



Company number:
06550164

Charity number:
1123946

Report and Financial Statements
For the year ending 31 December 2022

Contents

Youth Business International Chair's Introduction, 2022	3
Reference and Administrative Information	7
Trustees' Annual Report	9
Objectives, Activities and Performance	16
Structure, Governance and Management	29
Trustees' Responsibilities Statement	34
Independent Auditor's Report to the Members of Youth Business International	37
Consolidated statement of financial activities	44
Balance sheet	45
Consolidated statement of cash flows	46
Noted to the financial statements	47

Youth Business International Chair's Introduction, 2022

As I look back on my first full year as YBI's new Chair, I have been inspired by the outstanding accomplishments of the many young entrepreneurs supported by our network. I would like to take this opportunity to thank and pay my respects to Sir Malcom Williamson, who sadly died in early 2023. In his time as Chair of the Board of Trustees, a role he held until 2021, he took YBI from a fledgling project to an independent organization. The more than 750,000 young people trained throughout the network and the 250,000 youth-led businesses started or scaled are his lasting legacy and he will be missed by many throughout the network.

2022 was a year when the worst impacts of COVID-19 started to recede but many young entrepreneurs continue to feel the long tail of the pandemic with impacts on their business operations and the economies in which they operate. However, young entrepreneurs have continued to innovate, thrive and work towards solving some of the greatest challenges facing their communities, countries and the planet.

2022 was a year when YBI continued to achieve tremendous results supporting young entrepreneurs. Some 15,000 young entrepreneurs supported through the YBI network started a business, over 35,000 strengthened a business, and more than 123,000 received support from YBI. It was also a year when we were able to bring our network together in person for the first time in three years.

In October, we met for our [Global Summit](#), supported by Accenture, in The Hague, The Netherlands. 188 delegates from 43 countries joined us to exchange knowledge, learnings and best practices and co-create solutions to common challenges.

Collectively, our focus was to strengthen members' capacity to support young entrepreneurs. In addition to breakout sessions, workshops and panels, we had the opportunity to learn, collaborate and connect to Unleash the Power of Youth Entrepreneurship as a Force for Good.

Our Global Summit culminated in our [Global Young Entrepreneur of the Year Awards](#), which celebrated the many achievements of young entrepreneurs supported by the 49 entrepreneurship support organisations (ESOs) that make up our dynamic, inclusive network. The diversity and ingenuity of businesses recognised in the award demonstrated the creativity and commitment of young entrepreneurs to find solutions to challenges in the world they see around them.

In addition to recognising the outstanding achievements of our finalists, we crowned an overall winner of our Global Young Entrepreneur of the Year Award 2022 (Purity Gakuo, Kuza Freezers, Kenya), a Business for Good Award (Purity Gakuo), a Covid Resilience Award (Niranjan Ovhal, Simforge Engineering, India), and a Green Business of the Year Award (Adriana Alegre Génez, Asociación Brotes de Mbaracayú, Paraguay).

Building the capabilities and skills of our network remained a focus in 2022. In April, and as part of our first [Green and Social Entrepreneurship Month](#), we launched a Green and Social Toolkit with tools for members to use to support young entrepreneurs whose business has a green or social purpose. Last year, we rolled out [Decent Work Training](#) to our global membership to give members tools to encourage decent work principles in young entrepreneurs' businesses. In October, we launched our [Inclusivity Toolkit](#), supported by Accenture, and co-created and piloted with

members spanning four continents. The toolkit is a powerful resource for our network to put inclusivity into practice.

In 2022, we continued our work to become the leading voice for young entrepreneurs. We published our flagship report, [Tomorrow's Entrepreneurs: what they think, how they work, and what sets them apart](#). The report probed the differences between entrepreneurial behaviours of those over 35 to those under 35 in the UK. Insights from the report showed that young entrepreneurs are creating greener businesses, promoting more responsible working practices and generating a significant boost to the economy, but only if they are given the right support to start up and grow their business.

With our partners and members, we unveiled new programmes to support young entrepreneurs as a force for good. In France, Germany, South Africa, Spain and the UK, we launched a JPMorgan Chase programme which aims to help 300 micro and small businesses to become more sustainable and environmentally conscious. In Canada, we launched The Ohpikiwin Series: Journey to Financial Empowerment, supported by Accenture, which aims to build the financial resiliency and business literacy of Indigenous entrepreneurs. In June, we launched BEST (Business Employability Skills Training) by Futuremakers, funded by Standard Chartered, to support 10,000 young working-age displaced Ukrainians in Poland. Our new High Flyers programme and Community of Practice (CoP) launched in November 2022 and brings together ten YBI members and delivery partners from eight countries across Africa, Asia, Europe and South America to support 'high flying' young entrepreneurs to grow their businesses.

As we look forward to 2023 and the priorities for YBI, we aim to accelerate more impact for more young people by creating and co-creating new tools, services and innovations that strengthen the support offered to young entrepreneurs by our network. We will Inspire more inclusive, responsible youth-led businesses focused on solving social, economic and environmental problems including championing the youth-led social and green revolution across our network of members and the ecosystem.

2023 will see a focus on growing and diversifying our network so that we are able to support more young entrepreneurs in more places. We will concentrate on countries with significant opportunity and need for quality youth entrepreneurship support organisations that are aligned with our responsible, inclusive business agenda, and with expertise in social, green and inclusive entrepreneurship.

We aim to become the leading global voice for youth entrepreneurship, and will focus on making an evidence-based argument for increased investment in youth entrepreneurship, and harnessing and sharing the collective voice of our young entrepreneurs, entrepreneurship support organisations and partners in this work to advance the case for effective youth entrepreneurship support.

We look forward to an exciting year ahead.

Marta Krupinska

Chair

29 June 2023

Reference and Administrative Information

Status

Youth Business International is a registered charity and is Incorporated under the Companies Act as a company limited by guarantee not having a share capital. The company is governed by its Memorandum and Articles of Association dated 5th March 2008, under which each member has undertaken to contribute to the assets in the event of winding-up a sum not exceeding £5.

Company number	06550164
Charity number	1123946
Registered office	21 Holborn Viaduct, London, EC1A 2DY.

The Trustees

The Trustees who are also Directors under company law, who served during the year and up to the date of this report are as follows:

Marta Krupinska
Caroline Adenike Adeyemi
Timothy Copnell
Romeo Effs
Meaghan Ramsey
Crispin Rapinet
Boris Tkachenko (resigned 12th December 2022)
Jeannie Helen Arthur (resigned 7th March 2022)
Andrew Smart
Anita Tiessen

Chief Executive

Anita Tiessen

Bankers

Lloyds Bank Plc
Victoria Branch, Westminster, London SW1E 5JL

Youth Business International

Reference and Administrative Information

For the year ended 31 December 2022

Auditor

Sayer Vincent LLP, Chartered Accountants and statutory auditor
Invicta House, 108–114 Golden Lane, London, EC1 0TL

The Trustees of Youth Business International have pleasure in presenting their report together with audited financial statements of the company and group for the year ended 31 December 2022.

The financial statements have been prepared in accordance with Statement of Recommended Practice (FRS 1 02). Accounting and reporting by Charities issued by Charity Commission.

Youth Business International (YBI) is a global network of 49 independent, locally led organisations (our members) supporting underserved young entrepreneurs to turn their ideas into successful businesses, creating jobs and strengthening communities. The network is supported by a dedicated Network Team based in London.

Our Vision and Mission

Youth entrepreneurship is recognised for driving sustainable economic development around the world, creating jobs and strengthening communities. YBI fights youth unemployment by helping young people to start, grow and sustain their own businesses. We do so through a global network of locally-based organisations that support inclusive entrepreneurship programmes targeted at disadvantaged youth.

Our Network Approach

We sit at the centre of a global network of entrepreneurship support organisations, themselves innovative local engines of youth entrepreneurship. We are a platform for our members to exchange ideas, knowledge and insights, and to collaborate in a way that catalyses entrepreneurs' success and multiplies impact.

Together with our partners we foster a culture of collaboration, sharing best practice and driving innovation to achieve impact at scale.

Learn – building impactful organisations: our members have diverse expertise across the full range of youth entrepreneurship support services. We deliver training in both hard and soft skills and other capacity development support, facilitate member learning exchanges and connect members to partners with relevant expertise.

Innovate – developing new products and services: by convening the collective expertise of the network, we have a unique perspective on the state of entrepreneurship so we can identify gaps in support for young entrepreneurs, not just in one market but around the world. Using this insight, we work with members across the world to develop new solutions.

Influence – generating and leveraging evidence: as a global network we are perfectly positioned to be a leading authority in youth entrepreneurship and address the lack of robust evidence on youth entrepreneurship. We work with our members to collect evidence and use the learnings to drive the changes needed in policy and practice.

Our Partners

To grow and nurture a sustainable network that drives impact for young entrepreneurs on a global scale, we partner with corporates, governments, international development agencies, charitable foundations, and individuals. In 2022, our partners included Accenture, Argidius Foundation, Google.org, IKEA Foundation,

JP Morgan Chase, Standard Chartered Foundation and Standard Chartered Bank.

The trustees are indebted to all partners for their support, both financial and otherwise, without whom it would not have been possible to achieve all that we did.

Accenture

Accenture's ongoing support of YBI continued to anchor our ability to deliver the foundational needs and core YBI services delivered to our members to help them better support their young entrepreneurs, including the digital accelerator and innovation training. The partnership has not only enabled us to ensure these core services remain relevant and impactful for young entrepreneurs through design sprints, but it has also helped us drive the expansion and inclusion of key strategic thematic areas into YBI's services. This includes support centred on inclusive entrepreneurship, social and green entrepreneurship, responsible business and the development of measurement frameworks to accompany these services and demonstrate the impact they are having on the businesses of young people.

We continued to collaborate across the Network to drive impact and learning, and under the partnership saw our first in-person event since pre-COVID with our Global Youth Entrepreneurship Summit. The Summit brought together 188 delegates from 43 countries and culminated with the Global Young Entrepreneur of the Year award, recognising the exceptional achievements of young entrepreneurs from across the globe. We also continued to position YBI as a leader in the youth entrepreneurship ecosystem with a flagship report on Tomorrow's Entrepreneurs, which looked at the differences in entrepreneurial behaviours of those over 35 to those under 35 in the UK. The report was launched at the House of Lords to 170 stakeholders, including

young entrepreneurs, the entrepreneurship ecosystem and guests from business and politics.

Argidius

In March 2022, YBI hosted the in-person Africa Community of Practice in Nairobi, Kenya, which brought together YBI's nine African members for two days of workshops on green and social entrepreneurship. The Community of Practice also marked the end of YBI's High Flyers Youth Entrepreneurship Programme in Uganda, which supported 1,470 young entrepreneurs with over 400 assigned mentors. In November 2022, YBI and Argidius Foundation launched a new High Flyers programme and global Community of Practice to support underserved 'high flying' young entrepreneurs in eight countries across Africa, Asia, Europe and South America to grow and scale their businesses.

ENEL

In July 2022, YBI wrapped up our SOS Mentoring programme with Enel Power Generation, a volunteer programme for Enel employees to support vulnerable youth-led small businesses through the COVID-19 crisis via one-to-one mentoring. Over the course of the programme, 131 Enel volunteer mentors were matched with young entrepreneurs from seven countries in Europe and South America and dedicated over 2,900 hours of volunteering to them. 95% of young entrepreneurs who received mentoring from Enel volunteer mentors reported that they improved their ability and confidence to manage risks and uncertainty in their business and 98% of Enel volunteer mentors said they would recommend the programme to their colleagues.

European Economic Area and Norway Grants

YBI is part of the expert pool of partners of the 'Young Entrepreneurs Succeed (YES!)' programme. The programme is funded by Iceland, Lichtenstein, and Norway through the EEA/Norway grants. It supports peer learning across Greece, Italy, Spain and Poland so that partners in Europe can identify shared challenges and inspire each other to debate, research and provide solutions for the pressing problem of youth unemployment.

Google.org

Our COVID-19 Recovery Programme for social entrepreneurs launched in 2022. Working with two new delivery partners in South Korea, the programme has delivered in-depth training and support to build the skills, confidence and adaptability of social entrepreneurs, alongside developing an innovative online platform providing entrepreneurial resources. The programme has focussed on supporting underserved groups in Korea including women and refugee social entrepreneurs, and has so far reached 168 entrepreneurs with intensive support and a further 1324 with lighter touch supports.

IKEA Foundation

In July 2022, YBI wrapped up our Accelerating Youth-led Businesses in the Digital Era programme in India and Bangladesh, supported by IKEA Foundation. In its final year, the programme focussed on delivering decent work training to young entrepreneurs, enabling them to become responsible employers who respect and honour the rights of their employees and provide fair and safe working conditions. Over 1,200 entrepreneurs from India and Bangladesh completed the decent work training and

reported intention to implement decent work principles in their business. Overall, the programme supported over 1,200 entrepreneurs to start a business, helped over 1,600 entrepreneurs to increase their business knowledge and skills, and empowered entrepreneurs to create over 8,100 new jobs.

JP Morgan Chase

In September 2022, YBI launched a new programme supported by JP Morgan Chase to support 300 micro and small businesses across Germany, France, South Africa, Spain and the UK to become more sustainable and environmentally conscious in their operations. In the first phase of the programme, YBI's Green and Social Entrepreneurship Lead worked alongside a sustainability expert and a working group of five YBI members to co-create a practical sustainability toolkit for micro and small enterprises. The toolkit will be piloted with 100 young and underserved entrepreneurs in Germany, France, South Africa, Spain and the UK in 2023 to help them make their businesses more sustainable.

Standard Chartered Foundation

In 2022 YBI continued its projects funded by Standard Chartered Foundation as part of Futuremakers by Standard Chartered, a global initiative to tackle inequality and promote greater economic inclusion for disadvantaged young people. Futuremakers seeks to support the survival and recovery of youth-led MSMEs in the wake of COVID-19, and consists of eight projects delivered by YBI members and delivery partners in Botswana, Germany, Japan, Nigeria, Turkey, Indonesia, Uganda and Vietnam. In 2022 we reached 2,898 entrepreneurs with intensive supports and a further 31,474 with lighter touch interventions, through a range of Futuremakers activities including webinars, business clinics, mentoring and coaching.

Standard Chartered Bank

YBI and its member Youth Business Poland launched a new project as part of Futuremakers by Standard Chartered to support displaced Ukrainians in Poland. BEST (Business Employability Skills Training) by Futuremakers is a career readiness and entrepreneurship project which delivers mentoring, advisory services, webinars, networking meetings and a database of entrepreneurship and employment information. Additional support is provided to foster social cohesion, and help to overcome language and culture barriers to ensure a better quality of life. To date, the project has supported 5,343 displaced Ukrainians to develop their business skills, knowledge and career development.

Objectives, Activities, and Performance

YBI's Objectives for the Public Benefit

YBI's objectives for the public benefit are:

To act as a resource for young people aged 18–35 by providing mentoring, advice, and financial assistance through the Youth Business Programmes as a means of:

1. Advancing in life and helping young people by developing their skills, capacities, and capabilities to enable them to participate in society as independent, mature, and responsible individuals
2. Advancing education through mentoring, training, advocacy, and the efficient sharing of knowledge through the network of Youth Business Programmes
3. Relief of unemployment

To encourage sustainable development which meets the needs of the present without compromising the ability of future generations to meet their own needs and to promote it for the benefit of the public by:

1. The relief of poverty and the improvement of the conditions of life in socially and disadvantaged communities
2. The promotion of sustainable means of achieving economic growth and regeneration

YBI measures its impact using a set of Key Performance Indicators that assess progress and outcome attribution at three levels: the Network; member organisation; and young entrepreneur.

At the Network level, we saw strong performance: 90% of 42 respondent members reported that the network was 'useful' or 'very useful' in 2022.

Driving change for young people and their communities is YBI's mission. In 2022 our Network supported 123,540 young people to develop their entrepreneurship skills. We are also able to report that 14,923 young people started a business, 35,472 young people strengthened a business, 3,660 young people secured employment, and 9,848 were supported to access finance in 2022.

2022 Highlights

The following are selected highlights from 2022.

Youth Entrepreneurship as a Force for Good

Global Youth Entrepreneurship Summit

In October 2022, we hosted our Global Youth Entrepreneurship Summit in The Hague, The Netherlands, supported by Accenture, to 'Unleash the Power of Youth Entrepreneurship as a Force for Good': Our Global Summit takes place every two years and brings together our members, young entrepreneurs, partners, mentors, and experts from the entrepreneurship space to learn, collaborate and connect:

- 3 days
- Over 188 delegates from 43 countries
- 15 panels, breakout sessions and workshops

Key topics of the Summit sessions included green entrepreneurship, ESG, decent work, inclusivity in entrepreneurship, leadership, and access to finance.

Global Young Entrepreneur of the Year Awards

At our Global Summit in The Hague, Purity Gakuo from Kenya was crowned as the overall winner of our **Global Young Entrepreneur of the Year Award** and **Business for Good Award 2022**.

Purity's business, Kuza Freezer, manufactures and distributes affordable, solar-powered freezers to small-scale fishermen in Kenya, enabling them to reduce post-harvest losses and increase their income. So far, Kuza Freezer has reached and improved the livelihoods of over 250 small-scale fishermen. The business has also created job opportunities for over 50 women who have started new fish businesses as a result of using Kuza Freezer products.

As the overall award winner, Purity received a \$10,000 grant to grow her business, as well as a trophy and business coaching.

Purity has been supported by our member in Kenya, Somo.

Niranjan Ovhal from India was crowned the winner of our **Covid Resilience Award 2022**. During the national lockdown in India, Niranjan saw a growing demand for video games and lack of affordable, high-quality auto racing games. He decided to harness this opportunity with his business Simforge Engineering, by manufacturing affordable hardware to simulate auto racing on PC. Simforge Engineering is now the first and only sim racing gear manufacturer in India and exports to 43 countries.

Niranjan has been supported by our member in India, Bharatiya Yuva Shakti Trust (BYST).

Adriana Alegre Génez from Paraguay was crowned the winner of our **Green Business of the Year Award 2022**. Adriana's business, Asociación Brotes de Mbaracayú, is a collective of 14 women working to increase awareness on sustainability, unemployment and exploitative practices in Villarica, Paraguay. Through the implementation of projects and programmes that promote the efficient use of natural resources, education in the green economy, and training, Adriana fosters the development of rural and semi-urban cities and creates a variety of initiatives to enhance fair trade and generate green jobs.

Adriana is supported by our member in Paraguay, Fundacion Paraguaya.

Niranjan and Adriana both received a trophy and business coaching support.

Accelerating more impact for more young people

In 2022, we launched and renewed a range of programmes to accelerate our impact and reach more underserved young entrepreneurs around the world.

Tackling economic inequality with Futuremakers by Standard Chartered

In May 2022, we renewed our partnership with Standard Chartered Foundation and extended our Futuremakers programme for another two years, supporting underserved young entrepreneurs in eight countries across Africa, Asia and Europe. By the end of 2022, the programme had provided intensive support, including training, advisory support and mentoring to 2,898 young entrepreneurs and reached 30,956 via outreach activities, social media, and other light-touch interventions.

BEST by Futuremakers to support displaced Ukrainians in Poland

In June 2022, YBI and our member, Youth Business Poland, launched BEST (Business Employability Skills Training) by Futuremakers, funded by Standard Chartered. The project supports working-age displaced Ukrainians in Poland to secure employment, and start or re-start a business, and to date has supported 5,343 displaced Ukrainians.

The Ohpikiwin Series, Journey to Financial Empowerment, supported by Accenture

This programme is implemented by YBI's Canadian member Futurpreneur and supported by Accenture as part of its investment in a more equitable future through its Skills to Succeed initiative. The series aims to build the financial resiliency and business literacy of young Indigenous entrepreneurs across Canada. Working closely with Indigenous consulting firm Indigenuity Consulting Group, the Indigenous community, and Indigenous entrepreneurs, Futurpreneur co-created and co-delivered virtual workshops and in-person training in 2022. YBI plans to share learnings to drive cross-cutting benefits to our wider network, to enhance diversity, equity and inclusion and improve outcomes for Indigenous entrepreneurs.

High Flyers Programme and Community of Practice supported by Argidius

Our new High Flyers programme and Community of Practice (CoP) launched in November 2022 and brings together 10 YBI members and delivery partners from 8 countries across Africa, Asia, Europe and South America to support 'high flying' young entrepreneurs to grow their businesses. YBI defines High Flyers as young entrepreneurs aged 18 to 35 who have been running a business for approximately two years and are looking to grow. In the first phase of the programme, the CoP members submitted their best practices on supporting High Flyers, which are now

being collated in a High Flyers support guide.

The Leading Voice for Youth Entrepreneurship

Tomorrow's Entrepreneurs Report

In 2022, we launched our flagship report, 'Tomorrow's Entrepreneurs: what they think, how they work, what sets them apart'. The report was produced by YBI in partnership with The Entrepreneurs Network and with support from Accenture. Tomorrow's Entrepreneurs, which looks at the differences in entrepreneurial behaviours of those over 35 to those under 35 in the UK, was launched in The House of Lords in October. The event was attended by young entrepreneurs and guests from business, politics and the entrepreneurship ecosystem. Invitees heard speeches from YBI's CEO, Anita Tiessen; as well as Jo Gideon, Member of Parliament, Stoke-on-Trent Central; Jill Huntley, Managing Director – Growth & Strategy, Corporate Citizenship at Accenture; and young entrepreneur, Sophia Ukor, founder of Violet Simon, who is supported by our UK member Hatch Enterprise.

Green and Social Positioning Paper

Last year also saw the launch of our positioning paper on green and social entrepreneurship, supported by Accenture, which shares YBI's definition of a green or social enterprise. The paper explores the specific support young green and social entrepreneurs need to succeed and defines our role in driving social and green youth entrepreneurship.

Our COVID-19 Recovery Programme

Our COVID-19 Recovery Programme with Google.org launched in 2022. Working with

two new delivery partners in South Korea, the programme delivered in-depth training and support to build the skills, confidence and adaptability of social entrepreneurs, alongside developing an innovative online platform providing entrepreneurial resources. The programme has focussed on supporting underserved groups and so far reached 168 entrepreneurs with intensive support and a further 1,324 with lighter touch supports.

Plans for the Year Ahead

We will continue to focus on growing and adding value to our network. We will be guided by, and seek to contribute to, the Sustainable Development Goals. Over the year ahead we aim to deepen our current partnerships and continue to expand and diversify our portfolio of funders.

In 2023, we will focus our efforts on implementing the first year of our new three-year (2023–25) strategy:

Accelerate more impact for more young people including:

- With our members, promote our co-created quality standards for effective youth entrepreneurship support; develop a Global Accelerator to help young entrepreneurs transition from start-up to growth; and co-create tailored programmes that promote inclusive economic growth
- Spark innovation to address challenges in the three critical areas of youth entrepreneurship support – business development, personal development and an Enabling Ecosystem

Inspire more inclusive, responsible youth-led businesses focused on solving social, economic and environmental problems including:

- Collaborate with partners to champion the youth-led social and green revolution across our Network of members and ecosystem
- Enable all young entrepreneurs to become familiar with and successfully introduce responsible practices into their businesses, including collaborating with like-minded organisations to develop the next stage of decent work
- Collaborate with partners who share our belief and commitment to catalyse responsible and inclusive economic growth

Build a growing, dynamic and inclusive network of entrepreneurship support organisations including:

- Grow and diversify our network with a focus on countries with significant opportunity and need for quality youth entrepreneurship support organisations that are aligned with our responsible, inclusive business agenda, and with expertise in social, green and inclusive entrepreneurship
- Drive deeper engagement, both regionally and globally, including delivering co-created, tested and scalable youth entrepreneurship support solutions that can be localised
- Catalyse connections and learning amongst our Network for greater impact, including enhancing our global learning opportunities through research and Communities of Expert Practice to support quality youth entrepreneurship programme development

Become the leading global voice for youth entrepreneurship including:

- Start to develop an evidence-based argument for increased investment in youth

entrepreneurship and economic opportunities which make the case for increased investment in youth entrepreneurship

- Amplifying the collective voice and action of our Network, including Increasing our engagement with multi-lateral events, fora and institutions, business platforms and ecosystem actors to advance the case for effective youth entrepreneurship support; and harnessing and sharing the voice of our young entrepreneurs, entrepreneurship support organisations and partners in this work, including through a collective campaign approach and increased public voice

Impact of COVID-19 on the Organisational Activities

The impact of Covid-19 receded during 2022. YBI continued to focus attention on the socio-environmental post-pandemic challenges, working with our Members on approaches to improve inclusivity and decent work.

Financial performance

Income

The Group's total incoming resources for the year were £6.1m (2021: £2.8m) of which £0.2m was unrestricted (2021: £0.5m) and £5.9m (2021: £2.3m) was restricted.

During 2022 grant funds were received as follows: Accenture £1.8m (2021: £1.1m), Google.org £1.4m (2021: £0.5m), Standard Chartered Bank £1.8m (2021: £0.4m) made up 82% of total income. Most of these grants are multi-year and multi-project grants demonstrating success in our strategy towards long-term partnerships.

The main sources of funds in 2022 were Corporate Donors at 31% (2021: 64%) and Charitable foundations and trusts 64% (2021: 19%). The remainder was received from a mixture of individual giving, donated services, multilateral grants and training and mentoring income.

Expenditure

The Charity's total resources expended for the year were £5.0m (2021: £4.0m), of which £0.1m (2021: 0.4m) was unrestricted and £4.9m (2021: £3.7m) was restricted.

The budgeted core costs of the team are agreed in advance each year, with resources and individuals assigned to specific projects towards which donors have directed their grants. We recover these costs and show them as expenditure against the restricted income. Remaining unallocated costs and overheads are shown as unrestricted expenditure.

During 2022 expenditure on charitable activities is comprised of:

- Cost of raising funds which forms 3% of our overall expenditure
- The Membership Services and Engagement team innovate and deliver services for the network members. Their cost forms 12% of the overall 2022 expenditure
- The Learning and influence team focused on several communications campaigns. This expenditure totalled 6%
- The Development and Programmes team work on both new partnership development and delivery of current programmes. The expenditure totalled 79% and includes a disbursement of subgrants to network members of £2.9m

Reserves Policy and Going Concern

The charity holds unrestricted reserves to continue to operate in the event of a downturn in income. In 2022, the charity's aim was to maintain unrestricted free reserves equivalent to six months of the total staff costs plus other costs that are not chargeable to programmes or projects which based on the expenditure in the year to

31 December 2022 is £1.0m.

As of 31 December 2022, unrestricted free reserves came to £2.1m.

After reviewing the charity's forecasts and projections, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

Risk Management

The Trustees have delegated day-to-day responsibilities for the management of the risks to the Senior Management Team. An ongoing risk management process assesses business risks and implements risk management strategies. Major risks faced by the charity are identified and prioritised in terms of their potential impact and likelihood of occurrence and means of mitigating the risks are identified.

During 2022, the three main risks to the organisation were as follows:

Strategic: Risk that the charity is unable to diversify and grow unrestricted funding in short and long term. The Development and Programmes Team was strengthened to develop several proposals for renewals and new partnerships and other fundraising opportunities.

Outcomes: Risk of losing members with the introduction of Membership fees. This change reflects YBI's determination to be relevant to its network, with increased participation, and was well communicated. 95% of members converted to the paid membership model.

Financial: Volatility of exchange rate markets on value of sterling.

Through careful treasury management we can mitigate some of the risk. A review of all risks, and progress against mitigating these, is completed quarterly by the Senior Management Team, and reviewed by the Audit & Risk Committee and the Board. Where appropriate, risks are covered by insurance.

Structure, Governance and Management

Trustee and Organisational Structure

Youth Business International (YBI) is a charitable company, limited by guarantee and governed by its Memorandum and Articles of Association dated 5 March 2008. The governing Board of the charity is a Board of Trustees who meet formally quarterly.

The Board of Trustees approve all the major strategic decisions for the organisation. The Board of Trustees delegate the day-to-day operational decision making to the Chief Executive Officer who, with the Senior Management Team (SMT), runs the organisation and is responsible for all the contracts.

There are three further sub-committees:

Accreditation Committee to define and review accreditation status of the Members of YBI Network. The committee comprises two Trustees and two non- YBI members or staff. Chair: Crispin Rapinet.

Remunerations committee to determine the remuneration of Chief Executive Officer and the organisation's remuneration policy. The Remunerations committee comprises three Trustees including the Chairman of the Board. Chair: Timothy Copnell.

Audit and Risk Committee (ARC) to provide assurance to the Board that an effective internal controls and risk management system is maintained and that finances are being managed effectively. ARC comprises two Trustees, Chief Executive Officer and Chair, Timothy Copnell.

Trustee Recruitment and Training

New trustees are recruited for their skills in areas relevant to organisational strategy and objectives. They are recruited in a variety of ways including public advertisements and/or by recommendations from those working with YBI, or from existing trustees. Candidates are scrutinised by the Board of Trustees prior to appointment.

All new trustees are given a structured induction to the organisation by the Chief Executive and the Chairman. As part of the induction, meetings are arranged with key employees, other trustees, and relevant external contacts. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role. Training requirements are reviewed regularly.

Related Parties

Youth Business International Foundation (Stichting) was incorporated in Netherlands on 17th December 2020. The YBI Stichting has no share capital and the Directors appointed to the board are Anita Tiessen, Crispin Rapinet and Elwin Groenevelt.

Public Benefit

The trustees have a duty to report on public benefit by explaining:

- The significant activities undertaken to carry out our aims for the public benefit.
- Achievements measured against those aims.

The trustees confirm that they have had regard to the Charity Commission's guidance on public benefit reporting on YBI's vision and mission, and on the objectives achievements and plans.

Core Policies

YBI inducts all new staff to enable them to have good understanding of the organisational structure, policies and procedures and other role related information. YBI core policies; Code of Conduct, Safeguarding policy, Anti –Bribery and Anti–Corruption policy, Conflict of Interest policy, Whistleblowing policy and Confidentiality policy are shared with all YBI staff members. Senior Managers and Finance staff are also inducted with other finance and people management related policies.

People

The Network Support Team based in London comprised 29 people during the year.

Income Recognition

YBI income is partly raised by project-based grants and contracts. Income on these projects is recognised in line with performance and at the same time as the expenses,

meaning in the same fiscal period. The method used by YBI to recognise income from project-based grants is by using the proportion of cost incurred for work performed to date.

YBI also raises a portion of its income from philanthropists, individuals, and private corporations. Income from these sources is reported in the year in which it was received as opposed to when the expenditure occurs.

Since the latter type of income is almost always received in advance of expenditure occurring, it results in surplus or deficits showing in the organisations statement of financial activity. Deficits signify that income for expenses incurred in current fiscal period were recognised in the year prior and surpluses are carried over as part of reserves for use in the next fiscal period.

This is in line with 'Statement of Recommended Practice (SORP)' accounting guidance for charities which YBI must follow.

Fundraising Standards Information

YBI does not raise funds through challenge events, telephone fundraising, digital fundraising or community groups and has only one regular donor. YBI does not use any professional fundraisers or commercial participators in the carrying out of such activities. YBI is not a member of a fundraising regulatory board as 99% of income is raised from corporate partners and institutional/multilateral funders.

We have complied with GDPR and other fundraising codes. We do not have a policy to protect vulnerable donors due to the nature of our fundraising activities however we do have a safeguarding policy covering all aspects of our work.

Fundraising performance was as expected in raising the necessary income for our activities. The fundraising cost in 2022 relates to income for current and future years and is largely related to multi-year grants.

YBI Received no complaints regarding its fundraising in the year.

Remuneration policy for key management personnel

YBI Remunerations Committee is responsible for reviewing and reporting to the Board on all matters pertaining to the organisational remuneration policy.

The Remuneration Committee is authorised to determine and recommend organisation remuneration policy, determine the remuneration and pay increases for Chief Executive Officer and Senior Management Team. This is done on annual basis.

Trustees' Responsibilities Statement

The trustees (who are also directors of Youth Business International) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law), including FRS102, the Financial Reporting Standards applicable in the UK and Republic of Ireland.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period.

In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose

with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Internal Controls

The trustees have overall responsibility for ensuring that the charity has an appropriate system of control, financial and otherwise:

They are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

These systems of internal control are designed to provide assurance against material misstatement or loss. They include:

- A strategic plan, an annual operating plan and an annual budget all approved by the Board
- Regular consideration by the Board of financial results and variance from budgets
- The use of the Audit & Risk Committee in overseeing of the company's financial reporting process, including related risks and controls as well as working with the company's external auditors

- Appropriate identification and management of risk

As part of this process, trustees continue to review the adequacy of the charity's internal controls. They consider whether controls are sufficient on an annual basis.

Disclosure of Information to the Auditor

As so far as each of the Trustees in office at the date of the Trustees' report is aware there is no relevant audit information of which the company's auditor was unaware, they have taken all steps that the trustees ought to have taken to make themselves aware of any relevant audit information and to establish that the company's auditor was aware of that information.

The Trustees' Report was approved and signed on behalf of the Board of Trustees on 29 June 2023 by:

Timothy Copnell

Trustee and Chairman of the Audit and Risk Committee

Independent auditor's report

To the members of

Youth Business International

Opinion

We have audited the financial statements of Youth Business International (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2022 and of the group's 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
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

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 group financial statements section of our report. We are independent of the group and parent 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.

Independent auditor's report

To the members of

Youth Business International

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 Youth Business International'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 other information comprises the information included in the trustees' annual report other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group 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 group 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 group 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.

Independent auditor's report

To the members of

Youth Business International

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 for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual 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 group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and Charities Act 2011 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- The parent charitable company 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; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Independent auditor's report

To the members of

Youth Business International

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent 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 group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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.

Independent auditor's report

To the members of

Youth Business International

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

Capability of the audit in detecting irregularities

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We reviewed compliance with the internal policies on due diligence and monitoring of grant recipients.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and

Independent auditor's report

To the members of

Youth Business International

regulations.

- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Independent auditor's report

To the members of

Youth Business International

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 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

Noelia Serrano (Senior statutory auditor)

Date 3 August 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

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

Consolidated statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2022

	Note	Unrestricted £'000	Restricted £'000	2022 Total £'000	Unrestricted £'000	Restricted £'000	2021 Total £'000
Income from:							
Donations and legacies	2	158	91	249	437	–	437
Charitable activities	3	56	5806	5862	57	2289	2346
Investments		8	–	8	1	–	1
Total income		222	5897	6119	495	2289	2784
Expenditure on:							
Cost of raising funds	4	62	102	164	76	119	195
Charitable activities							
Membership services & Engagement	4	28	566	594	244	588	832
Programme & Business Development	4	2	3942	3944	19	2377	2396
Learning & Influence	4	33	253	286	54	569	623
Total expenditure		125	4863	4988	393	3653	4046
Net income for the year	6	97	1034	1131	102	(1,364)	(1,262)
Transfers between funds		642	(642)	–	369	(369)	–
Net income before other recognised gains and losses		739	392	1131	471	(1,733)	(1,262)
Net movement in funds		739	392	1131	471	(1,733)	(1,262)
Reconciliation of funds:							
Total funds brought forward		1359	996	2355	888	2729	3617
Total funds carried forward		2098	1388	3486	1359	996	2355

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17a to the financial statements.

Balance sheets

Company no. 06550164

As at 31 December 2022

	Note	The group 2022 £'000	2021 £'000	The charity 2022 £'000	2021 £'000
Fixed assets:					
Tangible assets	11	16	6	16	6
		16	6	16	6
Current assets:					
Debtors	14	13	30	13	30
Cash at bank and in hand		3557	3487	3557	3487
		3570	3517	3570	3517
Liabilities:					
Creditors: amounts falling due within one year	15	(100)	(1,168)	(100)	(1,168)
Net current assets		3470	2349	3470	2349
Total assets less current liabilities		3486	2355	3486	2355
Total net assets		3486	2355	3486	2355
Funds:	17				
Restricted income funds		1388	996	1388	996
Unrestricted income funds:					
General funds		2098	1359	2098	1359
Total unrestricted funds		2098	1359	2098	1359
Total funds		3486	2355	3486	2355

Approved by the trustees on 29 June 2023 and signed on their behalf by

Timothy Copnell
Trustee and Chairman of the Audit and Risk Committee

Youth Business International

Consolidated statement of cash flows

For the year ended 31 December 2022

	Group	
	2022	2021
	£'000	£'000
Cash flows from operating activities		
Net income for the reporting period (as per the statement of financial activities)	1131	(1,262)
Depreciation charges	6	5
Dividends, interest and rent from investments	(8)	(1)
Purchase of property, plant or equipment	(16)	(5)
Decrease in debtors	17	302
(Decrease) / increase in creditors	(1,068)	778
Net cash provided by / (used in) operating activities	62	(183)
Cash flows from investing activities:		
Dividends, interest and rents from investments	8	1
Net cash provided by investing activities	8	1
Change in cash and cash equivalents in the year	70	(182)
Cash and cash equivalents at the beginning of the year	3487	3669
Change in cash and cash equivalents due to exchange rate movements	–	–
Cash and cash equivalents at the end of the year	3557	3487

1 Accounting policies

a) Statutory information

Youth Business International is a charitable company limited by guarantee and is incorporated in the United Kingdom.

The registered office address is 21 Holborn Viaduct, London, EC1A 2DY.

b) Basis of preparation

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

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have made this assessment for a period of at least one year from the date of approval of the financial statements. The trustees have concluded that there is a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

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

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

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

In the case of performance related or long terms contract income, income entitlement is considered to be conditional upon delivery of the specified level of service, in accordance with FRS102 and Charities SORP 2015. Income is therefore recognised to the extent that the charity has delivered the service or activity. The expenditure used to date is used as a reasonable estimate or approximation of the charities' performance and entitlement to income.

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

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

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

g) Interest receivable

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

h) Fund accounting

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

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

i) Expenditure and irrecoverable VAT

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

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

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

j) Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the Network Team, is apportioned on the basis of the grant budget available for overhead and management cost in the period since the charity has limited unrestricted fund and is grant driven in how overhead costs are applied.

Support and governance costs are re-allocated to each of the activities based on the grant budgets and staff time attributable to each activity.

Cost of raising funds	4%
Memberships Services & Engagement	9%
Programme & Business Development	80%
Learning & Influence	7%

Governance costs are the costs associated with the governance arrangements of the charity such as audit fee. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

1 Accounting policies (continued)

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £2,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

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

- | | |
|-------------------------|-------------|
| ● Fixtures and fittings | five years |
| ● Computer equipment | three years |

m) Debtors

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

n) Cash at bank and in hand

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

o) Creditors and provisions

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

p) 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.

Transactions in foreign currencies are recognised at the rate of exchange at the date of the transaction. Monetary assets and liabilities are translated into sterling at the exchange rate on the balance sheet date. All exchange differences are recognised through the statement of financial activities.

q) Pensions

The charity operates a defined contribution pension scheme for staff. Contribution costs are charged to the statement of financial activities in the year in which they are payable.

2 Income from donations and legacies

	Unrestricted £'000	Restricted £'000	2022 Total £'000	Unrestricted £'000	Restricted £'000	2021 Total £'000
Individuals	4	–	4	70	–	70
Donated services	154	91	245	367	–	367
	<u>158</u>	<u>91</u>	<u>249</u>	<u>437</u>	<u>–</u>	<u>437</u>

Donated services in 2022 were £245,000 which is the full value of pro-bono services received (2021: £367,000) and are recognised within incoming resources as donated services. An equivalent charge is included within outgoing expenses.

The charity is grateful to:

- Hogan Lovells for their general legal advice. Their contribution is valued at £154,000 (2021: £146,000).
- The Worshipful Company of Management Consultants whose members have continued to undertake all the independent accreditations. Their contribution is valued at £66,000 in 2022 (2021: £113,000).
- Accenture have provided several consultants over the course of 2022. Their contribution is valued at £25,000 (2021: £109,000).

3 Income from charitable activities

	Unrestricted £'000	Restricted £'000	2022 Total £'000	Unrestricted £'000	Restricted £'000	2021 Total £'000
Corporate donors	10	1881	1891	10	1763	1773
Multilaterals	–	–	–	–	5	5
Charitable foundations and trusts	–	3925	3925	–	521	521
Other income	46	–	46	47	–	47
	<u>56</u>	<u>5806</u>	<u>5862</u>	<u>57</u>	<u>2289</u>	<u>2346</u>

4a Analysis of expenditure (current year)

	Cost of Raising funds £'000	Charitable activities			2022 Total £'000
		Membership services & Engagement £'000	Programme & Business Development £'000	Learning & Influence £'000	
Staff costs (Note 7)	166	378	381	290	1215
Direct activity costs*	32	295	416	57	800
FX Gain	(54)	(124)	(125)	(95)	(398)
Grants to members (note 5)	–	–	2887	–	2887
	144	549	3559	252	4504
Network support costs	19	39	382	30	470
Governance costs	1	6	3	4	14
Total expenditure 2022	164	594	3944	286	4988

*Direct activity cost includes donated services valued at £91k.

These costs also include an FX gain of £479k in 2022 as a result of the strengthening of the US\$ against the GBP, by comparison in 2021 there was an FX loss of £64k

Analysis of the Network support costs

	Cost of Raising funds £'000	Charitable activities			2022 Total £'000
		Membership services & Engagement £'000	Programme & Business Development £'000	Learning & Influence £'000	
Management and admin staff costs (Note 7)	10	23	197	17	247
Office, IT & business support	11	20	230	17	278
Travel & relationship building	1	2	16	1	20
FX Gain	(3)	(7)	(66)	(5)	(81)
Depreciation	–	1	5	–	6
	19	39	382	30	470

4b Analysis of expenditure (prior year)

	Cost of Raising funds £'000	Charitable activities			2021 Total £'000
		Membership services & Engagement £'000	Programme & Business Development £'000	Learning & Influence £'000	
Staff costs (Note 7)	135	287	316	247	985
Direct activity costs*	–	305	111	183	599
Grants to members (note 5)	–	–	1780	–	1780
	135	592	2207	430	3364
Network support costs	59	234	186	189	668
Governance costs	1	6	3	4	14
Total Expenditure 2021	195	832	2396	623	4046

*Direct activity costs includes donated services valued at £367k

Analysis of the Network support costs

	Cost of Raising funds £'000	Charitable activities			2021 Total £'000
		Membership services & Engagement £'000	Programme & Business Development £'000	Learning & Influence £'000	
Management and admin staff costs (Note 7)	26	104	82	83	295
Office, IT & business support	33	128	102	103	366
Travel & relationship building	–	–	–	2	2
Depreciation	–	2	1	2	5
	59	234	185	190	668

5	Grant making	2022 £'000	2021 £'000
	Cost		
	ACT Group (Croatia)	–	9
	Action Finance Initiative (Greece)	–	15
	Anje Assoc national Jovens Empresarios (Portugal)	–	13
	Associazione PerMicroLab Onlus (Italy)	–	5
	Associacao Allianca Empreendedora (Brazil)	2	–
	Bangladesh Youth Enterprise Advice Helpcenter	43	211
	Barbados Youth Business Trust	8	–
	BerryTech Foundation (Lebanon)	–	65
	Bharatiya Yuva Shakti Trust (India)	161	67
	CAP Youth Empowerment Institute (Kenya)	61	4
	Colectivo Integral de Desarrollo (Peru)	5	6
	Corporación Minuto de Dios (Colombia)	54	6
	Development Solutions (Mongolia)	–	6
	ENDA Inter-Arabe (Tunisia)	–	1
	Enterprise Uganda	46	26
	ETIC (Japan)	140	133
	Expara (Thailand)	–	18
	Fate Foundation (Nigeria)	129	33
	Futurpreneur (Canada)	187	–
	Habitat Dernegi (Turkey)	125	99
	Hatch Enterprise (UK)	7	22
	IBLF-Youth Business Russia	–	20
	ICCO (Uganda)	–	46
	IdeaLab Limited (Mozambique))	–	1
	IDEMA (Turkey)	–	23
	Impact Square Inc (Korea)	101	–
	Institute for information (Taiwan)	–	24
	Jinashian Memorial Foundation Armenia (JMF)	9	2
	KIZ Sinnova (Germany)	135	102
	Korea Startup Forum	–	29
	Mann Deshi Foundation (India)	–	43
	Manq'a Sostenible Sociedad Civil Bolivia	3	1
	Many Rivers Microfinance (Australia)	–	21
	Misr El Kheir Foundation (Egypt)	–	60
	ONG Corporacion Accion Emprededora (Chile)	5	6
	Onow Myanmar Co Ltd	–	28
	PCS Commission (Palestine)	3	1
	Positive Planet (France)	8	–
	QBO Philippines (IdeaSpace Foundation Inc)	–	30
	Qredits (Netherlands)	–	51
	Startup Malaysia (Global Entrepreneurship SDN BHD)	–	46
	Startup Vietnam Foundation	156	78
	Stichting Cordaid (Netherlands)	224	–
	Support Her Enterprises Co Ltd (Cambodia)	–	24
	The Hong Kong Federation of Youth Groups	–	15
	The Icehouse Limited (New Zealand)	–	29
	The Indus Entrepreneurs Singapore	–	22
	The Sky's the Limit (USA)	–	65
	The Somo Project (Kenya)	306	52
	Work Together Foundation	453	–
	Yayasan Cinta Anak Bangsa (Indonesia)	169	145
	Young Africa Botswana	145	65
	Young Africa Mongolia	9	–
	Youth Business Poland	128	–
	Youth Business Spain	36	12
	Youth Business Trinidad and Tobago	19	–
	The Fetola Foundation (South Africa)	10	–
	At the end of the year	2887	1780

The grants Youth Business International provides to its members are aimed at strengthening their ability to support your entrepreneurs. They are either operational or innovation grants.

6 Net income for the year

This is stated after charging / (crediting):

	2022 £'000	2021 £'000
Depreciation	6	5
Operating lease rentals:		
Property	–	–
Auditor's remuneration (excluding VAT):		
Audit	2	14
Legal services	10	–
Foreign exchange losses / gains	(479)	64
	<u> </u>	<u> </u>

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

Staff costs were as follows:

	2022 £'000	2021 £'000
Salaries and wages	1252	1072
Redundancy and termination costs	–	33
Social security costs	149	122
Employer's contribution to defined contribution pension schemes	61	53
	<u> </u>	<u> </u>
	<u>1462</u>	<u>1280</u>

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2022 No.	2021 No.
£60,000 – £69,999	1	1
£70,000 – £79,999	1	–
£80,000 – £89,999	–	1
£90,000 – £99,999	–	1
£100,000 – £110,000	1	–
	<u> </u>	<u> </u>

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £373,088 (2021: £405,420).

Anita Tiessen, CEO and Trustee, was paid £119,400 (2021: £113,008) in her role as an employee and CEO of YBI. No other charity trustee received payment for professional or other services supplied to the charity (2021: £nil).

Trustees' expenses represent the payment or reimbursement of travel and subsistence costs totalling £nil (2021: £174).

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 26 (2021: 25)

Staff are split across the activities of the charity as follows:

	2022 No.	2021 No.
Management, administration and raising funds	6	7
Direct charitable activities	20	18
	<u> </u>	<u> </u>
	<u>26</u>	<u>25</u>

9 Related party transactions

There are no related party transactions to disclose for 2022 further to those disclosed in note 7 (2021: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties. Aggregate donations from related parties totalled £0 (2021: £50,000). YBI Chair, Marta Krupinska, is an employee of Google. YBI is in receipt of funding from Google.org. There is no link between her position and the funding, nor does she have any involvement with awarding the funding, however we disclose here for transparency.

10 Taxation

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

11 Tangible fixed assets

The group and charity

	Fixtures and fittings £'000	Computer equipment £'000	Total £'000
Cost			
At the start of the year	10	47	57
Additions in year	–	16	16
Disposals in year	(10)	(35)	(45)
At the end of the year	–	28	28
Depreciation			
At the start of the year	10	41	51
Charge for the year	–	6	6
Eliminated on disposal	(10)	(35)	(45)
At the end of the year	–	12	12
Net book value			
At the end of the year	–	16	16
At the start of the year	–	6	6

All of the above assets are used for charitable purposes.

12 Group undertaking

The charity has accounting control of Youth Business International Stichting incorporated on 17 December 2020 in The Netherlands. There has been no activity in the Stichting in 2022 or 2021.

13 Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2022 £'000	2021 £'000
Gross income	6119	2784
Result for the year	1131	(1,262)

14 Debtors

	The group		The charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Prepayments and accrued income	13	30	13	30
	13	30	13	30

15 Creditors: amounts falling due within one year

	The group		The charity	
	2022 £'000	2021 £'000	2022 £'000	2021 £'000
Trade creditors	43	11	43	11
Taxation and social security	36	41	36	41
Grants payable	–	13	–	13
Other creditors	5	4	5	4
Accruals	16	208	16	208
Deferred income	–	891	–	891
	100	1168	100	1168

16a Analysis of group net assets between funds (current year)

	General unrestricted £'000	Restricted funds £'000	Total funds £'000
GROUP AND CHARITY			
Tangible fixed assets	16	–	16
Debtors	13	–	13
Cash at Bank	2169	1388	3557
Creditors falling due within one year	(100)	–	(100)
Net assets at 31 December 2022	2098	1388	3486

16b Analysis of group net assets between funds (prior year)

	General unrestricted £'000	Restricted funds £'000	Total funds £'000
GROUP AND CHARITY			
Tangible fixed assets	6	–	6
Debtors	30	–	30
Cash at Bank	1600	1887	3487
Creditors falling due within one year	(277)	(891)	(1,168)
Net assets at 31 December 2021	1359	996	2355

17a Movements in funds (current year)

	At 1 January 2022 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 December 2022 £'000
Restricted funds:					
Accenture Grant 5 (2018 – 2021)	28	–	21	–	7
Accenture Grant 6 (2021 – 2022)	692	–	616	(87)	(11)
Accenture Grant 7 (2022 – 2023)	–	1799	1136	(270)	393
Argidius Foundation	21	367	229	(55)	104
ENEL	(20)	86	73	–	(7)
IKEA Foundation	275	28	271	(32)	0
EEA Active Youth	–	(4)	33	–	(37)
Google	–	1409	633	(68)	708
Standard Chartered	–	1751	1718	(149)	(116)
JP Morgan	–	370	43	(11)	316
Inclusivity Fund	–	–	–	30	30
Total restricted funds	996	5806	4773	(642)	1387
Unrestricted funds:					
General funds	1359	547	450	642	2098
Total unrestricted funds	1359	547	450	642	2098
Total funds	2355	6353	5223	–	3485

The grants Youth Business International provides are aimed at strengthening members and developing partners ability to support young entrepreneurs. They are either operational or innovation grants.

The narrative to explain the purpose of each fund is given at the foot of the note below.

17b Movements in funds (prior year)

	At 1 January 2021 £'000	Income & gains £'000	Expenditure & losses £'000	Transfers £'000	At 31 December 2021 £'000
Restricted funds:					
Accenture Grant 5 (2018 – 2021)	1164	–	1087	(49)	28
Accenture Grant 6 (2021 – 2022)	–	1077	336	(49)	692
Argidius Foundation	57	111	91	(56)	21
ENEL	–	39	59	–	(20)
IKEA Foundation	515	103	343	–	275
EEA Active Youth	–	6	4	(2)	–
Google	700	515	1125	(90)	–
Standard Chartered	292	439	608	(123)	–
Total restricted funds	2728	2290	3653	(369)	996
Unrestricted funds:					
General funds	888	495	393	369	1359
Total unrestricted funds	888	495	393	369	1359
Total funds	3616	2785	4046	–	2355

Transfers to unrestricted funds relate to overhead cover provision as per donor grant agreements

Purposes of restricted funds

Accenture Grants 5 & 6 – grant to enable young entrepreneurs to thrive in a digital economy

Accenture Grant 7 – strategic grant to accelerate YBI's work for more inclusive entrepreneurship and responsible business leadership

Argidius Foundation– supporting high growth potential businesses in sub-Saharan Africa

ENEL – providing SOS mentoring support in Chile, Columbia, Peru and Spain

IKEA Foundation – accelerating youth lead businesses in South Asia

EEA Active Youth – scaling trust based partnerships to recharge entrepreneurship through innovation

Google – rapid response and recovery programme backing business and sustainable livelihoods

Standard Chartered – supporting the survival and recovery of youth led micro and SMEs in the wake of the pandemic

JP Morgan – driving responsible and sustainable businesses led by underserved entrepreneurs by building capacity and improving the services of ESOs regionally

Inclusive Fund – enabling YBI to become a more inclusive organisation

18 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.