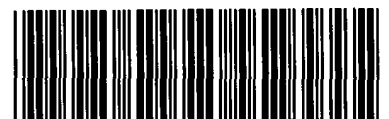




Merchant Taylors' School
(A company limited by guarantee and not having a share capital)

**Report and financial statements for the
year ended 31 August 2025**

SATURDAY



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Governors

The Governors of Merchant Taylors' School are Directors of the Charitable Company ('the Company') and Trustees of the Charity ('the Charity').

Miss P Barefoot, BSc (Hons)
Mr Michael Bond BA (Hons)
Mr Paul Burgess (*appointed 31st August 2025*)
Cdre (Retd) A M Cree, CBE Royal Navy (Chairman)
Mr G B M H du Parc Braham, MA, MPhil
Mr S J Eggs
Mr D Haria, FCA
Mrs S Morgan, BA (Hons), MA, FCIPD (*resigned 4th July 2025*)
The Hon R H E Newall, PICAM, FCSI
Mr J C Oram, BA, MSc, MRICS
Miss L Orr, MA, MSt. Barrister-at-Law
Mr V Paul, BA, MSc
Mrs J K M Redman, LLB
Mr H B K Shah (*appointed 19th November 2025*)
Mr J D R Twining, MA (Oxon)
Mr C J Williams, MA, ACA

Head Master

Mr S J Everson, MA

Bursar and Company Secretary

Mr I D Williams BSc (Hons), MBA (*resigned 31st December 2025*)
Mr James Poynton (*appointed 2nd February 2026*)

Contact address and registered office

Merchant Taylors' School
Sandy Lodge
Northwood
HA6 2HT
Website: www.mtsn.org.uk

Registered numbers

Company registration number	3411540
Charity registration number	1063740

Bankers

Barclays Bank PLC
62-64 High Street
Watford
Herts WD17 2BT

Solicitors

VWV LLP
Narrow Quay House
Narrow Quay
Bristol BS1 4QA

Auditors

Saffery LLP
71 Queen Victoria Street
London
EC4V 4BE

1. INTRODUCTION

The Governors of Merchant Taylors' School (the School) present their annual report and audited financial statements of the Charity for the year ended 31 August 2025. The financial statements comply with the Companies Act 2006, Charities Act 2011, the Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102).

2. STRUCTURE, GOVERNANCE AND MANAGEMENT

The School was founded in 1561 by the Merchant Taylors' Company, one of the Great Twelve City of London Livery Companies. In 1933, the School moved to its present site at Sandy Lodge in Northwood. In 1967, the Merchant Taylors' Company appointed the Merchant Taylors' Educational Trust ("MTET"), a charitable trust set up for educational purposes, to take over the governance of Merchant Taylors' School and St John's School. On 1 August 1997, MTS was incorporated as a private company limited by guarantee and registered as a charity, taking over the business, assets and liabilities of Merchant Taylors' School. On 15 October 2015, the School merged with Northwood Prep School to form a combined Merchant Taylors' School, providing pupils with an all-through education for boys aged 3-18.

2.1 Governing document

Merchant Taylors' School is governed by its Articles of Association, which were last updated on 9 May 2024.

2.2 Recruitment and training of governors

There shall be at least six and a maximum of twenty Governors. New Governors are provided with the Articles of Association, Safeguarding training, an induction visit and an induction pack stating their responsibilities. Collective training and individual training are made available to Governors, including conferences, training courses and briefing papers.

2.3 Management and oversight

The Governors, who are also the Charity trustees, are responsible for the overall management and control of the School. The Board of Governors meets at least three times a year. Financial performance is monitored by the Finance Committee, chaired by The Hon. Richard Newall. The Education Committee, chaired by Jane Redman, steers the management of teaching and learning across the School. Individual Governors hold specific responsibility for Child Protection (Sarah Morgan), Health and Safety and Risk (Simon Eggs). An Estates Committee, chaired by Jason Oram, provides strategic direction on the maintenance and development of the School buildings and grounds. A Development and Alumni Relations Committee, chaired by Christopher Williams, provides strategic direction for fundraising and alumni activities. A Nominations Committee comprises four Governors and is chaired by Andrew Cree.

Executive day to day management of the School is delegated to the Headmaster, Bursar and Head of Prep, supported by members of the School's Leadership Teams. The Clerk to the Governors coordinates the work of Governors and their Committees. All trustees give freely of their time, and no remuneration was paid during this period.

2.4 Group structure and relationships

The Charity has a wholly owned non-charitable subsidiary, Merchant Taylors' School Enterprises Limited, which manages the School's facilities when not in use by the School. This provides the local community with access to sports and leisure facilities, generating additional income for bursaries.

3. CHARITABLE OBJECTS AND AIMS

3.1 Charitable objects

The objects of the School are to advance education by providing and maintaining in the United Kingdom or elsewhere a boarding or day school or schools for the education of children or young persons.

3.2 Mission and Values

Our Mission

We exist to help pupils develop into rounded individuals of good character and to support them to discover their full potential for excellence in both academic work and beyond.

Beliefs and Attitudes

Our beliefs and attitudes define our approach to achieving our mission. At their core is the idea that if we know each pupil individually and encourage them to take advantage of a wide range of opportunities in a culture which celebrates excellence but cherishes kindness, then they will have the confidence to find their niche where they can grow and develop.

- We believe that pupils thrive in a harmonious atmosphere, so we value kindness, collaboration and joyfulness.
- We believe that each child is different and develops best when we know them individually, so we value small groups, long-term relationships and taking the time to get to know one another.
- We believe that everyone should be able to try everything, enjoy many things and excel at something. Our job is to encourage each pupil to find those things and have the world-class resources necessary to support them as far as they can go.
- We believe that excellence is an ongoing journey. We value the quiet confidence that comes from achievement, the self-knowledge to see where improvement lies, the innovation to take the next step forward and the humility that comes from knowing the journey isn't over.
- We believe that those with inquisitive minds enjoy more fulfilling and engaged lives. Our culture of scholarship inspires and nurtures self-development, critical thinking, creativity and intellectual exploration.
- We believe that our pupils will become tomorrow's leaders; we want them to have the character and courage to lead with inspiration and integrity.
- We believe that the school must be a positive presence in the community. We value open, honest and collaborative partnerships between parents, staff and pupils. We support the wider community through shared use of our facilities and open up opportunities through our bursary scheme.

Values

Our values underpin everything we do: they are the character of the school. From the Head Master's study to the classroom to the playing fields, these values are reinforced through praise and example.

Creativity

We are innovative in solving problems and embrace change. We foster a sense of curiosity. We try new things. We play and explore. We are constantly imagining ways to drive self-improvement. We express our creativity intellectually, artistically and in our outlook.

Courage

It takes courage to demand more of ourselves: to overcome the fear of looking foolish trying a new activity, and to find the grit to strive for excellence when we find we have potential for it. Moral courage is when we stand up for what we know is right, whatever the odds, when we live our values even if it would be easier not to.

Confidence

We face the world with self-knowledge and with the ground firmly secure under our feet. Our hallmark is quiet confidence. We take pride in our strengths and achievements, tempered by the humility of knowing our weaknesses.

Character

We treat one another with kindness, respect and civility. We disagree but argue our case and seek to influence with integrity. We are courteous. We are interested and interesting. We are grateful for our community and proudly serve it. We conduct ourselves honourably and know that how you play the game is important.

Collaboration

We work well together and bring out the best in each other. Academic success is the product of collaboration between staff, parents and pupils. We inspire one another to achieve a common goal. We are open, share information and see ourselves as a happy community born of shared aspirations.

Excellence

We celebrate excellence. We enjoy finding our niche and developing our full potential. We recognise the hard work and ambition that drives scholarship. We appreciate the long hours of training, practice and teamwork which result in success outside of academic endeavours.

3.3 Bursary and scholarship policies

Governors are committed to broadening access to the School by offering means-tested bursaries to boys, whose families would otherwise be unable to afford the fees. In addition to bursary income drawn from charitable endowments and fundraising, Governors strike a balance between bursary beneficiaries and other fee-paying parents, many of whom make considerable sacrifices to support their child's education.

Bursaries are available to boys who meet the School's entrance requirements and awards of between 5% and 100% of tuition fees are determined through financial means testing. When required, further assistance is provided to meet additional expenses including activities, transport, lunches, trips and uniforms. Hardship bursaries are awarded to parents of existing pupils, whose continued education is jeopardised by a change in financial circumstances.

Scholarships are awarded for excellence, as stipulated by donors and irrespective of parental income. Through scholarships, we aim to attract particularly able pupils, whether academic, music or sports, thereby raising overall aspirations and achievement of both staff and all pupils. In addition to fee discounts, recipients participate in a broad Scholars' Enrichment Programme, as do bursary holders, when merited by their performance.

During the year, 234 boys benefited from financial support from the School totalling £2,638,807, which represents 8% of fee income. 63 boys received means tested bursaries to the total value of £1,105,076. This provided access to families from our local community, who would otherwise have been unable to afford the fees. 31 of those boys (46%) received transformational bursary support between 80% and 100% of their fees. In addition to tuition fees, financial support included coach transport and the provision of a Surface Pro tablet to support their academic studies where required. In addition, 167 boys were awarded academic scholarships based on educational merit and potential, to a total value of £1,023,103.

4. Strategic report (incorporating Operational Performance Review, Financial Review, Reserves Policy, Risk Management Review and Future Plans on pages 7 to 18)

4.1 Principal activities of the year 2024-2025

Educational activities were carried out as an independent day school for boys from the age of 3 to 18. The School continued to achieve high academic standards, whilst maintaining an outstanding level of pastoral care and co-curricular activities. The School continued to develop strong links with the local educational and wider communities.

4.2 Objectives for the year 2024-2025

The School Improvement Plan ("SIP") provides an effective framework for the School's strategic goals. The SIP is framed by five clear objectives for development:

- Developing links with local schools;
- Consolidation of progress made in self-evaluation and teaching;
- Excellence in academic and pastoral matters;
- Improvement of facilities; and
- Outward Facing Work (marketing, alumni and admissions).

4.3 Operational performance review 2024-2025

4.3.1 Academic

The 2024–2025 academic year marked the second year of the School's three-year academic development plan, during which sustained progress was made in delivering high-quality academic outcomes and strengthening the curriculum offer. Public examination results were excellent at both A Level and GCSE, with GCSE outcomes representing the strongest top-grade performance recorded by the School to date.

Significant work continued in preparation for the expansion of the Year 7 intake through the 11+ initiative. This included a full review and restructuring of the Lower School curriculum to ensure it is appropriately sequenced and resourced for a larger cohort. Departments devoted considerable time during the year to planning and finalising the new Year 7 curriculum for introduction in 2025–26.

Staff recruitment and professional development also remained key priorities. The School continued to invest in high-quality induction and training through the Early Career Teacher programme and maintained its partnerships with UCL and King's College London by hosting PGCE trainees. These initiatives support the School's commitment to developing the next generation of teachers and contributing to the wider educational community.

A Level Outcomes

The Summer 2025 A Level examinations were assessed against pre-pandemic grade standards, with 2019, 2023 and 2024 serving as the principal comparators. ALPS analysis confirmed that pupils made progress in line with expectations at A Level, building on the strong value added demonstrated at GCSE. Twelve academic departments achieved value-added scores within the top quartile of the national ALPS dataset.

Targeted intervention and support programmes remained a central feature of the School's approach, offering bespoke academic guidance to pupils preparing for examinations. Nine pupils secured places to study Medicine, with a further two gaining places through Clearing. Nine pupils accepted offers from the Universities of Oxford or Cambridge. Nearly half of the cohort achieved A or A* grades across all subjects, reflecting both individual hard work and the School's sustained focus on academic excellence.

Result	A*	A*-A	A*-B	A*-C	A*-D	A*-E
2025	34	71	90	97	100	100
2024	36	71	92	97	99	100
2023	32	70	89	96	99	100
2022 (still elevated)	34	76	95	100	100	100
2021 (TAGs)	59	86	97	100	100	100
2020 (CAGs)	42	80	96	99	100	100
2019	34	76	91	98	99	100
2018	29	70	92	98	99	100

Table 1: A Level Results in overview (Cumulative percentages)

GCSE Outcomes

GCSE results in 2025 were highly positive, demonstrating improvement at every major grade boundary compared with 2024. Grade 9 was the most frequently awarded grade, and eight pupils achieved grade 9 in all ten of their subjects—an exceptional individual accomplishment within a large year group.

Value-added performance remained particularly strong. ALPS placed the School within the top 1% of schools nationally for GCSE value added, with a score of 1.29 (where 1.0 represents expected progress). This reflects the impact of the School's targeted academic support strategies and curriculum planning.

Table 2: GCSE Results in overview (cumulative percentages)

RESULTS	9	9-8 (A*)	9-7 (A*-A)	9-6 (A*-B)	9-5	9-4 (A*-C)
2025	45	73	89	97	99	100
2024	39	70	87	96	96	97
2023	36	68	86	96	99.5	99.8
2022 (still elevated)	50	77	93	98	99.9	100
2021 (TAGs)	53	82	95	99	100	100
2020 (CAGs)	45	74	93	99	100	100
2019	-	66	88	97	100	100
2018	-	64	87	98	100	100

4.3.2 University Admissions

Of the 156 pupils who completed their studies in 2025, 153 applied for university places through the 2024–25 UCAS cycle. Of these, 103 secured their first-choice university place and 21 accepted their insurance choice. Fifteen pupils progressed through Clearing, including four who did so to access more competitive courses than their original offers permitted. Two pupils accepted places at universities in the United States, and 11 pupils chose to take a structured gap year.

In addition, two pupils secured highly competitive Degree Apprenticeships with EY and JP Morgan, reflecting the School's commitment to ensuring that pupils pursue post-school pathways that align with their strengths, aspirations, and long-term goals.

4.3.3 Prep School Outcomes

The high quality of education at MTP continued to be reflected in the strong outcomes achieved by pupils across the Prep School. Progression to senior schools remained robust, with the majority of pupils moving on to Merchant Taylors' School supported by notable success in scholarship awards across academic, creative and performance disciplines.

In Year 8, thirty-one pupils completed their studies at the Prep. Of these, thirty secured places at Merchant Taylors' School and one pupil progressed to St Margaret's. Scholarship outcomes included three Academic Scholarships, three Academic Exhibitions and two Entrance Scholarships. Further awards comprised two Art Scholarships, one Design & Technology Scholarship and one Music Exhibition.

In Year 6, thirty-nine pupils transferred to senior schools. Thirty pupils progressed to Merchant Taylors' School. Scholarship awards reflected the breadth of pupil achievement. These included four Academic Scholarships to Merchant Taylors' School together with one Academic Exhibition and one Art Scholarship. Additional awards comprised two Drama Scholarships and a Sports Performance Pathway award.

4.3.4 Sport

Sports continue to play an important role in the School's charitable activities and public benefit, providing extensive opportunities for participation, community engagement and access to high-quality facilities. During 2024/25, pupils took part in more than 450 competitive fixtures across all age groups, with strong performance in the School's core sports of rugby, hockey and cricket. Notably, the U15 cricket team secured the National Cup, the School's first national title since 2017.

The School's wider sports programme continued to develop, with competitive opportunities offered in additional activities including basketball, squash, tennis, cross-country, golf and Sixth Form football. The golf programme achieved national representation, and one pupil secured a scholarship to a leading university in the United States.

Investment in sports facilities continued to support both pupil participation and community use. The Julian Hill Cricket Centre delivered a comprehensive winter coaching programme comparable to county-level provision, while the appointment of a Director of Cricket and a full-time Head Cricket Professional will strengthen the School's long-term cricket development pathway. The addition of a third AstroTurf hockey pitch increased capacity for the School's largest participation sport, and the redevelopment of the former changing rooms created a dedicated fitness facility to support the Athletic Development programme. Swimming and fundamental movement development remained central to the Physical Education curriculum.

A restructured Games programme due to be introduced from September 2025 will expand the range of activities available to pupils from a younger age, including yoga, fencing, outdoor education, table tennis and badminton. This broader offering supports the School's aim of encouraging lifelong physical activity and improving overall wellbeing.

Sports-led outreach remained an important part of the School's public benefit delivery. Rugby Week included mixed-school "Barbarian" matches and a community evening involving Chess Valley RFC, Fullarians RFC, Hampstead RFC and Ruislip RFC. Hockey Introduction Days welcomed around 150 primary-school pupils, and the School provided free access to its facilities for a number of local schools, including Warren Dell and Oxhey Wood. The annual Lamb Cricket Festival continued to offer cricketing opportunities to pupils from local primary schools.

Across all areas, the School's facilities, including the athletics track, Cricket Centre, swimming pool and hockey pitches, were regularly used by local schools, clubs and community groups, reinforcing Merchant Taylors' School's contribution to local sporting development.

The School continues to prioritise the professional development of its Sports and PE staff, exploring methods to enhance knowledge and practice in a cost-effective manner to ensure the continued delivery of a high-quality, inclusive and community-focused programme across the 11–18 age range.

Sport and physical education continue to make an important contribution to MTP's charitable purpose by supporting pupils' physical development, wellbeing and personal confidence. During the 2024–2025 academic year, the School invested in strengthening its facilities and curriculum to broaden access and enhance the quality of provision for all pupils.

Significant capital improvements were completed during the year. A new six-lane outdoor cricket training facility was installed, enabling an extended and more structured cricket programme for younger pupils. This has supported earlier skill acquisition and greater continuity of coaching throughout the spring and summer terms. The AstroTurf pitches were resurfaced and redesigned to create a flexible, multi-sport surface suitable for hockey, football and cricket. These developments have increased capacity for simultaneous group use, improved safety and surface quality, and supported more effective curriculum delivery. The facilities have also been used by Merchant Taylors' Senior School for block fixtures, further contributing to shared community benefit within the wider charitable group.

Pupil outcomes remained strong. The Under-13 hockey team reached the national finals and finished third overall—an achievement attributable to pupils' commitment and the structured coaching framework

in place. Participation across sports continued to be high, reflecting the School's emphasis on ensuring that all pupils have access to regular physical activity regardless of ability or experience.

This year marked the initial phase of transition towards the revised school structure, under which Merchant Taylors' Prep will conclude at Year 6. Curriculum planning has therefore focused on embedding core physical literacy, teamwork and sport-specific foundations earlier within the programme. This work aims to ensure that all pupils continue to receive a broad and developmentally appropriate sporting experience as the School prepares for the structural change. The current Year 8 cohort will be the last to access the full upper-prep sports provision.

In support of wider educational and personal development, pupils continued to access external facilities, including Bray Lake Water Sports Centre, the MTS Lake, Julian Hill Cricket Club and the Senior School's swimming and athletics amenities. Enrichment activities remain an integral aspect of the programme, with planned trips including the St George's Park residential (January 2025), the Ski Italy 2025 tour and a new Cornwall Watersports Residential for leavers. These activities support the School's public benefit objectives by contributing to resilience, teamwork and personal growth.

Overall, the 2024–2025 year represented continued progress in strengthening sport and physical education at Merchant Taylors' Prep. The improvements made to facilities, curriculum design and participation structures support the School in delivering an inclusive, safe and high-quality programme aligned to its charitable aims, and the wider benefits expected under the Charity Commission's public benefit requirements.

4.3.5 Music

The 2024–25 academic year saw continued development of the MTS Music Department, with a rich and varied programme of performances, collaborations and learning opportunities across the School. The year opened with two major events: the Triennial Service at St Paul's Cathedral and a large-scale musical production delivered jointly with a partner school. Both involved extensive participation from pupils across year groups and demonstrated the strength of ensemble and choral provision.

The department reviewed its annual concert structure to broaden performance access. A new Lower School Concert was introduced to give all new pupils an early opportunity to perform, while the established Autumn Concert was repositioned as the Winter Concert. The Joint Schools' Concert, held at the end of the Spring Term, brought together pupils from several schools to perform a major choral work, and the annual concert at the Merchant Taylors' Hall continued to showcase leading ensembles. The Summer Serenade concluded the year with performances from major instrumental and choral groups.

Performance opportunities were further supported through a series of competitions and informal concerts, which continued to attract strong levels of participation. The Teatime Concert series introduced wider access to platforms for developing musicians, continued to grow in popularity. Choral activity remained prominent, with the Chamber Choir performing services and events both within and beyond the School. The annual Carol Service again involved over one hundred singers and welcomed a large congregation.

Instrumental learning remained a core component of the department's work. Nearly three hundred individual lessons were delivered each week by the School's visiting instrumental and vocal teachers, supported by eighteen ensembles rehearsing regularly. The scheme offering introductory lessons on selected instruments continued to encourage wider engagement, with many pupils choosing to pursue further study. The School hosted six days of ABRSM examinations during the year, supported by additional theory and aural tuition.

The department provided a range of enrichment activities, including organ recitals, instrumental workshops, external visits, and a Gamelan workshop for all Third Form pupils. Outreach continued through the annual Orchestral Afternoon, which welcomed pupils from local schools for ensemble coaching and a concluding performance. Support from the School's music society remained strong, particularly through fundraising and assistance at concerts.

Preparation also continued for the expected growth in demand for instrumental and vocal tuition arising from the expansion of the Third Form. Planning work of future music facilities is underway to ensure appropriate teaching space and staffing capacity in the short term, alongside longer-term consideration.

The Music Department at MTP continued to experience strong growth during the 2024–25 academic year. Participation in individual instrumental and singing lessons reached a new high, with sixty per cent of eligible pupils receiving tuition. Engagement in co-curricular choral and ensemble activities also increased, rising to fifty per cent of eligible pupils following a review of the programme. Uptake for the Year 1 Orchestral Instruments Programme remained robust, with seventy-nine per cent of pupils enrolled.

A varied calendar of concerts and events was delivered throughout the year. The department introduced a new Music Department Showcase for parents, providing an overview of the curriculum and an interactive practical session. The Carol Service was held for a second year in the Great Hall at Merchant Taylors' School, and the summer term saw two Leavers' Recitals, ensuring performance opportunities for pupils in both Year 6 and Year 8.

The established programme continued with three ABRSM examination sessions, regular termly recitals for candidates, and the annual series of Christmas, Spring and Summer Concerts. Pupils also participated in the Merchant Taylors' Young Musician of the Year Competition, the Merchant Taylors' Hall Concert, the Joint Choral Concert with partner schools, and the Prep Schools' Orchestral Concert.

4.3.6 Drama

Drama continued to play a significant role across the Prep and Senior Schools throughout the 2024–25 academic year, with pupils engaging in a wide range of performance, enrichment and co-curricular opportunities.

At Merchant Taylors' Prep, pupils participated in a full programme of age-appropriate productions and performance work. Younger pupils presented a musical production, while Year 5 developed skills in physical theatre through mask work, culminating in a devised performance. Older year groups undertook more ambitious dramatic projects, including ensemble productions inspired by classic literature and a full-scale Year 8 play to mark pupils' transition to senior school. The final cohort of Year 7 pupils completed their LAMDA examinations with strong results, and a number of pupils secured Drama Scholarships to senior schools. Theatre visits and curriculum-linked workshops further broadened pupils' exposure to the performing arts.

At the Senior School, the year opened with three performances of the joint musical, *West Side Story*, staged in the Great Hall with a large cast and orchestra and significant levels of community engagement. The production was recognised at a national school theatre award and represented a major collaborative achievement. In the Spring Term, Lower School pupils staged *Seasons of Shakespeare*, presenting extracts from a range of plays. Pupils across the School engaged in workshops, theatre clubs, technical theatre activities and backstage programs at professional venues, and several secured places with national youth theatre organisations. Preparatory work also began for the joint play scheduled for the following academic year.

Together, these activities provided pupils across both schools with extensive opportunities to develop performance skills, creativity and confidence, and reflected the continued strength and breadth of the School's drama provision.

4.3.7 Outdoor Education and Extra-Curricular

The Outdoor Education Department continued to provide a broad programme of adventurous activities that support the School's charitable purpose by promoting physical development, personal resilience, and community engagement. During the academic year, pupils participated in rowing, sailing, kayaking, canoeing, stand-up paddleboarding, archery, rifle shooting, and mountain biking as part of the regular timetable.

The programme extended beyond the School term through weekend white-water kayaking trips and several residential opportunities, including surfing in Morocco, ski trips to Canada and Italy, and a white-water kayaking expedition in Wales.

Outreach activity remained a strong feature of the department's work. Stand-Up Paddleboarding (SUP) and bushcraft sessions were delivered for local youth groups including 1st Amersham Common Scouts, Hertfordshire Volunteer Police Cadets, and 1st Rickmansworth Scouts. Community organisations such

as the 14th/2nd Bushey and Oxhey Sea Scouts continued to use the School lake and equipment for SUP sessions. External partners, including Brunel University and the BSDRA Thames Valley Championship, made use of the School's Firefly dinghies at Datchet.

The Duke of Edinburgh's Award scheme continued to flourish, with more than 120 pupils undertaking Bronze, 12 beginning Silver, and 12 progressing to Gold level. All expeditions were completed under traditional outdoor conditions. Participants contributed 2,015 volunteering hours to the community, representing a Social Value of £12,895.

The Combined Cadet Force (CCF) continued to deliver core training each week, supported by collaboration with St Helen's School. Activities included range days at Bisley, fieldcraft weekends, and a week-long summer Central Camp at Longmoor. RAF cadets participated in the Royal Air Squadron Trophy, hosted the West Essex Cup Competition, and undertook Air Experience Flights at RAF Benson. A total of 40 cadets took part in indoor skydiving, and 16 completed static-line parachute jumps at Netheravon.

Cadets also engaged in charitable fundraising, raising £795 for Combat Stress through a March in March event. On ANZAC Day, a contingent was invited to form a Guard of Honour at St Paul's Cathedral for the Gallipoli Association and later paraded at the Cenotaph, representing UK Cadet Forces nationwide.

4.3.8 Alumni Relations

Alumni support embraces all former pupils (OMTs), providing opportunities for sport, social gatherings, networking, mentoring and business affinity groups. The programme has drawn former pupils back to the School and supported the career development of both OMTs and current pupils. A broad range of events aims to cater to the interests of all alumni. Events are held at School, at various locations around the UK and overseas. A communications programme, including an annual magazine and termly e-newsletters, runs alongside our events programme to keep our community up to date on all the activities the school offers.

4.3.9 Fundraising

The School seeks philanthropic funding from a variety of constituencies including alumni; parents of school pupils; parents of alumni; friends of the School; corporates; and charitable trusts and foundations. Our approach to each constituency is considered and personal. We act in accordance with the Code of Fundraising Practice set out by the Fundraising Regulator and are committed to meeting high fundraising standards. The trustees take their responsibilities under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications thereof on their fundraising activities.

The School raises money for bursaries, providing free and reduced fee places for applicants whose families are unable to afford the full fee. We also seek to raise money for capital projects, which benefit the School and wider community, with a particular focus in 2023-24 on raising funds for an Indoor Cricket Centre, which was completed and opened in January 2024. No complaints were received in relation to fundraising activities carried out during the year.

4.3.10 Infrastructure

The School invested to improve teaching and learning facilities at both the Senior and the Prep School. At MTS, additional classrooms were provided in time for the surge in pupil numbers anticipated from September 2025. A pedestrian footpath was laid along the Long Drive to improve pupil safety, whilst reducing traffic at the School's main entrance during peak periods. The Dining Hall was upgraded to increase cooking capacity and the servery was refurbished, to reduce queueing time. The running track was resurfaced and reorientated to increase spectator space.

At MTP, a new entrance canopy at the Manor Prep-Prep and Nursery improved the arrival experience for pupils, parents and visitors. Outdoor play and recreational area were improved and classrooms refurbished.

4.4 Public benefit and outreach

Public benefit has been integral to the School's ethos since the Merchant Taylors' Company founded the School in 1561. During their strategic planning, Governors considered the Charity Commission's general guidance on public benefit in deciding which activities the School should undertake. In the year under review, we continued to make a full contribution to the academic community across UK society, its schools and universities. As part of this contribution, numerous teaching and support staff served as governors of local schools and others support the community as Scout Leaders, Parish Councilors and other local charitable endeavours.

At MTP, charitable activity was woven throughout the academic year. Pupils and staff raised over £4,000 through termly appeals and special events, supported by substantial donations of books, clothing, food and toys. The Harvest Collection alone filled a van for Watford Foodbank, while Wear2Share Days, Poppy Appeal collections, Red Nose Day participation and the Great Daffodil Appeal further strengthened charitable engagement. Additional support for the London Children's Book Project involved contributions of hundreds of books, encouraging reading beyond the School community. The School also maintained a strong pastoral emphasis on children's wellbeing through initiatives such as Scarf2School Day for Children's Mental Health Week.

Outreach work at MTP extended beyond fundraising. During the Manor refurbishment, the School donated classroom furniture, outdoor equipment and educational resources to several local schools, nurseries and community groups. These included EYFS furniture, speech and language reading books, construction toys, puzzles and a large wooden outdoor play set, widening access to high-quality learning materials. Further digital resources were provided through the donation of PCs and laptops to local schools. International outreach remained strong through the Jinja Educational Trust (JET), with staff visiting Uganda to deliver phonics training and share best practice. Donations of computers and cabling supported the continued development of JET's educational infrastructure.

At the Senior School, the Charity Drive continued to channel the enthusiasm of pupils from across the year groups. The programme supported Phab and Mind UK through a busy calendar of events, including a Macmillan Coffee Morning raising over £400, November concerts generating over £300, and a Christmas foodbank collection contributing over 200kg of donations. The annual Sleepout attracted more than 80 pupils and raised over £1,300 for New Hope, while other popular events included the Diwali Biscuit Sale, film nights, Sixth Form quiz evening, and staff-versus-student sports competitions. House Cross Country and Sports Day also provided opportunities for pupils to run refreshment stalls, raising additional funds and encouraging younger pupils to become involved in charitable activities. A concurrent 24 Hours of Music event raised money for educational projects in Nepal, deepening the School's international partnerships.

The School's historic partnership with Phab remained a significant highlight. Fundraising throughout the year supported the delivery of another vibrant and inclusive Phab Week, now in its 53rd year, offering a programme of activities for guests of all abilities. The week's events, which included bowling, music, swimming, campfires and creative workshops, demonstrated the School's longstanding commitment to inclusion, friendship and service. Engagement across the community—including pupils, parents, staff and volunteers—underlined the enduring strength of this charitable tradition.

Together, these initiatives illustrate the School's strong and sustained commitment to public benefit, reflected through fundraising, service, resource-sharing and community partnerships. The breadth and depth of activity across both sites highlight the School's continued contribution to the educational, social and charitable life of the wider community.

Community access to facilities

The School remained committed to supporting the local community through extensive access to its facilities and resources. Governors endorsed the continuation of wide-ranging community use, with weekly access provided to approximately 3,000 members of the public from more than 70 local sporting and social organisations representing all age groups.

Holiday and weekend programmes continued to flourish, with organisations such as Activate Sports, Kings Camps, FunTech, Vernon School of Cricket, Maximum Performances, The Hive, and Future Star

Education making regular use of the School's sports pitches, swimming pool, grounds and classrooms to deliver activities for local children. Support for local primary schools also continued, including St Mary's School in Rickmansworth.

The School's lake and surrounding areas were regularly used by 120 South Oxhey Sea Scouts for weekly activities, while the Rickmansworth and Watford Sea Scouts used the swimming pool for kayak training. The Rickmansworth Fire Department also utilised the lake for essential crew training days.

Local athletics clubs, including Chiltern Harriers and Watford Joggers, made routine use of the athletics track for training. Reddiford School accessed the School's facilities for PE and games sessions, and St John's continued to use the swimming pool for their swimming lessons. London Hockey remained a valued partner, making extensive use of the School's pitches for training and competitive fixtures, including the new hockey astro.

During the Easter holidays, the School partnered with Batchworth Community to offer free football activity days for 100 young residents from the Batchworth Ward. Participants benefitted from high-quality coaching, opportunities to engage in skill development and match play, and, for many, their first experience of organised sport. The programme successfully promoted confidence, social interaction, and physical activity among children who might otherwise have had limited access to such opportunities.

The School's long-standing partnership with Middlesex County Cricket Club continued to thrive. The School supported a full summer of cricket activities, including youth development programmes, men's and women's fixtures, and a County Championship match. Winter usage of the Julian Hill Cricket Centre remained strong, with 22 local cricket clubs and two local schools accessing the facility for training and development, including programmes promoting girls' cricket. A growing partnership with the London Schools Cricket Association also provided structured opportunities for young players to train in a high-quality environment.

The School continued to support the Northwood Base through use of the athletics track for fitness testing and training, while HMS Wildfire once again held a family event at the School. Hertfordshire Fire and Rescue used the lake for water rescue training throughout the year.

The School was also pleased to host the Moor Park 10k and Fun Run, which raised funds for the Mount Vernon Cancer Centre.

The School has supported the local community by providing access to a wide range of sports facilities since moving to the site in 1933. This remains an important part of the School's role as a community hub and Governors will make every effort to maintain this contribution despite the political and economic pressure applied by the introduction of VAT on school fees and the removal of mandatory charitable relief on business rates.

4.5 Financial review

During the year under review, the School's incoming resources were £31.8m (2024: £31.6m) and total charitable expenditure was £29.7m (2024: £28.7m), generating a surplus before investment gains of £1.7m (2024: £2.6m). The principal source of income was school fees, which accounted for £29.5m (92%), (2024: £29.3m (93%)). £0.5m (2024: £0.7m) was raised through the Development Office for bursaries and School development, with £0.4m total cost of raising funds (2024: £0.4m).

During the year, the School's expenditure on scholarships and bursaries was £2.6m (2024: £2.5m). Capital expenditure of £4.3m (2024: £5.2m) and revenue expenditure of £0.7m (2024: £0.6m) were invested in the School infrastructure. At MTS, this included the Julian Hill Indoor Cricket Centre, classroom and changing room refurbishment, roof works and replacement of boilers and lighting, alongside cyclic replacement of IT equipment. At MTP, classrooms, kitchen and bathroom facilities were refurbished, alongside upgrades to boilers and electrics.

4.6 Reserves policy

The reserves policy is monitored by the Finance Committee and reviewed annually to ensure that the School has access to sufficient liquid assets to meet its non-discretionary financial obligations during periods of crisis. Future development plans will be funded by a combination of cash flow, fundraising and borrowing.

Governors' report (incorporating the Strategic report)
For the year ended 31 August 2025

Total reserves as at 31 August 2025 were £52.0m (2024: £50.0m), of which £1.3m relates to Restricted funds (2024: £1.1m) and £2.6m to the Endowment Fund (2024: £2.5m). Unrestricted reserves totalled £48.3m (2024: £46.4m), of which £9.5m (2024: £9.3m) was designated for specific purposes, as outlined in Note 15 to the accounts.

The School aims to maintain adequate free, unrestricted reserves to respond to unforeseen events and to meet up to three months' non-discretionary expenditure (approximately £6m). On 31 August 2025, free unrestricted reserves were £7.5m (2024: £7.8m). These are defined as unrestricted funds and expendable endowment that is available at the discretion of Governors, less fixed assets, adding back any outstanding loans, but includes investments available for conversion into cash.

Rj
4.7 Risk Management

Governors have established an effective risk management framework, which has been updated throughout the year in response to political, economic, social, technological, legal and environmental developments.

The Risk Management Committee, drawn from across the School, has reviewed emerging risks and updated the School's Risk Register to identify the likelihood and impact of foreseeable risks to the School's operations. As the Governor responsible for Risk Management, Alan Eastwood attended regular meetings of both the Risk Management Committee and the Health and Safety Committee and ensured that the Governing Body was updated when required. This responsibility was handed over to Simon Eggs in July 2024. The Risk Register is scrutinised by the School's Finance Committee annually, before the key strategic risks are reviewed by Governors.

The key risks and vulnerabilities identified during this period were: Political risk, Financial risk, Fire, Cyber-security, and Safeguarding. Governors have applied a range of measures to manage and mitigate these risks.

Governors identified the emerging risk of VAT on school fees, ensuring that fees are adjusted to mitigate the financial impact on parents and that the necessary professional expertise was applied to ensure VAT compliance. They also anticipated the removal of charitable relief on business rates from April 2025 and responded to the increase in Employers' National Insurance contributions. In response to economic pressure, Governors scrutinised expenditure and reduced operating costs where possible to control fee increases. This work will continue to limit the financial impact on fee paying parents.

Fire risk assessments were updated at both the Senior and Prep Schools in August 2024 and Governors will ensure that all action points are addressed.

The IT Team worked closely with external specialists to manage the School's information systems and address the growing Cyber-security Risk. Active threat detection systems remain in place and cyber-security measures are continually updated in line with best industry practice.

The School continues to implement the Safer Recruiting Action Plan to ensure that all appointments comply with Keeping Children Safe in Education and meet the ISI regulatory requirements. The Single Central Register and associated personnel files were scrutinised every term by the Safeguarding Governor to ensure compliance.

4.8 Remuneration policy

The Remuneration Committee, chaired by the Chairman of Governors, meets annually to review the remuneration of teaching staff, support staff and the School Leadership Team. The Remuneration Committee considers all external environmental factors, which influence recruiting and retention. These include reference to independent benchmarking surveys, including Haysmacintyre and Baines-Cutler. The recommendations of the Remuneration Committee are presented to the main Governing Body for endorsement, before being implemented from September. Support Staff salaries are aligned using a framework developed from an external job evaluation process, which is updated annually to reflect changes to individual roles. Any changes to legislation are implemented without delay, including annual increases to the National Minimum Wage.

4.9 Investment policy

The MTS Investment Committee, chaired by James Twining oversees the performance of the School's investment portfolio. In liaison with Rathbones, the School's investment managers, the balance of risk and return reflected in the asset allocation adopted is reviewed in the light of external events and adjusted, as necessary. This continues to be a volatile period for the markets, but the Investment Committee has worked with Rathbones to protect the long-term capital value of the School's

endowment funds from inflation and market volatility, whilst building designated and endowment funds to support future bursary awards and other commitments.

4.10 Future plans

Merchant Taylors' School aims to be the independent day school of choice for boys aged 3-18 in the Northwest London area, providing an excellent all-round education. We wish to enable pupils to live fulfilled lives that contribute to society. To meet our vision, we will:

- treat the wellbeing and safeguarding of our staff and pupils as the foremost consideration;
- employ and retain the best staff available for the job;
- maintain the highest academic standards, whilst supporting a holistic education;
- select pupils who will derive lifelong benefit from the all-round education offered;
- ensure that an appropriate number of scholarships and bursaries are targeted to provide outstanding educational opportunities for notably gifted boys and boys from disadvantaged backgrounds;
- sustain a diverse and supportive environment that allows staff and pupils to thrive without regard to background, faith, gender, special educational needs, disabilities or sexual orientation;
- maintain and develop our buildings, grounds and facilities to the highest standards and to shape plans that meet emerging educational needs;
- be mindful of our historic charitable foundation and promote wider public benefit in our activities;
- remain a competitive fee-paying school in the independent sector; and
- ensure that management of the School's finances is efficient and that expenditure takes account of affordability, recognising that parents make significant financial sacrifices to educate their boys at the School.

4.11 Section 172 Statement

As an Independent School in Northwood, Merchant Taylors' School depends on the trust and confidence of its stakeholders to operate sustainably in the long term. Governors place the wellbeing, safeguarding and educational needs of the boys and staff foremost as well as providing support in the local community.

The Governors of Merchant Taylors' School have acted in accordance with their duties codified in law, which include their duty to act in the way in which they consider, in good faith, would be most likely to promote the success of the School for the benefit of pupils and staff, having regard to the stakeholders and matters set out in section 172(1) of the Companies Act 2006.

Section 172 considerations are embedded in the School's strategic decision-making process led by Governors and throughout the operational planning process led by the Executive. Issues, factors and stakeholders, which the Governors have considered when discharging their duty under section 172(1) are recorded in Governors' meeting papers and referred to throughout this Annual Report. These include considerations relating to inter alia: remuneration; pension provision; fee discounts and bursaries; capital expenditure management and possible future changes to fiscal policy.

Our vision, purpose, values and aims are set out in section 3.2 and are further illustrated in this Strategic report, which can be found at section 4.1 - 4.8. The key risks facing the School and the framework of their management and mitigation are outlined in section 4.7 of the Strategic report.

Our environmental, social and governance practices are described in section 4.4 (Public benefit and outreach) and the extent of bursary support for pupils whose families are unable to pay the school fees are primarily set out at section 4.5 (Financial review). For the fourth year, Merchant Taylors' School is reporting key energy and carbon usage information, and this can be found below in section 4.12 (Environmental performance).

4.12 Environmental Performance

MTS SECR Reporting Period:
September 2024 – September 2025

Energy Source	Consumption	Scope	2025 Emissions calculation (t CO ₂ e)	2024 Emissions calculation (t CO ₂ e)
Gas – total kWh (kilowatt-hours) from gas bills	3,244,026 kWh (gross CV (calorific value))	Scope 1	651	593
Transport – Mini-bus	26,300 miles	Scope 1	9.58	10.58
Diesel (100% mineral diesel)	11,500 litres	Scope 1	30.60	30.61
Propane – Total Litres	1,318 litres	Scope 1	1.09	2.03
Electricity – total kWh electricity bills for the school	1,401,266 kWh	Scope 2	276	290
Business travel (average car)	3598 miles	Scope 3	0.98	0.98
Business travel land (taxi)	47.5 km	Scope 3	0.001	0.01
Business travel land (rail)	5,502 km	Scope 3	0.19	0.20
Business travel (air short haul)	1,895 km	Scope 3	0	0.36
Business travel (air domestic)	2,096 km	Scope 3	0	0.57
Hotel Stay	10.4 kg CO ₂ e	Scope 3	0	0.02
Water Supply	29,114 m ³	Scope 3	3.97	4.67
Water Treatment	214,330 m ³	Scope 3	3.8	4.47
Waste Disposal - Metal	1.5 tonnes	Scope 3	0.02	18.59
Waste Disposal - WEEE Mixed	0.45 tonnes	Scope 3	0.0	0.0
Waste disposal - Batteries	0.02 tonnes	Scope 3	0.0	0.06
Waste Disposal - Paper and board: mixed	2.98 tonnes	Scope 3	0.02	29
Waste Disposal - Glass	5.39 tonnes	Scope 3	0.02	28
Waste Disposal - Refuse/ Commercial and industrial waste	35.75 tonnes	Scope 3	0.24	387
Waste Disposal - Paper	0 tonnes	Scope 3	0.05	72
Total			978	1,472
Intensity ratio	Emissions data (tCO ₂ e) per pupil & FTE		0.75 tCO ₂ e per pupil & FTE	1.2t CO ₂ e per pupil & FTE

MTP SECR Reporting Period: September 2024 – September 2025			2025	2024
Energy Source	Consumption	Scope	Emissions calculation (t CO ₂ e)	Emissions calculation (t CO ₂ e)
Gas – total kWh (kilowatt-hours) from gas bills	421,057 kWh (gross CV calorific value)	Scope 1	20.72	77
Transport – Mini-bus	7,515 miles	Scope 1	2.30	3.02
Electricity – total kWh used for the year, taken from the electricity bills for the school	218,114 kWh	Scope 2	32.90	45
Water Supply	2,487 m ³	Scope 3	0.43	0.47
Water Treatment	1,964 m ³	Scope 3	0.30	0.36
Waste Disposal – Refuse/Commercial and industrial waste	10.01 tonnes	Scope 3	0.045	64.55
Waste Disposal - Paper and board: mixed	3.68 tonnes	Scope 3	0.014	23
Waste Disposal - Metal	1.3 tonnes	Scope 3	0.017	0.0
Waste Disposal – Organic food	11.76	Scope 3	0.16	75.38
Business travel (average car)	290 miles	Scope 3	0.18	0.08
Business travel (rail)	209 km	Scope 3	0.05	0.008
Total				289
Intensity ratio	Emissions data (tCO ₂ e) compared with an appropriate business activity (pupil numbers as per Autumn census)		0.25t CO ₂ e per pupil &FTE	0.79t CO ₂ e per pupil & FTE

Quantification and Reporting Methodology

This methodology follows the 2019 HM Government Environmental Reporting Guidelines. We have also used SECR Reporting Protocol and the 2024 Government Emission Conversion Factors for Company Reporting (condensed set). We have adopted the recommended intensity measurement for the sector, which is total gross emissions in metric tonnes CO₂e per staff and pupil.

- Scope 1 refers to direct business greenhouse gas emissions generated including from furnaces or heating equipment;
- Scope 2 covers indirect emissions from electricity, which a firm needs, but which come from sources outside the control of the School including power stations; and
- Scope 3 covers emissions (not classed as Scope 2) that are a consequence of our actions but are not under the control of the School.

Measures Taken to Improve Energy Efficiency

The School continues to implement measures to improve energy efficiency and reduce its environmental impact through a combination of infrastructure investment and staff engagement. During the year, solar photovoltaic panels were installed across both sites on Sports Halls and grounds buildings, contributing to on-site renewable energy generation. Air source heat pumps have been installed where appropriate, replacing older plant and improving heating efficiency. Building Management Systems have been enhanced to improve control and monitoring of electricity, gas and water consumption.

The School continues to invest in LED lighting, and a programme to upgrade existing Crittall windows to improve thermal performance and reduce heat loss. Measures have also been introduced to support improved water management and reduced water consumption, particularly in high-use areas across the estate. The School recycled 64% more waste than in the previous year with 100% of cardboard, glass, general waste and food waste being sent to renewable processing or recycling.

Governors' report (incorporating the Strategic report)
For the year ended 31 August 2025

Staff engagement remains a key component of the School's approach, with energy and water awareness training delivered to encourage good practice in the day-to-day use of buildings and equipment.

These actions reflect the School's ongoing commitment to reducing its carbon footprint and managing resources responsibly in support of its charitable objectives.

MTS remains committed to reducing its carbon footprint and enhancing sustainability. Energy-saving measures are monitored, with energy consumption carefully recorded and analysed. Governors oversee the energy tendering process, ensuring alignment with the School's sustainability objectives.

The Sustainability Committee remains pivotal, reviewing and implementing environmental practice across the site. This reflects the School's commitment to responsible energy management and environmental stewardship, ensuring meaningful progress toward a more sustainable future.

4.14 Statement of Trustees' responsibilities

The School's Governors are Directors of the Charitable Company and Trustees of the Charity. They are responsible for preparing the Annual report and the Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law requires Directors to prepare financial statements, which provide a true and fair view of the affairs of the Company and the profit or loss for that year. In preparing those financial Statements, the Directors are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on a going concern basis.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy, the financial position of the Company and which enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and for taking steps for the prevention and detection of fraud and other irregularities. In the case of all persons who are directors at the time when this report is approved, the following applies:

- a) so far as the Director is aware, there is no relevant audit information of which the Company's auditors are unaware; and
- b) he / she has taken all the steps that he / she ought to have taken as a director in order to make himself / herself aware of any relevant audit information and to establish that the Company's auditors are aware of that information.

4.15 Disability statement

The School continues to give full and fair consideration to disabled persons applying for employment, having full regard to their particular aptitudes and abilities. Full and fair consideration will be given to the continuing employment and appropriate training of persons who become disabled. The School provides equal opportunities to all staff on the basis of objective criteria and personal merit.

4.16 Auditors

Saffery LLP have indicated their willingness to continue in office.

By order of the Board



Cdre (Retd) A M Cree, CBE
Chairman

Date 18.03.26

Independent auditors' report
For the year ended 31 August 2025

We have audited the financial statements of Merchant Taylors' School for the year ended 31 August 2025 which comprise statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including 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 charitable company's state of affairs as at 31 August 2025 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the 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.

Other information

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

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions 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' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements;
- and the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 20 the trustees (who are also 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 to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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

Auditor's responsibilities for the audit of the financial statements (continued)

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Further, the charitable company is subject to other laws and regulations where the consequences of non-compliance could have a material effect on amounts or disclosures in the financial statements, through significant fine, litigation or restrictions on the charitable company's operations. We identified the most significant laws and regulations to be the Independent School Standards as found in the Education and Skills Act 2008 and guidance issued by the Department for Education.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

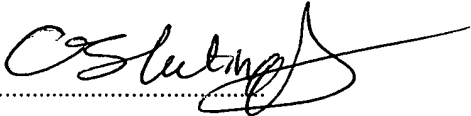
A further description of our responsibilities is available on the Financial Reporting Council's website at:

<http://www.frc.org.uk/auditorsresponsibilities>

This description forms part of our auditor's report

Use of our report

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



Cara Turlington (Senior Statutory Auditor)
for and on behalf of Saffery LLP
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

Date: 15 April 2026

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

Merchant Taylors' School
(A company limited by guarantee and not having a share capital)

Statement of financial activities (incorporating the income and expenditure account)
For the year ended 31 August 2025

	Notes	Unrestricted £	Designated £	Restricted £	Endowment £	2025 £	2024 £
Income from:							
Charitable activities							
School Fees	2	29,510,062	-	-	-	29,510,062	29,723,767
Registration/Admissions Fees	3	119,413	-	-	-	119,413	126,333
Other charitable activities							
Other ancillary income - Insurance	3	-	-	-	-	-	1,216
Other ancillary income - Rents Received	3	269,087	-	-	-	269,087	268,016
Other	3	236,401	-	-	-	236,401	127,810
Other trading activities							
Donation from MTSEL	7	249,903	-	-	-	249,903	139,805
Profit on sale of assets		-	-	-	-	-	122
Investments	3	502,140	199,797	-	-	701,937	722,888
Donations & legacies							
Donations	3	-	-	252,810	-	252,810	312,479
Development Campaign Income	3	86,827	-	352,135	25,000	463,962	663,114
Total Income:		30,973,833	199,797	604,945	25,000	31,803,575	31,635,550
Expenditure on:							
Raising funds							
Alumni Relations and Development	5	256,294	-	36,132	-	292,426	358,154
Investment management		7,407	23,901	-	-	31,308	22,142
Financing costs		33,159	-	-	-	33,159	22,792
		296,860	23,901	36,132	-	356,893	403,088
Charitable Activities							
School and grant making		29,271,379	189,885	266,673	-	29,727,937	28,679,896
Total expenditure	5	29,568,239	213,786	302,805	-	30,084,830	29,082,984
Net income/(expenditure) before investment gains		1,405,594	(13,989)	302,140	25,000	1,718,745	2,552,566

Merchant Taylors' School
(A company limited by guarantee and not having a share capital)

Statement of financial activities (continued)
For the year ended 31 August 2025

	Notes	Unrestricted	Designated	Restricted	Permanent Endowment	2025	2024
Net gain/(loss) on investments		102,186	278,535	-	122,110	502,831	736,807
Net income		1,507,780	264,546	302,140	147,110	2,221,576	3,289,373
Transfers	8	204,819	(93,001)	(111,818)	-	-	-
Net movement in funds		1,712,599	171,545	190,322	147,110	2,221,576	3,289,373
Fund balances at 31 August 2024		37,095,109	9,341,167	1,100,802	2,454,171	49,991,249	46,701,876
Fund balances at 31 August 2025	14	38,807,708	9,512,712	1,291,124	2,601,281	52,212,825	49,991,249

Summary Income and Expenditure Account

	2025	2024
	£	£
Total Income	31,778,575	31,370,098
Total Expenditure	30,084,831	29,082,984
Unrealised/realised gains and (losses)	380,721	521,285
Net Income for the year	2,074,466	2,808,399

All amounts relate to continuing operations.

The notes on pages 29-44 form part of these financial statements.


Merchant Taylors' School
(A company limited by guarantee and not having a share capital)

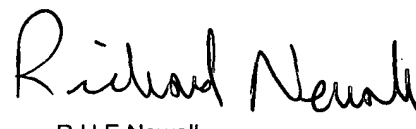
Balance sheet
For the year ended 31 August 2025

	Notes	2025	2024
		£	£
Fixed assets			
Tangible Fixed Assets	6	41,376,741	39,193,814
Investments	7	10,075,225	8,023,607
Current assets			
Stocks	9	51,980	54,194
Debtors	10	2,724,191	642,892
Cash		9,949,836	14,705,425
		<u>12,726,007</u>	<u>15,402,511</u>
Current liabilities			
Creditors: due within one year	11	<u>(9,520,229)</u>	<u>(8,475,817)</u>
Net current assets		<u>3,205,778</u>	<u>6,926,694</u>
Total assets less current liabilities		<u>54,657,744</u>	<u>54,144,115</u>
Creditors: due after more than one year	12	<u>(2,444,919)</u>	<u>(4,152,866)</u>
Total net assets		<u>52,212,825</u>	<u>49,991,249</u>
Unrestricted funds	15	48,320,420	46,436,276
Restricted funds	16	1,291,124	1,100,802
Endowment	17	2,601,281	2,454,171
Total funds	14	<u>52,212,825</u>	<u>49,991,249</u>

The financial statements were approved by the Governors on 18.03.26

and were signed on their behalf by


Cdre (Retd) A M Cree CBE
Director


R H E Newall
Director

Company Registration No. 3411540

The notes on pages 29-44 form part of these financial statements.

Merchant Taylors' School
(A company limited by guarantee and not having a share capital)

Cash flow statement
For the year ended 31 August 2025

	Notes	2025	2024
		£	£
Net cash flows from operating activities	18	256,329	9,933,336
Cash flows from investing activities			
Investment income	701,937	722,888	
Purchase of FA	(4,291,867)	(5,233,210)	
Proceeds from sale of investments	6,766,118	1,685,569	
Purchase of investments	(8,300,396)	(2,135,402)	
Proceeds from sale	-	122	
Net cash used in investing activities		(5,124,208)	(4,960,033)
Cash flows from financing activities			
Movement in final deposits	101,800	23,500	
New endowment	25,000	-	
Net cash used in financing activities		126,800	23,500
Change in cash and cash equivalents in the reporting period		(4,741,079)	4,996,802
Cash and equivalents as at 31 August 2024	19	14,726,806	9,730,004
Cash and equivalents as at 31 August 2025	19	9,985,727	14,726,806

The notes on pages 29-44 form part of these financial statements.

Notes to the financial statements
For the year ended 31 August 2025

1. Accounting policies

1.1 Basis of accounting

The accounts have been prepared under the Companies Act 2006 and in accordance with the Charities Statement of Recommended Practice (SORP) and Financial Reporting Standard 102 (FRS102). The accounts are drawn up on the historical cost basis of accounting, as modified by the revaluation of properties and other investments.

The financial statements are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Charity is a public benefit entity.

Having reviewed the funding facilities available to the School, the increasing demand for places and the School's projected cash flows, Governors have concluded that the School has adequate resources to continue to operate for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the financial statements, as outlined in the Statement of Trustees' Responsibilities on page 18.

The financial information is presented for Merchant Taylors' School as an individual undertaking and not for the group. The Trustees have taken advantage of the SORP and Companies Act 2006 (S.405(2)) exemption not to prepare group financial statements as they consider the effects of changes would not be material to the financial statements of Merchant Taylors' School.

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the School's financial statements.

1.2 Going Concern

The Governors consider that the key financial performance indicators are those that communicate the financial performance and strength of the School as a whole, those being pupil numbers, academic results for the year, surplus for the period, extra-curricular performances and applications for places for the following year. For the period under review, pupil numbers continue to be at acceptable levels, the financial result for the period was good and registrations for future admissions remain strong.

The Governors have a reasonable expectation that the charity has adequate resources to continue its activities for the foreseeable future and consider that there were no material uncertainties over the School's financial viability. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Statement of Accounting and Reporting Responsibilities on page 20.

1.3 Tangible fixed assets

The School entered into a lease from the Merchant Taylors' Company for a 128-year term effective from 16 March 2011. Under the terms of this lease, the School is responsible for keeping the properties in a fit and useful condition and these costs are expensed when incurred. Subsequent additions and material improvements by the School are capitalised on completion and are depreciated as set out in note 1.3 below. Tangible fixed assets valued at £7.0m associated with MTP were acquired on 15 October 2015.

Expenditure on the acquisition, construction or enhancement of land and buildings together with vehicles, furniture, machinery, ICT infrastructure and other equipment are carried in the balance sheet at historical cost.

1.4 Depreciation

Depreciation is provided to write off the cost of all relevant tangible fixed assets less estimated residual value based on current market prices, in equal annual instalments over their expected useful economic lives as follows:

Building and leasehold improvements	-	70% charged over 50 years, 30% charged over 20 years - the latter to reflect components that have a shorter life (e.g. flat roofs, electrical wiring etc.)
Furniture and equipment	-	over 10 years or 20 years
Machinery and motor vehicles	-	over 4 years
Computer hardware	-	over 4 years

Depreciation is not charged on assets under construction or freehold land. Individual items costing less than £500 are written off as an expense, as acquired.

Accounting policies (continued)

1.5 Current assets

Stocks consist of textbooks, tablets and other school consumables which have been purchased in advance of the new academic year. Stock is carried at the lower of cost and net realisable value.

1.6 Fees and similar income

Fees receivable and charges for services and use of the premises, less any allowances, scholarships, bursaries granted by the Merchant Taylors' Company against those fees, but including contributions received from restricted funds, are accounted for in the period in which the service is provided.

1.7 Donations, legacies, grants and other voluntary income

Voluntary incoming resources are accounted for as and when entitlement arises, the amount can be reliably quantified and the economic benefit to the School is considered probable. Voluntary income for the School's general purposes is accounted for as unrestricted and is credited to the General Reserve. Where the donor or an appeal has imposed trust law restrictions, voluntary income is credited to the relevant restricted fund and incoming endowments are accounted for as permanent trust capital or expendable trust capital, according to whether the donor intends retention is to be permanent or not.

1.8 Investments and investment income

Investment income from dividends, bank balances and fixed interest securities is accounted for on an accrual's basis.

Listed investments are valued at mid-market value as at the balance sheet date. Unrealised gains and losses arising on the revaluation of investments are credited or charged to the Statement of Financial Activities and are allocated to the appropriate Fund according to the "ownership" of the underlying assets.

1.9 Expenditure

Expenditure is accounted for on an accrual's basis. Expenditure is allocated to expense headings, either on a direct cost basis, or apportioned according to management estimates of time spent or space occupied, as appropriate. Irrecoverable VAT is included within the item of expense to which it relates.

Governance costs, included within Support costs of schooling, comprise external audit costs and costs incurred in relation to constitutional and statutory requirements.

1.10 Pensions

The School's teaching staff are members of the Teachers' Pension Scheme (England and Wales) (TPS) operated by Teachers' Pensions on behalf of the Department for Education and Skills. This is an unfunded multi-employer scheme governed by The Teachers' Pension Regulations 2010 (as amended) and the Teachers' Pension Scheme Regulations 2014 (as amended). Individual schools are not able to identify their share of the underlying assets and liabilities of the Scheme. As required by FRS 102, the School accounts for this scheme as if it were a defined contribution scheme. From September 2021 an optional defined contribution pension scheme (APTIS) was also made available to the teaching staff.

The group personal pension plan (APTIS) for eligible support staff continued to operate during the year under review and is detailed in note 20. The associated pension contributions costs are charged to the Statement of Financial activities as incurred.

1.11 Rental income

Rental income is accounted for on a receivable basis.

Accounting policies (continued)

1.12 Fund accounting

Funds held by the Company are:

Unrestricted General Reserve:

These are funds which can be used in accordance with the charitable objects at the discretion of the Governors.

Designated Funds:

These funds, although unrestricted, are used for specific purposes. Refer to note 15 for further details.

Restricted Funds:

(i) Permanent Endowed Funds:

The use of these funds has been restricted by the original donor and only the income arising is available to spend.

(ii) Expendable Endowed Funds:

These funds are accounted for similarly, except that all capital can be converted into income for spending, either at the Governors' discretion, or upon the occurrence of an event contemplated by the donor.

See note 17 for further details of endowed funds.

1.13 Operating leases

Rentals payables are charged on a time basis over the lease term.

1.14 Taxation

The School is a registered charity, and its income is not liable to taxation, as it is applied to wholly charitable purposes.

1.15 Debtors

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

1.16 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.17 Creditors

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

1.18 Financial instruments

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

1.19 Critical accounting judgement and estimates

The preparation of the financial statements requires the Governors to make estimates and assumptions concerning the future. These could materially affect the carrying amounts of assets and liabilities within the next financial year and include accruals, depreciation and revenue recognition. The accounting in these areas of the accounts requires management to exercise judgement.

Accruals are estimates as costs that will be incurred based on contractual requirements. For depreciation, estimates are driven by the useful economic life of the associated assets.

For revenue recognition, management applies judgements in determining the point at which revenue should be recognised as income.

2. School fees	2025	2024
	£	£
The School's fee income comprised:		
Gross Fees	31,882,196	31,355,418
Less: Total Bursaries, Grants and Allowances	<u>(2,638,807)</u>	<u>(2,511,499)</u>
	29,243,389	28,843,919
 Add back: Scholarships, Grants and Allowances paid for by Restricted Funds held by: MT Co Charities Fund; MTET Endowment Fund; and Development Fundraising	 <u>266,673</u>	 <u>429,848</u>
	<u>29,510,062</u>	<u>29,273,767</u>
 3. Other income	 2025	 2024
	£	£
Other educational charitable activities		
Registration Fees	107,408	107,466
Admission Fees	<u>12,005</u>	<u>18,867</u>
	<u>119,413</u>	<u>126,333</u>
 Other ancillary activities		
Insurance	-	1,216
Rents Receivable	269,087	268,016
Deposits Forfeited, Fees In Lieu, Music Income and Other		
Misc Income	236,401	127,810
MTSEL donation	249,903	139,805
Profit on sale of asset	-	122
	<u>755,391</u>	<u>536,969</u>
 Investment income		
Bank Interest	502,298	533,876
Investment Income	199,797	180,322
Interest on Late Fees	<u>(158)</u>	<u>8,690</u>
	<u>701,937</u>	<u>722,888</u>
 Donations		
MT Company Donation	-	10,080
OMT Gifted Asset	-	61,649
MTET Endowment Fund	<u>252,810</u>	<u>240,750</u>
	252,810	312,479
 Development Campaign Income	 463,962	 663,113
	<u>716,772</u>	<u>975,592</u>

4. Expenditure

	2025 £	2024 £
Support costs of schooling included:		
Auditors' remuneration for audit services	31,000	36,734
Auditors' remuneration for other services	-	-
	31,000	36,734
Total staff costs comprised:		
Wages and salaries	15,679,413	15,047,543
Social security costs	1,775,914	1,542,604
Pension contributions	3,548,232	3,203,463
Termination costs	6,661	33,962
	<u>21,010,220</u>	<u>19,827,572</u>

Employees

The average number of employees in the year was 398 (2024: 397) of which 159 (2024: 159) were teaching staff.

The number of higher paid employees was:	2025	2024
£60,001-£70,000	48	42
£70,001-£80,000	37	29
£80,001-£90,000	15	8
£90,001-£100,000	1	-
£100,001-£110,000	2	3
£110,001-£120,000	1	-
£120,001-£130,000	-	1
£130,001-£140,000	-	1
£140,001-£150,000	1	-
£220,001-£230,000	1	1

Ninety-five (2024: sixty-nine) of the above employees had retirement benefits accruing in a Defined Benefit Scheme (Teachers' Pensions Superannuation Scheme - employer contributions paid at the rate of 28.68% of salary) and ten (2024: six) employees had benefits accruing in the Group Personal Pension Plan (with employer contribution paid at 15% (2024:15%) of salary).

The key management personnel of the School comprise the Headmaster, the Bursar and the Senior Leadership Team. Their combined contractual benefits totalled £2,071,235 (2024: £1,868,719).

Governors' remuneration

No Governor, nor persons connected with them, received any remuneration in the year ended 31 August 2025 (2024: Nil) and Governors are not included in the number of persons employed given above.

5. Analysis of total expenditure

	Staff Costs £	Other Costs £	Depreciation £	Total 2025 £
Raising funds				
Financing costs / bank interest	-	33,159	-	33,159
Investment management	-	31,309	-	31,309
Development office (unrestricted)	194,606	61,688	-	256,294
	<u>194,606</u>	<u>126,156</u>	<u>-</u>	<u>320,762</u>
Charitable activities				
Teaching	15,935,452	2,286,276	-	18,221,728
Welfare	1,033,559	627,187	-	1,660,746
Premises	1,521,128	3,089,949	1,137,089	5,748,166
Support Costs of schooling	<u>2,382,243</u>	<u>476,529</u>	<u>781,966</u>	<u>3,640,738</u>
School's operating costs	20,872,382	6,479,941	1,919,055	29,271,378
Bursaries paid for by Restricted Funds	-	266,673	-	266,673
Development Campaign Restricted	-	36,132	-	36,132
OMT Sports facilities	-	-	189,885	189,885
	<u>-</u>	<u>302,805</u>	<u>189,885</u>	<u>492,690</u>
Total Expenditure	<u>21,066,988</u>	<u>6,908,902</u>	<u>2,108,940</u>	<u>30,084,830</u>

Analysis of total expenditure - previous year

	Staff Costs £	Other Costs £	Depreciation £	Total 2024 £
Raising funds				
Financing costs / bank interest	-	22,792	-	22,792
Investment management	-	22,142	-	22,142
Development office (unrestricted)	239,424	59,723	-	299,147
	<u>239,424</u>	<u>104,657</u>	<u>-</u>	<u>344,081</u>
Charitable activities				
Teaching	15,165,516	2,112,206	-	17,277,722
Welfare	922,521	732,704	-	1,655,225
Premises	1,325,201	3,580,316	999,993	5,905,510
Support Costs of schooling	<u>2,174,910</u>	<u>341,222</u>	<u>705,574</u>	<u>3,221,706</u>
School's operating costs	19,588,148	6,766,448	1,705,567	28,060,163
Bursaries paid for by Restricted Funds	-	431,905	-	431,905
Development Campaign Restricted	-	2,000	-	2,000
OMT Sports facilities	-	-	189,885	189,885
	<u>-</u>	<u>488,855</u>	<u>189,885</u>	<u>678,740</u>
Total Expenditure	<u>19,827,572</u>	<u>7,359,960</u>	<u>1,895,452</u>	<u>29,082,984</u>

Notes to the financial statements (continued)
For the year ended 31 August 2025

6. Tangible fixed assets

	Land and buildings £	Assets under construction £	Furniture and equipment £	Total 2025 £
Costs or revaluations				
1 September 2024	51,401,118	1,334,845	11,516,452	64,252,415
Additions	2,956,077	369,474	966,316	4,291,867
Transfers	1,334,845	(1,334,845)	-	-
Disposal	-	-	(60,591)	(60,591)
31 August 2025	55,692,040	369,474	12,422,177	68,483,691
Depreciation				
1 September 2024	17,214,372	-	7,844,229	25,058,601
Charge for current year	1,326,974	-	781,966	2,108,940
Disposal	-	-	(60,591)	(60,591)
31 August 2025	18,541,345	-	8,565,604	27,106,950
Net book value				
31 August 2025	37,150,694	369,474	3,856,573	41,376,741
31 August 2024	34,186,746	1,334,845	3,672,223	39,193,814

Of the total net book value of land and buildings included above, £8,208,108 is freehold (£2,900,000 land) and £25,978,638 is leasehold.

7. Investments

	2025 £	2024 £
Investment in subsidiary	100	100
Quoted Investments	10,075,125	8,023,507
Fees In advance Investments	-	-
	10,075,225	8,023,607

The investment in subsidiary relates to the trading company, Merchant Taylors' School Enterprises Limited. The activities of this subsidiary include the Tuck Shop and the letting of School facilities. The results for the year are as follows:

	2025 £	2024 £
Gross profit	622,663	488,479
Gross expenditure	(372,760)	(348,674)
Net surplus before donating to MTS	249,903	139,805

At the balance sheet date, the aggregate share capital and reserves of the subsidiary undertaking were £100 (2024: £100).

Investments at 31 August 2025 were:

	Quoted Investments £
Fixed Interest	2,329,183
Fixed Income	416,565
UK Equities	1,557,479
Overseas Developed	2,386,535
Overseas Developing Markets	303,105
Global Investments	2,157,054
Infrastructure	111,282
Diversifiers	780,326
Cash	35,891
	10,075,125

Investments Note:

	Investments £
Opening Market Value	8,002,126
Additions at cost	8,300,396
Disposals	(6,766,119)
Unrealised Gains	502,831
	<u>10,039,234</u>
Cash	35,891
Market Value carried forward	<u>10,075,125</u>

Investments in the School's portfolio are managed primarily by Rathbones.

8. Transfer between funds	2025 £	2024 £
Housing Fund – Designated	6,999	6,999
Bursary Fund - Designated	(100,000)	-
Transfers to unrestricted	204,819	190,859
Capital Fund – Restricted	(111,818)	(197,856)
Net transfer to/(from) Funds	-	-

Bursary funds (which are found in notes 15, 16 and 17) are invested where the income is reinvested each year, rather than being distributed. The income is recognised in the statement of financial activities in the restricted or designated bursary fund (as appropriate), as available to fund bursaries. Consequently, transfers above have made between funds to recognise the reallocation of investments, and any gains and losses thereon. The transfer of funds this year has been in relation to a specific fundraising appeal and the capital work is completed and the restriction has been fulfilled.

Refer to Notes 15, 16 and 17 for further analysis.

9. Stocks	2025 £	2024 £
Consumables (including textbooks)	19,372	20,141
Goods for resale	32,608	34,053
	<u>51,980</u>	<u>54,194</u>

10. Debtors	2025 £	2024 £
Trade / Fee Debtors	2,153,729	106,090
Amounts owed from Related Undertakings (see Note 23)	213,946	149,227
Prepayments and accrued income	269,275	265,914
Other debtors	87,241	121,661
	<u>2,724,191</u>	<u>642,892</u>

11. Creditors: due within one year	2025 £	2024 £
Final term deposits	178,600	76,800
Trade creditors	2,229,357	446,466
Accruals	443,022	1,403,353
Exam deposits and Autumn term pre-payments	1,825,648	2,427,870
Fees In Advance Scheme	1,865,356	2,847,554
VAT creditor	1,620,504	-
Other creditors	1,357,742	1,273,774
	<u>9,520,229</u>	<u>8,475,817</u>

Notes to the financial statements (continued)
For the year ended 31 August 2025

12. Creditors due after more than one year

	2025 £	2024 £
Final term deposits		
Within 1 to 2 years	58,000	69,600
Within 2 to 5 years	252,000	252,000
After 5 years	280,400	265,000
	<u>590,400</u>	<u>586,600</u>
Fees in Advance		
Within 1 to 2 years	1,427,168	2,669,441
Within 2 to 5 years	418,230	848,461
After 5 years	9,121	48,364
	<u>1,854,519</u>	<u>3,566,266</u>

13. Fees In Advance Scheme

Parents may enter into a contract to pay the Senior School in advance for fixed contributions towards the tuition fees for up to 7 years. The money may be returned subject to specific conditions on the receipt of notice. Assuming pupils remain in the School, fees in advance will be applied as disclosed in Notes 11 and 12, above.

The balance represents the accrued liability under the contracts. The capital movements during the year were:

	£
Balance at 31 August 2024	6,413,818
New contracts	167,128
Discounts	(117,623)
	<u>6,463,323</u>
Amounts utilised in payment of fees	(2,743,447)
Balance as at 31 August 2025	<u>3,719,876</u>

14. Analysis of net assets

	Fixed assets and Investments £	Current assets £	Current liabilities £	Long term liability £	Total £
Unrestricted and designated funds	48,850,685	11,434,883	(9,520,229)	(2,444,919)	48,320,420
Restricted funds	-	1,291,124	-	-	1,291,124
Permanent endowment funds	2,046,081	-	-	-	2,406,081
Expendable endowment funds	555,200	-	-	-	555,200
Total	<u>51,451,966</u>	<u>12,726,007</u>	<u>(9,520,229)</u>	<u>(2,444,919)</u>	<u>52,212,825</u>

**Analysis of net assets –
previous year**

	Fixed assets and Investments £	Current assets £	Current liabilities £	Long term liability £	Total £
Unrestricted and designated funds	44,764,750	14,300,209	(8,475,817)	(4,152,866)	46,436,276
Restricted funds	-	1,100,802	-	-	1,100,802
Permanent endowment fund	1,924,462	1,500	-	-	1,925,962
Expendable endowment fund	528,209	-	-	-	528,209
Total	47,217,421	15,402,511	(8,475,817)	(4,152,866)	49,991,249

**15. Analysis of
unrestricted
funds**

	Balance 2024 £	Income £	Expenditure £	Gains/Loss on Investments £	Transfers £	Balance 2025 £
Undesignated General Reserves	37,095,109	30,973,833	(29,568,239)	102,186	204,819	38,807,708
Designated Housing Fund	89,452	-	-	-	6,999	96,451
Pension Fund	121,580	-	-	-	-	121,580
Bursary Fund	677,244	82,631	(9,899)	35,304	(100,000)	685,280
OMT Asset Fund	3,955,096	-	(189,885)	-	-	3,765,211
Durrants Fund	4,497,795	117,166	(14,002)	243,231	-	4,844,190
Fees In Advance Scheme	-	-	-	-	-	-
	9,341,167	199,797	(213,786)	278,535	(93,001)	9,512,712
Total	46,436,276	31,173,630	(29,782,025)	380,721	111,818	48,320,420

Refer to Note 8 for further information regarding transfers.

Analysis of unrestricted funds - previous year

	Balance 2023 £	Income/Gains £	Expenditure £	Transfers £	Balance 2024 £
Undesignated General Reserves	34,624,514	30,663,142	(28,382,102)	190,859	37,095,109
Designated Housing Fund	82,453	-	-	6,999	89,452
Pension Fund	121,580	-	-	-	121,580
Bursary Fund	608,108	69,136	-	-	677,244
OMT Asset Fund	4,144,981	-	(189,885)	-	3,955,096
Durrants Fund	3,953,455	556,147	(22,142)	-	4,497,795
Fees In Advance	9,031	-	-	-	-
	8,919,608	625,283	(212,027)	6,999	9,341,167
Total	43,544,122	31,288,425	(28,594,128)	197,858	46,436,276

Housing Fund

The Housing Fund was set up to grant interest-free loans to members of staff in School accommodation to assist in the purchase of their own property. The value of the fund is equal to the balance of loans currently outstanding.

Pension Fund

Historically the designated Pension Fund had been set up to fund the School's share of the deficit in the Merchant Taylors' Company Pension Scheme. During 2013 the Trustees completed a buy-out with Aviva Plc. and the School entered into an agreement with the principal employer to indemnify the members against any loss not covered by the Pension Protection Fund, should Aviva not have sufficient assets to meet pension payments. This Fund is being maintained with a view to meeting any contingent liability which may arise. The Governors believe the likelihood of such a liability arising to be minimal. The total contingent liability attributable to the School cannot be quantified with any certainty at this time.

Bursary Fund

The Bursary Fund was created to assist with the provision of general bursaries to pupils attending the School. The Fund was created using a proportion of the funds received from the sale of the OMT sports facility at Durrants as noted below.

OMT Asset Fund

In 2011, the Old Merchant Taylors' Society (OMT) relocated its War Memorial Sports Ground to Sandy Lodge, where new facilities were built on the School grounds. The charge in the accounts of £189,885 represents the depreciation charge on these new facilities and reconciles the fund balance to the current net book value of the OMT sports facility.

Durrants Fund

Due to the size and significance of the funds received from the sale of The War Memorial Sports Ground at Durrants (excluding the amount which was received to build the OMT facility), the Trustees agreed to create a designated fund for the purpose of maintaining the OMT sports facilities.

Fees In Advance Scheme

This amount represents the net assets relating to the Fees In Advance scheme.

16. Analysis of restricted funds

	Balance 2024	Incoming Resources	Resources Expended	Transfers	Balance 2025
	£	£	£	£	£
General Donations	200,079	170,179	(266,673)	-	103,585
	200,079	170,179	(266,673)	-	103,585
Development Fund					
Bursary	861,811	259,182	-	-	1,120,993
Sports, arts and school campus	38,912	58,903	(31,269)	-	66,546
Capital projects	-	116,681	(4,863)	(111,818)	-
	900,723	434,766	(36,132)	(111,818)	1,299,357
Total	1,100,802	604,945	(302,805)	(111,818)	1,291,124

Refer to Note 8 for further information regarding transfers.

Analysis of restricted funds - previous year

	Balance 2023	Incoming Resources	Resources Expended	Transfers	Balance 2024
	£	£	£	£	£
General Donations	178,762	327,154	(305,837)	-	200,079
	178,762	327,154	(305,837)	-	200,079
Development Fund					
Bursary	861,145	179,684	(179,018)	-	861,811
Sports, arts and school campus	37,895	5,017	(4,000)	-	38,912
Capital projects	106,755	91,103	-	(197,858)	-
	1,005,795	275,804	(183,018)	(197,858)	900,723
Total	1,184,557	602,958	(488,855)	(197,858)	1,100,802

17. Analysis of endowed funds

	Balance 2024	Income/Gains	Expenditure	Transfers	Balance 2025
	£	£	£	£	£
Development Fund					
Permanent Endowment	1,925,961	120,119	-	-	2,046,081
Expendable Endowment	528,209	26,991	-	-	555,200
Total	2,454,170	147,110	-	-	2,601,281

Refer to Note 8 for further information regarding transfers.

Analysis of endowed funds - previous year

	Balance 2023	Income/Gains	Expenditure	Transfers	Balance 2024
	£	£	£	£	£
Development Fund					
Permanent Endowment	1,497,844	428,118	-	-	1,925,962
Expendable Endowment	475,353	52,856	-	-	528,209
Total	1,973,197	480,974	-	-	2,454,171

The Permanent Endowment was initiated in 2009 when the School launched its campaign for bursaries ("Forward To Our Roots"). The expendable endowment also allows the funding of bursaries.

18. Reconciliation of net income to net cash flow from operating activities

	2025	2024
Net income for the reporting period	2,221,576	3,289,373
Depreciation	2,108,940	1,895,452
New endowment	(25,000)	(265,452)
Losses/(gains) on investments	(502,831)	(736,807)
(Investment income)	(701,937)	(722,888)
Increase in operating creditors and accruals	(765,334)	6,300,851
(Increase)/decrease in debtors	(2,081,299)	(87,536)
(Increase)/decrease in stock	2,214	(5,598)
Loss on sale of asset	-	610
Profit on sale of Asset	-	(122)
Net cash flow from operating activities	256,329	9,667,883

19. Net debt reconciliation

	At 1 September 2024	Cash Flows	Other non cash changes	At 31 August 2025
Cash and cash equivalents				
Cash at bank and in hand	14,705,425	(4,755,586)	-	9,949,836
Cash at investment managers	21,384	14,507	-	35,891
Total	14,726,809	(4,741,079)	-	9,985,727

Net debt reconciliation - previous year

	At 1 September 2023	Cash Flows	Other non cash changes	At 31 August 2024
Cash and cash equivalents				
Cash at bank and in hand	9,680,917	5,024,505	-	14,705,422
Cash at investment managers	49,084	(27,700)	-	21,384
Total	9,730,001	4,996,805	-	14,726,806

20. Pension costs

Teaching staff

The School participates in the Teachers' Pension Scheme ("the TPS") for its teaching staff. The pension charge for the year includes contributions payable to the TPS of £2,737,528 (2024: £2,492,552) and at the year-end £314,235 (2024 - £317,012) was accrued in respect of contributions to this scheme.

The TPS is an unfunded multi-employer defined benefits pension scheme governed by The Teachers' Pensions Regulations 2010 (as amended) and The Teachers' Pension Scheme Regulations 2014 (as amended). Members contribute on a "pay as you go" basis with contributions from members and the employer being credited to the Exchequer. Retirement and other pension benefits are paid by public funds provided by Parliament.

Pension costs (continued)

The employer contribution rate is set by the Secretary of State following scheme valuations undertaken by the Government Actuary's Department. The most recent actuarial valuation of the TPS was prepared as at 31 March 2016 and the Valuation Report, which was published in March 2019. As a result of this valuation the TPS employer contribution rate increased from 16.48% to 23.68% from September 2019.

The scheme was last subject to an actuarial valuation based on data as at 31 March 2020 in accordance with the updated version of the Directions. The outcome is that from April 2024 the employer contribution rate will increase to 28.6%.

Support staff

Merchant Taylors' Company Pension Scheme

The School was a member of the Merchant Taylors' Company Pension Scheme for some senior non-teaching staff. This scheme was closed to further accrual on 30 April 2011. However, during that year, the Trustees completed a buy-out of liabilities with Aviva Plc. The School, subsequent to the buy-out, entered into an agreement with the principal employer to indemnify the members against any loss not covered by the Pension Protection Fund, should Aviva not have sufficient assets to meet pension payments. This Fund, as detailed in note 15, will therefore be maintained to meet any contingent liability which may arise. The Governors believe the likelihood of such a liability arising to be minimal. The total contingent liability attributable to the School cannot be quantified with any certainty at this time.

Group Personal Pension Scheme

The School also contributes to a group personal pension plan in respect of its support staff. In total, the School's contributions to group personal pension schemes for the year amounted to 2025: £820,571 (2024: £710,911).

21. Capital commitments

Capital expenditure contracted but not provided for in the financial statements for the School, totalled £120,000 (2024: £1.23m).

22. Other financial commitments

At 31 August 2024, the School had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025	2024
	£	£
Within one year	261,520	185,057
Between 2 and 5 years	957,413	624,403
In over 5 years	16,422,895	12,337,160

23. Related party transactions

23.1 Merchant Taylors' Educational Trust (MTET)

The individual trustees of Merchant Taylors' Educational Trust are each the members of Merchant Taylors' School in their personal capacity and therefore collectively ultimately control Merchant Taylors' School and its subsidiary, Merchant Taylors' School Enterprises Limited. However, there is no single ultimate controlling party. The members approve the appointment of the Directors and Governors of the School, who thereafter are responsible for the oversight of the Company.

23.2 Merchant Taylors' School Enterprises Limited (MTSEL)- Company registration no. 2275287

MTSEL is a wholly owned subsidiary of Merchant Taylors' School. The profit donated to the School was £249,903 (2024: £139,805). The balance outstanding from MTSEL at the yearend was £213,946 (2024: £149,227).

23.3 Merchant Taylors' Company

Merchant Taylors' Company provides various services to Merchant Taylors' School. The balance receivable from Merchant Taylors' Company in respect of these services at the yearend was 2025: £nil (2024: £nil).

The Merchant Taylors' Company owns the original land and buildings from which the Senior School operates. The School currently has a 128-year lease from 16 March 2011, at a current annual rent of £133,542 (2024: £112,156) to be subject to review.

23.4 Merchant Taylors' School and St John's School, Northwood did not share common administration during the year. An annual management fee of £NIL (2024: £26,667) was charged for this service.

23.5 Governors do not receive any remuneration, but incidental expenses incurred and claimed in the course of their duties are reimbursed. The total amount of such expenditure in the year was £1,597 (2024: £3,477) paid to three (2024: three) Governors.

The total amount of donations received from the Governors during the year was £5,698 paid by three Governors (2024: £8,520) (paid by five Governors), of which £300 was restricted to bursaries (2024: £7,270, restricted to the indoor cricket centre).

23.6 The Old Merchant Taylors' Society contributes towards the running costs of the Old Merchant Taylors' War Memorial Clubhouse, which is located within the grounds of Merchant Taylors' School. At the end of the period under review, £35,957 was receivable from The Old Merchant Taylors' Society (2024: £41,333).

24. Comparative information

	Unrestricted			Permanent	2024
	Unrestricted Funds	Designated Funds	Restricted Funds	Endowment Funds	Total Funds
	£	£	£	£	£
Income from:					
Charitable activities					
School Fees	29,273,767	-	-	-	26,273,767
Registration/Admissions Fees	126,333	-	-	-	126,333
Other charitable activities					
- Insurance	1,216	-	-	-	1,216
- Rents received	268,016	-	-	-	268,016
- Other	127,810	-	-	-	127,810
Other trading activities					
Donation from MTSEL	139,805	-	-	-	139,805
Profit on sale of assets	122	-	-	-	122
Investments	542,566	103,998	76,324	-	722,888
Donations & legacies					
Donations	61,649	-	250,830	-	312,479
Development Campaign Income	121,858	-	275,804	265,452	663,114
Total Income:	30,663,142	103,998	602,958	265,452	31,635,550
Expenditure on:					
Raising funds					
Alumni Relations and Development	299,147	-	59,007	-	358,154
Investment management	-	22,142	-	-	22,142
Financing costs	22,792	-	-	-	22,792
	321,939	22,142	59,007	-	403,088
Charitable Activities					
School and grant making	28,060,163	189,885	429,848	-	28,679,896
Loss on Sale of Assets	-	-	-	-	-
Total expenditure	28,382,102	212,027	488,855	-	29,082,984
Net income/(expenditure) before investment gains	2,281,040	(108,029)	114,103	265,452	2,552,566
Net gain on investments	-	521,285	-	215,522	736,807
Net income	2,281,040	413,256	114,106	480,974	3,289,373
Transfers	190,859	6,999	(197,858)	-	-
Net movement in funds	2,471,899	420,255	(83,755)	480,974	3,289,373
Fund balances at August 2023	34,623,210	8,920,912	1,184,557	1,973,197	46,701,876
Fund balances at August 2024	37,095,109	9,341,167	1,100,802	2,454,171	49,991,249