



The Prince's
Responsible
Business Network



Business in the Community

ANNUAL REPORT

2019/20





The directors of Business in the Community (BITC) present their Annual Report for the year ended 30 June 2020, which incorporates, within pages 7-29, a strategic report under the Charities Act 2011, the Companies Act 2006 and the Charities and Trustees Investment (Scotland) Act 2005 and related regulations.

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2019 – 2020: ON REFLECTION

JEREMY DARROCH, CHAIR

As I reflect on the last three years and on all that has happened during my time as Chairman, I firstly want to thank you all for your support to me personally and to Business in the Community and for your constant and determined commitment to drive change.

Nothing could have prepared any of us for the challenges we have faced this year. However, because of your continued support and leadership, Business in the Community was in a much stronger position in March to respond in a matter of days to the unprecedented crisis and mobilise support for the National Business Response Network. To my mind, nothing better represents the unique power of this organisation than the speed with which members, and our voluntary and charitable sector partners, came together to respond and support the establishment of this platform so that we could work quickly and collaboratively to get support to those local communities most in need. I am delighted that at the time of writing we have successfully matched over 2,000 community organisations to business support – reaching and helping millions of people. It is an achievement that owes much to the leadership and vision of our Royal Founding Patron HRH The Prince of Wales, and I remain so grateful to him for his continued support.

When I look back at the challenges I set out at my first AGM in 2018, I am enormously proud of all that has been achieved. I want to thank Amanda Mackenzie and the whole staff team for their inexhaustible commitment and hard work through what has been such a challenging time, managed alongside the considerable restructure undertaken to ensure our efforts have the greatest impact.

Business in the Community today is an agile organisation that has shown it can work virtually to convene and network its members at speed to share challenges, learn and shape responses together. With the Responsible Business Map™ central to the organisation, and the RB Tracker® now in place to provide every member with their own improvement journey, its value is evidenced by one of the strongest periods of growth in new members joining the network in the charity's history, coupled with the scale of advice and recognition we get from partners, advisers and government.

This year, alongside the establishment of the National Business Response Network, we saw the Race Equality team get much deserved national profile for their expertise, practical advice and support as we dealt with our collective horror at the death of George Floyd and worked to support and address the consequent impact this had on our employees and colleagues. Members needed to act, not just talk, and the team provided the means to do so; many hundreds of businesses responded, by signing the Race Charter and committing to do better.

At the heart of Business in the Community are the Leadership Teams driving our strategy across the UK, ensuring all that we do is led by business and reflects member needs. It is a unique network of ambassadors and this year they have shown so powerfully what can be achieved when we work collectively to achieve focused goals on key issues in specific communities and places. I would like to thank all the members who give their time and expertise to us.



During my time as Chairman, the responsible business agenda has fundamentally changed, altering the demands for support and advice needed from Business in the Community. What last year we saw as aspirations for responsible businesses are now non-negotiable. Managing existing commitments alongside emerging and shifting priorities requires very different styles of leadership, right across our businesses. Together we must find new ways to build back confidence and build back communities whilst supporting our employees, our suppliers, and our planet. Through our Build Back Consultation with business this year we identified priority actions we must take to create inclusive workplaces that are good for people; address inequality and ensure no one gets left behind, and, for me the greatest challenges facing us all, how we work together to ensure we achieve net zero carbon targets aligned to the Paris agreement. The new work started by Business in the Community with members, 'Build Back Responsibly', is critical and will define our collective future.

While thanking so many, I want to acknowledge the future business and community leaders I have worked with over the last three years and the campaigners and influencers who have advised and challenged us to do more and think differently. The list is far too long to include, but it is so important they know how valuable their role has been. No organisation today can sustain itself without listening to the views of the next generation of employees, customers, and members of their local communities. As we begin to see the devastating scale of the impacts of COVID-19 on our society and the potential catastrophe of failing to address the environmental emergency, it has never been more vital to keep our legacy to the next generation at front of mind.

So, to close, I am proud of what has been achieved over the last three years and I am confident that I leave BITC a stronger, more aligned and more relevant organisation to tackle the new challenges we face. I look forward to working with the new chairman and continued progress with a great staff team, a committed membership, and a network of inspiring and tireless trustees and leadership board members across the nations and regions, who I count myself extraordinarily privileged to have had the opportunity to work with.

Thank you.



Jeremy Darroch
Group Chief Executive and President, Sky
Chairman, Business in the Community



BUILDING BACK RESPONSIBLY

AMANDA MACKENZIE, CEO

We might have felt 2018-19 was a significant twelve months but I do not think any of us anticipated the changes 2019-20 would bring. The COVID-19 crisis brought survival, in every sense of the word, to the fore. Leaders gained a renewed focus on their employees and on the resilience of their organisations. The strength of responsible business was truly tested.

Business in the Community (BITC) reconnected to communities through our National Business Response Network, stepping up and demonstrating the scale at which we can mobilise The Prince's Responsible Business Network. With our members at the heart of our organisation, the pandemic required us - like all organisations - to review our own resilience and ability to better support our members' needs and to consolidate and streamline our work to make us as effective as possible. We did this by undertaking a significant internal restructure. The key aspect of the restructure was our decision to move away from community volunteering programmes

Amanda Mackenzie, OBE
Chief Executive,
Business in the Community



and towards our new National Business Response Network, expanding the potential of our Regional and National Leadership Boards. This change of focus will serve to strengthen and grow the vital work we do across communities in the UK and enable us to focus on members' needs and meeting our charitable purpose.

We also plan to build on the power of our Responsible Business Tracker®, highlighting the areas where companies may be falling short and supporting them to take action - bigger, bolder and faster action. The transformation and innovation we have witnessed during the pandemic have been extraordinary and we must harness this momentum. In 2020 and 2021, we will be calling on every company to build back responsibly from this crisis. We need every business committed to rebuilding a resilient and sustainable future. We need more than just survival.

The year ahead will hold many changes, not least a new chair; after three years of unwavering support and incredible vision, Jeremy Darroch comes to the end of his tenure. All that this organisation has achieved, and our resilience in the face of the pandemic, has only been possible with his support. From the whole of BITC and every corner of The Prince's Responsible Business Network – thank you, Jeremy.

No matter what 2021 holds, two things remain unchanged: our determination to make the UK a world leader in responsible business and our gratitude for your unwavering support.

Amanda Mackenzie

INTRODUCING BUSINESS IN THE COMMUNITY

WHO WE ARE

Business in the Community is the oldest and largest business-led membership organisation dedicated to responsible business. Our vibrant membership consists of 563 fully committed businesses, each one committed to advancing responsible business behaviour and practice, leading by example and driving change.

We were created nearly 40 years ago by HRH The Prince of Wales to champion responsible business. Our work is driven by the conviction that business success and wider societal prosperity are inextricably connected.

WHAT WE DO

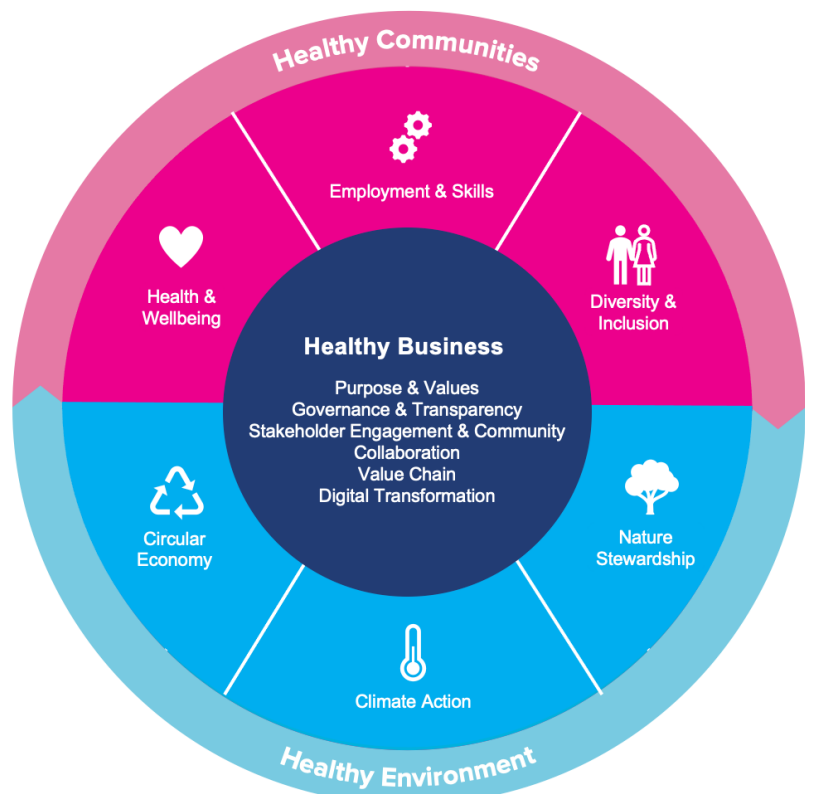
We inspire, engage and challenge members and we mobilise our collective strength as a force for good in society to create lasting change.

OUR MEMBERSHIP

Our members work to embed and embody responsible business behaviours both with their employees and leaders, and in ways that support and advance fairness and equality in society.

As our members advance their responsible business credentials, many choose to lead the way in a specific discipline, or act as a beacon for responsible behaviour in their region or nation.

The Responsible Business agenda develops and changes rapidly. We help our members to prioritise and shape their responsible business journey by using our Responsible Business Map™.



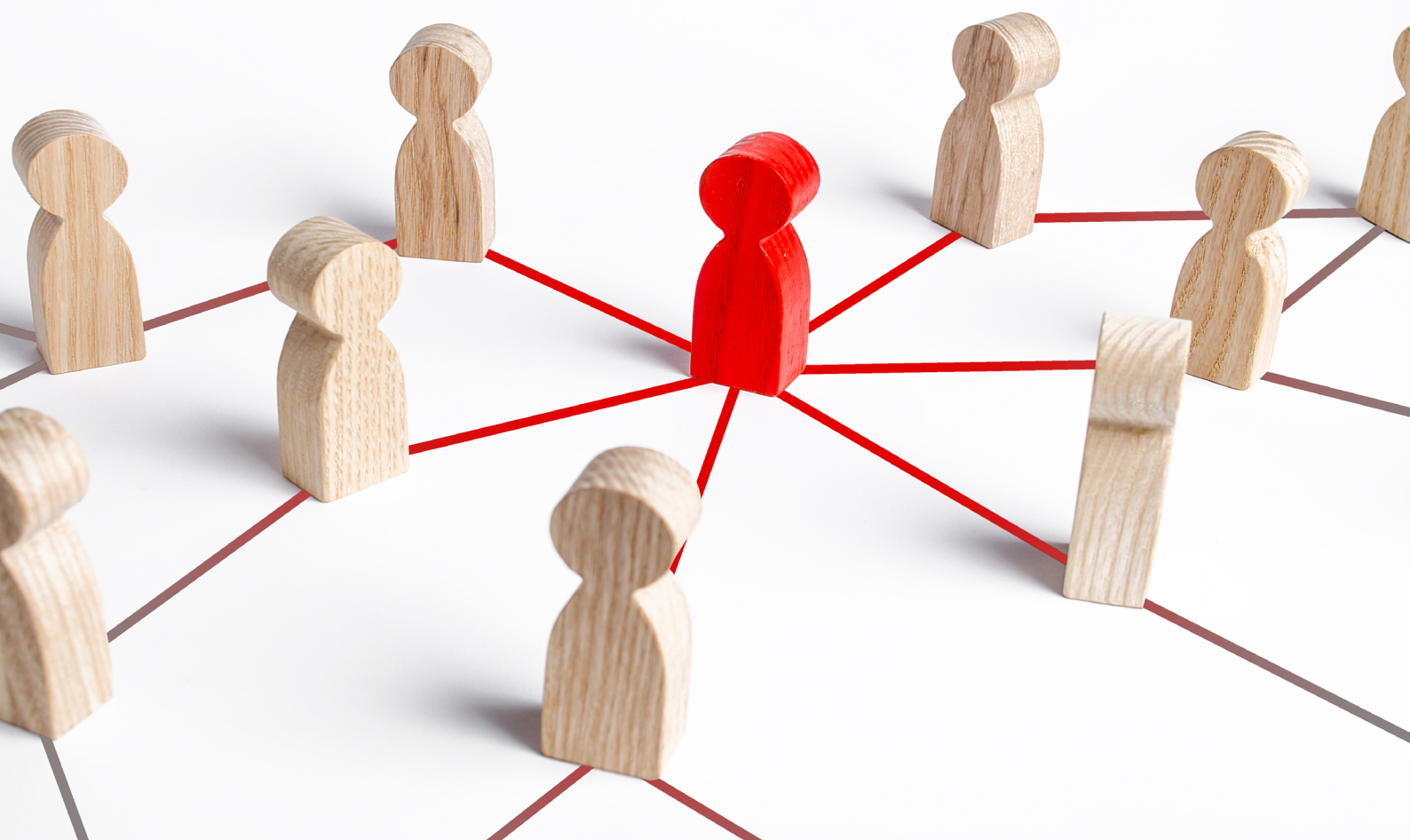
INFLUENCING CHANGE THROUGH OUR NETWORK OF PARTNERS

We recognise the integral role that business plays in wider society. As such, we work with a wide range of influential partner organisations in England, Scotland, Wales, and Northern Ireland that each focus our offer of specialist expertise to match the specific needs in their area.

Our work with charities large and small is crucial to helping us design tangible and far-reaching support with communities across the UK. By engaging with local and national governments and other policymakers, we advocate for change on major issues, helping to create a fairer and more equal society. Through our relationships with other

thought leaders, and the press, we are able to bring credibility and coverage to the work of our members.

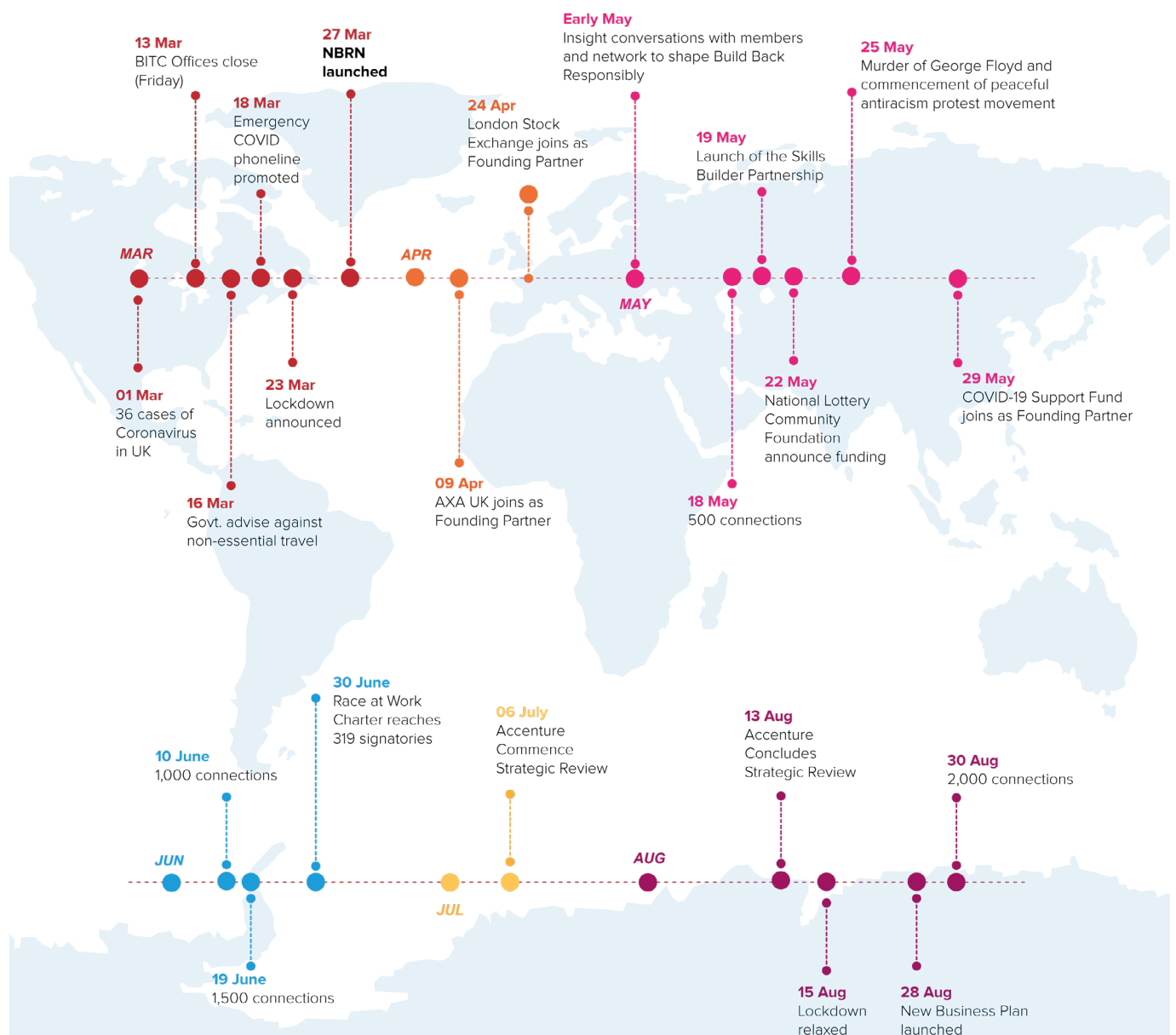
We celebrate the achievements of responsible businesses across the UK through annual Responsible Business Awards. This year we adapted to COVID-19 to recognise applicants as Responsible Business Champions in their respective categories through social media and video announcements. [You can find this year's full list of Responsible Business Champions here.](#)



RESPONDING TO COVID-19

In last year's Annual Report, we set out some key goals and ambitions to guide our work with members. The main body of this year's Report reflects the adaptations we have made due to COVID-19. You can find summaries of our progress on last year's objectives throughout this report. Since COVID-19 hit the UK, we have focused our efforts to collaborate with members and partners to provide both immediate and structural support to help people and communities navigate the complex challenges brought by the pandemic.

2020



THE NATIONAL BUSINESS RESPONSE NETWORK

Business in the Community was established following riots in Brixton and Toxteth and it is in our DNA to respond to emergencies, bringing the power of business to tackle major challenges. We established the National Business Response Network as an immediate response to the announcement of national lockdowns. It has helped to connect communities in need, be that by providing a decent meal for shielding people, or by helping children from low income families to keep learning, and older and vulnerable people to stay connected to loved ones.

To date, over 2,000 connections have been made through the [National Business Response Network](#), examples of which can be found on the BITC website ranging from overcoming extreme isolation in northern Scotland where **Libertie Project** successfully connected 150 homes to the internet; to providing advice in a crisis as **PwC** have done in Northern Ireland, providing support helplines for Advice NI and Age NI; or where **LNER** have donated 10,000 sandwiches each week for 10 weeks, with organisations like Fareshare UK.

We pivoted our team to respond to the emergency and are hugely grateful to our Founding Partners **AXA UK**, the **COVID-19 Support Fund** and **London Stock Exchange Group (LSEG)** for their support in making the network possible, in addition to our supporters **UPS**, the **Assurant Foundation**, and the **National Lottery Community Foundation**, fellow members of the **VCS Emergencies Partnership** and platform funders **Nominet**.

NATIONAL BUSINESS RESPONSE NETWORK



KEY ACHIEVEMENTS

- Up until the close of our financial year we had made 1,700 connections between businesses offering support and community groups and charities meeting urgent needs across the UK.
- At the time of writing:
 - a further 600 business and community connections have been made, and:
 - a further 739 requests and 156 offers of support have been received.

For further information visit <https://businessresponsecovid.org.uk/>

LOOKING AHEAD

The National Business Response Network is driven by data and insights from businesses and communities in all parts of the UK. The information it provides on local need will help us engage members across the country, building tangible connections that harness what they can offer to benefit local people and reinvigorate local places. This work will shape our collective approach to building back responsibly.

The long-term economic impacts of COVID-19 are only beginning to be seen in the hardest hit communities. Building on work undertaken in Blackpool and Wisbech, and emergent activity in Bradford, Rochdale and Lowestoft, we intend to support the economic recovery of 12 of the UK's hardest hit places. The Network will focus on the following key issues over the next 12 months:

1. Digital divide
2. Food Insecurity
3. The impact of local lockdowns/ supporting communities





BUILDING BACK RESPONSIBLY: STARTING THE JOURNEY

Adapting immediately to COVID-19, we reviewed and repurposed key content to respond to the needs and questions of our members. We held UK-wide listening sessions – involving conversations with over 100 business leaders, and surveying of 75 organisations – with our network to inform priorities and opportunities, using findings alongside RB Tracker® insights to benchmark our progress moving forward.

With support from Direct Line Group we consolidated this thinking into the new priorities for business to drive our new collective approach to **Building Back Responsibly**.

These were published in September 2020, and inform our work in each part of the responsible business agenda. It is in the context of the pandemic, and these key priorities, that we will work to support businesses through and beyond the pandemic, and drive action at scale through our campaigns.

OUR ORGANISATIONAL GOALS FOR 2020/21

- Grow membership to 575+ members
- Produce relevant, timely, high-quality content, attracting new members and growing the movement
- Engage one-third of members actively supporting their communities through the NBRN and our community programmes
- Have two-thirds of members engaged meaningfully in our Build Back Responsibly work
- Support colleagues in their development and career journeys – key focus on leadership capability and performance management
- Launch the refreshed RB Tracker® and secure a total of 90+ participants for the first two intakes in January and May
- Implement our internal inclusion and wellbeing strategies with supporting actions as part of our commitment to RB@BITC
- Raise our brand profile and achieve our targets for significantly enhanced social media penetration
- Secure continuation funding at scale for the National Business Response Network



**#BUILD BACK
RESPONSIBLY**

ENGAGING OUR MEMBERS IN ENGLAND, SCOTLAND, WALES, AND NORTHERN IRELAND

2019/20 Goals

- Acquire 95 new member companies
- Challenge members through the 'Own the Conversation, Drive the Change' campaign
- Grow member engagement by delivering more advisory services and programmes
- Enable participants of the Responsible Business Tracker® to benchmark themselves against sector and cohorts with overall score, plus scores for each area of the Responsible Business Map™.

2019/20 Progress

Each year we strive to grow our network of members and improve the ways in which we engage with them. Whilst our work in 2019-20 was shaped by COVID-19, our dedication to working with members to enrich their approach to responsible business has seen some significant success.

- We had set an ambitious target of welcoming 95 new members to BITC. We saw significant growth prior to COVID-19 (up 155% in Q1-Q3 over the same period in the previous financial year). Following the economic slowdown, we finished the year with 59 new members, almost half of them (28) outside of London and the South East.
- 71% of members renewed their membership this year. A number of resigning members cited COVID-19 as a cause. We finished the year with 563 members with 55% located outside of

London and the South East. We are focusing on broader and stronger member engagement in the coming year – delivering higher value and greater retention.

- We retained high engagement in our Leadership Teams with over 170 business leaders steering our work and leading the way for UK responsible business.
- We increased the collective impact of members by challenging and supporting them through our advisory services. Short-term targeted engagements grew by 15%, 70 longer-term strategic change projects were delivered, and over 40 sustainability practitioners participated in responsible business management training.
- We received more non-member enquiries in June 2020 than in March to May combined, driven by engagement with the Race at Work Charter and National Business Response Network. We therefore increased our focus and investment on planning strategic multi-year partnerships with new members, with multiple strains of engagement focused on Building Back Responsibly.



WORKING WITH MEMBERS IN NORTHERN IRELAND

- COVID-19 impacted Northern Ireland membership significantly, with a slowdown in acquisitions compounded by increased resignation rates. At June 2020 we had 209 members.
- Despite the pandemic, uptake of CORE: The Northern Ireland Standard for Responsible Business, has remained positive with a 95% renewal rate and 6 new companies entering the process.
- Responding to COVID-19, we adapted the annual Celebration of Responsible Business Awards event to recognise applicants as Responsible Business Champions through a social media and digital event campaign. We announced our Responsible Business of the Year, ASDA, across social and regional media.
- The Business Action on Climate initiative was formally launched with the introduction of a Northern Ireland Climate Action Pledge. The Pledge was developed by Climate Champions from members including: ABP Food Group; Danske Bank; Encirc; Lidl; NI Water; Power NI; SONI; Translink and Deloitte.
- Members have proactively supported the National Business Response Network. Using a hybrid approach of practical, local interventions and strategic assistance, our members supported 126 community organisations with skills-based volunteering, food donations, IT equipment, and marketing and social media support.



BENCHMARKING AND PROVIDING INSIGHT: THE RESPONSIBLE BUSINESS TRACKER®

We are committed to providing members with detailed intelligence to help inform their decisions and take action at each stage on their responsible business journey.

To support this, following a pilot phase, this year saw the formal launch of the Responsible Business Tracker®. 94 businesses participated in the launch phase, raising the total to 120 organisations which have taken part to date. Each participant received individualised feedback with rich benchmarking data.

This year's Insight Report showed:

- A high proportion (>85%) of respondents align purpose and values with internal strategy and business decisions, but fewer (71%) confidently outline plans with external stakeholders. Only 57% engage investors in discussions around purpose.
- Only 50% of participants reduced greenhouse gas emissions. Despite the climate emergency, just 21% committed to reducing net emissions to zero.
- The highest rated material issues were health and wellbeing and net zero carbon. Although businesses rated environmental issues as a high priority, circular economy approaches, and the maintenance of healthy ecosystems, scored lower.

IMPROVING INSIGHTS AND MEASUREMENT

- We assessed findings from the launch year into the planned review of the RB Tracker® to ensure it offers the greatest value for members. We also drew learning from two events that coincided with publication of the Insight Report, reflecting learnings from the pandemic. An improved and simplified version will launch in January 2021.
- From 2021, our Responsible Business Awards will be aligned to the RB Tracker®, celebrating 'most improved' organisations and those that leverage best practice to inspire others.



STRATEGIC AND ADVISORY SUPPORT

This year we developed an integrated advisory service to align with our strategy function, leveraging our innovation, data analytics and impact measurement skills to engage members and drive positive change.

- Responding with agility to COVID-19, we digitised our advisory work, maintaining high levels of engagement and positive feedback.
- Demand grew for our “Let’s Talk About Race” workshops, and for advice on running effective virtual employee networks. We have also developed wellbeing training for managers.

PRODUCT REVIEW

We undertook a holistic review of our products and services to ensure they deliver value to members. New products introduced this year include:

- Training for senior leaders on inclusive leadership, intersectionality, privilege, and health and wellbeing developed in partnership with the Society for Occupational Medicine.
- Environmental workshops related to climate risks, opportunities, and strategies.

OUR GOALS FOR 2020/21

- Providing needs-led advice and support to advance and accelerate members’ responsible business journeys and drive action, leading to deeper engagement and greater impact.
- Offering opportunities to network and develop practice through running at least 24 Peer Learning Forums with 20 participants each, and contributing to 15 Race Champion Forums and 24 member events.
- Ensuring that we are achieving the intended outcomes and impact by implementing the tools and capabilities needed to measure and report our impact.
- Transforming how data is used to inform product innovation, member engagement, advice and support, content, campaign priorities and resource allocation.
- Launch the improved RB Tracker®, securing at least 45 participants in each intake, and position as the key strategic member engagement tool, informing our member engagement plans and associated advice and support.
- Secure partnership and endorsements to enhance profile and increase participation and value.

[You can download our Advisory Services Brochure for more information on our latest products and services.](#)

TURNING IDEAS INTO ACTION BY CHALLENGING OUR MEMBERS

GLOBAL GOALS

2019/20 Goals

- Speed up action by businesses to meet the United Nations' Sustainable Development Goals (which we term 'Global Goals' through the 'Own the Conversation, Drive the Change' campaign).
- Enable 100 leaders to lead a conversation on the Global Goals, with at least one business partner, in the year ahead.
- Define BITC's role in responsible investment and procurement as levers for action on the Global Goals

2019/20 Progress

The Global Goals inform our work to drive sustainable and responsible business behaviour. They provide a vital framework as we strive with members to Build Back Responsibly from COVID-19.

- To coincide with United Nations General Assembly Week in September 2019, 41 diverse businesses committed to take action on the Global Goals. In February 2020 we partnered with the UK Government's Inclusive Economy Partnership to accelerate action with UK businesses to meet the goals through strategy and operations.
- We launched a Guide for Procurement Professionals in July 2020, to embed sustainability in all procurement practice.
- In July 2020, we partnered with "Make My Money Matter", a campaign empowering people to take control of

their pensions and asking employers to align their pension investments and values. This complemented work on responsible investment to engage C-suite leaders, bridge knowledge gaps and promote greater transparency.

- Our Digital Champions Network grew to 14 leading businesses and met regularly to shape action on using digital technologies to meet the Global Goals.
- Coinciding with the 75th anniversary meeting of the United Nations General Assembly in September 2020, we launched key priorities to help business Build Back Responsibly.

For more information: <https://www.bitc.org.uk/business-in-the-community-and-the-sustainable-development-goals/>



A HEALTHY ENVIRONMENT

2019/20 Goals

- Celebrate progress made by Waste to Wealth signatories and double the number of companies committed to taking action.
- Develop a roadmap to the UN Climate Summit in Glasgow and beyond.
- Inspire and mobilise business leadership at scale and speed to tackle our climate emergency.

2019/20 Progress

Business concern for environmental wellbeing is high but stratified, as evidenced by insights from our RB Tracker® participants. Demonstrating progress against environmental aims can be a tangible means of evidencing commitment to the responsible business agenda. This year, we worked with members to build momentum and improve behaviours and practice.

CLIMATE ACTION

- We established the Net Zero Carbon Taskforce to drive action on the Paris Agreement commitment to limit the global temperature rise to < 1.5°C. Chaired by Jonathan Kini, Managing Director for Business at TalkTalk, the Taskforce has defined net zero for business and delivered events and guidance.
- We have been a core partner of the IGNITION project in Greater Manchester, exploring innovative ways to finance nature-based climate solutions. We have worked with the Greater Manchester Combined Authority to collate a 1,000 item evidence base and delivered a report detailing the value of green infrastructure to businesses and society.

- We have partnered with membership organisations and NGOs to urge the UK Government to ensure the COVID-19 economic recovery puts us on a sustainable, resilient path to a net zero future. Over 200 business leaders supported our open letter.
- We will use the time granted through the postponement of the UN Climate Change Conference (COP 26) to November 2021 to mobilise action on climate change over the coming year. Our 'Challenge 2030' campaign calls on every business to increase:
 - The speed with which they will achieve net zero carbon targets.
 - Their scale of ambition to integrate climate change targets, risk and opportunity management into core business strategy.
 - Their influence by collaborating with all stakeholders to unlock barriers to action.
- The Future Fenland in Wisbech Taskforce led by Peter Simpson, Chief Executive of Anglian Water, was established – a climate adaptation model which could support water resources, protect land, and enable growth of surrounding settlements.

For more information visit <https://www.bitc.org.uk/environment/>

CIRCULAR ECONOMY

- Our Royal Founding Patron HRH The Prince of Wales hosted a 'Waste to Wealth' roundtable with original signatories sharing success stories with senior business leaders at Clarence House in February 2020. This sparked a new project to develop circular solutions for workwear, much of which is neither reused nor recycled.

- We appointed a new Circular Economy Campaign Director. With additional funding from the Prince of Wales Charitable Foundation, next year we will focus on driving innovation to deliver solutions in the Built Environment and Textiles sectors.
- As a member of the PROCIRC Project, we created business networks advocating for circular economy approaches through procurement and in the workplace. We facilitated transnational learning by working closely with partners in northern Europe.
- Next year, we will upscale work with a retail sector member, sharing insights with members and other businesses to promote further action across the sector.

For more information visit <https://www.bitc.org.uk/environment/>

DIVERSITY AND INCLUSION

RACE EQUALITY

2019/20 Goals

- Challenge members to sign the Race at Work Charter, targeting 300 signatories in 2020.
- Drive leadership engagement with events, roundtables and practical toolkits.

2019/20 Progress

Already high on the responsible business agenda, the vital importance of race equality was further emphasised this year following the brutal killing of George Floyd. We are committed to working with employers to embed race equality at all levels of business.

- 108 employers completed the Race at Work Charter 2019 Survey, with a report launch at the House of Lords in October

2019. 80% of surveyed employers said they had appointed an executive sponsor for Race.

- In January 2020, in collaboration with the Race Equality Leadership Team we published three executive sponsor toolkits to support members to set ethnicity targets and engage employees.
- Our response to COVID-19, the brutal killing of George Floyd and the resulting anti-racism protests attracted a significant number of new signatories and business leads.
 - In three months, we hosted 12 webinars and Charter workshops engaging 1,212 employers.
 - In June 2020 Chief Executive Amanda Mackenzie OBE, KPMG Partner and Race Leadership Team Chair Richard Iferenta, and Race Director Sandra Kerr CBE issued a joint letter to members to encourage response to the protests on leadership and allyship. By the end of June 2020, 319 businesses had signed the Race at Work Charter, exceeding our ambitious target of 300.
- We celebrated the 25th Anniversary of our Race Campaign by publishing 'Race at the Top Revisited 2020', attracting significant media coverage and drawing attention to the pressing need to increase black representation in leadership positions.
- We made significant progress in our campaign for mandatory ethnicity pay gap reporting by engaging Ministers and MPs from all political parties.

For more information visit <https://www.bitc.org.uk/race/>

GENDER EQUALITY

2019/20 Goals

- Continue to work with the government to influence them to make changes to Shared Parental Leave (SPL) legislation so that people of all genders are getting equal opportunities to care and work flexibly
- Launch the Everyday Inclusion Campaign

2019/20 Progress

COVID-19 and the ensuing economic challenges are having a profound impact on gender equality at work and at home. This year we challenged members to offer enhanced Shared Parental Leave (SPL), flexible working, and carers leave to match maternity pay. We are working with members and colleagues to embed gender inclusion and equality at the heart of business.

- 2020 marked the 10th year of 'The Times Top 50 Employers for Women', with a record number of entrants signifying a landmark in our efforts to recognise and share best practice around gender equality at work, and challenge those striving to do better.
- We continued work with the UK Government to influence changes to SPL law so that people of all genders receive equal opportunities to care and work flexibly, including during lockdowns and home-working arrangements.
- To address business fears of widening gender pay gaps, we championed equal pay by:
 - Lobbying decision-makers to ensure the reinstatement of full gender pay gap reporting, including for furloughed employees;
 - Securing high profile media coverage of original research

showing the fall in pay gap reporting, and demonstrating associated risks; and

- Developing new materials and workshops to support businesses in addressing these risks.
- With domestic abuse rates rising, we challenged businesses to recognise their responsibilities by issuing revised guidance and support, and have taken steps to raise awareness of this issue in the context of COVID-19, including by convening a panel discussion.

For more information visit <https://www.bitc.org.uk/gender/>

AGE

2019/20 Goals

- Support more businesses to become age-inclusive, with support from The National Lottery Community Fund and Aviva Foundation.
- Launch new employability programmes, specifically to help people aged 50+ from disadvantaged backgrounds improve their employability and return to work.

2019/20 Progress

Almost one-third of the UK's working age population is aged over 50. Supporting businesses to be age-inclusive at all stages of recruitment and employment is key to driving a diverse workforce and mitigating the societal challenges faced by older workers which have been exacerbated by the impacts of COVID-19.

- With support from the National Lottery Community Fund and the Aviva Foundation, we worked in partnership with Age NI, Age Scotland, and Age Cymru, reaching 391 employers. In Wales, this has led to participation in the Welsh Government’s Ministerial Advisory Forum on Ageing and influenced a new government-supported project on ‘Good Work’.
- We launched a new series of employability programmes aimed at people aged 50+ who are unemployed. Working in Bristol, Scotland and Northern Ireland we provided support through mid-life MOTs and digital skills workshops. This will expand further from September 2020.
- We developed an Age Friendly Employer framework to help create workplaces where people of all ages can thrive. This involved development of practical resources to support employers around:
 - Supporting Carers
 - Menopause flexible working
 - Mid-life MOTs

For more information visit <https://www.bitc.org.uk/age-and-multigeneration-teams/>

HEALTH AND WELLBEING

2019/20 Goals

- Engage members with the new Mental Health at Work Commitment, developed by the BITC Wellbeing Leadership Team and the Thriving at Work Leadership Council.
- Work with partners to define key interventions that business can take to reduce instances of work-related mental health issues.

2019/20 Progress

COVID-19 has heightened the importance of both physical and mental wellbeing. Consultation with members reveals that many employers do not address the systemic causes of poor mental health. To address this, we have worked to improve approaches to building resilience, line manager intervention, and support for financial wellbeing.

- Over 500 organisations signed up to the Mental Health at Work Commitment developed in collaboration with the Thriving at Work Leadership Council and our Wellbeing Leadership Team. Reflecting the need for greater strategic and early-stage action, we will upscale work to tackle systemic causes of poor mental health by:
 - Using the six standards set out in the Mental Health at Work Commitment to elevate mental health and safety on a par with the physical;
 - Redesigning jobs that promote long-term mental health and avoid employee burnout, reflecting learning from COVID-19; and
 - Tackling the challenging issues of domestic abuse, suicide, and bereavement.

- We followed our 2019 Mental Health at Work survey, conducted with YouGov and sponsored by Mercer, with a new 2020 Survey, sponsored by Bupa. This highlighted the major impact of COVID-19. A third of employees battling non-work-related mental health issues identified the pandemic as a cause. Encouragingly, businesses have significantly improved their support, despite changes to ways of working. 58% of workers feel that line managers – often the frontline of mental health support – have communicated well

during the pandemic. 56% of employees feel more comfortable talking about mental health at work.

For more information visit <https://www.bitc.org.uk/wellbeing/>



EMPLOYMENT & SKILLS

2019/20 Goals

- Release toolkit for employers to improve financial wellbeing through employee benefits, with support from Salary Finance.
- Work with West Midlands Combined Authority to launch toolkit, preventing and tackling homelessness.
- Develop and launch a new campaign on Essential Skills.
- Drive towards our target of one million jobs through the 'Ban the Box' campaign.
- Grow business-led support for survivors of modern slavery in the UK.

2019/20 Progress

COVID-19 has focused attention on links between access to employment and skills opportunities and the UK's slow productivity growth. Following the launch of the Skills Builder Universal Framework (with members of the Essential Skills Taskforce) in May, 14,742 new users visited the Skills Builder Partnership website, and 15 Skills Builder Trailblazers embedded the framework into their employability, recruitment and employee development strategies.

- Driven by COVID-19, we supported employers to improve financial wellbeing by offering employee benefits relevant for all. This built on resources launched in November 2019 in partnership with Salary Finance.
- In collaboration with the YMCA in London, we launched 'Designing Out Homelessness', a toolkit to help employers prevent homelessness through practical support and pathways to employment. The learning supported similar initiative in the West Midlands (alongside the Combined Authority) and in Wales (with Cardiff City Council).
- Employability support was delivered to 170 survivors of modern slavery with funding from the John Lewis Foundation. We are evaluating learnings from this to broaden work in partnership with IHG, Next and Sky to build the capacity of frontline organisations supporting survivors.
- 146 employers have signed up our 'Ban the Box' campaign, with 940,000 jobs covered by commitments to remove questions surrounding criminal convictions. Due to COVID-19, our target of 1 million jobs covered will be reached later than planned. We have engaged with the 22 Welsh local authorities, aiming to support them to 'Ban the Box' over the next 12 months.

- Through the ‘Ready for Work’ programme, funded by the People’s Postcode Lottery, this year we supported 129 clients. 21 of whom have progressed into employment. In 2021, we aim to support 500 clients, progressing a minimum of 200 into sustained employment.

For more information visit <https://www.bitc.org.uk/employment/>

EDUCATION

2019/20 Goals

- Create the Curriculum Taskforce, with involvement from the Department for Education, to pool knowledge from companies already working strategically with schools.
- Support ten curriculum collaboration projects with firms including Goldman Sachs, Heathrow, Ikano Bank, and Hogan Lovells in the Westminster Business Class partnerships, supported by John Laing.
- Implement “Skills Builder” through all our education programmes.
- Develop and support companies to embed “Skills Builder”.

2019/20 Progress

Aiming to raise young people’s awareness of the importance of essential skills, in 2019/20 BITC engaged with 17,864 young people in 87 schools, supported by 1,531 Business Ambassadors. Regrettably, school closures due to COVID-19 suppressed total figures for the year. All education programmes were underpinned by the

“Skills Builder” framework.

- This year we established the Curriculum Taskforce to encourage co-creation between business and schools with the aim of closing the attainment gap.
- The Taskforce commissioned, published, and disseminated research in June 2020 on the role of business within the curriculum, collecting evidence from interviews with teachers mainly working in schools with high free school meal eligibility. The Taskforce will channel findings into a new pilot phase reflecting COVID-19’s impacts.
- Our partnership with “Barclays LifeSkills” over the academic year starting in 2019 saw our work across Scotland, Wales and Northern Ireland refreshed to make a bigger difference for students and schools.
 - In Scotland (Aug 2019 – Mar 2020) we worked with 1,004 unique students and 1,833 repeat students in schools in Glasgow and Kilmarnock.
 - In Wales (Sep 2019 – Mar 2020) we worked with 875 students - 602 participated in two sessions.
 - In Northern Ireland (Sep 2019 – Mar 2020) we worked with 1,349 students and 2,380 repeat students.
- Mental health first aid training was delivered to 13 schools and support provided to social enterprises in Bradford. Business Connector recruitment is underway in Bradford to digitally upskill and improve life chances for young people.

For further information visit <https://www.bitc.org.uk/education/>

OUR GOALS FOR 2020 – 2021: CAMPAIGNS AND CONTENT

- To produce high quality content aimed at engaging & adding value to BITC members and growing the movement.
- To deliver engaging opportunities for members to shape and lead the responsible business agenda with us, through a minimum of six Leadership Teams and six Taskforces.
- To run a minimum of four high-profile, timebound, targeted campaigns on key issues of Climate Change, Employment and Skills, Inclusion and Wellbeing through which we call for and drive collective business action on specific aspects of the responsible business agenda in a measurable way.
- To continually develop and share our expertise and thought leadership internally and externally, helping BITC to be the beacon of responsible business.



BUILDING BACK STRONGER COMMUNITIES

SMALL BUSINESS AND EMERGENCY RESPONSE

2019/20 Goals

- Work with our expert partners to encourage big businesses to promote resilience in small companies.
- Develop and expand our local programmes to provide support to small businesses most vulnerable to cyber incidents or extreme weather impacts on their business.

2019/20 Progress

In the face of this year's challenges, the work of our Business Emergency Resilience Group continues to be crucial in helping members bring swift support to affected communities. Their experience and expertise were integral to the development of the National Business Response Network. Other examples of our work this year are:

- We proactively responded to Storm Ciara and Storm Dennis, providing support across the UK through Local Resilience Forums working with communities affected by flooding, and promoting Government grants for property owners to install flood resilience measures.
- In February, our Royal Founding Patron HRH The Prince of Wales visited Pontypridd, inspiring localised business support from Welsh members, including Dŵr Cymru Welsh Water and Trivallis.
- In February 2020 we launched the Property Flood Resilience Code of Practice with support from Aviva.

- Our *Coronavirus (COVID-19): Responsible Businesses Supporting Small Business* factsheet was downloaded 1,313 times between March and April.

For further information visit <https://www.bitc.org.uk/business-emergency-resilience-group/>

PLACE


2019/20 Goals

- Trial approaches to collaborative intervention in Blackpool, Bradford, Lowestoft and Rochdale, working with social and public sectors to make a difference to needs identified by local organisations and residents.
- Learn from collaborations to inform further projects and to enable us to refine the Place Guide.
- Run local engagement events showcasing good place-based work and secure commitments from businesses and other organisations to adopt this approach.

2019/20 Progress

The UK economy depends on towns and cities harnessing the potential of their people. Below is a summary of our work to connect business support with localities across the UK, which occurs alongside our commitment to support communities through the COVID-19 pandemic.

- Successful in securing £39.5 million for the town investment plan for Blackpool,



in the first wave of the Government's Town Deal programme. The Blackpool Pride of Place board (chaired by Christine Hodgson CBE of Severn Trent, with members including Beaverbrooks, BAE Systems, and Merlin Entertainments) is also promoting the new superfast broadband connection for the town.

- Completion of stakeholder engagement in Rochdale, identifying long-term priorities and building relationships. Business Connector recruitment is underway, which will help establish a long-term strategy and action plan.
- The secondment of a Business Connector by Kier Group to Lowestoft to assist with on-the-ground delivery, beginning with a successful Spotlight on Lowestoft event. Supported the creation of Lowestoft's strategic Place board, securing additional business representation. Launched an Ambassador Group to champion this work locally.
- Learnings and best practice have been shared through the following activities:
 - providing input into Ministry for Housing Communities and Local Government's Towns Fund Guidance, recommending best practice for collaborative working;
 - publication of our Town Deal Guide for Business and Lead Councils, sharing insight into effective ways of working; and
 - an article in 'House Magazine', discussing how business leadership can aid economic recovery in left-behind places.

OUR GOALS FOR 2020 – 2021: DELIVERY AND IMPACT

- To secure strong business leadership engagement achieving a Net Promoter Score (above 50) and an increase in the attendance at, and diversity reflected across, all our Regional Leadership Boards.
- To activate the National Responsible Business Network through compelling calls to action, with measurable outcomes and impact with a third of all members engaged.
- To build strong partnerships ensuring they include non-private sector orgs, including Local Government representation and an increase in the number of partners seeing us as a partner of choice.
- To build a single impactful delivery team integrating all our operations into our Nations and Regions and delivery plans that engage the whole organisation to drive greater impact through the National Business Response Network.

For further information visit <https://www.bitc.org.uk/place/>

FUTURE PLANS

Responding to the current crisis will shape the coming year, our member priorities and, therefore, our plan.

As we move from emergency response into recovery and rebuild we have an opportunity to reframe our Breakthrough Ambition and the ‘What If, Why Not’ narratives developed in 2019 - 2020 to **build back responsibly** in RB areas our members view as key to that transition: community impact, employment and skills, employee wellbeing, inclusion, and climate change.

We have an opportunity to take centre stage and ensure a collective and coordinated response that is large-scale, comprehensive and drives transformative change. Our call to action and our focus for the coming financial year is therefore two-fold and will be focused through the **National Business Response Network**; and **Build Back Responsibly**.

Our long-term ambition remains for BITC to be the **beacon for responsible business in the UK by:**

- **Accelerating our growth and impact:** Take action at pace and grow, over time, our network at scale to inspire, engage and challenge businesses to become more responsible and tackle some of society’s biggest issues.
- **Securing long-term partnerships for transformational change:** Activate 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.
- **Supporting and empowering our people:** Align our people strategy with our business plan and equip our people with the skills, knowledge and confidence to deliver the plan, offering the support and learning opportunities needed on a continuous basis.



Crucial to our success will be working in a collaborative, integrated way and embedding a culture where we put member needs at the heart of everything we do. That applies whether we are responding to, and supporting with, an issue they have identified; or challenging them to take action and accelerate and transition the role of responsible business from where we are today to where society and the planet need it to be.



RESPONSIBLE BUSINESS AT BUSINESS IN THE COMMUNITY

2019/20 Goals

- Further embedding our whole-person, whole-organisation approach to our focus areas: Diversity and Inclusion and Health and Wellbeing.
- This will be overseen by our BITC Executive and, ultimately, the BITC Board.

2019/20 Progress

As an employer, Business in the Community aims to make its vision of responsible business a reality by providing a sustainable, inclusive, and productive workplace. It was even more important this year that in response to the pandemic our HR processes enabled us to support our colleagues and provide a means to keep everyone connected and informed. A priority, therefore, has been reaching out to each person regularly, ensuring their wellbeing and offering as much support as possible.

We are proud of the passion and dedication of all our employees, secondees and volunteers who deliver our campaigns and programmes, and the way in which they stepped up to managing the enormous change of becoming a virtual organisation. We offered flexible work arrangements immediately to those whose home arrangements changed, ensured regular briefings to colleagues in furlough and alongside this ensured regular communications and briefings regarding the implementation of the restructure. As part of the restructure we activated an Employee Representative Group to ensure all staff felt informed and up to date on our plans and we actively promoted our Employee Assistance Programme which includes


structured counselling by telephone, face-to-face or online.

Utilising our established internal communication processes, and overseen by our Business Continuity Group, we ensured colleagues were brought together daily as we first went into lock down, and then weekly. Through staff briefings and line managers sharing daily, and then weekly updates, we gave all colleagues the opportunity to share concerns and engage with the organisation as we managed the changes. Weekly organisational webinars: 'Ask Amanda,' gave everyone a sense of consistency and transparency and enabled Amanda to personally brief employees, keep them up to date and aware of plans. We have maintained the channels of communication we used over the initial response, although not as frequently.

It was particularly important alongside managing the Covid-19 response that as an organisation we did not lose sight of our commitment to being an inclusive employer. We have taken all our teams through our own advisory service of Race and Gender Equality training and we have maintained and worked closely with our employee networks and internal experts: BeWell (Health and Wellbeing), CAN (Diversity and Inclusion), UNITY (LGBTQIA+) and our Social Network.

Like many others in these times, we must plan on remaining a virtual organisation for the foreseeable future. Managing the implications of this remains our top priority in terms of the wellbeing of our staff.

Business in the Community as an employer is required to carry out Gender Pay Reporting under the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



Our mean Gender Pay Gap for 2019 is 8.22%, an increase of 8% as illustrated below:

2018 0.29%

2019 8.2%

We saw a minor increase of 0.08% in the median gender pay gap, to 0.8% as illustrated below: 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.

2018 0.72%

2019 0.8%

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 and have been encouraging other organisations to also report this.

The BITC ethnicity mean pay gap in 2019 was 2.8%.

Looking first at our female employees and comparing all black, Asian and ethnic minority female categories against all white female categories, we see that the mean pay gap at BITC is 3.13%. This means that our black, Asian and ethnic minority female population are paid, on average, 3.13% less

than our white female population.

Taking the same approach and comparing all black, Asian and ethnic minority male categories against all white male categories, our male ethnicity mean pay gap is 1.62%. Whilst we see a small pay gap amongst black, Asian and ethnic minority males and their white colleagues, the gap is greater between females.

As with the gender pay gap, we acknowledge that in a small organisation a relatively minor change to the workforce can have a disproportionate impact on the figures but going forward, we are keen to reduce our ethnicity pay gap and will monitor and review our data to ensure that we can act on the insights it gives us. Our focus on inclusion as a key priority for colleagues- especially to ensure fair and transparent opportunities, robust salary governance and job frameworks along with development for all colleagues- will support this.

In addition to the work we have done in terms of our own workplace, we have actively worked to improve the diversity reflected in our leadership. Across the trustees on our Board and Chairman's Advisory Board we have 33% female representation and 14% black, Asian and ethnic minority representation, and our Executive Committee make-up is diverse in both gender and ethnicity.

FINANCE REVIEW

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

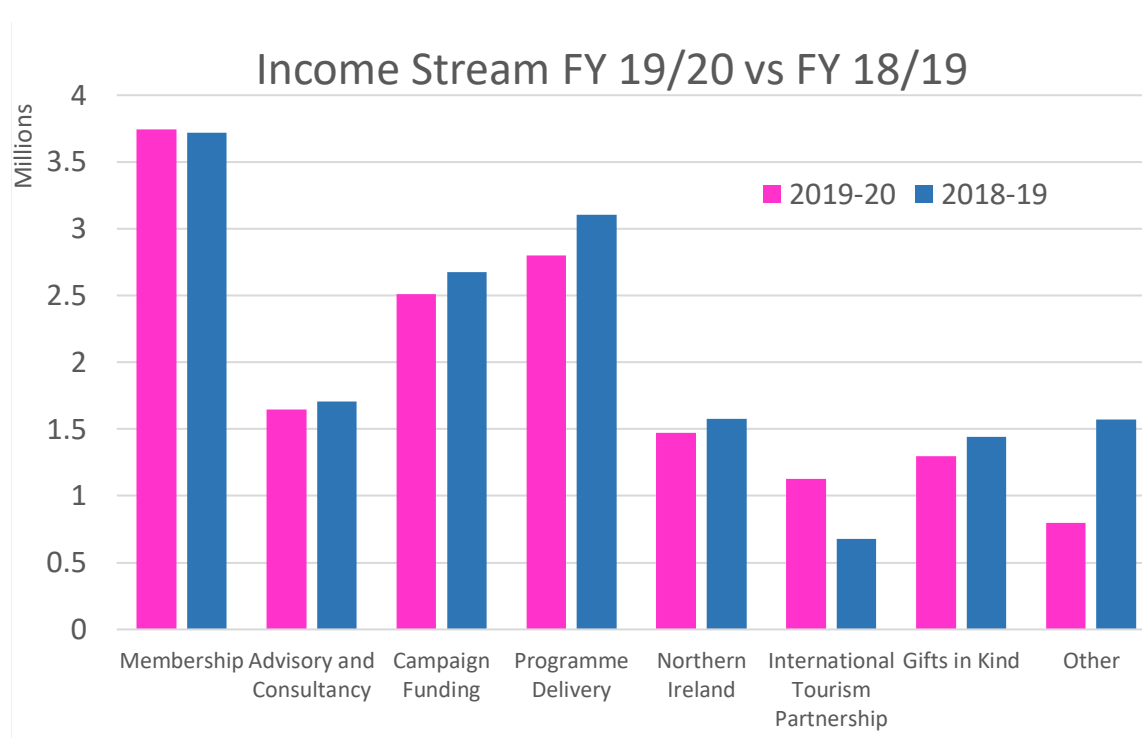
The accounts incorporate the results of Business in the Community (BITC) and its subsidiaries (BITC Trading and Advisory Ltd, Trading for Good Ltd [dormant] and Scottish Business in the Community [dormant]).


In overall terms, BITC recognised a net total decrease in the year to the unrestricted and restricted funds of £549k (last year increase of £1,459k). The year was heavily impacted by the effect of the COVID virus and the resulting lockdown.

The charity has:

Movement in Restricted Funds	£1,011k
Movement in Endowment Funds	(£19k)
Movement in Unrestricted Funds	(£1,541k)
Total Movement in Funds	(£549k)

Incoming resources, as reported in the Statement of Financial Activities on page 41 were £16.4 million in 2020 (2019: £18.1 million). The total incoming resources from normal activities (excluding unspent restricted funds and last year's one-off donation) are shown below by income stream.





Due to last year benefitting from a one-off donation of £2.12m recognised in Donations and Legacies received from Sky to support the charity this had the consequence of causing a drop in overall income for the year.

We saw an increase in income for the year related to charitable activities. We were able to secure £1.92m of funding in the financial year to support the National Business Response Network (NBRN) however this was offset by reductions in the support of our community programmes across the UK of £0.8m, due in large part to the fact that the COVID-19 related lockdown prevented us from delivering within schools and workplaces.

We saw similar levels of income relating to membership subscriptions, partnership income and Leadership Teams donations, and given the economic stress the economy has faced, we are extremely grateful for the support that member companies continue to provide. As in previous years, these income streams still make up the majority of our income from our member companies and they still generate much of our unrestricted income.

Total expenditure increased by £310k and amounted to £16.95m for the Financial Year 2019/20 (2018/19: £16.64m).

The main reason for the increase was a one-off provision for redundancy of £447k due to the restructure initiated in June 2020 and we saw a reduction in expenditure on normal activities. We saw increased expenditure in the Strategy and Insights team and membership as we invested in our membership offer with services and support. The lock down and switch to staff working remotely resulted in a reduction in travel and subsistence of £323k. We also saw a reduction in costs related to Gifts in Kind of £144k. Project costs increased by £50k, primarily due to the growth of the International Tourism Partnership.

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 £712k, which was a fall in the year of £203k, and generated a profit of £473k (2019: £605k). As in prior years all profits have been gift aided to the parent charity.

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

The negative movement in unrestricted funds of £1,541k (2019: £1,334k increase) represents a decrease in free reserves available to support any part of the charitable undertakings of the company. As a result of the ongoing impact of COVID-19 the charity has undesignated the funds set aside for strategic investment in our digital and communications capability and repurposed the funds for general purposes.

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 £1,195k at 1 July 2019 increased by £1,011k (2019: £144k increase) to £2,206k at 30 June 2020. This is due to a growth in the number of grants and restricted funds where we have received income in advance. The largest reason for this increase is the level of funding we have received due to our COVID-19 response and NBRN.

The endowment funds connected with the development of the BEAM project reduced by £19k to £383k (2019: £19k decrease to £402k).



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 will be used to allow the charity to ensure a positive impact in local communities.

Despite a challenging environment, we have continued to manage our costs to our income. As at June 2020, BITC has initiated a restructure to reduce staff costs in line with the continued reduction in income we anticipate due to the difficult conditions faced. We retain the flexibility to reduce costs further, where necessary, in response to reduced income.

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

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

Reserves and Reserves policy

The total consolidated reserves of the Group were £3,915k at June 2020 (2019: £4,464k). Of this, £383k (2019: £402k) is held as endowment funds reflecting the value of fixed assets donated to the charity, £2,206k (2019: £1,195k) is held as restricted funds where the application of such funds is restricted to a given activity within the overall objectives of the Group. The remaining reserves are unrestricted or designated funds and include £464k attributable to fixed assets which are, therefore, not freely distributable. The residue of £862k 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 £759k.

The company's free reserves amounted to £862k at the year end, being the net current assets of its unrestricted funds (as reported in note 3f) which also represent its liquid funds.

Grant making policy

The charity does not award grants.



Fundraising policy

Business in the Community's fundraising supports its primary charitable object of relieving poverty and unemployment by promoting the practical engagement of business in their local communities where poverty is causing hardship and distress.

Guarantors

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

Risk policy

The Board is responsible for the management of the risks faced by the Company and the Group.

A risk management process is in place and continues to be refined and enhanced with the assistance of the Finance & Risk Committee and the Audit Committee.

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

This year has seen the impact of COVID-19 and the resulting lockdown 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:

- Ensure that our staff are safe and that we had cover for staff that are absent: We ensured we were able to identify cover for staff through a skills assessment to make sure we remained able to deliver in case of staff absence.
- Ensuring ability for the charity to operate from home due to 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 understand the impact of the reduced expectation in income on our viability. We modelled cash projections based on reductions of income and determined mitigations. We pushed forward 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 of communities. We developed a programme where the charity could support local communities with matching companies and their available resources with organisations. In addition, we have focused our campaigning and member support on building back responsibly.

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

Controls and mitigations

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

Control: relationship management working closely with members to highlight the relevance of BITC's activity and campaigns to current challenges.

Mitigations: widely diversified income streams. Longer term commitments.

BITC's purpose, programmes and services could become out of step with the needs of businesses causing a reduction in member numbers and income.

Control: regular review of company support including use of external references (satisfaction surveys and reference panels); competitor analysis; pipeline for recruitment and follow-up of any resignations.

Mitigations: boards and leadership team structure keep BITC close to business-relevant issues. Changes to membership engagement proposition. CEO-led review with current and former members.

BITC could be unable to adapt adequately to fluctuations in income. Increased stress on the internal resources that allow us to deliver our agenda.

Control: close monitoring of core and fixed costs in relation to income, especially long-term commitments.

Mitigations: maintain and improve flexibility of internal structures to support cost reductions to meet changes in income. Annual budget, business plan and regular reforecasts, supplemented by medium-term cash and viability forecasting. Clear governance structure, especially in relation to longer-term commitments.

Reduction in, termination of, or failure to deliver key programmes could damage reputation or reduce critical mass.

Control: regular reporting and monitoring of quality of delivery.

Mitigations: regular review of activities and relevance.

Failure to ensure that the correct safeguarding processes are in place could mean that safeguarding issues are not resolved which means that vulnerable people are put at risk and the charity could face legal penalties.

Control: regular reporting and review provided to both the executive, Audit Committee and the Trustees.


Mitigations: appropriate training to all staff in the charity including volunteers, partner organisations and consultants.

Reputational damage resulting from a loss of confidential data.

Control: management overseeing the maintenance of systems and databases to improve resilience. On-going compliance with GDPR requirements. On-going mandatory staff training on information governance is being rolled out across the organisation.

Denial of access from malware could mean that our operations are severely impacted, or historical intellectual property is lost.

Mitigations: employ regular backups of our data and ensure up-to-date security software. Risk awareness training and practices in regard to IT security for all staff. Investment in more secure systems and a robust new website.



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

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

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

Equal Employment policy

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

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

Critical accounting judgements and key sources of estimation uncertainty

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


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

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

Statement of Directors' responsibilities

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

Company law requires the Directors to prepare financial statements for each financial year. Under company law, the Directors must not approve the financial statements unless they are



satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and the application of resources including income and expenditure of the charitable company and of the group for that period. In preparing these financial statements, the Directors are required to:

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

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

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

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 2020, including in their capacity as company directors approving the Strategic Report contained therein, as well as the governance information set out on pages 62 to 67, and is signed as authorised on its behalf by:



Richard Hutton
Chairman of the Finance & Risk Committee
4th November 2020



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 for the year ended 30 June 2020 which comprise the Consolidated Statement of Financial Activities, Consolidated and Company Balance Sheets, Consolidated Cashflow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 30 June 2020 and of the group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).


Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

- 
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. 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.

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

We have nothing to report in this regard.


Opinions on other matters prescribed by the Companies Act 2006

In our opinion based on the work undertaken in the course of 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 the 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 require 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 group's or 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.

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.

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 and trustees 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, 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.

A handwritten signature in black ink, appearing to read 'Andrew Thomas', with a stylized flourish extending from the end.

Andrew Thomas
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

6 November 2020

STATEMENT OF FINANCIAL ACTIVITIES

Business in the Community

(A company limited by guarantee)

Consolidated Statement of Financial Activities (incorporating an income and expenditure account) for the year ended 30 June 2020

	Note	Unrestricted Funds		Restricted Funds		Endowment Funds		Total Funds	
		FY 2020	FY 2019	FY 2020	FY 2019	FY 2020	FY 2019	FY 2020	FY 2019
		£000	£000	£000	£000	£000	£000	£000	£000
Income from	1								
Donations & Legacies		764	2,695	534	869	-	-	1,298	3,564
Investments		17	19	-	-	-	-	17	19
		781	2,714	534	869	-	-	1,315	3,583
Income from Charitable Activities	3	7,582	7,911	7,507	6,608	-	-	15,089	14,518
Total Income		8,363	10,625	8,041	7,477	-	-	16,404	18,102
Expenditure on									
Charitable Activities	3	9,904	9,291	7,030	7,333	19	19	16,953	16,643
Total Expenditure		9,904	9,291	7,030	7,333	19	19	16,953	16,643
Net Income/(Expenditure) for the Year		(1,541)	1,334	1,011	144	(19)	(19)	(549)	1,459
Reconciliation of Funds									
Total Funds at 1 July 2019		2,867	1,533	1,195	1,051	402	421	4,464	3,005
Total Funds at 30 June 2020		1,326	2,867	2,206	1,195	383	402	3,915	4,464

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

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

BALANCE SHEETS

Consolidated and Company Balance Sheets as at 30 June 2020

Company Registration Number 01619253

	Note	Consolidated 30 June 2020 £000	Consolidated 30 June 2019 £000	BITC 30 June 2020 £000	BITC 30 June 2019 £000
Fixed Assets					
Tangible Assets	5	847	935	847	935
Current Assets					
Debtors	7	1,755	2,884	1,721	2,803
Cash at bank and in hand	8	6,342	5,402	6,242	5,190
Total Current Assets		8,097	8,286	7,963	7,993
Current Liabilities					
Creditors – amounts falling due within one year	9	(5,029)	(4,757)	(4,895)	(4,464)
Total Current Liabilities		(5,029)	(4,757)	(4,895)	(4,464)
Net current assets		3,068	3,529	3,068	3,529
Net assets		3,915	4,464	3,915	4,464
Represented by:					
Unrestricted funds					
- General funds		1,326	2,867	1,326	2,867
- Designated funds		-	-	-	-
Restricted funds		2,206	1,195	2,206	1,195
Endowment funds		383	402	383	402
Total funds	3(f)	3,915	4,464	3,915	4,464

The net (expenditure)/income for the financial year dealt with in the financial statements of the parent Company was a deficit of £549k (2019: a surplus of £1,459k).

Approved by the Board of Directors on 04 November 2020 and signed on its behalf:



Jeremy Darroch
Chairman of Business in the Community



Richard Hutton
Chairman of the Finance & Risk Committee

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

CASH FLOW STATEMENT

Consolidated Cash Flow Statement for the year ended 30 June 2020

	Year Ended 30 June 2020 £000	Year Ended 30 June 2019 £000
Cash inflow/(outflow) from operating activities	923	2,102
Cash flows from investing activities		
Interest Income	17	19
Purchase of tangible fixed assets	-	(29)
Net cash inflow from investing activities	17	(10)
Net increase/(decrease) in cash and cash equivalents	940	2,092
Cash and cash equivalents at 1 July 2019	5,402	3,310
Cash and cash equivalents at 30 June 2020	6,342	5,402

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

	Year Ended 30 June 2020 £000	Year Ended 30 June 2019 £000
Net income/(expenditure) for the reporting period (as per the SOFA)	(549)	1,459
Adjustments for:		
Interest Income	(17)	(19)
Depreciation charges	88	80
Decrease/(increase) in Debtors	1,129	799
(Decrease)/Increase in Creditors less than one year	272	(217)
Net cash inflow/(outflow) from operating activities	923	2,102

Analysis of cash and cash equivalents

	Note 8	Year Ended 30 June 2020	Year Ended 30 June 2019
Cash in hand		6,342	5,402
Total cash and cash equivalents		6,342	5,402

Notes 1 to 15 form an integral part of these 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, having assessed the charity’s financial position, its plans for the foreseeable future, the risks to which it is exposed and the detailed cash projections, the trustees are satisfied that it remains appropriate to prepare the financial statements on the going concern basis.

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

Consolidation

The Statement of Financial Activities and the Consolidated Balance Sheet for FY 19/20 consolidate the results of the Charity and its wholly-owned subsidiary, BITC Trading & Advisory.

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



Critical accounting judgements and key sources of estimation uncertainty

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

The 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 pages 60-61.

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

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

e) Expenditure

All expenditure is accounted for on an accrual basis.

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

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

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

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

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

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

f) Tangible Fixed Assets

Tangible fixed assets are stated at their purchase price, together with any incidental costs of acquisition. Individual assets are capitalised only when their cost of acquisition amounts to £12,000 or more.

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

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.

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 in the last few years of the lease 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) Operating Leases

Payments under 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 and 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 (2019: £Nil). No Trustees received reimbursement of expenses in the year. (2019: £Nil).

b) The Statement of Financial Activities includes the cost of donated services and facilities amounting to £695k (2019: £837k) and the cost of pro bono staff seconded from member companies and organisations amounting to £603k (2019: £605k), 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 2020 £000	Total 2019 £000
Operating Leases:		
- Land and Buildings	332	332
Depreciation	88	80
Group Auditors remuneration		
- audit of Parent accounts	26	23
- audit of subsidiaries	3	3
- other services	5	2

3. Analysis of Consolidated Financial Activities

a) Analysis of Income by Activity

Activities	Voluntary Income £000	Charitable Activities £000	Total 2020 £000	Total 2019 £000
Membership	56	4,164	4,220	3,996
Partnerships, Measurement & Best Practice	405	2,513	2,918	5,198
Campaigning for Change	440	2,387	2,827	2,800
Impact, Delivery & the Nations	387	6,025	6,412	6,086
Governance – donated services	10	-	10	3
	1,298	15,089	16,387	18,083
Bank Deposit Interest Receivable	-	17	17	19
Total Incoming Resources	1,298	15,106	16,404	18,102

b) Analysis of Expenditure by Activity

Activities	Voluntary Income £000	Charitable Activities £000	Total 2020 £000	Total 2019 £000
Membership	56	2,757	2,813	2,811
Partnerships, Measurement & Best Practice	405	4,260	4,665	3,722
Campaigning for Change	440	3,044	3,484	3,408
Impact, Delivery & the Nations	387	5,436	5,823	6,555
Total Activities	1,288	15,497	16,785	16,496
Governance	10	158	168	147
Total Resources Expended	1,298	15,655	16,953	16,643

c) Analysis of Total Expenditure

Activities	Staff Costs £000	Support Costs £000	Other Costs £000	Total 2020 £000	Total 2019 £000
Membership	2,150	396	267	2,813	2,811
Partnerships, Measurement & Best Practice	2,868	549	1,248	4,665	3,722
Campaigning for Change	2,163	387	934	3,484	3,408
Impact, Delivery & the Nations	3,251	841	1,731	5,823	6,555
Total Activities	10,432	2,173	4,180	16,785	16,496
Governance	-	158	10	168	147
Total Resources Expended	10,432	2,331	4,190	16,953	16,643

Support costs comprise the central costs of senior managers, finance, human resources and IT support and includes salary costs of £1,757k (2019: £2,183k).

Governance Costs comprise management staff cost of £130k, statutory audit costs of £28k and pro bono services of £10k.

d) Restricted Funds Analysis for the financial year 2019/20

Restricted Funds		Balance at 30 June 2019 £000	Income Received £000	Expenditure £000	Balance at 30 June 2020 £000
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, PoWCF	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)	-
Responsible Business Tracker	Sky Plc	51	-	-	51
Waste to Wealth Grant	People's Postcode Lottery, PoWCF	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)	Intereg - 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

Restricted Funds Analysis for the financial year 2018/19

		Balance at 30 June 2018 £000	Income Received £000	Expenditure £000	Balance at 30 June 2019 £000
Restricted Funds					
Total Movements in Restricted Funds		1,051	7,477	(7,333)	1,195
Included in this total balance:					
Project & Purpose	Fund Provider	Balance at 30 June 2018 £000	Income Received £000	Expenditure £000	Balance at 30 June 2019 £000
Age At Work, Scotland, Wales & NI	Age NI	-	61	(31)	30
Healthy Holidays	Ardbarron Trust Ltd	-	3	0	3
Business Connectors	Big Lottery/Lloyds Bank	51	-	(51)	-
Gifts in Kind to support our Programmes	Various	-	869	(869)	-
Leadership Teams	Various	230	1,772	(1,905)	97
RFW	People's Postcode Lottery, PWCF	145	250	(270)	125
Step Project	World Jewish Relief	-	27	(5)	22
Business Engagement on Disaster Relief	DFID	-	6	(6)	-
Agrifoods Project	DEFRA	-	75	(75)	-

Responsible Business Project	Scottish Government	-	200	(200)	-
Great Yarmouth Neighbourhoods That Work	Great Yarmouth Borough Council	3	22	(25)	-
Welsh Business Class	Career Wales	-	120	(120)	-
Lifeskills – Scotland	Barclays	51	113	(108)	56
Lifeskills – Wales	Barclays	11	102	(103)	10
Blackpool & Place Campaign Funding	Barclays	-	60	(60)	-
Paired Reading	The Robertson Trust	9	18	(18)	9
Responsible Business Tracker	Sky Plc	51	141	(141)	51
Waste to Wealth Grant	People's Postcode Lottery, PWCF	-	140	(8)	132
International Tourism Partnership & YCI	Various	175	399	(318)	323
Grant to YCI	Marriott Family Foundation	72	150	(147)	75
Sri Lanka Project Grant	Tui Care Foundation	-	56	0	56
Curriculum Development	IHG Foundation	-	100	(10)	90
GFEMS Project	Global Fund to End Modern Slavery	-	121	(99)	22
Annual Donation to YCI	Marriott - Althea Foundation	-	38	(19)	19
Contribution to YCI	STR	17	15	(22)	10
Community Grants (India & Thailand)	Hyatt	-	10	0	10
Blackpool Project	Lancashire LEPP/Blackpool Council	20	100	(120)	-
West of England Works Project	Weston College	-	80	(80)	-
West Yorkshire Troubled Families BBO	Leeds City Council	3	72	(74)	1
Tees Valley Routeways YEI	Hartlepool Borough Council	-	56	(56)	-
BBO Project	South Yorkshire Housing Association	-	45	(45)	-
BBO Project	Voluntary Action Leicester	-	44	(44)	-
Employability for All	Careers Enterprise Company Ltd	-	33	(33)	-

e) Unrestricted Funds Analysis for the financial year 2019/20

	Opening 1 July 2019	Net Income During the year	Trf Btw Funds During the year	Closing 30 June 2020
	£000	£000	£000	£000
General Funds	1,378	(52)	-	1,326
Designated Funds	1,489	(1,489)	-	-
Total Unrestricted Funds	2,867	(1,541)	-	1,326

In FY18/19 the unspent donation from Sky was designated to be used over the next 2 years for strategic investment in our digital and communications capability, however due to the impact of COVID-19, we have undesignated the funds in the current year for general use.

f) 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

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 year end 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 2019

	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
	£000	£000	£000	£000
Tangible Fixed Assets	533	-	402	935
Net Current assets	2,334	1,195	-	3,529
Total net assets	2,867	1,195	402	4,464

4. Employee Numbers

a) Staff Numbers

At 30 June 2020, the Group employed (excluding Directors) 278 salaried persons (2019: 272). These staff were employed in the following activities:

	Total as at 30 June 2020	Total as at 30 June 2019
Direct Charitable Activities	238	220
Central Support Services	29	23
Corporate Communications, Strategy & Management	11	29
Total Number of members of staff	278	272

Included within direct charitable activities were redundancy and severance payments of £475k. £24k of these payments were made before 30 June 2020.

Throughout the year, the Group employed an average of 271 staff (2019: 272). The full time equivalent of these staff is 248 (2019: 247).

In addition, the Group enjoyed, throughout the year, the services of the equivalent of 12 (2019: 9) 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 £603k (2019: £605k).

b) Analysis of Cost of salaries

	Year ended 30 June 2020	Year ended 30 June 2019
	£000	£000
Total Gross Wages and Salaries	10,574	9,931
Employer's National Insurance Contributions	997	955
Pension Contributions	618	616
Total Cost of Salaries	12,189	11,502

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 £55k (2019: £28k).

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

Band	Year ended 30 June 2020	Year ended 30 June 2019
£160,000 - £169,999	0	1
£150,000 - £159,999	1	0
£120,000 - £129,999	0	1
£110,000 - £119,999	3	2
£100,000 - £109,999	2	0
£90,000 - £99,999	3	5
£80,000 - £89,999	3	2
£70,000 - £79,999	5	6
£60,000 - £69,999	11	8

Paid into defined contribution schemes and in respect of 26 (2019: 23) of the above employees, the total employer's pension contributions amounted to £150k (2019: £133).

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 £1,348k (2019: £1,558k).

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.

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 2019	240	1,137	266	220	7	1,870
Adjustment to opening balance	-	-	-	-	-	-
Additions	-	-	-	-	-	-
At 30 June 2020	240	1,137	266	220	7	1,870
Depreciation						
At 1 July 2019	-	515	215	200	5	935
Charge for the period	-	46	34	7	1	88
At 30 June 2020	-	561	249	207	6	1,023
Net Book Values						
At 30 June 2020	240	576	17	12	1	847
At 30 June 2019	240	622	51	20	2	935

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.

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 2020, the registered address of all subsidiaries was 137 Shepherdess Walk, London, N1 7RQ.

b) Results of Subsidiary Company in the year to 30 June 2020

Income and Expenditure Accounts		Balance Sheet for Subsidiary Company at 30 June 2020	
	BITC T&A £000		BITC T&A £000
Incoming Resources	712	Trade Debtors	20
Management Costs	(239)	Other Debtors	14
Results of ordinary activities	473	Cash	100
Gift Aid Payable to parent	(473)	Amount due from parent	193
		Amounts due to third parties	(327)
Retained Earnings	-	Net Reserves	-

7. Debtors and Prepayments

	Consolidated 30 June 2020 £000	Consolidated 30 June 2019 £000	BITC 30 June 2020 £000	BITC 30 June 2019 £000
Trade Debtors	1,167	1,975	1,147	1,865
Intercompany Debtor	-	-	-	37
Other Debtors	62	61	62	56
Accrued Income	417	460	403	457
Prepayments	109	388	109	388
Total Debtors	1,755	2,884	1,721	2,803

8. Cash at Bank and In Hand

	Consolidated 30 June 2020 £000	Consolidated 30 June 2019 £000	BITC 30 June 2020 £000	BITC 30 June 2019 £000
Current Accounts	2	3	2	3
Interest Bearing Accounts	6,340	5,399	6,240	5,187
Total Cash & Cash Equivalents	6,342	5,402	6,242	5,190

9. Creditors: Amount Falling Due Within One Year

	Consolidated 30 June 2020 £000	Consolidated 30 June 2019 £000	BITC 30 June 2020 £000	BITC 30 June 2019 £000
Trade Creditors	179	399	179	399
Other Creditors	539	430	539	430
Intercompany Creditor	-	-	193	-
Taxation and Social Security Costs	687	557	687	557
Membership Contributions in advance	983	386	983	377
Fees and other income in advance (Note 10)	1,757	2,551	1,444	2,271
Accrued Expenditure	884	433	869	430
Total Creditors falling due within one year	5,029	4,757	4,894	4,464

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 2019 £000	Released During Year £000	Deferred During Year £000	Carried Forward 30 June 2020 £000
Membership Services	876	(876)	497	497
Business Solutions	515	(515)	442	442
Events	260	(260)	-	-
Other	620	(620)	506	506
T & A	280	(280)	312	312
Total	2,551	(2,551)	1,757	1,757

11. Lease Commitments

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

a)		June 2020 £000	June 2019 £000
(i)	Not later than one year	176	404
(ii)	Later than one year and not later than five years	103	578
(iii)	Later than five years	-	33
b)	Lease payments recognised as an expense	401	406

12. Capital Commitments

No material capital commitments were contracted for at 30 June 2020 (2019: £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 £473k (2019: £605k). At the year end the amounts owed to/(by) the Charity were as follows:

Subsidiary	June 2020 £000	June 2019 £000
BITC Trading and Advisory	(193)	37

There were no further transactions apart from those disclosed between the charity and related parties in the year. 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. 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	Recognising and promoting best practice within all aspects responsible business
ARC	Encouraging Social Enterprise
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 Responsible Business Tracker The Responsible Business Map Responsible Business in Action CR Academy	Challenging, supporting and measuring companies in their responsible business.
Access the Buyer Ban the Box Business Action on Homelessness/Ready for Work/Ready to Go Business Class Business Connectors Employee Volunteering CommunityMark Give & Gain Day Healthy High Streets Talent & Skills Waste to Wealth Pride of Place Prohelp	Engaging 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	Encouraging sustainable and responsible practice within the hospitality industry
Arts & Business Arts & Culture	Using art and business support to regenerate communities and stimulate economic growth

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 2019/20
ABP Management UK	Action on Climate Change, NI	7,000
Age NI	Age @ Work in NI, Scotland and Wales	190,212
ARC Health Living Centre	#RETHINK	8,401
Barclays	Delivery of Life Skills in NI	66,964
Belfast Harbour Commissioners	Time to Code	30,000
Big Lottery Fund	Addiction NI - Drink Wise Age Well	33,314
Big Lottery Fund and ESF Building Better Opportunities	Stronger Families, Leeds CC	20,207
Big Lottery Fund and ESF Building Better Opportunities	Voluntary Action Leicestershire, The Great Project	44,671
Big Lottery Fund and ESF Building Better Opportunities	West of England Works Project (Weston College)	1,359
Bryson Future Skills	Step into Employment	6,618
Bryson Future Skills	Young Persons Employment Initiative	7,513
Danske Bank	Action on Climate Change, NI	7,000
DEFRA	Agri Foods Project	74,997
Department For Communities NI	Business Match	49,281
Department For Communities NI	Cross Sector Collaboration	5,166
Department For Communities NI	Skills Match	19,368
Department for the Economy NI	Future Proof Project	10,000
Department of Agriculture, Environment & Rural Affairs NI	Circular Economy	31,756
Department of Education for NI	Charter: Work Inspiration	92,766



Department of Education for NI	Time to Programmes	107,158
Department of Finance and Personnel NI	Digital Assist	13,750
Department of Justice	Ban the Box	11,830
Encirc	Action on Climate Change, NI	9,000
First Housing	#Work it Out, NI	40,531
Global Fund to End Modern Slavery	Mumbai & Hanoi Project	80,254
Hartlepool Borough Council	Tees Valley Routeways Project	29,318
Moy Park Ltd	Environmental Benchmarking Survey	7,000
Northern Ireland Water	Action on Climate Change, NI	7,000
Power NI	Action on Climate Change, NI	7,000
Prince of Wales's Charitable Foundation	Ready For Work	225,000
Radius	Future Proof Project	5,000
Scottish Government	Supporting Fair Work	149,981
Seagate Technology	SMART Cities	8,305
Sightsavers	DFID: Inclusion Works	66,690
System Operator, NI	Action on Climate Change, NI	7,000
The Executive Office	Healthy Summer	19,053
Translink	Action on Climate Change, NI	7,000



GOVERNANCE

DIRECTORS

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

GOVERNANCE

The Board of Trustee Directors' role is to determine the charity's mission and purpose whilst 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 Strategic 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. They are the Chairman's Advisory Board of senior representatives from stakeholder bodies, and a Future Leaders board of less senior 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 five times in the year. During the year the Board:

- Reviewed and agreed the business plan for the coming year and the focus of activities for 2019/20, to build the movement and drive forward the over-arching responsible business agenda.
- Agreed the budget for the year commencing 1 July 2019 and monitored financial performance through the Finance & Risk Committee, and risk through the work of both the Audit Committee and the Finance & Risk Committee.

- Approved the Report & Accounts for the year ended 30 June 2019 and recommended their adoption by members in the Annual General Meeting
- Established a Nominations Committee to find a new Chairman to succeed Jeremy Darroch at the conclusion of his 3-year term of office.
- Approved the demerger of The International Tourism Partnership from Business in the Community.
- Considered any action the charity needed to take in the run-up to the General Election in order to observe rules regarding campaigning in the period before an Election.
- Took assurance from the Audit Committee on the robustness of the Safeguarding Policy and Framework; confirmation that there had not been any data protection breaches requiring a report to the ICO and that no cyber-attacks had taken place.
- Approved a new Code of Conduct for trustees previously discussed and endorsed by the Audit Committee.
- Accepted, in principle, an offer from BITC's landlord at Shepherdess Walk to renew its lease on the premises; all significant details to be signed off by the Finance & Risk Committee and after alternative options via members had been exhausted.
- Approved early termination of the lease on commercial premises in Edinburgh.
- Submitted two Serious Incident Reports to the Charity Commission, both of which were reported and successfully concluded.
- In the light of COVID-19, the Board approved a circa 20% reduction of the cost base and the actions required to achieve this.

The **Finance & Risk Committee** met four times in the year to supervise the financial affairs of the Charity in relation to the plans approved by the Board, to report to the Board any significant variances against these plans and to review the risk to which the Charity is exposed.

The **Audit Committee** met three times in the reporting period, to oversee the risk management and controls framework, review the accounting policies and financial statements, oversee the relationship with external auditors and the procedures in place for Safeguarding, Data Protection and detecting fraud, and whistle-blowing.

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

Our trustees are those individuals who have taken a leadership role in our campaigns and programmes, those who lead the Nations of Scotland, Wales and Northern Ireland, and those who lead or participate in one of the finance sub-committees.

Royal Founding Patron

HRH The Prince of Wales KG KT PC GCB OM

The present directors of the company are as follows:

Chairman

Jeremy Darroch

Chief Executive Officer and President, Sky

Vice Chairman

Steve Holliday

Chair Cityfibre and Zenobe

President Energy Institute

Vice Chair Careers and Enterprise

Directors

Roy Adair CBE CEO, Sonas CS

Lucinda Charles-Jones Group HR Director, AXA UK and Ireland

Christine Hodgson CBE Chair, Severn Trent

Dame Vivian Hunt Senior Partner, McKinsey & Company

Richard Hutton² Finance Director, Greggs plc

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

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

Alison Rose, Chief Executive, NatWest Group

Duncan Tait Group CEO, Inchcape

Keith Weed President, Royal Horticultural Society

John Williams¹ Vice Chair, Association of Chairs

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

Stephen Hughes² Group Chief Executive, Principality Building Society (retired 6 Feb 2020)

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

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

Joe Greenwell CBE DL Chairman, RAC Foundation

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 CMIIA Chief Internal Auditor, Barclays UK

Nigel Hinshelwood Senior Independent Director, Lloyds Bank and Bank of Scotland

Spencer Sheridan Chief Financial Officer, Healthcare at Home

Victoria Fakehinde Director of Finance, Royal Air Force Benevolent Fund

BITC Advisory Board:

Advising the Board of Trustee Directors 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: **Jeremy Darroch** Chief Executive Officer and President, Sky
Sir Ian Cheshire Chair, Barclays Bank UK
Dame Carolyn Fairbairn Director-General, CBI
Richard Curtis Vice Chair, Comic Relief
The Lord Price CVO Founder, Engaging Works
Adrian Joseph OBE Managing Director, Group AI and Data Solutions, BT Group
Karen Blackett OBE Chairwoman, Mediacom
Matthew Taylor Chief Executive, RSA
Frances O'Grady General Secretary, TUC

Vice-Presidents

Dame Julia Cleverdon DCVO CBE
Sir Stephen O'Brien CVO
Sir Mark Weinberg

Advisors

Bankers
Barclays Bank PLC 1 Churchill Place London E14 5HP

Solicitors

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

Auditors

Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW

Business in the Community's Senior Staff are as follows

Chief Executive: **Amanda Mackenzie OBE**
Director, Delivery and Impact: **Paul Buchanan**
Membership Director: **Nick Diamond**
Chief Operating Officer: **Drake Dubin**
Creative Director: **Gail Greengross LVO**
Managing Director BITC NI: **Kieran Harding**
Director, Strategy and Advisory: **Anna Jakobsen**
Director, Finance: **Charlie O'Neill**
Campaign and Content Director: **Catherine Sermon**
Company Secretary: **Lesley Wolfenden LVO**

Nations Directors

Scotland: **Alan Thornburrow**

Northern Ireland: **Kieran Harding**

Wales: **Sue Husband Hon DSc**

In addition, the following members of staff served as key personnel during the year

Emma Partridge and **Lindsay Smith**, Joint Heads of HR (completed secondment June 2020)

Registration Details

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

Company limited by guarantee No 1619253

Registered Office:

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

Website: www.bitc.org.uk

Leadership Team Chairs

The Prince's Seeing is Believing Programme

Dame Vivian Hunt Senior Partner, McKinsey & Company

The Prince's Business Emergency Resilience Group

Eleanor Bradley Chief Operating Officer, Nominet (Interim Chair)

Place

Steve Rowe Chief Executive, Marks & Spencer

Environment

Tim Doubleday Chief Financial Officer, Burger King

Global Goals

Gavin Bounds Director Supply & Logistics, Covid-19 National Testing Programme, Department of Health and Social Care

Age

Andy Briggs Chief Executive Officer, Phoenix Group

Gender

Dame Helena Morrissey CBE

Race

Richard Iferenta Partner, KPMG

Wellbeing

David Oldfield Group Director & CEO of Commercial Banking, Lloyds Banking Group

Education

Jonathan Lewis Chief Executive Officer, Capita

Employment & Skills

John Holland-Kaye Chief Executive, Heathrow Airport Ltd

During the year, The International Tourism Partnership Advisory Board was chaired by **Wolfgang M. Neumann** Non-Executive Director, Radisson Hotel Group

Leadership Board Chairs

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

Frank Nigriello Director of Corporate Affairs, Unipart Group

South West

Rick Sturge Chief Financial Officer, Grafton LSR Ltd (Bloodhound Land Speed Record Project)

West Midlands

Lee Mellor Vice President and General Manager, Interface

Yorkshire and Humber

Helen Kaye Partner, Deloitte

London

pending

Scotland

Alison Rose Chief Executive, NatWest Group

Northern Ireland

Chris Conway Group Chief Executive, Translink

Wales

pending



The Prince's
Responsible
Business Network



Business in the Community

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