

THE OF HUMAN
TAVISTOCK RELATIONS
INSTITUTE

Tavistock Institute of Human Relations (THE)

Trustees' Annual Report

1 October 2024 to 30 September 2025

**Tavistock Institute of Human Relations Trustees' Annual
Report for the Year Ended 30 September 2025**

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Who we are

Council of trustees

Professor Lucian J Hudson, Chair

Dr Eliat Aram, ex officio

Alexandros Argyropoulos

Dr Martin Brigham

Professor Eenasul Fateh

Hilary Frazer, Honorary Treasurer

Steve Hearsum

Dr Mónica Velarde Lazarte (from October 2025)

Katharina Müller (vice chair)

Dr Antonio Sama, Chair of HRMC

Dr Mannie Sher (staff, co vice chair from October 2025)

CEO

Dr Eliat Aram PhD, MSc Occup Psych, MSc G Psych, CBAM, CDir IoD

Company Secretary

Rachel Kelly

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Company registration number: 00442517 | Charity registration number: 209706

Auditor

Goldwins Limited, 75 Maygrove Road, London NW6 2EG

Bank

NatWest, 440 Strand, London WC2R0QS Solicitor: Wedlake Bell LLP, 71 Queen Victoria St, London EC4V 4AY

Mission

We study how humans relate to each other in groups and organisations around the world, to help individuals and organisations navigate complexity, change, and human dynamics.

Professional development | Research and evaluation | Consulting services | Coaching | Arts & Organisation

We consider the whole system, applying social science methods to address research questions and creative, psychoanalytic and systems approaches to respond to organisational challenges.

Status

We are a UK-based not for profit organisation established with charitable purpose in 1947, with sister organisations in Germany and China and a global programme of work.

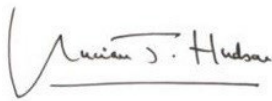
We are governed by our Articles of Association dated 20 September 1947 as amended on 25 June 1963, 20 March 1991 and 22 July 2010. Ultimately accountable to the Association members, a Council of Management act as the board of trustees and work with the CEO and Management team to deliver against the mission and objectives.

Letter from our Chair of Council

The economic and commissioning landscape remains profoundly challenging, yet I am continually inspired by the quality of leadership and support we bring to our work. The Tavistock Institute of Human Relations continues to make a remarkable contribution across all our endeavours.

This year has tested our resolve, but it has also demonstrated our capacity to navigate turbulent waters with skill and care.

As you will read in the pages of this report, we delivered positive social impact through our research and consulting, knowledge sharing and professional development programmes and our commitment to excellence in everything we do remains unwavering.



Lucian Hudson

Chair of Council, Tavistock Institute of Human Relations

Letter from our CEO

During this year I have been guided by the wisdom of Hannah Arendt: “*prepare for the worst, expect the best and take what comes*”. This stance steers us all to learn from the past, hold on to hope, and trust in the Human capacity for renewal and making good, while navigating uncertainties and turbulences as they come.

Certainly, as the Chair has pointed out, the year has been testing in many ways, for leading as well as for living and working.

For the Institute in particular, there is the additional ongoing gift and challenge of thriving on the shoulders of giants. As can be seen from the opening below, we are almost completing eight decades of social and organisational impact through the development of theory into practice.

As we approach our 80th birthday, which will be on 21 September 2027, we continue to lead in the world of work internationally, improving and deepening insights into socio-psychological, communal, and organisational dynamics through researching, evaluating and experientially studying them. Meanwhile, we have worked with leaders and change-makers in thoughtful, resourceful and innovative ways, aiming to equip them with improved capacity to navigate and influence the conditions in which we live and to improve working life.



Eliat Aram

CEO, Tavistock Institute of Human Relations

Impact Timeline

Seven decades of transforming work, care and communities

1951: Work design in coal mines to OD, England

Socio-technical systems theory born. Semi-autonomous work groups in Yorkshire collieries reduce absenteeism by 20% and inspire a global movement in team design, agile structures and participative work systems—now core to organisational development worldwide.

1957 onwards: Learning revolutionised, global

Group relations conferences revolutionise leadership education. Psychodynamic learning methods spread from Leicester to Harvard, INSEAD and organisations across six continents, equipping leaders to navigate complexity, power and unconscious group dynamics.

1972: Social care transformed, United Kingdom

Disability care reframed. Research at Le Court challenges institutional custody, revealing how unconscious anxieties perpetuate exclusion. Findings help establish the social model of disability, influencing community living and the UN Convention on the Rights of Persons with Disabilities.

1990 onwards: Evaluation innovations, UK and Europe

Evaluation as learning process. The Evaluation Development and Review Unit pioneers participatory and developmental evaluation, reshaping how public programmes are assessed and informing UK and EU policy on social inclusion and community support.

2006: Financial inclusion, South Africa

Financial inclusion meets organisational transformation. Systems psychodynamic intervention at ABSA Bank stabilises leadership during rapid expansion, enabling 4 million previously excluded South Africans to access formal banking services.

2013 – 2016: Public engagement, England

Democratic accountability in healthcare. NHS Citizen initiative applies systems psychodynamic approaches to transform institutional resistance, creating citizens assembly structures that establish new precedents for public participation in major services.

2017 – 2023: Learning and impact, United Kingdom

Women and girls sector strengthened. Learning and impact services build collaborative networks among fragmented organisations, amplifying collective voice and increasing influence on policy and decision-making structures nationwide.

2024: Blueprint for change, Scotland

World-first just transition framework. Comprehensive measurement system aligns climate policy with social equity, providing replicable model for ensuring green transition benefits those who need help most—gaining international traction.

Research

This year, we built on our sustainability and social impact portfolios and Tavistock Institut Germany substantially expanded our programmes of work on labour market policies.

New framework to help measure the Just Transition in Scotland

Client: Scottish Government

This research, conducted with the University of Edinburgh, resulted in a world-first blueprint for the achievement of equitable outcomes during the low-carbon transition, published in December 2024. The report provides specific, measurable outcomes for the Scottish Just Transition and offers a framework for upcoming national, sectoral, and regional plans and evaluations, reflecting national priorities and using a common vocabulary.

[Tavistock Institute of Human Relations | Measuring and Evaluating...](#)

Join the dots in local networks: reducing gambling harms

Client: GambleAware

We continued to strengthen multi-agency systems of support for people affected by gambling harms, through this programme of work with GambleAware.

As learning and evaluation partner to the *Mobilising Local Systems (MLS)* programme, we have worked alongside nine regional boards across Great Britain to consolidate learning from Phase 1 and deepen collaboration between public health, local authority and voluntary-sector partners.

Over the past year, we produced a suite of good-practice vignettes showcasing how regional partnerships are embedding gambling-harm awareness in local systems, launched an end-of-programme survey to capture perspectives from partners across the regions, and convened a series of learning events to share insights and celebrate collective progress.

This work comes at a pivotal moment for the sector, as responsibility for funding shifts from a voluntary to a compulsory levy, creating opportunities to embed the programme's learning in new national structures. Together, these activities have helped to build a cross-regional community committed to reducing gambling harms through collaboration, reflection and systems learning.

[Reducing gambling harm:... | Tavistock Institute of Human Relations](#)

How a bio-psycho-social approach supports people with chronic pain

Client: King's Health Partners

Chronic pain affects approximately 34% of UK adults and has profound impacts beyond physical discomfort, influencing employment, mental health, and quality of life. The burden falls disproportionately on certain populations, with women, people from lower socioeconomic

backgrounds, and Black communities experiencing higher prevalence rates. Traditional medical approaches often fail to address the complex interplay of physical, psychological, and social factors that influence chronic pain.

We reported on our independent evaluation of the PEACS (Pain: Equality of Care and Support in the Community) service in March 2025. This was an innovative approach to chronic pain management that adopted the bio-psycho-social model, delivered by King's Health Partners Mind & Body Programme in collaboration with the StockWellBeing Primary Care Network in Lambeth.

Key findings suggest the bio-psycho-social approach adopted by PEACS effectively balanced reducing unnecessary healthcare utilisation while improving access for previously underserved groups. The report highlights both the successes and challenges encountered, providing practical recommendations for future implementations.

[How a bio-psycho-social... | Tavistock Institute of Human Relations](#)

Transform the education of future youth work leaders

Client: UK Youth

The Tavistock Institute was commissioned by UK Youth to help develop the UK's first leadership development programme for youth workers. Our role included advising on programme design, supporting with the recruitment processes, and mapping the curriculum. This work contributed to transforming the education of future youth work leaders, strengthening the sector's ability to sustain itself and continue delivering vital local services.

Following the success of this partnership, UK Youth commissioned further support to enhance their training and development offer for grantees across the country. This phase involved creating online training content on monitoring and evaluation, effective governance, and budget management.

As with the leadership development programme, the focus was on equipping youth work organisations with the skills to become financially sustainable and increase their impact on the lives of young people. The training offer was well received and enabled UK Youth to offer a structured, educational programme to grantees alongside funding.

Evaluating online help for people in crisis

Client: Samaritans

In 2024–25, we were commissioned by Samaritans to evaluate the pilot of their *Online Chat Service*, designed to extend support to people in distress through a confidential digital channel.

The evaluation combined quantitative analysis of service data with in-depth qualitative research led by Peer Researchers – individuals with lived experience of suicidality – ensuring that the voices of users and volunteers were central to understanding the service's impact. Working closely with Samaritans' safeguarding and research teams, and with our partners Habitus Collective, we co-designed ethical and trauma-informed approaches to engage children, young people and adults safely. It highlighted the value of the service to users – with more than 90%

saying that they would use the service again – and with many examples of the way it helped to lower levels of distress among those accessing the Online Chat Service.

Findings from the study have informed decisions by Samaritans' senior leadership about the future of digital support and contributed to wider learning on effective online crisis intervention and suicide prevention across the sector.

[Evaluation of Samaritans... | Tavistock Institute of Human Relations](#)

Improvements for labour market policies in Europe

Client: European Commission - Research Executive Agency (REA)

In October 2024, a consortium including Tavistock Institut Germany (TIG) secured this large Horizon Europe project.

The aim is to set up a European Observatory of Active Labour Market Policies (ALMPs), an innovative entity to address and rectify the prevalent deficiencies in the formulation, execution, and evaluation of ALMPs among EU Member States. It seeks to create a comprehensive framework to guide policymakers to develop, implement and monitor more effective and equitable labour market interventions.

The observatory will develop a centralized information technology platform, augmented with sophisticated AI tools. These technological advancements will provide indispensable support to policymakers, researchers, and labour market professionals in designing ALMPs that are both innovative and inclusive.

The AI tools integration is particularly significant, as it promises to enhance the analytical capabilities of the observatory, enabling a deeper and more nuanced understanding of the complexities associated with ALMPs. This is anticipated to lead to the formulation of more targeted and effective labour market strategies.

TIG is leading on evaluation of the research, with a focus on participative development and the fine-tuning of ALMPs and skills policy design. We are also responsible for the German case studies and national report.

<https://eu-almppo.eu/>

[Testing AI tools to help... | Tavistock Institute of Human Relations](#)

Making European education, training and learning systems more flexible

Client: Cedefop

This study, coordinated by Tavistock Institut Germany, analysed and evaluated policies to increase the flexibility of European education, training and learning systems over the last 20 years, at both EU and national levels. We worked in partnership with Istituto per la Ricerca Sociale (IRS Italy) and a number of external country experts (i.e., Finland, the Netherlands and Poland). We also provided internal country experts for France, Ireland and Germany respectively.

During 2024-2025, the TIG team developed a set of scenarios for lifelong and life-wide learning by 2040, together with exploring policy options and implications for policy makers, education and training providers and individual learners.

The focus was on vulnerable/disadvantaged learners, such as the low-skilled, early school leavers, young people not in employment, education or training, older workers, women, and those with an ethnic minority and/or migrant background. The scenario development process included validation at two online interactive workshops with a wider pool of EU and national-level experts from the study's eight case study countries. The workshops further enriched the scenario narratives and added nuance to their implications.

Towards 2040: this Cedefop conference showcased and validated the five scenarios, which were presented and elaborated by the TIG team on 19th February 2025.

With more than 600 policy-makers at EU and national levels, academics, social partners, education and training institutions from various sub-sectors and levels of education, career and learning advisory services, businesses, and learners, the conference focused on how to promote systems that further encourage entering, re-entering and accumulation of learning across institutions, education and training systems, and countries for all types of learner.

More about the conference:

<https://www.cedefop.europa.eu/en/events/making-learning-progression-reality-policy-scenarios-towards-2040>

[Improving the flexibility of... | Tavistock Institute of Human Relations](#)

Modernised adult training supports labour market transitions

Client: Istituto nazionale per l'analisi delle politiche pubbliche (INAPP) (IT)

This project will aim to promote the modernisation of adult vocational education and training in Italy, by aligning them with a rapidly evolving and constantly changing economic and technological context. Commissioned by INAPP, a national public research body supervised by the Italian Ministry of Labour, the comparative study includes a case study on adult education policies in England – interesting because of the more market-oriented perspective – which TIG will carry out.

Public engagement & learning networks

These highlights from our events programme show how we reach out to new audiences and lead thinking on systems psychodynamics, group relations, Socio-technical Systems and organisational change and leadership topics.

Lunchtime Talks

This vibrant series of talks is planned to offer space for thinking about some of the themes running through our work, exploring new evidence and sharing ideas and practice. We aim to feature leaders in different fields and to attract both our regular followers and new audiences in different sectors.

This year, we brought together a varied public audience, with highlights including Dr Jean Cooper's exploration of [Ambivalence, projection and the place of AI in Systems Psychodynamics](#) on September 2025 and Yeshim Harris who shared [Lessons from war zones for leaders and organisations](#) in February 2025.

The talks are free but guests are invited to donate to our Bursary Fund to allow us to widen participation at the Leicester Conference and our other Professional Development programmes and we are so grateful to all those who donated this year.

See more about [this year's Lunchtime Talks](#).

Socio-technical Systems Roundtable in Trondheim, Norway

In 2025, the *International Conference on Sociotechnical Organisational Design* featured our experiential workshop exploring the impact of AI Notetakers and AI agents on anxiety, agency and the authority of individuals, groups and organisations.

The conference was held at the Norwegian University of Science and Technology, in Trondheim, Norway, from 23-26 September 2025. It brought together 80 Socio-technical Systems (STS) practitioners and researchers from across the world, including North America, Australia, Canada, Japan, the Netherlands, Denmark and Germany.

The AI Notetaker workshop, delivered in collaboration with tech startup Hard Problems, surfaced prominent trends in the STS community (demographic shift, gender dynamics, automation anxiety) and stood out as the only contribution to the conference that examined unconscious group dynamics and the socio-psychological dimension of Human-AI interactions in depth.

Public performance 'Human-AI Systems Are Here to Stay: what price are you willing to pay?'

Annja Neumann staged a new version and public performance of her Faust Shop project for the British Computer Society, which created a dynamic space for conversations about the impact of AI and extended artistic organisational development practice into new contexts.

This outreach event was held in the City of London, in July 2025, using experiential learning to engage 60 or so participants from the corporate, public and third sector with AI ethics.

Showcase for doctoral students from the Bowling Green State University (BGSU)

We welcomed the fourth cohort of doctoral students from Bowling Green State University's practice-based doctorate in Organisational Development and Change. The programme has become a valued partnership, bringing professionals engaged in diverse social and organisational change projects across the US public and private sectors to engage with TIHR's thought and practice.

Over three days, students moved through multiple learning settings that showcased the past, present and future of TIHR's work including the ever-popular campfire setting where Institute elders shared key influences and highlights of their careers. A session from Entelechy Arts challenged and upended perceptions around leadership and power relations.

At the Wellcome Library, the doctoral students immersed themselves in the Institute's archive while learning from the Library's participatory engagement approaches with an LGBTQ+ community, exploring how archival practices themselves are being transformed. Dr Ruth Piombi's Lunchtime Talk on the experience of being a black woman in the UK workplace brought lived experience to the conversations as well as highlighting the need for further evidence and research in this area.

The learning was enriched by a concurrent visit from doctoral students in Psychology and Psychoanalysis from George Washington University.

Group Relations

Dubai. Trinidad. New York. India. Kazakhstan

We hosted and partnered in a series of Group Relations conferences around the world, leading and promoting group relations methods amongst new audiences and strengthening local GR networks.

Belgirate

In Oct 2024 the Group Relations triannual meeting – Belgirate – took place in Portugal. 62 group relations practitioners from all over the world came together in person at this scientific meeting, sharing research papers with three keynote lectures, focusing on the theme: *A new climate for Group Relations, Emergence, Traditions and Innovation*.

Leicester Conference 2025

This year, the conference, *Authority, Leadership & Organisation | LIFE | Learning In Fragmented Environments* brought together 49 members, 20 different nationalities ranging from 25 to over 70 in age from four continents. Intersticia (an Australian organisation promoting leadership in young people) has been sponsoring two members at Leicester for 10 years in 2025.

Participant quote

My own two Leicester experiences were, on the surface, similar in structure and design. Yet, as the inner and outer contexts are never the same, the experiences themselves were profoundly different.

Each conference opened new dimensions of inner life, relational life, and engagement with the world. Leicester offered a disciplined and generative holding environment in which previously unthought material could emerge, be metabolized, and worked with in depth.

I remain a great advocate of Leicester and of your work: the two-week immersion, the international reach, the residential intensity, the generative turbulence, and the disciplined tradition that enables individuals and groups to encounter themselves, and one another, in new ways. There is truly nothing else like it.

Mette Charis Buchman, MA, Org.Psy.M., PhD Candidate

Building TIHR group and organisational practice in China

We marked a significant milestone in establishing a sustainable community of practice in group and system dynamics across China.

The Institute team trained the third and fourth cohorts of the *Green Group Dynamician* programme, working closely with Dr Winnie Fei and her team from Tavistock Institute China, whose local expertise and commitment is key to participant engagement, programme sustainability and extending the reach of the work.

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The programme's experiential design integrates Group Relations Conference methodology with Organisational Development and Change frameworks. This has become a distinctive learning pathway for HR and OD professionals, independent consultants, psychologists, and organisational leaders. The dialogue between Tavistock methodologies and Chinese philosophical traditions has opened a rich space for mutual learning as practitioners integrate concepts of boundaries, authority, unconscious dynamics and social dreaming into their work.

Alumni from earlier cohorts are now applying Tavistock methodologies within their organisations and client systems, introducing frameworks for understanding systemic dynamics.

Professional development

The Professional Development offer includes our modular programmes, shorter workshops, and ad-hoc courses — all grounded in core Tavistock philosophies, theories, and methodologies, and continually adapted to respond to our participants, communities, and the wider social context.

Our programmes remain focused on delivering fundamental and lasting change for participants and, by extension, their organisations, rather than quick fixes. Our cohorts together have reflected on what it means to work and lead in today's complex, fast-changing world.

As in previous years, we have delivered programmes in a variety of formats - wholly online, wholly in-person, and hybrid - making the best use of technology to enable participants to connect across the globe. Our London office continues to provide a flexible, bright, and welcoming space that supports both learning and the informal conversations and networking that are such an integral part of the Tavistock Institute experience.

Professional Development Programme Report Cards

Practitioner Certificate in Consulting and Change (P3C)

A year-long programme developing deeper understanding of organisational life and methods for supporting workplace and community change through theory, practice and reflection.

With whom: Professionals from health, education, local government, charities and private organisations in people, culture and change roles.

Impact: Participants became more reflective and effective practitioners with greater confidence to navigate complex systems and support sustainable organisational change.

Certificate in Coaching for Leadership: Psychodynamic approaches

Advanced coaching training using psychodynamic theory to explore emotional and relational dynamics in leadership.

With whom: Coaches, consultants and organisational leaders seeking to work at emotional depth.

Impact: Participants learned to support leaders in understanding unconscious patterns, contributing to healthier leadership cultures and more ethical, compassionate workplaces.

Certificate in Supervision for Coaching & Consultancy

Training for experienced coaches and consultants to become supervisors guiding others in reflective practice and professional ethics.

With whom: Senior practitioners from across the UK and internationally.

Impact: Graduates now provide supervision within professional networks, raising standards of reflective practice, ethical awareness and emotional support in the helping professions.

Certificate in Dynamics at Board Level: Unlocking the power of transformational leadership

Executive-level programme exploring human and systemic dynamics shaping boardroom leadership, relationships and decision-making.

With whom: Board members, senior leaders and governance professionals from public service, charities and corporate sectors.

Impact: Improved collaboration, trust and strategic alignment at leadership level, supporting more effective governance and socially responsible leadership.

Team Working: How to succeed

Four-week online learning course: join any time. Focused on effective team collaboration and communication grounded in real-world practice.

For: Professionals at all levels seeking practical insights into group dynamics.

Impact: Tools for improving teamwork, reducing conflict and enhancing problem-solving, supporting healthier workplace cultures.

Reading Seminars: Organisational Consultancy & Change

Reading seminars exploring leadership and change management through foundational texts and current debates in organisational consultancy.

With whom: Consultants, academics and reflective practitioners from various disciplines.

Impact: Nurturing intellectual curiosity and a community of reflective practice to sustain the field's contribution to social progress.

Spring Workshop Series: Writing with the Poetic Lens

Creative writing workshop using poetry and reflective writing for professional and personal development.

With whom: Consultants, artists and leaders integrating reflective writing into practice.

Impact: Fostered self-awareness, emotional intelligence and reflective capacity vital for ethical leadership, whilst supporting well-being and creative language use.

Strategic Leadership Circles

Transformative conversations for senior healthcare leaders

With whom: Senior health and care managers and clinicians from public and private sector hospitals and primary care.

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Impact: *“Not only do we provide a superior work environment for staff, but better care for our patients”,* said John, a 2024 participant. The Circles, led by Michael Fischer and Dr Rachel Gibbons, offered space for reflection, supporting wellbeing and performance amongst the participating healthcare leaders.

Overall Social Value

Our Professional Development programmes develop reflective practitioners who bring compassion, critical thinking and ethical awareness into their workplaces and communities.

The Tavistock Institute advances social value by improving relationships, leadership and systemic understanding in organisations, contributing to the public good in tangible, human ways

Arts & organisation

Arts & Organisation has maintained its commitment to artistic disciplines contributing and enriching our organisational change and research work.

Marie Beauchamps, a Deepening Creative Practice alumnus, delivered a second series of *Writing with a Poetic Lens* workshops, demonstrating the programme's continuing legacy.

In a social care context, we gave team supervision to an artist group who work with residents in palliative care settings to transform attitudes to end-of-life care.

We launched '**Transformational Bodies**', an interdisciplinary collaboration with the Centre for Dance Research at Coventry University and Entelechy Arts, with a sandpit workshop at the Institute where various practitioners from the partner organisations shared their different practices to develop an 'ensemble' approach to researching the role of the body in transforming change.

PhD supervision work has expanded internationally, supporting Italian PhD student Valentina Filice's research on artistic activities in community development and circular economy at the University of Calabria.

Engaging with the TIHR archive

Heni Hale is now in her third year of a 4 year full time collaborative doctoral award, using embodied and creative methods of engaging with TIHR archive materials, through the Centre for Dance Research at Coventry University.

This last year she offered a workshop session in June 2025 to Tavistock Community members, sharing her practices that cultivate kinaesthetic sensibilities (attending to the perception of movement through all the senses) when encountering and witnessing archive materials. These practices are about generating affective resonances as responses to the materials and collectively co-creating new meanings as artistic expressions.

Heni was also awarded research development funding from Midlands 4 Cities to form a group performance project, making associations with Group Relations theories, that presented a live art installation and discussion event at Wellcome Collection.

Over the summer she was engaged in a three-month Placement with Wellcome's research and development team and archive staff and has written a reflective piece entitled [*The Archive Production line: A Kinaesthetic approach*](#).

This research was presented at University of Kingston's *Experimental Archives* conference, University of Nottingham's *Cultural Heritage: Management and Conservation* conference, and via a British Council supported engage programme *Kinaesthetic Heritage* with University of Grenoble Alps.

Sharing knowledge and strengthening community

Human Relations Journal

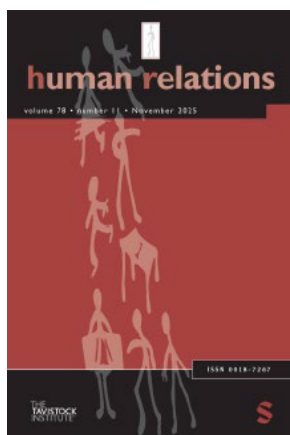
Human Relations continues to demonstrate exceptional performance and impact within the academic community. The journal achieved a 2024 Impact Factor of 5.4 (up 20% from 2023), positioning it 85th out of 420 journals in the Management category and 9th out of 271 in Social Sciences, Interdisciplinary. The journal's 5-Year Impact Factor reached 7.3, reflecting sustained influence, whilst the CiteScore climbed to 14.0, an 11% increase. With over 1 million full-text downloads in 2024 and a Google Scholar h5-index of 71, the journal maintains strong global readership and citation patterns.

The journal's commitment to quality scholarship is reflected in rigorous peer review processes and diverse author representation. *Human Relations* received 1,547 original submissions in 2024, maintaining a selective 3% acceptance rate that ensures publication of only the highest-quality research. The journal achieved an impressive average time to first decision of 22 days in 2024. Geographic diversity remains strong, with submissions from 354 Chinese institutions, 233 from the UK, and 148 from the US, reflecting the journal's international reach whilst maintaining connections to its institutional home.

Strategic marketing and engagement initiatives have strengthened *Human Relations'* profile and community connections. Social media engagement and targeted campaigns successfully promoted special issues, the Paper of the Year Award for [Coping with personhood limbo: Personhood anchoring work among undocumented workers in Italy](#), and our monthly featured articles.

With 918 package subscribers with Open Access agreements and inclusion in Sage Premier (accessed by institutions globally), the journal continues to expand accessibility whilst supporting TIHR's mission of combining psychoanalytic thinking, social science, and the arts to address contemporary organisational and societal challenges.

Thanks to our Co- Editors-in-Chief, Professor Smriti Anand and Professor Penny Dick, our international Associate Editor team, our Editorial Board, our Editorial Assistant team at Editorial Office and our publishers, Sage Publishing. We would also like to acknowledge our reviewers, without whom we could not run such a successful journal. A special thanks to our Reviewer of the Year 2024, Dr TingTing Chen of Lingnan University, Hong Kong, China.



Organizational Aesthetics Journal: A Seat for Everyone

Organizational Aesthetics is an open-access, peer-reviewed journal examining how the senses and artistry are part of organisational life. This is the second year the journal has been hosted by the Tavistock Institute and during this period we have continued to strengthen its connection to action research and arts-based methodologies that align with our Arts and Organisation programme.

The journal is led by Editor-in-Chief Juliet Scott (TIHR), with Associate Editors Ralph Bathurst (Massey University), Dr Annja Neumann (TIHR), Professor Eenasul Fateh (TIHR), Thomas W. Richter (Berlin University of the Arts), and Antonio Sama (Canterbury Christ Church University/Università della Calabria). Founding Editor (emeritus) Steven S. Taylor continues to contribute to the journal's development.

The journal provides a scholarly and practitioner platform where aesthetic inquiry challenges instrumental organisational paradigms, advancing theory and practice through attention to more artistic and embodied experience of working life and ultimately leads to improved wellbeing and more inclusive organisational culture. The open-access model ensures wide dissemination to international audiences of scholars and practitioners.

Volume 14, Issue 1 published in August 2025, featured a collective/collaboratively written editorial 'theatre': A Seat for Everyone: A Play in Three Acts and a commentary from editorial board member Ralph Bathurst.

Tavistock Community

The Tavistock Community was founded in London in 2017 to give graduates of the Leicester Conference and other Tavistock PD programmes an opportunity for a closer exchange. Members have been meeting online monthly since 2018 and many personal connections and initiatives have emerged.

This year, again, the community was confronted with loss: the death of one of its members, and of one member's beloved wife; but also with hope. New initiatives have been launched: *A Peer Supervision Group* gives us an opportunity to discuss our own cases in a structured yet familiar, collegial environment. *Defining Group Relations Theory* inspires thoughtful reflections about human relations, still in progress. The '*Many wars, One Peace – Many lands, One Home*' initiative is in its second year. One notable initiative was the organisation of a 10-year RAG of the 2014 Leicester Conference and the 5th hybrid Annual Gathering, titled '*Coming Home*', took place on 18 July 2025: the difficult period of Covid-19 is still being bridged.

Communications

This year, the website has been further enriched with news and explanatory content about our methods and activities. We developed a revised navigation plan and AI assisted search system to improve user experience for implementation in 2025/6 and we saw stable visitor numbers.

Website snapshot for 30 Sept 2024 to 1 Oct 2025

Total Unique Visitors 95.7k (last year's figure was 94.1k)

Total visits 103k

Total pageviews 483k

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The most popular page was the Homepage, followed by the Who We Are pages and Professional Development pages, notably the Leicester Conference.

Our followership continues to grow, with email subscriptions now at 5,676. Each email generates between 40-51% open rate, giving us a direct line to a dedicated group of core followers.

Social media update

On LinkedIn, our corporate page performed well in using organic (ie not funded) posts, generating 3.2k visitors to our website. We reached 66,828 LinkedIn members and generated 131,640 impressions, driving 262 reactions and 161 comments. We had 9,658 followers to the LinkedIn page, with 1,840 new followers in 2025. The Tavistock Group on LinkedIn (for anyone interested in the Leicester conference and group relations) is growing steadily year by year – it now has 3,431 members.

The Bluesky account failed to deliver traction for us and was discontinued in late 2025 after a six-month trial. Facebook is used as a secondary channel to LinkedIn and we plan to expand our use of Meta channels in 2026.

Organisational structure of the Institute and decision-making process

As of 2025, the Council holds four meetings a year, plus a fifth dedicated to its development, in the form of an away-day. The CEO provides an update to the trustees at each of the Council meetings. This includes a status update on the key projects and other significant events. An update of the financial status of the Institute is also reviewed at each meeting. Further, the Council has a rolling programme which covers the key activities of the Institute over the course of twelve months.

In addition, the following sub-committees are in operation:

- The Legacy Pension Fund trustees meet 2-3 times a year and are responsible to the legacy pension fund. Currently we have two pension fund-nominated pension trustees and two employer-nominated pension trustees.
- The Human Relations Management Committee (HRMC) meets twice a year to discuss and review the activities of the HR journal.

Internally, the CEO holds bi-weekly management meetings.

Salary progression reviews are carried out annually and are normally based on the performance of staff members and business context. All staff are positioned organisationally in a range of salary bands which are directly related to their roles and grade. The bands are as follows: R – Researcher, S – Senior and P – Principal. The difference in grade reflects seniority of knowledge, experience and workload. The majority of the principal grade employees are line managed by the CEO. All Line managers make a recommendation to the Chief Executive and Head of Finance of any increase in salary, performance bonus and/or cost of living allowance, following the annual review of their line managees. This is confirmed as both reasonable and affordable by the Head of Finance. The CEO's salary is reviewed independently by the Council either through convening a remuneration committee or the nominations committee acting as the remuneration committee. For 2024/25 all salaries were frozen given the financial challenges as outlined in the Financial Review.

Financial Results for the Year 2024/25

The Institute generated an operating deficit of £244,195 (2023/24: deficit of £359,730), inclusive of FRS 102 pension-related costs. This represents another challenging financial year following a period in which the Institute had reported annual operating surpluses. A number of factors contributed to the shortfall, including difficulties in securing new project work, which reduced billable time, and lower-than-planned recruitment onto several professional development programmes.

Income from project activities was significantly lower than budget due to a highly competitive environment. Professional Development income increased year-on-year, although it remained below forecast. Royalty income from *Human Relations* was broadly in line with expectations, reflecting continued pressures on academic publishing arising from Open Access.

The Institute limited the deficit by reducing costs where possible and maintaining tight expenditure controls. Cash flow was affected by lower income levels but was actively managed to ensure that all payment obligations were met.

The Institute benefited from actuarial gains of £402,000 on the defined benefit pension scheme, which helped offset the operating deficit and resulted in a net movement of funds £157,805 (2023/24: £36,270).

As at 30 September 2025, the (consolidated) unrestricted fund stood at negative £188,361, partially offset by a positive pension reserve of £171,000, giving total net assets/liabilities funds of negative £17,361. The key challenge going forward is to rebuild the unrestricted reserves through the operational and strategic priorities set out by the Chief Executive Officer.

Reserves Policy

The trustees recognise the need to hold reserves both to support long-term projects and to protect ongoing activities. The Institute considers a reserves level equivalent to three months' income to be appropriate.

At 30 September 2025, the Institute's accumulated unrestricted reserves (excluding the pension liability) were negative £185,972, of which £69,470 was invested in operational assets (including Tavistock Institut gGmbH). This resulted in unrestricted free reserves (net current assets) of negative £255,442 — below the target reserves level. The priority remains to generate operating surpluses and return to a positive unrestricted reserve.

Due to cash flow constraints during the year, the Institute deferred a contribution of £348,734 to the pension scheme to ensure sufficient liquidity for day-to-day operations. The Institute is working with the pension trustees on a repayment plan from 2026 onwards. The actuarial valuation of the Tavistock Institute of Human Relations Retirement Benefit Scheme as at 30 September 2025 showed a funding surplus of £171,000 (2023/24: deficit £220,000), reflecting a continued gradual improvement influenced by investment strategy, market conditions and actuarial assumptions.

Risk Management and Internal Control

The trustees are responsible for identifying and reviewing the strategic, business and operational risks faced by the Institute and for ensuring that appropriate controls are in place to provide reasonable assurance against fraud and error.

Management and trustees maintain a risk register that assigns ownership of key risks and sets out actions to manage both likelihood and impact. The register is reviewed and updated regularly.

The most recent review, in May 2025, confirmed that the primary risks relate to depletion of reserves and cash flow pressures arising from operating deficits, driven in part by uncertain and volatile market conditions in the UK, Europe and internationally. The Institute continues to monitor staffing levels carefully to ensure capacity remains aligned to current and future opportunities.

Appointment of Auditor

Goldwins Limited, Chartered Accountants, have agreed to continue their appointment as external auditor.

Audit Information

Each of the directors has confirmed that so far as they are aware, there is no relevant audit information of which the company's auditor is unaware, and that they have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information.

Statement of trustees' responsibilities for an incorporated Charity

The trustees (who are also directors of the Tavistock Institute of Human Relations for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding

the assets of the charitable company [and the group] and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

BY ORDER OF THE COUNCIL

Opinion

We have audited the financial statements of The Tavistock Institute of Human Relations (the 'Charity') for the year ended 30 September 2025 which comprise the consolidated Statement of Financial Activities, the group and parent Charity's Balance Sheets, group's statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and Charity's affairs as at 30 September 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

**Tavistock Institute of Human Relations Trustees' Annual
Report for the Year Ended 30 September 2025** Independent
Auditors' Report to the members of the Association

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities]. This description forms part of our auditor's report.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

.....

Anthony Epton (Senior Statutory Auditor)

for and on behalf of

Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

Tavistock Institute of Human Relations Consolidated Statement of financial activities
(incorporating an income and expenditure account) For the year ended 30 September 2025

	Note	Unrestricted £	2025 Total £	Unrestricted £	2024 Total £
Income from:					
Charitable activities	2				
–Research evaluation and organisational development		664,521	664,521	678,949	678,949
–Strategic growth		4,366	4,366	8,742	8,742
–Professional development		679,041	679,041	656,498	656,498
–Royalties from publications		582,968	582,968	638,595	638,595
		<u>1,930,896</u>	<u>1,930,896</u>	<u>1,982,784</u>	<u>1,982,784</u>
Tavistock Institut gGmbH income	13	153,893	153,893	226,600	226,600
Investments	3	6,525	6,525	12,050	12,050
Other	4	4,342	4,342	4,117	4,117
		<u>2,095,656</u>	<u>2,095,656</u>	<u>2,225,551</u>	<u>2,225,551</u>
Expenditure on:					
Charitable activities	5				
–Research evaluation and organisational development		1,651,923	1,651,923	1,873,945	1,873,945
–Strategic Initiatives		3,962	3,962	8,664	8,664
–Professional development		361,123	361,123	301,187	301,187
–Royalties from publications		144,504	144,504	139,425	139,425
		<u>178,339</u>	<u>178,339</u>	<u>262,060</u>	<u>262,060</u>
Tavistock Institut gGmbH expenditure	13	178,339	178,339	262,060	262,060
		<u>2,339,851</u>	<u>2,339,851</u>	<u>2,585,281</u>	<u>2,585,281</u>
Net income / (expenditure) before net gains / (losses) on investments		(244,195)	(244,195)	(359,730)	(359,730)
Net gains / (losses) on investments		-	-	-	-
		<u>(244,195)</u>	<u>(244,195)</u>	<u>(359,730)</u>	<u>(359,730)</u>
Net income / (expenditure) for the year	6	(244,195)	(244,195)	(359,730)	(359,730)
Transfers between funds		-	-	-	-
		<u>(244,195)</u>	<u>(244,195)</u>	<u>(359,730)</u>	<u>(359,730)</u>
Net income / (expenditure) before other recognised gains and losses		(244,195)	(244,195)	(359,730)	(359,730)
Actuarial gains / (losses) on defined benefit pension schemes		402,000	402,000	396,000	396,000
		<u>157,805</u>	<u>157,805</u>	<u>36,270</u>	<u>36,270</u>
Net movement in funds		157,805	157,805	36,270	36,270
Reconciliation of funds:					
Total funds brought forward		(175,166)	(175,166)	(211,436)	(211,436)
Total funds carried forward		<u>(17,361)</u>	<u>(17,361)</u>	<u>(175,166)</u>	<u>(175,166)</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 19 to the financial statements.

Tavistock Institute of Human Relations

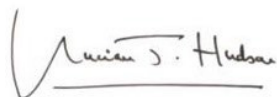
Balance Sheet

As at 30 September 2025

	Note	The Group		The Charity	
		2025 £	2024 £	2025 £	2024 £
Fixed assets:					
Intangible assets	11	32,642	45,729	32,642	45,729
Tangible assets	12	15,293	17,350	15,293	17,350
Investment	13	-	-	21,535	21,535
		<u>47,935</u>	<u>63,079</u>	<u>69,470</u>	<u>84,614</u>
Current assets:					
Debtors	14	507,133	491,794	507,133	491,794
Cash at bank and in hand		430,162	722,484	289,076	552,154
		<u>937,295</u>	<u>1,214,278</u>	<u>796,209</u>	<u>1,043,948</u>
Liabilities:					
Creditors: amounts falling due within one year	15	(1,173,591)	(1,232,523)	(1,051,651)	(1,105,785)
		<u>(236,296)</u>	<u>(18,245)</u>	<u>(255,442)</u>	<u>(61,837)</u>
Net current assets / (liabilities)					
Total assets less current liabilities		<u>(188,361)</u>	<u>44,834</u>	<u>(185,972)</u>	<u>22,777</u>
Creditors: amounts falling due after one year		-	-	-	-
		<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net assets excluding pension asset / (liability)		<u>(188,361)</u>	<u>44,834</u>	<u>(185,972)</u>	<u>22,777</u>
Defined benefit pension scheme asset / (liability)	17	171,000	(220,000)	171,000	(220,000)
Total net assets / (liabilities)		<u>(17,361)</u>	<u>(175,166)</u>	<u>(14,972)</u>	<u>(197,223)</u>
The funds of the charity:					
Unrestricted income funds:					
General funds	19	(17,361)	(175,166)	(14,972)	(197,223)
Total unrestricted funds		<u>(17,361)</u>	<u>(175,166)</u>	<u>(14,972)</u>	<u>(197,223)</u>
Total charity funds		<u>(17,361)</u>	<u>(175,166)</u>	<u>(14,972)</u>	<u>(197,223)</u>

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

Approved by the trustees on 22nd January 2025 and signed on their behalf by



Lucian J Hudson, Chair



Eliat Aram, Ex-Officio Member

Tavistock Institute of Human Relations
Consolidated Statement of cash flows
For the year ended 30 September 2025

	Note	2025		2024	
		£	£	£	£
Cash flows from operating activities	20				
Net cash provided by / (used in) operating activities			(287,942)		(672,974)
Cash flows from investing activities:					
Dividends, interest and rents from investments		6,525		12,050	
Proceeds from the sale of fixed assets		-		-	
Website cost		-		-	
Purchase of fixed assets		(10,905)		(12,000)	
Proceeds from sale of investments		-		-	
Purchase of investments		-		-	
Net cash provided by / (used in) investing activities			(4,380)		50
Change in cash and cash equivalents in the year			(292,322)		(672,924)
Cash and cash equivalents at the beginning of the year			722,484		1,395,408
Change in cash and cash equivalents due to exchange rate movements			-		-
Cash and cash equivalents at the end of the year	21		430,162		722,484

1 Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 – effective 1 January 2015) – (Charities SORP FRS 102) and the Companies Act 2006.

The charitable company meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b) Going concern

The trustees are aware that the Institute generated a deficit during the year, resulting in a negative reserve fund. To ensure that there are no material uncertainties regarding the Institute's ability to continue as a going concern, management will carry out ongoing assessments of operating performance and cash flow and report the results to the trustees on a regular basis. The trustees are identifying and reviewing the strategic, business and operational risks faced by the Institute and for ensuring that appropriate controls are in place. Management and trustees maintain a risk register that assigns ownership of key risks and sets out actions to manage both likelihood and impact. The register is reviewed and updated regularly. The trustees consider that there are no material uncertainties about the Institute's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next accounting period.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

d) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

f) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services, undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

h) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

i) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Leasehold improvements	20% pa on cost
Computer equipment	33% pa on cost
Furniture and equipment	20% pa on cost
Website development	20% pa on cost

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

m) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

o) Pensions

The charity operates a stakeholders pension scheme.

Tavistock Institute of Human Relations
Notes to the financial statements For
the year ended 30 September 2025

2 Income from charitable activities

	Unrestricted	2025 Total	2024 Total
	£	£	£
Contracts and fees receivable:			
Sage Publications – Royalties	582,968	582,968	638,595
Conference fee attendance	678,908	678,908	656,498
Consultancy	433,779	433,779	456,108
Research & Evaluation	288,389	288,389	522,535
Project funds surplus/(deficit)	(57,514)	(57,514)	(299,694)
Strategic growth	4,366	4,366	8,742
Total income from charitable activities	1,930,896	1,930,896	1,982,784

3 Income from investments

	Unrestricted	2025 Total	2024 Total
	£	£	£
Investment income	6,525	6,525	12,050
	6,525	6,525	12,050

4 Other incomes

	Unrestricted	2025 Total	2024 Total
	£	£	£
Others	4,342	4,342	4,117
	4,342	4,342	4,117

Tavistock Institute of Human Relations
Notes to the financial statements For
the year ended 30 September 2025

5 a. Analysis of expenditure

	Charitable activities						2025 Total £	2024 Total £
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs			
	£	£	£	£	£			
Staff costs (Note 7)	949,794	-	55,376	4,781	402,806	1,412,757	1,481,501	
Direct cost								
Other direct cost	(117,585)	-	-	-	-	(117,585)	85	
Conference fees and expenses	3,327	-	4,744	2,381	1,095	11,547	21,451	
Consultancy fees	92,800	1,459	72,479	130,654	2,095	299,487	318,264	
Travelling and meeting expenses	27,837	-	178,328	1,425	300	207,890	147,232	
Support cost								
Other staff costs including training and recruitment	719	-	51	133	54,633	55,536	18,499	
Rent, rate & service charge	-	-	-	-	110,111	110,111	114,799	
Books and subscription	-	-	(411)	-	2,202	1,791	4,135	
Marketing	1,030	-	650	-	556	2,236	5,776	
Insurance	-	-	-	-	14,145	14,145	13,441	
Printing, postage and stationery	231	-	4,158	-	1,973	6,362	7,685	
Website and computer expenses	5,326	891	3,116	245	68,783	78,361	113,264	
Telephone and internet	4,219	-	523	306	8,142	13,190	12,595	
Office expenses	-	-	11	-	16,797	16,808	19,585	
Sundry	-	-	-	-	-	-	55	
Depreciation & disposal of fixed assets	-	-	-	-	12,962	12,962	18,978	
Profit and loss on exchange	-	-	-	-	1,046	1,046	5,579	
Legal and professional	489	1,612	-	167	17,899	20,167	3,382	
Audit fees	-	-	-	-	6,200	6,200	5,765	
Bank charges	334	-	2,186	876	5,105	8,501	11,150	
	968,521	3,962	321,211	140,968	726,850	2,161,512	2,323,221	
Support costs	683,402	-	39,912	3,536	(726,850)	-	-	
Total expenditure 2025	1,651,923	3,962	361,123	144,504	-	2,161,512	2,323,221	
Total expenditure 2024	1,873,945	8,664	301,187	139,425	-	2,323,221		

The total expenditure £2,161,512 was unrestricted (2024: £2,323,221).

b. Analysis of expenditure (prior year)

	Charitable activities						2024 £
	Research Evaluation and Organisational Development	Strategic Initiatives	Professional development	Royalties from publications	Support costs		
	£	£	£	£	£		
Staff costs (Note 7)	1,085,727	495	58,250	7,562	329,467	1,481,501	
Direct cost							
Payable to partner organisations	-	-	-	-	-	-	
Other direct cost	-	-	-	85	-	85	
Conference fees and expenses	6,768	-	9,818	1,434	3,431	21,451	
Consultancy fees	80,956	6,517	81,609	119,863	29,319	318,264	
Travelling and meeting expenses	30,783	897	111,807	1,903	1,842	147,232	
Support cost							
Other staff costs	91	-	-	278	18,130	18,499	
Rent, rate & service charge	-	-	-	-	114,799	114,799	
Books and subscription	784	-	6	-	3,345	4,135	
Marketing	-	-	-	-	5,776	5,776	
Insurance	-	-	-	-	13,441	13,441	
Printing, postage and stationery	2,069	488	2,065	13	3,050	7,685	
Website and computer expenses	33,500	267	192	69	79,236	113,264	
Telephone and internet	4,076	-	287	194	8,038	12,595	
Office expenses	37	-	147	-	19,401	19,585	
Sundry	-	-	-	-	55	55	
Depreciation & disposal of fixed assets	-	-	-	-	18,978	18,978	
Profit and loss on exchange	-	-	-	-	5,579	5,579	
Project expenses	-	-	-	-	-	-	
Legal and professional	575	-	-	589	2,218	3,382	
Audit fees	-	-	-	-	5,765	5,765	
Bank charges	237	-	3,583	750	6,580	11,150	
	1,245,603	8,664	267,764	132,740	668,450	2,323,221	
Support costs	628,342	-	33,423	6,685	(668,450)	-	
Total expenditure 2024	1,873,945	8,664	301,187	139,425	-	2,323,221	

Tavistock Institute of Human Relations
Notes to the financial statements For
the year ended 30 September 2025

6 Net incoming resources for the year

This is stated after charging / crediting:

	2025	2024
	£	£
Depreciation	26,049	32,065
Operating lease rentals:		
Property	88,232	93,529
Auditors' remuneration (excluding VAT):		
Audit	6,200	6,200
	<u>6,200</u>	<u>6,200</u>

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025	2024
	£	£
Salaries and wages	1,077,104	1,147,912
Social security costs	118,733	123,806
Employer's contribution to defined contribution pension schemes	216,920	209,783
	<u>1,412,757</u>	<u>1,481,501</u>

The following number of employees received employee benefits (excluding employer pension) during the year between:

	2025	2024
	No.	No.
£60,000 - £70,000	5	5
£120,000 - £130,000	<u>1</u>	<u>1</u>

The total employee benefits including pension and national insurance contributions of the key management personnel were £144,839 (2024: £147,282).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' indemnity insurance was taken out in the year at a cost to the Charity of £2,320 (2024: £2,320).

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2025	2024
	No.	No.
Raising funds	-	-
Scientific Staff	17.1	17.7
Support	4.4	6.3
	<u>21.5</u>	<u>24.0</u>

9 Related party transactions

There are no related party transactions to disclose for 2025 (2024: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Tavistock Institute of Human Relations
Notes to the financial statements For
the year ended 30 September 2025

11 Intangible fixed assets– Group/Charity

	Website development £	Total £
Cost		
At the start of the year	65,435	65,435
Additions in year	-	-
Disposals in year	-	-
At the end of the year	<u>65,435</u>	<u>65,435</u>
Depreciation		
At the start of the year	19,706	19,706
Charge for the year	13,087	13,087
Eliminated on disposal	-	-
At the end of the year	<u>32,793</u>	<u>32,793</u>
Net book value		
At the end of the year	<u>32,642</u>	<u>32,642</u>
At the start of the year	<u>45,729</u>	<u>45,729</u>

12 Tangible fixed assets– Group/Charity

	Leasehold Improvements £	Computer Equipment £	Fixtures, fittings and Equipment £	Total £
Cost				
At the start of the year	191,562	177,918	35,354	404,834
Additions in year	-	10,905	-	10,905
Disposals in year	-	-	-	-
At the end of the year	<u>191,562</u>	<u>188,823</u>	<u>35,354</u>	<u>415,739</u>
Depreciation				
At the start of the year	189,736	167,398	30,350	387,484
Charge for the year	1,044	8,944	2,974	12,962
Eliminated on disposal	-	-	-	-
At the end of the year	<u>190,780</u>	<u>176,342</u>	<u>33,324</u>	<u>400,446</u>
Net book value				
At the end of the year	<u>782</u>	<u>12,481</u>	<u>2,030</u>	<u>15,293</u>
At the start of the year	<u>1,826</u>	<u>10,520</u>	<u>5,004</u>	<u>17,350</u>

All of the above assets are used for charitable purposes.

13 Investments– Charity

	2025 £	2024 £
Investment in subsidiary undertakings	<u>21,535</u>	<u>21,535</u>
	<u>21,535</u>	<u>21,535</u>

Tavistock Institute of Human Relations
Notes to the financial statements For
the year ended 30 September 2025

Investments– Charity (CONT.)

Subsidiaries

Details of the charity's subsidiaries at 30 September 2025 are as follows:

Name of undertaking	Registered office	Nature	Shares held
Tavistock Institut gGmbH	Germany	A not for profit company (gGmbH)	100%

The aggregate reserves and the result for the year of the subsidiaries noted above was as follows:

	2025	2024
	£	£
Incoming resources:		
Research	49,123	44,240
EU Grant income	104,770	181,997
Other	-	363
	<u>153,893</u>	<u>226,600</u>
Outgoing resources:		
Project partners	(34,135)	(132,888)
Other project costs	(104,570)	(95,391)
Staff costs	(37,651)	(30,802)
Legal and professional	(12)	-
Bank charges	(565)	(601)
Accountancy	-	(710)
Office expenses	(2,571)	-
Exchange (loss)/gain	1,165	(1,668)
Net income / (expenditure)	<u>(24,446)</u>	<u>(35,460)</u>
Funds brought forward	22,053	57,513
Reserves	<u>(2,393)</u>	<u>22,053</u>

The subsidiary is exempt from the audit in accordance with German Companies Act and the results of Tavistock Institut gGmbH have been consolidated on a line by line basis and included under charitable activities of both under income and expenditure.

14 Debtors

	The Group		The Charity	
	2025	2024	2025	2024
	£	£	£	£
Amounts recoverable on contracts	346,227	298,941	346,227	298,941
Prepayments	31,314	69,091	31,314	69,091
Accrued income	129,592	123,762	129,592	123,762
	<u>507,133</u>	<u>491,794</u>	<u>507,133</u>	<u>491,794</u>

15 Creditors: amounts falling due within one year

	The Group		The Charity	
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	299,969	213,359	170,552	79,072
Taxation and social security	33,890	63,155	33,890	63,155
Amounts due to group undertaking	-	-	9,637	9,637
Accruals	146,845	297,940	144,685	295,852
Deferred income	692,887	658,069	692,887	658,069
	<u>1,173,591</u>	<u>1,232,523</u>	<u>1,051,651</u>	<u>1,105,785</u>

16 Deferred income

Deferred income comprises the payments on account of contracts and fees received in advance.

	2025	2024
	£	£
Balance at the beginning of the year	658,069	707,953
Amount released to income in the year	(658,069)	(707,953)
Amount deferred in the year	692,887	658,069
Balance at the end of the year	<u>692,887</u>	<u>658,069</u>

Tavistock Institute of Human Relations
Notes to the financial statements For
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17 Pension scheme

The charity operates a stakeholders pension scheme and has no pension liability as at the year end.

The company also operates a defined benefit scheme in the UK. This is a separate trustee-administered fund holding the pension scheme assets to meet long term pension liabilities.

With effect from 30 November 2010, the scheme was closed to future accruals of current employees.

In 2011 the Institute agreed a revised deficit reduction plan with the pension fund trustees whereby the deficit would be repaid over 14 years 9 months.

Pension Commitments– FRS102 Section 28 Disclosure

Retirement Benefits Plan (1974)

A full actuarial valuation was carried out at 31 March 2016 and updated to 30 September 2019 by a firm of qualified actuaries. The charity currently pays contributions at the rates set out in the Schedule of Contributions prepared following the 31 March 2019 scheme funding valuation. The estimated future contributions to the plan for the year ended 30 September 2025 are £Nil (2024: £Nil).

Assumptions:

The major assumptions used by the actuary in assessing liabilities on a FRS 102 basis were:

Assumptions as at	30 September 2025	30 September 2024
Discount rate	5.8%	5.1%
Inflation (RPI)	3.2%	3.4%
Rate of increase in pension in payment capped at 5%	3.2%	3.4%
Rate of increase in pension in payment capped at 2.5%	2.5%	2.5%

The average future life expectancies at age 65 are summarised below:

	Males	Females
Retiring today	21.0	23.5
Retiring in 20 years	22.7	25.3

The major categories of scheme assets	30 September 2025	30 September 2024
	£'000	£'000
UK Bonds (including LDI)	1,313	1,464
Equities	2,279	1,945
Diversified growth funds (DGFs)	1,878	1,946
Cash	33	129
	<u>5,503</u>	<u>5,484</u>

Net defined benefit pension liability recognised in the balance sheet

	30 September 2025	30 September 2024
	£'000	£'000
Present value of funded obligations	(5,332)	(5,704)
Fair value of scheme assets	<u>5,503</u>	<u>5,484</u>
Net pension liability	<u>171</u>	<u>(220)</u>

Changes in the present value of the defined benefit obligation

	30 September 2025	30 September 2024
	£'000	£'000
Opening defined benefit obligation	(5,704)	(5,491)
Current service cost	-	-
Interest cost	(286)	(293)
Employee contributions	-	-
Actuarial (losses) /gains	484	(59)
Benefits paid	<u>174</u>	<u>139</u>
Defined benefit obligation at end of year	<u>(5,332)</u>	<u>(5,704)</u>

Tavistock Institute of Human Relations
Notes to the financial statements For
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Pension Commitments– FRS102 Section 28 Disclosure (CONT.)

Changes in the fair value of the scheme assets

	30 September 2025 £'000	30 September 2024 £'000
Opening fair value of scheme assets	5,484	4,567
Interest income	275	252
Actuarial gains / (losses)	(82)	455
Employer contributions	-	349
Administration expenses	-	-
Benefits paid	(174)	(139)
Fair value of scheme assets at the year end	5,503	5,484

The amounts included within the Statements of Financial Activities

The amounts recognised in P&L /income statement

	30 September 2025 £'000	30 September 2024 £'000
Service cost	-	-
Interest cost	(286)	(293)
Interest income	275	252
Net charges to P&L /income statement	(11)	(41)

Remeasurement gains / (losses) recognised in other comprehensive income

Return on scheme assets (excluding interest)	(82)	455
Actuarial gains / (losses) on defined benefit obligation	484	(59)
Total actuarial gains / (losses)	402	396
Total amount charged to the Statement of Financial Activities	391	355

Amounts for the current and previous 4 years

	Year to 30 September 2025 £'000	Year to 30 September 2024 £'000	Year to 30 September 2023 £'000	Year to 30 September 2022 £'000	Year to 30 September 2021 £'000
Fair value of employer assets	5,503	5,484	4,744	4,390	5,676
Present value defined benefit obligation	(5,332)	(5,704)	(4,977)	(6,005)	(9,745)
Surplus/(Deficit)	171	(220)	(233)	(1,615)	(4,069)
Experience gains / (losses) on liabilities	484	(59)	615	3,792	918
Adjustment due to change in assumption:	-	-	-	-	-
Experience gains / (losses) on assets	(82)	455	(181)	(1,555)	564
Actuarial (loss) / gain	402	396	434	2,237	1,482

Tavistock Institute of Human Relations
Notes to the financial statements For
the year ended 30 September 2025

18 Analysis of net assets between funds– Group

	General unrestricted £	Pension fund £	Restricted £	Total funds £
Inangible fixed assets	32,642	-	-	32,642
Tangible fixed assets	15,293	-	-	15,293
Net current assets / (liability)	(236,296)	-	-	(236,296)
Defined benefit pension scheme asset / (liability)	-	171,000	-	171,000
Net assets at the end of the year	(188,361)	171,000	-	(17,361)

Analysis of net assets between funds– Charity

	unrestricted £	Pension fund £	Restricted £	Total funds £
Inangible fixed assets	45,729	-	-	45,729
Tangible fixed assets	17,350	-	-	17,350
Net current assets / (liability)	(18,245)	-	-	(18,245)
Defined benefit pension scheme asset / (liability)	-	(220,000)	-	(220,000)
Net assets at the end of the year	44,834	(220,000)	-	(175,166)

19 Movements in funds

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	22,777	1,941,763	(2,161,512)	11,000	(185,972)
Subsidiary general funds	22,057	153,893	(178,339)	-	(2,389)
Total unrestricted funds	44,834	2,095,656	(2,339,851)	11,000	(188,361)
Pension fund	(220,000)	402,000	-	(11,000)	171,000
Total funds	(175,166)	2,497,656	(2,339,851)	-	(17,361)

Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	Transfers £	At the end of the year £
Unrestricted funds:					
Charity general funds	655,050	1,998,951	(2,323,221)	(308,000)	22,780
Subsidiary general funds	57,514	226,600	(262,060)	-	22,054
Total unrestricted funds	712,564	2,225,551	(2,585,281)	(308,000)	44,834
Pension fund	(924,000)	396,000	-	308,000	(220,000)
Total funds	(211,436)	2,621,551	(2,585,281)	-	(175,166)