

A.M. QATTAN FOUNDATION
(A Company Limited by Guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

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A.M. QATTAN FOUNDATION
(A Company Limited by Guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE FOUNDATION, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 DECEMBER 2024**

Trustees	Omar Abdul Muhsen Al-Qattan, Chair (resigned as Chair 31 March 2024) Professor Najwa Al-Qattan, Chair (as of 1 April 2024) Dr Walid Gharaibeh (appointed 25 March 2025) Dr Suhad Bishara (appointed 26 March 2025) Dr Raef Zreik (resigned 5 December 2024) Professor Khaled Fahmy Dr Mezna Qato, Secretary Dr Hani Nigim Dr Munir Kamel Fakher Eldin Dr Rabab Mohamad Tamis Mr Yacoub Jamal Yousef, Treasurer Ms Leenah Al-Qattan (appointed 1 April 2024)
Company registered number	02171893
Charity registered number	1029450
Registered office	Tower House 226 Cromwell Road London SW5 0SW
Director General	Fida Touma - Ramallah
Independent auditors	MHA Chartered Accountants and Statutory Auditor 6th Floor 2 London Wall Place London, United Kingdom EC2Y 5AU
Bankers	EuropeArab Bank 73 Brook Street Mayfair London W1K 4HX Barclays Bank Level 12 1 Churchill Place London E14 5HP
Solicitors	Thomas Eggar 75/76 Shoe Lane London EC31 3JB

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

The Trustees present their annual report together with the audited financial statements for the year ended 31 December 2024. The Trustees confirm that the Annual Report and Financial Statements of the Charity comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102).

FOREWORD

In 2024, the A.M. Qattan Foundation (AMQF) operated under extraordinary circumstances, navigating sustained pressures across all areas of its work. Despite these challenges, we remained committed to our mission, continuing to support cultural and educational life with flexibility, care, and determination.

This report outlines the activities, outcomes, and governance developments of the AMQF during the year ending 31 December 2024. It also marks the conclusion of the Charity's 2020–2024 strategic cycle and the beginning of a transition towards a renewed strategic vision for the period ahead.

Over the course of the year, the Charity maintained its core programming and operations across multiple geographies, despite the compounding effects of instability, access restrictions, and increased humanitarian need. The response included emergency adaptations to educational and cultural programmes, increased emphasis on community-based support, and continued investment in long-term institutional development.

Across its programmes, the Charity sustained and, in several cases, expanded its reach. The Culture and Education Programme responded to urgent needs in Palestine—particularly in Gaza—while continuing to support teachers, children, and cultural practitioners. The Charity's presence in Ramallah and in other locations in Palestine facilitated both continuity and adaptation. The Mosaic Rooms in London presented a robust programme of exhibitions and events, while preparing to become an independent institution from AMQF.

In parallel, we undertook a range of internal development efforts. These included the implementation of updated procurement and administrative policies, enhancements to our digital infrastructure and cybersecurity, and continued work on emergency planning and risk management. At the same time, the Charity continued to prioritise staff wellbeing and cross-team coordination, recognising the cumulative impact of working under prolonged crisis conditions.

We have also started work on the Charity's strategic plan for 2026–2030. This process is grounded in learning from the past five years and shaped by input from staff, partners, and working groups. The plan aims to build resilience, reinforce our values, and strengthen our institutional capacity across all areas of work. However, it will undoubtedly be affected by the ongoing war on Gaza and the profound insecurity in the Occupied West Bank.

As part of the Foundation's strategic planning for long-term impact and sustainability, the Trustees approved the spin-out of The Mosaic Rooms (TMR) into an independent UK charity, to be known as The Mosaic Rooms (previously Orange Tree Trust). Following fifteen years of successful operation as a project of the AMQF, TMR is expected to formally transfer to its new legal and operational structure around 1 July 2025. The new charity has an independent and dedicated board of trustees with expertise relevant to TMR's artistic and cultural mission. The transition is designed to enhance TMR's operational independence, its governance, and its ability to expand its work within broader charitable purposes. The Foundation will remain as a member of the new charity. The transfer includes all relevant assets and liabilities, and the new entity has completed the onboarding of its full board of Trustees.

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In 2024, the composition of the Board of Trustees underwent several changes following decisions made at the Board's December 2023 meeting. Leenah Al-Qattan was approved as a new Trustee in December 2023 and formally joined the Board in April 2024. At the same meeting, Omar Al-Qattan informed the Board of his intention to step down as Chair, effective 1 April 2024, while continuing to serve as a Trustee. The Board expressed its deep appreciation for his exemplary leadership and service. Professor Najwa Al-Qattan was elected as the new Chair of the Board, effective from the same date. At the December 2024 meeting, the Board acknowledged the completion of Raef Zreik's term as Trustee, following a review by the Nominations Committee. The Board extended its sincere thanks to Dr Zreik for his valuable contributions and dedicated service during his tenure. At the same meeting, Suhad Bishara and Walid Gharaibeh were approved as new Trustees. Both formally joined the Board in March 2025.

We extend our sincere thanks to all staff, partners, collaborators, and supporters for their continued commitment during an extremely demanding year. The work outlined in this report would not have been possible without their collective effort and shared sense of purpose.

As we report on this past year, we do so with sorrow but also with deep conviction. The A. M. Qattan Foundation remains committed to advancing a free, just, and pluralistic society where culture and education remain safe and free sites of hope and imagination, even in the bleakest of times.

STRATEGIC REPORT

OBJECTIVES AND ACTIVITIES

Objectives

The Charity works in the fields of culture and education in Palestine, and within the Arab region and the UK. Its mission is to support individuals and institutions in the fields of culture and education, with a particular focus on children, teachers, and young artists. The Charity aims to foster a free, dynamic, and pluralistic society that is rooted in democratic and humanistic values and driven by creativity and critical thinking.

In 2024, in line with its charitable objectives, AMQF continued to design and deliver cultural and educational programmes that respond directly to the lived realities of Palestinians. This year posed extraordinary challenges due to the ongoing war on Gaza, unprecedented levels of displacement, destruction of infrastructure, and widespread psychological and economic trauma. In this context, the Charity's work took on acute relevance, as culture and education became essential tools of survival, resilience, and social cohesion.

AMQF's programmes included emergency cultural and educational activities, support to artists, educators, and institutions, and sustained work with teachers, children, and cultural practitioners in Gaza and the West Bank. These activities served to protect the cultural and educational life of communities under siege, to provide vital psychosocial support, and to reinforce networks of mutual care and knowledge-sharing at the local and international levels.

Activities - Overview

The activities of the Charity continued to focus on 1) arts and culture through financial support, training, commissioning of works, partnerships, and public events; 2) education through teacher empowerment and training; and 3) community and school engagement and working with children at varying levels through a variety of non-curricular educational and cultural activities.

These activities fall under three programmes: Culture & Education; the Public Programme; and The Mosaic Rooms.

Other activities that underpin the Charity's internal (and indirectly external) environment and sustainability are its support functions i.e. Administration; Finance; Communications & Development.

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AMQF continued to operate from two of its three cultural hubs: The Mosaic Rooms gallery and bookshop in London and the Qattan Cultural Centre in Ramallah, while the Qattan Cultural Centre in Gaza (formerly known as the Qattan Child Centre) remained closed throughout 2024 due to the Israeli war on Gaza.

Detailed Activities, Achievements, and Performance

1 CULTURE AND EDUCATION PROGRAMME (CEP):

Despite the deep shock that struck the cultural and educational sectors caused by the ongoing Israeli war on Gaza, and the unprecedented humanitarian devastation it brought, the Culture and Education Programme managed to continue its work. This was made possible through strategic adaptation of tools and interventions, especially in Gaza, and a deliberate shift of focus to supporting the cultural and educational fields in crisis response mode. Core interventions were maintained, while others were developed to respond to the extraordinary circumstances and the immediate needs of artists, teachers, and communities at large.

1.1 Education Unit (EU)

In 2024, the Education Unit operated under the theme “Education Under Threat,” focusing its efforts on enabling teachers in Gaza to lead educational and psychosocial initiatives in response to the war and the collapse of the formal education system.

Thanks to additional support from the Drosos Foundation, 65 teacher-led initiatives were supported in Khan Younis and Deir al-Balah in Gaza. These reached more than 4,600 children (3,130 girls and 1,470 boys) and involved 56 additional volunteer facilitators. Weekly coordination meetings and training sessions were held by members of the Gaza Teachers Forum, which served as the main support and advisory body. The sessions focused on psychosocial resilience, drama, storytelling, music, and visual arts. In parallel, the Save the Children-funded Early Childhood Education project enabled the establishment of 10 temporary learning spaces for 600 children aged 4–6, operated by 40 trained teachers.

Owing to the success of these efforts, new proposals were developed and accepted: one by Drosos for the year 2025 with a budget of \$150,000, and another by Save the Children through the “Education Cannot Wait” global fund, with a budget of \$900,000.

In the West Bank, work continued with public school teachers through Teacher Forums *in situ*. These focused on designing and implementing community-driven education initiatives involving families and students, and on testing “popular education” models. Activities included summer camps (e.g., in Nablus), safe learning spaces, early childhood workshops, and STEAM-focused educational clubs.

The unit also graduated 156 teachers and 14 supervisors from its three-year training cycle (Creative Child, Bright Future), which concluded in 2024. Participants completed 114 hours of training for teachers and 36 hours for supervisors. Focus areas included:

- Early Childhood Education
- Drama in Education
- Project-Based Learning
- STEAM Education
- Popular education and community engagement

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Three new teaching guides were developed:

1. Drama in Education: *"Exploring and Learning through Drama"*
2. Early Childhood Education: *"Creative Imaginations – Teacher's Guide: The Mantle of the Expert Approach"*
3. STEAM: *"Supporting Learning through STEAM"* (in Arabic and English)

A narrative-based research group was formed, which published findings on the impact of COVID-19, teacher strikes, and the war on education in Palestine. Another external study measured improvements in 21st-century skills and critical thinking among students and confirmed the programme's significant educational impact. Based on recommendations, training for new teachers and graduates was extended in partnership with local community centres in Bethlehem and Nablus.

The FabLab continued its activities both in Ramallah and in four public schools across Jenin, Bethlehem, Hebron, and Tubas. Workshops in design thinking, environmental science, and creative coding were implemented for 80 students and eight teachers. Each school hosted a summer camp and an exhibition showcasing environmentally themed technological innovations.

Additional activities included:

- Joint events with early childhood educators from Gaza and the West Bank
- A new collaboration with Seenaryo Foundation on learning through music and play
- Participation in the development of a national STEAM Education Charter
- Active involvement in education policy dialogues and public discussions on the future of education in Gaza and Palestine at large

1.2 Grants and Capacities Support Unit (GCSU)

The GCSU continued to serve as a key institutional mechanism to support artists, cultural practitioners, and institutions - especially during the crisis in Gaza. The unit operated on two fronts in 2024: immediate emergency response and long-term strategic planning.

Emergency Support to Gaza Artists:

From November 2023 to June 2024, AMQF provided \$179,000 in emergency grants to 356 artists and writers in Gaza. These grants were co-funded by the Charity (66%) and by individual and institutional donors (34%).

Open Call for Cultural and Educational Initiatives in Gaza:

An open call launched in July 2024 received 242 applications. Following two rounds of evaluation, 76 initiatives were supported with a total budget of \$203,000. The selected projects covered drama, film, creative writing, music, and psychosocial support.

Data Collection for Cultural Sector in Gaza:

In early 2024, AMQF launched a mapping and documentation project of cultural organisations in Gaza. Data on 59 organisations (resources, needs, damages) was collected to support future recovery efforts. The effort is expected to expand to other regions in Palestine.

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Strategic Partnerships and Solidarity Funds:

AMQF began laying the groundwork for a Palestinian Cultural Solidarity Fund with Al-Mawred Al-Thaqafi and AFAC (Lebanon), although the military escalation in Lebanon delayed further steps.

Ongoing Grant Schemes and Residencies:

- 15 projects supported under the Herakat fund (2023 cycle); 13 were completed, one extended to mid-2025, and one cancelled.
- The Takatof fund for organisations concluded with eight grants fully implemented (\$174,000).
- Four additional special grants were made to support theatre productions, operational costs, and film projects.

Artistic Residencies:

- Two artists completed their 2023 residencies in France and Italy.
- Four new residencies were granted in 2024.
- Six artists and one collective were hosted in the visual arts studio in Ramallah, and four performing arts groups in the performing arts studio.

Public Outputs:

- 543 public events were organised (296 in Gaza, 217 in the West Bank).
- 85 new cultural products were created.
- 22,800+ people attended events.
- 304 individuals and 11 institutions directly benefited.

Publications and Partnerships:

- Finalisation of five first-book manuscripts under the First Book Grant. Al-Ahlia Publishing House were commissioned to publish these.
- Four theatre texts translated into English.
- Closure of the CASE project (2020–2024), co-funded by Swiss Development Cooperation (SDC).

2 THE PUBLIC PROGRAMME (PP)

The Public Programme delivers events and activities by curating, commissioning, and managing cultural offerings at the Charity's Cultural Centres and by engaging communities across Palestine. It operates through three units:

1. Curatorial Unit
2. Community Engagement Unit
3. Libraries Unit

The first two work together while the latter operates independently.

2.1 Curatorial Unit (CU)

In 2024, the work of the Curatorial Unit was marked by two distinct but interrelated priorities: responding to the war in Gaza and maintaining cultural engagement through public exhibitions and artistic practices.

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The Unit organised the exhibition **Gaza – A Moment of Transformation**, developed in partnership with a wide network of Palestinian and international artists. The exhibition, which opened in March 2024, featured works by 119 artists and collectives from Gaza, the West Bank, the 1948 territories, the diaspora, and other international solidarities. The exhibition showcased 162 artworks, including installations, video art, painting, photography, and text-based works. In a departure from conventional selection models, the works were reviewed by two separate committees – a selection committee and a commentary committee – who jointly agreed to present all submissions to allow for open dialogue and reflection. Proceeds from artwork sales (at least 30% of each sale) were allocated to support the cultural sector in Gaza, raising nearly \$6,000.

The exhibition was accompanied by a series of five public discussions between participating artists of different generations and geographies. The sessions were documented by researcher Yasmeen Qa'dan, as part of preparations for a collective statement on the evolving identity of Palestinian art in times of war and upheaval.

Another major curatorial project in 2024 was **“The Woven Lineage”**, a visual arts and archival exhibition developed in collaboration with Inash Al-Usra Charitable Society. The exhibition offered a critical reading of the Association's legacy through the lens of the life and work of its founder, Samiha Khalil. Researchers including Salim Tamari, Rima Hammami, and Islah Jad were part of the exhibition's curatorial committee. A group of emerging artists—Abdullah Ma'tan, Maysa Duw, Maya Khalidi, and Rizq Ibrahim—produced new works following extensive research and interviews conducted at the Society's archives.

The exhibition included a parallel programme of talks, workshops, and storytelling sessions hosted in cooperation with Inash Al-Usra and the Leila Miqdadi al-Qattan Library at the Cultural Centre in Ramallah. Activities included panel discussions, a storytelling session for children, musical performances, and community memory workshops with former staff and friends of the Society. The exhibition attracted strong community engagement, with around 300 attendees across different events. A catalogue titled *“The Woven Lineage”* was also produced, and 100 copies were donated to Inash Al-Usra.

The Unit also collaborated with ANAMED (the Koç University Research Centre for Anatolian Civilizations) in Istanbul on a new iteration of our exhibition, *Palestine from Above*. Materials, including archival prints, photo slides, Ottoman albums, and digital assets were lent for the show.

2.2 Community Engagement Unit (CEU)

In 2024, the CEU focussed with added urgency on the need for free public cultural spaces as sites for engagement and debate. The Unit collaborated with artist and activist networks across cities and refugee camps in the West Bank to deliver joint programming and deepen relationships with local communities.

The **Alternative Pedagogies Project**, developed in collaboration with artist collectives in Hebron (*Mandloun*) and Bethlehem (*Marsam 301*), brought together artists, academics, and curators to design public art interventions. Participants—including Abaher al-Saqqa, Alaa Younis, Khaled 'Auda Allah, and Yazid Anani—supported artistic research on the relationship between pedagogy and resistance to occupation. The project culminated in a series of events by seven young artists and public art events held in December 2024.

The CEU also led AMQF's involvement in the **Let's Reclaim the Commons** regional project, in collaboration with Al-Mawred Al-Thaqafi and others. Activities included a study day on cultural commons and solidarity, held in Ramallah in March, which brought together over 60 participants and featured Palestinian and international speakers.

The **Masahat Open Call** continued to offer free cultural space to artists and cultural groups at the Cultural Centre in Ramallah. In 2024, 20 public events were hosted there, ranging from music and dance performances to exhibitions and book talks. These events were attended by over 2,660 individuals and highlighted the importance of institutional support for artists during crises.

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2.3 Libraries Unit

The Leila Miqdadi Al-Qattan Library remained a very busy cultural hub in 2024. The library adapted its activities to reflect on the horrors of the Gaza War through curated displays and public programming.

Highlights included:

- A curated display on genocide and global struggles for justice, developed with artist Hafiz Omar.
- A temporary display documenting the forced displacement of a Gazan family in partnership with Visualizing Palestine.
- Continued enrichment of the Library's Arabic-language collections, including new acquisitions in early childhood and educational theory (728 new books).
- Addition of a dedicated collection on Inash Al-Usra's legacy to support research related to *The Woven Lineage* exhibition.

The library also maintained its children's programming. In 2024, **562** children and their families participated in **15 storytelling sessions and cultural activities**, some of which were delivered in collaboration with FilmLab and the AMQF Education Unit. Reading sessions were developed in partnership with Palestine Writing Workshop and Bayt Yalit. A special workshop on "imaginative creatures" targeted older children and was well received.

The library continued to be a gathering place for diverse groups. Through targeted outreach, new community groups were formed, including the "Layla Reading Circle," an Arabic book club for retirees, and a family games group. An active WhatsApp group was also formed to maintain ongoing dialogue and coordination among users.

3 AL-QATTAN CULTURAL CENTRE-GAZA

As highlighted in the introduction, the war on Gaza brought devastating consequences for the Gaza Cultural Centre and its community. Although programmatic activities continued in 2023 until the end of September, the Centre was forced to cease operations due to the outbreak of war. In 2024, the Centre could not resume operations at its physical premises due to security risks, staff displacement, and damages. Nevertheless, the team, despite profound challenges, restructured its interventions to deliver cultural, psychosocial, and educational support to displaced communities, particularly children and women, across Gaza's five governorates.

An exact assessment of the damage to the Centre until the ceasefire on 19 January 2025 was still pending due to restricted access. After 19 January 2025 and up to 18 March 2025, the majority of staff relocated to Gaza city from their areas of displacement and were able to visit the centre and assess damages after the United Nations Mine Action Service (UNMAS) gave clearance for them to enter. Some maintenance was undertaken during that period, and the Charity was planning to resume activities for children as long as the ceasefire held; nonetheless all plans stopped as the ceasefire collapsed.

By end of 2024, staff members and their families remained displaced, and the Charity mourned the loss of two staff members: Hamed Khalidi, killed by the Israeli army in December 2023, and Iman Shaheen, who passed away in May 2024 due to the collapse of Gaza's healthcare system.

Nonetheless, the 2024 programme focused on three overarching goals:

- Supporting cultural and community resilience through art and creative expression.
- Providing psychosocial support to children and caregivers through cultural interventions.
- Sustaining Gaza-based cultural practitioners by creating emergency employment opportunities.

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Despite the war, the Centre delivered 881 cultural activities in shelters, displacement camps, and community spaces, reaching over 34,000 people (65% of whom were female). Activities included performing and visual arts, writing, storytelling, science-based interventions, library outreach, psychosocial support, and play-based programming.

3.1 Child Creativity Unit and Emergency Cultural Programme

Due to the closure of the Centre's premises, the Child Creativity Unit's work was adapted into an emergency cultural programme delivered in displacement sites, temporary classrooms, and shelters. The programme's primary goals included preserving cultural identity, offering psychosocial first aid, and supporting community cohesion in the face of mass trauma.

Activities were delivered by 27 facilitators, artists, and educators, including several displaced staff members who resumed work within their new communities. The team designed age-appropriate, trauma-informed content and facilitated engagement with children between the ages of 3 and 15. Notably, 59% of all activities (i.e. 518) took place in displacement camps, 205 of which in official shelters, and additional interventions in temporary learning spaces and civil society centres.

Facilitators implemented sessions in creative writing, storytelling, visual arts, Arabic calligraphy, performing arts, audiovisual production, and community-based science activities tailored to the crisis (such as public hygiene awareness and water conservation). Traditional games and physical play comprised 35% of all sessions, demonstrating their value in providing emotional release and stability. The library's educational resources were mobilised in new ways to reach children with limited access to formal schooling.

Staff leveraged community-based networks, such as WhatsApp groups with parents, to coordinate activities and share updates. Initiatives like the "Dardashat" forum—an informal group supporting mothers—helped sustain community bonds and address collective emotional needs.

3.2 Community Engagement and Cultural Worker Support

The Centre actively contracted displaced artists and cultural workers, offering them flexible, paid engagements to lead sessions across multiple locations. Emergency contracting procedures ensured accountability while allowing responsiveness to the volatile situation.

In total, 20 artists and facilitators were engaged, reaching thousands of children and adults through creative programming. This approach helped mitigate the economic collapse many artists faced and underscored the Centre's role in cultural stewardship even under siege.

3.3 Operational Realities and Centre Infrastructure

The Centre's infrastructure sustained multiple damage, including gunfire, looting, and seizure of critical equipment. The mobile library bus was stolen in June 2024. Power generators and fuel tanks were forcibly removed in December by unknown armed groups. Additionally, partner sites such as the Maghazi Centre - once a child-friendly space supported by AMQF - were destroyed in airstrikes.

Despite these losses, the programme team continued its work from rented halls and ad hoc spaces, including a shelter secured in Rafah to house displaced staff and their families. The programme also operated in makeshift venues in Khan Younis, Deir al-Balah, and other locations as security conditions allowed.

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The human toll was immense. In addition to the loss of staff, over 30 relatives of staff members were killed, and many were injured or displaced. Several team members suffered significant personal tragedies but remained committed to the programme's goals. The Charity provided emergency support, mental health referrals, and internal solidarity mechanisms wherever possible.

4 THE MOSAIC ROOMS (MR)

In 2024, The Mosaic Rooms (MR) continued to deliver an ambitious programme of exhibitions, public events and creative learning, despite entering a major organisational transition. This year marked a turning point in MR's journey toward becoming an independent UK-registered charity, with detailed planning for a new legal structure, governance model, and spatial redevelopment of its premises. A refurbishment and redevelopment period began in July 2024, with reopening scheduled for late 2025.

Throughout the first half of the year, MR presented a wide-ranging and critically engaged visual arts programme. Exhibitions included *In the Shade of the Sun*, showcasing new commissions by emerging Palestinian artists, *Translation as Hospitality* by The School of Mutants, and *Performing Colonial Toxicity*, an extensive archival survey by Samia Henni on France's nuclear testing in Algeria. MR also supported touring iterations of its exhibitions in the UK and Slovenia, including the collaborative show *Constellations of Multiple Wishes*, presented at MG+MSUM in Ljubljana to an audience of 10,000.

The public programme remained robust, offering talks, artist-led workshops, performances, and multidisciplinary collaborations. Highlights included *War-Torn Ecologies: Resistant Worlds*, a three-day programme exploring themes of conflict, ecology and resistance, and the sold-out Edward W. Said London Lecture delivered by Raji Sourani. MR also hosted a solidarity exhibition for Gaza curated by the AZL Collective and further developed its Mujaawarah strand with participatory gatherings exploring collective practices and care.

The Creative Learning programme grew significantly, offering a wide array of initiatives for families, young people and school groups. Projects included *Play Lab: Water Binds Us*, a sensory play installation inspired by Mahmoud Darwish; the expansion of the *Young Collective* to include young people from the Global Majority; and continued collaborations with local secondary schools on arts-based learning. Consultation and co-design efforts began in earnest for a new permanent learning space, to open in 2025.

MR's physical and digital reach remained strong. Over 2,600 people attended in-person events, with an additional 23,000 digital listeners engaging with online broadcasts. The bookshop generated nearly £60,000 in income—up 66% from 2023—and a new £5 ticket donation model was introduced. MR also launched its first Friends scheme and grew its Instagram following by over 25%.

A successful project grant from Arts Council England supported Samia Henni's exhibition and programme, while a major collaborative project with the Beirut Art Center was awarded the Anhar Grant by Art Jameel x British Council, with programme activities to continue into 2025.

Despite the demands of transition, The Mosaic Rooms remained deeply committed to inclusive practice, cultural solidarity, and experimentation. With a new brand, website, creative learning space and charitable structure due in 2025, MR is poised to emerge stronger and better equipped to serve artists and communities in London and internationally.

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5 COMMUNICATIONS & DEVELOPMENT

In 2024, we focused on consolidating our emergency publishing strategy in response to the war on Gaza, adapting our visual language, editorial tone, and content approach accordingly. Despite restrictive Meta policies that limited the reach of content related to Palestine, the team maintained a consistent presence across digital platforms and prioritised content from Gaza, while also covering the Charity’s work in Ramallah, Aida Camp, Askar Camp, and beyond.

We strengthened internal workflows and audience engagement, including the launch of a public survey completed by over 100 individuals, and a WhatsApp group dedicated to the Leila Miqdadi Al-Qattan Library. We also expanded media coverage for major exhibitions and educational projects, and produced several new multimedia outputs, including video, podcast, and print.

Key Palestine highlights included:

- Launch of the 2024 Qattan Podcast, with five episodes published and strong engagement on YouTube and Facebook (including over 33,000 views on a single video clip).
- Production and distribution of four quarterly newsletters, reaching over 6,000 subscribers per issue.
- Full media support for projects such as STEAM Palestine House, *Gaza – A Moment of Transformation*, *Woven Lineage*, and workshops led by the Education Unit.
- Continued content production from Gaza, including creative writing by children and mothers, visual artworks by young artists, and video documentation of education projects with Save the Children.
- Ten introductory tours were conducted at the Cultural Centre in Ramallah, including a new collaboration with Al-Tira College to engage students in our activities.

While content output remained high, the year also brought significant challenges. These included coordination difficulties with podcast guests, technical limitations in our production capacities, restricted mobility across the West Bank, poor-quality materials received from Gaza due to unstable infrastructure, and the postponement of our new visual identity implementation developed in 2023.

2024 Social Media Growth:

Platform	2023 Followers	2024 Followers	Increase
Facebook	100,147	102,897	+2,750 (+2.75%)
Instagram	24,713	29,740	+5,027 (+20.35%)
LinkedIn	4,704	5,092	+388 (+8.25%)

Video and reel production reached a total of **135**, with over **300 posts** shared across all platforms.

On the other hand, the Mosaic Rooms continued to expand its public reach and deepen audience engagement. **Digital engagement** remained robust across platforms. Instagram followers increased by 26% (from 19.3k to 24,396), while newsletter subscriptions rose slightly to 10,272 with a healthy open rate of 45%. Soundcloud listens rose by 58%, and Vimeo content drew over 600 hours of viewing time, reflecting continued interest in talks and cultural content. Website sessions held steady at 39,000, with 97% being new users. Facebook and Twitter saw minor declines, in line with wider trends in social media usage.

Media coverage of exhibitions and events remained strong. Highlights included features in *The Art Newspaper*, *Canvas Magazine*, *Art Monthly*, *Selections Magazine*, *Markaz*, *The Guardian*, and *The New Arab*. The 2024 Edward W. Said London Lecture, delivered by Raji Sourani, also received widespread attention and was broadcast to over 23,000 online listeners.

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Our resource development work included follow up on four co-funding agreements which made up 9% of the Charity's programmatic expenses in Palestine. Our co-funding partners were Save the Children International, Drosos and, ENABEL.

The Mosaic Rooms in London received support from three organisations: Arts Council England (ACE), Art Jameel x British Council (Anhar Grant), and Chelsea College of Arts, University of the Arts London (UAL).

6 ADMINISTRATIVE REVIEWS

In 2024, administrative work across the Charity remained largely stable, despite major challenges resulting from the war on Gaza. Strategic planning processes, procurement systems, emergency protocols, and HR systems continued to evolve and adapt to internal needs and external pressures.

Strategic Development and Organisational Culture

Building on the strategic thinking retreat held in Amman in January 2023, the Charity launched a series of workshops aimed at identifying transitional priorities ahead of the next five-year strategic plan. The first workshop, held in June 2024 and facilitated by consultant Moukhtar Kocache, brought together Trustees, senior staff and employees to examine transitional priorities and emergency planning. It also included a session with organisational psychologist Fathi Fleifel to deepen collective understanding of the Charity's internal culture and dynamics.

This led to the formation of internal working groups which met during the second half of the year, using a tool developed in collaboration with Kocache to explore institutional priorities in detail. The findings of these groups were later presented at a staff-wide meeting and will feed into the main strategic planning workshop in April 2025.

Procurement and Administrative Systems

In 2024, the Procurement Unit finalised the implementation of a unified procurement plan for the Ramallah office, including the institutionalisation of a system of framework agreements with suppliers for recurring services (stationery, accommodation, translation, auditing, design, catering, etc.). In Gaza, despite emergency conditions, several contracts were issued to support housing for staff and deliver cultural activities in displacement areas.

The updated Procurement Policy was finalised and approved by the Board of Trustees (BoT) in December 2024. Awareness sessions on the policy were held in February 2025. In parallel, a new mechanism for documenting and monitoring incidents was developed and three accidents were recorded during the year, one of which was covered by the insurance provider. A comprehensive inventory and categorisation of items stored in the Charity's art collection depot, in Ramallah, was completed, and an asset register update was completed.

Emergency Planning and Risk Mitigation

As part of efforts to strengthen institutional readiness, two first-aid training sessions were delivered to Ramallah staff. Further development of the Charity's emergency preparedness plan has been identified as a top priority for 2025, and in March 2025 work started on developing the emergency response plan for the West Bank.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

The Charity also updated and reactivated its complaints and suggestions mechanism, which now includes a dedicated phone line and an online form. During 2024, 21 complaints and suggestions were received, resulting in improvements to IT security, the relocation of the children's room, and a staff-wide awareness session on safeguarding policies. A specialised training on child safeguarding was delivered in March 2025, with a follow-up session planned for May 2025. Notably, none of the complaints or incidents reported during this period related to safeguarding or child protection; they were concerned with issues such as noise, movement, services, maintenance, etc.

Staffing and Human Resources

As of 31 December 2024, the Charity had 59 full-time employees in Palestine; while at the Mosaic Rooms the Charity had 8 staff members.

During the year, the HR platform was upgraded, allowing employees to access HR services via mobile application. Planning began to digitise recruitment processes, and an initial review session was held to assess gaps in workflow integration.

A psychosocial support session and a safeguarding awareness workshop were delivered to staff in Ramallah as part of the Charity's ongoing efforts to improve workplace culture.

Information Technology

Following the departure of the former Director of IT, a transitional contract was signed with Inet, a company previously involved in the infrastructure upgrade for the Charity in Palestine. Their role in 2024 focused on securing systems, updating digital credentials, improving backup procedures, and upgrading servers and website. Additionally, the unit supported the gradual operational independence of The Mosaic Rooms, contributed to procurement and budgeting, and began piloting a digital asset and support request management system.

A revised structure is being piloted for the IT Unit, combining internal operational oversight with outsourced strategic functions. Recruitment for an internal supervisor is underway.

Facilities and Infrastructure

A number of infrastructure developments were completed in 2024, including the rehabilitation of the design and engineering workshop (formerly the Science Studio) in the main building. This included all mechanical, electrical, and structural works and machinery testing. A call for proposals to operate the workshop is scheduled for 2025.

The Charity also maintained lease agreements for facilities in its office at its property in Al-Masyoun with the Barenboim-Said and the Mariam Foundations and completed a new leasing agreement for the gym space and restaurant. A key milestone was achieved with the official certification of the Charity's headquarters and Cultural Centre in Ramallah as a "Platinum-Level Green Building" by the Palestinian Green Building Council.

AMQF hosted 189 events in its Cultural Centre during 2024, of which 156 were internal and 33 external. A total of 48 planned events were cancelled due to the war on Gaza.

In 2024, income from leasing and venue and equipment hire was as follows:

- Equipment rental: \$857
- Facilities rental: \$154,445, of which \$135,205 was from property lease, and \$19,240 from venue hire.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

FUNDRAISING STANDARDS

The Charity had an in-house Resource Development (RD) Manager position at its Ramallah headquarters responsible for fundraising but currently the position is vacant, and an external consultant has been contracted to provide the needed support. In the UK, the Mosaic Rooms' Director manages fundraising. Both follow the fundraising policy approved by the Board of Trustees, which states that external funding should not exceed 40% of the annual budget and that the Charity should always play the lead in the design and implementation of its projects. In addition, no conditions should be attached to external funding that contradict the Charity's core mission. The Charity approaches donors to extend and expand its programmes' operations by co-funding selected projects and programmes.

The Charity does not solicit funding from the public nor from individuals except in very rare cases pre-approved by the Trustees. No complaints were received from members of the public about the Charity's fundraising activities.

7 FINANCIAL REVIEWS

Incoming resources in the 12 months to December 2024 were £4,769,634 which was higher than £2,393,069 in the 12 months to December 2023. The main sources of funding for the Charity's core programme and administrative expenses were the Al-Qattan Charitable Trust, Jersey, Omar Al-Qattan, Najwa Al-Qattan and Leenah Al-Qattan.

The heirs of the late Leila Al-Qattan, namely her children Najwa, Leenah, Hani and Omar Al-Qattan formally bequeathed her house in Amman, Jordan to the Charity through the Jordanian Sharia courts after her death on January 27, 2015, and after the passing of her late husband on December 4, 2017. However, foreign entities cannot legally own real estate in Jordan except through the establishment of a non-operating foreign company (in this case, a branch of the UK Charity), a convoluted process requiring the approval of the Ministry of the Interior, which took until 2021 to complete. Moreover, as Jordanian Real Property Law does not allow the Charity to rent nor sell the property for the first six years after its registration (except for its use as a residency or office of the Charity's official representative in Jordan), the Trustees have opted to recognize the house as a tangible asset. The Charity is able to appeal to the Jordanian authorities to reduce this period once it has received a serious purchase offer from a third party, which it has done and is awaiting the Jordan Authorities' response.

In the first quarter of 2025, the Charity completed the sale of its investment property, the Academy Gardens apartment in Kensington, following Trustee approval of a favourable offer. In anticipation of the sale, the property was reclassified as a current asset in the 2024 financial statements.

Total expenditure in 2024 was £4,957,072 which has decreased from £8,282,679 in the previous period. The percentage of total expenditure vs. the approved budget for this year was 87%.

Overall, the Charity reported a deficit for the year of £272,315 (2023 - net deficit of £7,053,824). The reported deficit for the year primarily resulted from the net impact of non-cash items, including depreciation charges, foreign exchange movements, and net losses on investments.

At the end of the fiscal year, the balance of the provident fund for employees in Palestine was £900,101 while the severance fund balance for employees in Palestine was £1,185,776.

The funds the Charity carried forward on 31 December 2024 were £39,446,366 of which £24,902,329 were held as restricted funds and £14,544,037 as unrestricted funds.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

Reserves Policy

The Trustees have reviewed the Charity's needs for reserves in line with the guidance issued by the Charity Commission.

The Trustees believe that a prudent level of reserves would be in the region of £3,400,000. This would enable the Charity to have the financial resources to meet employees' salaries and basic running costs for twelve months.

The Al-Qattan Charitable Trust in Jersey has been the Charity's largest donor to date, over a period of more than twenty-five years. The Al-Qattan Charitable Trust was set up with a mandate to support the Charity's core programmes and running expenses, among other charitable goals. The Charity's Trustees feel confident of the short and medium-term security of this funding source. However, they also regard the emergency provisions outlined above as necessary to cover any suspension of the Al-Qattan Charitable Trust's funding for reasons beyond their control.

At the year's end the free reserves of the Charity (as defined by unrestricted funds not held as fixed assets) was £8,835,328 which is £5,435,328 above the level set by this policy. The higher reserves position is primarily due to post balance sheet events: specifically, the liquidation of a portion of the Charity's investment portfolio with Sarasin & Partners LLP and the sale of the Academy Gardens property in early 2025 (refer to Note 28 of the financial statements for more details). As a result, the assets were transferred from fixed assets to current assets, thus leading to a higher free reserves balance. Both actions were approved by the Board to strengthen the liquidity and support operational needs and future investment planning.

The Trustees intend to reinvest the surplus funds in line with the Charity's investment policy, which prioritises capital preservation while generating income to support the Charity's objectives. Pending the identification of a suitable opportunity, the funds are held in an interest-bearing account to ensure prudent stewardship. The Trustees will continue to monitor the reserves' position regularly and will review the reserves policy as part of the budget-setting process and the planned new strategic plan.

Investment Policy

In August 2021, the Charity contracted Sarasin & Partners as its investment managers and transferred \$2.5 million for a Strategic Portfolio. The Charity's investment policy is the preservation of capital against inflation while pursuing conservative to very conservative strategies with an allocation of a maximum of 40% in global bonds and a maximum of 60% in global equities.

The Charity may request a semi-annual £50,000 disbursement from investment income, subject to approval by the Investment Committee. No such request was made in 2024 due to underperformance. In early 2025, however, the Trustees approved the liquidation of £320,000 to support operational needs in the UK.

While the target return is 3% per annum above US CPI over a rolling five-year period, the portfolio returned to 11.50% in 2024 and 15.6% in 2023. The performance in Q1 2025 has shown a modest decline of -1.2%, underperforming the portfolio's benchmark, which posted a positive return of 0.2%. This shortfall was partly driven by market volatility and U.S. tariff concerns.

The Charity does not plan to change its investment managers or portfolio in the foreseeable future, as it considers this investment as long-term and is aware of the current fluctuations and risks in global markets.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

Regarding its other assets, the Charity continues to seek to sell its property in Amman which it cannot rent (for legal reasons as outlined above) and which is thus not generating income. Once this is achieved, it will pursue similar conservative investment strategies that can preserve capital and generate income of 2 to 3% above US CPI.

Proceeds from the Academy Gardens sale will also be reinvested following this strategy, pending the identification of a suitable opportunity.

Principal risks and uncertainties

The Charity's principal risks identified in 2024 were mainly:

- Political volatility in areas of operation: The occupied Palestinian territory (oPT) continues to be a highly volatile region. Political and military developments pose serious risks to the Charity's operations, staff safety, and physical assets. In 2023, the war on Gaza escalated these risks significantly. The Charity recorded an impairment loss of USD 309,713 due to asset damage and suspension of activities at the Gaza Centre. The situation in Gaza remains unstable and unpredictable. As of the end of 2024, access to Gaza City is still uncertain, and most of the staff remain displaced. The Charity continues to monitor developments and assess the financial and operational implications as they evolve.
- Human resources in Gaza: Nearly all Gaza-based staff have lost their homes and have been forcibly displaced to the southern part of the Strip. Tragically, one staff member was killed in December 2023 and another died in May 2024. Five other employees have since left Gaza. Re-establishing operations in Gaza under such conditions remains a significant challenge. Although a brief ceasefire in early 2025 offered a glimmer of hope, it collapsed shortly thereafter, and the situation remains highly unstable, preventing the resumption of consistent programming.
- Operational constraints in the West Bank: The spillover of violence into the West Bank during 2024 created major mobility restrictions, disrupted programme implementation, and increased the need for flexibility, particularly in education-focused interventions. Unpredictable closures and checkpoints have limited access to communities and beneficiaries, requiring ongoing scenario planning and operational adjustments.
- Challenges in staff recruitment and retention: Recruiting and retaining highly skilled professionals, especially in specialised areas such as fundraising, monitoring and evaluation (M&E), and communications, remains difficult. These profiles are in high demand across the sector, particularly by international agencies and donors who often offer significantly more competitive compensation packages.
- Increasing compliance and regulatory scrutiny: In light of the war in Gaza and evolving global counter-terrorism regulations, several countries have introduced additional compliance requirements. While the Charity is confident in its internal compliance systems, the growing volume and complexity of these obligations have increased the administrative burden and prolonged timelines for programme delivery and donor reporting.
- Cybersecurity risk: The oPT was subject to multiple cyber-attacks during the reporting period. Although the Charity undertook a penetration test and is addressing vulnerabilities, the risk of digital breaches remains elevated, particularly in a conflict setting.
- Donor confidence and funding volatility: Political sensitivities around Palestine, combined with global economic uncertainties, may influence donor priorities or impose new conditionalities. Even if current donor relationships remain stable, the environment calls for proactive risk monitoring in fundraising strategy.
- Staff wellbeing and institutional resilience: The psychological impact of prolonged conflict and displacement on staff, particularly those in Gaza and the West Bank, presents risks to wellbeing, morale, and long-term organisational resilience. This could have downstream effects on performance, staff retention, and team dynamics.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

- Inflation and local economic instability: Increased cost of living in Palestine, supply chain disruptions, and economic downturns may affect budgeting accuracy, procurement timelines, and operational sustainability.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governance

The Charity is governed by policies and procedures devised with support from a professional firm of auditors to cover all operations, including internal auditing services provided by Deloitte (up to 2023- the Charity is currently soliciting offers from firms as the Trustees decided that it's time to rotate) , which are then discussed and approved by the BoT, as are a semi-annual and annual narrative and financial reports on all programmes, projects, and management issues. The BoT meets with the senior management committee (SMC) at least twice a year. The SMC is composed of all members of staff at director level and other selected senior staff.

The Charity has a long and successful history of collaboration with other major charities and institutions, including the Drosos Foundation (Switzerland), the Arts Council England, Taawon (previously Welfare Association) in Geneva, the Palestinian Museum, the Swiss Development Cooperation, and many others. Historical and current projects have mainly been co-funding interventions in medium to long-term strategic goals. Our Chair of the Board (active until 31.03.2024) was elected to chair the Palestinian Museum in August 2020. However, he plays no part whatsoever in discussions or decisions relating to joint projects between the two institutions. Since 2022, he was also a member of the Board of Directors of Taawon (Geneva). The Charity provided free office space at its London offices to Welfare Association (UK), Taawon's UK partner organisation until September 2024.

As noted in the Introduction, the composition of the Board of Trustees changed in 2024, following decisions made at the December 2023 and December 2024 meetings. Key developments included the appointment of Professor Najwa Al-Qattan as Chair effective April 2024, succeeding Omar Al-Qattan, who continues to serve as a Trustee. New appointments included Leenah Al-Qattan (April 2024), Suhad Bishara, and Walid Gharaibeh (March 2025). The Board also marked the completion of Dr Raef Zreik's term with appreciation for his service.

The Charity has a risk matrix and risk register that is updated every year.

Directors' indemnity insurance

Directors' indemnity insurance for the benefit of one or more Directors of the Company was in force during the financial period.

The Constitution of the Charity

The Charity is a registered charity and a company limited by guarantee.

The Articles of Association set out the Charity's purposes and its governing structure. They are supported by a Governance Manual which lays out in detail policies and processes related to all governance functions.

Recruitment and Induction of Trustees

The Charity may by ordinary resolution appoint a person who is willing to be a Trustee. Potential candidates are recommended by the Nominations Committee. The selection criteria are focussed on candidates' professional expertise in the Charity's areas of work, as well as other areas such as management, audit, public relations and fundraising. Candidates are then recommended for approval by the Board.

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

The Chair of the Board is responsible for the induction of new Trustees. An information pack is provided upon appointment, meetings are arranged with relevant members of the staff and the Trustees and any training needed is provided. Newly appointed Trustees must submit a signed Confidentiality Agreement, the Declaration of Interests and a Trustee Eligibility Form.

Remuneration policy

The Board conducts regular research on comparable remuneration packages for all key management posts. All staff (except for the Director General (DG)) are paid according to a salary scale that is reviewed regularly by the Board. The DG's remuneration is negotiated directly with the Chair of the Board.

Public Benefit

We have referred to the guidance in Section 17 of the Charities Act 2011 on Public Benefit when reviewing our aims and objectives and in planning our future activities. In particular, the Trustees, as well as all senior members of staff, are asked to carefully consider how planned activities will contribute to the aims and objectives they have set.

In that regard, the Trustees are satisfied that all activities and the benefits arising from them are strictly in line with the Charity's stated aims; that its activities are solely focussed on children, teachers, artists and cultural practitioners, and members of the general public interested in cultural and educational activities; that all opportunities and benefits are offered on an open, transparent but competitive basis, while ensuring that activities are distributed across geographical, economic and social areas and strata with a specific focus on marginalised or impoverished communities (for example in rural areas, economically disadvantaged communities or refugee camps), without compromising the quality of services provided.

The Trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

This report was approved and authorised for issue and signed on its behalf by:

Najwa Al-Qattan

.....
Professor Najwa Al-Qattan

Chair, Board of Trustees

Date: 22/07/2025

STATEMENT OF TRUSTEES' RESPONSIBILITIES
FOR THE YEAR ENDED 31 DECEMBER 2024

The Trustees (who are also the Directors of the Foundation for the purposes of company law) are responsible for preparing the Trustees' Report including the Strategic Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Foundation and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Foundation will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Foundation's transactions and disclose with reasonable accuracy at any time the financial position of the Foundation 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 Foundation 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 Foundation's auditor is 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 auditor is aware of that information.

Approved by order of the Members of the Board of Trustees and signed on its behalf by:

Najwa Al-Qattan

.....
Professor Najwa Al-Qattan

Chair

Date: 22/07/2025

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF A.M. QATTAN FOUNDATION

Opinion

We have audited the financial statements of A.M. Qattan Foundation (the 'Foundation') for the year ended 31 December 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, 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).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2024 and of its incoming resources and application of resources, including 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 Auditors' responsibilities for the audit of the financial statements section of our report.

We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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. Our evaluation of the Trustees' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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 charitable company'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 Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF A.M. QATTAN FOUNDATION (CONTINUED)

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 Auditors' 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 matters 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 including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which 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.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF A.M. QATTAN FOUNDATION (CONTINUED)

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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 the Trustees 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 charitable company'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 charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' 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 Auditors' 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 is detailed below:

- Obtaining an understanding of the legal and regulatory frameworks that the entity operates in, focusing on those laws and regulations that had a direct effect on the financial statements
- Enquiry of management to identify any instances of known or suspected instances of fraud;
- Enquiry of management and those charged with governance around actual and potential litigation and claims;
- Enquiry of management and those charged with governance about any instances of non-compliance with laws and regulations;
- Reviewing the control systems in place and testing the effectiveness of the controls;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Enquiries made of the component auditors of the Palestine branch.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

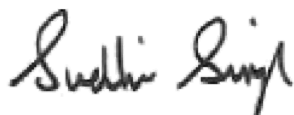
A.M. QATTAN FOUNDATION
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF A.M. QATTAN FOUNDATION (CONTINUED)

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 Auditors' 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 charitable company's Members those matters we are required to state to them in an Auditors' 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 charitable company and its Members, as a body, for our audit work, for this report, or for the opinions we have formed.



Sudhir Singh FCA (Senior Statutory Auditor)

for and on behalf of

MHA

Statutory Auditor

London, United Kingdom

Date: 12 August 2025

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542).

A.M. QATTAN FOUNDATION
(A Company Limited by Guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2024**

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations, legacies and grants	3	523,026	3,614,938	4,137,964	1,746,471
Charitable activities	4	172,750	12,569	185,319	111,727
Investments	5	170,746	251,559	422,305	515,615
Other income		-	24,046	24,046	19,256
Total income		866,522	3,903,112	4,769,634	2,393,069
Expenditure on:					
Raising funds	6	77,776	-	77,776	60,658
Charitable activities	7,8	873,142	4,459,424	5,332,566	6,502,528
(Gain)/ loss on foreign exchange		-	(453,270)	(453,270)	1,719,493
Total expenditure		950,918	4,006,154	4,957,072	8,282,679
Net gains/(losses) on investments	14	183,771	(268,648)	(84,877)	(1,164,214)
Net movement in funds		99,375	(371,690)	(272,315)	(7,053,824)
Reconciliation of funds:					
Total funds brought forward		14,444,662	25,274,019	39,718,681	46,772,505
Net movement in funds		99,375	(371,690)	(272,315)	(7,053,824)
Total funds carried forward		14,544,037	24,902,329	39,446,366	39,718,681

The Statement of Financial Activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 27 to 52 form part of these financial statements.

A.M. QATTAN FOUNDATION
(A Company Limited by Guarantee)
REGISTERED NUMBER: 02171893

BALANCE SHEET
AS AT 31 DECEMBER 2024

	Note	2024 £	2024 £	2023 £	2023 £
Fixed assets					
Tangible assets	13		23,427,387		24,118,570
Investments	14		7,153,420		14,172,267
			<u>30,580,807</u>		<u>38,290,837</u>
Current assets					
Stocks	15	17,484		17,484	
Debtors: Amounts falling due within one year	16	319,487		259,543	
Investments	17	7,060,000		-	
Cash at bank and in hand	24,25	3,964,561		3,673,057	
		<u>11,361,532</u>		<u>3,950,084</u>	
Creditors: Amounts falling due within one year	18	(404,213)		(480,919)	
Net current assets			<u>10,957,319</u>		<u>3,469,165</u>
Total assets less current liabilities			<u>41,538,126</u>		<u>41,760,002</u>
Creditors: Amounts falling due after more than one year	19	(5,883)		-	
Provisions for employees' benefits	20	(2,085,877)		(2,041,321)	
Total net assets			<u><u>39,446,366</u></u>		<u><u>39,718,681</u></u>
Charity funds					
Restricted funds	21		24,902,329		25,274,019
Unrestricted funds	21		14,544,037		14,444,662
Total funds			<u><u>39,446,366</u></u>		<u><u>39,718,681</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

Najwa Al-Qattan

.....
Professor Najwa Al-Qattan

Chair

Date: 22/07/2025

The notes on pages 27 to 52 form part of these financial statements.

A.M. QATTAN FOUNDATION
(A Company Limited by Guarantee)

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash used in operating activities	23	14,897	(3,712,048)
Cash flows from investing activities			
Investment income	5	380,119	515,615
Purchase of tangible fixed assets	13	(67,301)	(65,052)
Proceeds from sale of investments	14	-	81,201
Purchase of investments	14	(42,186)	(82,440)
Net cash provided by investing activities		270,632	449,324
Change in cash and cash equivalents in the year		285,529	(3,262,724)
Cash and cash equivalents at the beginning of the year		3,673,057	6,652,592
Change in cash and cash equivalents due to exchange rate movements		5,975	283,189
Cash and cash equivalents at the end of the year	24	3,964,561	3,673,057

The notes on pages 27 to 52 form part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

1. General information

The Foundation is a company limited by guarantee and is registered with the Charity Commission (Charity Registered Number 1029450) and Registrar of Companies (Company Registration Number 02171893) in England and Wales.

The Members of the Foundation are the Trustees named on page 1. In the event of the Foundation being wound up, the liability in respect of the guarantee is limited to £1 per Member of the Foundation.

The address of the registered office is given in the Foundation information on page 1 of these financial statements. The nature of the Foundation's operations and principal activities are detailed in the Trustees Report.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) and the Companies Act 2006.

A.M. Qattan Foundation 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.

The financial statements are prepared in sterling, although the functional currency is US dollars. The Charity is registered in the UK but conducts the majority of its business via a branch in Palestine, where US dollars is the preferred currency. Amounts presented in these financial statements are rounded to the nearest pound.

2.2 Going concern

The Trustees have assessed whether the use of going concern and have considered possible events or conditions that might cast significant doubt on the ability of the Foundation to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of the approval of these financial statements. In particular, the Trustees have considered the Foundation's forecasts and projection. After making enquiries, the Trustees have concluded that there is a reasonable expectation that the Foundation has adequate resources to continue in operational existence for the foreseeable future. The Foundation therefore continues to adopt the going concern basis in preparing its financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.3 Income

All income is recognised once the Foundation has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

For donations to be recognised, the Foundation will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the Foundation and it is probable that they will be fulfilled.

For legacies, entitlement is taken as the earlier of the date on which either: the Foundation is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Foundation 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 Foundation has been notified of the executor's intention to make a distribution. Where legacies have been notified to the Foundation, or the Foundation 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.

Investment income is earned through holding assets for investment purposes such as shares and property. It includes dividends and interest. Where it is not practicable to identify investment management costs incurred within a scheme with reasonable accuracy, the investment income is reported net of these costs. It is included when the amount can be measured reliably. Interest income is recognised using the effective interest method and dividend income is recognised as the Foundation's right to receive payment is established.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Income from trading activities includes income earned from fundraising events and trading activities to raise funds for the Foundation. Income is received in exchange for supplying goods and services in order to raise funds and is recognised when entitlement has occurred.

Income from government and other grants are recognised at fair value when the Foundation has entitlement after any performance conditions have been met, it is probable that the income will be received and the amount can be measured reliably. If entitlement is not met then these amounts are deferred.

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

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.4 Expenditure

All expenditure is accounted for on an accruals basis. Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Foundation to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Foundation's objectives, as well as any associated support costs.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Other expenditure represents those items not falling into the categories above.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

All expenditure is inclusive of irrecoverable VAT.

2.5 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the reporting date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Exchange gains and losses are recognised in the Statement of Financial Activities.

2.6 Taxation

The Foundation is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Foundation is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Buildings	- 20 years straight line
Furniture and fittings	- 4 - 7 years straight line
Books	- 10 years straight line
Computer equipment	- 3 years straight line
Motor vehicles	- 5 years straight line

2.8 Investments

Fixed asset investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value using the closing quoted market price or the share of the Net Asset Value of the fund (if unlisted). All gains and losses are taken to the Statement of Financial Activities as they arise.

The Statement of Financial Activities includes all net gains and losses arising on revaluation and disposals throughout the year. As investments are revalued to fair value continuously, no realised gains or losses arise.

Investment properties are recorded at fair value at each reporting date with changes in fair value recognised in net (gains)/losses in the Statement of Financial Activities.

Investments held as fixed assets are shown at cost less provision for impairment.

2.9 Current asset investments

Current asset investments include listed investments held for sale measured at their fair value using the closing quoted market price and investment property held for sale recorded at fair value at each reporting date with changes in fair value recognised in net (gains)/losses in the Statement of Financial Activities.

2.10 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.11 Debtors

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

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.12 Cash at bank and in hand

Cash at bank and 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.

2.13 Liabilities

Liabilities and provisions are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Foundation anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

2.14 Financial instruments

The Foundation only holds basic Financial Instruments. The financial assets and financial liabilities of the Charity are as follows:

Investments - managed investments and investment properties are classified as basic financial instruments and are held at their fair value as detailed in Note 14.

Debtors – trade and other debtors (including accrued income) are basic financial instruments and are debt instruments measured at amortised cost as detailed in Note 16. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Liabilities – trade creditors, accruals and other creditors will be classified as financial instruments, and are measured at amortised cost as detailed in Note 18. Taxation and social security are not included in the financial instruments disclosure. Deferred income is not deemed to be a financial liability, as in the cash settlement has already taken place and there is simply an obligation to deliver charitable services rather than cash or another financial instrument.

2.15 Pensions

The Foundation operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Foundation to the fund in respect of the year.

2.16 Termination payments

Termination benefits, including redundancy costs, are recognised when the Charity has the obligation to pay the benefits and they can be reliably measured.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.17 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Foundation and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Foundation for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2.18 Critical accounting estimates and areas of judgement

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

In the view of the Trustees in applying the accounting policies adopted, the following judgements have been made in the process of applying the above accounting policies that have had the most significant effect on amounts recognised in the accounts:

- Depreciation rates for tangible fixed assets
- Basis of valuation of investment properties and financial investments
- Basis of valuation of artworks
- Foreign exchange movements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

3. Income from donations, legacies and grants

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Donations	523,026	3,089,488	3,612,514
Grants	-	525,450	525,450
Total 2024	523,026	3,614,938	4,137,964
	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Donations	590	947,196	947,786
Grants	-	798,685	798,685
<i>Total 2023</i>	<i>590</i>	<i>1,745,881</i>	<i>1,746,471</i>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

4. Income from charitable activities

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
The Mosaic Rooms	172,750	11,899	184,649
Culture and Education	-	670	670
Total 2024	172,750	12,569	185,319
	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
The Mosaic Rooms	82,893	8,213	91,106
Culture and Education	-	20,621	20,621
<i>Total 2023</i>	<i>82,893</i>	<i>28,834</i>	<i>111,727</i>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

5. Investment income

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Rental income	127,231	120,821	248,052
Income from listed investments	-	3,189	3,189
Bank interest receivable	43,515	127,549	171,064
Total 2024	170,746	251,559	422,305
	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Rental income	198,565	108,488	307,053
Income from listed investments	-	115,113	115,113
Bank interest receivable	9,483	83,966	93,449
<i>Total 2023</i>	<i>208,048</i>	<i>307,567</i>	<i>515,615</i>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

6. Cost of raising funds

	Unrestricted funds 2024 £	Total funds 2024 £
Investment management costs	<u>77,776</u>	<u>77,776</u>
	<i>Unrestricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Investment management costs	<u>60,658</u>	<u>60,658</u>

Investment management costs were incurred in respect of rental income on the investment property.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

7. Analysis of expenditure on charitable activities - by fund

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
The Mosaic Rooms	272,183	-	272,183
Culture and Education	435,745	3,317,130	3,752,875
Public Programme	165,214	1,142,294	1,307,508
Total 2024	873,142	4,459,424	5,332,566
	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
The Mosaic Rooms	258,986	45,000	303,986
Culture and Education	331,572	4,009,639	4,341,211
Public Programme	161,091	1,696,240	1,857,331
<i>Total 2023</i>	<i>751,649</i>	<i>5,750,879</i>	<i>6,502,528</i>

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

8. Analysis of expenditure on charitable activities - by type

	Activities undertaken directly 2024 £	Grant funding of activities 2024 £	Support costs 2024 £	Total funds 2024 £
The Mosaic Rooms	166,909	47,871	57,403	272,183
Culture and Education	1,240,624	330,753	2,181,498	3,752,875
Public Programme	480,386	-	827,122	1,307,508
Total 2024	1,887,919	378,624	3,066,023	5,332,566

	Activities undertaken directly 2023 £	Grant funding of activities 2023 £	Support costs 2023 £	Total funds 2023 £
The Mosaic Rooms	206,580	46,708	50,698	303,986
Culture and Education	1,351,517	514,274	2,475,420	4,341,211
Public Programme	655,933	-	1,201,398	1,857,331
Total 2023	2,214,030	560,982	3,727,516	6,502,528

A.M. QATTAN FOUNDATION
(A Company Limited by Guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

8. Analysis of expenditure on charitable activities - by type (continued)

Analysis of support costs

	Total funds 2024 £	<i>Total funds 2023 £</i>
Staff costs	1,205,791	1,353,709
Depreciation	1,118,915	1,315,820
Advertisement and promotion	34,801	17,087
Events and Activities	2,276	16,050
Governance costs	86,300	67,635
Expected credit losses	37,455	-
Insurance	24,482	47,319
Legal and professional fees	106,218	39,997
Maintenance and consumables	57,994	156,590
Other costs	152,403	261,037
Other staff costs	56,601	53,847
Premises costs	119,137	113,826
Currency exchange variances	5,895	-
Subscriptions and membership fees	5,008	5,902
Transportation, travel and accommodation	14,877	11,171
Residencies and workshop expenses	34,847	12,878
Loss on the sale of fixed assets	3,023	5,563
Impairment loss	-	249,085
	3,066,023	3,727,516

9. Governance costs

	2024 £	<i>2023 £</i>
Auditor's remuneration - Audit of the financial statements	18,500	17,500
Auditor's remuneration - Preparation of the financial statements	5,600	4,500
Auditor's remuneration - Other non-audit services	37,933	22,293
Component auditor's remuneration - Audit of the Palestine financial statements	24,267	23,342
	86,300	67,635

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

10. Summary of grants paid

	2024 £	2023 £
Grants paid to institutions	176,324	384,036
Grants paid to individuals	202,300	176,946
	378,624	560,982

An analysis of grants paid can be found below. Only grants paid over £10,000 are separately disclosed.

	2024 £	2023 £
Grants to institutions		
Al Harah Theatre	15,646	-
Bozour Theater Association	-	24,127
Columbia University	46,420	-
Cultural Symposium Club	-	11,581
Dalia Association	19,557	28,149
Fridge Theatre Association (Thalaja Theatre)	-	10,053
Jaras Group	-	18,457
Khalil Sakakini Cultural Center	-	12,064
Ni'lin Center for Cultural Work Charitable Society	-	15,061
Nrsan Cultural Center Association	11,734	-
Ramallah Municipality	-	28,149
Shubbak	-	45,000
Tamer Institute for community education	-	23,200
Youth Empowerment Center Palestine	-	20,005
Grants paid to institutions < £10,000	82,967	148,189
	176,324	384,035
Grants to individuals	202,300	176,947
	378,624	560,982

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

11. Staff costs

	2024 £	2023 £
Wages and salaries	1,247,007	1,189,988
Social security costs	32,616	24,184
Pension costs	231,780	226,188
	<u>1,511,403</u>	<u>1,440,360</u>

Wages and salaries includes termination benefits totalling £139,082 (2023 - £281,576).

£139,082 (2023 - £123,067) relates to the accrual of statutory redundancy payments (known as Severance pay) for current staff in line with Palestine employment law. In the year, payments of £158,923 (2023 - £308,605) were made to employees. Please see Note 20 for more details.

£NIL (2023 - £157,508) relates to non-contractual redundancy payments, which are ex-gratia payments. In the prior year, they were made to 2 employees as a result of legal contract termination. The Trustees deemed the payments as in the best interest of the charity and were approved in the year, so there were no associated liabilities at the year end.

The average number of persons employed by the Foundation during the year was as follows:

	2024 No.	2023 No.
Employees	<u>75</u>	<u>79</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024 No.	2023 No.
In the band £60,001 - £70,000	3	1
In the band £80,001 - £90,000	1	1
In the band £90,001 - £100,000	1	1
In the band £170,001 - £180,000	-	1

Key Management Personnel include the Trustees and the Senior Management Team (consisting of: the Director General, Al-Qattan Cultural Centre-Gaza Director, Culture & Education Programme Director, Manager of Finance, Senior Manager of Communication and Development Department, Director of Administration, Director and Head Curator of the Mosaic Rooms and Public Programme Director). Total remuneration paid to Key Management Personnel amounted to £468,411 (2023 - £684,072).

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 December 2024, expenses totalling £6,810 were reimbursed or paid directly to 7 Trustees (2023 - £1,664 to 5 Trustees). Costs related to telephone, accommodation, hospitality and transportation costs.

13. Tangible fixed assets

	Freehold land and buildings £	Furniture, fittings and books £	Computer equipment £	Motor vehicles £	Total £
Cost or valuation					
At 1 January 2024	28,604,160	3,475,856	848,171	163,444	33,091,631
Additions	-	10,929	56,372	-	67,301
Disposals	-	(24,901)	(42,601)	-	(67,502)
Exchange differences	400,808	41,366	10,257	1,443	453,874
At 31 December 2024	29,004,968	3,503,250	872,199	164,887	33,545,304
Depreciation					
At 1 January 2024 (as restated)	5,525,940	2,511,779	803,463	131,879	8,973,061
Charge for the year	865,578	222,800	20,025	10,512	1,118,915
On disposals	-	(21,981)	(42,501)	-	(64,482)
Exchange differences	49,173	31,255	8,888	1,107	90,423
At 31 December 2024	6,440,691	2,743,853	789,875	143,498	10,117,917
Net book value					
At 31 December 2024	22,564,277	759,397	82,324	21,389	23,427,387
At 31 December 2023	23,078,220	964,077	44,708	31,565	24,118,570

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

14. Fixed asset investments

	Listed investments £	Other fixed asset investments £	Total £
Cost or valuation			
At 1 January 2024	3,442,596	10,729,671	14,172,267
Additions	42,186	-	42,186
Gains/ (losses) from fair value adjustments	(58,501)	(26,376)	(84,877)
Transfers between classes	(310,000)	(6,750,000)	(7,060,000)
Exchange differences	22,714	61,130	83,844
At 31 December 2024	3,138,995	4,014,425	7,153,420
Net book value			
At 31 December 2024	3,138,995	4,014,425	7,153,420
<i>At 31 December 2023</i>	<i>3,442,596</i>	<i>10,729,671</i>	<i>14,172,267</i>

Other fixed asset investments

Other fixed asset investments relate to;

- a painting and artwork purchased during 2014 by the A.M. Qattan Foundation and a painting and property bequeathed to the A.M Qattan Foundation during 2017
- the previous offices of the A.M. Qattan Foundation, being two buildings and the adjacent land in the Masyoun area, Ramallah.

The Other Fixed Asset Investments is measured at fair value at each reporting date. Fair value is attributed on the basis of valuations carried out by independent valuers. The Trustees review this valuation annually with any changes in the fair value being recognised under the heading 'Gains/(losses) on investments' in the Statement of Financial Activities incorporating income and expenditure account.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

15. Stocks

	2024	2023
	£	£
Finished goods	17,484	17,484

16. Debtors

	2024	2023
	£	£
Due within one year		
Trade debtors	22,234	13,724
Other debtors	57,708	78,664
Prepayments and accrued income	239,545	167,155
	319,487	259,543

17. Current asset investments

	2024	2023
	£	£
Listed investment held for sale	310,000	-
Investment property held for sale	6,750,000	-
	7,060,000	-

Please see Note 28 for further information.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

18. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	191,232	158,320
Other taxation and social security	26,404	15,887
Other creditors	17,077	34,413
Accruals and deferred income	169,500	272,299
	404,213	480,919
	2024	2023
	£	£
Deferred income		
Deferred income at 1 January	236,087	755,596
Resources deferred during the year	112,363	236,087
Amounts released from previous periods	(236,087)	(755,596)
Deferred income at 31 December	112,363	236,087

At 31 December 2024, deferred income was recognised for income received during the financial year for projects taking place in the year ended 31 December 2025.

19. Creditors: Amounts falling due after more than one year

	2024	2023
	£	£
Other creditors	5,883	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

20. Provisions

	Severance pay £	Provident pay £	Total £
At 1 January 2024	1,185,394	855,927	2,041,321
Additions	139,082	197,257	336,339
Amounts used	(158,923)	(168,557)	(327,480)
Exchange differences	20,223	15,474	35,697
	<u>1,185,776</u>	<u>900,101</u>	<u>2,085,877</u>

Severance pay

The Foundation in Palestine provides for its employees' severance pay according to the prevailing labour law.

Provident fund

The Foundation in Palestine contributes to the employees' provident fund.

A.M. QATTAN FOUNDATION
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

21. Statement of funds

Statement of funds - current year

	Balance at 1 January 2024 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 December 2024 £
Unrestricted funds					
UK branch	14,444,662	866,522	(950,918)	183,771	14,544,037
Restricted funds					
UK branch	206,253	11,899	(2,795)	-	215,357
Palestine branch	25,067,766	3,891,213	(4,003,359)	(268,648)	24,686,972
	25,274,019	3,903,112	(4,006,154)	(268,648)	24,902,329
Total of funds	39,718,681	4,769,634	(4,957,072)	(84,877)	39,446,366

Restricted grants and donations to the UK Branch received during the year were for specific exhibitions and their accompanying education and outreach programmes.

On 29 April 1998, A.M. Qattan Foundation - Palestine was established as a branch of A.M. Qattan Foundation for the specific purposes of managing the Foundation's work in Palestine and the projects being carried on out there.

The funds held by the branch are therefore treated as a separate restricted fund in the accounts of the Foundation in accordance with the treatment prescribed in the Charities SORP.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

21. Statement of funds (continued)

Statement of funds - prior year

	<i>Balance at 1 January 2023 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Gains/ (Losses) £</i>	<i>Balance at 31 December 2023 £</i>
Unrestricted funds					
UK branch	15,815,279	291,531	(812,307)	(849,841)	14,444,662
Restricted funds					
UK branch	245,394	8,213	(47,354)	-	206,253
Palestine branch	30,711,832	2,093,325	(7,423,018)	(314,373)	25,067,766
	30,957,226	2,101,538	(7,470,372)	(314,373)	25,274,019
Total of funds	46,772,505	2,393,069	(8,282,679)	(1,164,214)	39,718,681

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	3,547,358	19,880,029	23,427,387
Fixed asset investments	2,161,351	4,992,069	7,153,420
Current assets	9,245,424	2,116,108	11,361,532
Creditors due within one year	(404,213)	-	(404,213)
Creditors due in more than one year	(5,883)	-	(5,883)
Provisions for liabilities and charges	-	(2,085,877)	(2,085,877)
Total	14,544,037	24,902,329	39,446,366

Analysis of net assets between funds - prior year

	<i>Unrestricted funds 2023 £</i>	<i>Restricted funds 2023 £</i>	<i>Total funds 2023 £</i>
Tangible fixed assets	3,540,961	20,577,609	24,118,570
Fixed asset investments	8,994,697	5,177,570	14,172,267
Current assets	2,389,923	1,560,161	3,950,084
Creditors due within one year	(480,919)	-	(480,919)
Provisions for liabilities and charges	-	(2,041,321)	(2,041,321)
Total	14,444,662	25,274,019	39,718,681

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NOTES TO THE FINANCIAL STATEMENTS
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23. Reconciliation of net movement in funds to net cash flow from operating activities

		2024 £	2023 £
Net (expenditure)/income for the period (as per Statement of Financial Activities)		(272,315)	(7,053,824)
Adjustments for:			
Depreciation & impairment charges	13	1,118,915	1,564,905
Loss/ (gain) on investments	14	84,877	1,161,550
Investment income	5	(380,119)	(515,615)
Loss on the disposal of fixed assets	13	3,020	5,563
(Increase)/ decrease in debtors	16	(59,944)	597,955
Decrease in creditors	18	(70,823)	(479,670)
Increase/ (decrease) in provisions	20	44,556	(245,927)
Foreign exchange adjustment on fixed assets	13,14	(447,295)	1,536,204
Foreign exchange movement		(5,975)	(283,189)
Net cash provided (used in)/by operating activities		14,897	(3,712,048)

24. Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	3,964,561	3,673,057
Total cash and cash equivalents	3,964,561	3,673,057

25. Analysis of Net Debt

	At 1 January 2024 £	Cash flows £	At 31 December 2024 £
Cash at bank and in hand	3,673,057	291,504	3,964,561
Current asset investments	-	7,060,000	7,060,000
	3,673,057	7,351,504	11,024,561

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26. Operating lease commitments

At 31 December 2024 the Foundation had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2024 £	2023 £
Not later than 1 year	1,526	-
Later than 1 year and not later than 5 years	5,364	-
	6,890	-

The following lease payments have been recognised as an expense in the Statement of Financial Activities:

	2024 £	2023 £
Operating lease rentals	1,526	-

27. Related party transactions

The Foundation was established by the late Abdul Mohsin and Leila Al-Qattan, and by their four children, who continue to be its sole Members (in addition to one grand-child, also named Leila). Members of the Al-Qattan family also provide some of the Foundation's financial support. Members have no involvement in operational matters and only approve annual budgets based on the recommendations of the Board of Trustees, which has sole oversight over annual plans and operations. Members may also appoint Trustees (based on the recommendations of the Board's Nominations and Appointment Subcommittee) and any new Members must also be approved by the Board of Trustees. The Board of Trustees may not comprise more than two Members, who must form a minority of Trustees.

A legally and operationally separate body named the Al-Qattan Charitable Trust was settled by the late Abdul Mohsin Al-Qattan in Jersey. The Trust was endowed to support the Foundation's core expenses, as well as other similar charitable causes, from its annual income and it is governed by an independent investment board under the management of a Jersey Trust Company.

	2024 £	2023 £
Contribution from Al Qattan Charitable Trust - Jersey	2,890,293	947,197
Restricted contribution from Omar Al-Qattan	719,121	-
Restricted contribution from Leenah Al-Qattan - Curatorial Unit	-	241,274
Restricted contribution from Leenah Al-Qattan - Public Programme	234,687	-
Restricted contribution from Omar Al-Qattan - New Building Facilities	-	66,727
Unrestricted contribution from Omar Al-Qattan - The Orange Tree Trust	25,000	-
	3,869,101	1,255,198

NOTES TO THE FINANCIAL STATEMENTS
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28. Post balance sheet events

After the year end, a total of £320,000 was liquidated from the AMQF investment portfolio with Sarasin.

After the year end, the Academy Gardens Apartment, which is included within investment properties, was sold.