



The Prince's
Responsible
Business Network



MAKING CHANGE HAPPEN

IMPACT REPORT 2022/23

10 MILLION PEOPLE

BENEFITED FROM OUR PROGRAMMES
AND ACTIVITIES SINCE 2016

Did you know?

**MORE THAN 20%
OF THE UK'S
WORKFORCE**

is employed by our network

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WELCOME

I am so delighted to see the evidence of the ongoing impact of Business in the Community (BITC) and our network being brought together in this year's Impact Report.

We work with thousands of business leaders, and our network represents over 7 million people — more than 20% of the UK workforce. Over the last few years, we have benefitted nearly 10 million people, and we are transforming lives in eight of the most deprived places in the country. A few examples of the difference BITC is making: more than 78,000 young people in Northern Ireland, Scotland and Wales are better prepared for the world of work thanks to the Barclays LifeSkills programme delivered by BITC since 2016. BITC has trained 24,000 employees on workplace inclusion, health and wellbeing, environment, social impact, strategy and purpose since 2020. More than one million roles are being made more inclusive because of our Opening Doors campaign, supporting employers to adopt inclusive recruitment practices.

I have been particularly encouraged by the growth we've seen in our strategic partnerships, in our Place work (both in the new communities we have started working in and the engagement in the local Pride of Place Boards), our Advisory Services and the impact of the Prince's Seeing is Believing programme which we hope to expand even further over the next year.

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We are determined to extend the reach and build the strength of the BITC network to make our world fairer and greener.

”

When I arrived as the new CEO of BITC, I was inspired by what I saw and the stories of impact I heard. I was therefore determined to raise the profile of what is being achieved to help scale what we do and to grow our impact. There can be no greater incentive to join the movement of responsible businesses in the UK than sharing results of what we have delivered together.

Like every organisation, we are at the early stages of being able to report on the longer-term social impact of our work. But that should not distract from the message that the data does show: our interventions return value and are achieving scale; our knowledge and expertise is recognised and in demand; and through our reach, the impact of our work is extensive.

I hope that, like me, you are inspired by the stories. I want to thank our members for their ongoing support and to acknowledge all our highly valued partners who work with us to help communities across the UK.

We are truly grateful to our strategic partners – Aviva, Salesforce, Simplyhealth Group and others – for helping us achieve our mission to enable people and communities to thrive. Finally, our sincere thanks go to His Majesty King Charles III for his inspiration over many years and for his ongoing support.

Together, we are determined to continue our important work to make our world fairer and greener through these exceptionally challenging times.

Mary Macleod,
Chief Executive,
Business in the Community





BUSINESS IN THE COMMUNITY – WHO WE ARE

Business in the Community is the network of purposeful leaders committed to changing business, transforming lives, and helping the planet and communities to thrive. We believe that business is a force for good and that purposeful leadership, collaboration and knowledge can tackle some of the most pressing issues of today.

BITC is the UK's largest and most influential responsible business network dedicated to building a fairer and greener world together, supported by His Majesty The King for more than 40 years. We inspire, engage and challenge purposeful leaders to take practical action to mobilise their collective strength as a force for good in society by . . .

- **Working fairer – to help everyone reach their full potential**
- **Working greener – to accelerate climate action**
- **Working together – to continually improve business, and to deliver impact at pace and scale**

Our specialist advisors support individual businesses by delivering targeted interventions, training and strategic change programmes, while also sharing best practice and frameworks for action.

Over the next 10 years, our focus is to engage even more business leaders in impactful action within their organisations and local communities, convening a united force to challenge some of the most pressing issues of today.

MORE THAN 7 MILLION PEOPLE

Through its employee network, BITC reaches and influences the work and life chances of more than seven million people in the UK every year



BITC IN NUMBERS

Our network of businesses and partners employs more than 7 million people in the UK and has benefitted nearly 10 million people since 2016.

78K YOUNG PEOPLE

supported in Northern Ireland, Scotland and Wales helping to prepare them for the world of work since 2016 by developing core skills, including building their knowledge and confidence about money, thanks to Barclays' LifeSkills programme delivered by BITC

24,000 EMPLOYEES

trained in workplace inclusion, health and wellbeing, environment, social impact, strategy and purpose since 2020

95,000 YOUNG PEOPLE

have been helped by work experience placements organised by BITC Northern Ireland's Work Inspiration programme since 1999

2,500 ORGANISATIONS

have signed the Mental Health at Work Commitment, with BITC as a leading partner

MORE THAN 1,000 EMPLOYERS

representing more than six million employees have committed to the Race at Work Charter which asks businesses to make a public commitment to improve equality of opportunity in the workplace

1.1 MILLION JOBS

are being made more accessible to those with criminal convictions, thanks to our Ban the Box initiative

MORE THAN 1.2 M ROLES

are being made more inclusive because of our Opening Doors campaign, supporting employers to adopt inclusive recruitment practices

78% OF EMPLOYERS

in the 2023 The Times Top 50 Employers for Gender Equality are BITC members

79 ORGANISATIONS

lead our Place boards, leading change in communities

143 ORGANISATIONS

drive our Nations and Regions Leadership Boards, comprising senior executives who provide strategic guidance and support in creating social and environmental impact, nationally and locally

MORE THAN 1.2 M PEOPLE

received help through our National Business Response Network (NBRN) supported by AXA, which enables businesses to provide vital items and skills support to community organisations in need across England, Scotland, Northern Ireland and Wales. The NBRN was launched at the start of the COVID-19 pandemic with the generous support of AXA, the London Stock Exchange and the COVID-19 Support Fund

OVER 70% OF MEMBERS

in England, Scotland and Wales have committed to taking robust action on reducing their direct and indirect emissions

WORKING FAIRER – TO HELP EVERYONE REACH THEIR FULL POTENTIAL

At BITC, we have programmes and campaigns that make a real difference in addressing key business and social issues to make lives fairer and to remove unintended barriers to enabling equal access to opportunities. By helping organisations engage with their key stakeholders and employees, with a range of impactful and meaningful activities, we can simultaneously help individuals and communities thrive. Together, we can help everyone reach their full potential.




POSITIVE OUTCOMES FOR INCLUSION AND WELLBEING

BITC advocates for structural and systemic change that removes barriers to workplace inclusion and wellbeing. Our campaigns have achieved several notable successes in shifting the terms of public debate about how to effect real change. BITC's Race Equality Campaign has been a consistent and vocal advocate of ethnicity pay gap reporting. Backed by findings from our Race at Work research and by the success of our [Race at Work Charter's seven principles](#), our direct engagement with Ministers persuaded government to publish guidance for employers on voluntary ethnicity pay reporting in April 2023.

Similarly, our Gender Equality Campaign was one of the first to advocate that supporting men to do more caring in the home would enable women to progress in the workplace. This call has become mainstream, supported by the findings of our [Who Cares report](#) and our recent research that found weekly childcare is costing some parents more than half of their take-home pay. [The Times Top 50 Employers for Gender Equality](#), produced by BITC for more than a decade, provides an annual benchmark of impact and innovation that focuses on what is effective in advancing gender equality and where to direct resources and effort.

Our report [Prioritise People: unlock the value of a thriving workforce](#) advocates that concerns for employee wellbeing should be a core competency of Chief Financial Officers. Given the costs to business resulting from poor employee health, we anticipate this view will become mainstream too, like ethnicity pay gap reporting and supporting men to undertake more childcare. The opportunity is enormous. Our research, with support from McKinsey Health Institute, shows social and business value available through improved employee wellbeing is between £130 – £370 billion per year or 6% – 17% of the UK's gross domestic product (GDP).



BITC's thought leadership and advocacy is grounded in research and evidence.



CASE STUDY: CROSS ORGANISATIONAL MENTORING CIRCLES

BITC's Cross-Organisational Mentoring Circles programme (now in its tenth year) provides mentoring to Black, Asian, Mixed Race and other ethnic minority employees from BITC members to support progression, to unlock talent and to positively impact Black, Asian, Mixed Race and other ethnic minority under-representation at senior levels. Each year, employees from BITC's members participate in mentoring circles, convened by a mentor who is also drawn from participating members. Each circle has one lead mentor and seven to eight mentees. All mentees and mentors are employed by BITC members. The circles are created by matching mentees with mentors who have similar levels of seniority and career goals. Since 2013, approximately 2,200 mentees have participated, supported by nearly 250 mentors.

The most recent evaluation found that 95% of participants reported their mentoring circle gave them access to a confidential, neutral space to share their experiences and to solve problems together, while 93% said their circle helped

them build confidence. Mentees who said they feel confident to increase their visibility and to ask for stretching assignments increased from 58% before joining their circle to 71% at the end of the programme. Similarly, confidence to go for a promotion increased from 54% to 70%. Among mentors, 80% said the circles helped their understanding of the challenges faced by employees of Black, Asian, Mixed Race and other ethnic minority groups in the workplace. 70% said the circles helped them develop their leadership and coaching skills.

“

The mentoring circle has done so much for me in my personal and work life. I've managed to find a new job through the confidence the circle gave me and by diversifying my skills.

”

Mentee in
2022-2023 circle



CASE STUDY: ALLIANZ UK AND BITC – RACE AT WORK AND INCLUSIVE LEADERSHIP PROGRAMME

Allianz UK signed BITC's Race at Work Charter in September 2020. After signing the Charter, Allianz UK surveyed its employees and identified the need to explore differences in perceptions and understanding, and it then decided to create a learning pathway for all UK-based employees. BITC worked closely with Allianz UK to design a programme of learning activity to drive inclusion within the business.

Race at Work webinars for all employees created spaces where Allianz UK colleagues could describe their lived experience, both inside and outside the workplace, and participants learned about terminology and micro-aggressions before exploring what it means to be an ally and what positive actions they can take.

Inclusive Leadership workshops for all middle and junior managers supported and enabled Allianz UK's managers to become inclusive leaders of high-performing, diverse teams. These sessions helped managers understand their personal leadership behaviours and helped them develop practical, inclusive leadership tools to use in their roles.

Strategic Inclusion workshops for all senior leaders focused on action planning and capacity building for senior leaders to influence organisational culture.

- **7,400 programme participants**
- **94% understand what it means to be an ally**
- **90% of managers better understand intersectionality**
- **81% of managers feel more comfortable in managing difference as a result of the sessions**
- **85% of senior leaders feel more able to make a positive change in the organisation as a result of the sessions**
- **The number of employees who know what they can do to help everyone feel truly included in their workplace increased by 18%**
- **The number of employees who understand what it means to be an ally increased by 23%**



POSITIVE OUTCOMES FOR EMPLOYMENT AND SKILLS

BITC's ambition is to harness the collective power of businesses to help people from disadvantaged backgrounds access good, sustainable employment. Our employment framework, 'Inspire, Hire, Grow', helps businesses think strategically about their employment and skills offer.

Inspire: Our Job Coaching programme connects jobseekers with coaches from the UK's leading businesses. More than 600 business volunteers have been trained by BITC, with 50 companies actively involved. Another 180 coaches have registered for training. In the past year, we have matched 501 clients to coaches across the UK, with 50% of participants subsequently entering employment, education or training.

Hire: Our Opening Doors campaign has made 1.2 million jobs more accessible, since February 2022, through businesses' collective commitment to inclusive recruitment, putting us on track to achieve our target of two million jobs by 2025. Ban the Box – a campaign calling on employers to remove the tick box from application forms and to ask about criminal convictions later in the recruitment process (if and when it becomes necessary) – has made 1.1 million jobs more accessible.

Grow: Skills Builder Universal Framework provides a common language on skills from the classroom to the boardroom. Developed by the Essential Skills Taskforce as a key tool for economic recovery from COVID-19, Skills Builder is already being adopted by UK businesses – including Asda, Boots UK, City and Guilds, Clarion Housing Group, Jacobs, KPMG, Ricoh, and Tideway – to help the UK grow the skills it needs to stimulate

a generative, distributive and thriving economy while supporting people back to work and ensuring social mobility.

- **Since 2015, BITC's network has contributed 127,126 volunteering hours from 6,767 volunteers, reaching 18,159 beneficiaries through seven programmes in England, Scotland, and Wales.¹**

“

The key impact is that it showed me what I am good at. I didn't have much confidence in my abilities, so it helped me recognise those. During this programme, I have applied for jobs and apprenticeships, and I have been accepted to one that I really like.

”

Karey – Job Coaching participant

¹ The programmes are Age at Work, Behind the Scenes, Careers Conversations, Clicksilver, Job Club/App Support, Job Coaching and LifeSkills



POSITIVE OUTCOMES FOR SCHOOL PUPILS IN NORTHERN IRELAND

Our Northern Ireland arm of BITC is the region's largest business-led coalition dedicated to responsible business.

BITC NI's Time to Read programme supports local primary school pupils from some of the most disadvantaged areas to develop their literacy skills. Now in its 23rd year, more than 11,000 primary pupils have benefitted directly, and countless more classmates and family members have benefitted indirectly, thanks to the support of more than 6,000 volunteers from the world of work.

To widen the skills support offered, BITC NI recently launched Time to Code and Time 2 Count with funding from the Department of Education.

During the 2022-23 academic year, BITC NI supported 5,912 pupils across our three 'Time To' programmes. Drawn from 98 schools, 19 have never worked with BITC NI before, and another 10 – while having worked with us in some capacity previously – were participating in a specific Time To programme for the first time.

Pupils benefit from improved literacy, numeracy and digital skills, increased confidence inside and outside the classroom, a sense of achievement and empathy and compassion toward others. They are better prepared to face challenges, both in their daily schoolwork and outside school. The volunteer network is key to the success of the programmes. Volunteers provide an insight into the world of work, and provide expertise and experience to schools (e.g., fundraising, event management, policy writing and access to in-house programmes).

Volunteers were drawn from 32 organisations, including A&L Goodbody, Allen & Overy, Allstate NI, Baker McKenzie, CITI, Fujitsu, George Best Belfast City Airport and HM Passport Office, along with members of schools' local communities and our ever-supportive retirees' network.

WORKING GREENER – TO ACCELERATE CLIMATE ACTION

There is an urgency to achieve a net zero carbon and resilient future. BITC helps businesses accelerate their progress by building the green skills required to deliver a just transition effectively. Through a series of collaborative projects, we foster innovation, investigation and co-creation of active solutions that ensure a sustainable future for us all.



POSITIVE OUTCOMES FOR CLIMATE ACTION

BITC organises our environment work around our [Seven Steps for Climate Action](#), which sets out how businesses can deliver a just and fair transition to a resilient, net zero carbon emissions future. In the past year, BITC convened more than 100 leaders from business, communities, academia and government in a series of innovation sprints to co-create solutions that will help deliver a just transition for people and nature. The result is a set of routemaps: [Building Green Skills](#) ensures organisations and employees have the skills to thrive in a just transition; [Involving Diverse Stakeholders with Climate Action](#) is an invaluable resource for climate action planning; and [Embracing Circular Economy Practices](#) shows businesses how to reduce Scope 3 emissions and waste.

We are a key provider of advice and support to businesses who want to deliver a just transition, as well as to public policy development. We have engaged with the government across the year, organising roundtables with Chris Skidmore MP, as he completed his Net Zero Review, as well as advising with the Green Jobs Taskforce and the Department for Energy Security and Net Zero. The proportion of our members with a robust target aligned to the global Race to Zero campaign – to achieve net zero carbon emissions as close to 2030 as possible – has increased by 63% in 18 months.

“

Often, it can feel like you are on your own and it's hard to make progress. Coming along today has felt like I have come up for air, been able to connect with others in the same situation as me, and I am going away feeling inspired and re-energised.

”

BITC member at the launch of BITC's Routemap, Building Green Skills for a Just Transition to a Net Zero, Resilient Future



CASE STUDY: NORTHERN IRELAND CLIMATE ACTION PROGRAMME

Our Business Action on Climate campaign – supported by the Department of Agriculture, Environment and Rural Affairs and the Department for the Economy – has been instrumental in putting Northern Ireland businesses at the forefront of taking collaborative action on climate change. We challenge organisations in Northern Ireland of all sizes and from all sectors to sign the [Climate Action Pledge](#) and to commit to reducing their absolute emissions by either 30% or 50% by 2030, and to meet these targets with our support and guidance. This important Pledge is an opportunity for businesses to highlight their leadership and commitment to collaborate on this critical issue – publicly demonstrating their action to meet ambitious carbon reduction targets. This year has seen the number of Pledge signatories reach 87, including several new small and medium-sized enterprises (SME) signatories making the commitment, following participation in BITC's successful Climate Action Programme.

Supported by funding from the UK Community Renewal Fund, BITC developed a Climate Action Programme to address the objectives of BITC's Business Action on Climate campaign. The programme enabled us to reach and support businesses who made a commitment to address the climate emergency, to reduce their Scope 1, 2 and 3 emissions and to sign the Climate Action Pledge. Programme participants were supported with net zero planning, creating capacity and improving their reporting to deliver both immediate and long-term climate action.

Participants told us they were motivated by meeting customer expectations, by compliance good practice and, above all, by being an environmentally responsible business.

- **116 SMEs completed the programme**
- **12 climate 'Champions'**
- **122 individuals certified as Carbon Literate**
- **272 advisory workshops delivered**

BITC's Northern Ireland Environmental Benchmarking Survey is the region's leading environmental benchmarking exercise and is recognised as a positive influencer that is helping organisations achieve more sustainable ways of doing business.



POSITIVE OUTCOMES FOR CIRCULAR ECONOMY

The Circular Economy team convened senior business leaders in a series of business roundtables hosted by BITC and Arup to explore how to collectively enable and drive action towards a more circular economy. In parallel, the Circular Economy Taskforce developed a routemap with the Circular Economy team, [Embracing Circular Economy Practices](#), to help companies embed circularity within their organisation. This step-by-step guide shows businesses how to move further and faster to achieve net zero carbon by transitioning to a green economy, using resources more efficiently and adopting a suite of recommended metrics to measure and monitor progress. Launched in spring 2023, the routemap has been embraced by a variety of members who have tapped our expertise in environment advisory services.

Drawing on feedback from business roundtables with our cross-sectoral member network, the Circular Economy campaign convened a workstream around solving shared challenges to growing the circular economy. Contamination of wastewater with chemicals and related pollutants was identified as a significant challenge. These challenges and recommendations for pollutant avoidance and mitigations were shared with the Department for Environment, Food and Rural Affairs, the Environmental Agency, the Department for Energy Security and Net Zero and Highways England. We are expecting chemical contamination in the circular economy to be reflected in Defra's UK Chemicals Strategy, due to be published in 2023.



**ZERO
CARBON
2050**

CASE STUDY: SME CLIMATE ACTION FOR BUSINESS PROGRAMME IN SCOTLAND

Our Climate Action for Business programme was developed with the support of Scottish Enterprise and Be the Business. This programme aimed to support SMEs to understand and prioritise the actions they can take in response to the climate crisis. Climate Action Working Group members invited SMEs from their supply chain to join the pilot programme; other channels, such as social media, were also used to engage SMEs.

The pilot was delivered in Scotland with 55 SMEs and supported participants' knowledge and skills to develop a climate action plan to measure, track and reduce their business's greenhouse gas emissions and therefore contribute to the achievement of the UK and Scottish targets. The programme was practical in nature and consisted of mentor training and delivery of four interactive climate workshops with small peer learning sessions provided in between each workshop. These small groups were facilitated by mentors who volunteered to assist SMEs to complete a climate action plan for their organisation. Both SMEs and mentors were in turn supported by the climate expertise and knowledge of BITC's environment advisors.

Overall, SMEs' and mentors' feedback about the programme was very positive: 77% of survey respondents agreed that they saw the benefit of the support provided to the SMEs, and 80% agreed they had developed their mentoring skills. The

SMEs reported increased awareness of opportunities and risks of setting a net zero target as well as an increase in their confidence to set their climate action plan (65% were somewhat confident in the beginning compared to 97% at the end).

“

These Climate Action workshops gave a fantastic insight into the most important aspects of formulating and executing carbon reduction plans. The BITC experts were able to provide high-quality information and guidance, as well as answer any specific queries as these arose. Being given the time to discuss opportunities and challenges with like-minded businesses was a huge benefit. The programme is a great starting point for SMEs who are looking to embark on their carbon-reduction journey.

”

Andrew Hastings,
Emtec Group

WORKING TOGETHER – TO CONTINUALLY IMPROVE BUSINESS AND TO DELIVER IMPACT AT PACE AND SCALE

Our strength is our ability to take collaborative action to achieve the positive impact we want to see in society. This requires every business committing to being more responsible across all they do. To support them, BITC has a range of products and bespoke advisory services that help drive purpose and responsible business strategy, and we have a wide range of partners to ensure we work with all key stakeholders involved in building a society that is fairer and greener for everyone.



POSITIVE OUTCOMES FOR THE PLACE PROGRAMME

The UK is one of the most geographically unequal countries in the developed world on most measures of regional economic inequalities (e.g., significant disparities in wealth, health, educational attainment, social mobility²). Place-based transformation is needed in communities most at risk of being left behind. This approach requires longer-term collaboration between the local council, community leaders, businesses and government, with real vision, leadership and an understanding of local needs to make change happen.

BITC's approach builds on our unique business network and experience of harnessing business leaders' skills and convening power to facilitate local partnerships between businesses, communities and local councils. BITC's local development leads play a crucial role in breaking down long-standing barriers between stakeholders to convene partnerships.

We are currently working in Blackpool, Bradford, Coventry, Newport, Norwich, Rochdale, Sheffield and Wisbech. While the places look and feel different, because they are place-led, our approach is consistent.

- **We set up a business-led, cross-sector board with a credible business chair**
- **We develop community conversations to engage and understand the place**
- **The board develops a long-term vision around which all stakeholders can unite**
- **BITC's local development leads deliver action on the ground to build trust and traction**
- **Together, we develop a prospectus that sets out our plans and ambitions**

² Alex Davenport and Ben Zaranko, 2020, Levelling Up: Where and How, Institute for Fiscal Studies, p.7.



POSITIVE OUTCOMES FOR THE PLACE PROGRAMME

Examples of BITC's successful Place approach in Blackpool and Wisbech:

- **In Blackpool, the Pride of Place Partnership Board succeeded in securing a £39.5 million Town Deal – the largest single town deal awarded – which will enable Blackpool to fund seven infrastructure projects**
- **In Wisbech, £7.2 million has been invested in a new technology centre at the local college, with courses focused on local needs; Anglian Water's supply chain guaranteed interviews for graduates**

Our ambition for 2032 is to drive and deliver impact and change in 50 places, transforming millions of lives across the UK.

“

Our work on levelling up in left-behind communities is well known for its professionalism and focus. The BITC team working in Blackpool [since 2016] is the perfect example of what can be achieved when the stars align and councils, communities and businesses come together with a common set of objectives. Blackpool's prospectus has helped win £40m of additional government support to transform the town.

”

Lord Steve Bassam,
Place Taskforce Chair,
Partnerships in Place: the business of levelling up report



POSITIVE OUTCOMES FOR THE SEEING IS BELIEVING PROGRAMME

BITC and our committed network of responsible businesses are continuing to support communities across the UK by uniting our efforts for greater social and environmental impact. Our experience from more than 40 years of working in communities across the country has shaped our place-based regeneration strategy, which is built on facilitating meaningful connections between businesses, community organisations and local councils to deliver long-term, transformative impact.

[The Prince's Seeing is Believing programme](#) of visits, first established in 1992 by HM King Charles III in his role as BITC's Royal Founding Patron, is a unique learning experience for senior business leaders focused on gaining a better understanding of some of the systemic issues and insecurities affecting communities across the country, and how their businesses can work collaboratively with all key stakeholders to become a catalyst for change.

Often, learnings from the visits are taken back into businesses to inform strategy and to ensure policies, programmes and practices reflect the needs of the communities they operate in. Thanks to three years of generous funding from Salesforce, more than 250 business leaders will participate in visits to places where BITC is working to better understand and drive our Place strategy. We hope to raise funding to cover the costs to expand the programme for another 250 participants through an additional five annual visits focused on social mobility and

other key national issues. Alongside these visits, we plan on delivering many in-house/bespoke visits for leadership teams.

How businesses took action last year:

COVENTRY

- **Capita Group and Salesforce have joined the Coventry Leaders Board. Capita is now chairing Coventry's Foleshill subgroup, and Salesforce provided funding to support our SIB programme for three years**
- **City & Guilds has given specific support and has provided funding to the Positive Youth Foundation to support refugees and asylum seekers**
- **Linklaters was so inspired by the Coventry SIB that its staff led a SIB to Newport and committed to long-term support there**

“

I was lucky enough to attend a Seeing is Believing visit to Coventry in 2022, and because I was so moved by what I saw, I brought my senior team from Salesforce back to one of the community organisations to experience it for themselves. The visit has transformed how Salesforce addresses digital exclusion as we had the opportunity to listen, learn and understand what young people need, and we have begun to tailor our programmes based on what we heard. There is something so powerful and unique about joining other business leaders from different sectors, places, and even competing companies to understand our role in supporting people in communities that need it.

”

Zahra Bahrololoumi CBE, CEO, Salesforce UK and Ireland

“

You can read about some of the issues people are facing, you can see it on television, but it really hits home by going and seeing it first-hand.

”

Andrew Brown,
Head of Sustainability,
Anglian Water

“

We need to make ourselves more available and accessible; we need to be embedded in the community. Therefore, any decent business leader will do more than just pay lip service to this matter. They will work hard to put the community and the people who live there at the heart of everything they do.

”

Allan Leighton, Chair, The
Co-operative Group, Pizza Express,
Element, Simba and BrewDog

POSITIVE OUTCOMES FOR THE SEEING IS BELIEVING PROGRAMME

NORWICH

- Aviva and Flagship Group joined the Norwich Leaders Board
- Anglian Water, Aviva, AXA, Flagship Group, KPMG and Marsh established a strategic volunteering group
- Anglian Water and EMCOR are working with The Feed to reduce its carbon footprint, to provide pre-employment support, volunteering and mentoring, and to supply laptops to access online services
- Anglian Water, Aviva, Maids Head Hotel, Marsh, MedialQ and Norwich City Football Club are supporting careers guidance activities
- Mercer is working with The Shoebox Enterprises on a new community hub in Great Yarmouth

BRADFORD

- Card Factory has joined the Bradford Leaders Board
- NatWest provided significant support to Huma

Humad as part of its SME support in Bradford, Coventry and Rochdale, and it has extended the programme to include support services to the Rochdale Asian Business Network

- Established New Literacy Taskforce and SME Taskforce

ROCHDALE

- KPMG has assumed the chairing role of the Rochdale Leaders board; United Utilities has joined and has agreed to support a climate initiative in the borough
- The Co-op is scaling-up support across BITC Places to strategically align efforts such as food pantries, community wellbeing and community pioneers
- BITC's Northwest Board has re-focused its plans to scale-up investment into Rochdale by supporting SMEs and by focusing on the school's menu



CASE STUDY: SME ENGAGEMENT AND SUPPORT IN LOCAL COMMUNITIES

The last few years have been challenging for SMEs, with overlapping issues associated with embedding Brexit, COVID-19 and the cost-of-living crisis making it harder for them to thrive. While support and advice are available, research undertaken by NatWest Group and The Centre for Research in Ethnic Minority Entrepreneurship (CREME)³ revealed low uptake of this support among female and ethnically-diverse-owned businesses. The research, and subsequent report, showed that ethnic minority entrepreneurship could contribute £100 billion to the UK economy, four times their existing contribution, if the changes outlined in the report were implemented.

BITC partnered with NatWest Group in Coventry and Bradford, and with Enfield council in Enfield, to create a small business support programme that adopted many of the recommendations made in the report. Although the programmes had different approaches – our work with NatWest relied on our trusted Local Development Leads who were able to join the local SMEs' ecosystem through sustained outreach – both focused on providing small businesses with a blended offer of support and gaining insights into how best to engage and support female and Black, Asian, Mixed Race and other ethnic minority business owners.

BITC's work in Place has always focused on long-term collaboration and sustainable regeneration of local

communities, with responsible business at its heart. Resilient small businesses are a vital component to create thriving and equitable communities.

This work has benefitted SMEs by building their knowledge and confidence, and it has created opportunities to network with other businesses both small and large. It has also created opportunities for small businesses to access resources and contracts. Our partners have benefitted from the insight into the support needs and barriers faced by female and ethnically diverse owners of small businesses and into how their products and services can be more inclusive.

“

It has been a real pleasure to have participated in the programme; I just wish I had known about it sooner and had joined from the beginning. Nevertheless, it has been a great experience and successful too.

”

Marta Ferreira,
Managing Director,
Cubit Design and
Building Ltd

³ Eva Kašperová, Richard Roberts and Monder Ram, 2022, Time to Change: A Blueprint for Advancing the UK's Ethnic Minority Businesses, Centre for Research in Ethnic Minority Entrepreneurship and NatWest Group



CASE STUDY: AXA HEAD COACHES PROGRAMME – YOUTH MENTAL HEALTH SUPPORT

The number of young people struggling with their mental health and wellbeing is higher now than ever before, with the COVID-19 pandemic and the cost-of-living crisis having only exacerbated many of the triggers, including poverty and inequality.

The AXA Head Coaches programme aims to support youth leaders working with small community-based voluntary sector organisations to spot potential mental health issues among the young people they work with and to signpost them to professional support.

Delivered online, the programme is a mix of presentations, discussions and activities where AXA health experts train community youth leaders as Youth Mental Health First Aid Champions. They explore how to identify mental health issues, confidently approach supportive conversations, listen non-judgementally and help young people seek further guidance by signposting them towards appropriate professional help.

In the programme's first year to March 2023, 199 community youth leaders completed the Youth Mental Health First Aid Champions training. These youth leaders are now better able to support 88,828

young people to access mental health support. Year 2 of the AXA Head Coaches programme commenced in May 2023 and is continuing to deliver support to youth leaders across Great Britain, including trialling delivering the programme face-to-face.

- **99% said they felt better able to support the mental health of young people**
- **98% said they developed new or existing skills**
- **93% said they felt more confident to start supportive conversations and to listen non-judgementally to young people**
- **84% said they felt more confident to help young people with mental health issues, seek further support and professional help**
- **86% said they felt more confident following the training to spot the signs and triggers of mental health issues**

“

I have worked with young people with multiple and complex needs for a number of years, and this training gave me lots of info and strategies that I had not heard of or thought about.

”

Phil Pearce, Life Experience CIC



CASE STUDY: CREATING MEANINGFUL CHANGE THROUGH SOCIAL IMPACT ADVISORY SUPPORT

BITC's social impact advisory services support companies by helping them to understand the leading practice principles of social impact. They also encourage them to create co-designed solutions with their communities that lead to sustainable impacts for society and for their business. Our thoughtful, needs-led approach enables us to deliver outputs and recommendations that are evidence based and that help organisations understand what leading practice is and what action they can take to achieve that.

Below are some examples of support we have given businesses during the cost-of-living crisis, by establishing a social value strategy, developing a toolkit and creating meaningful change.

WJ Group operates nationally, delivering on a variety of public and private sector contracts; it is not only legally obligated to deliver social value as part of those, but also wanted to create a positive impact in the communities in which it operates. WJ Group noticed that every time it went to a new place, it could benefit from a more structured approach to social value to ensure WJ Group was delivering impact as well as creating support for those responsible for delivering on the contracts.

With the support of BITC's social impact advisor, WJ Group created a social value working group with key stakeholders across the business. WJ Group developed a Social Value toolkit and refined its approach to creating impact within communities. The toolkit has been signed off by the board, and WJ Group is now rolling out the strategic toolkit across the UK.

Crown Worldwide Group wanted support to align all the great work it was doing with partners with its engagement within the community and to increase impact by developing a clear strategic direction.

WJ Group's BITC advisor supported its team to create an action plan for developing this work. With its advisor's support, WJ Group has also completed a stakeholder mapping workshop and is now undertaking research to ensure it is responding to its local communities in a needs-led way.

“

Collaborating with our inclusion advisor has been instrumental in elevating our social impact strategy. Her expertise and guidance have enabled us to develop a more strategic and authentic approach to making a difference. Her guidance has been invaluable in shaping our thinking and actions. We are deeply grateful for her insights and highly recommend working with BITC to anyone seeking to create meaningful change.

”

Ann Beavis, Head of Sustainable Development, Crown Workspace



CASE STUDY: DWF MATERIALITY ASSESSMENT

BITC supports our members to be faster, braver and bolder in their responsible business activities. We define a responsible business as one that delivers long-term value for all stakeholders by minimising any negative impact and maximising positive impact on society and the environment. Our advisors support businesses who want to embed responsible business practice into the heart of their organisation.

One of the critical elements of a responsible business strategy is understanding which issues have the greatest relevance for the business and those that the business can most impact. These are most often identified through a materiality assessment in collaboration with stakeholders. The example below shows the benefit of doing this assessment.

DWF wanted to present investors with an Environmental, Social and Governance (ESG) update in its 2021 annual report. Over 2021/22, it wanted to set and start delivering against key performance indicators based on its material issues, while also delivering to long-standing commitments.

DWF worked with BITC to conduct a materiality assessment for the UK business to confirm which issues were important to UK stakeholders and where DWF needed to take action. This involved extensive desk research on key trends and governance requirements; stakeholder mapping and various methods of engagement, such as interviews with senior leaders, clients and suppliers; a global employee survey; and employee focus groups. This resulted in the following.

- **A shift in the priorities of senior leaders, to ensure an ESG focus**
- **A final materiality matrix and accompanying user guide confirming the robust approach taken and key recommendations**
- **A clear understanding of the appetite the business has for ESG, allowing DWF to continue responding to stakeholder needs**

“

This whole agenda has transformed the business in so many ways. The cultural shift is huge, and central to that has been this materiality project.

”

Kirsty Rogers, Global Head of ESG, DWF

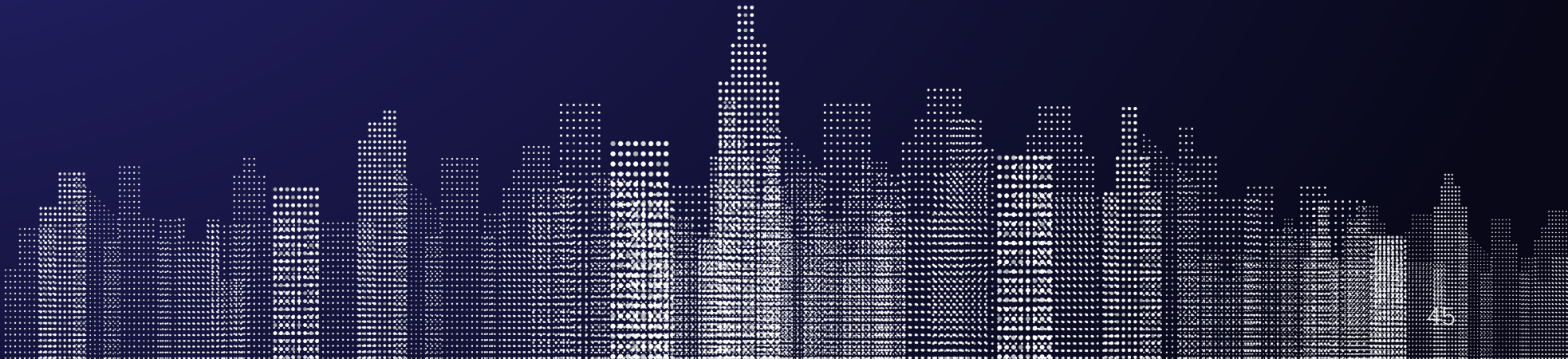
WORK WITH US TO TRANSFORM LIVES AND HELP COMMUNITIES THRIVE

We believe that by working together, we can transform lives and help communities thrive. Our ambition by 2032 is to ...

- **Inspire and engage** 10,000 more business leaders to take action
- **Drive and deliver impact and change** in 50 Places, transforming millions of lives across the UK
- **Extend our network** of businesses from more than 20% to over 50% of the UK workforce



Join our network to...



1. BE A RESPONSIBLE BUSINESS LEADER AS A MEMBER OF BITC

Connect with other businesses and community partners to confidently drive action, learn and make a difference, together

Go further, faster to stay ahead in a changing world and transform your organisation at pace

Lead and influence by inspiring and engaging colleagues, leaders and the wider business community

Deliver impact by measuring your progress and gaining recognition for your achievements

2. WE OFFER MANY OPPORTUNITIES TO SHOWCASE YOUR LEADERSHIP AND STRATEGIC SUPPORT FOR BITC'S AMBITIONS

Opportunities to sponsor BITC's work:

- **Responsible Business Live** convenes 300+ business leaders to commit to action on the most pressing issues
- **State of the Nation** drawn from BITC data highlights the progress of UK businesses in transforming lives and helping the planet and communities thrive
- **The Times Top 50 Employers for Gender Equality** is the UK's most highly profiled recognition of employers creating workplaces where everyone can thrive

Opportunities to be a strategic partner with BITC:

- **Social mobility:** change the life chances of millions through our blueprint for action, galvanising our business network and local communities in 50 Places
- **Responsible business leadership:** actively engage 10,000 leaders in their communities, taking meaningful, measurable action to improve lives
- **Accelerate towards net zero:** within five years to significantly increase the number of large corporate businesses with ambitious net zero targets as close as possible to 2030 and local strategic partnerships through the Community Climate Fund



The Prince's
Responsible
Business Network



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