

charitytimes

Insurance guide

A guide to managing risk and insurance in a changing world

Leaders to watch

A round-up of some of the charity CEOs to watch in 2026

2025 in the news

A look back at some of the year's biggest headlines

Winter 2025

The 2026 charity leaders' to-do list



CAREER PATH

The CEO of Depaul UK on how she climbed the career ladder

PROFILE

Charity Finance Group's Caron Bradshaw on leading with humanity

REPORT

Challenges and opportunities presented by SORP



charitytimes

What is the Charity Times Leadership Network?

The Charity Times Leadership Network is a membership service, created by the publishers of Charity Times, which has been designed to help provide charity leaders with the tools and guidance required to be a stronger and more influential leader.

What does membership include?

Premium membership to the network includes the following:

- A print edition of Charity Times magazine bi-monthly, delivered to an address of your choice
- Discounts on all Charity Times events in 2021
- A daily e-newsletter, containing key headlines and exclusive, in-depth content on issues affecting charity leadership
- Exclusive invitations to Charity Times events
- Access to regular surveys and reports
- Access to in-depth case studies, exclusive interviews and leadership diaries
- Access to the full archive of Charity Times digital magazines
- A monthly e-mail from the editor, providing a digestible round-up of the month's most popular and important content

Our team of investigative journalists are working hard to uncover some of the biggest trends and

issues from across the sector to ensure our members are constantly kept up to date with all aspects of charity leadership.

Additionally, we've teamed up with leaders from across the sector to help members feel part of a community, whereby sharing ideas and experiences leads to better professional development. Members will be offered the opportunity to share their own leadership experiences – in the form of diaries, case studies, interviews and blogs – in exchange for access to the same content from others across the sector.

Why should I join?

Good charity leadership has never been more important. By being a part of the Charity Times Leadership Network, you'll be provided with a range of tools designed to help you lead your organisation to success, whilst being influential in the process.

Sold already? Visit www.charitytimes.com to select the appropriate package for you.

Or reach out to Shannon.Woods@CharityTimes.com to find out more



Editor's comment



If I had to sum up 2025 for the charity sector in one word, it would be resilience. This year has tested charities in ways few could have predicted.

Despite hopes, the cost-of-living crisis didn't vanish this year; it deepened. Demand for services soared as more families turned to charities for essentials, from food parcels to mental health support. Yet, at the same time, donations plateaued, corporate giving tightened, and individual donors (many of whom are facing their own financial pressures) gave less frequently. For many charity leaders, balancing compassion with sustainability became the defining challenge.

Simultaneously, technology was both a lifeline and a headache. Digital fundraising continued to grow, but so did cyber threats. We saw small charities hit by ransomware attacks, losing not just data but trust. The scramble to invest in cyber security highlighted a stark divide: larger charities adapted quickly, while smaller ones struggled to keep pace.

Then there was the climate conversation. Extreme weather events disrupted operations, forcing charities to think about resilience in a new way. Insurance claims spiked, and suddenly 'climate risk' became part of boardroom vocabulary.

But it's not all been doom and gloom this year. 2025 also brought with it innovation. Charities have now fully embraced hybrid models and, despite financial strain, creativity has shone.

What has perhaps struck me most this year is the human side of leadership. Trustees and CEOs faced relentless pressure, yet many spoke openly about burnout and mental health, breaking a long-standing taboo.

We round up some of these issues in this edition of *Charity Times*, whilst also

For many charity leaders, balancing compassion with sustainability became the defining challenge in 2025

focussing on some of the opportunities available in the year ahead. With the help of our insurance guide (p63), SORP report (p33), and leaders' to-do list (p23), we also aim to help answer one pressing question: how do charities future-proof themselves?

Diversifying income, investing in tech, and planning for risk are no longer optional; they're survival strategies. Yet 2025 proved the sector's greatest strength lies in its people: adaptable, empathetic, determined. Thank you for supporting *Charity Times* this year. Wishing you a restful festive break and a hopeful 2026.

Editor

Lauren Weymouth

The team

Editor

Lauren Weymouth
lauren.weymouth@charitytimes.com

Deputy Editor

Melissa Moody
melissa.moody@charitytimes.com

Commercial Manager

Camilla Capece
020 7562 2438
camilla.capece@charitytimes.com

Charity Times Leadership Network Membership Manager

Shannon Woods
020 7562 4385
shannon.woods@charitytimes.com

Design & Production

Jessica Harrington
jessica.harrington@perspectivepublishing.com

Managing Director

John Woods

Subscription Rates (4 issues pa)

From £99 for charities and £499 for corporate companies. See www.charitytimes.com for more info.

Printed by Buxton Press

All rights reserved. The views expressed are not necessarily those of the publishers.

www.perspectivepublishing.com

Perspective Publishing
2nd Floor, 5 Maidstone Buildings Mews
London, SE1 1GN
ISSN: 1355-4573



10



13



20



23

43



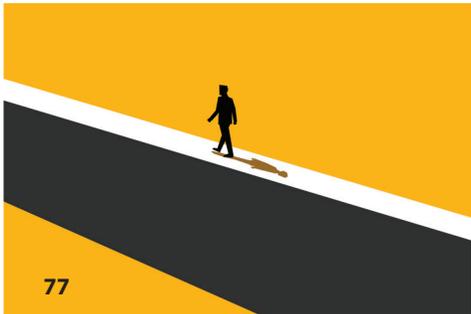
48



27



77



Winter 2025

REGULARS

06 **NEWS**

14 **APPOINTMENTS**

32 **SOAPBOX**

Why charity media teams need to understand the sector better

65 **CEO DIARY**

Louise Newman, hospital lead at Blue Cross shares insight into her week

60 **SARASIN COLUMN**

Ethical conundrums for charity investors

77 **ARC COLUMN**

Portfolios have rebounded but market breadth narrows

80 **DIRECTORY**

IN-DEPTH

20 **2025 IN THE NEWS**

From closures to the covenant, 2025 has been a busy year for news

23 **LEADERS TO-DO-LIST**

We round up some of the top issues facing leaders in the upcoming year

27 **PROFILE**

CFG's former CEO Caron Bradshaw about leading with humanity

33 **SORP GUIDE**

How will the changes affect the sector and how can they prepare?

43 **LEADERS TO WATCH**

The sector trailblazers we will have our eyes on in 2026

49 **CHARITY TIMES AWARDS 2025**

We round up the winners of the 2025 Charity Times Awards

63 **INSURANCE GUIDE**

What charities need to know about the changing insurance landscape

INDUSTRY VOICES

16 **SRABANI SEN**

Practical values: From rhetoric to action

17 **CLARE MILLS**

Charities are the experts. Can we keep it that way?

19 **AYOOLA BANDELE**

Why leadership starts long before the job title

30 **Q&A: JOHN MAY**

The Cats Protection CEO on volunteers, visibility and celebrations

48 **CAREER PATH**

Depaul UK CEO Alexia Murphy on how she got to where she is today

58 **CAROLE JOHNSON**

The treasurer of Prisoners Abroad shares her experiences as a trustee

News in brief



'SEVERE' FINANCIAL PRESSURES FORCE CHARITY TO CLOSE

Period poverty charity Bloody Good Period has announced it is to close, saying "our story reflects the severe financial pressures facing the wider sector". The charity launched nine years ago to improve access to period products to asylum seekers, refugees and those living in poverty. However, it says it is now working with insolvency practitioners around the closure of the charity.

CHURCH CHARITY PLEDGES TO ACT ON CALL TO SPEED UP SAFEGUARDING REFORM

The Archbishops' Council of the Church of England has pledged to produce detailed plans on how to improve safeguarding in the church after being told by the Charity Commission to speed up the pace of

reform. The pledge follows the conclusion of a case review by the regulator that called for independent safeguarding structures, to be implemented within 18 months from now, a year sooner than the charity's current plans indicate.

GUIDE LAUNCHES TO HELP LEADERS TACKLE RISE IN RACISM

A guide has been launched to support charity staff, their leaders and those they are supporting against an "unacceptable rise in racist, xenophobic and sectarian hate" in the UK. The free online resource has been published by the Directory of Social Change and warns that extremist groups "and in some cases politicians are targeting racialised people and marginalised communities with racist language and narratives, violence, threats, intimidation and harassment".

Bloody Good Period is to close, saying "our story reflects the severe financial pressures facing the wider sector"

CELEBRITY TRAITORS VICTOR RAISES £87,500 FOR CHILDREN'S CANCER CHARITY

A children's cancer charity has thanked its patron Alan Carr after he handed it £87,500 won through claiming victory on BBC show *Celebrity Traitors*. The celebrity version of the show, in which 'faithful' contestants seek to unmask 'traitors', sees those taking part compete to raise money for their chosen charity. After winning the

comedian revealed he was handing the money to Neuroblastoma UK.

CHARITY STAFF 'CONSISTENTLY LESS POSITIVE THAN TRUSTEES ABOUT BOARDS' PERFORMANCE

Staff are "consistently less positive" than trustees about the performance of charity boards on a raft of governance areas. The findings have emerged in research published by NCVO using its 'governance wheel' tool to gather insights from 800 trustees, employees and volunteers across 70 charities over the last three years. It found that the "biggest perception gaps" between staff and trustees are in integrity, leadership and equality, diversity and inclusion (EDI). Trustees typically score their performance in these areas as 10 to 15% higher than their staff.

CHARITIES 'STILL LAGGING BEHIND THE CORPORATE SECTOR' IN BOARD DIVERSITY

Only one in 16 trustees of foundation boards are from ethnic minority backgrounds, the Association of Charitable Foundations (ACF) is warning. ACF chief executive Carol Mack said that the 6% proportion of trustees at foundations is "still lagging behind the corporate sector", where 19% of board members are from communities experiencing racial inequality. Corporate board membership is more aligned to the general population, where 18% are from such backgrounds, the ACF points out.

CONSERVATION CHARITY GOES INTO LIQUIDATION AMID FINANCIAL PROBLEMS

A conservation charity that manages 1,700 acres of land in the Torbay area is going into liquidation due to concerns



over its finances. Torbay Coast and Countryside Trust has managed local authority owned land in Devon for the last 26 years. "However, the gap between our generated income and what it costs to care for these places has grown to the point where we can no longer continue," said the charity.

CHARITY LEADERS FORM LOBBYING GROUP

A group of charity leaders has formed a lobbying group to "bring expert insight into the heart of government". The Social Insights Panel has been launched by think tank Future Governance Forum and is being led by former Shelter and Women's Aid CEO Polly Neate. Also involved are British Red Cross CEO and St Mungo's chair Mike Adamson, Henry Smith foundation CEO Anand Shukla and Chris Wright, who is CEO of Catch 22. Two Magpies Fund CEO Kirtsten Westlake, Caroline Slock, who is co-founder of the Better Way Network and a former Downing Street private secretary are among other panel members. RECLAIM founder Ruth Ibegbuna, and former My Sister's Place and Wearside Women in Need CEO Becky Rogerson also sit on the panel.

Regulator news

■ Regulators to work more closely

The Charity Commission has pledged to work more closely with the Regulator of Social Housing. They have published a memorandum of understanding around regulation of private providers of social housing who are also charities. The agreement, which will be reviewed every three years, also applies where there are links between a charity and a social housing provider.

■ Service veteran fundraisers 'acted in an aggressive way'

A CIC that raises money for and employs UK service veterans as street fundraisers has breached the Fundraising Code. The investigation found that We R Blighty CIC was in breach of codes around behaviour, informing donors and treating people fairly as well as around licensing and contracts. The probe was launched following multiple complaints.

■ Gov wants former Joseph Rowntree Foundation CEO to chair Commission

Julia Unwin, who was CEO of the Joseph Rowntree Foundation until 2016, has been named as the government's preferred candidate to chair the Charity Commission. Culture Secretary Lisa Nandy said Unwin, is an "outstanding candidate" for the £62,500 a year role, who "brings a wide range of experience and expertise to the role."

Gender pay gap among charity CEOs narrows but remains in double figures

The gender pay gap among staff at the Charity Commission has increased more than six-fold over the last year, its figures show.

Written by **JOE LEPPER**

The gap in pay between male and female charity leaders has narrowed over the last year but remains in double figures, a latest survey has found.

The ACEVO Pay and Equalities 2025 Survey saw the charity leadership body gather responses from more than 700 chief executives in the sector.

This found that the gender pay gap has reduced to 10.6% from a decade-high of 14.4% last year.

Last month a survey by the Women in Charity Network found that lack of career progression is the number one issue facing women in the sector. Poor pay was another challenge respondents told the Network.

ACEVO warns that while male CEOs median earnings are £64,067 the figure drops to £57,250 among female charity leaders.

The sector is also blighted by a lack of diversity in leadership roles with only 6% of charity CEOs identifying as Asian or minoritised ethnic and no Black CEOs responded to this year's survey.

Last year ACEVO found that 7% of charity leaders were from global majority backgrounds.

The proportion of charity CEOs with a disability, learning difference or health condition has fallen, from 20% last year to 17% in 2025, ACEVO also found.

This year's survey also found that three in four CEOs received a pay rise this year, up from just under seven in ten last year.



In terms of benefits they receive, seven in ten reported access to flexible working. Two in five cited mental health support and one in four said access to wellness programmes, although ACEVO says mentions of both benefits have dropped

Less than half of charity CEOs are satisfied with board-level support for their wellbeing and just over half are happy with their work-life balance.

"Each year I make no secret of the fact that I find the lack of real shift in the areas that matter most deeply frustrating, and sadly this year is no different," said ACEVO chief executive Jane Ide.

"The findings in this year's report make clear that if we want charities to remain strong, effective and transformative, we must do better at supporting those who lead them.

"We cannot afford to ignore the evidence, and it is long overdue that we see real shifts in the right direction. If we fail to act, we risk weakening the very fabric of civil society."

Personal learning and development

The survey also found that more than four in five charity leaders feel clear about their role and board expectations.

But ACEVO warns that there is a gap

“ While male CEOs median earnings are £64,067, the figure drops to £57,250 for female leaders

on job clarity between CEOs working at small charities and larger organisations in the sector.

In addition, fewer charity CEOs are reporting they are satisfied with the amount of time they can spend on personal learning and development.

Three quarters of their time is spent on tackling day-to-day issues, while the remaining time is spent on strategic thinking and planning.

Nevertheless, job satisfaction remains high among four in five leaders and seven in ten say they are likely to still be working in the sector in five years' time, the survey also found.

From the top down

Earlier this year, figures revealed the Charity Commission was struggling to demonstrate equal pay among its own employees, highlighting an issue across the sector that starts from the top down.

Data showed the gender pay gap among staff at the Charity Commission has increased more than six-fold over the last year.

While in 2023 men working at the charity regulator were paid 0.4% more than women, figures for 2024 show this gap had risen to 2.7%.

The mean hourly rate for men last year at the regulator was £21.82, while for women it was £21.20. In contrast in 2023 this gap was just 18p.

The figures also show that while in 2023 more women received bonuses than men at the regulator, this had been reversed by 2024.

In 2024 93.5% of men and 92% of women received a bonus. The previous year 88.1% of women received a bonus,



compared to 82% of men.

The change comes amid a reduction in staff at the regulator, with its staff size reducing from 498 in 2023 to 470 a year later. This decrease is evenly split between men and women.

After the progress made in reducing the gap in 2023, the latest figures bring the Commission's gender pay gap more in line with historic levels.

Between 2020 and 2022, the gap was 3.2% and 2.8%. But 2024's

gap is still larger than 2019's figure of 2.5%.

The highest the gender pay gap at the regulator has been over the last seven years was in 2018 when the figure stood at 4.9%.

A Charity Commission spokesperson said: "Our pay gap remains relatively small compared to the wider Civil Service and we are committed to working proactively to close it and will continue to focus on this."

Conservation charity goes into liquidation amid financial problems

“The gap between our generated income and what it costs to care for these places has grown to the point where we can no longer continue,” says the charity, which oversees 1,700 acres of land.

Written by **Joe Lepper**

A conservation charity that manages 1,700 acres of land in the Torbay area is going into liquidation due to concerns over its finances.

Torbay Coast and Countryside Trust has managed local authority owned land in Devon for the last 26 years.

During this time, it has “worked hard to expand commercial and fundraising activities including obtaining grants and donations, offering membership, burials, events” it said in a statement.

It has also regenerated Occombe Farm in the area as a visitor attraction to help fund its work, and runs schools’ visits, wildlife surveys and community projects.

“However, the gap between our generated income and what it costs to care for these places has grown to the point where we can no longer continue,” said the charity.

According to latest figures from the charity register the closure of the Trust will impact 86 members of staff and 112 volunteers.

Its spending has outstripped its income for four of the last five years, the register also details.

In the financial year ending March 2024, it spent £3.63m but its income was only £3.12m.

The charity said: “For over 25 years, led by our experienced team of conservationists, we have cared for nearly 80% of Torbay’s most important landscapes – including Berry Head National Nature Reserve, Occombe

Farm, Cockington Country Park, as well as woodlands and over 40 miles of coast paths and bridleways.

“We’ve been proud to provide local people with vital access to nature, whilst also ensuring the protection of the wildlife that call these spaces home.

“Many areas we manage form part of the English Riviera UNESCO Global Geopark, due to their unique natural heritage and we’ve worked alongside national, regional, and local associations to ensure Torbay’s green spaces receive the recognition and preservation they deserve.

“It is with great sadness that the incredible achievements of our passionate team, including our volunteers, is drawing to a close. Our priority now is to support them as we navigate this process.”

It added: “We recognise and share the disappointment this news will cause

our members, partners, and all those who value these places and we are enormously grateful for the support we have received over the years.

“We are now working on the formal liquidation process, and the liquidators will be in touch with all relevant parties soon.”

Council ‘saddened’ by closure

Torbay Council leader Cllr David Thomas said he is “saddened” by the charity’s “difficult decision to cease operating”.

“The closure of Torbay Coast and Countryside Trust will have a significant and deeply felt impact on the people who were employed at sites across the Bay, he said.

“In the coming weeks, we will be taking time to understand the full implications of this news and what it means for the future of these important spaces and initiatives”.



'Stunted career progression' main concern for women in the charity sector

"Women make up most of the charity workforce, yet far fewer reach senior leadership or the boardroom" warns the Women in Charity Network, which has surveyed members about the challenges they face.

Written by [Joe Lepper](#)

The number one issue facing women in the charity sector is lack of career progression, a newly-published survey has found.

Lack of progress in terms of roles and opportunities has been listed as the main challenge they face by more than one in five of 138 Women in Charity Network members surveyed.

Poor pay is listed as the main challenge by one in five, while sector wide constraints, including redundancies was cited by more than one in six.

The report also found that one in ten of those surveyed warned of a lack of incentives for them to stay in the charity sector.

Meanwhile, one in 12 are concerned about their work life balance.

"Many women tell us that while there are benefits to working for a charity, a lack of progression both in terms of roles and pay can, at worst, push women out of the sector," said Network co-founders Laura Williamson and Harriet Edwards.

"Team structures can create a bottleneck, meaning some people end up waiting for years for their manager to leave before they stand a chance of getting a promotion."

They added: "Development opportunities to help prepare staff for the next step in their careers, including training and mentoring, are not always available.

"It's not just about pay; it's about



power. Women make up most of the charity workforce, yet far fewer reach senior leadership or the boardroom.

"If charities are serious about equality, they need to dismantle the structural barriers that keep women out of decision-making and proactively ensure women are represented at every level."

Energy Savings Trust chief operating officer Jenny Jarvis recently ran a free Women in Charity Network event in London looking at challenges facing women in the charity sector.

She says that women working in charities face additional barriers such as performance management systems skewed to traditional male

traits, a lack of female role models and working cultures that treat women that challenge authority differently.

"The survey findings are illuminating in that they not only identify a range of core leadership barriers, they also support research regarding the barriers that women specifically face in progressing their careers and developing as leaders," she said.

"We know from a wealth of evidence that there are compounding factors in how organisations are designed, structured, and run which can create additional barriers for female career progression.

"These challenges seem particularly prevalent in the charity sector."

NSPCC confirms it will cut one in seven jobs

Around 235 people are to lose their jobs at the children's charity as it looks to "confront economic challenges head on".

Written by [Joe Lepper](#)

The NSPCC has confirmed that one in seven roles are to be cut from the organisation as part of a restructure as it looks to "confront economic challenges head on".

The decision means around 235 people will lose their jobs in a move that will save the charity around £12m in ongoing costs.

"Following a period of consultation, we have regrettably made some very challenging decisions around the size and shape of our workforce and the services we provide," said a spokesperson.

As part of the restructure core frontline services will not be impacted, meanwhile "time limited local initiatives" are to end.

"Whilst it hasn't been possible to exclude services entirely, we have worked hard to minimise impact on our services, and the children, young people, adults and professionals we support, as much as possible," said the spokesperson.

"There are therefore no changes proposed for Childline, our direct services, our School Service or the NSPCC Helpline."

They added that the restructure is taking place to ensure "our work continues long into the future and that we can make an even greater impact we must invest in our future" to "focus our efforts so that we're able to make the greatest difference in keeping children safe".

Last month the charity announced it was to begin consulting with staff and that around 250 could be impacted by



the move.

It has confirmed this month that this consultation has concluded, and it is now "moving forward with changes" proposed in its Delivering Our Future strategy.

"We understand how difficult this will be for those affected, as well as for the wider NSPCC family," added the NSPCC spokesperson.

"We are working with those impacted by these changes to ensure that they are fully supported through every step of this process including, where possible, identifying opportunities for redeployment across the organisation

as well as providing careers coaching and wellbeing support.

"Everyone that works for, volunteers with and supports the NSPCC does so to change the lives of children, protecting them from abuse and neglect.

"Our work is only made possible by the commitment of our staff and the generosity of our supporters and volunteers, and we are incredibly grateful for their ongoing support.

"While these are tough decisions, we believe them to be the right ones to make sure the NSPCC is here for children and young people for generations to come."

Charities 'rarely involve affected communities' in AI decisions

Charities are being urged to improve their community engagement around decisions to use artificial intelligence across their organisation and services.

Written by [Joe Lepper](#)

Charities are being urged to improve their community engagement around decisions to use artificial intelligence across their organisation and services.

A report into AI use in the sector found improvements in its deployment among charities, in areas such as efficiency, communication and productivity.

But it warns that just under half of charities "rarely involve affected communities in AI projects" and only around one in seven engage with communities "often or very often" when deploying the technology.

The report says such engagement is important to reduce harm as users can "catch risks you miss" and helps to build trust through "transparent, two-way design".

Also involving communities in AI decisions "results in real uptake".

The report, by digital firm 3 Sided Cube and involving a survey of 123 representatives from the non-profit sector, found that around nine in ten charities are using AI "to some extent".

However, the firm says charity sector "has crossed a tipping point" in which "adoption is the norm" and now the "the hard work shifts to quality of use, governance, and measurable value".

It urges charities to add "community check-ins during key stages" and share clear information and answers to frequently asked questions "to support user understanding"

Two in three charities say the ethics

of using AI are important however just over two in five charities do not yet have an AI usage policy in place, the report found.

3 Sided Cube chief executive Duncan Cook added: "AI has moved from if to how. The best teams are past the demos. They start small, prove value in human terms, and put simple guardrails in place."

AI use among charities

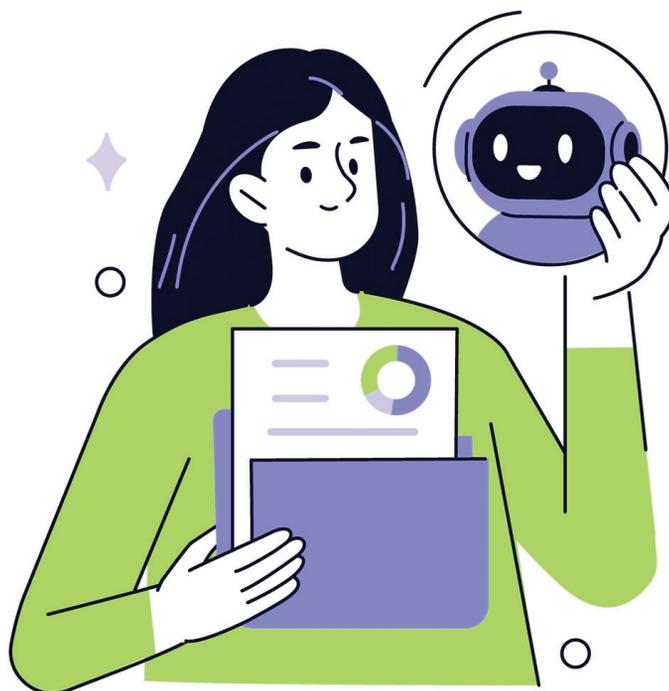
The report found that the proportion of non-adopters in the sector has fallen from just under three in ten in 2023 to just over one in ten this year.

In addition, around one in six

charities say AI is fully integrated across their organisation, which is four and a half times greater than the previous year. Three in four teams within charities say they are starting to integrate AI into their day-to-day work.

The proportion of charities reporting positive impacts of using AI has increased over the last year from just over one in ten to almost two in five.

One in three report improvements in efficiency, one in four around productivity, one in six in communication and around one in seven in data analysis, research, and content creation.



People on the move

The latest appointments from across the charity sector

If you have any appointments to announce please contact melissa.moody@charitytimes.com



ANABEL HOULT

OnSide has announced the appointment of Anabel Hoult, chief executive of Which?

as chair of its board of trustees. Hoult brings extensive experience in leadership, governance and strategy development to the board from her roles as chief executive officer of Which? and senior positions at children's charity Save the Children. She has also been an OnSide trustee since 2020, and a volunteer youth worker early in her career.



DR SHIRI LEJAY

Dr Shiri Lejay is set to join children's charity **Demelza** as a consultant

paediatrician. Trained in paediatric palliative care at Great Ormond Street Hospital, Dr Lejay brings extensive clinical expertise and experience supporting vulnerable children. Dr Lejay will also collaborate with Evelina London Children's Hospital, helping to enhance Demelza's specialist care across its hospice sites.



ESTHER MCCONNELL

The National Pro Bono Centre has appointed Esther McConnell (pictured) as its new

chief executive and Sarah Oliver Scemla to its board of trustees. McConnell joins the centre from the East European Resource Centre, bringing 15+ years in social justice and charity leadership. Oliver, meanwhile, is a senior in-house lawyer at Bank of America, brings 17 years of legal experience and a strong pro bono track record.



KATE PRYKE

Kate Pryke has been announced as the new chair of the board of trustees of visible

difference charity, **Changing Faces**. Her involvement began after her husband sustained partial facial paralysis following an episode of Bell's Palsy. Pryke currently serves as a magistrate in the Family Court, and is honorary secretary and deputy chair of the charity. Pryke replaces outgoing trustee and interim chair Susan Harrison.



LUCY BAYLISS

The National Youth Orchestra (NYO) has appointed Lucy Bayliss as its director

of engagement and partnerships, which is a brand new role for the organisation. Previously, Bayliss was head of creative programmes at DanceEast. She also established DanceEast's nationally recognised Centre for Advanced Training and launched the UK's first 2-year BA (Hons) Dance degree with the University of Suffolk.

People on the move

MELISSA HOPE

Scotland's Charity Air Ambulance

has appointed four trustees; Richard Cockbain, Alastair Gibson, David Goodacre and Melissa Hope (pictured). Cockbain holds a doctorate in police ethical leadership and decision-making and is a serving officer. Gibson is a retired trauma and orthopaedic surgeon, Goodacre's military service included responsibility for helicopter activities in the Army Air Corps and Hope is CEO of the Nuclear Liabilities Fund.



DR RHYS THOMAS

Dr Rhys Thomas has joined the board of epilepsy charity **SUDEP Action** as a trustee. He is an honorary consultant in epilepsy at the Royal Victoria Infirmary in Newcastle, where he runs an epilepsy practice. He is also a consultant in the NHS Highly Specialised Service for rare mitochondrial disorders. He is the research lead for neurosciences and the chief investigator for several epilepsy drug studies across the UK, as well as overseeing neurotechnology studies in Newcastle.



NICOLA PURDY

Joseph Rowntree Charitable Trust

has appointed its interim chief executive to the role on a permanent basis. The Quaker led grant maker's head of people and operations Nicola Purdy took on the role temporarily in December last year before being appointed to the position permanently this month. Before joining the charity, she was chief operating officer at Quakers in Britain and also led projects for charities including Save the Children International.



RICHARD MEDDINGS

Breast Cancer Now has announced Richard Meddings as its new chair. He brings experience from across health and financial sectors, most recently holding a three-year tenure as Chair of NHS England which included him overseeing the post-COVID recovery, reducing the elective backlog, developing long-term workforce and capital plans, investing in digital platforms, and supporting the devolution to integrated care boards.



RASHA ELKHALILI

Macmillan Cancer Support

has appointed Rasha ElKhalili as its new chief technology and data officer. With over 30 years' experience leading digital transformation at Spire Healthcare, Tesco, Pandora, and ODEON, ElKhalili brings deep cross-sector expertise to drive innovation, improve care, and expand access for people living with cancer, and will lead Macmillan through its next pivotal phase of digital transformation.



JASON PARKER

The Stroke Association

has appointed Jason Parker as its next chair. Parker had a stroke at the age of 45. He was paralysed and wheelchair-bound and it had an impact on his mental health however, he has now made a good recovery and uses his experience to help other stroke survivors. He also brings extensive leadership and business expertise as a senior partner at KPMG, with 28 years' experience primarily in healthcare.



Practical values: From rhetoric to action

“Your values only become apparent when tested”



**SRABANI SEN
IS CEO AND
FOUNDER OF
FULL COLOUR**

If asked whether you are values driven, would you say no? I doubt it. But what does being values driven really mean, and how do you put your intentions into practice?

In today's strife filled world consistently demonstrating values generates trust and loyalty from colleagues, service users, funders, partners etc. Being values driven is about more than creating the “feels”. It can hugely improve your ability to achieve your mission.

Define your values

Many of us have done superficial values identification exercises, but these rarely go beyond creating a list of nice sounding words.

Your values only become apparent when tested. For example:

- Have you stayed silent when witnessing microaggressions?
- Have you avoided addressing poor behaviour, even when you can see the impact on others?

If your espoused values and your behaviours are misaligned, it just means you have a choice. Redefine your values to more closely align with your behaviours or work out practical ways to better live your values in future.

Plan for situations when your values will be tested

One way to better live your values is to identify in advance situations where your values are likely to be tested.

Are you about to downsize your organisation? Do you see persistent poor performance or behaviour? Are you about to make an unpopular decision? Are you navigating tensions between you and your board?

Pick one or more situations you are about to face and map your values against them.

- How do you need to show up?
- What do you need to say (or not say)?
- What actions will you take?

- What behaviours would others need to see to know what your values are?

Map personal values against organisational values

When developing a new strategy, many leaders use the opportunity to redefine their organisation's values. People get enthusiastic about choosing words that resonate with them.

However, many people fail to think deeply enough about their organisation's mission and goals and what values are needed to drive success. People assume their personal values are synonymous with what organisational values should be. This is just not true.

If there is a misalignment between personal and organisational values, you have a choice: compromise or leave. It's the reality many leaders have faced, me included, particularly earlier in my leadership career.

Get into the nitty gritty

Many organisations translate organisational values into behaviour frameworks and sometimes embedded these into things like performance review processes. Great. However, for most leaders and organisations, that's where it ends.

To really live organisational values, they need to permeate every aspect of your organisation. For example:

- How are you embedding values into your HR systems and policies?
- How are people supported and held to account for living your values?
- How do values shape interactions with service users and customers?
- How are you supporting managers so they can enable their teams to live organisational values?
- How are you measuring the degree to which your values are being implemented?

Having the agency to live our values is a privilege. It's also an opportunity.

Charities are the experts. Can we keep it that way?

“Generative AI has the power to remove charities as values intermediators”

The irony. It's not lost on me that I could not remember the word 'disintermediation' and asked Copilot to tell me the word I was thinking of...

If you're asking 'what even is disintermediation?' you won't be alone. It's one of those new words that's not widely used, and it's not particularly catchy either. I don't think it'll be the word of the year. It certainly isn't skibidi.

But if AI was the cool topic for 2024, which hasn't gone away in 2025, then charity leaders all need to be thinking a lot more about disintermediation in 2026 as a key factor in our AI thinking and decision-making.

So what is it? Disintermediation is a term describing the reduction of intermediaries between producers and consumers. A farm shop selling potatoes directly to locals removes wholesalers, distributors and supermarkets from the chain between field and fork.

In the world of knowledge and AI, disintermediation is the removal of traditional intermediaries between information and consumers – happening when we use search engines or generative AI tools like ChatGPT, Copilot or Gemini to find and interpret information.

Why does this matter for charity leaders? In the charitable sector, we're all stretched thin. I'm writing this with my laptop balanced on my knees at the end of a 12 hour day (no sympathy please) and I bet many of you have had similar days recently. We look for hacks to get things done quicker – and so do our colleagues.

So the issue with disintermediation? Doesn't it just speed things up? Well, yes it can. Using a free generative AI tool can give you fast and cheap but currently, quality is where it can let us down.

It's easy to treat generative AI results as 'the answer' rather than 'an answer' and forget how much critical thinking is being bypassed. According to Bain and Company research, about

80% of search users rely on AI summaries at least 40% of the time. The same study also shows that 60% of searches yield no clicks at all. If traffic to your website has plummeted, this is very likely why.

Am I saying we should unplug the internet? Absolutely not. I'm embracing the potential of generative AI in the workplace. My concern is about how we engage with our beneficiaries, the people and communities we serve.

Charities across the UK benefit from a high level of public trust. We hold a huge amount of information and knowledge about the causes we work on, whether that's health, education, or (whisper it) charity finance. People turn to us for expert, reliable information to support them in challenging times.

Generative AI has the power to remove charities as valued intermediators – if people can find out everything from a ChatGPT search or Google summaries, why go further?

I'm sure there was a similar debate when people started using Google, Bing (did anyone use Bing?) or even Ask Jeeves, but this feels different. A search engine gathers sources for people to explore, whereas generative AI presents data as the answer. For charities sharing knowledge freely for public benefit, there's a chance your work is included in AI-generated answers – but in competition with a huge range of other scraped data.

The challenge, then, for charities is to remain trusted and relevant, and to somehow continue to be heard by those that need us through the AI generated noise. We will need to find better (or new) ways to connect, engage and build relationships with our beneficiaries. We need to make sure we keep humans in the loop.

I don't have many answers to the big question of responding to disintermediation. But it's a question we do need to think about and find ways to address.



**DR CLARE MILLS,
CO-CEO, CHARITY
FINANCE GROUP**

charitytimes

Annual Conference

**CHARITY TIMES CONFERENCE 2026:
BUILDING RESILIENT CHARITIES FOR A CHANGING WORLD**

21 May 2026, America Square, Conference Centre



Sponsored by:



Supported by:



charitytimes Jobs



@CharityTimes #CTconference

www.charitytimes.com/conference

“Leadership starts long before the title”

WRITTEN BY **AYOOLA BANDELE**

In the charity world, leadership doesn't begin when you get a promotion, it begins when you decide to take responsibility for what's in your hands.

My journey into charities began during the 2008 financial crisis, when I pivoted from retail management into volunteering. I found myself coordinating training, handling member queries, fixing spreadsheets, and rescuing a messy database. I didn't realise it then, but those small tasks were quietly shaping the communicator and systems-builder I'd later become.

Those early experiences showed me that leadership isn't always visible; it often begins in moments of quiet diligence and collective purpose. I met people who worked long hours not for recognition, but because they believed the cause mattered. Watching them taught me that true leadership often looks like service, and that influence starts with showing up consistently.

Back then, I was what I now call the default coordinator, the one who made sure the meeting happened, the notes were typed, the logistics made sense. None of it was glamorous, but it became my training ground.

Those small acts of reliability taught me that leadership isn't a moment of arrival; it's a habit of stewardship. It's the courage to act on conviction even before authority is handed to you.

And as I grew, I began to notice that the quiet, unseen work done by people like me was often what held entire teams together. In many charities,

leadership is decentralised by necessity. We rely on people who step up, collaborate across silos, and keep things moving even without a formal title. Yet those same people often question their worth because they're not on the organisational chart.

That tension between contribution and recognition is one of the most common stories in our sector. It's also where true leadership begins to form.

I still remember a head of community and comms who once handed me a project I'd never done before and simply said, “You can do this.” That trust became a turning point. I rose to the challenge and discovered that belief itself can be a form of leadership.

That moment reminded me that leadership doesn't always speak loudly. Sometimes it sounds like encouragement, or looks like someone making room for your growth. And often, it's that space not the spotlight that allows potential to take root.

What I learned from those moments is that leadership isn't just about action, it's about attitude. Programmes and frameworks have their place, but what sustains healthy leadership cultures is mindset.

I've also seen what happens when that mindset is missing. In one role a rolled eye during a team meeting, fractured trust more than any process

failure could. The project stalled, not because of lack of skill, but because trust had left the room.

Systems rarely collapse because of spreadsheets; they collapse because of silence, assumptions, and broken trust. Trust is the unseen framework that holds every tool and team together.

As charities face growing pressures to deliver more with less, this kind of trust-based leadership becomes not just desirable but essential. It's what allows teams to stay resilient, creative, and hopeful in uncertain times.

Over the years, I've come to see that leadership development isn't a programme, it's a process of growth, one season at a time. For emerging leaders, development doesn't have to wait for a job title. Start with clarity: what problem are you here to solve, and who benefits when you do it well? Then cultivate consistency, how you handle the unseen tasks prepares you for the visible ones.

Every season, even the challenging ones, can grow something in us if we pay attention to what it's teaching.

Leadership, in the end, is less about climbing and more about cultivating — growing where you are, while making room for others to grow beside you. Sometimes, all it takes is one “You can do this” to awaken something in someone.



A year in the news

WRITTEN BY **MELISSA MOODY**

From charity closures to the government's new covenant; 2025 has been a busy news year for charities

The UK charity sector has faced another year of intense pressure, with rising costs, funding shortfalls, and growing demand for services pushing many organisations to breaking point. From job losses and closures to industrial action and funding freezes, 2025 has tested the resilience of charities across the country.

Yet amid the challenges, the sector has also shown innovation, adaptability, and a renewed commitment to collaboration. This year's roundup explores the key themes that shaped the sector, from financial strain and volunteer shortages to the rise of AI and a new government covenant promising a fresh start.

Costs, cuts and closures

There's no hiding from the news in 2025, and its ever-growing focus on the relentless financial squeeze, rising

costs, falling income, and increasing demand. The results are forcing many organisations to restructure, downsize or close altogether.

A survey by Cadent and Thinks Insight & Strategy found that more than half of charities fear they may not be operating in five years. Over 40% are making redundancies or pausing recruitment, and three in five say heating is now a "luxury" for some organisations.

Another survey by Big Give, Global's Make Some Noise, and NCVO found that nearly half of small charities (under £1m income) are at risk of closure within a year. One in ten have less than six months' funding left. "We risk being frozen out of funding," said Alix Lewer, CEO of The Include Project. "Finding funding is mission-critical."

This is part of a wider theme happening across the sector. Save the Children UK announced plans to

cut nearly 200 jobs in a bid to save £6 million from its £44 million wage bill. CEO Moazzam Malik said the move would "shift scarce resources from HQ activities to address challenges on the ground," as the charity refocuses on UK-based work and a sharper international strategy. Staff costs had surged by £7 million over four years, outpacing income growth.

In a similar vein, Scouts also implemented redundancies, citing "extra cost pressures on essential work" and a rise in legal claims. Chief executive at the time, Matt Hyde revealed that 59% of the charity's budget was spent on staff, prompting a review of vacant roles and programme delivery. Around 20 staff were made redundant.

Meanwhile, Bond cut staff and vacated its London office to reduce overheads, and the Samaritans is also reviewing its 200-branch structure,

with CEO Julie Bentley warning that the current model “is not sustainable and hinders us providing the best possible service to people who need us.” The charity’s income fell short of its £25.9 million expenditure in 2024, and government contract income dropped by over 75% in two years.

This is all happening amongst the backdrop of many small charity closures. In 2025, the news pages were peppered with the names of charities that have closed or warned of imminent shutdowns. Hypo Hounds launched an urgent appeal to raise £150,000 to continue operations, and Gillingham Street Angels announced its closure due to “imprudent financial and operational decisions.”

Meanwhile, Challenge Wales, a sailing charity that supported 5,000 young people over 16 years, also closed, citing “mounting financial pressures.” Its vessel will transfer to the Tall Ships Youth Trust to preserve its legacy. And Torbay Coast and Countryside Trust, which managed 1,700 acres of land and employed 86 staff, entered liquidation after years of deficits. “The gap between our generated income and what it costs to care for these places has grown to the point where we can no longer continue,” the charity said.

Compounding pressures

The tumultuous landscape has also led to more industrial action as staff push back against below-inflation pay offers and other compounding pressures. At the National Coal Mining Museum, more than 40 staff went on strike for nearly a month after rejecting a proposed 80p per hour pay rise.

Similarly, at the Scottish SPCA, 140 members of Unite were balloted for strike action after rejecting a two-year pay deal offering just 1.6% in 2025 and a one-off 2% payment in 2026, well

below the July 2025 inflation rate of 3.8%.

The Howden Rewarding Industries 2025 report found that the rise in employer National Insurance Contributions from 13.8% to 15% is now the single biggest challenge facing charities. Over half of charities surveyed said they were at risk of closure in 2025, up from 43% in 2023.

“Charities are already stretched thin by rising costs and falling donations,” said Mark Fisher, associate director at Howden. “Now, they’re being asked to absorb a tax increase they simply can’t afford.”

Meanwhile, research by the Living Wage Foundation revealed that one in eight charity jobs are paid below the real Living Wage—up from one in ten last year. That’s 286,000 low-paid roles, with the Northeast worst affected. “Staff from working-class backgrounds continue to be underrepresented in the charity sector,” said executive director

Katherine Chapman.

All of these factors are made worse as several major funders paused or closed their grant programmes in 2025 due to overwhelming demand. The Peter Harrison Foundation halted new applications after its success rate dropped below 5%. The City Bridge Foundation also paused funding to review its strategy.

Further to this, The Barratt Foundation closed its £300,000 grant programme after 45% of applicants failed to meet criteria. Only 27 charities were funded, just 7% of total applicants.

The Leeds Community Foundation, which has invested £70m in good causes over 20 years, warned of a “deepening crisis.” In 2025, it could only fund 30% of applicants, down from 40% in 2023. “Too many are now facing closure because the funding simply isn’t there,” said CEO Steph Taylor.

Despite the challenges, some



funders are adapting. The Henry Smith Foundation pledged to offer more flexible, long-term grants and involve communities in funding decisions. In 2024, it distributed nearly £62m to over 970 organisations.

And research by UKGrantmaking found that trusts and foundations have overtaken government as the largest source of grant income, with a 12% increase in giving to £82bn. However, just 4.5% of this went to social justice causes, and only 0.2% supported community organising.

Volunteer crisis deepens

Volunteers have long been the backbone of the charity sector, but 2025 has seen a deepening crisis in recruitment and retention. Despite a strong public appetite for volunteering, many organisations are struggling to convert interest into action.

Research by the Royal Voluntary Service (RVS) found that 140 million workplace volunteering hours went unused in 2024, despite two-thirds of businesses offering volunteering days. That's a missed economic value of £32.5bn.

The RVS launched GoVo, a digital platform funded by the People's Postcode Lottery, to match volunteers with flexible roles. "Volunteer recruitment and retention is becoming increasingly difficult," said CEO Catherine Johnstone. "There's a keen desire to volunteer—we just need to remove barriers."

Research by Access Assemble found that while online searches for volunteer roles increased by 13%, many people were deterred by lengthy application processes and a lack of flexible roles. Cities like Oxford, Swindon, and Hull saw the biggest spikes in interest, but this didn't always translate into sign-ups.

A report titled *What If Everyone*

Stops Volunteering also warned that the UK would "descend into a dystopian state" without volunteers. "Volunteering is not a 'nice to have'—it is part of the backbone of policing in London," said Rebecca Pritchard, head of volunteering at the Metropolitan Police.

AI adoption accelerates

Perhaps on the brighter side, AI use in the charity sector has surged. According to Blackbaud, 77% of charities now use AI tools, up from 57% last year. However, only 16% have a formal AI policy, and 70% of small charities remain without one.

To address this gap, Zoe Amar Digital launched the Charity AI Leadership Essentials video series, offering practical guidance on AI strategy, governance, and change management. The initiative follows the success of the Charity AI Leadership Accelerator, developed in partnership with Microsoft.

Meanwhile, the newly formed Charity AI Taskforce, convened by CAST and Zoe Amar Digital, is urging the government to engage with the sector on AI policy. The taskforce argues that charities must be included in national AI strategies to ensure equitable and ethical adoption.

The taskforce also highlighted the potential for AI to enhance volunteer engagement, streamline operations, and improve service delivery. However, it warned that without proper support, smaller charities risk being left behind.

"Artificial intelligence is no longer a topic of the future—it is the defining strategic question of our time," said David Knott, CEO of the National Lottery Community Fund. "We must ensure AI works for communities, not just the few."

A new covenant, a new chapter?

One of the biggest stories of the year was the launch of the Civil Society Covenant. In July, prime minister Keir Starmer launched the Civil Society Covenant, promising a reset in the relationship between government and charities. "We're not going to shut charities out and then expect you to pick up the bits," he said.

The covenant pledges to respect the independence of civil society, ensure fair remuneration for service delivery, and uphold the right to campaign. A Joint Civil Society Covenant Council has been established to oversee implementation.

While the covenant has been welcomed, sector leaders remain cautiously optimistic. Jane Ide, CEO of ACEVO, called it a "valuable foundation" but stressed the need for continued scrutiny. Caron Bradshaw of the Charity Finance Group echoed this, urging the government to match words with action.

Lisa Nandy, secretary of state for Culture, Media and Sport, said: "We believe those voices need to be heard; that those organisations don't just have a right, but a duty to speak out."

Looking ahead

As 2025 draws to a close, the charity sector stands at a crossroads. The challenges are immense, rising costs, funding shortfalls, volunteer shortages, and governance pressures, but so too is the sector's capacity for innovation, collaboration, and resilience.

From embracing AI to reimagining volunteer engagement and holding government to account through the Civil Society Covenant, charities are adapting to a rapidly changing landscape. The coming year will be critical in determining whether these efforts can translate into long-term sustainability and impact.



Charity leaders' 2026 to-do list

WRITTEN BY JOE LEPPER

From financial pressures and staff burnout to political lobbying and AI's growing impact, charity CEOs face a daunting 2026 agenda. Here, we round-up some of the key issues topping leaders' in-trays.

Charity leaders once again face a bulging in-tray in 2026 as they continue to navigate another challenging financial year. For many, tough decisions around staffing levels and service delivery will need to be taken.

Understandably, running a charity

amid escalating costs, surging demand and reduced funding will dominate charity leaders' thoughts in 2026, but there are still a raft of other priorities that will demand attention.

Many of these, such as improving diversity and green commitments, have arguably been put off for too long in

recent years.

The spectre of staff burnout also remains. Efforts to boost employee wellbeing will be vital in the coming year to improve workforce retention rates, especially among those already in stressful frontline roles.

There are political challenges

too, with many charity leaders left frustrated by the Labour administration since it took power in 2024.

Effective lobbying of Labour ministers, as well as among the UK's increasing multi-party system, nationally and locally, will be needed. Reversing the post-pandemic exodus of older volunteers will also be a priority. In addition, leaders need to ensure they are tackling threats, as well as opportunities, of using artificial intelligence technology.

Here we look at some of the top issues charity leaders are likely to face in 2026.

Make tough financial choices

Charities' finances have been hit hard in recent years and 2026 looks set to be another challenging year. The accumulation of Covid lockdowns, the cost-of-living crisis, dwindling government funding, and this year's hike in employers' National Insurance contributions, alongside increasing demand for support, mean tough choices may need to be taken.

Already this year several major charities have been forced to enact significant staff cuts.

In October the National Trust confirmed it will lose 500 employees as it looks to make savings amid "sustained cost pressures that are affecting many charities".

In the same month NSPCC confirmed one in seven roles are to be cut as part of a restructure to "confront economic challenges head on".

Charity leaders are also likely to deliberate on reducing services in 2026. Among those to already make this tough choice is Samaritans, which during the summer of 2025 revealed that its 200-branch structure "is not sustainable", especially as its spending has outstripped its income for the last three years.

Another option that is set to land on charity leaders' desks is to sell sites and properties. Wild Planet Trust is among charities to do this, when in 2025 it announced it was looking to sell the two zoos it runs, in Newquay and Paignton.

Diversifying income streams is another option to consider, so charities do not only rely on precarious sources such as government funding.

Mergers may also be under consideration for some, Eastside People's 2025 Good Merger Index said that "mounting financial pressures" are already causing a spike in charities coming together.

Sadly, it looks inevitable that in 2026 some charity leaders may face the toughest choice of all, to close. A survey by Cadent and Thinks Insight Strategy published in September 2025 found that more than half of charities fear they may no longer be operating in the next five years.

Those to make the difficult decision to close in 2025 due to financial problems include sailing charity Challenge Wales, Mental Health Aberdeen, male victims of abuse charity Dads Unlimited, Clydebank Women's Aid, Age UK Lindsey in Lincolnshire, Home-Start Dundee and West Norfolk Carers.

Prevent staff burnout

Increasing demand for support is already taking its toll on the mental health of charity staff. Leaders are urged to invest in staff wellbeing to prevent burnout among a stretched workforce.

Those working in frontline social care and support roles are particularly vulnerable. A survey published by the website Charity Job in September 2025 found that many working in such roles feel "overwhelmed by the emotional demands of the work".

Also, in 2025 a survey by homelessness charity St Martin in the Fields warned that more than half of workers in the housing support sector "feel at risk of burnout". Strategies to help staff, include avoiding overloading them with excessive responsibilities, caseloads and deadlines.

Encouraging staff to take more breaks and ensure mental health support, such as counselling, is accessible, are other moves charities can consider. Offering gym memberships and encouraging healthy eating are others.

Charities can also consider adopting four-day weeks to improve employees' work-life balance. Mental Health Foundation adopted this strategy in 2025 following a yearlong pilot where seven in ten staff reported less work-related stress.

Tackle slow progress on leadership diversity

Improving diversity on charity boards and among senior executives continues to be a struggle. In 2025 The Association of Charitable Foundations (ACF) found that just 6% of trustees at foundations are from communities experiencing racial inequality.

While there has been some improvement since 2018, when a mere 1% of trustees were from such





backgrounds, foundation boards are “still lagging behind” the corporate sector, where 19% of board members have these characteristics, warns its chief executive Carol Mack.

The ACF also found recruitment of younger trustees over the last six years has worsened and there has been little improvement in recruiting women onto boards. This lack of progress on diversity is across the charity sector. One in five Women in Charity Network members surveyed in 2025 said the number one issue they face at work is lack of career progression.

In September, the Sutton Trust revealed that more than a third of charity chief executives attended a private school and one in five went onto Oxbridge.

Meanwhile, a report released in April by the Charity Commission and think tank PBE found that diversity of charity boards is failing to represent the general population.

Also, during 2025 a report by charity membership body ACEVO and consultancy Eastside People found that one in four charities do not have any Black, Asian or other global majority communities represented across their senior leadership team or board.

It is no wonder that ensuring there is

“inclusive boardroom culture, practices and behaviours” is among priorities for trustees in 2025’s update of the Charity Governance Code.

Perhaps 2026 could finally be the year where charity leaders finally make significant improvements?

Anticipate policy shifts in a multi-party age

Charities that struggled to influence policy under previous Conservative and coalition governments, had high hopes they would have a greater say under Labour’s administration following its general election victory in 2024.

But while there has been a greater emphasis on economic growth, planning reform, green energy, renters’ rights and health investment, there has also been a frustrating lack of action on support for many charity beneficiaries, in particular pensioners, asylum seekers and children impacted by poverty.

A survey of charity leaders by Lucent Consultancy in 2025 suggests there is considerable scope for the sector to improve its relationship with Labour during 2026. This found that charities have been left frustrated by “contradictions and incoherence” from ministers, as well as “regressive, damaging rhetoric”, particularly on immigration issues.

Labour’s poor performance in the polls, including being overtaken by Reform UK and The Green Party during 2025, also means charity lobbyists need to seek to influence a wider cohort of politicians, who may be in power nationally soon.

Local lobbying amid this rise of multi-party politics is also important, especially with Reform taking control of 10 councils following 2025’s local government elections, and The Green Party now with almost 1,000 councillors.

The government’s Civil Society

“Increasing demand for support is already taking its toll on the mental health of charity staff

Covenant, which commits ministers and civil servants to liaise with the sector, should in theory help charity lobbyists on the national stage. However, time will tell how much influence charity leaders will truly have.

Navigate local government reorganisation

Not only is the political make-up of town and county halls different, following increased support for Reform and the Green Party, but so too will be the local authorities themselves from 2026.

Under the government’s local government devolution and reorganisation agenda borough and district councils will cease to exist over the next three years. In their place will be larger unitary authorities across England working alongside regional combined authorities.

National Association for Voluntary and Community Action (NAVCA) says charities need to ensure they “prepare for major shifts in governance and geography, especially if they are used to working with district or county councils”.

Charities could have reason for optimism in navigating reorganisation, as several unitary authority bids made have already highlighted the need to engage with their local voluntary sector.

Revisit environmental commitments

Charities are increasingly looking to ensure their investment portfolios are working for, rather than against, the planet.

A survey of finance leaders in the sector by financial firm Rathbones published in October 2025 found that just under half say their charity has increased its list of barred investments over the last two years, with environmental concerns the top reason for exclusion.

But many warn they lack the confidence to successfully screen out all unethical investments, indicating more work is needed to maintain ethical portfolios.

Further evidence that charities can do more to protect the planet emerged in C&E Advisory's 2025 corporate non-profit partnerships barometer. This found a decline in the number of firms saying that linking up with charities had helped improve their understanding of environmental and social issues.

The forthcoming 12 months offers charities considerable scope to fine tune and improve on their existing green commitments.



Bring back older volunteers

One of the headline stories in volunteering since the Covid pandemic is the continuing exodus of older volunteers.

Analysis by The Centre for Ageing Better published in October 2025 found 1.16m fewer people aged 50 and over gave their time for good causes at least a month in 2024 compared to 2019.

Charities are advised to tackle the barriers facing older people looking to volunteer to help boost volunteering.

This includes offering opportunities that consider many older people's new commitments amid the cost-of-living crisis, such as childcare duties for grandchildren and working longer hours themselves.

Also recommended by the Centre is for charities to work with local authorities to promote "age friendly communities" to ensure there is provision in community planning to ensure older people can contribute more easily.

Charities "should be taking time to listen to their volunteers to understand what the barriers are" and "understand how the framing of volunteering opportunities might be encouraging or discouraging involvement", says the Centre's senior evidence manager for research, impact and voice, Aideen Young.

New technology ...new threats

The impact of artificial intelligence (AI) on the sector is set to continue, from increasing use of tools such as ChatGPT in research and content creation to more chatbots to deal with queries from beneficiaries and potential recruits.

But the tech also presents challenges for charity leaders to navigate in 2026, most notably its impact on the job market.

Research this year by PwC commissioned by the Department for Science Innovation and Technology warned of AI's potential to displace human workers, with around one in five jobs in the UK facing automation over the next decade.

While new tech jobs will undoubtedly be created, AI looks set to increase unemployment and place increasing demand on charity services, as they support more people impacted by poverty.

The lack of entry level roles also means charities could also be starved of new recruits, who one day may be the charity leaders of the future.

How charity leaders look at the bigger picture as they sign off the use of AI across their organisation will be vital in 2026.

Another threat AI poses is in reducing charities' online visibility, according to a report by marketing and PR firm Tank released this year. This looked at the impact of AI powered online searches and found that charities' average monthly organic growth had fallen by 2.5%.

Unless action is taken, charities risk experiencing steeper falls already being experienced by other sectors including hospitality, travel and finance. Tank advises charities incorporate strategies to ensure they are being found by traditional and AI powered searches. This could include more mention of brand names and increasing use of questions within content, which AI search tools favour over more traditional links.

As 2026 begins, charity leaders face tough pressures, but also clear opportunities to strengthen their organisations. By staying focused on people, innovation and long-term resilience, the sector can meet the moment and continue delivering vital impact.

PROFILE

CARON BRADSHAW

Leading with humanity

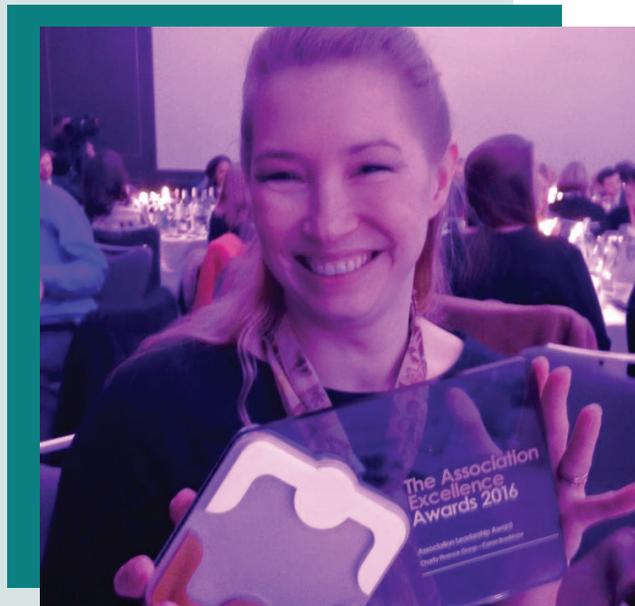
The former Charity Finance Group CEO argues that love, empathy and shared leadership are not soft ideals but hard strategies for survival, and that the sector's next chapter depends on them.

As the long-serving chief executive of Charity Finance Group (CFG), Caron Bradshaw has become one of the sector's most influential voices on leadership, finance, equality and organisational culture. Now, as she moves into a new role, heading up innovation and development at CFG – and hands the reins to a new co-leadership team – she's taking stock of what she's learned from a career spent championing charities and the people within them.

Bradshaw's commitment to social good began long before job titles and boardrooms. "My parents used to joke about the fact that I used to rush down the little lane that we lived in and go and do the shopping for the little old ladies and men," she recalls. "I think my first quasi-trusteeship, I was about 16 and sat on the management committee of our local charitable theatre group."

But she didn't move into the charity sector straight after leaving school; instead, she initially pursued a career in law. Training as a barrister shaped her early approach to governance, she says. "It gave me the ability to very rapidly consume a lot of detailed information and pull out the nub," she says. "The barrister training was very good at the diplomacy you need in governance situations, the ability to see something from someone else's perspective and find a way through without it being overly emotional."

But Bradshaw explains that it wasn't her



qualifications that shaped her leadership – it was a personal crisis that profoundly transformed her as a leader.

Breaking down to break through

In 2013–14, Bradshaw experienced a mental health breakdown. "I completely rolled off my perch", she recalls. "I had a complete breakdown. I didn't think I'd ever come back from it."

But she did, and in the process it completely changed the way she thought about leadership. In 2015, she was named *Charity Times*' 'Charity Leader of the Year'.

"That was the thing that changed the whole of my approach to leadership completely," she says. "It really pushed me down the route of thinking about how you see the humanity of people... give people dignity and purpose and support them as they identify who they are and how they want to show up in the world."

Today, she speaks openly about mental health and burnout in leadership, not as



a weakness, but as an inflection point for growth. She returned to work stronger, more empathetic, and more determined. “My breakdown was my breakthrough,” she adds. “I wouldn’t give up that experience for all the money in the world because it profoundly shapes me as a person.”

She’s open about the fact her experiences shaped the way she led, and decisions she made. Much of Bradshaw’s tenure at CFG was marked by bold decisions, including the recent shift to a co-leadership model. Rather than appointing a single successor, CFG now has two CEOs: Clare Mills and Sarah Lomax.

“When we came to succession planning... there’s a lot of merit in not having a sole voice,” Bradshaw explains. “You’re not going to be equally good at all aspects of the job. So having two heads... felt like a real opportunity to challenge the status quo.”

For Bradshaw, this shift isn’t just organisational housekeeping; it’s a statement of intent about how power can and should be shared in the charity sector. She highlights the resilience benefits of shared leadership: “If both people want the CEO role and only one gets it, you risk losing the other. This model allows us to

evolve... to build continuity while still moving forward.”

It’s also a model that reflects CFG’s values and offers continuity, resilience, and mentorship. And Bradshaw isn’t one to hand over the reins and never be heard of again – she remains at CFG involved in a part-time role focused on innovation, partnership and development.

Her new role is what she affectionately describes as ‘a sales role with bells on’. “My dad used to say: ‘I don’t sell anything; I believe in the product.’ That’s how I feel about CFG. I believe in what the organisation does and in the people who make it work.”

Leading through adversity

Bradshaw’s belief in CFG was no more evident than during the Covid-19 pandemic. For her, it was a defining moment; one that revealed the best of the sector’s collective spirit. CFG played a pivotal role in bringing organisations together, influencing government support, and helping the sector navigate unprecedented financial shocks.

“We were providing an awful lot of insight and connectivity with members on the sharp end that enabled us to really, as a sector, influence government in a way that had never been done before.”

Despite the crisis, Bradshaw found the period energising. “There was a real sense of, yes, we do need to collaborate... to centre the interests not of organisations, but of the beneficiaries.”

Bradshaw has also been a vocal advocate for equity, diversity, and inclusion (EDI) across the sector. Her philosophy is clear: “The biggest shift is the language that has shifted from trying to help people fit in the system to trying to help people fix the system.”

She believes the sector must challenge broken structures rather than adapt to them. “If all we ever do is try and help [minoritised groups] fit in with a system that’s broken and

doesn't serve us, then we're not actually serving anyone."

She acknowledges that this kind of work isn't easy, especially in a sector often under-funded and overstretched. But she insists that avoiding it is a false economy. "If we don't put the resources aside to make the system better, we'll never solve the problems we're here to change."

This approach requires courage and disruption. "We have to talk to funders about their practices. We have to talk to our partners about how they lead... whether they're trying to save and rescue others or create platforms for those voices to be heard."

Her critique extends beyond charities to the national stage. She worries about the current political climate, where division and fear dominate public discourse.

"Most people aren't hateful, they're scared. The answer isn't more hate; it's love, understanding and empowerment. History will look back on this time and ask: did we do enough? I hope we can say yes."

Facing challenges head-on

Bradshaw doesn't shy away from the challenges facing the charity sector. Financial pressures are top of mind. "Donations from the public have remained largely flat. Contracts from government have reduced. Earned income is getting harder to generate. Retail is facing increasing costs."

"We're in a perfect storm," she summarises. She worries about the impact on beneficiaries. "The sector will survive. Whether the people we support do is an entirely different question."

She lists other mounting challenges: the climate crisis, the disruptive power (and potential) of AI, and an increasingly divided political landscape. "We don't have the luxury of time or resources. We have to change the tyres while we drive the car."

But as ever, she sees opportunity in adversity.

"Every risk has an opportunity sitting alongside it. Maybe charities can be the beacon of hope, the connectors of purpose and community at a time when people are crying out for both."

This is no more evident than in emerging technologies. "It's difficult not to be excited by what AI can do," she says. "It's been really helpful to increase the pace with which I can think and develop content."

What's next

Bradshaw's new role at CFG allows her to focus on long-standing projects that lacked capacity. "Me being around to do it gives a little bit of capacity to kind of get those things out of the blocks."

Outside of CFG, she's building a portfolio career. She recently became chair of the Independent Press Regulator (IPSO) and is exploring a women's leadership retreat. "It's a gem of an idea at the moment," she says. "I'm hoping to do some coaching and sharing of that leadership experience."

She's also writing a book on 'loving leadership' – a concept that underpins her entire career. "I had to pause it to write the one for the DSC on finance," she laughs. "But hopefully I can get back to it now."

In her spare time, she's a hands-on creative: she paints, upholsters, and plays hockey. "I'm very practical," she admits. "I like making things."

For all her accolades – OBE, awards, and sector influence – Bradshaw's legacy isn't built on status. It's built on authenticity, on having the courage to talk about failure as much as success, and on a belief that leadership rooted in love is not a soft option but a radical one.

"If we can lead with love, with understanding, empathy, and a belief in people's potential — that's when we make real change." It's a deceptively simple idea, but for a sector built on care, it may just be the most radical one of all.

Q&A: Volunteers, visibility and the value of celebration

QUESTIONS BY **MELISSA MOODY**

Cats Protection CEO John May shares how the charity is tackling challenges, embracing technology, and celebrating the people and pets who make it all possible.

Cats Protection's National Cat Awards may be a celebration of feline heroism, but behind the feel-good stories lies a strategic opportunity to spotlight the charity's evolving mission. In this Q&A, CEO John May shares how the organisation is adapting to sector pressures, investing in digital infrastructure, and advocating for systemic change - while keeping cats and their people at the centre of its work.

Melissa: The National Cat Awards celebrate some extraordinary feline stories. How do the awards help raise awareness of the charity's broader mission?

John May: I think at the heart of it is that human/pet bond. The public probably know us as an organisation that rehomes cats, and that's understandable, it's a brilliant part of what we do. [But] some people will know that we also are an organisation that looks to manage the cat population through our subsidised neutering, which I think is the largest subsidised neutering programme in the world. But also through trapping, vaccinating and then returning cats.

But there are 10 million owned cats in the UK and not all of them are leading their best lives.

Part of our responsibility is to help to



shift the dial on understanding what good animal welfare, even great animal welfare looks like... So tonight helps us to reach folks through influencers, through gamers, through celebrities who talk about what they're doing.

And it's just to have a bit of a feel-good night about the charity too.

Melissa: It's quite a difficult time for charities in general, so nights like this can exemplify the good things

John: I think that's bang on. It is true that the demand for services are greater than ever before. But I really don't want to go down a rabbit hole of deep concern for the sector.

I've been a charity chief executive

now for 25 years. I don't think there has been a single year when somebody hasn't said 'this is the most challenging year we've ever had'. The very nature of charitable work is that we are doing hard stuff. Maybe we need to lean into that more assertively and recognise that it is tough and we have difficult decisions to make, but that's the reason that [CEOs] exist.

Melissa: How is Cats Protection evolving to meet the needs of its beneficiaries?

John: We have two sorts of beneficiaries. We have cats, but we're also for the people who share their lives with them. Where I think our charity has shifted over the last few years is to recognise that animal/human bond. I am immensely proud, for instance, of the work that the charity does with survivors of domestic abuse and our Lifeline programme that helps provide short-term fostering for cats.

In the wider area, we're supporting the transition of the Bill through Parliament for renters' rights.

The idea that we may become a society where landlords have a much more comforted and supportive attitude towards pets within rented accommodation, I think will change the world.

I think it's a really important part of our work as a charity... there's something there around a good old-fashioned impact chain that says if we can help UK society to understand the species better and be better cat owners, then ultimately less cats will come into our care.

It's a pretty blinding glimpse of the obvious, but it's not one we've necessarily lent in to.

Melissa: Cats Protection relies heavily on its volunteers, like a lot of other charities. What strategies have you found effective in engaging volunteers?

John: The interesting thing is that retention for us is magical.

People join us and our retention figures are astonishing. I think folks stay with us because they really enjoy working with their local branches or their local shop.

My sense is that folks volunteer for a cause, or they volunteer for their own local community. I think we've tapped into that quite well. [But] my sense is that we can do more as a charity to help people see the range of opportunities available to them.

Increasingly we're also engaging volunteers through the depth and breadth of the charity...we now see much more of a partnership between volunteers and staff, which I think is a really great understanding of what 21st century volunteers and volunteering sector should look like.

We've done a lot of work over the last few years to look at the volunteer, I'm going to use the management speak, but look at the volunteer journey.

What I don't think we have yet been able to crack properly is micro-volunteering. I think we still have some work to do to explore that.

We've got some amazing examples of folks micro-volunteering through gaming...but I think there are others that we may be able to nudge our way into over time.

I also think there's probably something there about being even better at saying thank you.

We have an opportunity with our centenary to thank those who have been part of this organisation and helped to develop and grow it. just as

we have an opportunity to invite people who don't yet know a great deal about us to come and join us.

Melissa: You've spoken about wanting to reach a million more cats and people. What role do you see technology, data and digital platforms playing in expanding your reach?

John: We are perhaps a little late to the party in terms of customer relationship management. I'm going to get really geeky about it, but I think that the work that we're now doing in terms of putting in place, we've called it Project Pounce, but a great CRM system will help us to understand our customers and supporters better than before. I recognise that without [a good CRM], I take myself as an example, the charity thinks I'm four different people... I am the CEO, I am a volunteer, I am an adopter, and I've taken part in a fun run. And I don't think we've joined all those up. Whereas in the future we will be able to do so.

Melissa: It feels like you've got an exciting time ahead. So bearing all of that in mind, what is on the agenda for Cats Protection in the next 12 months or so?

John: I think for the next 12 months, the organisation is looking at really making the most of the upcoming renters' rights bill. I think we have some work to do to continue the win that we had in Parliament around microchipping, but it's all well having microchipping now enshrined in law in England. We still have that to happen elsewhere in the UK and we have to give some teeth to those who are looking to apply the law in local authorities. So I think we're in that sort of moment of 'phew, we've got a law', now how are we going to make that actually work?

Why charity media teams need to understand sector press better

WRITTEN BY MELISSA MOODY

Want coverage in charity sector press? Stop treating us like local news outlets.

Every week, my inbox fills with hundreds of press releases from charity media teams. Most of them are well-intentioned, some are beautifully written, and yet for the majority, I'll glance over the subject title and delete before reading any further. Unfortunately, many miss the mark. Why? Because they're not tailored to the audience we serve.

After over four years as a charity sector journalist, I've found that there's a fundamental misunderstanding at play: many media teams treat sector journalists like national/local reporters. We're not the national press, and we're not your local paper either.

We're the charity sector press. We cover issues relating to charity sector management; think policy shifts, funding trends, regulation, leadership changes, technology, and innovation that affect how charities operate. Unless your story has wider implications for the sector – for example, a model others could learn from, a partnership that changes how fundraising works, or data that reveals something bigger – it's not news for us.

We don't and can't cover the charity sector as a collection of isolated stories. We cover it as an ecosystem. That means we're interested in stories that speak to wider sector issues: regulatory

changes, leadership movements, cross-sector collaborations, funding trends, and innovations in service delivery. If your press release or story doesn't connect to a broader theme or issue affecting the sector, it's unlikely to land.

This disconnect creates friction. Media teams follow up repeatedly, asking why we haven't covered their story. The truth is, we simply can't respond to every pitch – especially when the story isn't relevant to our audience. Following up once is fine. Chasing us multiple times about a story that was never sector-relevant to begin with? That's a waste of everyone's time.

The more time we spend sifting through irrelevant pitches, the less time we have to spot and develop the ones that are important. Earlier this year, I came back from a ten-day holiday to 400 emails. Once I deleted the irrelevant ones, there were less than 70 that warranted a further look.

It's not just about relevance, it's about understanding the role of sector media. As great as the work is, we're not here to promote individual charities. We're here to inform charity leaders, policymakers, and sector professionals about the forces shaping their work.

So what's the fix?

Many media teams need to learn the



difference between sector press and national/local press. For coverage in *Charity Times*, pitch stories that speak to the sector. So before hitting send, ask:

- Does this story have implications beyond my own charity?
- Will this help others in the sector learn, adapt, or think differently?
- Would I read this in a magazine about charity leadership and policy?

If the answer is no, it might be better suited to local or national media, and that's okay. But if you want to engage sector journalists, tailor your messaging accordingly. It will save time, reach websites quicker, and keep sector journalists engaged in your work, too.

The charity sector deserves thoughtful, informed coverage. And journalists deserve pitches that respect the purpose of sector media. Let's bridge the gap, not with more press releases, but with smarter ones.

REPORT

SORP: Navigating a new landscape



Upcoming changes to the Statement of Recommended Practice (SORP) for charities is providing as many solutions as problems. *Charity Times* reveals how charities are really approaching SORP and identifies the tools for success.

SORP: Navigating a new landscape

A REPORT BY CHARITY TIMES, IN PARTNERSHIP WITH SAGE

The Statement of Recommended Practice has long been regarded as the cornerstone of financial transparency for UK charities. Providing a framework to guide charities through the preparation of their annual reports and financial statements, SORP translates complex accounting standards – specifically FRS 102 – into a set of guidelines that are comprehensible for UK charities.

While SORP acts as a compliance tool, it also underpins transparency, consistency and public trust by ensuring that charities report their finances in a way that accurately reflects how resources are stewarded and how impact is achieved. This is vital for demonstrating integrity and effectiveness to donors, regulators, and beneficiaries.

The UK government has been seeking to improve charity accounting processes for some time – recently announcing a series of changes to accounting thresholds that are aimed at reducing administrative burdens and ensuring proportionality in reporting. Simultaneously, the most comprehensive overhaul of SORP is taking place; revisions which include a new emphasis on narrative and impact reporting.

A new version of the Charities SORP is expected to come into effect for accounting periods beginning on

or after 1 January 2026, following revisions to FRS 102. The forthcoming changes represent one of the most significant updates in recent years, reflecting the evolving financial landscape, increasing demand for transparency, and the sector's digital transformation.

New sections now cover areas of increasing public and donor interest, including environmental, social and governance (ESG) reporting and impact measurement. Additionally, changes will be made to revenue recognition, introducing a five-step model that will alter how charities account for income from contracts, grants, and performance-related activities. This will require charities to review and potentially restate how income is recognised, ensuring that financial reporting accurately reflects the substance of their arrangements.

Beyond technical adjustments, the updated SORP will place greater emphasis on narrative reporting, transparency, and accountability. Trustees will be expected to provide richer, data-driven insights within their annual reports; articulating how resources are used, how reserves are managed, and how strategic objectives align with financial decisions.

For charity finance leaders, the implications are twofold: regulatory

adjustment and strategic opportunity. While updated audit thresholds may ease burdens for smaller organisations, enhanced reporting requirements will require investment in skills, systems, and governance processes.

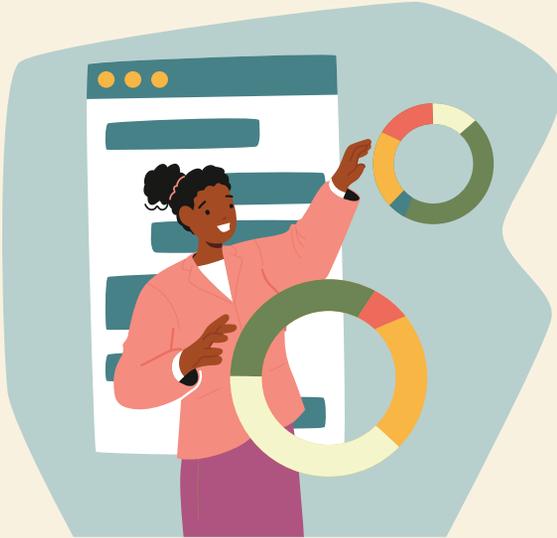
In partnership with Sage, *Charity Times* surveyed charity finance leaders to understand more about the SORP landscape and how it's impacting charity finance teams. This report explores what the SORP developments mean in practice; highlighting the challenges, opportunities, and practical steps charities can take to ensure they not only adapt to the new SORP but use it as a catalyst for stronger governance, transparency, and trust.

Our findings highlight that while many charities are aware of the developments, there's still a long way to go to ensure charities can put plans into action. Resources, time and knowledge remain the key gaps for many charities and – amid a hugely challenging financial climate, forcing many charities to make cuts – this doesn't seem likely to change any time soon.

However, what the report does show, is that more education, better systems, greater use of technology and staff training all provide opportunity for growth. Read on for the full findings of our survey.

CHALLENGES

Biggest challenges in complying with SORP requirements



- **Interpreting the guidelines: 34.4%**
- **Time/resource constraints: 34.4%**
- **Keeping up with updates: 18.8%**
- **Lack of internal expertise: 12.5%**

When asked about the biggest challenges facing charities in complying with SORP, over a third of respondents cited interpreting the guidelines as a key difficulty – highlighting the ongoing challenge of translating principle-based standards into practical reporting. An equal proportion (34.4%) pointed to time and resource constraints, reflecting the operational pressures many charities face. Meanwhile, 18.8% highlighted keeping up with updates, a challenge magnified by the forthcoming SORP revisions due in 2026. The 12.5% citing lack of internal expertise underscores a broader sector trend: limited access to financial knowledge. Collectively, these findings reflect a sector balancing compliance obligations with the realities of constrained capacity and growing expectations for transparency.

Most complex areas of SORP reporting

- **Financial statements: 29.0%**
- **Governance disclosures: 22.6%**
- **Fund accounting: 22.6%**
- **Narrative reporting: 9.7%**
- **New lease accounting requirements: 3.2%**
- **Other (each): 3.2%**

The survey shows that financial statements (29.0%) are the most complex aspect of SORP reporting for charities, showcasing the technical challenges of income recognition, fund categorisation, and producing a true and fair view of finances. Governance disclosures and fund accounting (both 22.6%) also present difficulties, as charities strive to align narrative transparency with financial data amid increased scrutiny. Narrative reporting (9.7%) and new lease accounting requirements (3.2%) highlight the sector's adjustment to evolving standards under FRS 102.



Confidence in SORP compliance



- **Somewhat confident: 50.0%**
- **Very confident: 45.8%**
- **Not confident: 4.2%**

Despite obstacles, confidence among charities in SORP compliance appears relatively strong, with just under half of respondents very confident and half (50.0%) somewhat confident in meeting requirements. However, the dominance of 'somewhat confident' suggests that many charities achieve compliance reactively rather than through embedded, strategic processes. Only 4.2% reported lacking confidence, indicating that while most charities meet the standard, ongoing challenges in interpretation, training, and capacity may be preventing the sector from achieving full assurance and consistency in SORP implementation.

Internal barriers to meeting SORP requirements



- **Staff capacity: 43.2%**
- **Training gaps: 21.6%**
- **Budget constraints: 16.2%**
- **Technology limitations: 13.5%**
- **Lack of guidance available: 2.7%**

The main internal barrier to meeting SORP requirements is staff capacity (43.2%), due primarily to the limited time and resources available within many charity finance teams. Training gaps (21.6%) and budget constraints (16.2%) further compound these pressures. Technology limitations (13.5%) also hinder efficiency, particularly where legacy systems restrict automation and reporting. Only 2.7% cited a lack of available guidance, suggesting that capacity and capability, rather than access to information, remain the core obstacles to effective SORP compliance.

SOLUTIONS

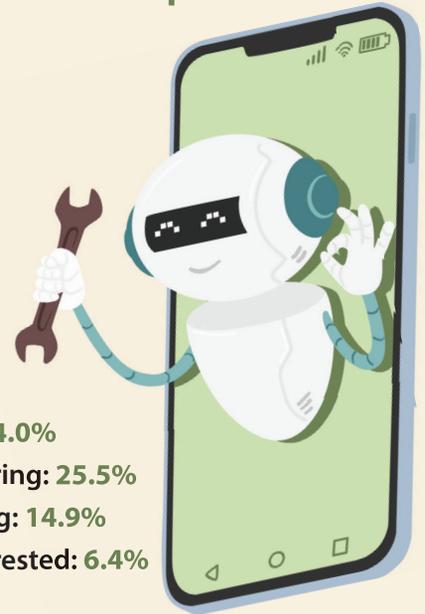
Types of support required



- **Training and workshops: 52.6%**
- **Software tools: 23.7%**
- **Peer networking: 10.5%**
- **External consultancy: 5.3%**

The sector's top support needs are training and workshops (52.6%) to build capacity, followed by software tools (23.7%) for efficiency. Peer networking (10.5%) and external consultancy (5.3%) are less common but still valued.

Use of technology for SORP compliance



- **Using: 34.0%**
- **Considering: 25.5%**
- **Not using: 14.9%**
- **Not interested: 6.4%**

Technology adoption for SORP compliance is growing, with 34% of charities using tools and 25.5% considering adoption. A smaller proportion are already using systems while 14.9% currently do not use technology at all.

Barriers to adopting new technology

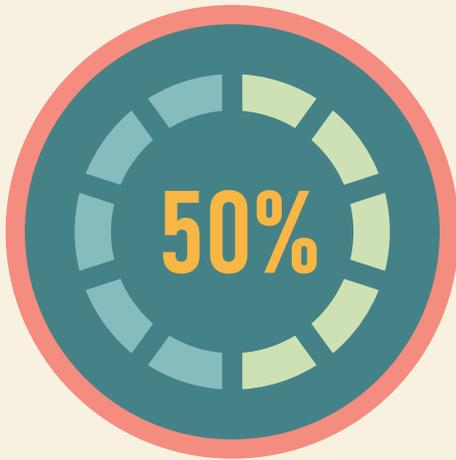
- **Cost: 47.1%**
- **Complexity: 20.6%**
- **Lack of awareness: 17.6%**
- **Resistance to change: 5.9%**
- **Technology limitations / Time: 3% each**

The main barrier to adopting new technology for compliance is cost (47.1%), followed by complexity (20.6%) and lack of awareness (17.6%). This suggests that while charities recognise the benefits of digital tools, financial and operational challenges continue to slow wider adoption.



BESPOKE SOLUTIONS

Interest in financial management systems designed for non-profits



Survey results indicate that interest in nonprofit-specific finance solutions is mixed, with 50% of respondents not currently interested, 33.3% undecided, and 16.7% actively interested. Among those considering such systems, key expectations include SORP compliance features (83.3%), grant management (79.2%), and fund tracking (75%), with donor reporting also important (54.2%). Desired functionalities focus on efficiency, oversight, and strategic insight, including automated reporting (62.5%), integration with other systems (41.7%), and real-time dashboards and compliance tracking (33.3% each), reflecting a sector increasingly seeking tools to streamline reporting, improve decision-making, and strengthen overall financial governance.

OPPORTUNITIES

Areas of finance function that require improvement

- **Efficiency/time savings: 62.5%**
- **Collaboration across teams: 16.7%**
- **Strategic insights: 12.5%**
- **Reporting accuracy: 8.3%**

Survey respondents identified efficiency and time savings (62.5%) as the top area for improvement within finance functions, which is unsurprising given the pressure of manual processes and limited capacity. Collaboration across teams (16.7%), strategic insights (12.5%), and reporting accuracy (8.3%) were also noted, highlighting opportunities to enhance cross-functional working, data-driven decision-making, and reliability in financial reporting. Overall, the findings suggest that streamlining processes and improving teamwork are the most immediate priorities for strengthening finance operations in the charity sector.



Tracking and reporting funds



- **Manual spreadsheets: 41.7%**
- **Basic accounting software: 33.3%**
- **Dedicated nonprofit system: 12.5%**
- **No restricted funds: ~8%**

Survey findings show that many charities continue to rely on traditional methods for tracking and reporting funds. Manual spreadsheets are the most common approach (41.7%), followed closely by basic accounting software (33.3%). This shows a reliance on tools that may limit efficiency, accuracy, and reporting sophistication. Only 12.5% of respondents use dedicated nonprofit systems, which offer more tailored functionality for managing restricted and unrestricted funds. Around 8% reported having no restricted funds, reflecting simpler structures. Overall, these findings indicate that many charities face challenges in streamlining fund management and may benefit from investment in purpose-built financial systems.

Opportunities for improving financial management in the next 12 months



- **Staff training: 35.1%**
- **Strategic planning: 24.3%**
- **Process redesign: 18.9%**
- **Upgrading systems: 16.2%**

Charities see staff training (35.1%) as the top opportunity to improve financial management over the next 12 months, highlighting the need to build internal expertise. Strategic planning (24.3%), process redesign (18.9%), and upgrading systems (16.2%) are also priorities, reflecting a focus on efficiency, better decision-making, and technology. Overall, these findings show that charities are concentrating on strengthening people, processes, and systems to enhance financial management and support SORP compliance effectively in the year ahead.

CONCLUSIONS

Charities are operating in a challenging climate – one full of complex regulatory and financial developments amid a cocktail of surging demand and declining income. Thus, maintaining transparency and accountability is key to both winning the trust of donors and funders and strengthening financial sustainability.

The Statement of Recommended Practice (SORP), is crucial in guiding charities through this period of financial instability by encouraging reporting that upholds the accountability and transparency required for success. It helps charities to strengthen financial management, demonstrate impact and enhance stakeholder confidence.

But, as this report shows, adhering to SORP guidelines doesn't come without its challenges. Compliance with this framework involves a lot of the assets many charities lack: time, resource and capacity.

Our survey findings highlight this consistently, showing us that the sector's biggest obstacles are both technical and operational. Interpreting the guidelines and time or resource constraints were each cited by 34.4% of respondents, while keeping up with updates (18.8%) and lack of internal expertise (12.5%) also present significant challenges.

The complexity is most pronounced in financial statements (29%), governance disclosures and fund accounting (22.6% respectively), reflecting the difficulty of translating principle-based requirements into accurate reporting.

Despite these challenges,

confidence in compliance is relatively high: 45.8% of charities report being very confident and 50% somewhat confident. Yet the predominance of 'somewhat confident' suggests many organisations are reactive rather than proactive in their compliance approach. Internal barriers, primarily staff capacity (43.2%), training gaps (21.6%), budget constraints (16.2%), and technology limitations (13.5%), reinforce the need for investment in people, processes, and systems.

The sector has clear priorities for improvement. Staff training (52.6%) and skills development, coupled with system enhancements such as automated reporting (62.5%) and integration with other tools (41.7%), emerge as high-impact interventions. Efficiency (62.5%), collaboration across teams (16.7%), and strategic insights (12.5%) are seen as the most critical areas for strengthening finance functions, while tracking and reporting funds largely relies on spreadsheets (41.7%) or basic software (33.3%), with few charities using dedicated nonprofit systems.

Interest in nonprofit-specific finance solutions is mixed: 50% of respondents are not currently interested, 33.3% are undecided, and 16.7% are actively exploring adoption. Those seeking new systems prioritise SORP compliance features (83.3%), grant management (79.2%), and fund tracking (75%), alongside dashboards, automated reporting, and compliance monitoring, reflecting a desire to combine efficiency with governance and insight.

Looking ahead to the implementation of the new SORP

tiers in 2026, the evidence is clear: charities that prepare early and invest in the right tools will be better positioned to succeed. This includes investing in staff capability, embedding compliance into ongoing governance rather than annual cycles, modernising processes, and adopting technology that streamlines reporting and provides real-time insight. For mid-sized charities, in particular, new requirements will demand careful planning and resourcing.

Beyond operational adjustments, the findings suggest that the most successful organisations will be those that integrate SORP compliance into the culture of the charity rather than treating it as a 'tick-box' exercise. Compliance can act as a lens for strategic decision-making, encouraging finance teams to consider not only what is required by regulators but how financial governance aligns with mission delivery. Charities that cultivate a mindset of continuous improvement, where reporting, process efficiency, and data-driven insight inform strategic choices, are likely to unlock greater value from their resources and demonstrate credibility to funders in a way that static compliance alone cannot achieve.

In summary, SORP compliance remains challenging but also offers a significant opportunity. By focusing on people, processes, and technology, charities can turn regulatory obligations into strategic advantages; strengthening financial management, enhancing transparency, and increasing the confidence of donors, regulators, and beneficiaries alike.

What SORP 2026 means for your organisation – and how to manage it

WRITTEN BY SAGE

Charity finance is changing. With SORP 2026 introducing new tiers and reporting rules, understanding what's different—and how to stay compliant—has never been more important. Here's what you need to know to prepare with confidence

It's no secret that many charity administrators shoulder financial responsibilities without formal training in Generally Accepted Accounting Practice (GAAP) or sector-specific reporting.

The Charity Statement of Recommended Practice (SORP) sits at the centre of this frustration. As you've no doubt read already, this has recently been updated for financial periods starting from 1 January 2026.

Recent research from Sage and Charity Times underlines the pressure administrators feel. Just over a third (33.4%) of finance leaders polled reported that interpreting the guidelines was their biggest challenge in complying with SORP requirements, with a similar amount (34.4%) raising time/resource constraints.

As for what they find most complex, 29% highlight financial statements, 22.6% list governance disclosures, while a further 22.6% mention fund accounting. Staff capacity was listed as the biggest (43.2%) barrier to meeting SORP requirements.

But there was a silver lining. Organisations reported they were either somewhat confident (50%) or very confident (45.8%) in their current

SORP compliance. Only 4.2% reported they were not confident. Similarly, 66.7% reported reviewing or updating their SORP processes annually.

It's therefore with mixed feelings that many will be approaching SORP 2026. The aim was simplification, and the new guidelines especially benefit smaller charities. There are now three gross income tiers by which organisations are classified: up to £500,000; over £500,000 but not more than £15 million; and over £15 million

This is based only on gross income. The main difference for each tier is annual reporting requirements, with Tier 1 organisations having fewer. Tier 2 adds additional requirements, while Tier 3 adds even more.

Further updates tighten expectations in several areas. Trustees' Annual Reports now require clearer disclosures on reserves and future plans, with added guidance on impact and environmental, social, and governance matters. Accounting for social investments has been simplified, provisions and contingencies are presented with accessible rules, and income and lease arrangements have new requirements supported by practical examples.

Confident handling of SORP 2026 requires software built from the ground up for your mission and finance team. With Sage Intacct, you join organisations leveraging non-profit reporting, insights, and accounting automation tools. In a world of declining funding, rising programme costs, and increasing uncertainty, it gives you what you need to elevate financial leadership and expand mission impact.

Features include:

- Easily create and customise reports, dashboards, and visualisations.
- Boost efficiency with native non-profit features including fund accounting, grant tracking and billing, revenue recognition, and outcomes reporting.
- Combine Sage Intacct with payroll, HR, and fundraising solutions, or connect to preferred applications.
- Manage complex financials for multiple locations and entities with ease. Consolidate in minutes, not weeks.

Take a product tour of Sage Intacct at: <https://www.sage.com/en-gb/sage-business-cloud/intacct/industries/non-profit/>

Whatever your mission, accomplish it with **Sage Intacct**



Scan the
QR code to
learn more!



Sage



2026: Leaders to watch

WRITTEN BY MELISSA MOODY

As charities face mounting financial pressures and political turbulence, leadership matters more than ever. These sector trailblazers are redefining strategy, championing equity, and setting the tone for the future.

As we enter 2026, the charity sector stands at a crossroads. Economic pressures remain stubborn, political uncertainty looms large, and societal divides continue to shape the narrative. Meanwhile, demand for services is

surging, and expectations of transparency and impact have never been higher.

In this environment, leadership is not just about steering the ship, it's about reimagining what's possible. The individuals we've highlighted this

year are doing exactly that: driving innovation, championing inclusion, and finding new ways to deliver hope and resilience. These are just a few of the leaders to watch in 2026 as they navigate complexity and set the tone for the sector's future.

Kate Lee, CEO, NCVO

Kate Lee steps into her new role as CEO of NCVO, one of the sector's most influential bodies, at a time when charities face mounting financial and political pressures. With an OBE for services to the sector and a track record of transformative leadership at Alzheimer's Society, Lee is expected to drive bold reforms in governance and advocacy. Watch her as she tackles sector-wide challenges around trust, transparency, and sustainability.

**Sarah Lomax, Co-CEO, Charity Finance Group**

Sarah Lomax brings two decades of experience in membership and business development to her new role as Co-CEO of CFG. Her focus on partnerships and commercial innovation will be critical as charities navigate economic uncertainty and demand for financial resilience grows. Expect Lomax to champion new revenue models and member engagement strategies that could reshape how charities approach financial leadership.

Dr Clare Mills, Co-CEO, Charity Finance Group

Clare Mills combines deep policy expertise with a commitment to inclusive leadership. As Co-CEO of CFG, she is poised to influence sector-wide conversations on governance and compliance during a year of regulatory scrutiny. Her ability to bridge policy and practice makes her a key figure to watch as charities adapt to shifting political and economic landscapes.

**Mat Cottle-Shaw, CEO, Rotherham Hospice**

Mat Cottle-Shaw has already delivered a transformative year, earning a CQC Outstanding rating and stabilising finances, but 2026 will test his ambitious six-year strategy. As the CEO of an organisation that was a winner of two Charity Times Awards in 2025, he is redefining what hospice leadership looks like. His innovative approach to community engagement and retail growth positions him as a sector trailblazer, making him one of the most exciting leaders to watch this year.

Fiona Ashcroft, CEO, head of development and operations, Alder Hey Children's Charity

Fresh from winning Rising Leader of the Year at the Charity Times Awards, Fiona Ashcroft is driving Alder Hey Children's Charity into a new era of growth and impact. In 2026, expect her to focus on digital innovation and donor engagement to meet rising demand for children's health services. Her ability to combine operational excellence with visionary leadership makes her one to watch.



Kris Healey, CEO, Spadework

Named Charity Leader of the Year at the Charity Times Awards, Kris Healey has transformed Spadework into a thriving social enterprise supporting vulnerable adults. In 2026, his challenge will be scaling impact while sustaining financial resilience amid sector-wide funding pressures. His advocacy for collaboration and his plans for community-led innovation signal a leader shaping the future of inclusive services.

**Adilla Allebone-Parish, The Elephant Group.**

Winner of Supporting Leader of the Year at the Charity Times Awards, Adilla Allebone-Parish champions equity and opportunity through The Elephant Group. Her work ensures underrepresented students access top universities, driving systemic change in education. With education inequality under the spotlight, expect her to push for policy influence and expand The Elephant Group's reach nationally in 2026.

Dan Francis, CEO, Cranfield Trust

Dan Francis takes over from a long-serving CEO, bringing fresh energy and governance expertise to Cranfield Trust. His focus on scaling pro bono consultancy for charities will be vital as organisations seek strategic support in tough times. Watch Francis as he leverages his NCVO experience to strengthen leadership capacity across the sector.

**Benaifer Bhandari, CEO, Board Racial Diversity**

Benaifer Bhandari's timely appointment marks a pivotal moment for Board Racial Diversity UK as it enters its first full year as a registered charity. With decades of experience in equity and inclusion, she is set to accelerate efforts to diversify charity boards and strengthen governance culture. In 2026, expect her to launch bold initiatives that challenge systemic barriers, embed racial justice at the heart of governance and inspire sector-wide change.

Ruth Ibegbuna, founder of RECLAIM & Rekindle School, member of Social Insights Panel

Ruth Ibegbuna's leadership in youth empowerment and social innovation comes at a time of growing demand for inclusive solutions. Her experience gives her a unique lens on equity and opportunity. In 2026, expect her influence on education reform, community cohesion, and policy shaping through the Social Insights Panel as government seeks fresh approaches to prevention and public service design.



Zoe Amar, founder, Zoe Amar Digital

A leading voice on digital and AI transformation, Zoe Amar drives sector-wide innovation through her agency and initiatives like the Charity Digital Skills Report. With AI adoption accelerating, her frameworks and thought leadership will shape how charities embrace technology ethically and effectively. In 2026, Amar will likely influence national conversations on digital governance.



Matt Hyde, CEO, Lloyds Bank Foundation

Matt Hyde's move from Scouts to Lloyds Bank Foundation positions him to drive systemic change in funding for small charities. In 2026, his focus on equity and grassroots empowerment will be critical as local organisations face unprecedented demand. Hyde's track record in scaling volunteering initiatives signals big ambitions ahead into the coming year and beyond.

Catherine Johnstone, CEO, Royal Voluntary Service

Catherine's Johnson's leadership continues to redefine volunteering in the UK. With her experience as a former Samaritans CEO and co-founder of The Big Help Out, she is uniquely placed to mobilise communities during a year of political and economic uncertainty. In 2026, expect her to champion innovation through RVS's new digital platform for volunteers, designed to make volunteering more accessible and impactful nationwide.



Derek People, chair, Digital

Winner of Charity Chair of the Year at the Charity Times Awards, Derek People has been instrumental in shaping Digital's vision for digital education. A former headteacher and national STEM advocate, Derek helped launch Digital to close the digital skills gap for young people. Under his guidance, the charity has partnered with global organisations like Amazon and reached over half a million learners in just three years. In 2026, watch Derek as he drives ambitious plans to scale Digital's impact and influence.

Julia Unwin, former CEO, Joseph Rowntree Foundation

Julia Unwin, former chief executive of the Joseph Rowntree Foundation, is tapped to take on one of the most influential roles in the sector as the government's preferred candidate for Chair of the Charity Commission. A Dame for services to civil society, she brings decades of experience in charity leadership and regulation, including five years as a Charity Commissioner and chairing the Civil Society Futures Inquiry. In 2026, her appointment will be pivotal as the Commission seeks to strengthen public trust and navigate complex regulatory challenges.



Modern accounting for simpler non-profit finance

WRITTEN BY SALLY MURDOCH , GLOBAL DIRECTOR MARKETING – NONPROFIT, UNIT4

With higher donor expectations and complex reporting, nonprofits need modern tools to boost transparency and impact.

In today's nonprofit sector, financial transparency is more than a regulatory requirement; it's a cornerstone of trust. Donors, grant-makers, and stakeholders expect timely and detailed reporting that demonstrates fiscal responsibility and measurable impact. Yet many nonprofit organisations struggle to meet these expectations due to outdated systems and limited resources.

Despite their critical missions, many still rely on legacy financial systems. These outdated platforms often lack integration, forcing finance teams to juggle spreadsheets and manual processes, slowing down operations and increasing the risk of errors.

Embracing new standards

The regulatory landscape is shifting. Updates to financial reporting standards are reshaping how organisations report finances. These frameworks emphasise transparency, consistency, and demonstrating public benefit. This involves clear disclosures on income, governance, and performance against mission.

INPAS offers an accrual-based framework tailored to nonprofits, covering narrative reporting, grant income recognition, and the presentation of restricted and unrestricted funds. It also includes a Practice Guide for harmonised grant reporting. The standard dramatically

improves consistency, comparability, and credibility in NPO financial reporting. However, for NPOs struggling with legacy technology, meeting this new requirement will be quite daunting.

"The need for donors to understand the finances of INGOs and the lack of a single accepted international accounting framework has resulted in complexity in financial reporting requirements, and together with the different laws and regulations that apply in various countries and regions, organizations have struggled to meet the heavy burden on manual data analysis," Chris Brewer, Unit4 growth director of nonprofit says.

The INPAS Foundation aims to respond to these issues by strengthening NPO governance and financial management through the development of internationally applicable financial reporting guidance.

The shift toward modern financial tools

To address these regulatory changes, many are adopting modern financial planning and analysis tools.

Modern ERP supports compliance with these standards through flexible reporting, automated audit trails, and integrated data. Unit4's built-for-purpose nonprofit solutions empower finance leaders to move beyond compliance and deliver insights that

support long-term sustainability.

"By modernising financial operations, nonprofits reduce administrative burdens, improve data accuracy, and focus more on delivering impact. In doing so, they not only meet compliance requirements - they build trust, unlock funding opportunities, and strengthen their ability to serve communities effectively" states Brewer.

Legacy systems are no longer viable for today's complexity. As standards evolve and donor expectations rise, finance leaders must drive the shift to modern tools and updated processes

Real-world impact

One global nonprofit recently transitioned from multiple legacy systems to a single modern cloud-based solution – Unit4's ERPx. Facing growing demands from international donors and a complex project portfolio, the organization needed a more agile approach and to reduce the manual handling of their data.

Since implementation, the finance team reduced reporting time by 40% and significantly improved data accuracy. They now generate donor-specific reports with ease, track program-level spending in real time, and better align financial data with strategic goals. The result is enhanced operational efficiency and stronger donor relationships.

Find out more at: Unit4.com/nonprofit

Career path: From outreach to CEO

WRITTEN BY ALEXIA MURPHY, CEO, DEPAUL UK

From street outreach to sector-wide advocacy, Alexia Murphy shares the path that led her to the top of Depaul UK.



How did you land your current role and how did you get there?

I began working in homelessness in 1991 as an outreach worker under the Government's Rough Sleeper Initiative. What started as an entry-level role has grown into a career driven by my belief that everyone deserves a place to call home.

I've worked across housing, mental health, outreach, and the prison service. I completed postgrad studies in business management, which helped me bridge experience with strategic leadership.

For ten years, I served as New Business Director at St Mungo's, where I led the Rebuilding Shattered Lives campaign. That work remains one of my proudest achievements and taught me how advocacy, partnerships, and data-driven campaigning can drive real change.

When I joined Depaul UK in 2015 as executive director of services, I'd seen how homelessness is about belonging, stability, and a place to grow. I then

became deputy CEO, then interim CEO, before being appointed CEO in Jan 24.

What is the most interesting part of your job?

That's a difficult question to answer when you have a varied job. While I love the strategy and policy influencing, two things stand out.

We've been fortunate to receive funding to purchase social homes for people who are homeless. That's both exciting and sobering, to think that charities like ours are playing a role in bringing people indoors, often after years of rough sleeping.

Secondly, I love working with the young people in our services. They're actively involved in our governance, and recently I worked on public speaking skills with a few of our client reps. I get a buzz from those moments!

What would be your alternative career?

Well, I don't know about a whole alternative career, but I'm an outdoorsy person, and I'd love to spend the summer following festivals, setting up tents, building campfires, and listening to live outdoor music.

What inspired you to work in charities?

I studied politics at university and joined a small, student-run charity affiliated with the British Council. We raised

money to bring students from South Africa and Namibia to Liverpool University to complete their studies during the time of apartheid. It was eye-opening to be on the frontline of helping to make change.

While I was studying politics, we witnessed the breakup of the Soviet Union, the fall of the Berlin Wall, and the release of Nelson Mandela. It was an amazing time of change and I wanted to be part of that. I didn't end up in international development, but that's ok.

What challenges do you face in your day-to-day work?

Funding, funding, funding - is that a cop-out? 80% of our funding comes from the public sector, and we all know what state the public purse is in right now. We're facing a triple whammy: increased costs, stagnant or decreasing contract values, and escalating need for support.

What would make the biggest positive difference to the sector right now?

Today, the challenge is immense. Homelessness is surging and the number of homeless young people continues to rise. Behind every number is a life, some still waiting for the stability they deserve and the potential ready to be celebrated.

Yet, I remain hopeful.

2025 charitytimes Awards

Recognising leadership and professionalism

WINNERS BROCHURE

25 September 2025
London Marriott Hotel, Grosvenor Square

Celebrating best practice in the UK charity and not-for-profit sector

www.charitytimes.com/awards

Overall Sponsor:



Charity Partner:



Supported by:



charitytimes Jobs



@CharityTimes #CharityTimesAwards

2025 Charity Times Awards Welcome & Judges



Lauren Weymouth,
Editor, Charity Times

Welcome to the Charity Times Awards 2025

The Charity Times Awards 2025 marked another momentous celebration of the remarkable work taking place across the charity sector. As ever, the event shone a light on the extraordinary achievements of UK charities and reflected a sector that remains not only resilient, but also bold, innovative, and deeply committed to creating lasting impact. From embracing emerging technologies such as AI to navigating economic uncertainty and shifting political landscapes, charities continue to demonstrate exceptional agility in challenging times.

The organisations and leaders recognised in this winners' brochure represent just a glimpse of the outstanding work happening throughout the UK. Their stories stand as powerful examples of purpose-driven leadership, collaboration, and an unwavering focus on improving lives. Congratulations to all our finalists and winners!



Bushra Ahmed
Founder
West Croydon Voice



James Banks
Chief Executive
London Founders



Cheryl Hooper
CEO
Cecily's Fund;
Independent Consultant
Global Changemakers Oxford



Dalton Leong
Chair
Chartered Management Institute
South East Regional Board



Srabani Sen OBE
Founder and CEO
Full Colour



Amanda Tincknell CBE
Chief Executive
Cranfield Trust



Grant Wilson
CIO
Asset Risk Consultants

2025 Winners



Campaigning Team of the Year
WINNER: RNLI



Digital Fundraising Campaign of the Year
WINNER: RSPCA



Digital Transformation of the Year
WINNER: Manifesto & Trussell



Fundraising Team of the Year
WINNER: Linkage Community Trust



Change Project of the Year
WINNER: Rotherham Hospice



Charity Sustainability Award
WINNER: The Corporation of the Church House

2025 Winners



Charity with the Best Social Media Presence
WINNER: Cats Protection



PR Team of the Year
WINNER: British Red Cross



Best Use of Technology
WINNER: Keep Britain Tidy (Eco-Schools)



Equity, Diversity and Inclusion Award
WINNER: Bridging the Bar



Finance Team of the Year
WINNER: Cash for Kids



Property Innovation Award
WINNER: Commonwealth Housing

2025 Winners



Corporate Community Local Involvement
WINNER: Career Ready & SEGRO



Corporate National Partnership Champion
WINNER: Parentkind, World Book Day & Rubies



Corporate National Partnership of the Year with a Retailer
WINNER: The Bread and Butter Thing & Morrisons



Corporate National Partnership of the Year with a Financial Institution
WINNER: Centrepoint & Nationwide Building Society



Charity Collaboration of the Year
WINNER: The Children's Charities Coalition (Action for Children, Barnardo's, The Children's Society, the National Children's Bureau, and the NSPCC)



Corporate Social Responsibility Project of the Year
WINNER: Kurt Geiger Kindness Foundation – Business by Design Academy

2025 Winners



Ethical Financial Services Provider of the Year
WINNER: Charity Bank



Investment Management Award
WINNER: Barclays Private Bank



Boutique Investment Management Award
WINNER: Charities Property Fund



Charity of the Year: with an income of less than £1 million
WINNER: Bright Futures UK



Charity of the Year: with an income of £1 million - £10 million
WINNER: Rotherham Hospice



Charity of the Year: with an income of more than £10 million
– Sponsored by Sage
WINNER: Magic Breakfast

2025 Winners



Supporting Leader of the Year

WINNER: Adilla Allebone-Parish, The Elephant Group



Charity Chair of the Year

WINNER: Derek Peuple, Digital1



Rising Leader of the Year

WINNER: Fiona Ashcroft, Alder Hey Children's Charity



Charity Leader of the Year

WINNER: Kris Healey, Spadework



WINNER

Property Innovation Award

WINNER: Commonweal Housing



In the housing and social justice landscape, innovation in property isn't simply about acquiring buildings, but about creating targeted, evidence-led solutions that change lives. That is why the Charity Times Property Innovation Award is so significant: it celebrates organisations that rethink how housing can be used to address deep-rooted social issues.

This year, Commonweal Housing earned its place on the shortlist and took home the winning trophy for its learning-driven approach to tackling injustices through bespoke housing models. Judges praised Commonweal for delivering a clear, purposeful strategy aligned with key award criteria, while consistently working with groups too often overlooked.

Commonweal's unique property model was central to the judges' decision. Rather than simply funding or managing homes, the charity acquires properties tailored to the needs of each project and leases them to delivery partners at reduced rates. Projects are then independently evaluated over several years, generating rich evidence about what works.

What particularly impressed the panel was Commonweal's inventive social investment mechanism, which has leveraged over £10 million to purchase more than 30 properties. By paying investors a guaranteed yield and insulating them from delivery risks, the charity enables pioneering pilots that would struggle to secure capital through traditional avenues.

A further strength was Commonweal's commitment to cultivating new ideas. Its Call for New Ideas initiative funds feasibility studies for organisations exploring fresh housing solutions. This pipeline ensures a steady flow of early-stage concepts with strong potential.

The impact of Commonweal's pilots was another major factor in its shortlisting. Independent evaluations reveal consistent, measurable improvements for beneficiaries: women in the Re-Unite project reoffended at less than half the national rate; domestic abuse survivors in the Rhea project overwhelmingly reported increased safety and confidence; and migrant families supported through No

Recourse to Public Funds saw their immigration cases resolved significantly faster than elsewhere.

Two projects were singled out for special praise. Move on Up, providing homes for young adult carers at risk of hidden homelessness, demonstrated how tailored housing can unlock confidence, wellbeing and future stability. Meanwhile, Freedom2Work housed 96 people facing homelessness and generated £2 million in public savings over three years of operation.

Ultimately, the judges recognised Commonweal Housing for its rare combination of creativity, rigour and courage. By blending property acquisition, social investment, frontline expertise and independent learning, it is setting a new benchmark for how innovation can be used to tackle structural injustice.

This profile is sponsored by Commonweal Housing, which extends special thanks to its principal benefactor, Grove End Housing, whose continued support and guidance equip Commonweal with the resources to test housing solutions to social injustices.



2026 charitytimes Awards 2026

Recognising leadership and professionalism

SAVE THE DATE

23 September 2026
London Marriott Hotel, Grosvenor Square

Celebrating best practice in the UK charity and not-for-profit sector

Charity Partner:



Supported by:



charitytimes Jobs



www.charitytimes.com/awards

@CharityTimes #CharityTimesAwards

The power of trusteeship

WRITTEN BY CAROLE JOHNSON

Drawing on decades of experience in international policy and finance, Carole Johnson shares why trusteeship is vital and how lived experience shapes effective governance.

I first came across Prisoners Abroad in 2007 while working as head of consular policy, prisoners and human rights at the Foreign, Commonwealth and Development Office.

Through my work, I've visited prisons in a number of countries, witnessing firsthand the challenges faced by British people in prison far from family and friends.

Having served as treasurer in voluntary roles throughout my working career, I was thrilled to take up the role of treasurer for Prisoners Abroad in July 2025. I want to reflect on this and the role of trusteeship in my life.

I am going to start in May 1992, at immigration in JFK airport in New York. I was travelling solo. For various reasons, it was my third entry into the US in six months, and also my third different point of entry. The immigration officer was persistent. Question after question as to what I was doing, where was I going, who I was meeting, where I was staying... and so it went on.

I am one of those people who finds such situations stressful, even having nothing to hide. 25 minutes in and the trump question (no relation to the current President!): what do you do for a living? At that time, I was lecturing, preparing students for professional exams. But with a stroke of inspiration, I thought of my profession. "I'm a Chartered Accountant," I answered. And with that, he was happy. 30 seconds

later, with passport stamped, I was on my way. What was often viewed as a staid (the joke was boring) profession, had served me well.

It has served me well on many occasions since, enabling a quick analysis of companies and organisations I've worked with.

In October 2024, I was again able to draw on that qualification when Prisoners Abroad were looking for a trustee to take on the role of treasurer.

You would be hard-pressed to find a more dedicated, compassionate group of people providing non-judgemental support to those imprisoned, needing resettlement help, and family support. So I leapt at the opportunity to become a trustee.

It is not always easy to break into new trustee roles, despite there being over one million trustees in the UK. I had been treasurer for several clubs and a school governor twice, but had narrowly missed out on a trustee role with another organisation a couple of years before after the final interview panel deemed me 'too enthusiastic'.

Luckily, the Prisoners Abroad interview panel overlooked my nervous outbursts and a new chapter of my varied working life began. Being a trustee is such an interesting role to learn - for me, it's much more about supportive challenge and asking the pertinent questions than giving direction.

The charity sector is different from

anywhere I have been before. I listen much more than I talk, learning a new language and reflecting on the thoughtful interventions of a highly skilled fellow board of trustees.

Then again, it is good to remember that in your first few months you can sometimes spot things that later on you don't think to question.

At times, I wish I had become a trustee earlier in life. You can contribute at any age, though it can be easier to feel useful when you have varied experiences to draw on.

The accountability is real - trustees have a legal responsibility for a charity's management and administration. If things go wrong, the buck stops with you. This can be harder when you are not involved day to day. Time needed can vary, but meetings aside, the background reading and learning can fit around other commitments. And as so often when volunteering, serving as a trustee you get back as much, if not more, than you put in.

I still travel widely. Other than a 'bag of apples' entering Australia (which were in fact tennis balls for my children!) and explaining unprompted to Chinese officials that the videos in my bag were for a training course, immigration has been relatively straightforward.

But I never forget those for whom travelling away from home ends quite differently, and for whom the support of Prisoners Abroad is priceless.

Free fundraising: a lifeline for UK charities

ANSWERS BY JULIAN SYKES, CEO, GIVERGY

Charity Times speaks to Givergy CEO, Julian Sykes about why free fundraising matters

In September, Givergy unveiled its “keep it FREE” initiative, scrapping all platform and processing fees for UK charities. In a sector still recovering from the pandemic and battling the cost-of-living crisis, the move has been hailed as a potential game-changer.

Charity Times sat down with Julian Sykes, CEO of Givergy, to discuss why free fundraising matters, how the model works, and what it could mean for the future of giving.

“Every penny should go to the cause”

Lauren Weymouth (LW): Julian, why is removing fees so important for the charity sector?

Julian Sykes (JS): For too long, charities have been forced to pay significant costs that enable them to raise money. Service fees, transaction costs, and—worst of all—payment processing charges quietly chipping away at donations. On average, charities lose 5–10% of their income this way. That’s money that should be funding the charity’s projects they are specifically raising for. By removing those costs entirely, we ensure every penny raised goes where it belongs: to the cause.

How “free” really works

LW: Some might say nothing is truly free. How can Givergy sustain this?

JS: That’s the beauty of the model. Instead of charging charities, we ask donors if they’d like to make a small

voluntary contribution to cover the platform’s costs. Around half of them say yes, and that’s enough to sustain the system. It’s transparent, it’s fair, and it means charities never have to pay. As I see it, this is a model where everyone wins.

More than savings: a culture shift

LW: What difference does this make in practice?

JS: A huge one. For example, a £30,000 fundraiser run through Givergy saves about £3,000 in fees. Multiply that across thousands of campaigns, and you’re redirecting millions back into the sector each year. That’s frontline services funded, not administrative overheads.

But it’s also about culture. Free fundraising removes a barrier to entry. It makes giving more accessible, more transparent, and more attractive to smaller fundraisers and donors alike.

Levelling the playing field

LW: What’s the bigger message you want charities to take from this initiative?

JS: That fees don’t have to be accepted as “part of the deal.” Technology should work for charities, not the other way around. Free fundraising helps level the playing field so every organisation—whether small grassroots groups or national institutions—can maximise impact. If we can inspire the sector to raise more, then we’ve achieved something bigger than saving money: we’ve helped shape the future of giving.

This interview is sponsored by Givergy, for more information, please visit:

www.givergy.com



Ethical conundrums for charity investors

WRITTEN BY MASHRUFA MIAH, SENIOR INVESTMENT MANAGER, SARASIN

Charity investors face growing moral and financial dilemmas amid geopolitical turmoil, AI disruption, and strong returns from contentious sectors such as defence and technology.

In recent years, investors have been forced to confront a formidable list of geopolitical events that still dominate today – the invasion of Ukraine, devastating wars in the Middle East, as well as the sobering reality of soaring global temperatures. This is in parallel with the emergence of ChatGPT, which has ignited the widespread adoption of artificial intelligence (AI) and a corresponding boom in financial markets.

As we move towards a more fragmented, multipolar world, charity investors continue to face the dilemma of aligning their financial goals with their charity's values, purpose, and the interests of their wider stakeholders. Looking at some of the best performing sectors over the year to date, whilst semiconductors and communication services have dominated (+32% and +19% respectively), armaments (+45%) and tobacco (+26%) have generated strong returns, leaving investment committees with an unenviable challenge.

Financing the defence sector: responsible or reckless?

Since 2022, awareness has grown of the defence industry's role ensuring national security in an increasingly

unstable geopolitical context. On 17 June 2025, the European Commission adopted the Defence Readiness Omnibus, committing up to €800bn in defence investment over the next four years. UK Chancellor Rachel Reeves announced a commitment to raise defence spending to 2.5% of GDP by 2027, while Germany – long bound by strict fiscal rules – unveiled a €400bn borrowing programme for its armed forces.

It is therefore no surprise that the share prices of European defence companies have surged this year, buoyed by rising demand and expectations of increased future spending. Echoing the dynamics of the Cold War era, defence investment has re-emerged as being in vogue: not only as a matter of national security, but also of strategic and economic importance. Against this backdrop, trustees have a delicate tightrope to walk, in developing robust investment policies that are suitably compliant without hindering the delivery of sustainable future returns.

So how should trustees balance this trade off? It often comes down to managing reputational risk and the charity's specific objectives. Indeed, the defence sector has been praised

for its support of Ukraine but criticised for its exports to Israel. Ultimately, this decision rests with trustees to determine whether a sector aligns with their charity's mission. Embracing the broad market universe might be appropriate for some charities, where it produces conflicts for others. A military charity's ethical policy could differ considerably from one with Quaker roots, for example. No investment manager or adviser can decide this, but they can help trustees assess the financial materiality and consequences of these decisions.

It is also vital for trustees to understand the distinction between imposing ethical exclusions in portfolios and applying integrated ESG assessments of companies. While the former involves screening out sectors, typically on a revenue threshold basis, based on values or mission, the latter focuses on managing both financial and non-financial risks and opportunities.

It is notable that regulators have not barred investment in defence companies within sustainable funds. In March 2025, the UK's Financial Conduct Authority (FCA) confirmed there were no regulatory grounds to exclude them from SDR-labelled sustainable funds,



a view echoed by the EU's reporting regime. This has opened the door for UK companies such as BAE Systems and Rolls-Royce to be considered in a wider array of investment portfolios. Defence companies may well have a place in portfolios due to the higher yields, relatively low correlation to other sectors, and strong cash flows, which are supported by long-term government contracts.

Conversely, the risks of investing in the sector are well documented. Cyclical revenues and earnings streams, dependence on central government budgets, limited visibility over long-term contracts, and reputational issues such as corruption and allegations of price-fixing, can all contribute to investment uncertainty. Dr Linus Terhorst, a research analyst from defence and security think tank Royal

United Services Institute, highlighted the structural barriers to growth in the defence industry, including complex procurement processes, long development cycles, skills shortages and heightened risks around data privacy and cybersecurity.

While investing in the defence sector presents opportunities, it also carries risks. At Sarasin & Partners, we encourage a pragmatic and balanced discussion on defence, recognising that the ultimate decision to invest in the sector rests with the charity. Where defence exposure is permitted, our approach centres on identifying companies with compelling long-term thematic growth prospects and integrating ESG considerations thoughtfully into our analysis to ensure that all risks are appropriately reflected in valuations.

Technology at a moral crossroads

Similarly complex ethical questions arise when investing in the AI value chain. Since 2023, the 'Magnificent 7' (MAG7) – Apple, Microsoft, Alphabet (Google), Amazon, Meta, Nvidia and Tesla – have played an increasingly outsized role in shaping global equity market returns. Their dominance has been a recurring theme in our analysis, reflecting both the transformative potential of AI and the significant risks it brings.

While we have held exposure to six of the seven companies (excluding Tesla), a decision which has contributed positively to client portfolios, we have also carefully considered the associated risks: misinformation, deepfakes, bias, harmful content, and broader cyber and data security concerns.

In September 2024, the World

Health Organization reported growing evidence of technology's impact on mental health, with several US states filing lawsuits against major technology firms for failing to flag harmful content and for algorithms contributing to anxiety, depression, and psychological stress. Meta, the owner of Facebook, Instagram, and WhatsApp, is among those facing legal action from 33 states over its alleged role in a youth mental health crisis. This raises a critical question: although investing in companies positioned to benefit from AI may enhance portfolio performance, are such investments appropriate for charitable portfolios?

Again, there is no definitive answer, and it is not one for us to give. Under the Trustee Act 2000, trustees have wide discretion over investments, encompassing both financial objectives and values-based considerations. For some charities, the red lines are clear; for others less so. The role of your investment manager is to help trustees understand and quantify the risks so that they can make informed decisions.

As shareholders in these companies, we also have a responsibility to ensure that companies have governance processes in place to ensure that AI is being used responsibly. At Sarasin & Partners, we approach this in two ways: first, by integrating ESG considerations into our investment process, and second, by engaging directly and collaboratively with companies. While ESG is often dismissed as a tick-box exercise, we view it as essential, not only for assessing a company's impact on people and the planet, but also for understanding how those impacts affect the sustainability of future returns and earnings. ESG is therefore about identifying areas of capital growth but also protecting shareholder capital.

Case study: Meta engagement and Sarasin's ESG rating

Meta has been a central beneficiary of the AI trend for a number of years. As shareholders since 2023, we have engaged with the company on a range of issues. In October 2024, we coordinated a letter on behalf of a coalition of 36 investors (including some of our clients), representing \$3.6trn in assets under management, which covered areas including: Human rights – commitment to conduct Human Rights Impact Assessments; Content, privacy and child protection – reporting on misinformation and data use, and child protection measures; and Governance of AI – board oversight of online safety, user privacy, and content moderation.

Following limited responsiveness from company management, we downgraded our ESG rating for Meta from D+ to D- in February 2025. This was to reflect the negative direction of travel and ensure that the associated risks with the company were incorporated into our valuation model and investment decisions.

Our engagement has remained ongoing. In May 2025, we pre-declared our votes at Meta's AGM, voting against five of its directors and supporting five shareholder resolutions on efforts to promote ethical AI. We remain committed to engaging with these technology companies to drive progress on AI ethics, data governance, and ensure accountability to shareholders.

Is a reconciliation possible?

We are witnessing a turbulent shift in the geopolitical landscape, where reputations can be tarnished in a single tweet, and charity investors face growing scrutiny to ensure their portfolios reflect their core values.

Since the inauguration of President Trump, these dilemmas have only intensified, with the evolving landscape necessitating regular review and reassessment.

One of the biggest debates in the investment industry is whether divestment is the best route to achieving desired outcomes. Should charities refuse to invest in companies deemed unethical? Should they apply blanket exclusions to certain sectors? Or should they assess companies individually?

We believe the discussion is more nuanced. While the defence industry has attracted significant attention this year, it represents only around 2.5% of the global equity market – a reminder to be proportionate when focusing on a relatively small part of the investable universe. We are open to exploring all opportunities, provided that we believe they can deliver our clients long-term capital growth and ESG risks are appropriately reflected in valuations and client portfolios. Ultimately, this is underpinned by our belief that responsible investment is just as much a moral choice, as it is an economic and financial choice too.

Disclaimer: The value of your investments and any income derived from them can fall as well as rise and you may not get back the amount originally invested. Past performance is not a reliable indicator of future results and may not be repeated. Forecasts are not a reliable indicator of future performance.

**SARASIN
& PARTNERS**

charitytimes

Sponsored by

Exclusive broker sponsor



REPORT

Charity Insurance Guide



In recent years, a huge rise in risks facing charities has prompted the need for more careful planning. This guide explores how the risk landscape has changed, how charities are adapting and how insurance can mitigate impact.



Introduction

In recent years, the charity sector has experienced profound levels of change. While the fundamental mission of charities remains focused on delivering social impact, the environment in which they operate has become increasingly complex and volatile. From a global pandemic to cyber threats, regulatory shifts to reputational scrutiny, charities face a plethora of risks that can threaten their ability to deliver their mission. Understanding and managing these risks has never been more critical for trustees, CEOs, and finance teams alike.

The COVID-19 pandemic was a watershed moment for the charity

sector. Charities of all sizes were faced with unprecedented operational challenges, ranging from temporary closures and disrupted fundraising to rapid digital transformations. Many organisations found themselves navigating entirely new risks, such as the need to protect staff and volunteers from infection while continuing to deliver essential services.

Even though the immediate public health crisis has receded, the lasting effects of the pandemic continue to reshape the risk landscape for charities. Operational risks have evolved. Hybrid working models, reliance on volunteers, and digital service

delivery now bring new exposures that leaders are required to understand and mitigate. The pandemic also amplified the reputational stakes for charities, as stakeholders now expect greater transparency, accountability, and evidence of impact. Any error, from safeguarding failures to financial mismanagement, can have huge consequences in today's highly connected world.

Cybersecurity has emerged as another critical area of concern. As charities increasingly rely on digital platforms for fundraising, service delivery, and internal operations, they have become attractive targets for fraudsters. Recent years have seen a

rise in ransomware attacks, phishing campaigns, and data breaches affecting charities globally. Despite this, many charities still operate with limited IT resources or outdated security infrastructure, leaving them vulnerable to increasingly sophisticated threats.

Regulatory and compliance risks have also intensified. Charities now navigate an intricate web of legal requirements, from charity law and safeguarding regulations to employment obligations and financial reporting standards. Leaders are under growing pressure to ensure that their charities operate within the law while demonstrating best-practice governance and stewardship of resources.

Financial and operational risks continue to evolve as well. Inflationary pressures, economic uncertainty, and funding volatility have introduced new challenges for cash flow management and long-term planning. Charities increasingly need to consider scenario planning, reserve policies, and risk transfer strategies to safeguard sustainability. Operational dependencies, such as third-party suppliers, volunteers, or contractors, also carry additional risk exposure. Any disruption to these relationships – whether due to workforce shortages, geopolitical events, or market instability – can have cascading effects on service delivery.

Meanwhile, reputational risk has become ever more prominent in the public eye. Social media and 24-hour news cycles can amplify both positive and negative stories at unprecedented speed. Missteps, controversies, or even perceived lapses in governance can quickly erode confidence and trust, affecting fundraising or partnership opportunities. For charity leaders, understanding and actively managing

reputational risk is no longer optional, it is an essential part of organisational resilience.

Environmental, social, and governance (ESG) considerations are also reshaping risk priorities. Charities are increasingly expected to demonstrate responsible environmental practices, diversity and inclusion policies, and ethical governance. Stakeholders are scrutinising organisations not only for the impact of their services but also for how they operate internally and externally. Risks associated with ESG factors, such as climate-related events affecting operations or supply chains, are now part of the broader risk assessment for charity boards.

The combination of these developments means the risk landscape for charities is more diverse, dynamic, and interconnected than ever before. Trustees and senior leaders must now think strategically about risk management, embedding it into workplace culture, decision-making, and operational planning. Insurance, while a critical component, is only one piece of a broader risk mitigation strategy that must address operational, financial, reputational, and technological vulnerabilities.

In an era of heightened scrutiny and uncertainty, charity leaders must embrace proactive risk management. Understanding the changing landscape, recognising new threats, and implementing effective mitigation strategies are essential steps in ensuring that organisations remain resilient and capable of fulfilling their missions. By taking a strategic approach to risk, and leveraging insurance effectively, charities can navigate uncertainty with confidence, protect the communities they serve, and continue to make a lasting social impact.

CONTENTS

66 - Cyber security protection: Debunking the myths

68 - Q&A: How charities are adapting to risk

70 - Is your charity covered? The insurance checklist

71 - Challenges and risk in a post-Covid world

73 - Invisible but invaluable: The real impact of insurance

Cyber security protection: Debunking the myths

WRITTEN BY HOWDEN

Not sure if your charity needs cyber security protection? The answer to this question is always 'yes' – here's why.

While it may be the big retailers, global tech firms, and national organisations stealing the headlines when they fall victim of a cyber-attack, that doesn't mean smaller businesses are safe – especially charities. The risks posed are just as great and implications may be more far-reaching when there isn't the funding or resources to adequately recover. So why aren't more charities investing in cyber insurance? And does that apply to YOUR charity. It's time to bust some myths and get protected.

Our charity's too small to be a target

According to the UK Government Cyber Security Breach Survey 2025, over four in ten businesses (43 per cent) and three in ten charities (30 per cent) reported having experienced any kind of cyber security breach or attack in the last 12 months¹.

Charities may have the best interests of their people at heart, but cybercriminals definitely don't. They have no problem going after smaller enterprises, assuming their digital defences will be weaker. And sometimes they're right.

Our standard business insurance policy will cover any claims

A commercial general liability policy provides coverage for bodily injury

or property damage claims, but it's NOT built for covering financial losses resulting from cyber incidents. That means you're liable for costs including legal, fees, data recovery, as well as reputational damage.

We've invested in cybersecurity, that means cyber insurance is unnecessary

No security system is completely foolproof. Cybercriminals make a career out of finding new ways to breach your digital defences. Then there's old-fashioned human error - according to claims insights from specialist insurer CFC, nearly 75% of incidents stem from simple mistakes. Hackers like to take advantage of this; exploiting our weaknesses and vulnerabilities, certain they can trip up an employee. And that's not something an investment in cyber security can cover.

Any risk would be handled by our cloud provider

Whilst some costs may be covered by the third-party provider, any reputational loss is unlikely to be covered, which could be challenging for your organisation. Further more, your supplier is likely to be dealing with many customers, so getting timely responses to questions is going to be more difficult.

As criminals change how they



deploy cyber-attacks, new techniques, such as gaining access to systems by pretending to be a member of staff or supplier, could mean it's your organisation rather than your provider who is responsible.

We don't handle data or customer records, so there's no risk

If you have a computer system, you can be a victim. Phishing, ransomware, hacking... cybercrime comes in many forms and can infiltrate your system from any digital direction. Whether it's someone assuming a false identity or a case of AI deepfake, the attacks are getting smarter and may disable your business in moments.

We'll protect your digital assets, so you can look after your charity.

Speak to Howden's specialist team today on +44 (0)333 234 1358 to learn how they can support your charity with tailored insurance solutions, risk management strategies and health & benefits programmes.

¹ Cyber security breaches survey 2025 - GOV.UK

Future talent. Funded by Howden.

Three in five charities are struggling to recruit new talent, with 30% of charities citing skilled labour shortages as one of their top three business challenges.*

Apprenticeship funding for developing talent.

As a global insurance broker, we believe insurance is more than just a financial product – it's a force for good. That's why we're gifting apprenticeship funding to help registered charities unlock fresh talent and grow future leaders.

Whether you're looking for new starters or developing the skills of existing employees, we can help by funding their apprenticeship.

No ties, no strings, just a great opportunity.



To apply, please scan the QR code and complete the submission form or email us at education@howdeninsurance.co.uk



*Howden's Rewarding Industries Report 2025

Howden UK Brokers Limited is authorised and regulated by the Financial Conduct Authority No. 307663. Registered in England and Wales under company registration number 02831010. Registered Office: One Creechurch Place, London, EC3A 5AF. Calls may be monitored and recorded for quality assurance purposes.

Q&A: How charities are adapting to risk under pressure

ANSWERS BY MARK FISHER, ASSOCIATE DIRECTOR OF NOT-FOR-PROFIT AT HOWDEN

Howden's Mark Fisher discusses financial, cyber, and talent risks facing charities – and how strategic resilience and strong insurance partnerships can safeguard their future.

Q: What are the biggest pressures facing charities right now? And how have those risks evolved?

A: The three current pressure points facing charities are financial, technological, and talent acquisition. Financial anxiety comes from two main areas – cost of living for donors and ongoing difficulties around fundraising. In Howden's *Rewarding Industries 2025 Report*, 57% said fundraising became harder in the past year. Despite falling inflation in late 2024, households still have less disposable income, which has an impact on donations. Charities also face higher National Insurance contributions, rising from 13.8% to 15% in April 2025, adding severe strain. Ever-present are cyber-threats - 92% reported that either individuals they know, or the charity they work for, have been targeted by fraud or hacked in the past year. And talent acquisition and retention is in danger of erosion as many of the best leaders go in search of better-paid positions in the non-charity sector, or avoid entering it altogether. Other challenges include rising energy costs, regulatory compliance, and even lingering Brexit-related issues.

Q: Despite these pressures, many charities remain optimistic about the future. What do you think underpins that optimism, and is the sector's resilience being underestimated or over-stretched?

A: Donations and crossed fingers can only take you so far in today's climate – despite predictions from economic experts that things are actually getting better. Resourcefulness is increasingly about making well-researched and strategic decisions. Decision-makers are both pragmatic and forward-thinking when it comes to sound investments; and necessary cutbacks. Spending that may have been weighted towards marketing and campaigning are being redirected into securing IT platforms to prevent cyber threats, as well as protecting physical assets, so charities can keep on running and paying the bills.

Q: What risks and considerations should charities bear in mind when diversifying income streams?

A: Standing in a high street with a bucket is no longer a viable solution. When it comes to marketing, harnessing the power of social media

and certain influencers can lead to more authentic audience engagement. Secure banking apps for donations are vital, but building portals isn't enough – driving traffic through multiple interactive channels is key to increased growth.

Q: Why do you think cyber risk remains such a blind spot for the sector, and what steps should every charity be taking to strengthen their defences?

A: Charities are not naive to the serious implications of cyber threats – too many big names have fallen victim to serious breaches. Part of the solution lies in a better deployment of the tools and knowledge needed to reduce risk and strengthen defences at both national and local level. All staff must understand the impact of breaches and be aware of the risks. Criminals will exploit any weakness to gain access, including weak processes and controls. We're talking cyber insurance and risk management training. And while that has a price tag, it's a worthwhile return on investment and likely to be much lower than the cost of recouping funds and customer confidence should there

be a data breach.

Q: As AI and digital tools become more embedded in organisations, the risk profile for charities is changing. How should leaders approach emerging technology risk, both ethically and operationally?

A: Charities should always attempt to align AI and digital tools with their core values. The slightest hint of moral compromise may tarnish a reputation, and therefore the ability to raise funds and effectively operate. Even without the risk of an outside cyber-attack that could compromise data, internal misuse of data is an issue to avoid. We address the implications of this in our report. Ground-breaking apps mean emergency services can be with someone in danger very quickly, but we must mitigate for the risk of information getting into the wrong hands. A good knowledge of safe AI and technological handling has to begin at board level and fan out to all employees. Having a recognised and published framework that prioritises good behaviours, alongside publishing how and where data is used, is a great starting point, together with a recognised code of ethics and governance that ensures any digital implementation protects and supports.

Q: Staff retention and wellbeing continue to challenge charities. What have you observed about how charities can protect their people and their organisational culture in tough financial times?

A: In the report, 71 per cent admitted they were tempted to look for a better-paid job from the not-for-profit sector. The cost of living isn't just about donors having less income, it's reflected in whether a charity salary can pay the bills for employees. This in-

turn takes a toll on both the physical and mental wellbeing of a team, but the answer shouldn't be about slicing into employee benefits. Flexible working options (both location and hours), additional leave days, higher pension contributions, plus wellbeing and mental health investments all help with staff retention at a time when increasing wages may not be an option right now. Add to that training and development opportunities, plus recognition and reward incentives, and you're increasing the likelihood that your best people may ride the storm and stay.

Q: The report highlights that many charities are re-evaluating benefits and support packages. Why do you think investing in employee wellbeing and benefits has become such a critical part of managing organisational risk?

A: Employee burnout and stress is as much of a factor as leaving the sector for financial reasons. A large part of attracting and maintaining the best talent will depend on how robust and authentic the wellbeing and benefits package is. Incorporating health cash plans, private medical insurance, dental cover, gym discounts may just be the deciding factor for someone potentially joining an organisation – and play a part in them being physically, emotionally, and mentally supported.

Q: With so many overlapping risks (financial, cyber, reputational, people-related) how should charity leaders rethink their approach to risk management overall?

A: It's about reframing what risk means to the charity sector; it doesn't always have to be a scary conversation about avoidance, attack, or loss. It can be about embracing the positive changes

that new technology will deliver. By removing the fear factor and involving the whole team, we can move the dial to one that embraces opportunity rather than anticipates change with a sense of dread.

Q: Finally, as you look ahead, what role do you think insurance plays in helping charities navigate uncertainty?

A: Insurance needs to be seen as more than just a back-up tool following an unexpected event. Establishing a trusted and specialist insurance partner enables a charity to navigate each and every one of the common risks, from providing stability and security during business interruption to utilising the benefits of cyber insurance if the digital walls are breached. Robust business insurance and risk management can help safeguard the reputation of a charity if it's ever being called into question, ensure governance and compliance is adhered to, and put in place a crisis response strategy that goes much further than a rebuild following a flood. Insurance can provide is a better sense of preparedness and insight. Which ultimately may be what's required in order to come through a turbulent and challenging time.

Download the full Rewarding Industries 2025 report using the QR code below and discover how those on the inside of the charity sector are reacting to challenges, or contact Howden's specialist team today on +44 (0)333 234 1358 to find out how they can support your charity with their programme of insurance cover, risk management solutions, and health & benefits programme.



Is your charity covered? The insurance checklist for leaders

WRITTEN BY CHARITY TIMES

We provide an overview of some of the insurance options available and sets out how they can protect you from some of the biggest risks in 2026.

Running a charity means juggling tight budgets, passionate teams, and big responsibilities. But one overlooked risk can derail everything. Insurance isn't glamorous, yet it's the safety net that keeps a charity on track when the unexpected happens.

From accidents at events to cyber breaches, the right cover can make the difference between recovery and closure. So, how do you know if your charity is protected? Here's a quick checklist every leader should review to provide peace of mind.

1. Public liability insurance

If someone is injured or their property is damaged during your charity's activities, you could face costly claims. Public liability insurance covers legal fees and compensation, protecting your organisation from financial shock. It's essential for any charity that interacts with the public, whether through events or services.

2. Employers' liability insurance

A legal requirement if you employ staff, this policy covers claims from employees who suffer injury or illness at work. Even small charities with just one paid worker need it. Failing to have employers' liability insurance

can lead to hefty fines, so check your compliance now.

3. Trustee indemnity insurance

Trustees make big decisions, and sometimes mistakes happen. This cover protects trustees from personal liability if they're sued for mismanagement or breach of duty. Without it, individuals could face personal financial ruin. It's a must-have for protecting those who steer your charity's future.

4. Property insurance

From office buildings to laptops and specialist equipment, property insurance covers damage or loss caused by fire, theft, or other disasters. Even if you rent premises, check what's included in your landlord's policy and fill any gaps. Replacing assets without cover can drain your reserves overnight.

5. Cyber insurance

Charities hold sensitive data – from donor details to beneficiary records. A cyber breach can lead to financial loss and reputational damage. Cyber insurance helps with recovery costs, legal fees, and even PR support. In an era of rising online fraud, this is no longer optional.

6. Event insurance

Fundraising events are vital, but they come with risks. Event insurance covers cancellations, accidents, and even bad weather. Without it, a single mishap could wipe out months of planning and income. If events are part of your strategy, make this a priority.

7. Volunteer cover

Volunteers are the heart of most charities, yet their protection is often overlooked. If a volunteer is injured or causes harm while helping, you could face claims. Volunteer insurance ensures they and your charity are covered, reinforcing trust and safety.

8. Business interruption insurance

What happens if a flood, fire, or other crisis forces you to close temporarily? Business interruption insurance helps cover lost income and extra costs to keep your charity afloat. It's about continuity in the event of crisis, preventing sinking funds.

Disclaimer: It's worth noting that you must always review your policies annually and consult a broker for tailored advice to ensure you have the right cover for your charity's individual needs.

Challenges and risk in a post-Covid world

WRITTEN BY ALIX BEDFORD, HEAD OF CUSTOMER AND PARTNERSHIPS AT ZURICH MUNICIPAL

The risk landscape for charities has shifted since the pandemic, prompting organisations to adapt strategies, strengthen resilience, and continue meeting their communities' changing needs.

Charities are being called upon to do more than ever before. Both public sector commissioners and communities themselves are directly reaching out to charities for help with a growing range of issues. This surge in demand comes at a time when funding is harder to secure, and the cost of delivering services has risen sharply. As a result, charities are being forced to stretch their already limited resources further, which places them under significant financial strain.

Not only is there a rise in demand but there is an increase in the complexity of needs charities must address. Following the long-term effects of COVID-19, mental health challenges and conditions such as long COVID have created additional vulnerabilities in already at-risk groups. Charities are now required to adapt their services to meet these multifaceted needs, often without receiving additional funding or support.

Whilst there was a surge in community spirit during the pandemic with many people stepping forward to volunteer, unfortunately, this momentum has not been sustained. Volunteer numbers have dropped, and financial donations have also declined as individuals face their own economic

pressures. This reduction in voluntary support and funding has left charities with fewer resources to meet the rising demand for their services.

Charities are also being forced to rethink their strategies. They face tough choices between providing support to a larger number of people with limited resources or focusing on fewer individuals with deeper, more meaningful assistance. These decisions are reshaping how charities operate and how they measure the impact of their work.

The emotional toll of the pandemic has not only affected the communities charities serve but also the people working within the sector. Charity staff and volunteers are experiencing increased levels of stress and burnout. To address this, organisations are investing more time and resources into wellbeing initiatives. While this is essential, it adds another layer of responsibility for charities already stretched thin.

Technology has been a lifeline for charities, particularly during lockdowns when digital tools became essential for fundraising and service delivery. However, many charities lack the expertise to manage these platforms securely and effectively. This has left them vulnerable to cyber

threats and fraud. While technology offers exciting opportunities to innovate and reach more people, it also brings new risks and requires new skills that many organisations are still developing.

Despite these challenges, charities are not alone. Zurich Municipal has been a trusted partner to the charity and voluntary sector for many years, working closely with organisations such as NCVO, to help offer a range of support to navigate these uncertain times. This includes:

- Webinars and sector reports to provide insights and guidance
- Tailored risk consultancy to address specific organisational needs
- Online resources with practical advice, covering everything from managing solar panel installations to running community allotments.

This support is designed to help charities manage risks effectively and operate with greater confidence. How charities respond to these challenges will not only shape their own futures but also the wellbeing of the communities they serve.

With the right support and a clear focus on their mission, charities can continue to make a meaningful difference in the lives of those who need it most.

Sustain their hope

At Zurich, we help protect what matters to you.

Our insurance supports your charity, volunteers and its recipients in ways you might not think. From preventing disruption to your vital work with our risk management guidance, to protecting the physical and mental health of your team through access to nurses, counsellors and therapists. Trusted by over 17,000 not-for-profit organisations, we can help you protect their future in more ways than one.

For more information call 0800 917 9420 or visit zurich.co.uk/charity-insurance

Sustain your world.

We may record or monitor calls to improve our service.

Zurich Insurance Company Ltd. A public limited company incorporated in Switzerland. Registered in the Canton of Zurich, No. CHE-105.833.114, registered offices at Mythenquai 2, 8002 Zurich. UK Branch registered in England and Wales no BR000105. UK Branch Head Office: The Zurich Centre, 3000 Parkway, Whiteley, Fareham, Hampshire PO15 7JZ.

Invisible but invaluable: The real impact of insurance

WRITTEN BY ZURICH INSURANCE

When an accident struck a small community charity, their public liability insurance proved invaluable; protecting finances, reputation, and their ability to keep serving others.

As insurance isn't something you can physically see when you purchase it, it can be difficult to truly see its benefits, especially when everything is going smoothly. It is often bought to tick a box, but the real value often becomes clear only when the unexpected happen.

To help illustrate this, Zurich Insurance has shared a scenario where Public Liability insurance made a real difference for a small charity.

The charity

Ruth volunteers with a local charity that brings the community together through open days, meet-ups, and workshops. She's proud to be part of a team that creates laughter, conversation, and real connection.

The incident

During one lively open day, the atmosphere was filled with community spirit. But everything came to a sudden stop when a visitor tripped on a loose floorboard – a detail the team hadn't spotted during their risk assessment of the event.

The visitor's fall was serious and the charity was suddenly faced with a claim for compensation: a broken leg, time off work, pain, and legal expenses.

The challenge

For a small charity, an incident like this can feel overwhelming. Ruth and her team found themselves asking: "What do we do now?" Covering medical bills, lost wages, and legal costs could threaten their ability to run future events, or even continue their work.

Insurer steps in

Fortunately, the charity had Public Liability insurance in place. Their insurer supported the team through every step.

As the charity was found to be negligent, their insurer paid out on the claim, covering compensation for the visitor's injury, time off work, and legal costs. The charity received practical risk management guidance to help prevent similar incidents in the future.

The outcome

Here's what happened next:

- The visitor was looked after fairly and promptly.
- Ruth's charity stayed financially secure, able to keep serving the community.
- The team learned important lessons about risk and safety – with their insurer's guidance.
- Community trust remained strong, as everyone saw the charity acting responsibly.



What's in it for charities?

It's a simple story with an important message: having the right cover means you can focus on your mission with confidence, knowing you're protected if things go wrong.

Whilst insurance isn't tangible, the benefits can have a real material difference when things go wrong. Being sufficiently insured means that charities can focus on their mission, knowing support is there. It protects reputation, finances, and relationships – helping charities create a brighter future for everyone.

Sponsor Profiles

EXCLUSIVE BROKER SPONSOR

HOWDEN



Howden is one of the world's largest insurance groups, bringing specialist broking and innovative risk solutions to organisations of every size. As an employee-owned business, we're driven by long-term thinking and a culture that empowers people to find better answers for clients.

We do things differently - providing flexible, tailored solutions, and a reassuringly straightforward service, using insurance and risk management services to protect your people, property, employees, volunteers and your business reputation. United by a no-limits mindset, we're a powerful

and passionate team who can rise to any challenge to do right by your organisation.

We have 30 years' experience providing solutions for charities and not-for-profit organisations, having supported over 3,000 third sector organisations, and partner with community-based associations such as Locality and Ukactive.

Many of our solutions go beyond the traditional broking model, providing a holistic approach to managing your risks, liabilities, health and safety responsibilities, cyber security, and supporting with your employee benefits and wellbeing

strategy.

We produce the annual Rewarding Industries report, an original piece of research that explores how UK charities navigate socio-economic changes, emerging technologies, and talent retention and recruitment trends.

For further information, please contact:

Mark Fisher
01242 866104
mark.fisher@howdeninsurance.co.uk
<https://www.howdengroup.com/uk-en/sector/charity-and-not-for-profit>

SPONSOR

ZURICH



At Zurich, we understand that charities, clubs, and other not-for-profit organisations are at the heart of local communities. We are the trusted insurer of more than 17,000 organisations nationwide and with over 30 years of experience, we're here to protect what matters most to your organisation.

Our insurance products are carefully designed to provide protection and peace of mind, allowing you to focus on delivering vital services. Our experts work closely with you to find the right solution for your needs,

and we partner with NCVO to strengthen support for the sector. But we're more than just an insurer.

We provide proactive risk management guidance to help prevent issues before they arise, and offer a range of wellbeing and support services for your people— from counselling to legal and financial advice. By combining tailored cover with practical support, we aim to help charities and community organisations thrive and continue making a positive impact where it matters most.

For further information about Zurich's services, please contact our New Business Team:

0800 9179420
enquiries.team@uk.zurich.com
<https://www.zurich.co.uk/charity-insurance>

LEADERSHIP DIARY: A week of decisions, development and dedication

A week of meetings, mentoring, and meaningful reflection at the heart of Blue Cross's hospital operations

IN THIS EDITION OF LEADERSHIP DIARIES, WE STEP INTO THE WEEK OF LOUISE NEWMAN, HOSPITAL LEAD AT NATIONAL PET CHARITY BLUE CROSS. FROM STRATEGIC PLANNING AND TEAM DEVELOPMENT TO EMOTIONAL RESILIENCE AND OPERATIONAL OVERSIGHT, LOUISE'S DIARY OFFERS A CANDID LOOK AT THE REALITIES OF LEADING IN A FAST-PACED VETERINARY HOSPITAL.

MONDAY

My week begins with a scheduled day off. I work nine out of 10 days, and these breaks provide an important opportunity to recharge both physically and mentally.

The demands of hospital leadership can be intense, and I find that having this space helps me return to work with renewed energy and focus for my role.

My husband and I are in the middle of re-landscaping our garden, so we spend the day outside digging, planning, and generally getting our hands dirty.

It is a very different type of work compared to my professional life, and I enjoy the creativity and problem-solving that come with it. Being outdoors, away from emails and meetings, gives me the chance to reset before another busy week in the hospital.

TUESDAY

Back to work. Each day begins with a "stand-up huddle" – a short, focused meeting where the team comes together to share updates, flag any concerns, and set priorities for the day. These huddles are invaluable in a busy hospital environment; they allow us to identify potential issues early and make sure everyone feels



connected to the wider team. Even though they only take a few minutes, they have a big impact on communication and morale.

I spend some time catching up on emails before my weekly agenda-setting meeting for the Operations Working Group.

This meeting takes place every Tuesday and ensures we are fully prepared for Wednesday's session. It provides a structure for the week and keeps our improvement projects moving forward at pace.

Later, I have my 1:1 with my line manager. These meetings are a vital part of my role as they give me the opportunity to reflect on progress, discuss any challenges, and seek support where it is needed.

They also provide accountability, which I value

in such a fast-moving environment.

The rest of the day is a mix of project work and an investigation I am currently leading, including meeting with a witness. Investigations are not always easy, but they are essential for maintaining high standards across the organisation. I also make sure to block some focus time to think, plan, and work through my emails – time that is easily lost if it isn't protected.

WEDNESDAY

Today I chair the Operations Working Group. The group is made up of colleagues from a range of roles across our hospitals, and together we focus on continuous improvement. This includes reviewing and updating our operational SOPs (standard operating procedures) so that we remain aligned with best practice, while also adapting to the evolving needs of our patients and clients.

I value this group enormously because it brings together different perspectives, and often the best ideas come from those working on the frontline. It is a genuinely collaborative space where people feel empowered to contribute and where we can make meaningful improvements that benefit both staff and patients.

In the afternoon, I have a 1:1 with one of my line reports. These meetings are crucial for supporting colleagues, understanding their development goals, and helping them navigate challenges. They also provide a chance to recognise achievements, which is particularly important in what can be a very demanding and emotionally challenging profession.

THURSDAY

Today is our monthly team meeting and training day, which we deliberately set aside as protected time. The pace of hospital work means it is easy to get swept up in daily demands, so having this time allows us to pause, reflect, and focus on development.

We begin with a hospital-wide meeting to

share updates, followed by clinical governance, where we review cases, reflect on outcomes, and identify learning opportunities. The rest of the day is dedicated to training sessions covering both clinical and non-clinical topics. These sessions ensure our teams are continually developing their skills and feel confident in their roles.

I also run a reflective round, similar to a Schwartz round. These sessions give colleagues the chance to share their experiences of the emotional side of veterinary work. Veterinary medicine is hugely rewarding, but it can also be emotionally demanding. Creating space for reflection not only strengthens resilience but also helps us stay connected to the values and purpose that underpin our work.

FRIDAY

My Friday begins with a budget-setting meeting. While not always the most exciting part of my role, these meetings are essential to ensure we are using our resources effectively and planning sustainably for the future.

The rest of the day is dedicated to project work, catching up on emails, and forward planning. I spend time mapping out the week ahead, blocking focus time in my diary so that I can continue to progress strategic projects alongside the operational demands of the hospital.

Looking back, it has been another full and varied week. What I value most about this role is the balance it brings: the operational and strategic work that helps us keep improving, alongside the people-focused leadership that ensures our teams feel supported and empowered.

Every meeting, project, and conversation is ultimately about making sure we can provide the best possible care for our patients and their owners.

That is what motivates me, and what makes even the busiest weeks worthwhile.

Got a diary to share?

If you're a charity leader – CEO, COO, chair, trustee or department head – and would like to document a typical work day, week, or project, please get in touch with Charity Times' deputy editor at: melissa.moody@charitytimes.com

Navigating the narrow path

WRITTEN BY SHAUN LE MESSURIER, CLIENT DIRECTOR, ARC RESEARCH LIMITED,
NOW A PART OF S&P DOW JONES INDICES

Charity portfolios have rebounded since 2022, but diversified DFMs lag concentrated US mega-cap growth as market breadth narrows.

“The essence of investment management is the management of risks, not the management of returns.” – Benjamin Graham

Since the inflation-induced sell-off in 2022, charity investors have enjoyed strong returns. The ARC Sterling Steady Growth ACI, representing charity portfolios with 60–80% risk relative to global equities, has demonstrated a cumulative gain of 23.5% since that point, equivalent to 7.97% annualised to the end of Q3 2025—above its long-term average of 6.2%. However, these returns lag what might have been expected given the typical asset allocation of portfolios with a steady growth risk profile.

To understand why this might have been the case we need to consider several trends that have persisted over this period:

- Mega-cap stocks have dominated returns;
- U.S. equities have outperformed global ex-U.S. markets; and
- Global growth stocks have materially outperformed value.

Global equity returns have been largely driven by a handful of U.S.-listed mega-cap growth stocks. This has resulted in increased concentration within indices such as the S&P World Index, with U.S. equities now comprising 70.7% of global market capitalization, Information Technology

the largest sector at 27.9%, NVIDIA the largest stock with a 5.8% weight, and the top five stocks representing 20.2% of the index¹.

This presents a challenge for DFMs who aim to meet investment objectives while managing risk, typically by constructing diversified portfolios. Many DFMs would argue that the global equity market indices no longer provide a sufficient level of diversification.

But not being invested in line with the indices has been costly. Market breadth has narrowed significantly. In 2023 and 2024, only 26% and 28% of S&P 500 constituents outperformed the index. The gap between average and median returns has also been high, with the average stock performing 4% and 2% better than the median².

While market breadth and concentration risk are important considerations, another factor that has been at play is the domination of stocks that, at least using traditional valuation techniques, might have been deemed over-valued or “too risky.”

The majority of DFMs will employ investment strategies that involve some consideration of valuation. Even those seeking companies with above-average growth prospects may screen for stocks that offer that growth at a reasonable price. Such screens might have excluded many of the top-performing stocks of recent years on



the basis that they are too “expensive,” “volatile” or lack “quality” attributes.

The combination of mega-cap outperformance, domination of the U.S. market, and underperformance of “cheaper” stocks has resulted in a challenging environment for active managers, especially those targeting a higher level of diversification than that offered by the headline indices.

While recent conditions have not rewarded traditional active investment or risk management approaches, the role of the DFM is not to outperform in every market condition, nor to mirror the returns of concentrated indices if doing so would be at odds with their stated investment style. Their primary responsibility is to manage risk in alignment with their clients’ investment objectives. This possibly means constructing portfolios that are more diversified across asset classes, geographies, sectors and individual securities than indices may dictate—even when such diversification runs the risk of temporarily lagging the performance of those more concentrated benchmarks.

As Benjamin Graham wisely observed: “The essence of investment management is the management of risks, not the management of returns.”

¹Source: S&P Dow Jones Indices LLC. Data as of Sept. 30, 2025.

²Source: S&P Dow Jones Indices LLC, Factset. Data as of June 30, 2025. Past performance is no guarantee of future results.

| Multi-Asset Funds | Investment Manager | Fund Size (£m) | Cash % | Bond % | Equities | |
|--|--------------------|----------------|--------|--------|----------|--------|
| | | | | | UK % | Intl % |
| Barclays Charity Fund | Barclays | 250.1 | 1.6 | 16.9 | 18.7 | 53.1 |
| Armed Forces Charities Growth & Income Fund | BlackRock | 406.4 | 5.8 | 21.1 | 1.9 | 57.5 |
| Catholic Charities Growth & Income Fund | BlackRock | 152.9 | 6.2 | 20.6 | 1.2 | 58.6 |
| Charities Growth & Income Fund | BlackRock | 134.3 | 14.4 | 10.5 | 1.5 | 58.3 |
| IFSL CAF ESG Cautious | LGT WM for CAF | 24.3 | 10.7 | 43.1 | 6.7 | 31.4 |
| IFSL CAF ESG Income & Growth | LGT WM for CAF | 106.6 | 5.8 | 25.5 | 16.8 | 48.2 |
| IFSL CAF ESG Growth | LGT WM for CAF | 95.2 | 3.6 | 15.3 | 16.9 | 60.3 |
| Charity Multi-Asset Fund | Cazenove | 802.0 | 4.1 | 8.5 | 0.0 | 74.5 |
| Sustainable Charity Multi-Asset Fund | Cazenove | 2618.0 | 3.9 | 9.8 | 0.0 | 73.6 |
| Catholic Investment Fund | CCLA | 221.3 | 4.1 | 8.7 | 9.0 | 62.5 |
| CBF Church of England Investment Fund | CCLA | 2084.3 | 1.8 | 10.8 | 8.5 | 62.2 |
| COIF Charities Ethical Investment Fund | CCLA | 2219.5 | 2.0 | 10.6 | 8.5 | 63.0 |
| COIF Charities Investment Fund | CCLA | 3663.6 | 1.9 | 10.3 | 8.8 | 62.4 |
| Epworth Multi Asset Fund for Charities | Epworth | 55.4 | 4.0 | 10.3 | 9.9 | 60.7 |
| M&G Charity Multi Asset Fund | M&G | 248.6 | 1.2 | 25.3 | 29.3 | 40.6 |
| Newton Growth & Income Fund for Charities | Newton | 659.6 | 3.1 | 16.7 | 32.2 | 48.1 |
| Newton Ethically Screened Fund for Charities | Newton | 54.1 | 0.7 | 15.0 | 25.0 | 57.3 |
| Newton Growth & Income Fund (Responsible) | Newton | 102.5 | 1.9 | 14.9 | 17.8 | 63.3 |
| Global Income & Growth Fund for Charities | Quilter Cheviot | 187.8 | 3.4 | 17.9 | 19.4 | 50.3 |
| Active Income and Growth Fund for Charities | Rathbones | 223.6 | 4.9 | 18.6 | 16.4 | 48.8 |
| Core Investment Fund for Charities | Rathbones | 261.2 | 5.2 | 12.5 | 7.7 | 68.1 |
| Charity Assets Trust | Ruffer | 542.2 | 2.8 | 58.4 | 11.7 | 14.3 |
| Sarasin Climate Active Endowments Fund | Sarasin & Partners | 395.4 | 1.5 | 9.9 | 3.7 | 71.0 |
| Sarasin Endowments Fund2 | Sarasin & Partners | 2260.7 | 1.8 | 8.4 | 5.7 | 69.0 |
| Sarasin Income & Reserves Fund2 | Sarasin & Partners | 87.5 | 3.6 | 58.6 | 1.9 | 22.9 |
| Trojan Fund | Troy | 5022.9 | 2.4 | 43.7 | 10.4 | 31.1 |
| Waverton Charity Growth & Income Fund | W1M | 137.0 | 3.6 | 17.3 | 4.1 | 64.0 |

| Peer Group Indices ¹ | | | | | | |
|---------------------------------------|-----|---|------|------|------|------|
| Sterling Cautious Charity Index | ARC | - | 29.8 | 45.0 | 6.0 | 11.4 |
| Sterling Balanced Asset Charity Index | ARC | - | 10.0 | 29.1 | 9.9 | 28.2 |
| Sterling Steady Growth Charity Index | ARC | - | 2.6 | 20.2 | 13.7 | 41.1 |
| Sterling Equity Risk Charity Index | ARC | - | 0.0 | 17.5 | 20.5 | 46.0 |

| Market Indices ¹ | |
|-----------------------------|---------|
| UK Equities | iShares |
| International Equities | iShares |
| UK Sovereign Bonds | iShares |
| UK Corporate Bond | iShares |
| UK Property | iShares |
| Cash | - |

| Property % | Other % | Last Quarter | Last 12 Months | YTD 2024 | Last 3 Years | Last 5 Years | Last 10 Years |
|------------|---------|--------------|----------------|----------|--------------|--------------|---------------|
| 3.7 | 6.0 | 5.7 | 8.7 | 8.2 | 29.1 | 42.3 | 107.4 |
| 0.0 | 13.7 | 6.9 | 12.3 | 8.5 | 25.0 | 36.4 | 104.6 |
| 0.0 | 13.4 | 7.0 | 11.9 | 7.9 | 26.2 | 37.8 | 104.9 |
| 0.0 | 15.3 | 6.4 | 7.9 | 5.5 | 21.1 | 28.0 | - |
| 0.0 | 8.2 | 1.3 | 2.4 | 3.2 | 11.5 | - | - |
| 0.0 | 3.8 | 3.5 | 5.0 | 4.5 | 26.4 | - | - |
| 0.0 | 3.9 | 4.2 | 5.5 | 4.2 | 28.2 | - | - |
| 4.6 | 8.3 | 6.1 | 13.8 | 7.7 | 29.7 | 43.5 | 99.3 |
| 3.3 | 9.4 | 5.6 | 7.3 | 6.2 | 26.6 | 41.6 | - |
| 5.4 | 10.3 | 0.0 | (2.0) | (1.9) | 15.5 | - | - |
| 4.6 | 12.1 | 1.2 | (0.9) | (1.2) | 17.3 | 31.5 | 135.5 |
| 4.9 | 11.0 | 0.0 | (1.9) | (2.6) | 16.9 | 28.6 | 123.5 |
| 4.8 | 11.8 | 0.5 | (1.6) | (2.4) | 15.7 | 30.0 | 124.2 |
| 3.7 | 11.6 | 4.2 | 3.5 | 0.8 | 21.6 | 32.1 | - |
| 1.4 | 2.2 | 4.6 | 8.8 | 9.4 | 33.4 | 60.9 | 99.8 |
| 0.0 | 0.0 | 3.9 | 9.4 | 8.7 | 34.8 | 57.3 | 137.1 |
| 0.0 | 2.0 | 4.5 | 6.8 | 6.6 | 28.6 | 45.2 | 124.2 |
| 0.0 | 2.1 | 4.9 | 8.7 | 6.3 | 29.5 | 41.6 | 117.8 |
| 2.6 | 6.4 | 4.3 | 7.6 | 7.2 | 32.7 | - | - |
| 3.6 | 7.7 | 5.2 | 9.4 | 8.3 | 29.6 | 38.2 | 96.2 |
| 1.5 | 5.1 | 3.3 | 5.6 | 2.6 | 22.7 | 31.6 | - |
| 0.0 | 12.9 | 2.8 | 6.3 | 10.6 | 2.2 | 28.1 | 56.0 |
| 3.2 | 10.7 | 3.6 | 5.1 | 3.3 | 29.6 | 31.3 | - |
| 3.7 | 11.4 | 3.8 | 6.0 | 3.8 | 31.1 | 33.3 | 103.1 |
| 0.0 | 13.0 | 2.2 | 4.6 | 4.5 | 18.2 | 1.2 | 30.7 |
| 0.0 | 12.4 | 3.2 | 7.3 | 5.8 | 16.3 | 26.0 | 77.1 |
| 2.2 | 8.8 | 7.8 | 12.4 | 10.7 | 40.5 | 49.7 | - |

| | | | | | | | |
|-----|------|-----|-----|-----|------|------|------|
| 0.8 | 7.0 | 1.4 | 4.9 | 4.2 | 15.1 | 11.5 | 27.8 |
| 5.8 | 16.9 | 3.5 | 6.5 | 5.9 | 22.7 | 26.4 | 60.7 |
| 5.6 | 16.8 | 4.4 | 7.2 | 6.1 | 27.3 | 34.8 | 83.2 |
| 4.9 | 11.1 | 4.6 | 7.5 | 6.1 | 29.7 | 40.6 | 94.4 |

| | | | | | | | |
|--|--|-------|--------|------|------|--------|--------|
| | | 7.5 | 17.4 | 17.6 | 50.8 | 90.4 | 124.6 |
| | | 9.2 | 16.9 | 9.3 | 57.2 | 87.5 | 266.4 |
| | | (0.6) | (1.3) | 1.9 | 3.8 | (25.8) | (5.5) |
| | | 0.7 | 3.6 | 3.9 | 23.2 | (6.9) | 26.3 |
| | | (6.0) | (11.0) | 4.4 | 5.3 | (0.3) | (19.5) |
| | | 1.0 | 4.5 | 3.3 | 14.6 | 15.4 | 18.3 |

Key

The asset allocations presented are based on estimates provided by ARC. The estimates are calculated using statistical methods that attempt to derive a model portfolio whose historical returns most closely match the actual AIC results.

To advertise in Suppliers Directory contact Camilla Capece +44 (0)20 7562 2438

ASSOCIATIONS

acevo
imagine, inspire, improve

ACEVO

71-75 Shelton Street
London
WC2H 9JQ
T: 020 7014 4600
E: info@acevo.org.uk
W: www.acevo.org.uk
X: @ACEVO

The Association of Chief Executives of Voluntary Organisations (ACEVO) supports members by providing access to:

- Third sector leadership and governance resources to support boards and senior management teams
- Information, publications and reports on key third sector issues
- Conferences, courses and networking opportunities to enhance skills and build knowledge
- Dedicated helplines and support services such as CEO in Crisis - a service for third sector CEOs facing disputes with their board.

ACEVO also works hard to ensure its members voice is heard by opinion formers and influencers at the highest level.

**Charity Finance Group**

Working remotely across the UK
T: +44 (0)845 345 3192
E: info@cfg.org.uk
W: www.cfg.org.uk/

Charity Finance Group (CFG) supports thousands of charity finance professionals at every level with tools, knowledge and resources to further their positive impact.

As a membership community, CFG works alongside charitable organisations of all sizes to fulfil three key aims:

- Be the go-to body for charity finance
- Influence the sector through policy and advocacy
- Bring finance experts and peers together

With membership benefits ranging from events, training and CPD, to 1-to-1 helplines and mentoring schemes and more, there's something for everyone.

BANKING

**Reliance Bank**

Reliance Bank Limited,
Faith House,
23 - 24 Lovat Lane,
London,
EC3R 8EB
T: 020 7398 5400
E: businessaccounts@reliancebankltd.com

Reliance Bank has been at the forefront of social impact banking since 1890 when we were founded as The Bank for The Salvation Army.

Reliance Bank delivers positive societal outcomes aligned to the mission of The Salvation Army. For that reason, Reliance Bank aligns its lending policies to the United Nations' Sustainable Development Goals - a blueprint to help reduce poverty, protect the

planet's future and improve lives.

Our customer's deposits are used to provide funding to organisations that provide social care, affordable housing projects, food banks and treatment centres that help people affected by gambling-related harm. We call it Giving Money Meaning.

<https://www.reliancebankltd.com/>

**Unity Trust Bank plc**

Nine Brindleyplace
Birmingham
B1 2HB
T: 0345 140 1000
E: us@unity.co.uk

Looking for a bank that **understands** your charity?

Unity Trust Bank was rated No.1 for Sector Knowledge in an independent charity banking survey (2014) and was also rated top for Relationship Managers, Fees and Charges and Meeting Expectations.

Currently, around 7,000 charities bank with Unity and over 50% of our lending last year was to charitable organisations.

Established in 1984, positive social impact and financial sustainability were part of our founding principles. Today, more than 30 years later, they remain core to what we stand for.

If you're a charity, look no further – **we're on the same page.**

FINANCIAL SERVICES

**King & Shaxson Asset Management**

1st floor, 155 Fenchurch St
London, EC3M 6AL
Harry Thompson
T: 0207 426 5960
E: harry.thompson@kasl.co.uk
W: www.kingandshaxsonethical.co.uk
King & Shaxson Asset Management Limited (FCA Reg. No. 823315) is authorised and regulated by the Financial Conduct Authority.

Portfolio Management - investing for positive change

We have been supporting trustees since 2002 in constructing bespoke portfolios, with a specific focus on ESG and sustainability. Our strong heritage and broad team dynamic (which includes a charity trustee as CEO) means we have a sound understanding of how to align capital with charities' missions by

investing in companies that positively contribute solutions to social or environmental issues.

Cash Management – enhancing returns

The origins of King & Shaxson date back to 1866, and to this day, we continue to play an integral part in money markets. Our privileged position provides direct access to the primary treasury bill market for our clients, allowing us to enhance the returns on cash, which until recently, has often been an overlooked asset class.

To advertise in Suppliers Directory contact Camilla Capece +44 (0)20 7562 2438

Financial Software



iplicit
PATCH, 1st Floor at Bobby's,
2-12 Commercial Rd,
Bournemouth BH2 5LP
T: 0207 729 3260
E: info@iplicit.com
W: www.iplicit.com

Designed to fit around how you work, iplicit gives you the freedom to manage finances from anywhere, with real-time reporting and automation that saves hours every week.

Over a third of our customers are charities who trust us to keep them in control and focused on their mission.

Key features include:

- SORP/SOFA Reporting
- Group and Partial VAT
- Multi-entity and multi-currency management
- Project, grant and fund reporting
- Integrations with donor, grant, membership and CRM systems

FUNDING



PayPal Giving Fund

Whittaker House,
 Whittaker Ave,
 Richmond, Surrey
 TW9 1EH, UK
W: paypalgivingfund.org.uk

PayPal Giving Fund is a registered charity (No. 1110538) that raises millions of pounds each year to benefit UK charities. We enable people to give through programmes operated by PayPal, eBay, Humble Bundle and other leading internet businesses. PayPal Giving Fund receives funds donated through these platforms and seeks to grant them to charities recommended by donors.

Contact us at: info@paypalgivingfund.org

INVESTMENT MANAGEMENT



Charles Stanley & Co. Limited

55 Bishopsgate London EC2N 3AS
Nic Muston - Director of
Private Clients & Charities
E: nicholas.muston@charles-
stanley.co.uk
T: 020 7149 6610
Robert Winterton - Business
Development Executive
- Charities, Intermediary Sales
E: robert.winterton@charles-
stanley.co.uk
T: 020 7149 6265
www.charles-stanley.co.uk

A personal service shaped around you

- We currently manage £24.9bn* across a broad range of clients
- Of which our Charity team manage £1.56bn* on behalf of over 800 charities
- We provide a bespoke solution for each client, as well as a direct relationship with a dedicated fund manager
- We use a distinctive investment approach within a robust risk framework as well as offering environmental, social and governance screening
- We work closely with our clients supporting them by providing both policy guidance and trustee training
- With our 20 regional offices we are close by to support your needs *as at 31/12/17

Investment involves risk, investors may not get back what they originally invested. Charles Stanley & Co. limited is authorised and regulated by the Financial Conduct Authority.



EdenTree Investment Management Ltd

24 Monument Street
London
EC3R 8AJ
Philip Baker
Head of Institutional Business
Development
T: 0800 032 3778
E: charities@edentreeim.com
W: edentreeim.com

Profit with principles

That is what we aim to deliver. We believe that a company's business activity, it's environmental and community impact and the way it interacts with its stakeholders can all positively contribute to returns. This is why these factors are integral to our responsible investment process and why EdenTree Investment Management has won numerous awards for its performance.

Call us to discuss how investing responsibly will benefit your charity, learn how our charitable ownership helps us see things from your perspective and how your investment can make a real difference.

EdenTree Investment Management Ltd is authorised and regulated by the Financial Conduct Authority.



Epworth Investment Management Limited

9 Bonhill Street, London
EC2A 4PE
Mark O'Connor
Head of Business Development
T: 020 7496 3639
E: mark.oconnor@
epworthinvestment.co.uk

Christian Ethical Investment – for Churches and Charities

We are dedicated to serving the needs of Churches and Charities, currently managing around £1.3bn.

What makes us different is how we do it. Our Christian ethical approach looks to identify sustainable companies with attractive return prospects. We then

engage to positively influence their behaviour and ensure they are acting in a responsible way.

For good returns that faithfully meet your ethical requirements, please get in touch.

Epworth Investment Management Limited ("Epworth") is authorised and regulated by the Financial Conduct Authority (Registered number 175451). Data as at 31/12/20.

To advertise in Suppliers Directory contact Camilla Capece +44 (0)20 7562 2438

INVESTMENT MANAGEMENT



**M&G Investments,
M&G Charities Department**

**PO Box 9038, Chelmsford
CM99 2XF**

T: Richard Macey 020 7548 3731

or James Potter 020 7548 3882

E: charities@mandg.co.uk

W: www.mandg.co.uk/charities

With M&G, you're free to choose from two specialist pooled funds for charities, Charifund and Charibond, or alternatively, invest across our wide range of OEIC funds.

We've been managing charitable funds for over 55 years and now look after £1.4

billion* for charities – making us one of the largest and most experienced managers of these funds in the UK. The value of investments will fluctuate, which will cause fund prices to fall as well as rise and you may not get back the original amount you invested.

*As at 31.03.2016. Issued by M&G Securities Limited who is the fund manager and registered in England No. 90776. The registered office is Laurence Pountney Hill, London EC4R 0HH. M&G Securities Limited is authorised and regulated by the Financial Conduct Authority. Charibond's charity registered number is 271815, and Charifund's charity registered number is 249958.



**Newton Investment
Management**

Sarah Dickson

Newton Investment

Management Ltd

BNY Mellon Centre

160 Queen Victoria Street

London EC4V 4LA

T: +44 (0)20 7163 2224

E: sarah.dickson@newtonim.com

Unlocking opportunity for charities

Our purpose at Newton is to unlock investment opportunity so that our clients achieve their goals in the vibrant world we all want to see.

We are a trusted long-term partner to charities and have a strong track record

of supporting them in achieving their goals through active, multidimensional and engaged investment. We manage a range of strategies for charities, including charity-focused pooled funds, sustainable funds, and segregated portfolios.

www.newtonim.com/uk-charities

Your capital may be at risk. The value of investments and the income from them can fall as well as rise and investors may not get back the original amount invested. This is a financial promotion.



QUILTER CHEVIOT
INVESTMENT MANAGEMENT

Quilter Cheviot

Contact: Charles Mesquita

One Kingsway

London

WC2B 6AN

T: +44 (0)20 7150 4000

E: charities@quiltercheviot.com

W: quiltercheviot.com

How do you navigate investment challenges & opportunities?

- Over £1.7 billion of charity assets under management (as at 30/06/2017)
- Support for the sector: charity seminars, bespoke investment training, ethical investment expertise and knowledge guides

When it comes to investment, we help charities by thinking beyond the obvious.

Quilter Cheviot Limited is authorised and registered by the Financial Conduct Authority



**Rathbones Investment
Management**

8 Finsbury Circus,

London EC2M 7AZ

For further information please contact:

Natalie Yapp

E: natalie.yapp@rathbones.com

T: 020 7399 0128

W: rathbones.com/charities

Rathbones welcomes charities of all shapes and sizes We like to work in partnership with our charity clients which means you will have direct access to the person managing your charity's investments, resulting in a portfolio that accurately meets your needs and is as individual as your charity.

Key facts

- £6 billion of charitable funds under management
- Over 1,900 charities
- Segregated or pooled investment
- Dedicated team of charity investment specialists
- A history grounded in philanthropy

All figures as at 30 September 2023

Rathbones Investment Management Limited is authorised by the Prudential Regulation Authority and regulated by the Financial Conduct Authority and the Prudential Regulation Authority



Ruffer LLP

80 Victoria Street

London

SW1E 5JL

For more information contact:

Ajay Johal - Investment

Manager

T: +44 (0)20 7963 8040

F: +44 (0)20 7963 8175

E: ajohal@ruffer.co.uk

At Ruffer, we have a distinctive approach to investing which we believe is well suited to the needs and goals of charities and their trustees. We focus on delivering 'all-weather' investment returns, protecting and growing the value of our clients' assets throughout the market cycle. This approach has protected and grown charity portfolios through the recent covid-19 market shock.

At Ruffer our offering for charities include:

- Dedicated charity team
- Pooled ethical fund incorporating restrictions
- SG fully integrated into our investment process
- Segregated or pooled offerings for charities
- Proven track record in producing a genuinely diversified approach for charities

Ruffer manages £21bn to include approximately £1.5bn for charities.

Ruffer LLP and Ruffer AIFM Limited are authorised and regulated by the Financial Conduct Authority. Please note that the Charity Assets Trust is an unregulated collective investment scheme (UCIS) available only to eligible charities.

To advertise in Suppliers Directory contact Camilla Capece +44 (0)20 7562 2438

INVESTMENT MANAGEMENT



Sarasin & Partners LLP
Juxon House
100 St Paul's Churchyard
London EC4M 8BU
Contact: John Handford
T: 020 7038 7268
F: 020 7038 6864
E: john.handford@sarasin.co.uk
W: www.sarasinandpartners.com

Sarasin & Partners manages approximately 433 charities* with over £6.6 billion in charitable funds*, representing over 48% of the firm's total Assets under Management. We also manage investments for UK private clients, pension funds, and other institutions with total funds under management of £13.9 billion* (*as at 30.06.2019).

Our particular expertise is determining and reviewing the appropriate mix of asset classes suitable to meet the circumstances of each charity.

We are well known for our commitment to education having trained over 5,000 trustees. The reference for this training is our Compendium of Investment.

Sarasin & Partners LLP is a limited liability partnership incorporated in England and Wales with registered number OC329859 and is authorised and regulated by the Financial Conduct Authority.



Smith & Williamson
25 Moorgate
London
EC2R 6AY
Contact: Sharon Hanshaw
T: 020 7131 8214
w: www.sandwcharities.com

Smith & Williamson is an independently-owned financial and professional services group, with 1700 people across 12 principal offices in the UK and Ireland.

We are a leading provider of discretionary investment management services to private clients, charities and corporates and have around £20.4bn of assets under management and advice (as at 31 December 2017).

Smith & Williamson LLP is regulated by the Institute of Chartered Accountants in England and Wales for a range of investment business activities. Smith & Williamson Investment Management LLP is authorised and regulated by the Financial Conduct Authority.



UBS
5 Broadgate
London EC2M 2AN
Tom Dupernex- Head of Charities
E: tom.dupernex@ubs.com
T: +44 207 567 0241
W: www.ubs.com/charities-uk

Charity focused, performance driven

Access all the investment insight and guidance your charity needs through our dedicated team of experts, structured and ethical investment process and worldleading research.

The value of your investments may fall as well as rise as a result of market and currency fluctuations. You may not get back the amount you invested.

Authorised and regulated by Financial Market Supervisory Authority in Switzerland. In the United Kingdom, UBS AG is authorised by the Prudential Regulation Authority and is subject to regulation by the Financial Conduct Authority and limited regulation by the Prudential Regulation Authority. Details about the extent of our regulation by the Prudential Regulation Authority are available from us on request.



Waverton Investment Management
16 Babmaes Street
London
SW1Y 6AH
Contact: Kitty Burnford
T: 020 7484 7485
E: charities@waverton.co.uk
W: www.waverton.co.uk/charities

High quality investment solutions for charities

Charities, universities and other not-for-profit institutions have valued the personalised service and high quality investment solutions that Waverton has delivered since its inception in 1986. We understand the complex matters that charities and institutions face. That is why we would work in partnership with you, to ensure that your investments are aligned with your organisation's objectives and aims.

Waverton offers:

- A dedicated charity team
- An open and personalised service
- Pooled or segregated solutions
- Ethical investing and bespoke screens
- Institutional investment approach
- Trustee training and guidance

Waverton Investment Management Limited is authorised and regulated by the Financial Conduct Authority. The value of investments can fall as well as rise and you may get back less than originally invested.

PROMOTIONAL MERCHANDISING



4imprint
5 Ball Green
Manchester
M32 0QT
T: 0800 055 6196
E: sales@4imprint.co.uk
W: www.4imprint.co.uk

4imprint make ordering printed products quick and simple! And what's more we back up our magnificent product range with our water-tight 'no quibble' guarantees!

It's simple. We guarantee you'll be 100% satisfied with your order, you won't find a lower price elsewhere and that if your event is missed because we don't dispatch in time then it'll be FREE!

We're here to guide you every step of the way! Ordering online is simple and secure; but if online isn't your thing, please drop us an email sales@4imprint.co.uk or call us on 0800 055 6196 and we'll get right back to you with the information you need.

We're the glue  that
connects HR, payroll, and
finance  which lets you
make better, smarter,
and faster decisions 

Go, you 

Unlock a seamless world of
work with our market-leading
HR, payroll and finance software.



MHR

The science behind
a new world of work

Discover more at mhrglobal.com