

Impact Report

2015



RBS Social & Community Capital

Making a difference



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WHEN COMMUNITIES

flourish we all feel the benefits

FOREWORD

I'm proud to work for a bank which encourages its people to go above and beyond to support their local communities.

When our communities flourish, we all feel the benefits. That's why as a bank we get involved in some of the most significant challenges they face - teaching children how to better handle money; supporting entrepreneurs to create new jobs, or funding the social enterprises working with the disadvantaged. We want to create a positive social impact, not just because we believe it is the right thing to do, but because the future of our business depends on it.

When my executive team took the decision last year to grant £10 million to RBS Social & Community Capital, we did so because we wanted to not only build on our heritage in this sector but go further, to provide even greater support to inspiring social businesses who are making a difference in communities. By working together, we believe we can create a stronger and more vibrant society.

I'm delighted that many of my staff give of their time and expertise to make a positive contribution to RBS S&CC and I'd like to say a big thank you to them for their commitment and determination to make a difference.

What inspires me most, however, are the enterprises RBS S&CC supports who, day by day, are working to give more disadvantaged people a better, brighter future. This report powerfully tells some of their amazing stories - and I'm proud to have played a part.

ALISON ROSE

CEO, Commercial and Private Banking, RBS



OUR MISSION



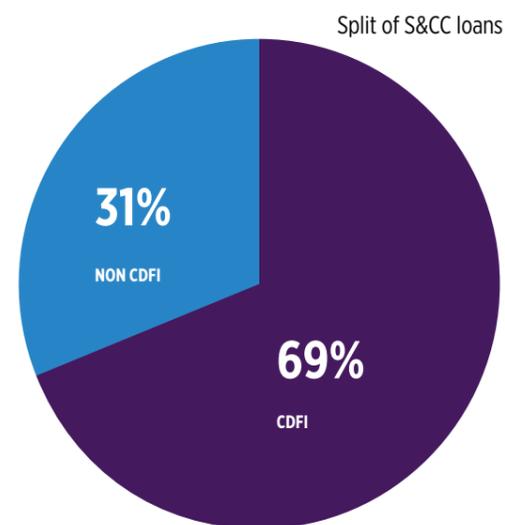
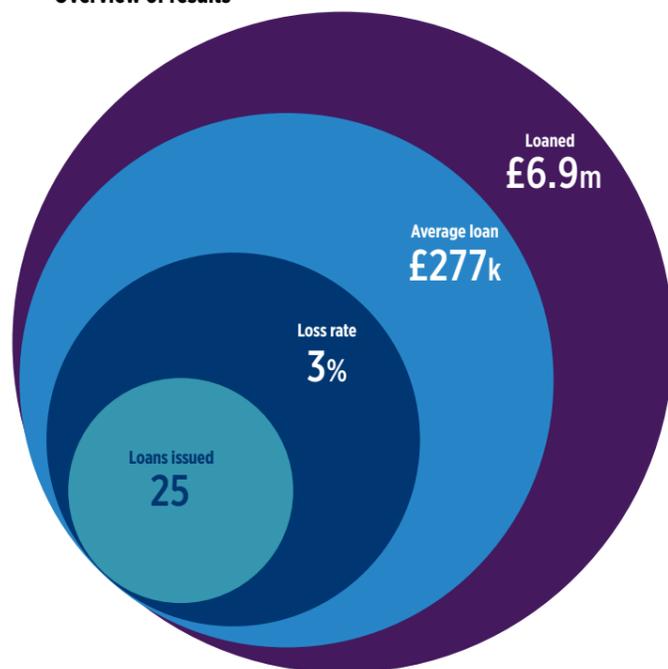
The scale of unmet demand can only be met through a partnership of public, private and social investors.” Responsible Finance

The mission of RBS Social & Community Capital is to create a positive change for vulnerable and disadvantaged groups across the UK. We aim to accomplish this by providing access to finance for viable social ventures that have been refused traditional bank finance, so that they can create positive change in their communities. We provide community finance direct to social ventures or to Community Development Finance Institutions.

We aim to provide access to appropriate finance to viable charities, voluntary organisations and social businesses unable to access mainstream finance.

- “Community Finance” is the provision of affordable financial services to organisations/individuals unable to access mainstream lending.
- RBS S&CC is determined to help bridge the gap between the demand for and supply of community finance.

Overview of results

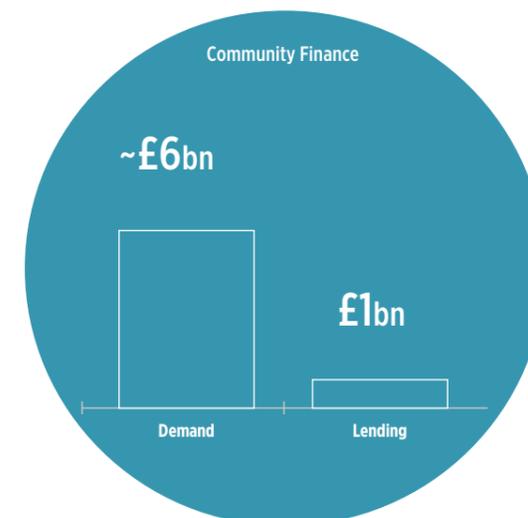


What is a CDFI?

- CDFIs are social enterprises that support communities by providing affordable finance that would otherwise not be available.
- By making loans, they are able to recycle this finance again and again into neighbourhoods where it is most needed.
- They fill the gaps in mainstream lending, addressing market failures and offering an affordable alternative to high interest doorstep lenders.
- There are currently around 60 active CDFIs operating across the UK.

Why does RBS S&CC work with CDFIs?

Mark Parsons is Head of Community Finance and Social Enterprise at RBS. He says: “Many people living in our communities struggle to make ends meet and have difficulty managing their money. Local CDFIs are able to reach those who can’t access mainstream finance with more affordable loans and, crucially, they provide support with budgeting that helps people take control of their finances.



That’s often their first step towards financial independence and I’m proud that the bank is able to play a part in that process.”

WE WANT TO REACH

those community businesses that the mainstream sector can't



Welcome to the first ever RBS S&CC impact report. I'm proud to serve as the Chairman, and on behalf of the entire board of trustees I hope you find this an illuminating and inspiring account of the work of the charity over recent years. It's a summary of our activity and our impact with prominence given to the voice of staff, volunteers and importantly the organisations we support.

The charity has come a long way since it was originally launched as 10 regional charities in 1999. It has more customers, more capital and more employees and, thanks to this report, we now know we're making a greater impact too. This report is our first attempt to quantify the difference we're making in local communities. It's not supposed to be the social enterprise equivalent of a holiday brochure, just picking out all the best bits to highlight. Our aim is to paint a more realistic picture of the work we've done – its successes and importantly the areas where we want to improve.

Although the charity has undergone enormous change over the last 16 years, its fundamental objectives remain the same. RBS S&CC lends capital to enterprises who are viable but are having difficulty raising funds from mainstream banks. In short, we want to reach those community businesses that the mainstream sector can't reach; those who deliver fantastic social return but generate lower financial returns; those who need longer to pay back loans than traditional businesses or need to finance work in lieu of receiving

grant funding. Because of these challenges they need a different type of lender that understands their needs and ascribes a value to its social impact.

That's where RBS S&CC is important. Through this charity we're able to provide finance to help our communities prosper. We do that by lending to the 'wholesale' finance market in the form of Community Development Finance Institutions who then lend on to individuals and businesses. We also lend directly to social enterprises that can demonstrate community benefit.

We are the only banking group to have a specialist vehicle like RBS S&CC and by committing an additional £10m of funds at the beginning of the year the bank has again demonstrated its firm commitment to the sector.

I'd also like to thank the trustees and volunteers from across the sector and the bank for the time they give up regularly, in addition to their day jobs, to offer their expertise. We hugely value your time and dedication.

We're proud of the difference we're making to lives around the country. But don't take my word for it, take a look at the report, visit our website and see for yourself.

SIMON JACOBS
Chair

I'VE BEEN INSPIRED SEEING THE DIFFERENCES

that our funds have made



Since taking on the new role of Chief Executive in June 2015 my feet have rarely touched the ground – but in an entirely positive way. I've spent my first six months getting out and about in local communities. I've visited customers, social projects, enterprise networks and governments. I've been inspired seeing the difference that our funds have made to the lives of those in some of the most disadvantaged areas of our country.

I pay a huge tribute to the dedicated group of social entrepreneurs that I've met who have often given up lucrative careers and regular pay cheques to work on the frontline in our communities. Their determination and energy is an inspiration.

It's been an exciting time at RBS S&CC too. The injection of £10m from RBS at the beginning of the year and the appointment of Tracy Thomson and John Murray as loans officers signals a step-change in the scale and scope of our activity. I'm very grateful to Simon Jacobs and Alison Rose for their investment of time and resources and Julie Baker and Marcelino Castrillo in Business Banking for their ongoing support. I also want to pay tribute to Eric Munro, Director, Community Finance & Social Enterprise, for his dedication to the charity and his work on the credit panel.

With the increase in funds comes a significant burden of responsibility. How do we support greater numbers of community businesses and social enterprises to deliver more in their locality? How do we ensure more people know about the support we offer? Our attendance at funding fairs, conferences and conventions is important but we need to make sure we are visible to those in communities that are hard to reach.

There are some signs of early success. Our visits to Wales where currently the charity has no investments have unearthed organisations in need of support. Similarly, knowledge of the services we provide helped a local banking team in the North West to signpost a community organisation to us that we've subsequently been able to support. Most satisfying was the comment from a member of the team who said that initiatives like RBS S&CC made him proud to work for the bank.

The track record of RBS S&CC outlined in this report is impressive. The charity has achieved a lot in 16 years but there is clearly a lot more to do. One area where that's especially true is in measuring our impact. In the early days we were funding organisations we believed were delivering community benefit but the way we defined and measured impact was still embryonic. Today impact measurement across the industry is more sophisticated and it's a challenge to us to make sure we're following the practices of the best.

Obviously none of this would be possible without the dedication and commitment of the small army of volunteers and credit panel members from inside and outside of the bank. They provide valuable support to help the day to day running of the charity and provide invaluable sector expertise not available to many social investment providers. I am hugely grateful and so are the businesses who benefit.

Megan Peat
Chief Executive

OUR THEORY

of change

Inputs	Activities	Outputs	Outcomes	Impact
Staff resource	Make loans to community organisations that cannot access mainstream finance	Increase in appropriate and affordable capital reaching charities and social enterprises that are tackling social problems	Improved financial sustainability amongst community organisations	Positive change for vulnerable and disadvantaged groups across the UK in relation to: <ul style="list-style-type: none"> • Financial Inclusion • Training, Education & Employment • Housing & Local facilities • Citizenship & Community • Arts, Faith & Sport • Environment • Health & Social Care
Grant capital from RBS			Greater capacity and capabilities amongst community organisations to grow revenues and impact	
Returns – recycled funds				
Volunteer resource	Recruit volunteers	Engaged staff volunteers	Social enterprise advocates across the bank	Greater public awareness around social and environmental issues

IMPACT



OUR APPROACH

who do we support?

We provide loan funding between £30,000 and £750,000 to socially-focused organisations that are unable to access mainstream finance.

We lend both directly to community-based organisations and to Community Development Finance Institutions (CDFIs).

Who do we support?

We look to support viable charities, social enterprises, community interest companies (CICs) and co-operatives that are financially sustainable, deliver high levels of social value and are investment ready.

To be eligible for a loan, community organisations must:

- Have a clear social objective
- Re-invest profits for social purposes
- Be located and trading in the UK
- Be investment-ready in terms of:
 - Management
 - Governance
 - Financial position

There is no deadline to apply and applications for loan funding are open all year round.

Our eligibility criteria

Financially sustainable

Enterprises should be able to demonstrate that they have a sustainable business model and be able to service any borrowing. Businesses should not be insolvent or at risk of insolvency. Security will normally be required.

Investment ready

Enterprises should be investment ready in terms of management, governance and financial position.

RBS S&CC can fund start-ups but these will be considered on a case by case basis.

Delivering social impact

Enterprises should deliver a positive impact to society and/or the environment and should be reinvesting profits for a social purpose. Organisations we support include charities, cooperatives or CICs.

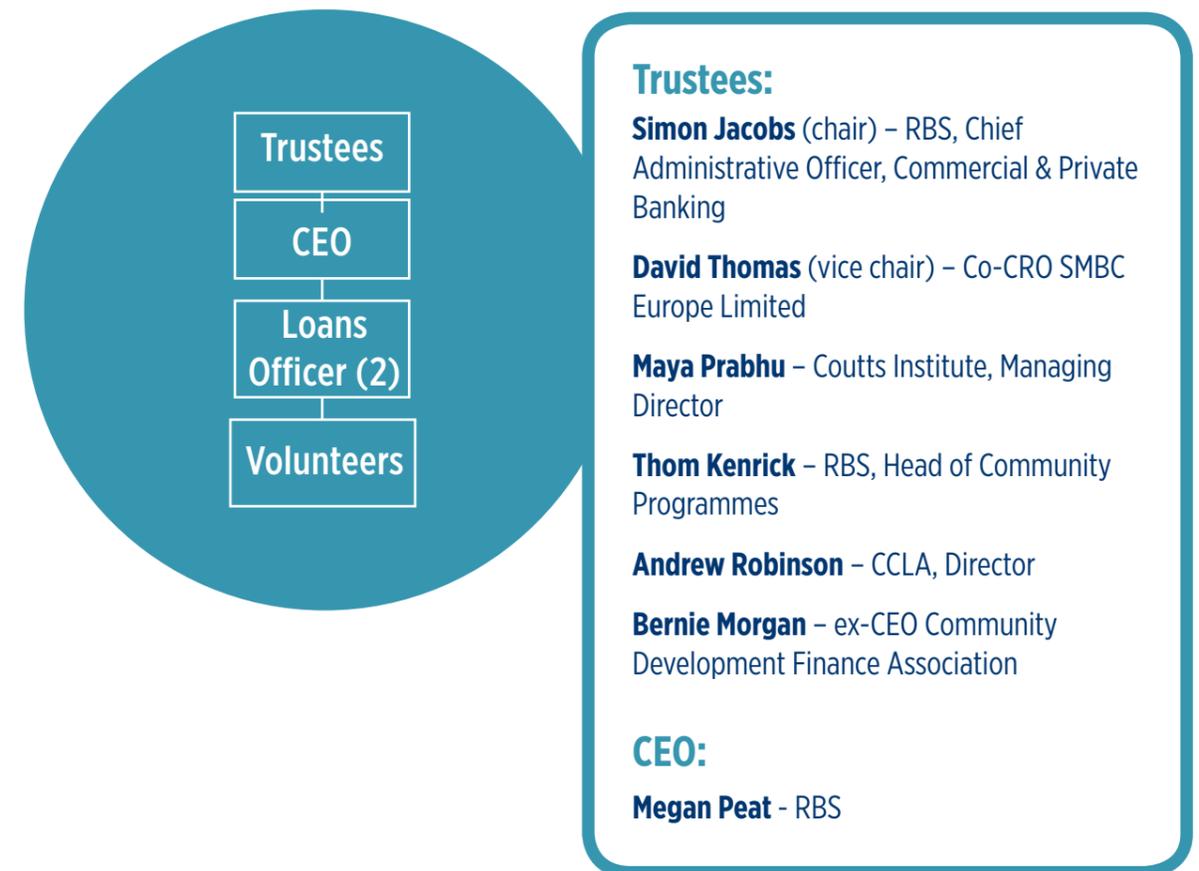
Declined from a bank

RBS S&CC is not aimed at businesses that can obtain finance from traditional sources. Enterprises should have been declined for a loan by a mainstream bank or be ineligible. The structure of the loans, including rates, will be agreed individually.

OUR APPROACH

who are we?

The charity uses best practice from the community finance sector in order to understand and be of greatest benefit to its customers. It has an independent board of trustees and its own credit panel, whose members have experience in both the financial and social enterprise sectors.



SPOTLIGHT ON THE CREDIT PANEL

Spotlight Interview

Here we ask Hugh Biddell a few questions about being part of RBS S&CC's credit panel.



Hugh joined RBS (Williams and Glyn's) on the graduate scheme in 1981 and has done many roles since then from opening a new branch to leading the Healthcare and Professionals teams. He has been leading the not for profit corporate team dealing with large charities since 2002. He was appointed Chair of RBS S&CC's credit panel in 2011.

Q. What do you enjoy most about being part of RBS S&CC?

RBS S&CC really has been a pioneer. As the RBS negotiator of our investment in Big Society Capital I have a good view of the development of this market and know that the grassroots knowledge and experience of RBS S&CC is significant. Working with the panel members, secretariat and team, whether RBS volunteers or external experts, is a great pleasure. Most of all knowing the panel has played a part and seeing community and social projects that would not have had mainstream finance achieve fantastic results for their communities is clearly the greatest reward. Looking at case studies like Sandhaven Harbour or Crisis gives a feel for that; we have helped a community repair its harbour wall urgently and carry on with their livelihoods and also helped people in crisis. It's what I like most about banking in my mainstream role too – helping customers succeed and working with great people.

Q. What are the challenges and opportunities facing the organisation?

It has to be better known to give great charities and enterprises the confidence to apply. We know they are out there from deals we have done. Without more volume RBS S&CC cannot be sustainable or achieve the most impact. Social finance continues to develop and RBS S&CC has to find its best place in the capital structures as the market continues to develop.

Q. Have you learned any valuable lessons in your time as the Chair for the credit panel for RBS S&CC?

The principles of good lending apply in whatever context. However, the way management of organisations behave and deal with challenges is vital, so the role of the credit officer in asking the right questions, building openness and trust with the client and getting across to the panel the strength and weaknesses is important. I've also learned a lot about chairing, getting a conclusion and ensuring differing opinions are heard. The panel do have different perspectives on cases, which is essential to the good functioning of the panel and must be valued.

Hugh Biddell
Chair

“
Working with the panel members, secretariat and team, whether RBS volunteers or external experts, is a great pleasure.

SPOTLIGHT ON THE CREDIT PANEL

Spotlight Interview

Here we ask Eric Munro a few questions about being part of RBS S&CC's credit panel.



Eric is a former trustee of RBS S&CC and was responsible for putting in the building blocks including a fresh Governance document and credit parameters reflecting the increased scale and focus of the charity.

Q. What do you enjoy most about being part of RBS S&CC?

RBS S&CC was a pioneer in the alternative lending space providing loans to third sector organisations that historically relied on grant funding. I am very proud of the fact that we have been able to assist organisations on the journey from grant dependence to a sustainable trading model thereby allowing them to continue to make a difference to some of the most vulnerable people in society.

Q. What are the challenges and opportunities facing the organisation?

Challenges are mainly around the increased competition in the space. We should welcome this as it provides organisations with

choice. RBS S&CC has remained true to its mission and concentrated its efforts in lending and supporting organisations that have a socially minded legal structure.

There is a gap in the market for a long term low interest product whose value should be recognised more in a social dividend sense rather than in monetary terms. Such a product would allow organisations to scale in much the same way as significant grants did in the past.

Q. Have you learned any valuable lessons in your time as a volunteer for RBS S&CC?

There are a lot of organisations that are doing fantastic work serving very vulnerable people but they are not viable businesses and we should find a way to grant fund them.

Eric Munro
Vice Chair

“
I am very proud of the fact that we have been able to assist organisations on the journey from grant dependence to a sustainable trading model.

THE LOAN PROCESS

How does it work?



WHY PREPARE A BUSINESS PLAN

WHAT A BUSINESS PLAN SHOULD INCLUDE



OUR VOLUNTEERS

Engaging colleagues in RBS to volunteer for RBS S&CC is integral to its mission. Through involvement in the work of RBS S&CC, we aim to create social enterprise advocates amongst individuals that work every day with local communities across the country.

Uniquely as a social lender, we are able to draw upon the expertise of teams of finance specialists across RBS to help us achieve our objectives. Bank volunteers are a golden thread that run through the charity from trustees and credit panel members to communications, marketing, legal and governance support. We are hugely grateful to RBS for providing us with such a dedicated and committed group of people. We also benefit from the work of local banking teams who signpost community businesses to us. Without their engagement, we wouldn't have supported as many community businesses over the years. With greater knowledge of RBS S&CC across the bank, these referrals will only increase - and with it the charity's impact.

Our Credit Panel is staffed entirely by volunteers. They provide a wealth of knowledge and experience across finance and enterprise that enables appropriate due diligence to be undertaken and the right level of support to be provided to customers. RBS S&CC wouldn't be fulfilling its duties properly if this wasn't the case. We're particularly grateful for those social enterprise specialists from outside the bank who give their time freely to help us achieve our mission.

Shelley Morrison, one of our volunteers says:

"I enjoy the opportunity to use my banking skills and experience to make a difference in local communities. RBS S&CC customers are very passionate and engaged. It's a pleasure to work with these business leaders to support their growth ambitions.

I've learned to be more flexible and patient. For a variety of reasons, customers of RBS S&CC have not been able to secure mainstream bank funding so finding the right solution often requires a great deal of creativity and an ability to look at problems from a different or new perspective. I've been able to apply this approach to my day job to the benefit of even more RBS customers."

OUR IMPACT

Total impact 2012-2015



CASE STUDY

TECHNOLOGY TRUST

Helping charities tap into technology

With support from RBS Social & Community Capital, UK charity Technology Trust is giving thousands of other charities access to digital services.

Imagine trying to let people know about your support and services without the help of technology. Not easy is it?

Technology Trust's mission is to help good causes use the right technology to achieve even more - for less money.

They help charities, social enterprise and non-profit organisations access donated software, email marketing and other digital services, giving them the support they need to fulfill their potential.

“
We're a UK charity that helps other charities to exploit technology they wouldn't normally have access to, or even afford,”

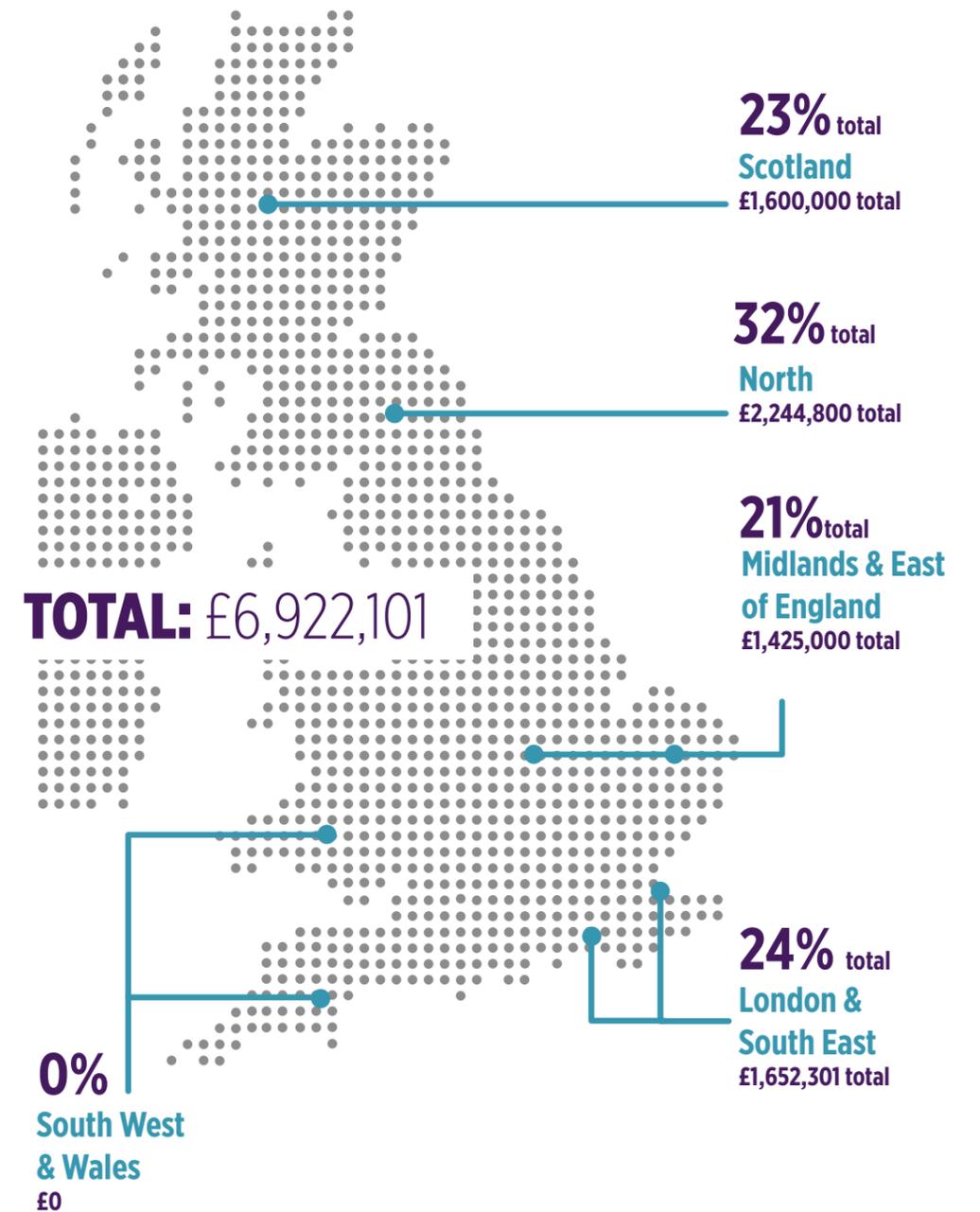
says Technology Trust's Richard Cooper.

“Technology helps charities to be more efficient at fundraising and do it in ways that, ten years ago, they couldn't have done. It also enables them to reach and help more people, faster and more effectively.”

One such charity is the Child Poverty Action Group who campaigns to help end child poverty in the UK. Technology Trust provides them with around 50% of their marketing strategy, making it much easier for them to engage with people, saving them the huge cost of finding less efficient other ways of marketing their services, helping them to preserve the precious funds they do have for helping people.

S&CC has supported Technology Trust with a £100K loan to refresh IT products and introduce new products and services to the charity sector.

“Without funding from S&CC, many of our projects would never have got off the ground,” says Richard. “Now we are hoping to move beyond providing hardware to offer charities more advice on how to use digital to achieve their objectives and increase their impact.”



	Total	% Change
2012	1,457,101.00	n/a
2013	1,775,000.00	22
2014	1,940,000.00	9
2015	1,750,000.00	-10

CASE STUDY LANCASHIRE COMMUNITY FINANCE

Fulfilling financial dreams

With support from Lancashire Community Finance, local people are getting back on track.

People are turned down for loans for all kinds of reasons – no track record, lack of assets, or low income. Sometimes it’s through no fault of their own, or they are trying to get back on their feet after a difficult time.

Lancashire Community Finance recognises this and, as a not for profit organisation, helps people review their circumstances to work out a low-cost loan based on their current circumstances, not what has happened in the past.

So far, the charity has helped to get more than 200 people into work either by providing a start-up loan so they can turn a great idea into a profitable business or by helping them find employment with the businesses it has helped. It also provides personal and home improvement loans, mentoring, budgeting help and money matters advice.

With £700,000 total loans from RBS Social & Community Capital, LCF has managed to raise enough capital to meet increasing demand for its low-interest personal loans and help more members of the community. It means that money which otherwise would have bled out to the loan sharks is being put back into the community for the community’s benefit.

Living proof is Robert D’Orville owner of Berry’s Bakery. Previously an employee, Robert received a loan from LCF that has enabled him to realise his dream of owning the bakery outright. He has since grown the successful business from four to eight local staff.



WHAT OUR CUSTOMERS SAY

We put our customers at the centre of everything we do; trying to understand their specific needs and offering tailored support at every step.

On a scale of 1-5



CASE STUDY

CLYDESDALE COMMUNITY INITIATIVES

Creating landscapes, changing lives

Is it possible to be both a successful landscape and construction company and a social enterprise helping people into work? Clydesdale Community Initiatives proves that the answer is a resounding ‘yes’.

Clydesdale Community Initiatives (CCI) was set up in 2002 so young people at risk and adults with mental health issues could develop a derelict site in Lanark, south Lanarkshire. The project was so successful, with both groups gaining skills and confidence from their involvement that more projects followed.

CCI's premise is that they don't start by looking at someone's disabilities but at their interests and abilities. Today CCI is both an award-winning social enterprise and a professional construction company that supports people who want to work but need some help. By working on CCI's small to medium-sized landscape construction, horticulture and bespoke woodcraft contracts, people learn skills, develop confidence and prepare for work.

It's an innovative model of social enterprise that provides outstanding opportunities for adults with complex mental health issues and learning difficulties, and socially disadvantaged young people. Working with CCI's experienced staff, they engage in worthwhile construction projects that benefit their local communities.

Because construction professionals run it, standards are high and after new skills are learned at CCI's workshops, participants go out to work on commercial projects with the CCI construction team.

Working as part of team helps develop social worth and promotes social inclusion as well as giving people a renewed purpose in life and valuable skills.

RBS Social & Community Capital has supported CCI with loans that have helped build this world-class enterprise and social inclusion facility. A recent £300,000 loan has helped them to bridge the gap between grant funding. The new premises will help CCI to further the work they do and enable development of new products and markets such as wood crafting.

CCI is guided by a voluntary board of directors who provide the mix of backgrounds, skills and experience needed to ensure that this unique organisation flourishes. All profits from the landscape company are reinvested in the charity.



WHAT OUR CUSTOMERS

SAY

“The support I have received from RBS Social & Community Capital has been instrumental in providing a continuous service and range of loan products to our customers.”



Melanie Elliot CEO, Midlands Community Finance

“The reason we are now heading this way is because the individuals at RBS S&CC all had faith in us, encouraged us and supported us.”



Jean Cumming CEO, CRISIS

“The loan from RBS S&CC helps us to help people in need.”

Elaine Rimmer CEO, Lancashire Community Finance



“The RBS S&CC approach is flexible and supportive and has helped London Rebuilding Society to get through a very difficult period.”

Naomi Kingsley CEO, London Rebuilding Society



WHAT WE HAVE LEARNT

on our journey so far

This is our first attempt at a formal and structured approach to reporting on our social impact. S&CC strongly believes in transparency, so we acknowledge openly that we are on a journey to improving our reporting in this area.

In some areas, this report has identified a baseline against which we will measure future progress. In others, we still need to agree and establish appropriate measurement approaches to our success.

In relation to collecting impact data from our customers we continue on our journey. We don't want to burden our customers and distract them from the good works they are doing. When potential customers apply for loans, our credit panel assess whether their social mission is sufficient and appropriate. Given the wide range of companies that are assessed for funding, with a relatively low volume, S&CC is yet to formulate a standard impact measurement framework or requirements.

However, we understand that it is just as important for social enterprises to measure their impact as it is to measure any other management information. It is potentially more important.

We recognise the value of being able to tell the stories of our customers' positive impacts. As a result of this, we will continue to work with current and future customers as to how they can integrate impact assessment with their standard procedures, to give them maximum impact and minimum disruption.

S&CC will be using this report and the data it contains to inform our decision making and strategic planning for the next three to five years.

If you would like to ask us any questions about anything in the report, provide comments on S&CC's work, or send ideas on how we can do better, please email rbss&cc@rbs.co.uk

LOOKING FORWARD

2016 and beyond

Looking ahead, it's clear that more people are starting and growing social enterprises than ever before. It's an inspiration to see how people take their passion and their values and live these out through their businesses. They prove that it's possible to do good and do well at the same time.



Consumers are also becoming ever more conscious of the impact business can have – for good or ill – on people and the planet. Increasingly, they want to see their own values reflected in the products they buy and the people they do business with. This applies to employees too. People want to buy from and work for enterprises they believe in.

That's why I see social enterprise, not just as an important sector right now, but as the future for business. NatWest and RBS were early adopters of social enterprise and now it's time for a step-change.

I am personally passionate about social enterprise, because I clearly see the amazing difference they make to the communities where our people live and work. It's social enterprises that are addressing difficult social problems, and it's social enterprises that work in the hardest to reach communities long after others have left.

As successive governments continue to move away from grants and look increasingly to the private sector for solutions, RBS and NatWest have a significant role to play. That's why we committed a further £10 million to RBS S&CC to enable us to do more.

I want the bank to be more than just a provider of financial services. Through this charity we show how we do this. Providing funding is just one element of the support we provide to social enterprises. Those featured in this report have received office equipment, volunteer hours, prize money and external profile.

Over the next three years I want to see us do more. More lending, more support and more profile. I want the next impact report to tell the story of a charity that is flourishing and most importantly has built a long-term legacy in the hardest to reach communities.

Marcelino Castrillo

Managing Director, Business Banking, RBS

SUPPORTING ENTERPRISE

Interested in what else RBS can do to help you and your community?

RBS has a long heritage in supporting community businesses. Here are a few of our other flagship programmes:

The Skills & Opportunities fund

The Skills & Opportunities fund is the main source of bank grant funding for not for profit community groups, charities and social enterprises that are driving inclusive economic growth and improving social mobility in the fields of enterprise; education or employability in disadvantaged communities.

For further details see:

<http://www.apply.skillsandopportunitiesfund.rbs.com>

NatWest SE100

The NatWest SE100 Index is a market intelligence platform for social enterprises. As a social enterprise, you can participate for free by uploading your financial and social impact data into an online profile. Being part of the SE100 helps to increase the exposure

of your business amongst peers and investors and enables you to benchmark your performance against other social ventures nationally, regionally and by sector. As a business on the Index, you will be eligible for the NatWest SE100 annual events and awards.

For further details see: www.se100.net

Entrepreneurial Spark powered by NatWest

Entrepreneurial Spark is the world's largest free business accelerator for early stage and growing ventures, including social ventures. There is a competitive process for entry into the Entrepreneurial Spark programme. If successful, you will receive up to 18-months free hands-on mentoring, peer support, desk space and IT support and will also be eligible to apply for growth awards of up to £50,000 every six months.

For details on how to apply see: www.entrepreneurial-spark.com

Women in Business

Women in Business (WiB) is NatWest/RBS's market-leading programme to support more women to start up and succeed in business through the external accreditation of front line teams. NatWest/RBS are the only banks to offer externally accredited WiB specialists, of which there are now 250 across the UK. Women-owned business customers benefit from a 1:1 relationship with a specialist who understands the challenges they face and can provide mentoring and financial expertise. In 2014 & 2015, 300 WiB events were delivered reaching 16,000 women business owners.

Social Enterprises the bank have SUPPORTED



Divine Chocolate is a leading Fairtrade business and social enterprise aiming to delight chocolate lovers, while delivering profits, knowledge and power to the farmers who supply the cocoa, and who are the biggest shareholders in the company. www.divinechocolate.com



Brigade is a Social Enterprise Business. Whilst they serve customers in their bistro, meeting rooms, dining rooms and Cook School on Tooley Street, London, they also help homeless individuals develop skills and motivation to find employment. When you pay your bill, you help their apprentices transform their lives. They work in partnership with the Beyond Food Foundation, whose mission is to inspire people who are at risk of, or have experienced, homelessness to gain meaningful employment. www.beyondfood.org.uk



Miss Macaroon is passionate about providing only the very best, hand-crafted, premium macaroons for a sublime moment of indulgence whether as a treat for yourself, a gift to mark a special occasion such as a wedding, or for branding and event purposes. At Miss Macaroon indulgence is also a virtue as our social enterprise activities are supported through every macaroon we sell. www.missmacaroon.co.uk



hiSbe Food CIC is a new community supermarket chain that's reinventing the out-of-date supermarket business model. hiSbe stands for "how it Should be" and the idea started in 2010 with a set of values and a vision of how a supermarket should be. The hiSbe Food pilot store in Brighton is run on a social enterprise model and a commitment to put the happiness of our staff, suppliers and customers at the heart of everything we do. www.hisbe.co.uk



The House of St Barnabas provides employability and hospitality training and employment pathways to homeless and vulnerable people in central London. The overall aim of the charity is to help homeless people change their lives and to regain and sustain independence through a supported Employment Preparation Programme within its social enterprise, a not-for-profit private members' club at The House of St Barnabas in the heart of Soho, London. www.hosb.org.uk





Impact Report

2015