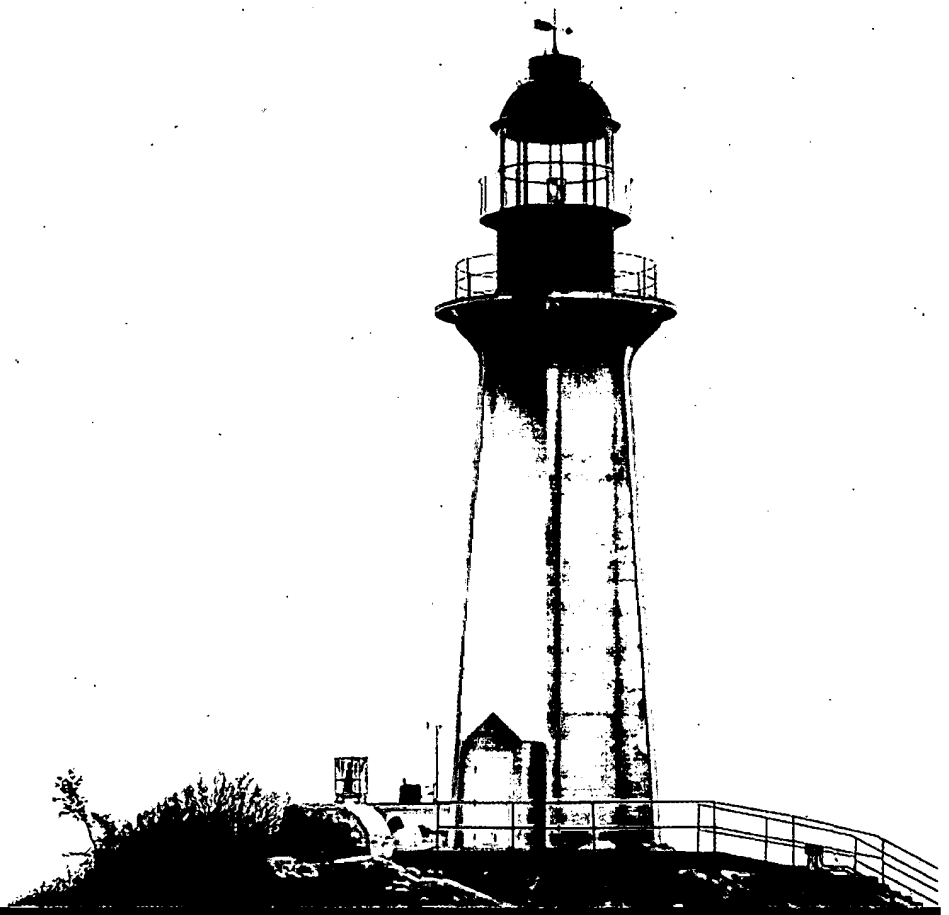
WHAT WE OFFER

We provide expertise to measure and improve your impact in responsible business.

- We encourage you to be faster, braver and bolder in how you create sustainable change.
- We create a unique network of leaders who together want to solve problems, share insight and take action.
- We profile best practice to lead and inspire others

WHAT WE ASK

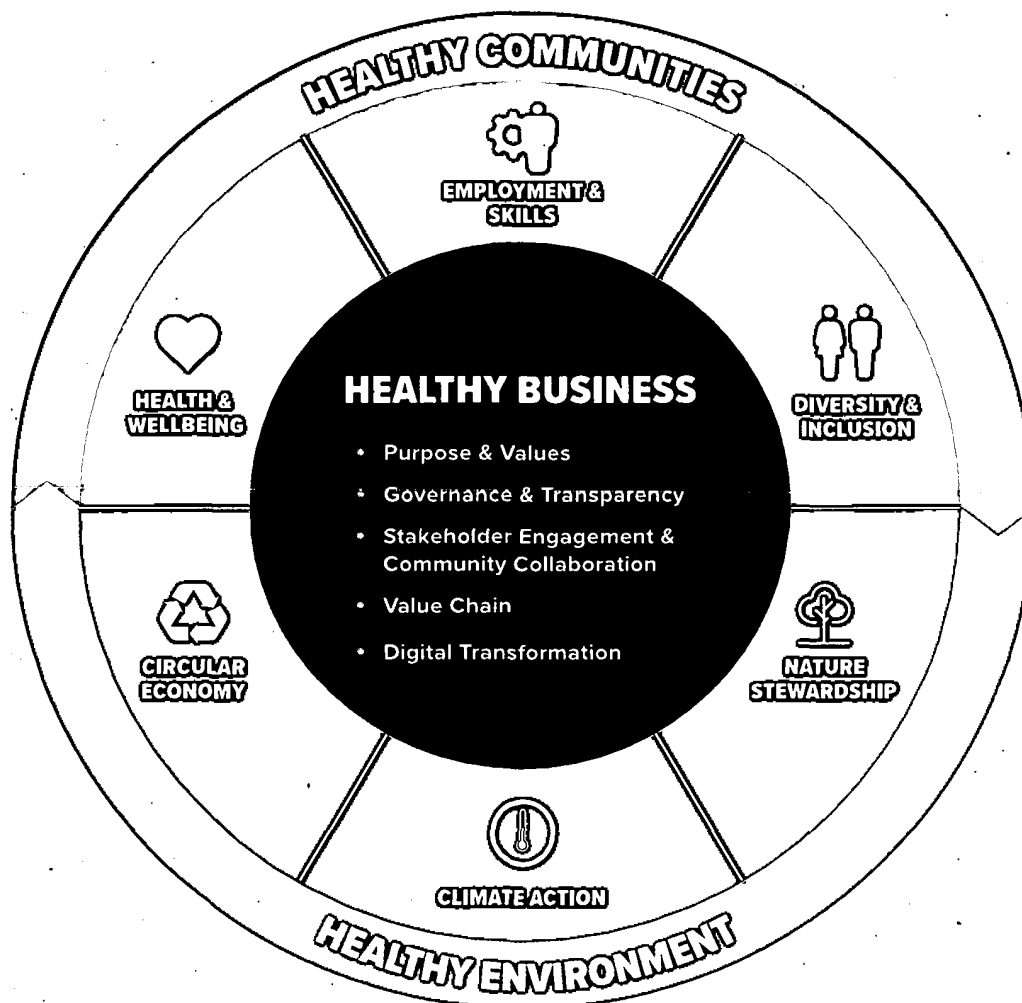
- Take action to be the most responsible business you can through a journey of measurable improvement.
- Embed responsible business at every level throughout the organisation.
- Grow the movement through your wider networks to enable change at pace and scale.
- Share your learning and take pride in your leadership, bringing others with you.



INTRODUCING BUSINESS IN THE COMMUNITY

WHY JOIN

- Work and learn with a unique community of over 600 businesses to lead, influence and take action.
- Access expert advice, best practice, research, training and BITC's Responsible Business Map®, Principles and Responsible Business Tracker®.
- Take collective action with likeminded organisations to improve the communities you work with.



ENGAGING OUR MEMBERS

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 we can achieve together. With this in mind, our 2020-21 membership goals were to grow the size of the overall membership, and increase the retention rate driven by higher member satisfaction.

2020/21 GOALS

- Grow the size of membership in England, Scotland and Wales, from 359 to 375 members (more than 50% being level 1 or 2)
- Retain current levels of membership in Northern Ireland of 204
- Increase membership retention rates, from 71% to 85%
- Improve Net Promoter Score (NPS) score, from +10 to +15 in member survey

2020/21 PROGRESS

We aim to grow the responsible business network of members by bringing in new members, ensuring members stay in membership and constantly providing excellent value to our members so they are engaged. It should be noted that, as in 2019-20, this was affected by the ongoing COVID-19 crisis.

Despite the tough external environment, in 2020-21 we achieved a net increase in membership of seven new members in England, Scotland and Wales, which is a remarkable achievement.

Against our goals, in 2020-21:

- we welcomed 63 new members to BITC (we had set a target of 65 new members)
- 83% of members renewed their membership, against a target of 85%
- our NPS score improved to 29, against the target of +15 (from a start point of 10)

As shown by the progress in net membership, membership retention and member satisfaction, 2020-21 has been a significant year of progress towards our aim of growing the Responsible Business Network.

This success has been driven by:

- our **value proposition**, which we take to prospects and members, and is now embedded, well presented and well received
- a stronger **appetite and interest** in joining BITC, driven by better brand recognition through the National Business Response Network (NBRN), more advocacy from existing members and a 'whole BITC' approach to lead generation
- our **'Relationship Manager'** model, which has further evolved to ensure we fully understand our members' needs and then deliver the appropriate services to them to meet that need. This has driven up member retention rates and member satisfaction as shown by our latest, market leading NPS score
- our response to areas of responsible business relevant to our members with high quality **content** and **events** (e.g. our response to Black Lives Matter)

We closed 2020-21 in a strong position, and our trajectory into 2021-22 continues to be positive. However, we need to achieve a step-change in membership numbers to realise our vision for the UK to lead the world in responsible business.

WHAT OUR MEMBERS HAVE BEEN UP TO

LEGAL & GENERAL IS BUILDING SMALL BUSINESS SKILLS IN WALES

As a top 20 global asset manager and the UK's largest provider of individual life assurance products, Legal & General has a clear purpose: To improve the lives of customers by building a better society for the long term, using its assets in an economically and socially useful way to benefit the communities it serves.

As well as being a major global business, the business has a strong commitment to local UK communities. From its Cardiff offices, Legal & General has long supported the work of BITC in Wales, since becoming a member of the network in 2007. Throughout the COVID-19 pandemic, it has proactively supported Welsh communities through the National Business Response Network (NBRN). As well as offering support and donations to organisations tackling the effects of the pandemic, it also encouraged staff to use their skills to support the resilience of small businesses.

Staff played a prominent role in piloting an SME support programme in Newport, South Wales, promoting and managing a series of small business

support webinars for local Newport businesses, and assisting local firms through tailored, one-to-one support sessions. These sessions provided a space where business owners could talk through their recovery ideas, and explore new approaches to their digital capabilities, business planning, and marketing.

Now is the time for larger businesses to extend support to the thousands of diverse and dynamic SMEs, and the millions of people they employ. We have all faced some incredibly tough challenges over the past year, and myself and my colleagues are incredibly motivated to share helpful skills, resources, and advice with communities in Wales.

Lynne Sheehy, Corporate Social Responsibility Manager, Legal & General

WHAT OUR MEMBERS HAVE BEEN UP TO

TSB USES ADVICE TO DO WHAT MATTERS FOR THE ENVIRONMENT

TSB is a retail bank with a heritage stretching back to the start of the savings bank movement more than 200 years ago. Today, it is a full-service bank with 7,000 employees serving over 5 million customers online and on their mobiles, over the phone, and across its branch network (the seventh largest in the UK).

TSB became a BITC member in 2019, but the relationship pre-dates this as the bank began working with BITC on its diversity and inclusion policies in 2016. This experience led TSB to decide to make use of BITC's Environment Advisory Services, to help translate its ambition to reduce its environmental impact into a strategic plan with meaningful actions. BITC Environment Advisers supported TSB through expert led one-to-one meetings and by delivering workshops for senior staff – the first focused on helping TSB to develop public environmental commitments, and the second advising on strategy and governance.

This support helped shape TSB's campaign to be net zero for Scope 1 and Scope 2 emissions –

encompassing fuel and utilities usage – and commit to be accredited by the Science Based Targets initiative to support its net zero strategy for Scope 3 emissions.

In 2020, the bank launched its first responsible business strategy – its 'Do What Matters Plan' – setting out relevant and meaningful actions and goals, and aligned to relevant national and international targets.

We were determined to deliver our sustainability ambitions. The one-to-one sessions and the workshops helped us to sharpen our thinking, understand tried and tested tools to land on meaningful and measurable actions, and to learn from other businesses.

Federika Coll, Responsible Business Manager,
TSB

WHAT OUR MEMBERS HAVE BEEN UP TO

CO-OP SUPPORTS FAIR WORK AND SAFER COMMUNITIES

The Co-op is one of the world's largest consumer co-operatives, owned by millions of members. With over 2,500 stores and almost 70,000 employees across the country, it is the UK's fifth largest food retailer. It is also the number one funeral services provider, and has major operations in insurance and legal services.

With its origins tracing back to 1844, the Co-op has a long history of conducting business with a social conscience, and is today a recognised leader for its support for and engagement with communities. Having joined BITC in 2011, the business has taken great strides in embedding responsible business principles and practices across its organisation. A significant aspect of this has involved Co-op bringing its longstanding values of fairness and inclusion to its approach to recruitment and retention.

In August 2020, Co-op formally signed up to Ban the Box, a campaign through which BITC calls on UK employers to give ex-offenders a fair chance to compete for jobs by removing the tick box from application forms and instead asking about criminal convictions later in the recruitment process.

The company recognises that by removing barriers to entry and providing greater access to employment for people with a history of criminal convictions, it can increase the likelihood of sustained rehabilitation, help to reduce re-offending and crime, and increase the economic wellbeing of the local communities it serves. This is all part of Co-op's ambition to support safer and stronger communities for colleagues, customers, and members. Since adopting the principles of Ban the Box, the Co-op has reviewed its resourcing and screening processes to ensure inclusivity for the ex-offender community.

The Co-op has also built upon its organisational practice to make a direct difference by supporting targeted initiatives in partnership with the penal system. It has built a close working relationship with HMP East Sutton House in Kent to support people on Release on Temporary Licence into work both during and after their sentence.

WORKING WITH OUR MEMBERS IN NORTHERN IRELAND

Throughout the past year, BITC's Northern Ireland (BITCNI) membership has stabilised and is once again on a growth path, with 215 members, a retention rate of 96%, and a healthy pipeline to achieve its target of 220 members by the end of the 2021.

BITCNI continued to support member organisations through the process of achieving accreditation in CORE: The Standard for Responsible Business. A 95% renewal rate was achieved, and eight new companies entered the process of accreditation, which measures and benchmarks responsible business performance.

This year, two Northern Ireland companies – Translink and Belfast Harbour – obtained the highest level of CORE accreditation, achieving Platinum level.

In 2021, the annual Responsible Business Awards in Northern Ireland celebration event took place virtually, with a dedicated two-week programme of online activity in the run up to and following the event. A slick, one-hour,

live broadcast revealed winners in eleven categories, including Northern Ireland Responsible Company of the Year, which was awarded to Henry Brothers Ltd.

The Climate Action Pledge – a key part of the Business Action on Climate campaign – is gaining widespread attention. 25 businesses have already signed the Pledge, committing to either a 30% or 50% reduction in greenhouse gas emissions (scope 1 and 2) by 2030, with further commitments to measure and report on scope 3. BITCNI is working with a healthy pipeline of businesses at various stages on their climate journey, encouraging them to sign the Climate Action Pledge as part of their race to net zero.

Businesses continued to support the National Business Response Network throughout the pandemic, with more than 700 matches made with the support of Northern Ireland members. One notable project, the NI Big Community Sew, successfully engaged businesses in supporting a community sewing initiative which provided 40,000 face coverings to the most vulnerable.

HIGHLIGHTS

Taking action on key issues

- The **Build Back Responsibly** campaign was launched, with a focus on: mental health; inclusive employment; digital inclusion; and climate action. Twelve Northern Ireland companies have been involved in shaping, developing and championing the campaign, including: ABP, Belfast Harbour, Danske Bank, Deloitte, encirc, LIDL NI, Power NI, PSNI, NI Water, SHS Group, SONI, and Translink. The campaign created a brilliant opportunity for government engagement, with the First and Deputy First Ministers of Northern Ireland demonstrating their support for the campaign.

Creating a fairer opportunity for all

- As part of our workplace and social inclusion agenda, BITCNI launched **Race at Work**; continued to profile age-inclusion programme **Age at Work**; and introduced **Ban the Box**, a campaign asking employers to review their

recruitment processes in relation to hiring people with criminal convictions. We worked with members to support them to prioritise employee wellbeing throughout the pandemic, introducing creative and innovative wellbeing initiatives and interventions with a whole-person approach.

Collaborating on climate

- The **COP26 NI Business Hub** has been launched in partnership with ARUP, Firmus Energy and Translink, and with the support of the Department of Agriculture, Environment and Rural Affairs. This collaborative Hub provides the opportunity for NI businesses to access and share climate action-related events, ideas and resources in the run up to, during, and following COP26.

WHAT OUR MEMBERS HAVE BEEN UP TO

DANSKE BANK – BANKING ON A SUSTAINABLE FUTURE

Danske Bank UK has long had a strong focus on minimising the environmental impact of its operations and in championing action to address climate change in Northern Ireland. The Bank recently created the new role of Head of Sustainability and developed a new climate strategy.

This year, Danske Bank:

- Launched the UK's first carbon neutral mortgage, certified by the Carbon Trust
- Became BITCNI's Climate Champion for the financial services sector, actively challenging other businesses to take action on climate
- Became a climate-action pioneer as the first bank to sign the Climate Action Pledge
- Introduced the Climate Action Programme in partnership with BITCNI, delivering a structured series of workshops, training programmes, toolkits and advisory support on climate literacy, carbon foot-printing, mitigation strategies and target setting, to support its key customers to recognise and address their climate risks



OUR STRATEGY AND ADVISORY SERVICES

We advise and engage our members through our advisory packages and bespoke consultancy work across the responsible business map to help our members ensure they drive positive change.

ADVISORY SERVICES

Increased awareness and recognition of racial and gender inequalities led to a surge in demand for our inclusion advisory services. The agenda has been elevated to the highest levels of decision making and we are working with boards and executive teams on their role in driving equality, diversity and inclusion within their organisations, as well as seeing continued high demand for our training and facilitation products across all levels in member organisations.

The impact of COVID-19 on wellbeing has heightened the need for businesses to think about the support they provide for their people. Our offer in this space has evolved in response.

Our strategy and purpose, and community advisory work are also seeing high levels of demand as our members are navigating changing stakeholder expectations of the role business should play in addressing environmental and societal issues.

During FY 20/21:

96

**organisations had at least
one champion advisory package**

350

**organisations had at least one light
touch advisory package**

132

**organisations took out
extra advisory support**

[Download Advisory Services brochure here](#)

WHAT OUR MEMBERS HAVE BEEN UP TO

UNUM MATERIALITY ASSESSMENT

Unum are one of the UK's leading employee benefits providers offering financial protection through the workplace including Income Protection, Life Insurance, Critical Illness and Dental Cover. They listen to their customers to create the benefits and wellbeing support that matters most to employers, employees and their families. Unum is a subsidiary of Unum Group, a provider of employee benefits products and services in the United States, including group and individual disability insurance.

At the end of 2020, Unum protected 1.6 million people in the UK and paid claims of £360 million — representing almost £7 million a week in benefits to our customers — providing security and peace of mind to individuals and their families.

THE ISSUE

Unum wanted to understand what Responsible Business issues were important to their internal and external stakeholders in the UK. However, Unum had never had the opportunity to engage directly with them about this topic. Unum wanted to identify those issues and prioritise the ones that would have a high impact, creating business and societal value to make the most difference.

WHAT THE COMPANY DID

Unum worked with BITC to conduct a materiality assessment for the UK business to figure out what issues were important to UK stakeholders and where Unum needed to take action.

This involved extensive desk research on key trends and governance requirements, stakeholder mapping and various methods of engagement such as focus groups, interviews with senior leaders and employee and customer surveys. The results from this engagement were then used to create a materiality matrix, or list of priorities and recommendations for next steps.

These results were then presented to Unum's UK Board which included a robust discussion with key decision makers on appetite for actions and potential timelines. BITC provided results and analysis of all the research and engagement along with recommendations for next steps resulting in the agreement of priority issues, sign-off on a new governance approach for responsible business in the UK and an agreed timeline for action.

We learned so much about what our own employees, customers and partners think about Responsible Business and how important it is to them. It was a learning curve and we had to take a lot of people on the journey. Becoming members of BITC has been extremely valuable.

Susan Saunderson, Senior Manager Corporate Sustainability and CSR, Unum

OUR STRATEGY AND ADVISORY SERVICES

PRODUCT DEVELOPMENT AND INNOVATION

We are continuing to evaluate and evolve our product offer to respond to member need and demand. Since 2019, 30 new products have been launched to support our members to improve on responsible business. A further 12 products are under development and will be launched FY20/21:

Our product evaluation survey enables us to track the impact of our work.

INSIGHTS AND ANALYTICS

We are focused on gathering insights on our members' priorities through a number of digital tools to ensure that we maximise our engagement with them and ensure that we support them in delivering on all areas of responsible business.

We have ensured that we have developed robust evaluation frameworks and measures for key programmes, including NBRN and the Skills Exchange.

OUR RESPONSIBLE BUSINESS TRACKER®

Our Responsible Business Tracker® has been updated this year, resulting in a more robust and structured performance measurement and improvement tool.

Key changes include:

- updates to the content to reflect developments in responsible business, and introduce a consistent structure that provides a view of performance across different business themes
- a move away from selective data entry aligned to the top two material issues, to a holistic view across all areas of responsible business
- improved evidence process and scoring methodology
- introduction of mandatory sign-off from senior stakeholder to secure buy-in for, and ownership of, the submission, positioning the Tracker as a strategic performance measurement and improvement tool
- improvements to the participant feedback reports to be concise, actionable, targeted, straightforward to navigate and simple to digest
- making the Tracker available at different entry points throughout the year

Following the completion of all submissions in 2021, we will be publishing a full insights report in May 2022 informed by this year's Tracker data.

We continue to embed the Tracker as our core engagement tool and it has been a key feature in attracting new members. Following completion of the Tracker, our Relationship Managers work with members to develop an engagement plan, working on the key priority areas identified.

We have been working hard to improve the profile of the Tracker to increase uptake and showcase how the Tracker can support businesses to improve in different areas of RB and we are launching a Tracker Mark in October 2021 which will be awarded to all Tracker participants to show their commitment to responsible business. We have also established relationships with the Sustainable Markets Initiative and the World Benchmarking Alliance to further amplify the Tracker.

Feedback from participants has been positive:

4/5

likelihood to recommend the Tracker

4.2/5

**respondents ranked the
Tracker 4.2/5 for usefulness**

Early analysis shows top 3 most material issues for members are still:

- Health and Wellbeing
- Diversity and Inclusion
- Climate Action



NATIONAL BUSINESS RESPONSE NETWORK

BITC established the National Business Response Network (NBRN) in the week of the UK's first COVID-19 lockdown. We launched a digital platform one week later to facilitate business offers of support reaching communities in need. Working collaboratively with other organisations responding to the pandemic, including FareShare, In Kind Direct, the National Emergencies Trust, CBI, and Voluntary and Community Sector Emergency Partnership (VCS EP), we galvanised the responsible business network to respond. This was made possible thanks to the support of our Founding Partners – AXA UK, the COVID-19 Support Fund and London Stock Exchange Group (LSEG) – and our supporters – the National Lottery Community Fund, Barclays, UPS, the Assurant Foundation, and platform funders Nominet.

In our 2020-2021 business plan, we set out to build on the success of the NBRN to develop a coordinated approach to BITC's work in communities. By focusing on long-term, sustainable recovery and future resilience, and taking a needs-led, whole-systems approach, the Network can help us address the issues that are preventing growth and

recovery locally, regionally and nationally.

We set out the ambition for one third of BITC members to be actively supporting their communities through the NBRN and BITC's wider community programmes, and to secure continuation funding for the Network.

Across the year, this ambition was achieved to engage one third of BITC members, with particular peaks of engagement in Q1 (July to September) and Q3 (January to March), correlating with impactful periods of lockdown during the initial period, and over the winter months.

TESTIMONIALS

The NBRN captured the public imagination, and saw endorsements from celebrities like Ruby Wax, charities such as FareShare and our Royal Founding Patron HRH The Prince of Wales.

KEY ACHIEVEMENTS

Key achievements across the UK include:

- **Strong connections.** 2,741 connections made during the financial year, taking the running total to 4,400 as of 1st July 2021. The 5,000 connections milestone was achieved on 18th August 2021
- **Very high satisfaction rates.** The Net Promoter Score for the NBRN has remained high throughout the year, reporting as 72 as of June 2020 (an increase from 67 at the start of the year)
- **Fulfilling needs.** 69% of those supported report that the Network fully met all their needs, with 38% reporting that their expectations were exceeded
- **Meeting unmet needs.** Over half (55%) of those supported through the Network don't believe their needs would have been met through any other sources

NATIONAL BUSINESS RESPONSE NETWORK

FUTURE PLANS

With a refreshed approach to activation in emergencies, and our operational response codified, the NBRN is ready to respond to future emergencies which may arise. Over the year ahead, we will be transitioning away from our emergency response vehicle (the National Business Response Network) towards a longer-term proposition which helps to tackle key social and environmental challenges facing the UK in the recovery from the COVID-19 pandemic.

SUCCESS STORIES

Essential training to deliver vital food packages

- To meet the on-going challenges presented by the COVID-19 pandemic, communities around the country must be equipped with the skills and knowledge to act quickly and effectively. We connected Ian Bills, the director of South Wales & South West FLT Training, with FareShare Cymru. By training volunteers at FareShare to drive forklift trucks, Ian has provided the organisation with the necessary skills to continue delivering vital food packages to communities in need well into the future.

Technology to aid home-schooling

- About 2 million UK households do not have the internet or access to mobiles, tablets and laptops, placing many children at a disadvantage as schooling moved online during the pandemic
- Three companies that responded to the NBRN technology appeal donated thousands of laptops and mobiles to help home learners, offering 'lifeline' to families at risk of being isolated and minimising the impact on childrens' education

John Lewis donation to help offenders

- The John Lewis Foundation donated 50 mobiles and 71 laptops from John Lewis to the NBRN appeal
- One of the beneficiaries of the devices was Scottish charity The Libertie Project, which works with offenders and those affected by crime. "Three of the laptops have already been allocated to young care leavers who are living in temporary homeless accommodation during lockdown. It will make such a difference to them" says the charity's Chief Executive, Liberty Bligh.

Virgin Media supports education projects with unwanted tech

- The telecoms giant rallied the public to donate unwanted technology and help a range of education projects through its Help for Home Learners campaign, in partnership with BITC. More than 1,000 laptops and mobile dongles were sent to various causes, including Rubicon Dance, an arts organisation based in Cardiff. "We cannot thank Virgin Media enough for the generous contribution of laptops for our full-time course. Our students will benefit hugely," says Paul Davies, Rubicon's Head of Vocational Training.



BRINGING EVERYONE TOGETHER



BITC's Place Programme is about bringing everyone together in a place to act collaboratively on long-term goals, based on a common agreement of the challenges, opportunities and solutions. It is also about drawing on the strengths of everyone in that community – whether they are a business, a community organisation or from the public sector.

Last year, we set out to achieve three things through our Place programme:

- to build on the success of work in existing priority places (Blackpool, Bradford, Lowestoft, Norwich and Rochdale) and establish a nationwide Place programme
- ensure that national post-COVID Build Back Better plans address 'Forgotten Places' and recognise the contribution of business
- ensure the programme is run effectively by migrating governance from the Leadership Team, establishing a collaborative culture of shared learning amongst the Local Development Leads, and on-boarding new staff effectively

2020/21 PROGRESS

- **Dedicated resource.** We now have full-time Development Managers in place in Norwich, Rochdale and Bradford, working with local stakeholders to drive forward activity.
- **Emergency Response.** Across all of our places, we provided emergency support through the National Business Response Network during the COVID-19 pandemic, particularly around food and resource provision.
- **Inward investment.** Lowestoft will receive £24.9 million from the Government's Towns Fund which aims to develop improved gateway points around the station and seafront, improve the public realm, develop a cultural quarter and historic quarter, and promote growth in the green energy sector.
- **Coventry launch.** We have secured local, cross-sector funding for a Development Manager to drive forward our work in Coventry. Recruitment is underway.
- **Business Leadership.** We established the Place Taskforce to capture and showcase what works in transforming the prospects of a place. In Bradford, Rochdale, and Coventry, we now have business-led, cross-sector steering groups established to lead our work. In each of these places, a strategic plan is being developed based on the needs of each place.
- **Blackpool.** Since securing £39.5 million from the Government's Town Deal programme, the Blackpool Pride of Place Board continues to ensure that activity generated creates an economic and social return. In 2021, the partnership produced a **Digital Vision**. This is being used as a catalyst for transformation to attract employment and industry, and to strengthen economic growth. The Prospectus is being updated and the Board is seeking to secure a long-term strategic partnership with Government to deliver improved housing, health and educational outcomes, and to ensure a levelling up for people, and not just the place.
- **Norwich.** The Norwich Together Alliance is tackling loneliness through a range of collaborative intergenerational activities, co-creating loneliness and wellbeing content, and growing the alliance by an additional eight members. Mancroft has been identified as the neighbourhood in which future interventions will be targeted.

SUCCESS STORIES

Coventry Food Network (CFN)

- The newly formed local multi-agency food network has evolved from the work carried out by Feeding Coventry, a registered charity set up in 2016 with a vision to make Coventry a "food resilient city where no one goes hungry". BITC's Place Programme has set up workstreams to look at four key areas: food strategy; sustainability and health; the food crisis; and food poverty.

Key highlights include:

- working closely with the University of Warwick to develop a mobile food van to promote healthy eating, fruit and vegetables, and advice and support within areas of the city with high levels of poverty and deprivation
- working with Coventry University to raise awareness and change attitudes towards the environment and reducing food waste, initially within the Foleshill and Hillfields communities
- since April 2020, helped to grow and support 12 Food Hubs throughout the city, providing heavily discounted food parcels
- Orbit Housing Association has provided CFN with a grant of £6,000 to help develop its strategic aims

Blackpool's digital vision

- The Blackpool Pride of Place partnership has helped to generate a digital vision that will help improve socio-economic outcomes for the city and create better lives. The objective was to launch the Digital Vision publicly, so it can be easily communicated, owned by the Town and be projected for profile and growth. The vision aligns to Blackpool's wider 2030 vision.
- **Blackpool's Trans-Atlantic Connectivity**, which connects Blackpool to New York faster than London, will also bring economic opportunities to the town. The cable is an important component of Blackpool's digital infrastructure.



OUR REGIONAL LEADERSHIP

OUR REGIONAL LEADERSHIP

WALES LEADERSHIP BOARD

Over the past 12 months, good progress has been made in Wales with Board, membership and programme engagement. Peter Perry, CEO of Dŵr Cymru Welsh Water, has joined the Wales Leadership Board as Chair, supporting the growth of the Board to 18 active and engaged members, from a range of sectors and sizes, and including the Senedd Cymru (the Welsh Parliament).

Our Welsh members have been retained despite the challenges of the last year and we are starting to attract new members too, as Wales sees significant growth in sectors such as fintech and the creative industries

We have continued to invest in our relationship with the Welsh Government, resulting in further funding to deliver responsible business support beyond the immediate network in Wales, with a particular focus on supporting the foundational economy and Welsh SMEs.

Throughout the past year, we have participated in two successful pilots:

- an SME support programme delivered in Newport, South Wales
- a pan-Wales Job Coaching programme

We have also cemented our relationships across the voluntary sector and with our key stakeholders, such as the Welsh Council for Voluntary Action, the Future Generations Office, and Natural Resources Wales.

We continue to be focused on embedding BITC Cymru into the Welsh business infrastructure, so that when people think about responsible business in Wales, they think of us.

SCOTLAND LEADERSHIP BOARD

At the start of 2021, Alison Rose, Chief Executive of NatWest Group, joined as the new Chair of the Scotland Leadership board. With her leadership, Scotland now has a clear focus on climate action and developing best ways to support organisations through their climate journeys, as well as inclusion and food security.

In partnership with The Prince's Foundation, we recruited a Project Manager for the Making Food Go Further project, driving action through collaboration with key stakeholders from industry, retail and food producers to prevent food waste.

Since the launch of the National Business Response Network, we have worked as a key partner with NatWest

and charitable partners to deliver essential items such as food, technology and clothing to community organisations across Scotland who deal with the most vulnerable communities.

In October 2020, we supported Aberdeen City Council's Community Planning Department with its Responsible Business event, with sessions on securing the future for our children and young people, and nurturing our local communities. In May 2021, our latest webinar explored how diverse Scotland's workforce really is – and how everyone can benefit from an inclusive workforce.

ENGLAND LEADERSHIP BOARD

Over the past 12 months, our nine England Leadership Boards have grown from 110 to over 200 members. We have welcomed three new Chairs, who also serve as HRH Ambassadors: Chris Reeve, Regional Chair for PWC to our London Board; Owen Marks, Head of Rare Diseases for Pfizer to our South East Board; and Heather Cooper in the South West.

The Boards are working on key regional priorities that align to our national campaigns. Activities include convening regional businesses and partners to network and learn from one another; leading practical collaborative action; advocating for and participating in our national campaigns and programmes; contributing to the National Business Response Network; and supporting our Place-based work.

The strong leadership provided through our Boards is strengthening our regional relevance as a convenor and a powerful network able to translate ideas into action. Our Board members are actively working with us to grow our network of members in each region, and we are developing strong relationships with local government and elected officials across the country.

To harness this momentum, we have recently formed a new Community Leadership Board. Co-chaired by Dame Vivian Hunt, Senior Partner, UK and Ireland, McKinsey & Company and Steve Rowe, Chief Executive Officer, Marks and Spencer, the Board brings together the Chairs of our Regional and Nation Boards, Place and SME Taskforces and aims to drive action at pace and scale through cross-sector collaboration, and finding and replicating innovative solutions to enable long-term recovery.



BUILD BACK RESPONSIBLY

We undertook research and consultation with more than 600 people from BITC member companies and our wider network to identify and capture insights and learnings as they responded to the COVID-19 pandemic. We used these to identify key opportunities for responsible business and to reassess priorities for BITC. We published these in the Time to Fix Up report providing both a snapshot in time and a to-do list for the future. We have shared these learnings through events, presentations and meetings with our network and partner organisations.

We delivered and disseminated the Time to Fix Up report, in association with Direct Line Group and supported by Linklaters, providing learnings and priorities for businesses to Build Back Responsibly.

We used these findings to clarify BITC's 5 priorities for business action to build back responsibly:

RESPONSIBLE BUSINESS TO BE BIGGER, BOLDER AND FASTER

BITC is working with businesses to accelerate the pace and scale of action to deliver against the United Nations (UN) Global Goals, also known as the Sustainable Development Goals (SDGs).

We inspire, engage and challenge businesses to be purpose-driven, taking practical action and mobilising their collective strength to deliver against the Global Goals. Rather than philanthropy, we are focused on how companies can bring about structural and lasting social, environmental and economic changes by running their businesses responsibly.

In 2015, the UN SDGs were adopted by the 193 Member States in a bid to end poverty, protect the planet and ensure prosperity for all by 2030. While business engagement with the Global Goals is imperative for the wider world, it also opens business market opportunities, while finding shared value for communities and environments.

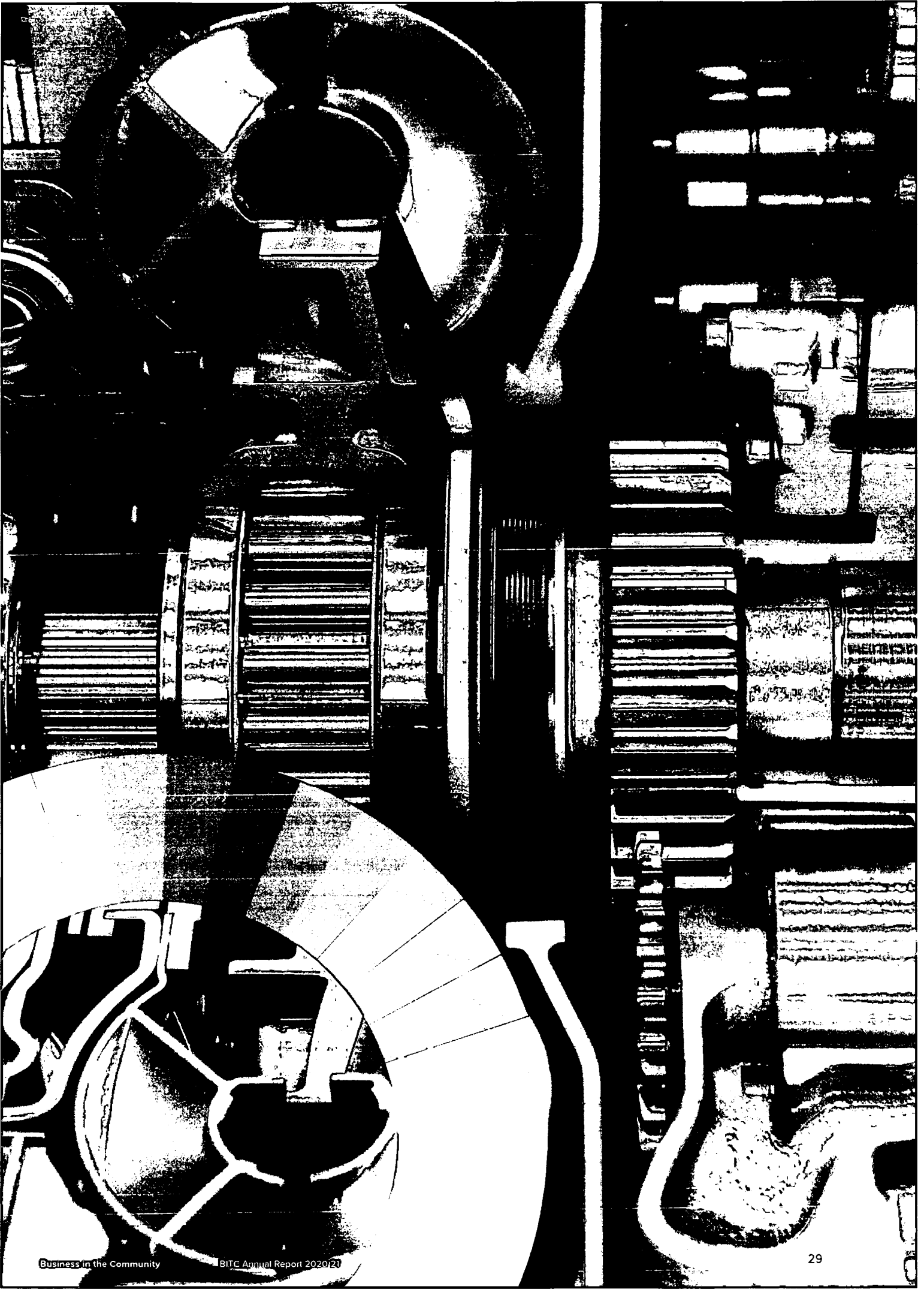
Key deliverables from 2020/21

- We published new guidance for members focused on developing and embedding purpose, aimed at helping businesses to drive greater action throughout their own organisations, and we ran a number of events to promote this
- We launched the Responsible Banking initiative, supported by Santander UK, to support professionals from retail banking to respond to the report Responsible Retail Banking in the 2020s: Trends, issues and opportunities, which was researched and written by Volans

- We also published Driving Sustainability Through Procurement, a guide for procurement and supply chain professionals, in partnership with Deloitte, as well as advice and events to support companies to understand responsible investment

Priorities to deliver in 2021/22

- Help businesses to use their purpose to drive greater influence and action. Promoting the new purpose content and building on it, including examples of how the Global Goals can be used as a strategic responsible business tool.
- Developing new content to support targeted events and engagement of Non-Executive Directors and CEOs to unlock barriers to greater investment and priority for the responsible business agenda
- Creating the Responsible Business Trends report, and working across teams to incorporate Responsible Business Tracker finding



TACKLE INEQUALITY IN EDUCATION, EMPLOYMENT AND COMMUNITIES

The beginning of the last year saw record levels of redundancies as industries such as hospitality, retail and culture felt the full effects of lockdown. Existing divides in society have been exposed and accentuated, as unemployment and financial hardship have fallen disproportionately on those already disadvantaged in the labour market, including young people, older workers, and Black, Asian, Mixed Race and other ethnically diverse people.

While the labour market has started picking up in recent months, the benefits of that are not being experienced evenly across society.

As we look to the year ahead with hope for better things to come, there is no escaping the fact that it will continue to be difficult for many, as progress made prior to the pandemic has now been put into reverse. A trend that is clear within education is that, at the end of Summer 2020, disadvantaged children had lost an average of three months of learning, putting them 18 months behind their peers.¹

Our ambition is to ensure that no one is left behind, demonstrating how through business action we can ensure everyone, regardless of their background or experience, can access the education, employment and skills they need to thrive throughout their working lives.

Key deliverables from 2020/21

- We reached our milestone of one million jobs being made accessible to people with criminal convictions through the Ban the Box campaign
- Our Curriculum Taskforce developed the Power of School Partnerships report, which included nine practical examples of businesses working to improve attainment for disadvantaged learners
- Over 400 businesses engaged through events and one-to-one conversations, supporting them to act on embedding essential skills. Twenty trailblazers embedded the Skills Builder Universal framework across their employment practices.

Priorities to deliver in 2021/22

- Working closely with our Employment & 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
- Producing new content to help companies remove barriers to inclusive recruitment, including revising and relaunching the Inclusive Employment Guide, 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. We will also continue our promotion of Ban the Box.
- Capitalising 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.

¹ Education Policy Institute (2020).

TACKLE INEQUALITY IN EDUCATION, EMPLOYMENT AND COMMUNITIES

SUCCESS STORIES

Asda Bans the Box

In November 2020, we reached our milestone of making one million jobs available to people with criminal convictions when Asda became a signatory to the campaign, joining the other 148 businesses who had already banned the box.

BITC has supported Asda since 2019 to explore how the business could Ban the Box, engaging senior HR practitioners in events and webinars, making an introduction to an HR leader in another retailer who could share their experiences, and providing one-to-one support as the company accelerated its progress towards signing up to the campaign during a high-volume recruitment drive in 2020.

Boots is an essential skills trailblazer

BITC introduced Boots to the Skills Builder Universal Framework through the company's participation in our Future Skills and Good Work Taskforce. Provided with the opportunity to be a pioneer in the development and adoption of this universal framework, Boots took part in a bespoke workshop with BITC in 2020, becoming one of the first Essential Skills trailblazers.

Boots have since adopted the Skills Builder Universal Framework to make its recruitment journey simpler, easier, and quicker. Using simple language from the Framework about the essential skills required for a role, Boots has updated its Early Career Programme job adverts, interview packs for candidates and hiring managers, and adapted the language used when offering hints and tips for interviews



ACCELERATE ACTION ON DIVERSITY AND INCLUSION

The issues we campaign on drives thought leadership and content across the diversity and inclusion (D&I) agenda. We want every UK employee to feel included at work, like they belong, have a voice, are valued and can be their true selves everyday.

GENDER

COVID-19 risks have intensified an already unjust situation. When it comes to the working world, women across the UK typically earn less, have less power, work in more insecure jobs, and may face gender based sexual harassment and discrimination. This is not only detrimental for individuals but also impacts on businesses' ability to thrive.

Failing to fully embrace the talents and experience women – over half the population – have to offer costs money. Research has shown that organisations with more diverse leadership are more profitable. According to World Bank estimates, the global economy could grow by an estimated \$160 trillion were we to pay men and women equally.²

RACE

The death of George Floyd and the resulting, peaceful, anti-racism protests in the UK and US have had a profound impact. We heard business leaders reflect honestly that they were overwhelmed by the impact of his murder on their workforce and humbled by how little they had previously understood the lived experience of Black colleagues.

We have no option but to acknowledge that racism persists in UK workplaces, and we must be relentless in the pursuit of race equality. Currently, race equality in the UK would potentially bring a £24 billion annual boost to the UK economy, yet only one in 16 people at senior levels in the private and public sector are from an ethnic minority background.

AGE

The UK workforce is changing, and we need to act now to unlock the opportunities of multi-generation teams. Over 50s already make up one in three workers, and by 2030 half of all adults will be over 50. Understanding the challenges and opportunities of an ageing population is vital if we all want to create productive, innovative and inclusive multi-generational teams as we all lead longer working lives.

PROMOTING EVERDAY INCLUSION

Our new Everyday Inclusion campaign is designed to support employers in ensuring their staff feel they belong, have a voice, are valued and are able to be their true selves at work. BITC research shows that almost half of UK employees regularly experience non-inclusive behaviours – often in the form of unintended 'microaggressions'. This has an impact on wellbeing and wider performance and undermines employers' efforts to foster inclusive working cultures. While the impact of COVID-19 on inclusion is still being understood, early signs are that, for many, increased pressure and the move of many staff to work from home could be making the situation worse.

Key deliverables from 2020/21

GENDER

- We have worked with our members to:
- highlight the risks COVID-19 has wrought to gender equality at work – and the steps they can take to mitigate them (e.g., the danger that more women than men lose jobs as firms restructure)
- promote the opportunities a changed approach to where, how and when work is done offers when it comes to gender equality. This has included publishing our evidence-based Route Map to a more gender equal future, detailing the key steps employers should take, and a series of interactive events promoting three key elements of this: adopting flexible working by default; ensuring parental leave policies support all genders to care; and embracing a more transparent approach to pay and rewards

RACE

- BITC has seen an amazing increase in the numbers of businesses committed to using the Race at Work Charter to improve race equality in their business, with 739 employer signatories (exceeding our target of a total of 600 employers). This total represents potential influence and impact on 5.8 million employees

² *Unrealized Potential: The High Cost of Gender Inequality in Earnings, World Bank (2018).*

ACCELERATE ACTION ON DIVERSITY AND INCLUSION

- The government implementing Mandatory Ethnicity Pay Gap Reporting is a BITC campaign priority, and aligns with the Race at Work Charter. BITC hosted three webinars on Ethnicity Pay Gap Reporting with a total of over 714 attendees. We also worked with key business leaders to send letters to the Prime Minister and Sir Keir Starmer MP, Leader of the Opposition, to introduce mandatory ethnicity pay gap reporting.
- BITC has also partnered with Hogan Lovells to produce a report on the Race at Work Charter employers who had voluntarily published their Ethnicity Pay Gaps, which provided advice for employers and General Counsels and dispelled common myths about ethnicity pay gap reporting and GDPR. The Department for Business, Energy and Industrial Strategy (BEIS) enlisted BITC's help to produce an Ethnicity Pay Gap Reporting guide to support the Government's recommendation to voluntarily report ethnicity pay data, which we achieved through roundtables with BEIS and employers, including PwC, Network Rail and Shell.
- The BITC race team also published the Race at Work Charter Survey 2020 report in October, which featured best practice case studies against the five Race at Work Charter commitments. The survey collected 114 responses and 97 case studies. The report was launched at a webinar which attracted more than 150 employers with positive feedback.
- In November 2020, the BITC race team submitted a detailed response to the Commission on Race and Ethnic Disparities' consultation urging the Government to recognise that a mandatory duty to report is seen as a tool to create fair workplaces rather than a burden.
- In March 2021, the BITC Race at Work survey in collaboration with YouGov was opened for the third time, with sponsorship support from Co-op, Enterprise Rent-A-Car, KPMG, Sainsbury's and Shell. This will provide updated insight to inform the Race at Work Charter commitments.

AGE

- The overall objective of the 2021 Age Taskforce Action Plan is to protect older workers in work and support jobseekers during the employment crisis, promoting skills and lifelong learning and tackling age bias. This is being delivered through the Age Friendly Employer framework, which is detailed in two toolkits published this year.

- Delivery has included impactful member-only and public-facing content, case studies and events aligned to the four work strands: Recruitment and age bias; retention (flexible working, carers, training, mid life MOTs); age bias (with focus on COVID-related redundancies); and lifelong learning and skills.

Priorities to deliver in 2021/22

RESTRUCTURE RESPONSIBLY

- Don't turn the clock back for women
 - We will 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. This will include promoting the Gender Route Map recommendations, and scoping, commissioning and publication of research and an accompanying influencing plan looking at how a new era demands an upgraded approach to enabling everyone, including carers specifically, to have a good work life balance.
- Take more action on race at all levels in your organisation
 - Publication of the Race at Work Report and Scorecard 2021 and dissemination of findings (new insight on allyship, furlough and inclusion) and continue to campaign for mandatory Ethnicity Pay Gap Reporting
 - Provide additional advice to Race at Work Charter signatories to deepen their engagement and improve progress
 - Build regional insights from the Race at Work survey and actions needed to improve and share with regional boards and members
- Build an inclusive working culture
 - Continued dissemination of the Everyday Inclusion 'what works' findings through events and communications, and providing new case studies around the five Everyday Inclusion calls to action

ACCELERATE ACTION ON DIVERSITY AND INCLUSION

- Publication of key campaigning content, including GSK's 'Top Tips for CEOs for age inclusive recruitment,' The Age Inclusive Recruitment toolkit and blog
- Test the Skills Builder Universal Framework for older workers/jobseekers
- Continue to support 50+ employability programmes, sharing learnings and distilling insights from programme delivery to date to evidence what works in practice

AGE-INCLUSIVE RECRUITMENT AT CO-OP

Co-op worked with BITC to develop an age friendly employer approach, including age inclusive recruitment. This led to Co-op Funeralcare launching an age inclusive recruitment campaign, adapted to the needs of the pandemic, which attracted over 8,000 responses from diverse applicants and allowed the business to recruit 450 colleagues. Retention has also improved, with turnover falling over the last two years, from 22% to 1.4%.

We're focussed on attracting, developing, and retaining female talent, in order to deliver for our customers, communities and the environment. We entered the Times Top 50 to benchmark ourselves against other organisations, share best practice and receive feedback to help us prioritise our continuous improvement plan. The free application process was quick and easy to navigate. Having performance data and a gender quality plan will help other organisations compete the application. The judges were really impressed with our submission, and it was great for Team Thames to be recognised for the progress we're making to achieve gender equality.

Thames Water



PUT WELLBEING AT THE HEART OF BUSINESS PLANNING AND JOB DESIGN

When we are at work, we don't expect to be physically injured and nor should we expect our mental health be negatively impacted. However, 41% of employees experience poor mental health that is work related with the leading causes being excessive pressure, workload and long hours.

The pandemic has changed the nature of where, when and how many of us work. We now have a once-in-a-lifetime opportunity to reimagine ways of working that transform mental health and wellbeing at work.

The purpose of BITC's focus on 'What if your job was good for you?' is to drive employer actions that tackle the systemic root causes of work-related poor mental health and to transform wellbeing at work.

Key deliverables from 2020/21

- **Report and literature review** to identify how employers can use this opportunity to take action to transform mental health & wellbeing at work
- Best practice **case studies** and **video series**, featuring members of the BITC Wellbeing Leadership Team
- **COVID-19: The Impact on Death, Bereavement and Grief toolkit**, in partnership with National Grid and KPMG
- BITC Mental Health at Work 2020: key findings, in partnership with Bupa and the Wellbeing Leadership team
- Updated BITC/PHE toolkit suite, with a total of 88,374 downloads as of May 2021:
 - New BITC/ **PHE Health and Wellbeing at Work Summary toolkit**
 - Refreshed BITC/PHE **Domestic Abuse toolkit**
 - Refreshed BITC/PHE **Mental Health at Work toolkit**
- Wellbeing webinars, reaching 850 delegates, profiling member best practice with expert speakers from Mind, CIPD and Health Safety Executive

Priorities to deliver in 2021/22

- Our priority is 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 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'
- 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 on 'what if your job was good for you?' through BITC leadership roundtable discussions, events and Wellbeing Leadership Team and Champion test & learn. We will be promoting summaries and using unattributable quotes, to share learnings, to lead and inspire others
- 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 will be launched in June 2022

WHAT OUR MEMBERS HAVE BEEN UP TO

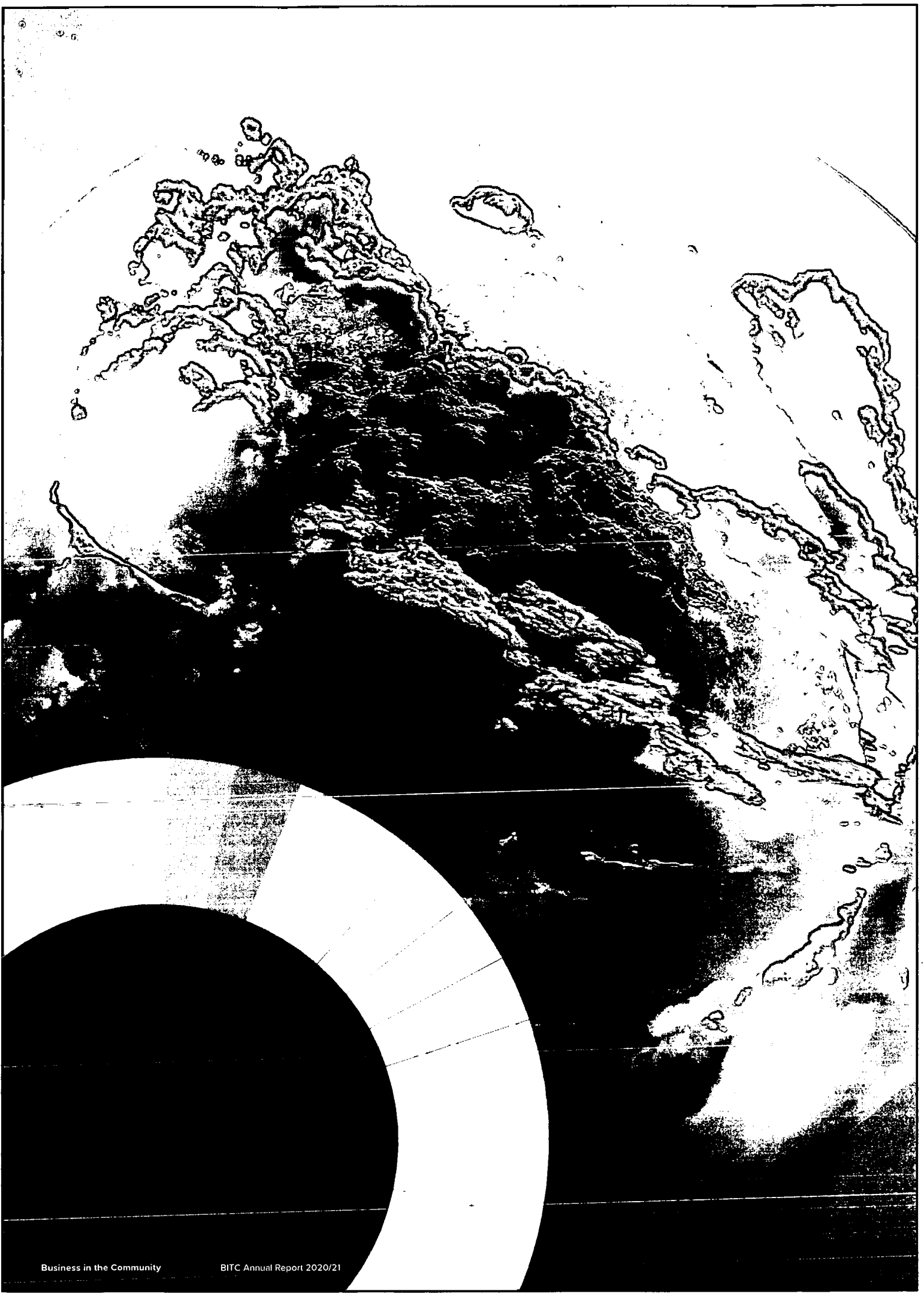
ASSURANT'S WELLBEING CAMPAIGN

At the start of the pandemic, employees had been very engaged with wellbeing activities, and Assurant's staff survey showed a positive response. The challenge was keeping up the level of engagement after the initial phase of lockdown.

BITC advisors worked with the practitioners at Assurant to address a number of issues identified. This included:

- brainstorming what could be done in the second lockdown that felt fresh and new and would increase engagement again
- recommending a holistic wellbeing approach during winter and the development of a branded winter campaign and proactive approach to communications
- sharing examples of how other companies had done it before
- sharing resources and feedback on the documents being developed
- designing and delivering two bespoke workshops, on social connection and loneliness, and seasonal affective disorder

Assurant's new branded wellbeing campaign – Boost – includes activities, resources and calls to action. The approach is structured and flexible, with branding that made it more engaging. It has been so well received by the HR Director that the approach is going to be embedded moving forward.



RAPIDLY INCREASE EFFORTS TO TACKLE THE CLIMATE CRISIS AND BUILD RESILIENCE FOR FUTURE SHOCKS

The impacts of the climate crisis are already being felt by communities in the UK and across the world. If we do not act rapidly to eliminate greenhouse gas emissions and build resilience, we are on track for disruption that could lead to the collapse of society as we know it. We have a small window in which to respond by putting in place measures to neutralise negative impacts and at least halving emissions by 2030. As a result, public, investor and government pressure is rising. Businesses who act now will prosper. Those that do not, may not survive.

In order to succeed we must think and act differently. Creating a circular economy so we make the best use of resources and eliminate waste; restoring the health of nature to draw down carbon and increase resilience and in cities and rural areas; upscaling renewable energy technologies; reinventing key systems such as transport and mobility and accelerating social and technological innovation; ensuring that we deliver a just transition that powers up social mobility and ensures nobody is left behind.

Key deliverables from 2020/21

- Launch of BITC's Challenge 2030 campaign to inspire and support businesses to increase the scale, speed and scope of their climate action ambitions
- Published research with Route2 to understand the social cost of carbon, and show businesses the imperative for acting now
- Creating the evidence for nature-based solutions to the climate crisis through the Ignition Project in Greater Manchester
- Circular Economy pilot projects, helping companies implement circular building fit-out

Priorities to deliver in 2021/22

- 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 business 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
- Working with YouGov to engage diverse voices from across the UK to create unique insights into how citizens want business to enable them and their communities to be part of the solution

- Creating a powerful legacy for COP26 in the UK by working with business to tackle the key issues that people want action on through collaborative projects to unlock barriers nationally and in places
- Conclude the Ignition Project in Greater Manchester and develop our strategy to support businesses to restore the health of nature
- Engaging procurement and supply chain professionals and producing a guide with CDP to help tackle Scope 3 emissions
- Content and projects on both the built environment and textiles, and fulfilling our work as part of the ProCirc project and partnership
- Content and events to aid circular procurement and connecting buyers and providers, including exploring opportunities for place-based activities
- Completing our annual assessment of the Royal Warrants, reviewing the sustainability performance of around 250 (primarily small) companies for the Royal Households of HRH The Prince of Wales and HM The Queen

RAPIDLY INCREASE EFFORTS TO TACKLE THE CLIMATE CRISIS AND BUILD RESILIENCE FOR FUTURE SHOCKS

SUCCESS STORIES

Helping TalkTalk to maximise its environmental impact

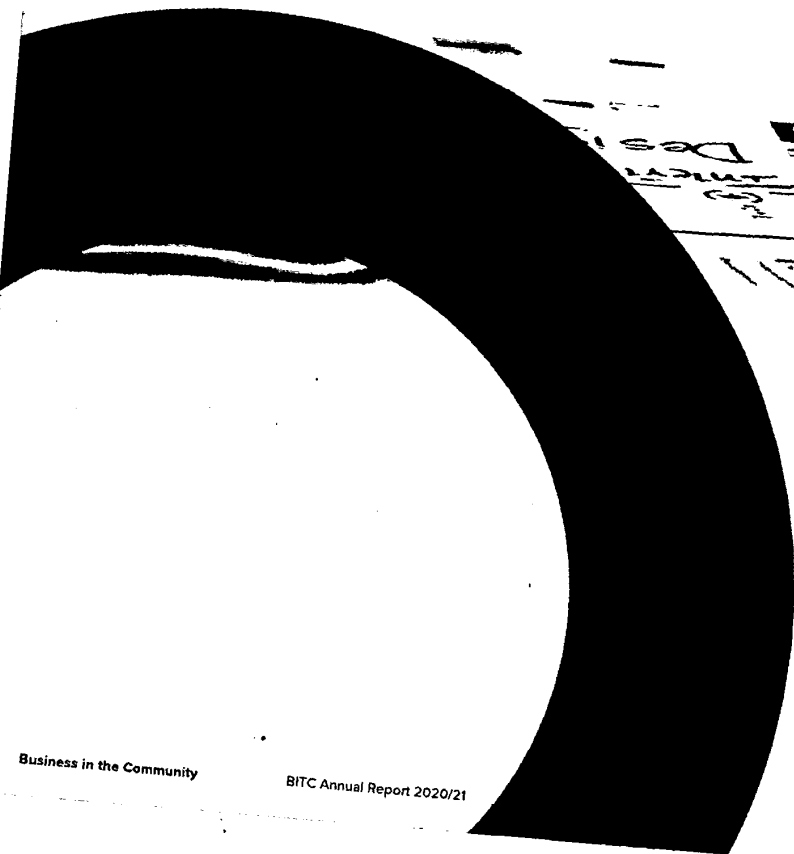
TalkTalk joined BITC in 2020 and worked with our advisory team to help develop an environmental policy and plan. By providing structure, templates, advice and guidance, BITC supported the company to build an overarching plan based on best-in-class practices, prioritising the most material issues.

By joining and chairing BITC's Net Zero Carbon Taskforce, TalkTalk has collaborated with leading businesses on key issues, co-created resources and delivered events to maximise its impact across the business community. The partnership has enabled the business to learn more about the circular economy and how adopting circular principles can help tackle the climate crisis. For the first time, TalkTalk used environmental messaging in a campaign to show how returning broadband routers can reduce plastic use, cut carbon and slash waste, which is expected to strengthen relationships with customers.

CO-OP goes circular

The Co-operative Group wanted to explore the use of circular economy principles to extend the time needed between refits of their food retail stores. We supported the Co-op to run a circular procurement pilot at one of its stores in Kent as part of BITC's Interreg ProCirc project. Working collaboratively with staff and the firm's fit-out contractor, we developed a circular ambition for the project, identified specific opportunities for applying circular principles, and developed an approach to measure the circularity of the project.

The refit will be carried out in Q3 2021 and is expected to increase the amount of assets that are retained or refurbished, reduce new materials being used, and increase the time needed between future refits, resulting in fewer refits and further reduced future waste.



OUR FUTURE PLANS

The focus of our work in 2019/20 proved particularly successful. Our National Business Response Network (NBRN) galvanised business support for communities throughout the UK, generating more than 5,000 extraordinary matches and improving the lives of more than 1.7 million beneficiaries

Nearly 90% of our members engaged with our campaign to Build Back Responsibly in critical areas of responsible business, particularly inclusion, employee wellbeing, employment and skills, community impact and climate action.

The coming year will see us focus our energy and resources in five principal endeavours

- fulfilling our charitable purpose with an organisation wide focus on driving impact by growing our network
- providing clarity on the change we want to make, how we will engage businesses to drive that change, the long-term impact it will help achieve and how we will measure it
- leveraging our 40th anniversary to market ourselves and strengthen our brand, leading to increased interest in joining and contributing to the movement
- building on the success of the NBRN and evolving this into a longer-term, structured programme of work in the form of our Skills Exchange
- strengthening our reputation and position as a trusted and credible expert, delivering high quality and relevant advice, content and events

Our long-term ambition remains 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
- supporting and empowering our people

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 growing the responsible business movement with businesses of every size to effect greater impact

Secure long-term partnerships for transformational change

We are focused on activating the power of businesses, leaders, government, think tanks, academia, community organisations, and local governments and councils 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 work is good for everyone
- Innovating to sustain and regenerate the planet
- Building thriving communities

SUPPORT AND EMPOWER OUR PEOPLE

Central to our future success as an organisation and the delivering of our strategy is our people. We are privileged at BITC to work with colleagues who care passionately about our mission. We are committed to putting people at the heart of everything we do, ensuring that our colleagues love coming to work and have fulfilling careers, making BITC an employer of choice.

Putting people at the heart of our strategy is about much more than development plans and high performance. It is about having a culture of kindness, trust and respect. It is about ensuring we have the right resourcing model and skillsets to deliver our plan. And it is about all of our ways of working, every day. This is the only way we can achieve the incredible, long-lasting impact we seek.

OUR APPROACH TO RESPONSIBLE BUSINESS

OUR APPROACH TO RESPONSIBLE BUSINESS

OUR 2020/21 GOALS

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

Our two critical goals in 2020 were:

- Implement our inclusion and wellbeing strategies
- Support colleagues in their development and career journeys

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

OUR 2020/21 PROGRESS

LOOKING AFTER COLLEAGUE WELLBEING

We are proud of the passion, focus and flexibility all our colleagues have shown in this continued period of working virtually and remotely. As the impact of the pandemic continued to be felt it was critical that we continued to prioritise the wellbeing of our colleagues. We placed significant focus on guidance and support for all colleagues, but specifically line managers, giving them practical guidance on how to support the wellbeing of their team – from ensuring regular wellbeing conversations took place during lockdown to upskilling on mental health essentials.

We launched a new Employee Assistance Programme. We offered financial wellbeing guidance and supported flexible and hybrid ways of working to cover the specific challenges that COVID-19 brought.

We kept in touch with our colleagues through our regular team and organisational communication channels but also ensured we could respond and react quickly to the ever-changing advice to put in place extra support and briefing.

Hearing the voices of our colleagues has been critical during this financial year, and we took on board colleague feedback for more opportunities to hear both individual and collective voice. In February we entered into a voluntary partnership arrangement with Community and have an Employee Forum of elected colleagues to hear and act on colleague feedback.

We also introduced other communication mechanisms, such as a digital suggestion box, and a refreshed series of bi-weekly webinars to give everyone consistency and transparency of messaging. It enabled Amanda to

personally keep colleagues up to date and aware of our plans and progress.

PERFORMANCE MANAGEMENT

In 2020, we launched our revised approach to performance management emphasising the importance of aligning personal objectives to our purpose and taking a simpler, less bureaucratic approach. We focused on having great conversations between colleagues and line managers that consider not only day-to-day deliverables but also colleague development and feedback, so that our people can grow in their roles. We also ran regular line manager sessions to focus on developing our leadership capabilities.

DIVERSITY AND INCLUSION

Despite the pandemic we have continued to develop our approach to truly being an inclusive employer, raising the bar on our diversity aspirations.

The demographics of the Board of Trustee Directors already meets the guidance of the Parker Review and the Advisory Board and was set up to provide independent, diverse, expert advice to the Chair. This Board was conceived with diversity in mind. It is no coincidence, therefore, that its make-up exceeds the guidance of both the Parker Review and the Hampton-Alexander Review.

We have set a challenging ethnicity target for ourselves to increase our ethnicity diversity to 25% Black, Asian, Mixed Race and other ethnically diverse, achieving a minimum of 23% by the end of 2023.

We will also recruit a more ethnically diverse group of Trustee Directors, with the objective that at least 20% of the Board of Trustee Directors will be composed of Black, Asian, Mixed Race and other ethnically diverse trustees by the end of 2023.

To further our inclusion agenda, we looked to ensure our recruitment and reward practices and practices were updated to ensure fairness and inclusivity. We also invested in a pilot of reciprocal mentoring for our Executive team with Black, Asian, Mixed Race and other ethnically diverse colleagues acting as mentors.

OUR APPROACH TO RESPONSIBLE BUSINESS

We continue to work closely with our employee networks and internal experts, Be Well (health and wellbeing), Cultural Awareness Network (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. Our mean Gender Pay Gap for 2020 is 7%, a decrease of 1.2%.

2019 8.2%

2020 7.0%

We saw a minor increase of 0.4% in the median gender pay gap, to 1.2%. The very low median gender pay gap indicates that we still have an even distribution of men and women's salaries throughout the organisation at all levels.

2019 0.8%

2020 1.2%

It is our aim to maintain a gender pay gap as near to zero as we possibly can, but we acknowledge that in a small organisation, a relatively minor change to the workforce can have a disproportionate impact on the figures. We are 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. As such, we have been encouraging other organisations to report and the Government to legislate this.

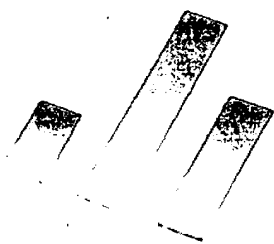
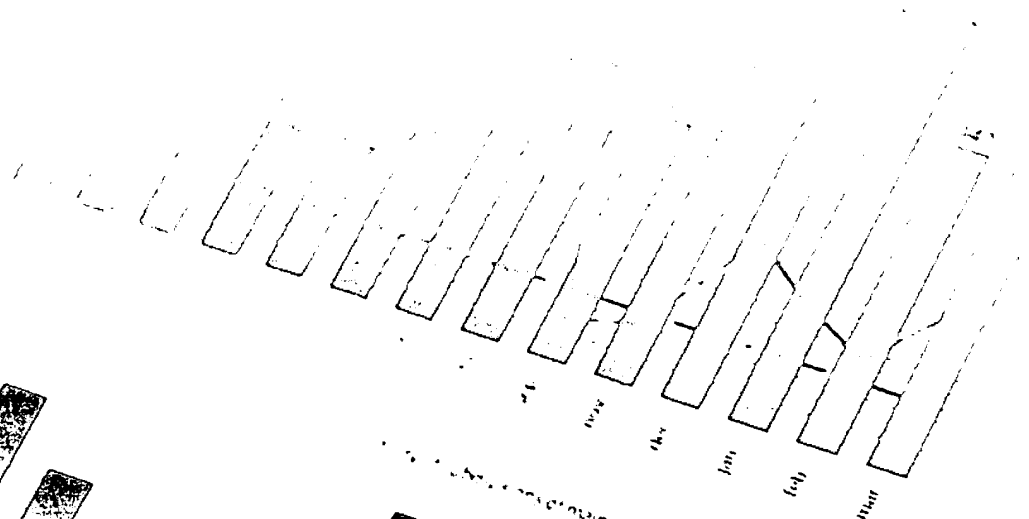
The BITC ethnicity mean pay gap in 2020 was **-1.5%**.

Comparing all Black, Asian, Mixed Race, and other ethnically diverse female categories against all white female categories, we see that the mean pay gap at BITC is **-5%**. This means that our Black, Asian, Mixed Race and other ethnically diverse female population are paid, on average, 5% more than our white female population.

Taking the same approach and comparing all Black, Asian, Mixed Race and other ethnically diverse male categories against all white male categories, our male ethnicity mean pay gap is **21%**.

Whilst we see there is a large gap amongst Black, Asian, Mixed Race and other ethnically diverse male employees and their white male employees at 21%, we need to acknowledge that we are working with tiny data sets.

We are striving hard to encourage and promote diversity and inclusion, such as working with our colleagues in the CAN to eliminate any bias in our recruitment process for roles, focusing on development, setting ourselves clear ethnicity targets, and looking at ways we can improve our attraction strategy to attract candidates from all communities.



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FINANCE REVIEW

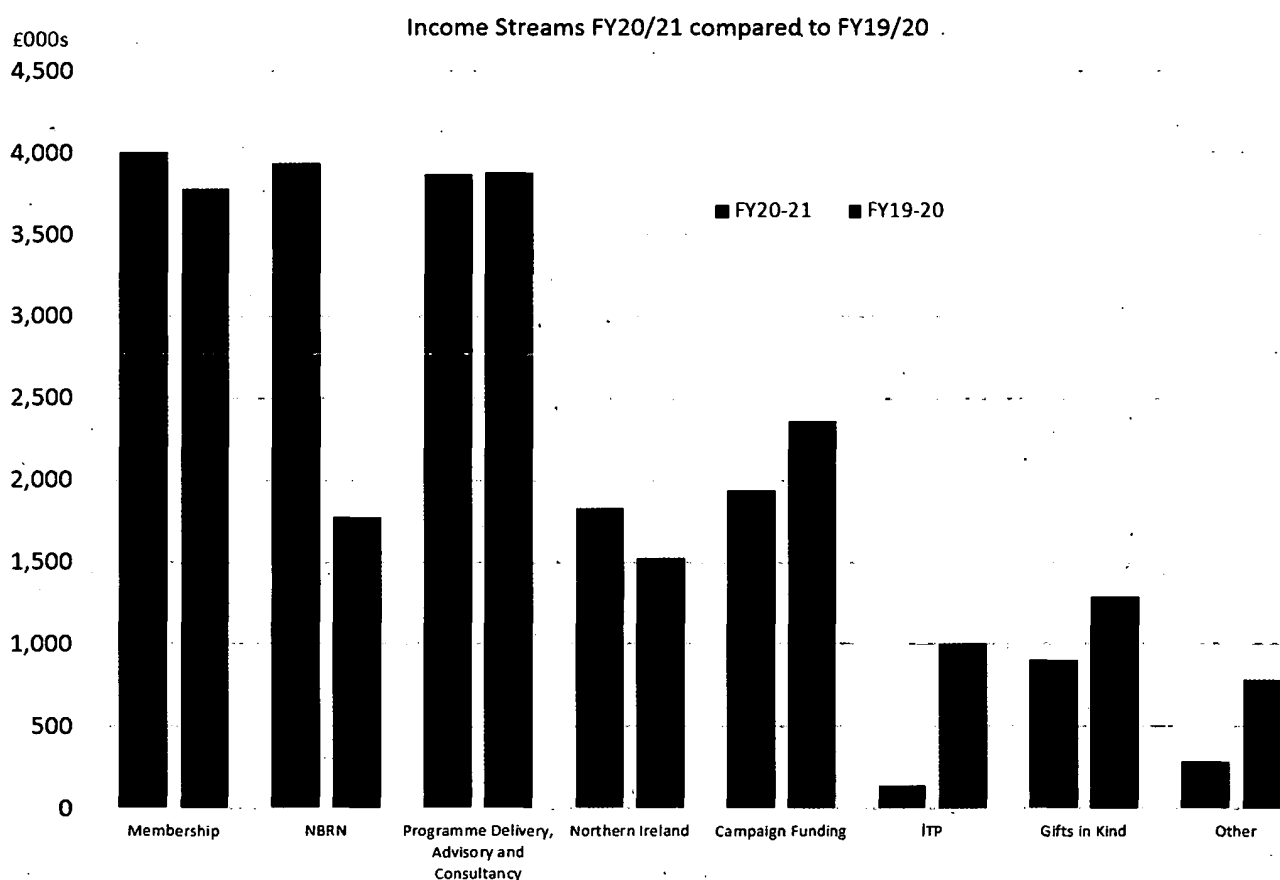
The financial statements for the year have been prepared in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities SORP FRS 102.

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 increase in the year to the unrestricted and restricted funds of £1,653k (last year decrease of £550k). BITCs trading activity continues to be impacted by the effect of the COVID virus and the resulting lockdown and our work with companies and our partner organisations to alleviate the effect of the pandemic on communities. This year we saw

Movement in Restricted Funds	£1,150k
Transfer of International Tourism Partnership (ITP) Reserves	(£430k)
Movement in Endowment Funds	(£20k)
Movement in Unrestricted Funds	£953k
Total Movement in Funds	<u>£1,653k</u>

Incoming resources, as reported in the Statement of Financial Activities on page 51 were £16.9 million in 2021 (2020: £16.4 million). These total incoming resources are shown below by income stream.



FINANCE REVIEW

The principal reason for the increase of £531k in overall income in the year was the continued successful funding of the NBRN programme with an increase in funding of £2,162k. However partly offsetting this increase was a reduction in income due to the International Tourism Partnership's transfer of activities to the Sustainable Hospitality Alliance on the 30th September 2021 for which we had a reduction in revenue of £862k.

In the year we experienced changes in other income streams due to the increasing importance of the responsible business agenda to companies but also in part due to the change in the way we engage and work with our members. We saw growth in membership subscriptions of £227k to just over £4m, growth of £225k in advisory income especially around consultancy on the Race agenda and we saw an increase in income relating to Northern Ireland of £303k.

Offsetting these increases was a reduction in the funding of our delivery programmes of £237k as we have reduced the amount of physical delivery of our programmes due to lockdown and a reduction in our Leadership Team revenue of £419k due to the migration of the BERG and Place Leadership Teams from a paid activity to one where companies support specific activities. Finally, in FY2019/20 we recognised the income from the July 2019 Gala Dinner and with no equivalent event in July 2020 there was a fall in Sponsorship and ticket sales of £399k.

Gifts in Kind reduced by £393k to £905k for the year primarily because the charity received the benefit of fewer secondees in the year. We have not included in the financial accounts the considerable amount of support and donations to community groups given by our members through the NBRN programme.

Total expenditure decreased by £1,671k and amounted to £15.3m for the Financial Year 2020/21 (2019/20 £16.95m).

The main reasons for the decrease in expenditure were the reduction in costs relating to ITP of £864k, a reduction in expenses due to lockdown of £393k, the provision for redundancy costs of £447k charged in the previous year (related to the restructure initiated in June 2020) and a drop in costs related to Gift in Kind income of £393k.

On the 30th September 2020, the activities and reserves of the International Tourism Partnership (ITP) were transferred to a new standalone charity: The Sustainable Hospitality Alliance. The transfer of restricted reserves as at 30th September 2020 is treated as a cost on the statement of financial activities of £430k.

Business in the Community had one active subsidiary during the year supporting its activities, BITC Trading & Advisory Limited. This represents the trading arm of the organisation, with income generated through advertising and sponsorship activities. The company had income of £550k, which was a fall in the year of £162k, and generated a profit of £331k (2020: £473k). As in prior year 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 £953k (2020: £1,541k decrease) 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 £2,206k at 1 July 2020 increased by £720k (2020: £1,011k increase) to £2,926k at 30 June 2021. The largest reason for this increase is the level of funding the company has received due to the COVID-19 response and its NBRN initiative. This will continue to be deployed in FY21/22.

The endowment funds connected with the development of the BEAM project reduced by £20k to £363k (2020: £19k decrease to £383k).

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. As a response to COVID-19 we launched the NBRN initiative and secured significant funding that is being used to deliver a positive impact in local communities a large proportion of which will be used in FY2021/22. We are working to significantly increase the size of our membership, build on our consultancy and advisory work and are seeking to raise the funds to allow us to build on the legacy of the NBRN programme by focusing on skills as well as our place work.

We have continued to manage our costs to our income and strengthen the charity's reserve position. In June 2020, BITC initiated a restructuring of staff costs in line with the reduction in some of our income streams and the change in the way that we engage with members. This was completed in September 2020.

We have reviewed our potential income streams over the next two years and successfully stress-tested them to determine the resilience of our financial position to further shocks.

Consequently, the Directors 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 £5,568k at June 2021 (2020: £3,915k). Of this, £363k (2020: £383k) is held as endowment funds reflecting the value of fixed assets donated to the charity, £2,926k (2020: £2,206 k) 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 and include £411k attributable to fixed assets which are, therefore, not freely distributable. The residue of £1,867k 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 £1,046k.

In addition to the above, the Trustees have determined that it would be prudent to build and maintain a buffer between the charity's minimum reserves requirement and the free reserves that would be held to weather a reduction in income and give us time to determine and implement appropriate mitigation. As at 30th June a prudent buffer was estimated to be £0.8m and therefore the free reserves held at the end of 30th June are at the requisite level.

Grant making policy

The charity does not award grants.

Guarantors

The liability of each of the guarantors in the event of a winding up is limited to £5.

Fundraising policy

Business in The Community is committed to its charitable aim of building healthy communities with successful business at their heart and raises funds in order to carry out our campaigns and programmes.

Business in The Community complies with UK law and Charity Commission regulations. We concur with the Fundraising Regulator's Promise that fundraising should be open, honest and legal.

Business in The Community does not raise money to pay for its activities from members of the public. The source of the charity's funds come from Business in The Community's business members, the public sector, and charitable foundations that we collaborate with.

Risk policy

The Board is responsible for the management of the risks faced by the charity 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 address them.

The period since March 2020 has seen the impact of COVID-19 and the resulting lock down seriously affect the charity. The charity through its Business Continuity Group was able to focus the organisation to resolve many of the issues that we had identified through our risk assessment that we would face. This included:

Ensuring that our staff were safe, and that we had cover for staff that were absent: We ensured we were able to identify cover for staff through a skills assessment to ensure we remained able to deliver in case of staff absence.

Ensuring that staff were able to operate from home during travel restrictions and the closure of our offices: We had already implemented many of the systems required to work from home. We successfully tested these systems before lockdown and have been able to operate remotely online.

Analysis of cashflow due to reduced expectation in income to remain viability: We continue to model cash projections based on reductions of income and determined mitigations. We advanced invoicing to ensure that cash continued to be received as needed.

Ensuring the charity was in a position to respond to the increased need that arose from the impact of COVID-19 and the lockdown on communities: We identified the opportunity that the charity could support local communities by matching companies and their available resources with organisations. In addition, we have focused our campaigning and member support on 'building back better'.

We continue to review these risks and ensure that we manage them as the risks change.

The other significant risks facing the charity are:

Key risks identified by our review

Macro-economic uncertainties, in particular, Brexit could cause businesses to cut discretionary expenditure, causing a loss of members, or lower programme participation

Controls and mitigations

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.

FINANCE REVIEW

BITC could be unable to adapt adequately to fluctuations in income. Increased stress on the internal resources that allow us to deliver our agenda.	<p>Control: close monitoring of core and fixed costs in relation to income, especially long-term commitments.</p> <p>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.</p>
Reduction in, termination of, or failure to deliver key programmes could damage reputation or reduce critical mass.	<p>Control: regular reporting and monitoring of quality of delivery.</p> <p>Mitigations: regular review of activities and relevance.</p>
Failure to ensure that the correct safeguarding processes are in place could mean that safeguarding issues are not resolved which means that vulnerable people are put at risk and the charity could face legal penalties.	<p>Control: regular reporting and review provided to both the executive, Audit committee and the Trustees.</p> <p>Mitigations: appropriate training to all staff in the charity including volunteers, partner organisations and consultants</p>
Issues with wellbeing and high staff turnover mean that we risk spending a significant amount of time recruiting new staff, changes in member facing staff can be detrimental to the relationship with our members and projects get delayed	<p>Control: Close monitoring of our staff turnover, enhanced exit interviews and a regular staff wellbeing survey and pulse surveys on specific issues.</p> <p>Mitigations: Focussing on the wellbeing and developing actions based on the results of the staff survey, benchmarking of our salaries against other charities, staff development and better job design</p>
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.	<p>Control: management overseeing the maintenance of systems and databases to improve resilience. On-going compliance with GDPR requirements.</p> <p>Mitigations: employment of regular backups of our data and ensure up-to-date systems. Risk awareness training and practices in regard to IT security for all staff.</p>

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

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

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

FINANCE REVIEW

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.

Public Benefit

Our charity's purposes are set out in the objects contained in the company's memorandum of association.

We review our aims, objectives and activities each year to ensure that what we aim to achieve and what we have achieved remains focused on our stated purposes. We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Our main activities and who we try to help are described on pages 5 to 47. All our charitable activities are undertaken to further our charitable purposes for the public benefit.

Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, which are described in note 1, the Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

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

Statement of directors' responsibilities

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

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

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

FINANCE REVIEW

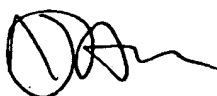
The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charity and the group and enable them to ensure that the financial statements 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 4th November 2021, including in their capacity as company directors approving the Strategic Report contained therein, as well as the governance information set out on pages 81 to 85 and is signed as authorised on its behalf by:



Richard Hutton
Chairman of the Finance & Risk Committee
04 November 2021

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 2021 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 2021 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the [charitable company/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.

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.

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise

from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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 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.

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

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

11 November 2021

FINANCIAL STATEMENTS

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 2021

		Unrestricted Funds		Restricted Funds		Endowment Funds		Total Funds	
		FY 2021	FY 2020	FY 2021	FY 2020	FY 2021	FY 2020	FY 2021	FY 2020
	Note	£000	£000	£000	£000	£000	£000	£000	£000
Income from	1								
Donations & Legacies		438	764	467	534	-	-	905	1,298
Investments		1	17	-	-	-	-	1	17
		439	781	467	534	-	-	906	1,315
Income from Charitable Activities	3	7,679	7,582	8,320	7,507	-	-	15,999	15,089
Total Income		8,118	8,363	8,787	8,041	-	-	16,904	16,404
Expenditure on									
Charitable Activities	3	7,165	9,904	7,637	7,030	20	19	14,821	16,953
Total Expenditure		7,165	9,904	7,637	7,030	20	19	14,821	16,953
Net Income/(Expenditure) before		953	9,904	1,150	7,030	20	19	2,083	(549)
Transfer/Divestment	15	-	-	430	-	-	-	430	-
Net Income/(Expenditure) for the Year		953	(1,541)	720	1,011	(20)	(19)	1,653	(549)
Reconciliation of Funds									
Total Funds at 1 July 2020		1,326	2,867	2,206	1,195	383	402	3,915	4,464
Total Funds at 30 June 2021		2,278	1,326	2,926	2,206	363	383	5,568	3,915

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

FINANCIAL STATEMENTS

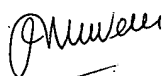
Consolidated and Company Balance Sheets as at 30 June 2021

Company Registration Number 01619253

	Note	Consolidated 30 June 2021	Consolidated 30 June 2020	BITC 30 June 2021	BITC 30 June 2020
		£000	£000	£000	£000
Fixed Assets					
Tangible Assets	5	774	847	774	847
Current Assets					
Debtors	7	1,682	1,755	1,669	1,721
Cash at bank and in hand	8	6,752	6,342	6,552	6,242
Total Current Assets		8,434	8,097	8,221	7,963
Current Liabilities					
Creditors – amounts falling due within one year	9	(3,641)	(5,029)	(3,428)	(4,895)
Total Current Liabilities		(3,641)	(5,029)	(3,428)	(4,895)
Net current assets		4,793	3,068	4,793	3,068
Net assets		5,568	3,915	5,568	3,915
Represented by:					
Unrestricted funds					
- General funds		2,278	1,326	2,278	1,326
- Designated funds		-	-	-	-
Restricted funds		2,926	2,206	2,926	2,206
Endowment funds		363	383	363	383
Total funds	3(f)	5,568	3,915	5,568	3,915

The net (expenditure)/income for the financial year dealt with in the financial statements of the parent Company was a surplus of £1,653k (2020: a deficit of £549k).

Approved by the Board of Directors on 04 November 2021 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

FINANCIAL STATEMENTS

Consolidated Cash Flow Statement for the year ended 30 June 2021

	Year Ended 30 June 2021 £000	Year Ended 30 June 2020 £000
Cash inflow/(outflow) from operating activities	404	923
Cash flows from investing activities		
Interest Income	1	17
(Purchase)/Sale of tangible fixed assets	5	-
Net cash inflow from investing activities	6	17
Net increase/(decrease) in cash and cash equivalents	410	940
Cash and cash equivalents at 1 July 2020	6,342	5,402
Cash and cash equivalents at 30 June 2021	6,752	6,342

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

	Year Ended 30 June 2021 £000	Year Ended 30 June 2020 £000
Net income/(expenditure) for the reporting period (as per the SOFA)	1,653	(549)
Adjustments for:		
Interest Income	(1)	(17)
Profit from sale of van	(3)	-
Depreciation charges	70	88
Decrease / (increase) in Debtors	73	1,129
(Decrease) / Increase in Creditors less than one year	(1,388)	272
(Decrease) / Increase in Creditors greater than one year	-	-
Net cash inflow/(outflow) from operating activities	404	923

Analysis of cash and cash equivalents

	Note 8	Year Ended 30 June 2021	Year Ended 30 June 2020
Cash in hand		6,752	6,342
Notice deposits (less than 3 months)		-	-
Total cash and cash equivalents		6,752	6,342

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

FINANCIAL STATEMENTS

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, an exercise assessing the charity's financial position has been undertaken by modelling the result of charity's plans for the foreseeable future, and then testing against this model a number of different scenarios representing the risks to which the charity is exposed. Based upon a review of these cash projections, the trustees are satisfied that cash levels are of an appropriate level and the charity holds enough free reserves to ensure that it can mitigate against the risks tested. It therefore 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 20/21 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.

FINANCIAL STATEMENTS

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.

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.

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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 amounts to £12,000 or more.

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

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

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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.

2. Income and Expenditure

- a) No Trustees received any remuneration in the year (2020: £Nil). No Trustees received reimbursement of expenses in the year. (2020: £Nil).
- b) The Statement of Financial Activities includes the cost of donated services and facilities amounting to £692K (2020: £695K) and the cost of pro bono staff seconded from member companies and organisations amounting to £213K (2020: £603K), 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 2021 £000	Total 2020 £000
Operating Leases:		
- Land and Buildings	311	332
Depreciation	65	88
Group Auditors remuneration		
- audit of Parent accounts	24	26
- audit of subsidiaries	3	3
- other services	18	5

FINANCIAL STATEMENTS

3. Analysis of Consolidated Financial Activities

a) Analysis of Income by Activity

Activities:	Voluntary Income £000	Charitable Activities £000	Total 2021 £000	Total 2020 £000
Membership	35	4,350	4,385	4,220
Partnerships, Measurement & Best Practice	293	2,339	2,632	2,918
Campaigning for Change	151	2,022	2,173	2,827
Impact, Delivery & the Nations	426	7,287	7,713	6,412
Governance – donated services	-	-	-	10
	905	15,998	16,903	16,387
Bank Deposit Interest Receivable	-	1	1	17
Total Incoming Resources	905	15,999	16,904	16,404

b) Analysis of Expenditure by Activity

Activities	Voluntary Income £000	Charitable Activities £000	Total 2021 £000	Total 2020 £000
Membership	35	2,385	2,420	2,813
Partnerships, Measurement & Best Practice	293	3,664	3,957	4,665
Campaigning for Change	151	2,299	2,450	3,484
Impact, Delivery & the Nations	426	5,429	5,855	5,823
Total Activities	905	13,777	14,682	16,785
Governance	-	170	170	168
Total Resources Expended	905	13,947	14,851	16,953

c) Analysis of Total Expenditure

Activities	Staff Costs £000	Support Costs £000	Other Costs £000	Total 2021 £000	Total 2020 £000
Membership	1,795	392	233	2,420	2,813
Partnerships, Measurement & Best Practice	2,577	630	750	3,957	4,665
Campaigning for Change	1,574	337	538	2,449	3,484
Impact, Delivery & the Nations	3,346	902	1,577	5,825	5,823
Total Activities	9,292	2,261	3,098	14,651	16,785
Governance	-	170	-	170	168
Total Resources Expended	9,292	2,431	3,098	14,821	16,953

Support costs comprise the central costs of senior managers, finance, human resources and IT support and includes salary costs of £1,769K (2020: £1,757K).

Governance Costs comprise management cost of £138K, statutory audit costs of £27K and completion of statutory returns of £5K.

FINANCIAL STATEMENTS

d) 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
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, PWCF	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)	-
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

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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)	-
<u>Tees Valley Routeways YEI</u>	Hartlepool Borough Council	-	35	(35)	-
BBO Project	Voluntary Action Leicester	1	43	(44)	-
PROCIRC (Circular Procurement)	Interreg - North Sea Region (ERDF)	-	51	(51)	-
Race & Mental Health Funding	People's Postcode Lottery, PWCF	-	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, PWCF	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)	-

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Restricted Funds Analysis for the financial year 2019/20

	Balance at 30 June 2019 £000	Income Received £000	Expenditure £000	Balance at 30 June 2020 £000
Restricted Funds				
Total Movements in Restricted Funds	1,195	8,041	(7,030)	2,206

Included in this total balance:

Project & Purpose	Fund Provider	Balance at 30 June 2019 £000	Income Received £000	Expenditure £000	Balance at 30 June 2020 £000
Age At Work, Scotland, Wales & NI	Age NI	30	205	(204)	31
Healthy Holidays	Ardbarron Trust Ltd, NI	3	-	(3)	-
Work Inspiration	Department of Education for NI	-	93	(91)	2
National Business Response Network	Various	-	1,799	(525)	1,274
Gifts in Kind to support our programmes	Various	-	534	(534)	-
Leadership Teams	Various	97	1,262	(1,335)	24
Taskforces	Various	-	179	(179)	-
RFW	People's Postcode Lottery, PWCF	125	225	(237)	113
Step Project	World Jewish Relief	22	12	(34)	-
Climate Change	Various, NI	-	51	(26)	25
Age Project	Aviva Foundation	-	80	(49)	31
Responsible Business Project	Scottish Government	-	150	(150)	-
Ignition Project	Greater Manchester Combined Authority	-	72	(72)	-
Welsh Business Class	Welsh Government	-	60	(60)	-
Lifeskills – Scotland	Barclays	56	176	(204)	28
Lifeskills – Wales	Barclays	10	68	(57)	21
Lifeskills - NI	Barclays	-	68	(60)	8
Paired Reading	The Robertson Trust	9	-	(9)	-

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Responsible Business Tracker	Sky Plc	51	-	-	51
Waste to Wealth Grant	People's Postcode Lottery, PWCF	132	-	(99)	33
International Tourism Partnership & YCI	Various	323	501	(631)	193
Grant to YCI	Marriott Family Foundation	75	185	(161)	99
Sri Lanka Project Grant	Tui Care Foundation	56	-	(36)	20
Curriculum Development	IHG Foundation	90	-	(72)	18
GFEMS Project	Global Fund to End Modern Slavery	22	80	(93)	9
Annual Donation to YCI	Marriott - Althea Foundation	19	41	(60)	-
Contribution to YCI	STR	10	-	(10)	-
Community Grants (India & Thailand)	Hyatt	10	81	(60)	31
Grant to ITP	Humanity United	-	134	(49)	85
DFID UKAC Inclusion Works	SightSavers	-	56	(56)	-
Blackpool Opportunity Areas	Blackpool City Council	-	22	(18)	4
West Yorkshire Troubled Families BBO	Leeds City Council	1	19	(20)	-
Tees Valley Routeways YEI	Hartlepool Borough Council	-	29	(29)	-
BBO Project	Voluntary Action Leicester	-	43	(42)	1
Employability for All	Careers Enterprise Company Ltd	-	123	(123)	-
PROCIRC (Circular Procurement)	Interreg - North Sea Region (ERDF)	-	53	(53)	-
Blackpool Funding	Various	-	186	(186)	-
BERG Flood Resilience	Environment Agency	-	45	(28)	17
Flood Resilience Marketing & Comms Grant	Environment Agency	-	60	(47)	13

e) Unrestricted Funds Analysis for the financial year 2020/21

	Opening 1 July 2021	Net Income During the year	Trf Btw Funds During the year	Closing 30 June 2021
	£000	£000	£000	£000
General Funds	1,326	953	-	2,278
Designated Funds	-	-	-	-
Total Unrestricted Funds	1,326	953	-	2,278

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f) Analysis of net assets between consolidated funds at 30 June 2021

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£000	£000	£000	£000
Tangible Fixed Assets	411	-	363	774
Net Current assets	1,867	2,926	-	4,793
Total net assets	2,278	2,926	363	5,568

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 2020

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£000	£000	£000	£000
Tangible Fixed Assets	464	-	383	847
Net Current assets	862	2,206	-	3,068
Total net assets	1,326	2,206	383	3,915

4. Employee Numbers

a) Staff Numbers

At 30 June 2021, the Group employed (excluding Directors) 242 salaried persons (2020: 278). These staff were employed in the following activities:

	Total as at 30 June 2021	Total as at 30 June 2020
Direct Charitable Activities	207	238
Central Support Services	27	29
Corporate Communications, Strategy & Management	8	11
Total Number of members of staff	242	278

Throughout the year, the Group employed an average of 242 staff (2020: 271). The full time equivalent of these staff is 226 (2020: 248).

In addition, the Group enjoyed, throughout the year, the services of the equivalent of 3 (2020: 12) 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 £213K (2020: £603K).

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b) Analysis of Cost of salaries

	Year ended 30 June 2021 £000	Year ended 30 June 2020 £000
Total Gross Wages and Salaries	9,488	10,574
Employer's National Insurance Contributions	980	997
Pension Contributions	592	618
Total Cost of Salaries	11,060	12,189

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 £52K (2020: £55K).

In the year to June 2020, the cost of salaries included redundancy and severance payments of £475K. The current year includes £57k of redundancy and severance payments made between July and September 2021.

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

	Year ended 30 June 2021	Year ended 30 June 2020
£160,000 - £169,999	1	0
£150,000 - £159,999	0	1
£110,000 - £119,999	4	3
£100,000 - £109,999	1	2
£90,000 - £99,999	3	3
£80,000 - £89,999	2	3
£70,000 - £79,999	8	5
£60,000 - £69,999	7	11

Paid into defined contribution schemes and in respect of 24 (2020: 26) of the above employees, the total employer's pension contributions amounted to £139K (2020: £150K).

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 £1,468K (2020: £1,348K).

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.

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5. Fixed Assets – Tangible Assets

	Freehold Land £000	Long Leasehold Property £000	Short Leasehold Improvements £000	Equipment, Fixtures and Fittings £000	Vehicles £000	Total £000
Cost						
At 1 July 2020	240	1,137	266	220	7	1,870
Adjustment to opening balance	-	-	-	-	-	-
Additions/(Disposals)	-	-	-	-	(7)	(7)
At 30 June 2021	240	1,137	266	220	-	1,863
Depreciation						
At 1 July 2020	-	561	249	207	6	1,023
Charge for the period	-	46	17	8	(6)	65
At 30 June 2021	-	607	266	215	-	1,088
Net Book Values						
At 30 June 2021	240	531	-	5	-	774
At 30 June 2020	240	576	17	12	1	847

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 2021, the registered address of all subsidiaries was 137 Shepherdess Walk, London, N1 7RQ.

FINANCIAL STATEMENTS

b) Results of Subsidiary Company in the year to 30 June 2021

Income and Expenditure Accounts

	BITC T&A £000
Incoming Resources	550
Management Costs	(219)
Results of ordinary activities	331
Gift Aid Payable to parent	(331)
Retained Earnings	-

Balance Sheet for Subsidiary Company at 30 June 2021

	BITC T&A £000
Trade Debtors	37
Other Debtors	-
Cash	200
Amount due to parent	(24)
Amounts due to third parties	(213)
Net Reserves	-

7. Debtors and Prepayments

	Consolidated 30 June 2021 £000	Consolidated 30 June 2020 £000	BITC 30 June 2021 £000	BITC 30 June 2020 £000
Trade Debtors	1,221	1,167	1,184	1,147
Intercompany Debtor	-	-	24	-
Other Debtors	56	62	56	62
Accrued Income	219	417	219	403
Prepayments	186	109	186	109
Total Debtors	1,682	1,755	1,669	1,721

8. Cash at Bank and In Hand

	Consolidated 30 June 2021 £000	Consolidated 30 June 2020 £000	BITC 30 June 2021 £000	BITC 30 June 2020 £000
Current Accounts	2	2	2	2
Interest Bearing Accounts	6,750	6,340	6,550	6,240
Total Cash & Cash Equivalents	6,752	6,342	6,552	6,242

FINANCIAL STATEMENTS

9. Creditors: Amount Falling Due Within One Year

	Consolidated 30 June 2021	Consolidated 30 June 2020	BITC 30 June 2021	BITC 30 June 2020
	£000	£000	£000	£000
Trade Creditors	14	179	14	179
Other Creditors	488	539	488	539
Intercompany Creditor	-	-	-	193
Taxation and Social Security Costs	389	687	389	687
Membership Contributions in advance	673	983	673	983
Fees and other income in advance (Note 10)	1,422	1,757	1,240	1,444
Accrued Expenditure	654	884	623	869
Total Creditors falling due within one year	3,640	5,029	3,427	4,894

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 2020	Released During Year	Deferred During Year	Carried Forward 30 June 2021
	£000	£000	£000	£000
Membership Services	497	(497)	600	600
Business Solutions	442	(442)	354	354
Other	506	(506)	286	286
T & A	312	(312)	181	181
Total	1,757	(1,757)	1,421	1,421

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 2021	June 2020
	£000	£000
a)		
(i) Not later than one year	327	176
(ii) Later than one year and not later than five years	363	103
(iii) Later than five years	-	-
b) Lease payments recognised as an expense	311	401

FINANCIAL STATEMENTS

12. Capital Commitments

No material capital commitments were contracted for at 30 June 2021 (2020: £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 received gift aid from BITC Advisory Services Limited of £331K (2020: £473K). At the year end the amounts owed to/(by) the Charity were as follows:

Subsidiary	June 2021 £000	June 2020 £000
BITC Trading and Advisory	24	(193)
Represented by:		
Gift Aid Payable to Charity	331	473
Gift Aid Payments made on account	(150)	(512)
Allocated costs recharged to subsidiary	61	191
All Other transactions*	(218)	(345)
Total Owed to/(by) Charity	24	(193)

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

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

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

15. Transfer/Divestment

The transfer of funds included in the 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 the year. Income and Expenditure relating to the activities of ITP are included in the accounts to 30th September 2020 from which date all activities relating to ITP programmes were transferred to SHA.

FINANCIAL STATEMENTS

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 The Responsible Business Map Responsible Business in Action CR Academy	Challenge, support and measure companies in their responsible business.
Job Coaching Ban the Box Ready for Work Business Class Business Connectors Employee Volunteering Talent & Skills Waste to Wealth Pride of Place The Skills Exchange Making Work Work	Engage business to build sustainable and inclusive communities
Race at Work Gender Age at Work Wellbeing at work	Diversity and inclusion in the workplace
International Tourism Partnership Youth Career Initiative	Transferred to Sustainable Hospitality Alliance on the 30 th Sept 2020. To encourage sustainable and responsible practice within the hospitality industry

FINANCIAL STATEMENTS

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 2020/21
4C UR Future	4C UR Future project	5,000
ABP Management Uk	Action on Climate Change, NI	7,000
Age NI	Age @ Work in NI, Scotland and Wales	312,992
Allstate	Digital Donations	5,749
ARC Health Living Centre	#RETHINK	58,354
Barclays	Delivery of Life Skills in NI	77,250
Barclays	Delivery of Life Skills in Scotland	285,559
Barclays	Delivery of Life Skills in Wales	69,525
Belfast Harbour Commissioners	Time to Code	35,000
Big Lottery Fund and ESF Building Better Opportunities	Voluntary Action Leicestershire, The Great Project	42,917
Blackpool Council	Blackpool Pride of Place	50,000
Bryson Future Skills	Step into Employment	10,379
Bryson Future Skills	Young Persons Employment Initiative	10,379
Community Finance Ireland	Covid Grant Fund	75,000
Co-operation Ireland	Covid Recovery Grant	5,000
Danske Bank	Action on Climate Change, NI	7,000
Department For Communities NI	Big Community Sew	28,600
Department For Communities NI	Skills Match	50,131
Department of Agriculture, Environment & Rural Affairs NI	Circular Economy	24,932
Department of Education for NI	Work Inspiration	107,033
Department of Education for NI	Time To Programmes	85,551
Department of Finance and Personnel NI	Digital Assist	27,500
Department of Finance and Personnel NI	Connected Project	30,250

FINANCIAL STATEMENTS

Department of Justice	Ban the Box	13,584
Encirc	Action on Climate Change, NI	6,000
First Housing	#Work it Out, NI	38,755
Global Fund to End Modern Slavery	Mumbai & Hanoi Project	16,996
Hartlepool Borough Council	Tees Valley Routeways Project	31,443
Lancashire County Council	Blackpool Pride of Place	50,000
Lidl	Action on Climate Change, NI	7,000
Moy Park Ltd	Environmental Benchmarking Survey	7,000
NI Environment Link	Action on Climate Change, NI	7,500
Northern Ireland Water	Action on Climate Change, NI	7,000
Police Service NI	Connected Project	10,000
Power NI	Action on Climate Change, NI	7,000
Power NI	Digital Donations	20,000
Prince of Wales's Charitable Foundation	PPCL Award for Ready For Work	125,000
Prince of Wales's Charitable Foundation	Race at Work & Mental Health	50,000
Scottish Government	Supporting Fair Work	15,000
Seagate Technology	SMART Cities	7,000
Sightsavers	DFID: Inclusion Works	36,106
SONI Northern Ireland Ltd	Action on Climate Change, NI	7,000
Supporting Communities NI	Connected Project	9,806
The National Lottery Community Fund	Coronavirus Community Support Fund	418,800
Translink	Action on Climate Change, NI	7,000
Welsh Government	Enhanced Employer Engagement	46,968



GOVERNANCE

DIRECTORS

The directors, who are the trustees, are elected by a decision of the Board. Directors are eligible for re-election every three 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 role of the Board of Trustee Directors is to determine the charity's mission and purpose, while guarding its ethos and 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 2020. 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 two Advisory Boards to help inform them and management: the Chairman's Advisory Board of senior representatives from stakeholder bodies; and a Future Leaders Board of representatives from member companies. Both bodies work to support the Board and to ensure that we have a diverse set of voices putting forward their perspective on what corporate responsibility should mean in today's society.

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 four times in the year and:

- reviewed and agreed the business plan for the coming year, and the focus of activities for 20/21, with key objectives
- agreed the budget for the year commencing 1 July 2020, monitored financial performance through the Finance & Risk Committee, and monitored risk through the work of both the Audit Committee and the Finance & Risk Committee
- took reports at each Board meeting on progress made against the ten overarching objectives in the Business Plan, and of performance against the budget
- approved the Report & Accounts for the year ended 30 June 2020 and recommended their adoption by members at the general meeting
- unanimously endorsed the recommendation of the Nominations Committee that Gavin Patterson, President and Chief Revenue Officer of Salesforce, succeed Jeremy Darroch as Chairman of Business in the Community on 1 January 2021. Jeremy Darroch had completed his three-year term of office
- resolved to update the Reserves Policy to meet a 10% reduction in income
- discussed new working protocols between Belfast and London and set top line principles for an MoU for consideration by the full Board in 2022
- approved the delay of the demerger of The International Tourism Partnership from Business in the Community, moved from 30 June 2020 to 30 September 2020
- took assurance from the Audit Committee on the robustness of the Safeguarding Policy and Framework, and that there had not been any data protection breaches requiring a report to the ICO, and that no cyber-attacks had taken place
- approved heads of terms with BITC's landlord at Shepherdess Walk for a new ten-year lease. All significant details were signed off by the Finance & Risk Committee after alternative options were exhausted
- endorsed the establishment of a new Community Leadership Board and the retiring of the Place and the Business Emergency Response Group (BERG) Leadership Teams
- endorsed plans put forward by the Executive to recognise BITC's 40th anniversary in 2022
- approved the recommendation of the Executive that BITC enter into a voluntary partnership with Community union

GOVERNANCE

- resolved that at least 20% of the Board of Trustees would be composed of Black, Asian or Ethnic Minority people by the end of 2023 and endorsed a similar objective for internal recruitment, excepting Northern Ireland where the team would continue to honour its reporting requirements under the Fair Employment and Treatment Order 1998
- approved a new strategy for the engagement of SMEs

The Finance & Risk Committee met five times in the year to:

- supervise the financial affairs of the charity in relation to the plans approved by the Board
- report to the Board any significant variances against these plans
- review the risk to which the charity is exposed

The Audit Committee met three times in the reporting period to:

- oversee the relationship with external auditors
- review the risk management and controls framework
- take an annual review of safeguarding procedures
- review and detect procedures and compliance in regard to Data Protection, cyber security, fraud and whistle blowing

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

GOVERNANCE

Royal Founding Patron

HRH The Prince of Wales KG KT PC GCB OM

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

Lucinda Charles-Jones

Chief People & CR Officer

Jane Ashcroft CBE

Chief Executive, Anchor (appointed 4 November 2021)

Raman Bhatia

Chief Operating Officer, OVO Energy (appointed 4 November 2021)

Chris Conway

Group Chief Executive, Northern Ireland Transport Holding Company (appointed 4 November 2020)

Dame Vivian Hunt

Senior Partner, McKinsey & Company

Richard Hutton²

Finance Director, Greggs

John M Neill CBE¹

Chairman & Group Chief Executive, Unipart Group

Jeremy Pocklington CBE²

Permanent Secretary, Ministry of Housing, Communities and Local Government

Alison Rose

Chief Executive, NatWest Group

Keith Weed CBE

President, Royal Horticultural Society
Non-Executive Director, Sainsbury Plc
Non-Executive Director, WPP plc

John Williams¹

Vice Chair, Association of Chairs

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

Roy Adair CBE

CEO, Sonas CS (retired 4 November 2020)

Jeremy Darroch

Executive Chairman, Sky (retired 21 December 2020)

Christine Hodgson

Chair, Severn Trent plc (retired 9 February 2021)

Duncan Tait

Group CEO, Inchcape plc (retired 9 March 2021)

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

Andrea Bonafe CMLA

Chief Internal Auditor, Barclays UK

Nigel Hinshelwood

Senior Independent Director, Lloyds Bank plc and Bank of Scotland plc

Spencer Sheridan

Chief Financial Officer, Healthcare at Home

Victoria Fakehinde

Director of Finance, Royal Air Force Benevolent Fund

^{1,2} signifies membership of the Audit and Finance and Risk Committees, respectively

GOVERNANCE

BITC Advisory Board

Advising the Trustee Board is a small senior group of stakeholders convened by our Chairman. Their goal is to challenge the definition of responsible business and 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, 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

55 Ludgate Hill London EC4M 7JW

Business in the Community's Senior Staff:

Amanda Mackenzie OBE

Chief Executive

Paul Buchanan

Director, Delivery and Impact

Nick Diamond

Membership Director

Drake Dubin

Chief Operating Officer

Gail Greengross LVO

Creative Director

Kieran Harding

Managing Director BITC NI

Anna Jakobsen

Director, Strategy and Advisory

Charlie O'Neill

Director, Finance

Catherine Sermon

Campaign and Content Director

Lesley Wolfenden LVO

Company Secretary

Nations Directors

Scotland: Alan Thornburrow

Northern Ireland: Kieran Harding

Wales: Sue Husband Hon DSc 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

GOVERNANCE

Leadership Team Chairs:

Climate Action | Louise Kingham OBE

Senior Vice President, Europe and Head of Country, UK BP plc

Global Goals | Anne Marie Verstraeten

Group UK Country Head, BNP Paribas Group

Gender | Sarah Bentley

Chief Executive Officer, Thames Water

Race | Richard Iferenta

Partner, KPMG

Wellbeing | David Oldfield

Group Director & CEO of Commercial Banking, Lloyds Banking Group

Employment & Skills | Jonathan Lewis

Chief Executive Officer, Capita

Leadership Taskforce Chairs

Age | Andy Briggs

Chief Executive, Phoenix Group

Circular Economy | Guy Grainger

Chief Executive EMEA, JLL

Net Zero Carbon | Jonathan Kini

Managing Director, Talk Talk Business

Place | Lord Steve Bassam

Small Business | Co-chaired by Deepak Soni

Director of Commercial at AXA Insurance and Eleanor Bradley, Interim Chief Executive Officer at Nominet.

Leadership Board Chairs

Community Leadership Board | Co-chaired by Dame

Vivian Hunt, Senior Partner, UK and Ireland, McKinsey & Company and Steve Rowe, Chief Executive Officer, Marks and Spencer.

Future Leaders Board | Chair rotates

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

Managing Director, Accenture

South East | Owen Marks

Head of Rare Diseases, Pfizer

South West | Heather Cooper

Independent Advisor

West Midlands | Lee Mellor

Vice President and General Manager, Interface

Yorkshire and Humber | Helen Kaye

Partner, Deloitte

London | Chris Reeve

London Region Chair, 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



The Prince's
Responsible
Business Network



Business in the Community

137 Shepherdess Walk
London N1 7RQ

www.bitc.org.uk
020 7566 8650.

Chairman: Gavin Patterson

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and Scotland (SC046226). Company
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