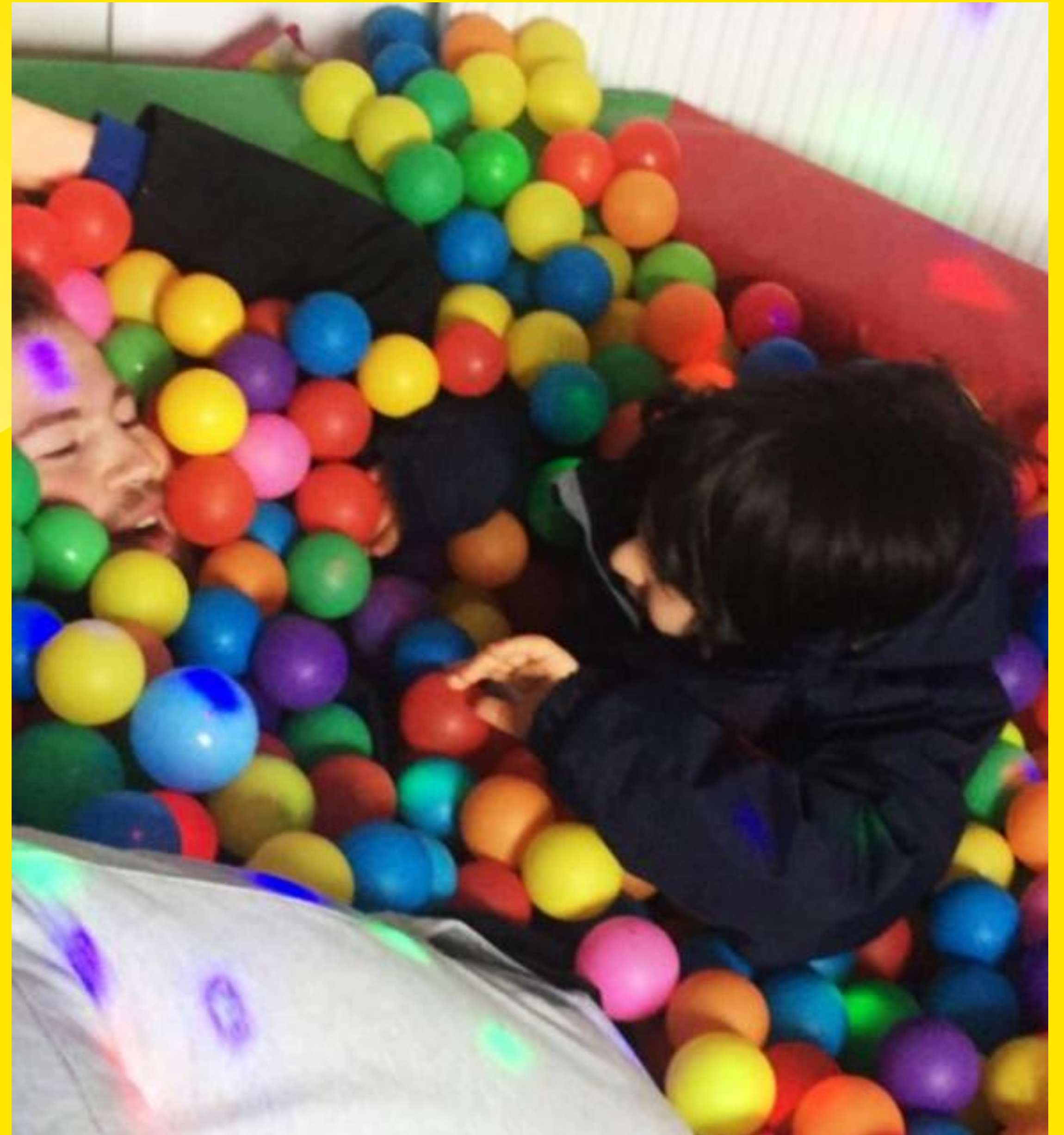


Help us... to do more for your world

Trustee Recruitment Pack

Spring 2025

pilotlight



Welcome and overview

Welcome

Thank you for exploring the opportunity to join us as a Trustee at Pilotlight.

We are a charity built on the simple but powerful idea that when people share skills across sectors, everyone benefits. We create partnerships that spark ideas, unlock potential, and deliver lasting impact – business leaders learn new perspectives; charities build their capacity; communities feel the difference.

Our Trustees are at the heart of this – offering guidance, sharing insights, and championing a culture of learning and collaboration. We are excited to welcome individuals who care deeply about making a positive impact and who value bringing people together across backgrounds and experiences.

If you're ready to use your skills to help others grow, and to grow yourself along the way, we would be delighted to hear from you.



Alison Forrestal, Chair, Pilotlight

About Pilotlight



How did we start?

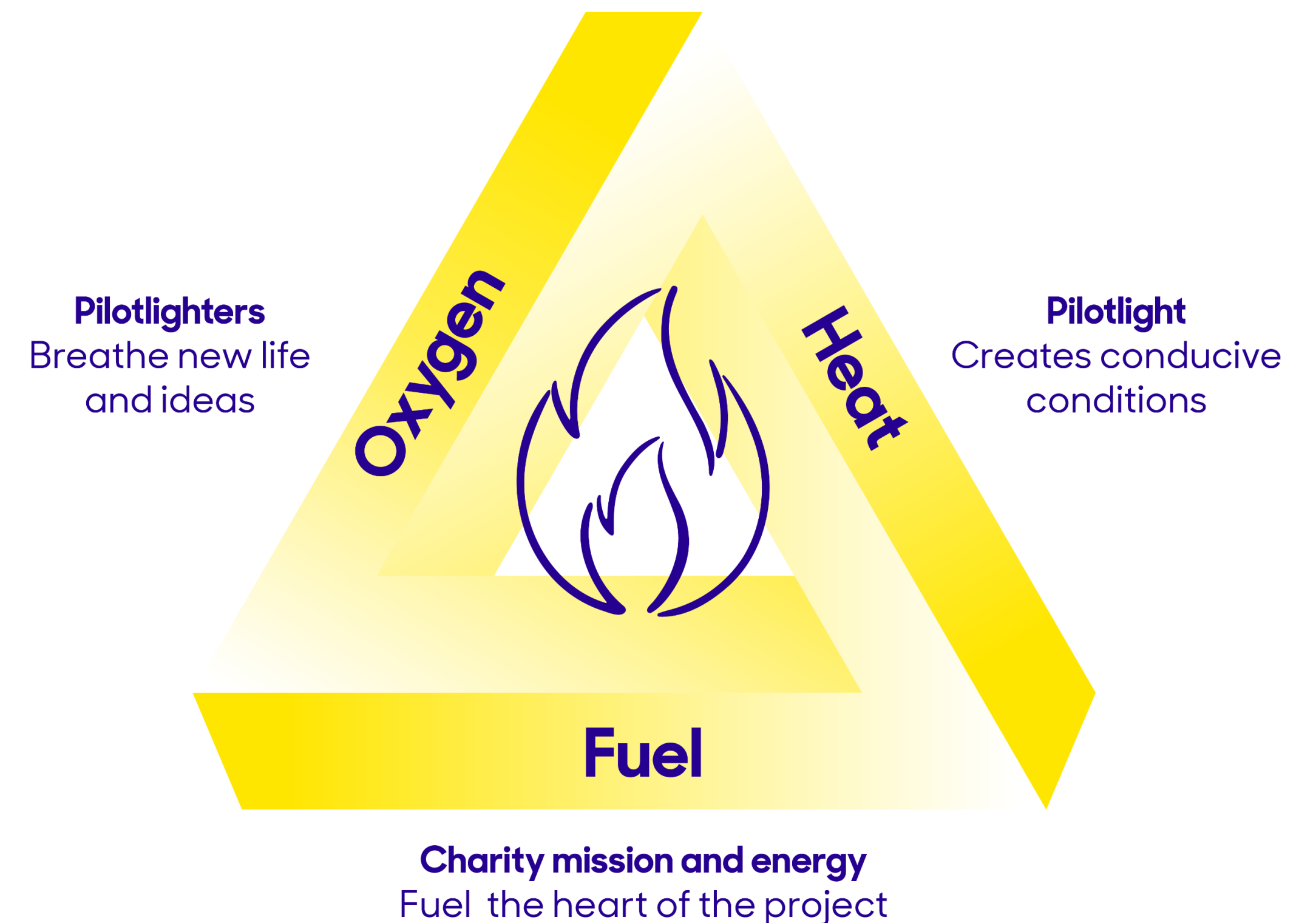
"I wanted to bring new people to the table," is how Jane Tewson CBE, a celebrated social entrepreneur, describes her decision to set up Pilotlight in 1996, with a founding motto that 'great causes deserve great talent'.

This remains our watchword today as we connect people from the worlds of business and charity, to learn from each other alongside contributing directly to the vital work of charities in tackling pressing societal needs.

Our Vision: A fairer, more sustainable society where partnerships between business and charity unlock the potential of people and organisations to ignite lasting social impact.

Our Mission: To facilitate and promote the sharing of professional skills to promote learning and enable charities to help more people.

What do you need to start a fire?



Where are we now?

We have developed an outstanding reputation of skills-based volunteering, bringing leaders from business and charities together to do more for their world.

Volunteering is traditionally philanthropic in nature. We have championed a new model, which is the practice of volunteering as a carefully curated form of learning. We believe that this new model is ready to scale up.

Charities of course have always learned from skilled volunteers, who bring professional skills to help. **Seven out of ten charities are looking for skilled volunteers to help them to do good.**

In our programmes, we have been able to demonstrate how business participants leave with stronger interpersonal skills. These are vital 'power skills' that businesses value.



What difference are we making?

Our activity and reach in 2024

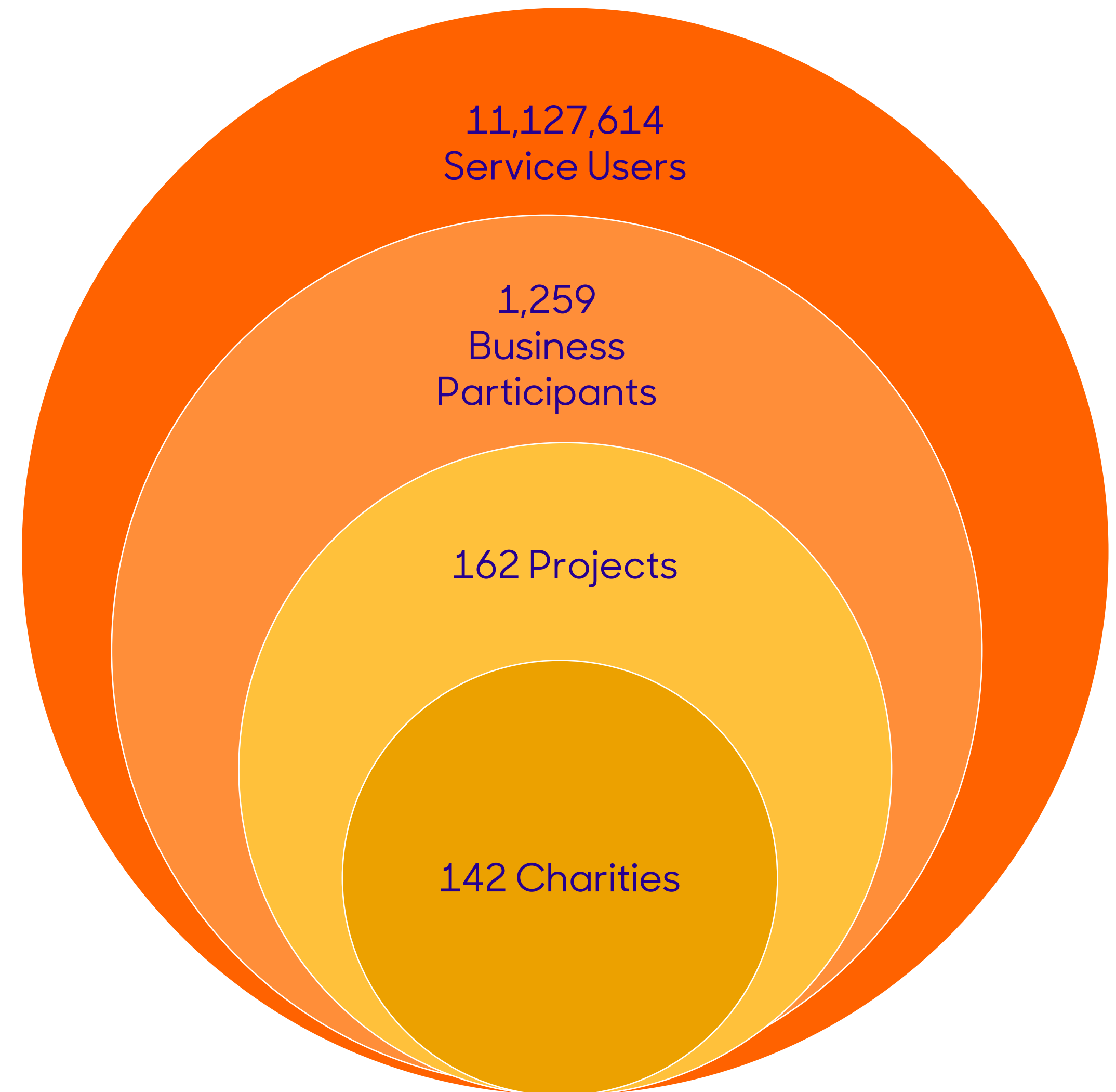
In 2024, Pilotlight worked with **1,259** business participants on **162 projects**, delivering support to **142 unique** charities.

In turn, these charities support over **11 million people**.

This has been a record-breaking year for Pilotlight in terms of the number of business participants – our 'Pilotlighters' – we were able to engage.

Four out of five business participants (78%) reported that as a result they were more confident in applying their expertise in new ways.

Since it was founded, Pilotlight has delivered **1,588 projects** to **1,323 charities**.



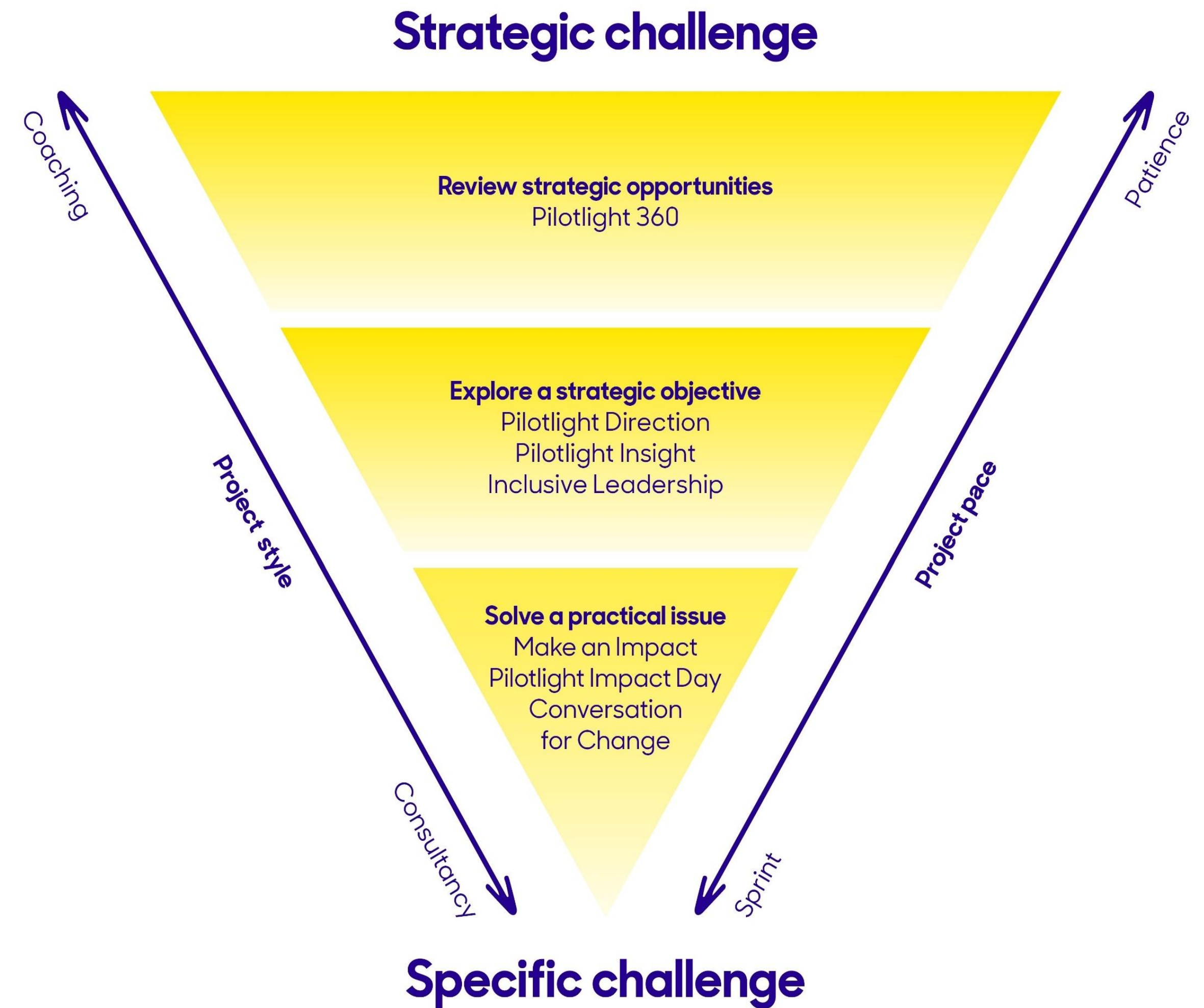
Our services

Empowering partnerships

Our experiential learning and skilled-volunteering programmes are a progressive power shift that moves away from the traditional model of skills going one way.

Whether we're delivering at pace or over the long-term, we have the expertise to help people learn through the experience of skills-based volunteering, from business and from charities.

Through this, employees can make a difference to societal issues by supporting charities, equipping them with skills and insights they need to thrive.



Business as a force for good

Empowering business

We fundamentally believe that business can be a force for good in the world.

Our skilled-volunteering and experiential learning programmes develop employees whilst they give back to society.

By supporting 'for-impact' organisations in this way, employees hone existing skills, practice new ones and develop fresh perspectives, which they will bring back to their roles.

These experiences not only enrich day-to-day work but extend far beyond, creating a win:win:win: for employees, for business and society at large.



Morgan Stanley



BLACKROCK



Charities as a force for good

Empowering charities

Alongside our learning outcomes for business participants, we measure the extraordinary impact for the charities we support.

As a registered charity ourselves, measuring and evaluating our impact is hard-wired into everything we do.

Our goal is to help charities to be more effective. From tackling homelessness and supporting young people through to making a difference on health and environmental sustainability, this is what we do.

"Even if someone offered me a blank cheque I'd still go for my team of Pilotlighters."

Celine Sinclar, CEO, Pilotlight Partner Charity The Yard



DEAF WORLD
Creating Change



NSPCC



Helping charities to be more effective

The difference we make through supporting charities is one that has been independently verified.

An external evaluation of our work over ten years, in partnership with the Garfield Weston Foundation, found that the benefits to charities are overwhelmingly positive and long-lasting.

The comprehensive nature of our Pilotlight 360 programme means that the earliest charities, from up to ten years ago, are still experiencing positive outcomes today, just as more recent charities are.

Outcome for Charities	Experienced At Some Point	Continues To This Day
More operationally fit	96%	83%
Clearer on the organisation's purpose	91%	77%
Have more effective leadership (senior staff and Board)	98%	77%
Better able to deliver impact	91%	69%
Better able to identify external threats and opportunities	92%	69%
Better able to communicate impact	89%	64%
More financially fit	82%	57%

Case study 1 – tackling homelessness in Edinburgh

Rowan Alba supports some of the most vulnerable people affected by homelessness in Edinburgh. The charity's most significant challenge is securing good quality accommodation in Edinburgh. CEO Helen Carlin came to Pilotlight to explore a suitable investment model to buy accommodation and attract new investors.

With our longstanding partner business **Barclays**, we supported a team to address this challenge. The Pilotlighters reviewed the viability of Helen's investment model, researched and scoped out risks and helped to identify the charity's unique selling point.

Everyone learned from the process and the outcome has been wonderfully practical. In line with the findings, **Rowan Alba** established a community benefit society, which has purchased and reconditioned a property to provide long-term accommodation for former homeless people.



"I was led to question my assumptions around different possibilities for our future."

Helen Carlin, CEO & Founder, Rowan Alba

Case Study 2 – developing leadership skills in business

We have worked with **Wellington Management Company** to co-create the **Wellington Leadership Development Programme** with participants from the US, APAC, and the UK.

Key takeaways for business participants from this, working with a range of charities, included:

- 66% reported increased confidence in translating a client's vision into actionable steps.
- 72% reported increased confidence across all problem-solving and critical thinking competencies.
- 100% satisfaction with feeling included and 97% satisfaction with the ability to express views.



*"I've definitely learned a lot by **being exposed to a real business strategy challenge** and working with colleagues who are new to me **across the business**. I think those personal connections will be as useful as the skills gained."*

Participant, Wellington Management

What they say about us

"These provide much-needed skills for worthy causes while giving participating employees a chance to contribute to society, bolster their CVs and feel good about themselves." **The Times, on Pilotlight**

"The excellent example of Pilotlight... in matching skills to the charities that need them." **Pro Bono Economics**

"This programme gave our future leaders a valuable opportunity to step back from their roles... and develop a strategic, big-picture mindset." **Raelene Kaminski, Talent Development Director, Wellington Management**

"We had an amazing experience with Pilotlight 360 programme and whilst they say that lightning doesn't strike in the same place twice, I can tell you it does because our Pilotlight Insight programme has also been game changing." **Duncan Craig OBE, CEO, We are Survivors**



"It was undoubtedly the intervention that's had the biggest impact on our organisation in the whole time that we've existed." **Survey response, Charity Leader, 2025**

Our strategy



Empowering Partnerships – our strategy to 2030

Vision

A fairer, more sustainable society where partnerships between business and charity unlock the potential of people and organisations to ignite lasting social impact.

Our Goal

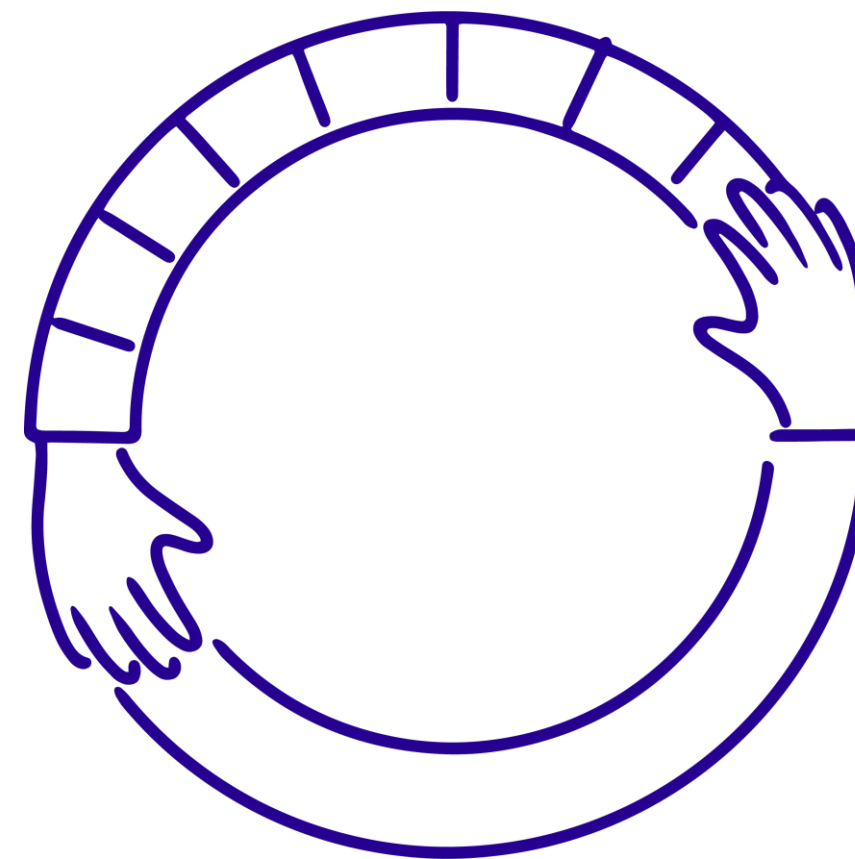
By 2030, we aim to double the number of skills sharing projects that we run, strengthening the resilience and impact of charities we work with and creating value for businesses by enabling their employees to give back and grow their interpersonal and leadership skills.

By doing this, we will reach an annual level of:

1. 280 charity projects
2. 2,500 skilled volunteers
3. 15 strategic business partnerships.

Mission

To facilitate and promote the sharing of professional skills to promote learning and enable charities to help more people.



"While the world grows more apart, Pilotlight has spent 30 years refining a model to bring people together across the divides of business and charity."

Values

- We bring people together
- We believe in potential
- We aim high.

Key Initiatives

- Partner with over 500 charities
- Three primary service lines: events, consultancy & coaching
- Innovation: leadership development, SME & individual Pilotlighters, offer for corporate foundations
- Our brand proposition: learning by doing good
- Financial balance, positive margins on services.

Key Enablers

- Data;
- Impact measurement
- Resource planning
- Systems
- Culture
- Marketing.

Meet the Board

As at the time of recruitment.

Following the completion of their term, three trustees are stepping down over the year ahead

For more on current trustees, see –
<https://www.pilotlight.org.uk/about/team>



Alison Forrestal Chair



Fiona Rodman Vice-Chair



Mei Li Powell Vice-Chair



Amanda Rothwell



Angela Halliday



Nicola Pye



Finia Kuhlmann



Faiz Siddiqui



Katherine Mathieson



Ollie Lloyd

About the role – and you



Role Profile

Trustees play a vital role in the work of Pilotlight, sharing skills as a Director, acting as a champion for our work and operating in line with charity law.

Trustees participate in a Board to govern, but not manage, the charity and to delegate, but not abdicate, its duties under law – including to:

- Fulfil the duties and responsibilities of trustees for the proper governance of the charity
- Support, and where appropriate, to challenge the chief executive
- Contribute specific expertise to help the work of the staff
- Act as an ambassador for the charity with external stakeholders.

Key roles of trustees

- Helping Pilotlight to evolve and implement a long-term strategy
- Ensuring that the charity complies with law and regulations
- Supporting reflective learning, by helping Pilotlight to define its goals and evaluate its performance
- Safeguarding the good name and reputation of the organisation
- Enabling the charity to be a good employer, with the right capabilities to advance its mission.

The small print... life as a trustee

Shared expectations

In fulfilling these duties, each trustee is expected to use their specific personal and professional skills and experience to help the board of trustees and its sub-committees to reach sound decisions. This may involve: scrutinising board papers; leading discussion; focusing on key issues; providing challenge, advice and guidance; engaging on other issues on which the trustee has special expertise.

Alongside these more traditional duties for a charity trustee, a Pilotlight trustee may support the work of the staff team, promote the charity in external contexts or may participate as an active Pilotlighter. Where trustees play these roles as a champion, they operate proactively but under the guidance of the Chief Executive, rather than directing the resources of the staff team on these matters.

The term for trustees is a three year appointment, subject to ongoing participation (trustees may not miss two Board meetings in a row). This term is potentially renewable for a second three year period, but after this there will be a break of at least one year in service before further Pilotlight appointments can be considered.

For information on the role of trustees under charity law, see

<https://www.gov.uk/government/publications/the-essential-trustee-what-you-need-to-know-cc3>

Essential criteria

Knowledge and experience

- An understanding of good governance and the role of charities.
- An interest in the work of Pilotlight, and being an ambassador for growing the skilled volunteering sector
- Ability to review and be able to ask questions at a strategic, operational and financial level to advance the Pilotlight mission
- Appreciation of the advantages and challenges of working with a small team and willingness to work collaboratively with the Pilotlight leadership team

Key skills

- Enthusiasm and commitment to champion the work and mission of Pilotlight and to act in line with its values
- A willingness to devote the focus needed to be a great trustee
- An effective team player, able to work collaboratively, with tact and integrity
- Independent judgement, able to listen, to think strategically, to find creative solutions and willing to speak your mind or challenge where needed
- Strategic vision, combining curiosity with good, independent judgement.

Desirable criteria – four trustee profiles we are looking for

Marketing	HR/People	Commercial Finance	Digital and AI
Understanding of core brand building and marketing principles at a strategic and operational level	Background as a senior HR professional operating at a strategic and operational level	Broad financial management and accounting experience together with strong commercial acumen	Understanding the role of data in decision making in a small business
Knowledge of how to grow awareness and consideration of a B2B brand within a defined target audience	Understanding of HR policy and practise and implementing them in our context	Understanding of the legal and compliance frameworks and their application in the charity sector	Experience of developing digital-led products (a bonus if within the learning and development context!)
Deep understanding of social media channels, especially in a B2B context	Ability to support team recruitment and talent development across a diverse team	Strong understanding of risk management and controls, with process appropriate to smaller businesses	Awareness and practical application of implementing digital and AI processes, specifically in the marketing and B2B context
Strong communication and storytelling skills through paid and unpaid channels	Experience of creating learning and development pathways	Appreciation of investment approach to optimise returns	
Member of the Innovation committee	Chair of the People and Culture committee	Member of the Finance and Risk committee, with the potential to chair in the future	Member of the Innovation committee

A word on inclusion

We warmly welcome candidates from under-represented or minoritised groups in line with our commitment to build diversity, equity and inclusion throughout our work.

Experience of being a trustee before is not essential. If you are ready to take your first role as a trustee, you would be warmly welcome and we would support you around this development with appropriate guidance, induction and training.



A simple way to apply



Overview – summary of the role

- **Position** – Charity Trustee & Company Director
- **Activity** – Four Quarterly Trustee meetings and participation in one sub-committee
- **Location** – meetings are online, with 2 meetings a year in person, typically in London (we welcome applications from all areas of the country)
- **Salary** – voluntary role, reasonable expenses met
- **Time** – up to two days per month, with the option of a further half day involvement in direct charity projects through the Pilotlight 360 programme
- **Term** – appointed for a three year term, renewable for a period up to six years



So why join us?

Amplifying your impact

- We put our people and our partners at the heart of everything we do
- Fuelled by hope and the joy of making a difference, we are thriving
- Giving your time and skills to us means giving your time and skills to multiple small charities who benefit from us succeeding
- Because we are tenacious and ambitious for what we do, we learn and we support each other, with a welcoming and inclusive work culture.
- Being a trustee is fulfilling
- Becoming a trustee at Pilotlight is a unique way to amplify your impact on the world.



How to apply

Please visit the ["Applied" online portal](#) for details of how to apply. You will be asked to provide some information about yourself and tell us how you fit the role and why you are applying. Please apply by 5pm, 6 June 2025.

We would like this to be an inclusive process so if there are extra steps we can take to adapt the recruitment process to ensure that it is accessible for you, [please let us know](#).

We will invite a shortlist of people for an interview online on Wednesday June 25th or Friday June 27th 2025. There may be a second-stage follow up meeting if needed.

We are looking to recruit four trustees to join our current team of Directors. Successful candidates will be invited to join the Board meeting on the afternoon of 16 September 2025 as an observer. The first Board meeting in role is on 4 December 2025.

Thank you for your interest!



We benefit charities and businesses by empowering partnerships for good.

<https://www.pilotlight.org.uk/>

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1059660. Charity Registered in Scotland, Charity Number SC038844.

