ANNUAL REPORT 2025

ZMĚNA K LEPŠÍMU

Contents

01 Foreword	3
02 Our Vision	5
03 Pillars of 2025	6
04 2025 in Numbers	8
05 Public Affairs	10
06 Key Activities	12
07 Finances	14
08 Team and Governance	15
09 Outlook for 2026	16

01 Foreword

Michal Veselý
Chair of the Board until November 2025

Without exaggeration, 2025 was a year of big changes for Change for the Better (Změna k lepšímu). We celebrated the organisation's first five years, but even more important than the anniversary itself was seeing how far we have come together.

When we founded Change for the Better six years ago, we believed that companies could be a strong positive force in society. Today I can see that, thanks to our members, this idea is confirmed every day. Change for the Better has become a respected voice of progressive business and a platform that can open up important topics, enter the public debate and contribute to concrete changes that help build a prosperous, more sustainable and more resilient Czechia.

We live in turbulent times, when the only certainty is that nothing is certain. That makes it all the more important to hold our course, work together and pull in the same direction. Right now, companies and leaders who think long term and act responsibly need to be even more active and even bolder.

For me personally, 2025 was also a year of handing over. After several years at the head of the organisation, I felt the time had come to pass on the chairmanship. And I feel very good about who we are entrusting Change for the Better to. One of the best things the organisation has given me was getting to know Martin Hudeček, someone with great experience, composure and perspective.

I would like to thank all our members, partners, supporters and the team of Change for the Better for the energy and trust they put into our shared work. This organisation exists above all thanks to entrepreneurs, managers and visionaries who believe that it is precisely in uncertain times that it makes even more sense to strive for a better, more responsible and more humane Czechia.





Martin Hudeček

Chair of the Board from November 2025

For me, 2025 was above all a time of getting to know Change for the Better: how it works, its people and the energy behind it. I am joining an organisation that has matured considerably in a few years and is now an important voice of companies and people who think about the future responsibly and in the long term.

I believe it is important for Change for the Better to be a genuinely useful platform for its members. That means listening carefully to their needs, creating space for sharing experience and turning members' ideas into concrete activities.

I would also like Change for the Better to be a strong organisation, stable in the long term. One that can provide the necessary backing even when sustainability is no longer a self-evident priority in public debate. At such moments, in my view, it matters most to hold our course, support quality dialogue and strengthen the voice of companies that think long term about their impact and responsibility.



Jenda Perla

Executive Director

In 2025, Change for the Better went through many changes and much turbulence, just like the whole world around us. It would have been easy to feel that our work made no sense, that it was leading nowhere, that problems were piling up one after another and solutions were not coming. It was a demanding year for us.

But it was also a year that made us stronger and taught us a great deal. We can build the further development of Change for the Better on these lessons. We found new partners, strengthened our membership base and tested new sources of income. Our team also changed significantly, and we have strong new people driving our topics forward.

Together, we continue towards our vision of an advanced and sustainable Czechia and towards building a strong voice of business that is not afraid of change.

02

Our Vision



Czechia is home to companies that bring global solutions for a competitive, sustainable economy.

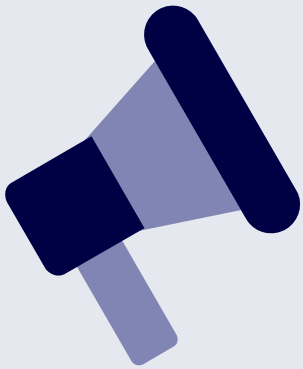
03 Pillars of 2025



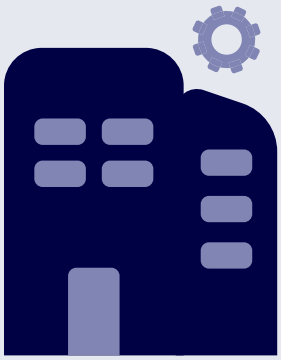
Strategic ambition to 2028:

We connect and represent at least **25% of Czech GDP** and have a positive influence on the Czech business environment. As a result, **at least 1,000 companies in Czechia** have a clear commitment to sustainable business.

Strategic pillars of our work:



The strategic economic transformation of Czechia and lobbying for laws that enable Czech companies to seize the business opportunities of sustainability.



Supporting the internal development of member organisations towards the necessary transformation and their ability to support legislative change.



Growing the membership base and increasing the relevance of Change for the Better.

2025 in Numbers

In 2025, the number of members of Change for the Better passed one hundred. At the end of 2025 we had 101 members, representing roughly 12% of Czech GDP.

Members at the end of 2025: 101

In 2025 we represented organisations with an estimated share of Czech GDP of over 12%

New members in 2025

- JAIP - Jihočeská agentura pro podporu inovací, o.p.s.
- Carbonlytics Company s. r. o.
- Česká federace nábytkových bank a reuse center
- CO2IN
- mutualus s.r.o., advokátní kancelář
- Avery Dennison Praha spol. s r.o.
- Český konopný klastr, z.s.
- Forest.ink
- ASOCIACE RECYKLACE PLASTU z.s.
- Slezská univerzita v Opavě
- Rekáva
- Mondi Štětí
- TextilEco
- Jakub Jamný (cyrcID)
- INCIEN
- Škoda Auto a.s.
- HYBLER WIND s.r.o.
- Daikin Airconditioning Central Europe – Czech Republic spol. s r.o.
- LES
- MIDA Consulting s.r.o.
- JARO Jaroměř
- VAFO Praha s.r.o.
- Textile House Czech Republic s.r.o.
- ADRA o.p.s
- Gov Lab NP z.ú.
- Asociace recyklace použitého textilu, z.s.
- Karlova Univerzita, Fakulta sociálních věd
- FortArt, z.s. (Recyupcy)
- MORAVSKOSLEZSKÉ INOVAČNÍ CENTRUM OSTRAVA, A.S.
- Fairtrade Česko a Slovensko
- Mendelova univerzita v Brně
- MSID
- Amazon Czech Republic Services s.r.o.
- Výzkumný a vývojový ústav dřevařský, Praha, s.p.
- PA Matters
- Národní ústav pro krajinu
- Beleaf
- Grayling

Partners

Ecopreneur.eu, the European Sustainable Business Federation, became our key European partner when we joined it as a member.

We worked closely with the following partners on our 2025 activities, and we would like to thank them:

- Aliance pro bezemisní budoucnost
- Asociace udržitelného podnikání
- ATAIRU
- Business Leaders Forum
- Centrum pro dopravu a energetiku
- Climate and Sustainable Leaders Czech Republic
- CLG Europe
- CSRD.cz (now byznysudrzitelnost.cz)
- CzechInvest
- Česká podnikatelská rada pro udržitelný rozvoj
- Druhá ekonomická transformace
- euractiv.cz (now update-eu.cz)
- European Climate Foundation
- Fakta o klimatu
- Frank Bold
- Impact Hub
- Institut cirkulární ekonomiky INCIEN
- Institut pro evropskou politiku EUROPEUM
- Obnovitelne.cz
- Svaz moderní energetiky
- Centrum pro otázky životního prostředí Univerzity Karlovy
- WWF Česko
- Zastoupení Evropské komise v České republice
- Zdroje tu jsou

Number of participants at Vyspělé Česko: 300+

7 **significant position papers**

05 Public Affairs

Public affairs is at the core of our work. Legislation on the sustainable economy is changing fast at both Czech and European level, and we make sure that progressive Czech business is heard in the process. We bring members together around shared positions, connect them with policymakers and represent the interests of business.

In 2025 we published seven position papers and statements. We focused on four areas: the direction and competitiveness of Europe, industrial decarbonisation, the circular economy and the simplification of sustainability reporting rules.

Influence at EU level

Czech business is rarely heard in Brussels, and we want to change that. In 2025 we joined Ecopreneur.eu, the European federation of progressive business, which gave us more direct access to European institutions and to partners across Europe. We responded to the new European competitiveness framework by stating that competitiveness and sustainability are not opposites and that it makes no sense to set them against each other. We spoke out against the sustainability debate shrinking into a political tug-of-war and called for a clear and predictable direction that companies can rely on when planning investments.



Industrial decarbonisation

Industrial decarbonisation is an opportunity for Czechia, not a threat. In 2025 we put forward concrete recommendations on how Central and Eastern Europe should build clean industry and how Czechia should smartly implement the European Net-Zero Industry Act, which supports clean technologies, in its national legislation. Our aim was for Czechia to seize the opportunity offered by European support rather than waste it through slow and short-sighted implementation. Our panel discussion on this topic in September 2025, ahead of the parliamentary elections, was attended by representatives of both the government and the opposition, including Karel Havlíček for ANO.

Since mid-2025, together with our partners, we have been following the new EU multiannual financial framework for 2028 onwards, particularly the newly emerging European Competitiveness Fund. We consider these discussions crucial for the competitiveness and further development of Czech industry, and we will stay actively involved in the debate in the coming years.

Circular economy

We have long argued that the circular economy should be a tool for competitiveness and investment, not another regulatory burden. We brought this view both to the upcoming European legislation and to the debate at home.

We also work on the circular economy in practice. At the end of 2024 we took over the Czech Circular Hotspot, a platform connecting companies around the circular economy. In 2025, together with Cyrkl, we launched the pilot project Nábytek v oběhu (Furniture in Circulation), which tested a voluntary extended producer responsibility (EPR) scheme for furniture manufacturers, and we published a study on how companies can purchase waste services efficiently and sustainably.

Simplifying reporting rules

We took a pragmatic stance on the European effort to simplify sustainability reporting rules. We welcome simplification, but we pointed out practical shortcomings in the proposal. Companies that have already invested time and money in reporting should not lose certainty or see that work go to waste.

Energy

The energy transition remains a long-term priority for us. We push for simpler rules for connecting renewable sources, a modern and flexible grid, and the ability of companies to produce their own energy. In early 2025 we supported our partners in the modern energy sector in advocating fair support for renewables during the passage of the Lex OZE III amendment. Throughout the year we provided members with regular monitoring of Czech and European legislation and conveyed their views to key decision-makers.



06 Key Activities

Alongside public affairs, the work of Change for the Better rests on educating companies and on events that connect business, experts and policymakers.



KlimaReady

In February 2025 we launched KlimaReady, an online course that prepares companies for the impacts of climate change. In fifteen video lessons, experts and people from companies show how to identify the risks and opportunities of climate change and how a company can respond to them in practice. The course comes with a guide setting out concrete steps for companies. KlimaReady was created with the support of the National Recovery Plan.

Climate Week Prague

In 2025, Prague hosted the pilot edition of Climate Week Prague, modelled on the climate weeks in New York and London. Change for the Better helped prepare and co-organise it. The week connects business, policymakers, students and non-profits around practical climate solutions, and we believe progressive companies must be part of this debate. During the week we organised these events ourselves:

- a panel discussion on the Net-Zero Industry Act, bringing together actors from the European level, Czech state administration, business and experts
- a discussion on biodiversity, “Regenerative innovation: What is its business potential in Czechia?”
- a webinar, “The circular economy and the transformation of Czech industry”.



Vyspělé Česko 2025

In November 2025 we held the second Vyspělé Česko conference. The programme on 19 and 20 November at Národní dům na Vinohradech in Prague, under the auspices of the President of the Republic and CzechInvest, welcomed over 300 people from business, expert bodies and public administration. The opening was attended by the Ambassadors of the Netherlands, Denmark and the United Kingdom.

The programme covered decarbonisation, circularity, biodiversity and leadership. We launched the Decarbonisation Atlas by Fakta o klimatu and presented the updated Map of Opportunities of the Second Economic Transformation. The voluntary agreement on furniture producer responsibility showed our work in practice. The conference was run sustainably, with a measured and reduced carbon footprint and plant-based catering. It closed with concrete recommendations for the new government.









Community events

Connecting member organisations with one another, sharing experience and bringing new inspiration is another key activity of Change for the Better. In 2025 we held 14 such events: Dinners for Change, webinars and experience-sharing sessions, attended by more than 260 people in total. Events on the circular economy attracted the most interest.

Finances

07

2025 was a financially challenging year for Change for the Better. Income fell short of the budget, so we responded with savings and careful cash-flow management.

Income in 2025 reached CZK 7.08 million. The largest source was membership fees at CZK 2.54 million (a third of which came from new members), followed by grants at CZK 2.01 million (the first interim payment for KlimaReady and a grant from the European Climate Foundation) and earned income from projects (Vyspělé Česko, Nábytek v oběhu, sales of online courses) at CZK 1.46 million.

The KlimaReady project was co-financed on an interim basis by a loan from WWF, repayable after the final settlement and receipt of the grant from the State Environmental Fund (SFŽP). To bridge cash flow, at the end of the year we took out loans from private supporters, repayable in mid-2026.

Expenditure in 2025 reached CZK 11.69 million, with personnel costs the largest item. As income was below plan, we cut the number of full-time positions in the second half of the year to keep the organisation stable.

The Vyspělé Česko conference ended 2025 with a loss of CZK 370 thousand for us.

We covered the gap between income and expenditure from reserves. The account balance fell from CZK 4.64 million at the start of the year to CZK 35 thousand at the end.

The 2025 results set a clear priority for the coming period: balance the budget, diversify income and build a reserve fund that makes Change for the Better resilient in the years ahead.

INCOME

35.8%	membership fees
28.4%	grants
20.6%	earned income (Vyspělé Česko, Nábytek v oběhu, other projects and courses)
14.4%	loans (interim financing of KlimaReady, operating loans)
0.8%	donations

EXPENDITURE

71.8%	personnel costs
11.7%	Vyspělé Česko production
8.9%	production costs (KlimaReady, community and public affairs projects)
7.6%	operating costs (rent, services, ...)

Team and Governance

2025 was also a year of internal transformation for Change for the Better. We amended the Statutes, simplified the governance of the organisation and renewed the Board. The aim was to set Change for the Better up to handle its growing membership base and our ambition for 2028.

New Statutes, simpler governance

In April, the General Assembly approved new Statutes by written vote (per rollam). We abolished the Supervisory Board and concentrated governance in the Board. We also changed how the statutory body acts on behalf of Change for the Better, and the Statutes now formally set out the role of the Executive Director.

The Board

The composition of the Board changed too. Eva Malá Beluská, Dan Heuer and Cyril Klepek left during 2025, and we are very grateful to them for their work.

Martin Hudeček, Soňa Klepek Jonášová and Barbora Petrová joined the Board during 2025.

In April 2025, Stanislav Kutáček was elected Vice-Chair of the Board. In November 2025, Michal Veselý handed over the chairmanship to Martin Hudeček.

At the end of 2025, the Board had seven members: Chair Martin Hudeček, Vice-Chair Stanislav Kutáček, and members Eva Bučová, Pavel Galík, Soňa Klepek Jonášová, Barbora Petrová and Michal Veselý.

Team

Change for the Better is driven by a small team. In 2025 we focused on professionalising how it works, setting up internal processes and clarifying responsibilities, so that the organisation can handle a growing membership base and a more demanding public affairs agenda. In the second half of the year we had to reduce full-time positions to keep the organisation financially stable. Besides the permanent paid staff, our work also relied on interns, who did excellent work, especially on the Vyspělé Česko conference.



A huge thank you to the whole team of Change for the Better for their work in 2025.

In 2025 the team included*:

Tomáš Archmann
Barbora Beránková
Kateřina Bolečková
Viktorie Cízlová
Lenka Hanušová
Nikol Hanzelková
Tereza Hanzová
Jan Havlík
Martina Hoštaková
Filip Janota
Melánie Klvaňová
David Kopecký
Nikol Křížová
Linda Macková
Kateřina Matušíková
Gabriela Měsícová
Alena Navrátilová Ochrymčuková
Tereza Nedbalová
Jenda Perla
Lukáš Rolf
Tereza Smrčková
Kateřina Soukupová
Kristýna Sýkorová
Ondřej Štec
Kateřina Tkáčiková
Alena Tranová
Radim Trojan
Tereza Úlehlová
Markéta Vechetová
Daniel Velek
Klára Vojtová

* The list, in alphabetical order, includes both paid positions and interns.

Outlook for 2026

We are heading into 2026 with clear goals. We want to keep growing and reach a representation of 17% of Czech GDP, one step closer to our strategic ambition of 25% by 2028. We want to strengthen the organisation's financial stability and run a surplus budget so that we can rebuild a financial cushion. If we manage to find new income, we plan to strengthen the team and become more visible in the media and in our relations with the government and the European Commission.

In public affairs, we will keep working on the European topics with the greatest impact on Czech business: the shape of the new EU budget and the Competitiveness Fund, the rules on packaging, and the tools that will accelerate industrial decarbonisation. We also want to deepen our partnerships at home and in Europe, above all our cooperation with Ecopreneur.eu.

After two editions, the Vyspělé Česko conference is taking a break and will not take place in 2026. Instead, we are joining forces with partners: we will again co-organise Climate Week Prague, we are co-organising the Czechoslovak Circular Summit in Bratislava, and we are a content partner of the Bold Future conference.

We have more than a hundred members and represent 12% of Czech GDP. In 2026, we want the voice of progressive business to be heard even more strongly in Prague and in Brussels.

Will you join us? Get in touch with one of our key team members.



Jenda Perla
Executive Director
jenda.perla@klepsimu.cz



Radim Trojan
Public Affairs Manager
radim.trojan@klepsimu.cz

ZMĚNA
K LEPŠÍMU