



# Roffey Park Institute

## ANNUAL REVIEW 2024-25



ROFFEY PARK  
INSTITUTE

# Change is Constant

Change is the one true constant in our daily lives today and how we respond, adapt, and integrate these challenges will determine not only our success but, ultimately, our human survival in the future. The global geopolitical landscape remains tense, with uncertainty about how certain world leaders will act to gain competitive, political or territorial advantage. This unpredictability only heightens the sense of instability we all feel.

ChatGPT was launched in November 2022, and with its continued learning, development and radical improvement, our world has been transformed in remarkable ways. From our personal productivity and creativity, to education, research, ways of doing business, healthcare, and wellbeing. This new technology is reshaping how we live and work. Many commentators believe it may be the most powerful technological innovation yet, one that could rival, or even surpass aspects of human thinking. How we integrate this technology into our world will determine our future.

As I have stated in my past reviews, Roffey Park has faced a challenging environment in the years following Covid, as clients adapt to the realities of hybrid working and a highly competitive marketplace, alongside the day-to-day uncertainties we all continue to face. However, the financial year 2024–25 has marked a period of real transformation. Both our revenue and surplus have exceeded budget, driven by exceptional sales performance, operational efficiency, and our people's dedication to consistently exceeding our clients' expectations.

Our revenue growth has come through working closely with our clients, listening deeply, understanding their evolving needs, and responding with innovative ideas, methods, and practices. Acting with speed, agility, and flexibility has been vital in providing the support, facilitation, and interventions required to help our clients lead the changes necessary for their continued success.

For us, generating a surplus is not just a financial outcome, it is essential to our future. It enables us to invest in new ways of working, strengthen our research capabilities, and adopt new learning technologies. Equally, it allows us to build the reserves needed to safeguard against future uncertainties. The challenge ahead lies



Roger J Leek  
Chair

in maintaining and enhancing our revenue and, importantly, our surplus, so we can preserve our leading position in helping organisations transform the way they work.

Innovation will be at the heart of this journey, meeting new challenges, adapting swiftly to changing circumstances, and proactively anticipating what comes next. By continuing to develop creative ideas and practical solutions, we can ensure Roffey Park remains a trusted partner for our clients as they navigate their own paths of change.

At Roffey Park, like every organisation, we must continuously respond to these developments and challenges. Our role is twofold: to teach the principles and practices of leading change, and to embody them ourselves as practitioners. Only then can we truly support our clients in navigate through this evolving landscape.

Our enduring commitment, rooted in our charitable purpose, is to change the world of work. We do this by fostering open, inclusive dialogue, engaging constructively, especially when diverse experiences or differing views emerge. We strive to help leaders guide their organisations responsibly in today's complex world: to build workplaces grounded in fairness, integrity, inclusion, and humanity, and to act with the highest ethical and moral standards in all our relationships.

Finally, I would like to extend my thanks to the Executive Team, and all those who have dedicated their working lives to making Roffey Park the success it is today. Their commitment, professionalism, and belief in our purpose have been the foundation of our achievements. To our clients, I offer my deepest gratitude for your trust, partnership, and confidence in our ability to work alongside you, helping to make a real and lasting difference in your organisations. Lastly to my Board colleagues thank you for your time, commitment and unwavering support to Roffey Park.

# CEO Foreword

As we reflect on 2024-25, I am proud of what colleagues across Roffey Park have achieved - delivering strong performance, deepening our impact with clients, and continuing to invest in the capabilities that will sustain us for the years ahead. In a year marked by continued uncertainty and rapid change across sectors, we remained focused on what matters most: helping leaders and organisations build the confidence, culture, and practice to thrive.

Across the group we delivered an excellent year, exceeding full-year targets while maintaining consistently strong margins and high levels of client satisfaction. 2024-25, saw a surplus of circa £500K be delivered. This was a clear marker that the deliberate focus, effort and commitment of all to drive Roffey Park Institute to financial stability is achievable.

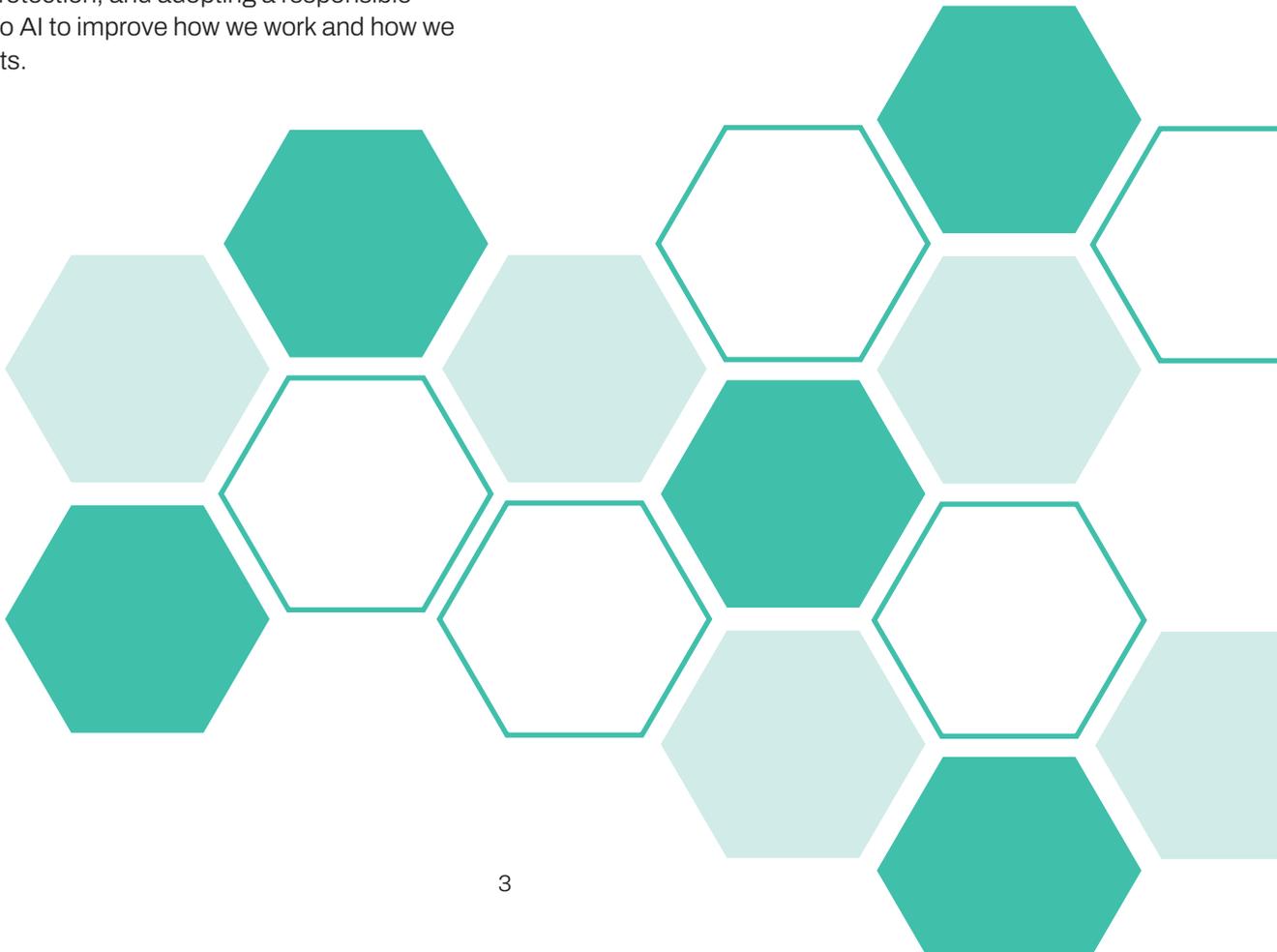
Our activities resulted in a strengthening of multi-year partnerships and strategic clients. We successfully renewed key public service contracts in Ireland, and continued to expand our reach across Europe. At the same time, we advanced important organisation-wide priorities - enhancing partnership governance, investing in learning technology and data protection, and adopting a responsible approach to AI to improve how we work and how we serve clients.



**Dr Arlene Egan**  
Chief Executive

Our academic programmes continued to demonstrate quality and relevance, with strong external feedback and consistently positive learner evaluations, while our events and content activity broadened access to insight and strengthened our voice within the organisational development community.

None of this progress is possible without the commitment of our team, Trustees, Associates, partners, and clients. Thank you for your trust and collaboration. We enter 2025-26 from a position of strength, with a clear focus on diversification, scalable high-quality delivery, and sustainable growth.



## Roffey Park Ireland (Europe)

Roffey Park Ireland (RPE) is a wholly owned subsidiary of Roffey Park Institute and comprises a small, high-performing team. Between August 2024 and July 2025, RPE delivered a strong year of commercial and operational performance, securing £811K in revenue and exceeding full-year targets, with margins consistently above 55%. Client satisfaction remained high at 88% and win rates were stable at 60%, reflecting sustained demand across sectors and geographies. Growth during the year was driven by a mix of multi-year partnerships, repeat client engagements, and the renewal of IPA public service contracts in Ireland, providing a solid and reliable platform for continued development.

Looking ahead, RPE remains focused on further diversifying its client portfolio, expanding its European presence, and strengthening its associate network. While revenue concentration and pipeline diversification continue to be actively managed, the business enters the next financial year from a position of strength, well placed to deliver steady growth while maintaining quality, client impact, and operational excellence.

## Roffey Park Services (Venue)

Roffey Park Services (RPS) is a wholly owned subsidiary of Roffey Park Institute and comprises the team that runs the venue at Roffey Park, Horsham. 2024-25 was a positive year, with activity continuing to grow. Accommodation revenue, together with income directly associated with Roffey Park clients, increased year on year.

The management team and wider staff consistently delivered high standards of customer service throughout the year. This focus on quality drove referrals and repeat business, with clients returning for the high-quality experience delivered on site.

Staff turnover remained extremely low, particularly in the context of the wider hospitality sector.

A strong focus on menu innovation continued this year, with themed events, and corporate dining options introduced and tested. This variation in both menu and overall experience was well received and will be maintained into the next financial year. We again received excellent feedback across social platforms and independent review sites.

Across 2024-25, our client base continued to grow and diversify. We also saw increased weekend activity, helping to extend our services beyond the previously concentrated Tuesday to Thursday pattern.

Our serviced offices were 100% occupied throughout the year, and a strong community continues to develop across this client base. Demand remained high, with a waiting list forming during 2024-25.

We remain very proud of the grounds, beautifully maintained and the vast spaces are not only suitable for quiet reflection, but when the weather suits, clients use the outdoor spaces for their work. This is a very unique proposition that is offered by this site and is one of the many reasons clients return year after year.

# Strategic Partnerships

Over the past year, Roffey Park has continued to strengthen and expand its strategic partnerships, building on foundations established in previous years. During 2024-25, several partnerships matured from early-stage collaborations into fully operational, revenue-generating relationships, making partnerships an increasingly important contributor to revenue growth, programme scale, and reach across both public and private sectors.

The most significant progress was achieved within the public sector, where partnerships supported the enhancement of an existing leadership programme and the launch of two additional programmes at scale. These collaborations demonstrate Roffey Park's ability to combine thought leadership, facilitation excellence, and organisational development expertise with the operational capability required for high-volume delivery. Alongside this, content and technology-focused partnerships – including psychometrics, assessment tools, learning platforms, and immersive simulations – further enriched the learner experience and aligned closely with wider investment in digital capability and operational excellence.

During the year, Roffey Park also strengthened its approach to partnership governance and commercial design through the introduction of a Strategic Partnership and multi-year contract group. This has improved commercial clarity, contract management, and cross-functional coordination, supporting more predictable revenue and improved readiness for future growth. As a result, Roffey Park enters 2025-26 with a stronger, more diversified partnership portfolio, well positioned to deepen existing relationships, expand into new markets, and sustain scalable, high-quality delivery.

## Technology and AI

During the year, Roffey Park Institute continued to strengthen its digital and technology foundations, with a particular focus on data protection, learning technology, and the responsible adoption of AI. A major priority in 2025 was work towards ISO 27001 certification, involving a comprehensive review of IT systems, policies, and organisational processes. This programme of work responded to increasing cyber risks within the education sector and included a significant redesign of the data environment, while also establishing a secure foundation for the future use of AI tools across the organisation.

Alongside this, Roffey Park further advanced its use of modern educational technology through continued development of the Learner Experience Platform and the introduction of new digital tools, including the Roffey Park 360 Feedback tool. These developments support the organisation's ambition to expand digital and blended learning provision, enhancing accessibility, insight, and impact for clients.

During the year, an AI strategy was also adopted to guide the structured rollout of AI solutions to support efficiency and core operational processes. Microsoft Copilot was introduced to all staff as an initial step, with further AI agents now being deployed to support key functional areas, reinforcing Roffey Park's commitment to innovation, quality, and operational excellence.



# Academic Programmes

The quintennial re-recognition and quadrennial re-validation processes were successfully completed in Spring 2024, enabling the continuation of Roffey Park's long-standing collaboration with University of Sussex as the validating institution for its academic programmes.

During 2024-25, Cohort 3 of the Masters in People & Organisational Development completed the programme, while Cohort 4 finished their studies and are scheduled to graduate in January 2026. Cohort 5 commenced in October 2024. The programme is delivered by an international faculty of Associates working closely with the Roffey Park academic programmes team, providing highly personalised and effective support to participants in an online learning environment. The programme continues to attract both UK-based and international participants and offers a distinctive part-time learning route for experienced professionals.

The quality of participant dissertations was formally commended by the awarding body and external examiner, with topics noted for their strong relevance to contemporary organisational development practice. A number of dissertations are now being developed for wider dissemination as Roffey Park white papers. This external feedback is reinforced by consistently positive student evaluations, reflecting the programme's academic quality and overall learner experience.



# Content and Events

2024-25 was another active and productive year for events and content activity. Building on the success of the inaugural Organisational Development Conference, Roffey Park Institute continued to use events as a key mechanism for thought leadership, engagement, and research funding. Planning and promotion for the 2025 Organisational Development (OD) Conference progressed steadily throughout the year, with keynote speakers and panel contributors announced in stages to maintain momentum and visibility. The conference continues to play a central role in positioning Roffey Park within the organisational development community and in supporting open thought leadership.

Our Navigator webinar series remained an important element of our engagement strategy during the year. These free events continued to attract strong levels of interest, with attendance varying by topic and reflecting sustained demand for accessible insight into organisational development, leadership, and workplace trends. Navigator content drew on both Roffey Park research and practitioner expertise, helping to maintain regular visibility with our audience. Based on learning from previous years and market feedback, Navigators moved to a bi-monthly cadence, enabling deeper focus on priority themes and improved alignment with wider content planning.

Client-focused events also remained an important part of relationship building during the year. Roffey Park Europe hosted targeted client engagement activity in Dublin, bringing together existing and prospective clients in a small, high-quality setting. These events supported deeper conversations about current organisational challenges, strengthened relationships, and increased awareness of Roffey Park's broader portfolio and expertise.

Content production continued to be supported by a small and highly engaged internal team, working collaboratively with colleagues across the organisation. Throughout the year, articles, blogs, and thought leadership pieces were published across social and digital channels, aligned to key organisational development themes, leadership challenges, and programme areas. This content supported both brand visibility and event promotion, while also laying the groundwork for the further development of white papers and research outputs.

Looking ahead, Roffey Park will continue to invest in a balanced programme of events, webinars, and thought leadership content. The focus for the coming year will be on strengthening the integration between research, content, and events, expanding white paper production, and using flagship events such as the OD Conference to amplify insight, impact, and engagement across the sector.

## ESG

Roffey Park has been dedicated to delivering on our key environmental, social and governance metrics. All Roffey Park staff are aware of what we are doing for ESG and how we are being evaluated. Once again, this year RPS has retained the ISO14001 accreditation in Environmental Management Systems and, on inspection by the Environmental Health Officer (EHO), achieved 5 stars for food safety management.

# Gender Pay Gap

This exercise was completed on 31 July 2025 for a total of 82 employees across RPI (inc RPE) and RPS and are all considered 'relevant employees'. We are not required to report on our Gender Pay Gap results as we employ less than 250 staff, however, the correct procedure has been followed to produce our data, in terms of hourly pay, mean and median pay levels, the relevant percentage gaps and pay quartiles.

The calculation for hourly rate was the total annualised hours available divided by the annual salary.

For the purpose of the report, the following calculations have been completed:

- Overall organisation
- By division
- By department
- By diversity
- Pay quartiles

## Background

The GOV.UK procedures for gender pay gap reporting state that: *Your figures will usually be either a positive or negative percentage. A positive percentage shows that women have lower pay or bonuses than men in your organisation. A negative percentage shows that men have lower pay or bonuses than women in your organisation. A zero percentage shows that there is equal pay or bonuses between men and women in your organisation.*

Division	Gender	Upper Quartile	Upper Middle	Lower Middle	Lower Quartile
RPI/RPS	Female	12	11	13	16
	Male	9	9	6	6
	Female	14.6%	13.4%	15.9%	19.5%
	Male	11%	11%	7.3%	7.3%
RPI	Female	6	7	8	12
	Male	4	7	3	1
	Female	12.5%	14.6%	16.7%	25%
	Male	8.3%	14.6%	6.3%	2%
RPS	Female	2	2	5	10
	Male	4	5	2	4
	Female	5.9%	5.9%	14.7%	29.4%
	Male	11.8%	14.7%	5.9%	11.8%

Division	Gender	No.	Total Hourly Rate	Mean Hourly Rate	Median Hourly Rate	Total Staff
RPI/RPS	Female	52	£1,180	£23	£13	82
	Male	30	£712	£24	£20	
	Gender Pay Gap			4.2%	35%	
RPI	Female	33	£928	£28	£21	48
	Male	15	£485	£32	£34	
	Gender Pay Gap			12.5%	38.2%	
RPS	Female	19	£252	£13	£12	34
	Male	15	£227	£15	£14	
	Gender Pay Gap			13.3%	14.2%	

## Conclusions

Line managers have been included in the departmental breakdowns.

- There are 21 members of management and 61 members of staff
- There are five departments with a gender pay gap in favour of females
- There are four departments with a gender pay gap in favour of males
- A pay gap of +/-5% is considered acceptable and therefore highlighted in green in the calculations.

That said, as per the guidelines, the salaries are reflective of the salary exchange scheme i.e. the gross salary after salary exchange has been used. As at 31 July 2025, we had the following staff as part of the salary exchange scheme:

- 22 females in RPI and 2 in RPS
- 8 males in RPI and 3 in RPS

It therefore follows that had we included pre salary exchange figures, the reported gender pay gap would likely be within acceptable limits, if not at 0% or in a negative %.

To that end, we have no concerns about our Gender Pay Gap and feel that no further action is required.

# Summary Financial Statements

These summary financial statements are not the statutory Annual Report and Accounts and do not contain sufficient information to allow for a full understanding of the results and state of affairs of the company. They are simply a summary of information relating to both the Statement of Financial Activities and the Balance Sheet. The statutory Annual Report and Accounts were approved by the Board of Trustees on 12 March 2026 and received an unqualified report from our auditor, RSM UK Audit LLP. Copies are available upon request from the address below.

The statutory accounts have been delivered to the Charity Commission and Companies House.

On behalf of the Board,  
Roger Leek, Chair

Roffey Park Institute Limited, Forest Road, Horsham, West Sussex, RH12 4TB  
Company limited by guarantee: 923975 Registered Charity Number: 254591

## Summary Consolidated Statement of Financial Activities for the Year Ended 31 July 2025

	2025	2024	2023
Income	9,596	8,065	8,145
Expenditure	8,997	8,460	8,659
Net Expenditure	599	- 395	-514

## Summary Consolidated Balance Sheet at 31 July 2025

	2025	2024	2023
Fixed assets	2,077	2,011	305
Current assets	3,227	1,908	4,081
Creditors: amounts falling due within one year	-2,515	-1,729	-1,801
Total unrestricted funds	2,789	2,190	2,585

## Principal Activities

The principal activities of the Institute are to provide management education and development and to conduct research into questions affecting the health and well-being of people at work.

# Our People

## Board of Trustees and Directors

Drawn from members of the Institute

Andy Bailey  
Dr Pavica Barr  
Dr Delroy Beverley+  
Al Bird  
Steve Clayton  
Cynthia Duodu  
Roger Leek  
Sebastian Ling  
Janet Morris  
Nigel Perks  
Jig Ramji

## Chief Executive

Dr Arlene Egan

## Company Secretary

Sheetal Jaywant

## Members of Roffey Park Institute

AMEC Foster Wheeler  
Dr Pavica Barr\*  
Dr Delroy Beverley\*  
Al Bird\*  
Booker Ltd  
British Broadcasting Corporation  
Steve Clayton\*  
British Sugar plc  
BT plc  
Chameleon People Solutions  
Cynthia Duodu\*  
EDF Energy  
Fujitsu Services Ltd  
Kraft Heinz Company Ltd  
Hampshire County Council

V J Hammond  
C Horton  
R J Hudson  
Jewson Ltd  
John Lewis Partnership  
Johnson Matthey plc  
Kodak Ltd  
Sebastian Ling\*  
Markettribe\*  
Marks & Spencer plc  
Metropolitan Police Services  
Mondelēz International  
Janet Morris\*  
Nestlé UK Ltd  
Nigel Perks\*  
PHL Services Ltd  
Jig Ramji\*  
RBS  
A Ritchie  
Royal Mail Group plc  
RJL Consulting\*  
RWE power  
Siemens plc  
Taylor Wimpey UK  
Transport for London  
P M Vaz  
Virgin Media  
Vodafone  
C Waddington  
W H Smith plc

## Executive Team

Dr Arlene Egan  
Kerry Coxon  
Nigel Dean+  
Simon de Winter  
Sheetal Jaywant  
George Kunnath  
Suzie Thompson  
Sarah Watson

## Faculty

Ben Baginsky  
Inti Cheung  
James Choles  
Roy Clarke  
Simon Coker  
Emma Du Parcq  
Ciara Halloran

## Associates

Hannes Alton  
Clare Amos  
Manish Arneja  
Tom Bamber  
Claire Barraclough  
Paul Blair  
Tracey Bovingdon  
Lynda Brooks  
Aisling Callaghan  
Ciaran Casey  
Andrew Constable  
Ian Cornelius  
Cindy Cox  
Nick Coyle  
Mary Cross  
Graham Curtis  
Sinead D'Arcy  
Simon Davies  
Harri Demetrios  
Debbie Dillon  
Maura Dolan  
Susan Duggan  
Benedict Eccles

Matt Evans  
Fiona Flynn  
Roshini Ganesan  
Simon Gott  
Michael Greenhalgh  
Andy Harmer  
Amanda Harrison  
Sarah-Jane Henry  
Shelly Hussain  
Ken Ingram  
Andy James  
Nick Jeffery  
Kewin Jennings  
Ana Karakusevic  
Cathy Korn  
Anna Linley  
Adrian Lock  
Joe MacAree  
Anne Macdonald  
Jose Maia  
Gary Morgan  
Yolanda Morley-McKay  
Rebekah O'Rourke  
Suzanne Penn  
Sonia Rignall  
Meenakshi Sarup  
Lorraine Sawyer  
Curie Scott  
Catherine Shepherd  
Andy Smith  
Demola Soremekun  
Amaia Sotes  
Esther Stevenson  
Sabine Stritch  
Buyce Tarhan  
Stephen Tarpey  
Philippa Tripp  
Roland Webster  
Vicky Wells  
Chris Williams  
Vanessa Williams  
John Woodward-Roberts  
Alastair Wyllie  
Katarina Zajacova

+ Directors of Roffey Park Services Ltd \* Represented on the Board of the Institute Trustees who served on the Board during the financial year ended 31/07/2025 Executive Team and Faculty staff as at 31/07/2025 Associates who undertook work for us during the financial year ended 31/07/++

If you are interested in having a conversation to explore possibilities, then please get in touch with us.

Tel: +44 (0)1293 851644

Email: [hello@roffeypark.com](mailto:hello@roffeypark.com)

For more information about our services, research, events and webinars, visit our website.

[www.roffeypark.com](http://www.roffeypark.com)

## Contact Us

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