

Where business expertise meets charity ambition

Impact Report 2025

pilotlight



Welcome

Pilotlight is where business expertise meets charity ambition.

We connect people across sectors to create real-world learning, stronger organisations, and greater social impact.

To do this, we run bespoke programmes where they work together to solve real challenges – from leadership and governance to operational delivery.

What's clever is that it works both ways: charities get the skills and insight they might not otherwise have access to and the business people get real-world learning and a sense of purpose from giving back.

We call it learning by doing good.

This report sets out our impact over the last year, one in which we have engaged and benefited more people than ever. Thank you to everyone who has taken part.



Alison Forrestal, Chair, Pilotlight

**162 charity projects x
1,259 business experts =
11 million people
helped**

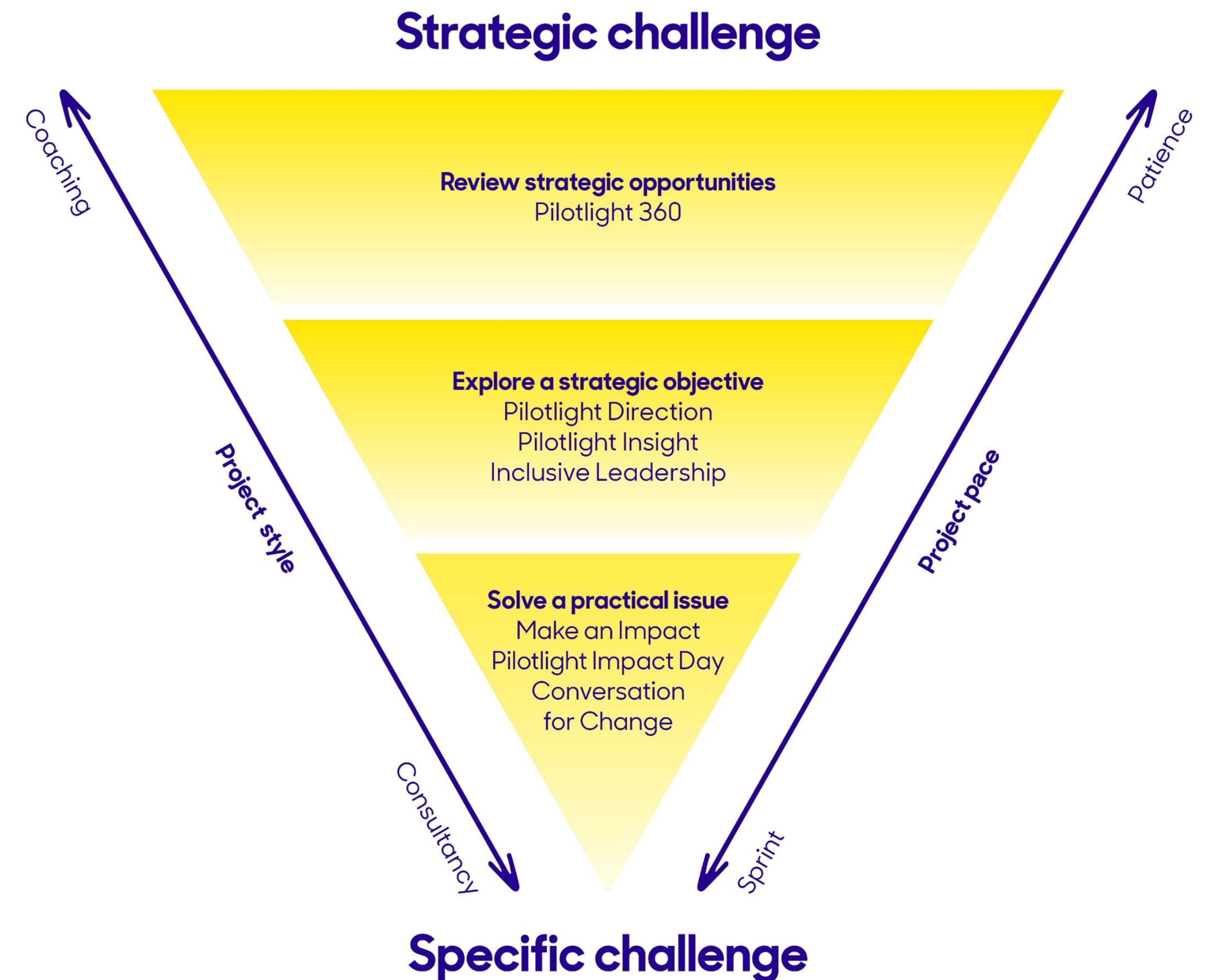


Matching business expertise...

We design and deliver bespoke programmes that bring businesses and charities together to solve challenges, unlock potential, and build skills – on both sides.

We carefully match skills with ambition. We create collaborative teams of business experts and charity leaders. We guide shared learning and development through real-world, purpose-driven experiences that deliver lasting results.

Opportunities for learning and development:



... with charity ambition



To understand our impact on charities, we measure seven pillars of charity resilience.

- **Purpose** – understanding and effectively communicating the work; clarity around vision, mission, and/or strategy.
- **Leadership** – taking time on the bigger picture, reviewing governance practice, and ensuring a diversely skilled board.
- **Operations** – functioning well in marketing, internal systems and communication, recruitment of volunteers, DEI...
- **Finance** – sufficient income from a diverse range of sources, with the ability to forecast and plan.
- **Impact** – communicating how to address identified needs through data collection, analysis and measurement.
- **Network** – actively collaborating and securing support from partners within and beyond the specific sector.
- **Awareness** – scanning for challenges, threats and opportunities of the context you work in.

Our year in review



Our reach

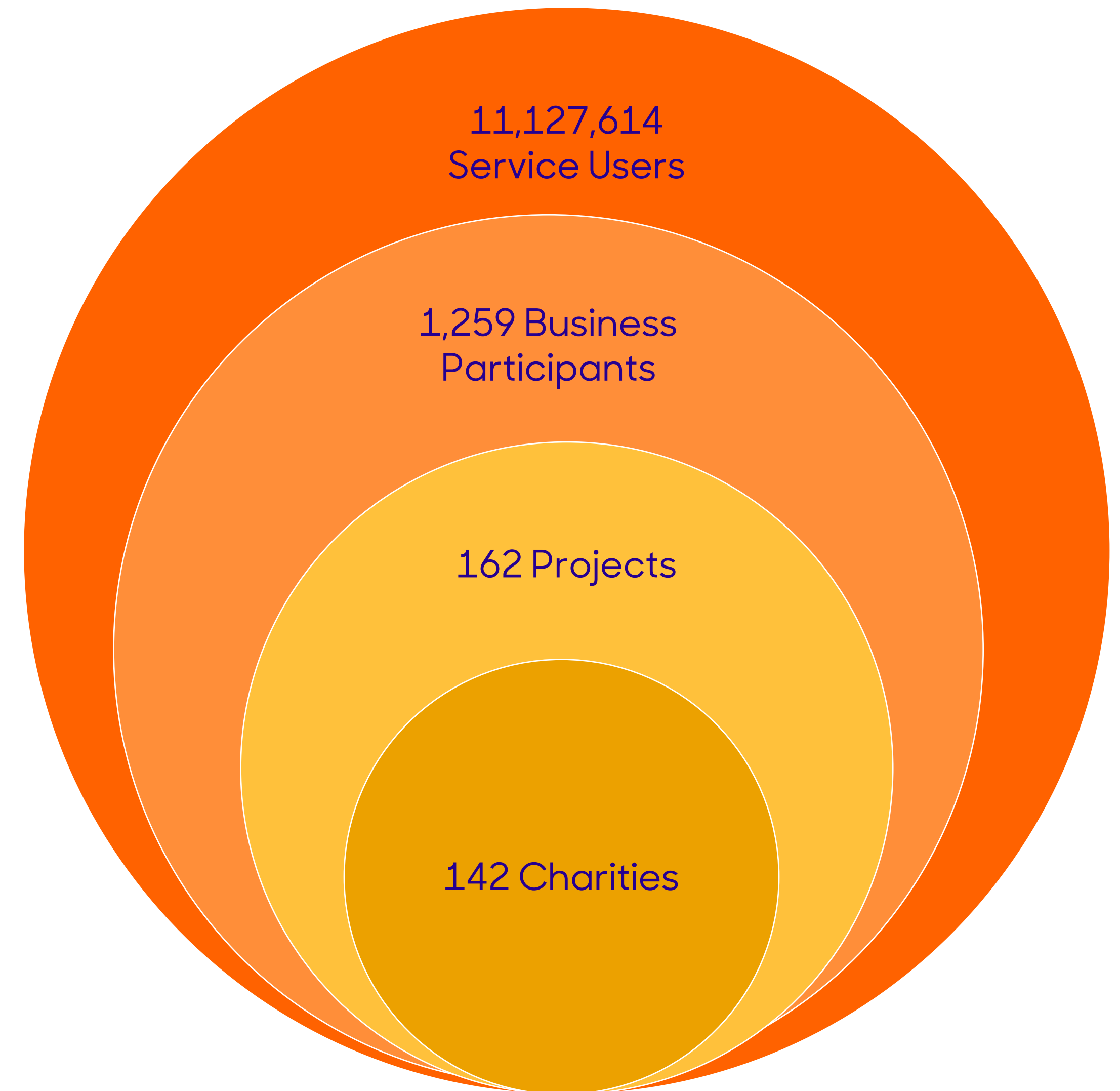
Our activity and reach

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.

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



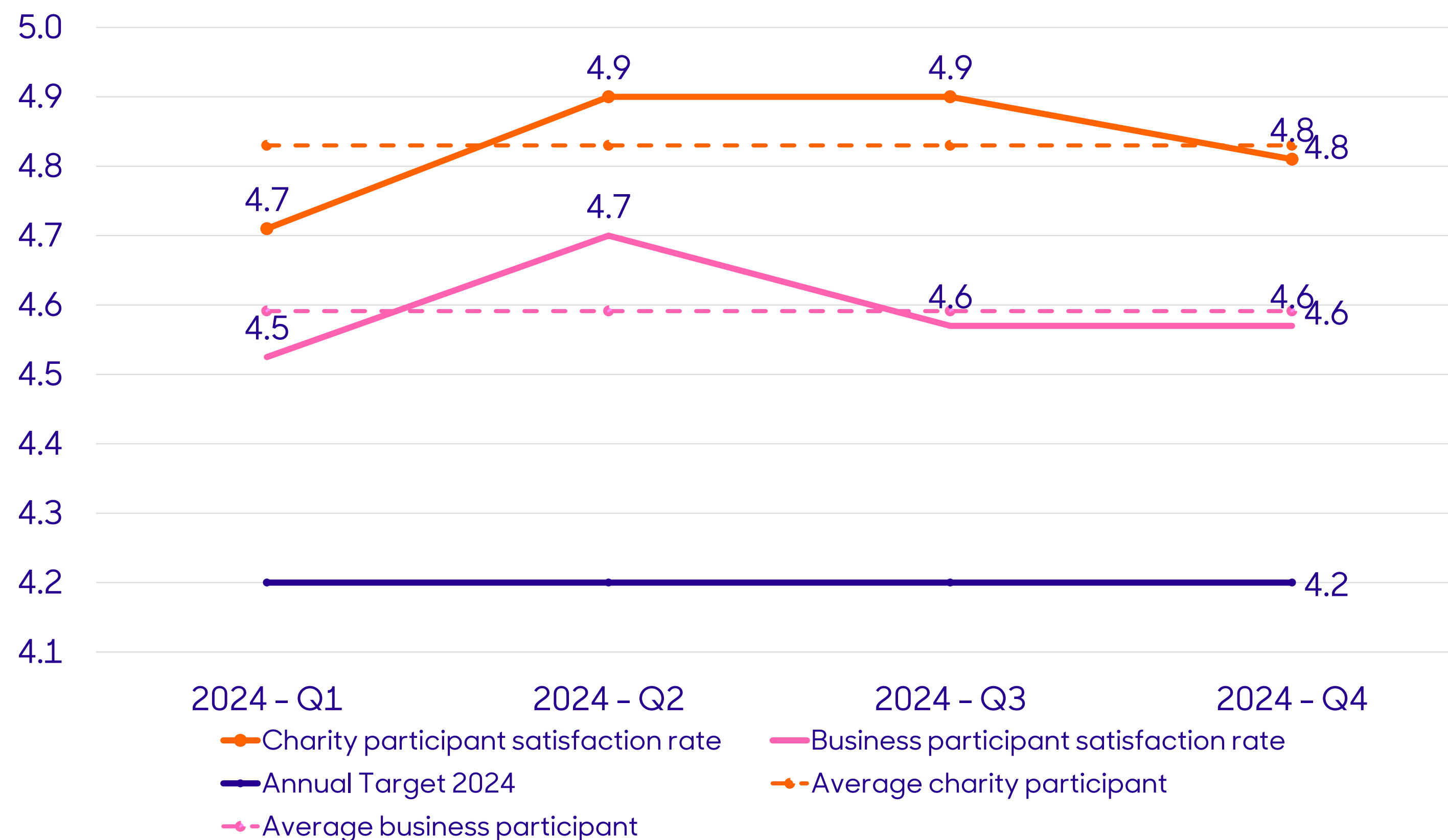
Charity and business participant satisfaction rate

Well above target

Pilotlight has seen an increase in both charity and business participant satisfaction rates throughout 2024. With an **average satisfaction rate of 4.8 for charity participants and 4.6 for business participants**, both have surpassed the annual target of 4.2 set for 2024.

Additionally, both groups have scored relatively strong in **net promoter scores** as to whether they would recommend the Pilotlight programme to a colleague with **charity participants scoring 79%, and business participants 53%.**

Both are outstanding results, compared to most private sector market benchmarks.



Our business partners



An overview of participants' learning and development benefits

Key learning and development outcomes for business participants in our Consultancy and Team Building programmes:

- **73%** of all participants reported increased confidence in building a cohesive team in time-sensitive situations
- **71%** of all participants reported increased confidence in translating a vision into actionable steps through effective planning, communication and execution
- **78%** of all participants reported increased confidence in applying subject matter expertise in a new way
- **73%** of all participants reported increased confidence in identifying the core issues within complex challenges
- **73%** of all participants reported increased confidence in breaking down ambiguous problems into manageable components



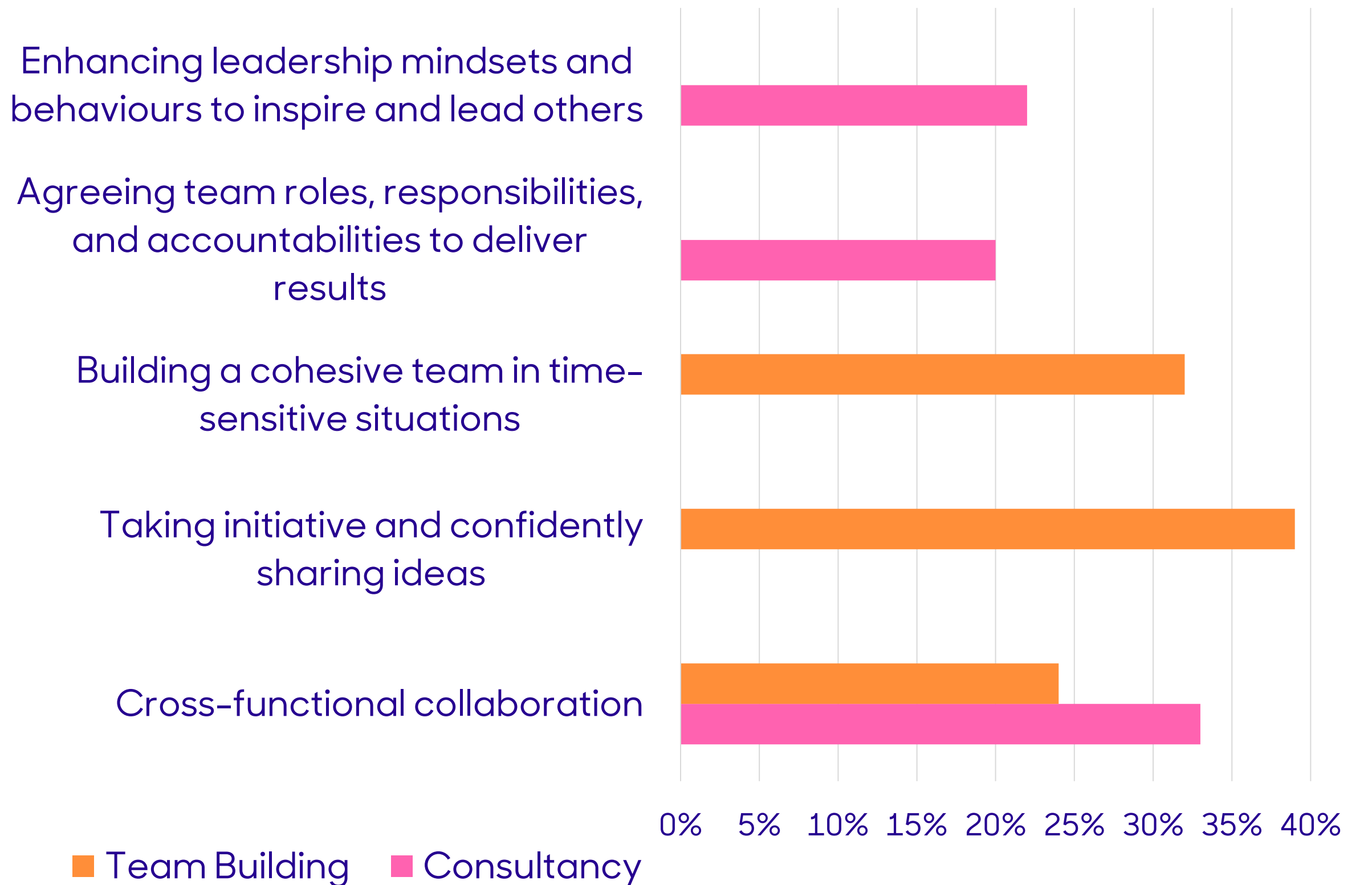
"People learn best when they are motivated by purpose and grounded by humility."

The most significant outcomes for professional development

The data sets out the top three leadership and collaboration competencies selected by participants.

- Business participants in our Consultancy programmes primarily reported growth in **cross-functional collaboration (33%)**, followed by agreeing team roles, responsibilities, and accountabilities (20%), and enhancing leadership mindsets and behaviours (22%).
- Business participants in our Team Building programmes saw the biggest impact in **taking initiative and confidently sharing ideas (39%)** and building a cohesive team in time-sensitive situations (32%).

Question: "Pick the top one competency where you have seen the biggest impact on learning and personal and professional development for leadership and collaboration"



Case study: leadership development

Our programmes deliver practical, purposeful learning that builds professional skills, sharpens thinking, and strengthens organisations, all through doing good.

Wellington Management Company, in partnership with Pilotlight, created the **Wellington Leadership Development Programme** with participants from across the world.

Key takeaways 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

The return on investment for partner businesses

*"Workplace volunteering schemes such as those run by Pilotlight could deliver between **£1.50 and £3.60** of benefits for every £1 spent."*



Source: PBE (Pro Bono Economics), [Triple Dividend](#), 2024.

We are grateful to PBE for conducting this research for Pilotlight, to capture the business benefits of volunteering – including productivity gains, reduced sickness and improved well-being.

Our charity partners



Our charity network – by region

Of the 144 unique charities we worked with in 2024, the majority (83% or 118) were based in England.

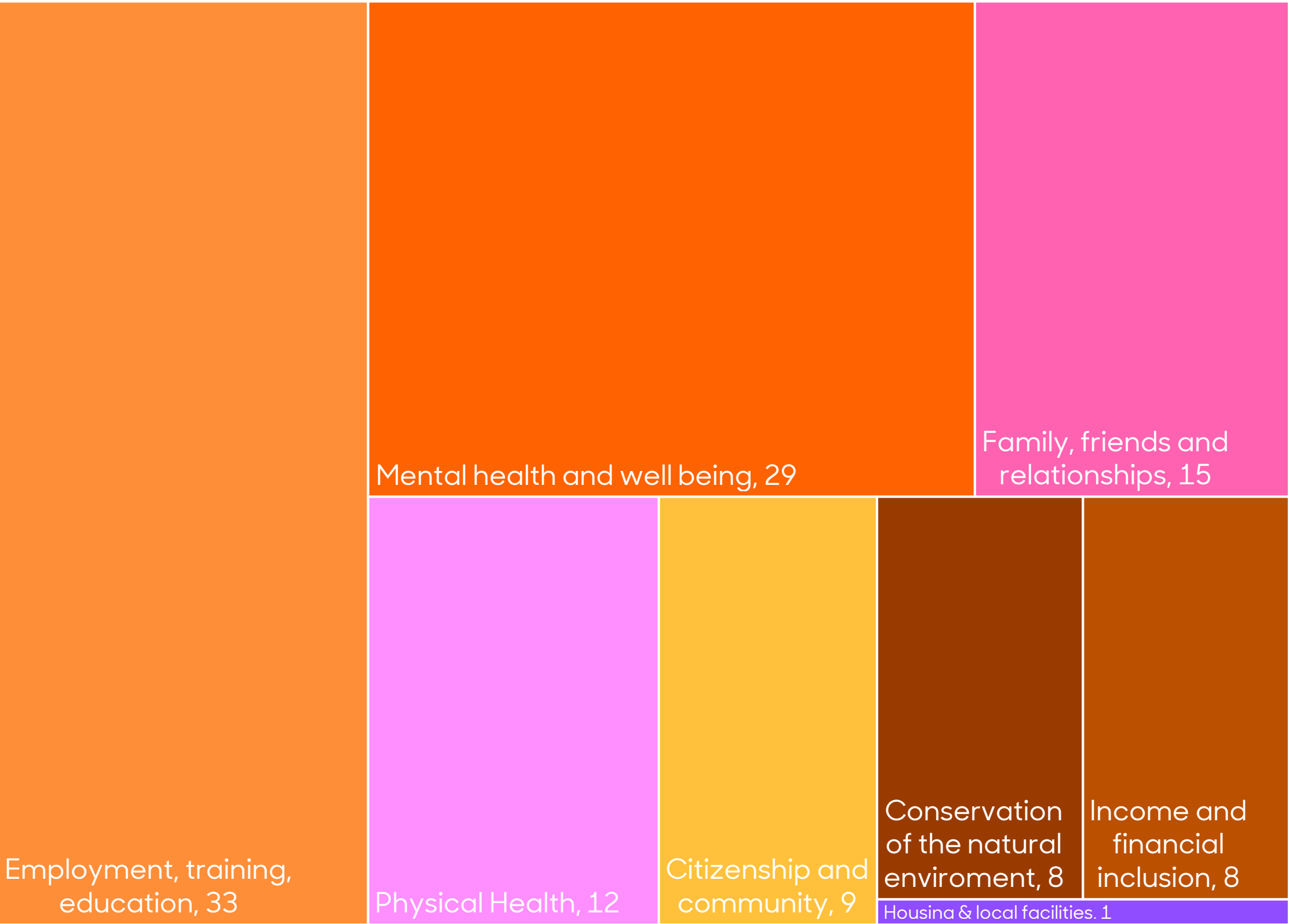
The regional spread of our work is assisted by our partnership with the Garfield Weston Foundation and The National Lottery Community Fund in the Midlands.

| Region | 2023 | 2024 | Change |
|-------------------------|------|------|--------|
| Scotland | 10 | 14 | ↑ 4 |
| Northern Ireland | 0 | 0 | – |
| North West | 26 | 18 | ↓ 8 |
| North East | 12 | 8 | ↓ 4 |
| Yorkshire & Humber | 14 | 16 | ↑ 2 |
| Wales | 7 | 6 | ↓ 1 |
| West Midlands | 16 | 16 | – |
| East Midlands | 12 | 8 | ↓ 4 |
| East of England | 2 | 4 | ↑ 2 |
| South West | 2 | 6 | ↑ 4 |
| London & South East | 37 | 44 | ↑ 7 |
| International (Germany) | 0 | 2 | ↑ 2 |

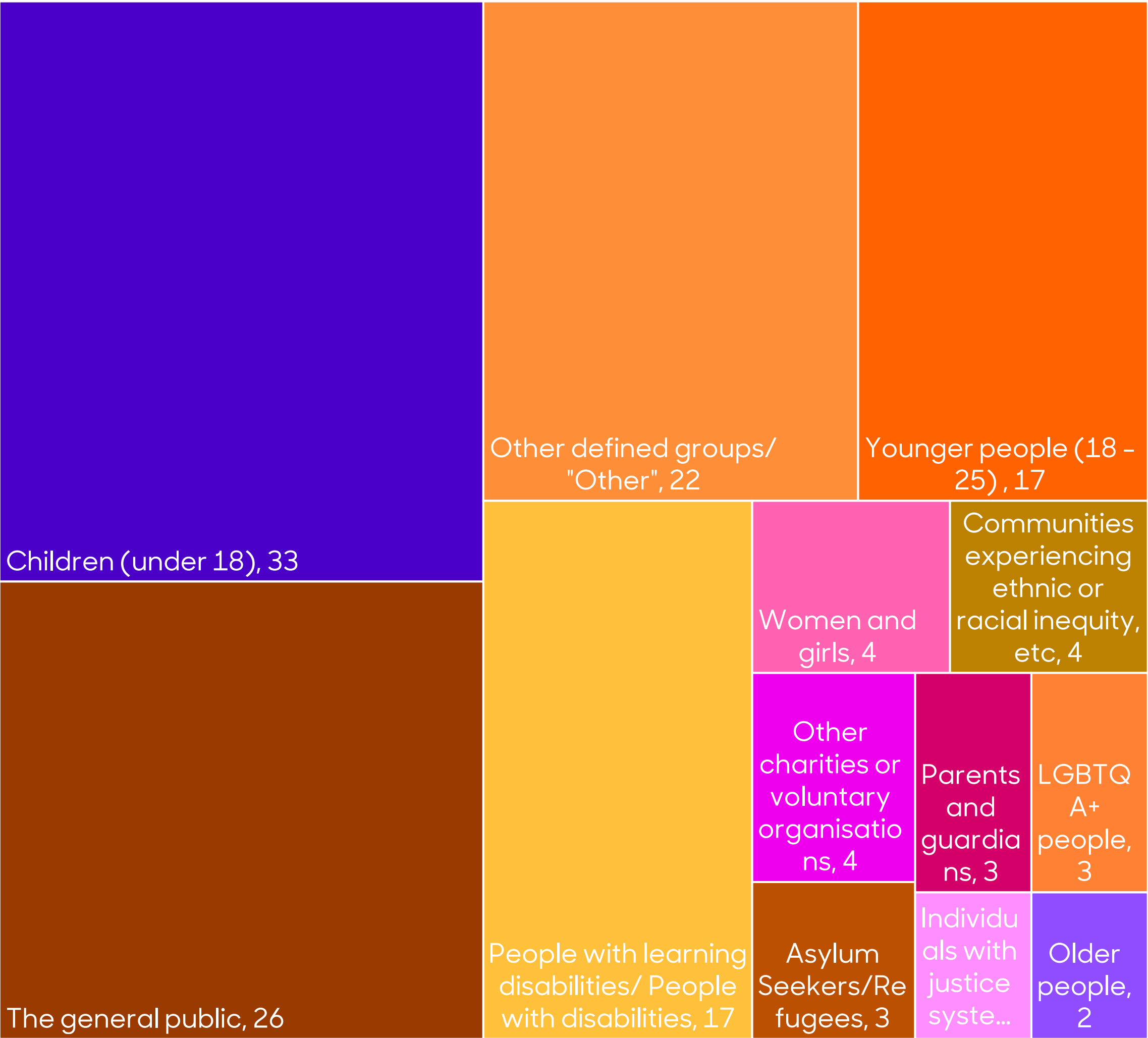


The needs that charities are working on

Project distribution by charity focus area:

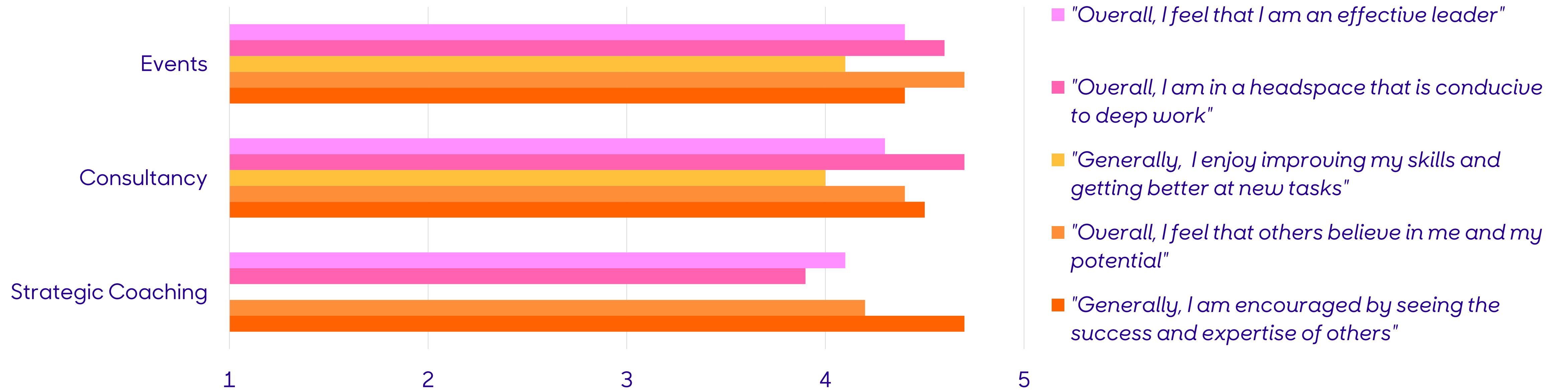


Project distribution by charity's beneficiary group:



Charity participant improvements in confidence ('self-efficacy')

Average rating on respondent's agreement with self-efficacy statements
SD to SA Scale: 1 = Strongly Disagree and 5 = Strongly Agree



Case study – empowering Youth Leads UK to build a sustainable future

Youth Leads UK, a social mobility charity empowering young people, joined the **Pilotlight 360 programme** to strengthen its leadership, strategic planning, and long-term sustainability.

The team supporting the charity were drawn from **Morgan Stanley** and **EPIC**, as well as an individual Pilotlighter and a charity leader.

The experience proved transformative, leading to the implementation of a new operating model that has enhanced efficiency and leadership confidence. The programme helped tackle key challenges, such as balancing youth-led principles with organisational growth, and provided a strong foundation for sustainable development.



"The programme provided the support and insight we needed to strengthen our organisation, build resilience, and create a more sustainable future."

Saeed Atcha
CEO, Youth Leads UK

Case study – setting a robust future for Just Psychology

The Inclusive Leadership programme, run in partnership with **Barclays** focuses on developing the skills to lead in the context of diversity.

Just Psychology, a community interest company, took part in the programme with the aim of developing a sustainable growth strategy amid rising demand for its services.

Company Director Dr. Iyabo Fatimilehin worked with a team of Barclays participants to refine its service delivery, income diversification, staffing, and board structure. The recommendations led to significant progress within six months—securing new funding avenues, hiring an Operations Manager, expanding collaboration.

With a stronger trustee board and clearer strategic direction, Iyabo now feels empowered to lead Just Psychology toward long-term sustainability and impact.



We guide shared learning and development through real-world, purpose-driven experiences that deliver lasting results.

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

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