

BRITAIN YEARLY MEETING OF THE RELIGIOUS SOCIETY OF FRIENDS (QUAKERS)

England & Wales · Charity number 1127633

Details

Other names	QUAKERS IN BRITAIN
Status	Registered
Legal form	Other
Registered	2009-01-20
Register	View on the Charity Commission register

Contact

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Activities

Objects: THE OBJECT OF BRITAIN YEARLY MEETING IS THE FURTHERANCE OF THE GENERAL RELIGIOUS AND CHARITABLE PURPOSES OF THE RELIGIOUS SOCIETY OF FRIENDS (QUAKERS) IN BRITAIN AND BEYOND.

Activities: Sustaining our church and faith; Supporting Quaker meetings; Promoting Quakerism; Witness through Action.

Classification

- **How:** Makes Grants To Individuals, Makes Grants To Organisations, Provides Other Finance, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Religious Activities, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** UNDEFINED. IN PRACTICE NATIONAL AND OVERSEAS
- Belgium
- Burundi
- Ireland
- Israel
- Kenya
- Scotland
- Switzerland
- Uganda
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£12,253,000	£16,207,000	£84,278,000	161
2023-12-31	£12,961,000	£15,629,000	£88,669,000	147
2022-12-31	£9,359,000	£11,995,000	£90,639,000	124
2021-12-31	£9,979,000	£8,749,000	£99,125,000	107
2020-12-31	£16,087,000	£12,026,000	£91,663,000	140

Trustees

Name	Role	Appointed
Maria Rosaria Johnson	Chair	2023-05-01
Catherine Mary Brown		2023-01-01
Christopher Andrew Fotheringham		2020-07-29
Christopher Robert Jardine		2025-03-01
Elisabeth Helen Burch		2025-01-01
Elizabeth Josephine Redfern		2024-03-02
Elizabeth Margaret Law		2025-01-01
Friend Silas Johnson Price		2021-02-06
Joanna Louise Hills		2024-01-01
Kit Jonathan King		2024-01-01
PAUL CHAPPLE WHITEHOUSE		2023-01-01
Ruth McTighe		2025-07-05
Teresa Jane Murray		2026-01-01
Ursula Dorothy Fuller		2024-01-01

Accounts

Annual report

including financial statements for the year ended 31 December 2024

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Introduction

From the Clerk of Trustees and the Recording Clerk

“It is a great responsibility to discern in community what the Great Creator is leading us to do. In that discernment, each of us can learn from others and support them in the work that we cannot do ourselves. God's work is where your deep joy meets the deep hunger of the world”

Minute 27 of Britain Yearly Meeting 2024

Britain Yearly Meeting exists to further the work of Quakers in Britain discerned across our Yearly Meeting and its committees. This work includes programmes to sustain and strengthen our religious communities, and to live out our faith and testimonies in the world. Britain Yearly Meeting Trustees are entrusted with overseeing our centrally managed work, our finances, properties and employees to best deliver the priorities of Quakers in Britain.

We know that the Quaker way is a precious gift. Our worship and our faith inform our lives and the choices we make. Thriving Quaker communities, where every stage of our spiritual lives is nurtured, are the beating heart of our church. Our local development workers, now within reach of every meeting in our Yearly Meeting, support Quaker communities to flourish, complemented by youth development workers in some regions. The Future of British Quakerism, a conference organised in partnership with Woodbrooke, highlighted both need and opportunities for spiritual and numerical growth; its insights will inform our work in future years.

Faith communities do not exist to sustain themselves. “Just as the body without the spirit is dead, so faith without works is also dead.” (James 2:26). For centuries, Quakers’ faith has led us to be active in the world for peace, equity and justice. This work is our witness. Despite wars in Ukraine, Israel/Palestine, Sudan and elsewhere we believe that peace is possible, and are called to work for it in every way possible: using our

prophetic voice, holding open spaces for dialogue and reconciliation, investing in peace education and accompanying those working for peace in their communities. Peace is inextricable from justice; work for climate justice and a just transition to a sustainable world is a key part of how Quakers express their faith. Quakers recognise the part we have played in historical injustices; our Reparations Working Group continues to seek ways to realise our commitment to making meaningful reparations for our part in enslavement and economic exploitation. This is difficult and important work, and we have much to learn.

To support Quakers in their worshipping and witnessing lives we need structures which are fit for purpose. Structures which enable Friends to meet, worship and discern together, and which can act promptly and effectively on that discernment. Our Yearly Meeting in 2024 committed to the most significant structural change for a generation by agreeing to meet four times each year from mid-2026, and to lay down Meeting for Sufferings. We are putting in place the resources and making the changes needed to bring that about and are looking forward to the greater opportunities for engagement by many Friends this will bring. We are also supporting many change processes at local, regional and devolved national level to simplify and streamline our structures to be fit for the future.

We find much joy in this work, which is possible only because of the commitment – spiritual, practical and financial – of the many Friends who get involved, the staff whose work makes it happen, and the Quakers across England, Scotland, Wales, the Channel Islands and the Isle of Man who make up the community of Britain Yearly Meeting. Thank you all.

In peace,

Marisa Johnson

Paul Parker

About us

Britain Yearly Meeting explained

Quakers in Britain – also known as the Religious Society of Friends – is a faith community with worship at its heart. Founded in 1652, a period of religious turmoil, the Society welcomes people of all faith backgrounds who want to deepen their experience of God and find a way of living harmoniously in today's troubled world.

Quakers worship in local meetings (440 | 2023: 443), grouped together into area meetings (70 | 2023: 70), where individual membership (10,764 | 2023: c.11,118), plus a further 7,173 attenders (2023: 7,143) is held. Local and area Quaker meetings manage their own affairs and own their own property; each area meeting is, or forms a part of, a separate charitable entity with its own trustees.

Members of these area meetings make up the membership of the Yearly Meeting of the Religious

Society of Friends (Quakers) in Britain (Britain Yearly Meeting), a body that meets annually and that has ultimate authority for church affairs. In the intervals between Yearly Meetings, Meeting for Sufferings – the standing representative body of Quakers in Britain – is entrusted with discernment and general care of matters affecting the Society.

Britain Yearly Meeting (BYM) is also the name of the national charity that implements the Society's central policy, owns its property, employs its staff and directs its work. BYM works centrally to run the affairs of the Society as a whole and to support local meetings. We also work to raise awareness of the basic tenets of Quaker faith and to put Quaker thinking into practice for a just and peaceful world.

Public benefit statement

BYM is an umbrella organisation, guiding, supporting and sustaining area and local Quaker meetings throughout England, Wales and Scotland.

The charity's resources come from members' contributions, legacies, grants, any gift-aided surplus of our trading company, and investment income.

These resources are spent on deepening and sharing Quaker spiritual experience and on acts of witness that arise from our faith. For Quakers, belief and witness are indivisible. We work for peace and justice, environmental sustainability, the alleviation of suffering, and the upholding of victims of oppression.

Local meetings for worship are open to all. Quakers have no tests of belief, and membership of the Society is open to anyone who is sincerely seeking truth. Our governance is spread widely within our membership. Our constitutional book of Christian discipline, *Quaker faith & practice*, guides our work and witness.

For over 370 years Quaker faith has led us to testify to equality, simplicity, peace and truth. Quaker social witness encompasses work for peace and peacebuilding, including in Israel–Palestine and in East Africa. It strives for climate justice and for equality in Britain. It supports poorer people in society through bursaries, relief payments and grants. We provide support for the worshipping life and the

witness of local meetings through a network of Local Development Workers and other specialist staff, for example through servicing networks of prison chaplains.

Friends House, our central London base opposite Euston station, is a much-valued public building, made available for a wide variety of uses including worship by other faiths, education purposes and for open meetings organised by many third-sector organisations. Since 2009 Friends House has had a welcoming Quaker Centre, featuring a bookshop, café and worship space, open to all. In 2021, we opened another centre for national Quaker work in Leeds.

We are transparent in what we do: We make minutes of BYM Trustees available and our website (www.quaker.org.uk) carries minutes of Meeting for Sufferings and Yearly Meeting itself. Our website also gives details of our work and provides resources for local meetings and those wanting to learn more about Quakers.

This report shows how our resources have been applied and how the public benefits from our work.

The charity's trustees have complied with their duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. All trustees give their time voluntarily and do not receive any personal financial benefit from the charity.

The way we work

Governance and decision-making

In our Quaker work, are we sure that our decision-making is rooted in prayer and thought, those dual bases of all our actions? And as Friends with a responsibility for overseeing one another's faithfulness, how often do we stop and hold in the Light the people who are acting on our behalf? How often do we stop to think how much research and information gathering is behind their actions? Too often I fear we jump to judgement. Both the work and its oversight have to be rooted in the silence of worship.

Christine A M Davis, 2008
Quaker faith & practice, 8.01

Trustees are accountable to Quakers in Britain for the central work carried out in their name, and for ensuring that BYM complies with the law. The Recording Clerk (Quaker-equivalent of a chief executive) and Management Meeting (the senior staff team) advise trustees and are accountable to them for the work set out in an operational plan and budget prepared each year. In 2019, trustees adopted strategic priorities for centrally managed work for the next 5-10 years with the overall objective of a simple church supported by a simple charity, to reinvestigate Quakerism.

Our governance relies on the wide participation of members, and we depend on Friends to discover and exercise their gifts and offer them in service to God and our community.

In 2021, trustees approved a plan of governance developments, drawing on the Charity Governance Code, to help achieve our strategic goals of: creating simple structures and practices in our local and national organisation; and ensuring all work is well-governed – resourced, impactful and communicated effectively. A governance compliance review was undertaken at the close of 2024 and will help to define the focus of a new governance strategy to apply from 2026.

The terms of reference of BYM Trustees are reviewed regularly. The most recent review concluded in 2020 and revised terms of reference were adopted by Yearly Meeting in 2021.

Governing document

The governing document is drawn largely from passages in our book of discipline *Quaker faith & practice*. The governing document was reviewed by Yearly Meeting in 2021. *Quaker faith & practice* contains, in addition to governance, advice and counsel, and encourages self-questioning and hearing each other in humility and love. The first book of discipline was compiled in 1738 and it is revised at intervals. The last complete revision was approved by the Society in 1994 and it has been amended regularly since then. Yearly Meeting in 2018 decided to begin a new complete revision of the book of discipline. This process is under way and the committee overseeing the revision is reporting regularly on progress. The current hope is for final text to be presented to Yearly Meeting for adoption in 2030.

The duty of trustees

It is the duty of BYM Trustees to:

- ensure that the priorities for the work set out by Yearly Meeting and Meeting for Sufferings are taken forward with the right use of our resources
- ensure that the governance and management of the work carried out are in accordance with the objectives set out in the governing document and compliant with the law.

In addition, the board of directors of Friends House (London) Hospitality Ltd. (trading as Quiet Company) is appointed by, and reports annually to, BYM Trustees.

Trustees have three subcommittees: Audit Committee, Employment Committee, and Finance, IT and Property Committee.

Trustees are further supported by four standing committees and, together, define policies and decide the work to be done. The standing committees are:

- Quaker Committee for Christian & Interfaith Relations
- Quaker Life Central Committee
- Quaker Peace & Social Witness Central Committee
- Quaker World Relations Committee.



The conduct of business

All trustees' meetings and those of committees and subcommittees are held as meetings for worship for business in accordance with Quaker faith & practice. Trustees appoint two elders each year to sustain and support the right holding of the meeting.

Trustees receive copies of the full minutes of Management Meeting, giving trustees a full picture of matters under consideration by our officers whilst preserving the boundaries between operational matters and strategic direction. The Recording Clerk and members of Management Meeting attend all meetings of trustees and report to them on each occasion. Trustees also spend time without staff at each of their meetings.

Trustees have a good relationship with Meeting for Sufferings, the standing representative council of Quakers in Britain. All trustees are members of Meeting for Sufferings and attend its meetings regularly to participate in the discernment. There are regular opportunities for members of Meeting for Sufferings to engage with trustees to ask questions and seek explanation and clarification of aspects of trustees' business. Trust is central to all our relationships, and its preservation is a matter of vigilance and sensitivity.

Appointment of trustees, induction and training

Trustees are appointed by Yearly Meeting normally to serve a three-year term. Reappointment is possible for a second term and exceptionally for a third. The Yearly Meeting treasurer, also appointed by Yearly Meeting, serves ex-officio as a trustee. Nominating committees draw on a database of offers of service from Friends in membership of the Society. In making nominations for service as trustees, the Central Nominations Committee ensures that the Friends approached are aware of the legal responsibilities of trustees and of the legal position on eligibility.

Trustees keep their collective strengths and weaknesses under review and undertake regular training. New trustees receive careful induction and take part in a reflective review at the end of their first year of service, and again when they complete their term.

BYM Trustees have adopted a strategy to improve their diversity and are now collecting information on a broader number of indicators (the exercise was repeated with trustees serving in 2022 to provide a baseline). At December 2024, of the serving trustees:

- 69% were women, 23% men, 8% other gender identity, 0% preferred not to say (2023: 64% were women, 21% men, 0% other gender identity, 14% preferred not to say)

The way we work

preferred not to say)

- 92% had the same gender identity as sex assigned at birth, 8% did not have the same gender identity as sex assigned at birth, 0% preferred not to say (2023: 86% had the same gender identity as sex assigned at birth, 14% preferred not to say)
- 46% were over 66 years old, 23% 51-65, 8% 36-50, 23% 35 or under, 0% preferred not to say (2023: 43% were over 66 years old, 14% 51-65, 14% 36-50, 21% 35 or under, 7% preferred not to say)
- 31% had a disability or long-term health condition, 54% did not, 15% preferred not to say (2023: 36% had a disability or long-term health condition, 57% did not, 7% preferred not to say)
- 84% were White, 8% Black/African/Caribbean/Black British, 8% other ethnic group, 0% preferred not to say (2023: 79% were White, 7% Black/African/Caribbean/Black British, 7% other ethnic group, 7% preferred not to say)
- 77% were straight/heterosexual, 8% gay/lesbian/homosexual, 15% bisexual, 0% preferred not to say (2023: 64% were straight/heterosexual, 7% gay/lesbian/homosexual, 7% bisexual, 21% preferred not to say)
- occupation of main household earner when aged 14 – 61% higher managerial, administrative and professional occupations, 15% intermediate occupations, 8% routine and manual occupations, 8% other, 8% preferred not to say (2023: 64% higher managerial, administrative and professional occupations, 7% intermediate occupations, 7% routine and manual occupations, 7% other, 14% preferred not to say)
- 23% had caring responsibilities, 77% did not (2023: 14% had caring responsibilities, 79% did not, 7% preferred not to say)

Safeguarding procedures

BYM is committed to ensuring that our events and services are safe for everyone and that everyone, including children, young people and adults at risk of abuse, can worship safely within Quaker communities. We work to comply with legal and regulatory safeguarding requirements. Adhering to our policies and procedures ensures that only appropriate staff and volunteers work with children and young people and that criminal records checks and training are undertaken as required and kept under review.

Our 'MyConcern' safeguarding database enables us to record and monitor all safeguarding incidents reported by our staff and our meetings around Britain; volunteer Area Safeguarding Coordinators receive professional advice from safeguarding agency consultants and are supported by our Safeguarding Officer.

In 2024 we engaged professional safeguarding consultants to review our safeguarding documents. We determined that this would be an annual process to ensure our policies and procedures for BYM and Area Meetings remain in step with current best practice. We also renewed our Safeguarding Improvement Plan, setting new objectives to build on the improvements made in recent years.

Transparency of Lobbying, Non-party Campaigning & Trade Union Administration Act 2014

Quakers are committed to speaking truth to power on matters of common concern. At times this means engaging in the political process. The Transparency of Lobbying, Non-party Campaigning and Trade Union Administration Act 2014 regulates certain types of political activity in defined periods before elections. Where required by the Act, Britain Yearly Meeting registers as a non-party campaigner and declares relevant spending. Britain Yearly Meeting did not engage in any regulated activity in 2024.

Risk management

Risk management policies and procedures

Quakers have historically taken risks if they felt called to do so after careful discernment. In our risk management approach, trustees seek an appropriate balance between acknowledging and mitigating risk and discerning opportunities to progress our Quaker concerns.

Trustees have paid increased attention to risk, both in their meetings and working with senior staff, over recent years. Management Meeting is responsible for managing strategic-level risks, which are monitored by trustees. Operational managers identify and manage operational-level risks. All risks are brought together into BYM's Risk Register, which is regularly reviewed and updated. The trustees' Audit Committee, constituted of one trustee and three external members, provides independent assurance that risk is being adequately managed.

In 2024, we redefined the Strategic Level Risks related to Quaker communities and our operating model to distinguish more clearly between them and to manage their mitigation more effectively.

Main risks

i) Quaker communities

If BYM's support for Quaker communities is inadequate, or poorly conceived, targeted and delivered, membership and attendance may continue to decline and leave local and regional Quaker structures unsustainable.

Management of risk:

- New outreach strategies
- Initiatives to engage with people, especially young adults, at key points along their Quaker "journey"
- Improving governance at local and area level
- Supporting new or emerging structures at regional level
- Equity, Diversity & Inclusion: targeted support for local and area meetings
- Support for meetings in conflict
- Exploring new models of membership
- Local Development Workers now established across the Yearly Meeting; Youth Workers have been added
- Development workers supporting connections across geographic boundaries
- Actions to sustain relationships between BYM and Meetings, for example new MoUs.

ii) Understanding Quakerism

If BYM fails to nurture a well-grounded understanding of Quakerism, enriched by diverse insights, the Society may be weakened.

Management of risk:

- Book of Discipline Revision Committee review of Quaker faith & practice
- Collaboration from Woodbrooke in teaching the tradition
- Strengthening eldership
- More frequent Yearly Meetings, accessible to all members/attenders

- Removing barriers to participation
- Producing and promoting suitable resources (online, video, text)
- Enabling Friends to share both knowledge and ignorance of Quakerism and learn from each other.

iii) Income

If BYM fails to identify and respond to income trends, it may be forced to make changes it would not otherwise have planned or chosen or may fail to grasp opportunities that arise.

Management of risk:

- Fundraising Strategy
- Quiet Company income targets
- New property investment strategy in development
- Improved approach to impact measurement, eg for fundraising.

iv) Operating Model

If the internal structure of BYM's charitable operations restricts its strategic flexibility, it may not be able to deliver the work the yearly meeting expects of it or respond to changed priorities.

- Maintain ability to flex or reduce core work programmes to address cost base issues
- Salary review
- Exploring greater projectisation of programme activity
- Review use of designated and restricted funds
- Improving impact measurement to inform decision-making.

v) Information technology

Risks on IT governance; resilience and continuity; cyber security; vendor and third-party risks; data management; IT project management risks

Management of risk:

- Compliance with ICO Accountability Framework
- ICT Strategy, emphasising a wider set of IT objectives: governance, infrastructure, digital, service management and security
- Staff training and development plan
- Vulnerability testing (Cyber Essentials Plus)
- Digital Asset Inventory
- Service Desk to manage ICT day-to-day work

The way we work

vi) Communications

BYM fails to use appropriate communications tools to help Quakers be widely known and understood, contributing to declining impact of work and engagement of Friends

Management of risk:

- New Communications Strategy approved June 2024
- Increased resource focussed on content creation, planned work in 2025 to understand Quaker communications preferences.

vii) Governance

Failure of governance control, unsustainable central governance structures, reputational risk of meeting governance failure

Management of risk:

- Actions to simplify governance structures
- Governance strategy and plan, including investment in staff capacity over three years 2024-27
- Governance Compliance Review undertaken during 2024 and due to report early 2025
- Risk management process
- Audit Committee internal auditing process
- Development project to review committee administration and identify barriers to service started Autumn 2024, due for completion Autumn 2025.

viii) Safeguarding

Failure of safeguarding governance or management leads to increased risk of abuse to children, young people or adults at risk of abuse and reputational damage

Management of risk:

- Implementation of safeguarding improvement plan continues, building on recommendations of external review conducted 2019
- Lead safeguarding trustee appointed
- Safeguarding officer established in role
- Departmental champions appointed
- All staff take part in awareness training
- Policies and procedures regularly reviewed and updated in consultation with expert advisor
- Engagement with IICSA.

ix) Change management

Change, taking place in all parts of the charity, is badly managed, resulting in decreased impact and/or increased costs

Management of risk:

- Management Meeting change days
- Change management tools and resources
- Regular two-way communication
- Active engagement with central committees
- Communications with Friends
- Training and development for Operational Managers.

BYM staff and Management Meeting

Our people and culture

In December 2024, BYM employed 181 staff (162.7 full-time equivalent) across its departments, including 56 (52.7 full-time equivalent), to undertake the work of Friends House (London) Hospitality Ltd.

In line with best practice, we review our diversity statistics annually, reporting these to Management Meeting and the Trustees' Employment Committee. At December 2024:

- 88 (48.61%) staff members were female.
- 33 (18.23%) were from black and minority ethnic* communities, 39 (21.55%) preferred not to say.
- 20 (11.04%) staff considered themselves to be disabled. 12 (6.62%) preferred not to say.
- 28 (15.46%) staff members identified themselves as Lesbian, Gay, Bisexual, Transgender, Queer/ Questioning (LGBTQ), 49 (27.07%) preferred not to say.
- 37 (20.44%) staff identified themselves as Quaker or Quaker Attenders.

Much of this information is sensitive personal data that staff have shared voluntarily.

This means that these statistics may not reflect the full demographic makeup of the staff body.

**We are currently exploring the use of the term Global Majority, rather than Minority Ethnic. We will be consulting with our Diaspora of Cultures employee network to understand their views and feelings about the two terms.*

Wellbeing and Psychological Safety

We are committed to creating a safe and respectful working environment where our staff and volunteers feel valued, where we recognise one another's contribution, where we are pro-active in avoiding inappropriate behaviour and clear this won't be tolerated, and where people feel safe to raise concerns. As in previous years, we have worked on a range of employee relations issues and have tried to resolve them in as sensitive and supportive a way as possible.

Equity, Diversity and Inclusion

In 2024 we recruited for the role of Workplace Equity Coordinator. This is a three-year fixed-term position central to connecting ongoing equity and justice work that will help to drive this agenda and co-create accountability for making progress.

As well as making strong connections with members of staff and employee groups, the Workplace Equity Coordinator held a series of 'office hours', which allowed members of staff to meet both virtually and in-person to discuss EDI related topics including 'Approaching Tensions with Love (and the price of negative peace)', 'Psychological Safety' and 'Polarities'. Summaries of the discussions were written up and added to the intranet. The sessions were generally successful and enjoyed by those who participated.

Relationship with Unite, the Union

Staff are encouraged to join the employer-recognised union, Unite. A member of Management Meeting meets with the Union regularly, and in 2024 we began holding separate Union meetings for the charity and Quiet Company, to ensure both entities are getting equal focus and benefit from this relationship. Union Officers also attend Employment Committee meetings.

The union supports staff during key consultations and with employee relations.

Relationships with our Union Officers are extremely good. We have worked collaboratively and consulted with the Union successfully on a range of issues. Our common goal is to ensure that we work to achieve excellence in ways that reflect and honour Quaker values.

Remuneration

The salaries for all staff, including the Recording Clerk and members of Management Meeting, are agreed upon on behalf of BYM Trustees by Employment Committee, which negotiates these where required with the workplace union representatives. For several years, a formula has been in place to propose a cost-of-living increase, which is agreed upon by trustees subject to certain affordability criteria.

BYM has a longstanding policy that no member of staff, either on our London or regional pay scale, should receive a full-time salary more than four times that of any other. That policy, which results in a 1:4.7 ratio across the two pay scales, is one way that Quakers are trying to put our faith into practice in the workplace. All staff are paid above the recommended Living Wage.

Gender and Ethnic Pay Gap

Government Regulations introduced in 2017 require public, private and voluntary sector organisations with 250 or more employees to report annually on their gender pay gap. There isn't yet a government proforma on the Ethnic Pay Gap reporting. Given our size, we do not have to comply. Nevertheless, we conduct this exercise annually as we find this a useful monitoring and evaluation tool.

The mean/average gender pay gap for the whole organisation in 2024 is +2.19%. This means that the average male hourly pay (at £23.32) is slightly greater than the average female hourly pay (at £22.81). This is a reversal of last year's position, where females had a 0.77% pay lead (at £22.20) over males (at £22.03).

Source	Male £	Female £	% Diff.	All staff £
Reward Connected 2024/25	23.32	22.81	+2.19	23.03
Reward Connected 2023/24	22.03	22.20	-0.77	22.03
Reward Connected 2022/23	20.62	20.49	+0.63	20.55
Reward Connected 2021/22	22.10	20.72	+6.2	21.23

The way we work

Ethnicity	Last Year's Data		This Year's Data	
	Number	Average Hourly Pay (£)	Number	Average Hourly Pay (£)
White	104	22.53	110	23.36
Mixed or multiple ethnic groups	7	23.47	6	25.59
Asian or Asian British	2	15.88	6	20.36
Black, Black British, Caribbean or African	19	22.08	19	21.98
Other ethnic groups	9	24.67	4	26.14
Prefer not to say	17	18.56	42	22.15

The table shows that 110 of the 187 employees at April 2024 (58.8%) are white and that 42 employees (22.5%) have either chosen not to declare their ethnicity, or their ethnicity is not known. This latter figure is a large increase on last year's figure (when only 17 people were in this group). We think the reasons for this is as follows:

- Prior to 2024 staff were asked EDI related questions (ethnicity, religion, disability status, etc.) in person during induction and we were therefore able to gather data for the majority of staff. However, in 2023 the LGBTQ+ and Allies group raised the concern that this was intrusive and put new employees on the spot, making them feel as though they had no choice but to offer their personal information, even if they did not feel comfortable doing so.
- In response to this the People Team now use an EDI questionnaire ('logbook') on the PeopleHR database to gather staff equality data. Staff are able to complete this form in their own time and have the option to choose 'prefer not to say' for any or all questions. As a result of this new process a greater number of staff have chosen either not to declare their ethnicity and/or other information, or simply not to complete the form at all.

Our multi-year project to review all our people policies to ensure they are inclusive, accessible, easy to understand, legally up-to-date, and do not contain unconscious bias is ongoing. Six policies were updated, reviewed and approved in 2024.

Communications

BYM is committed to open and accountable management of our staff, where development and recognition are acknowledged. Staff can raise concerns through their line-manager or Management Meeting, including the Recording Clerk, or anonymously through the whistleblowing policy.

Celebrating 2024

The year ended with a staff conference where we celebrated achievements, affirmed each other and committed ourselves to being an equitable, diverse and inclusive workplace community

Volunteer involvement

BYM has a policy for volunteers who work alongside paid staff, based on four principles:

- The role of volunteers and the staff with whom they work must be clear.
- The work of volunteers should be seen as complementary to the work of staff, and volunteers should be supported in their work.
- Volunteers will not be used to replace staff posts.
- Staff and volunteers will work closely together.

The types of volunteers covered by this policy in 2023 included:

- Volunteers who participate as leaders and facilitators on our Youth, Children and Families events and programmes; and
- Volunteers who support the running of the Quaker Centre at Friends House, Euston

- Volunteers who support BYM events, including Yearly Meeting
- Volunteers who support the running of Swarthmoor Hall, Cumbria

For the avoidance of doubt, we do not consider those Quakers who participate in our governance and working structures through participation in the central and standing committees of Britain Yearly Meeting to be volunteers for the purposes of this policy.

Fundraising practices

BYM raises funds within the Quaker community through the contributions given by area and local meetings.

Individual Friends also make donations directly to BYM and we make applications to trusts and foundations for grant funding. Legacies are a crucial part of our fundraised income and we are grateful to all those who have left a gift for us in their will. We would like to thank all the local and area meetings, charitable trusts, foundations and individuals who support our work. We are registered with the Fundraising Regulator and abide by the Code of Fundraising Practice. We commit to the regulator's Fundraising Promise and aim to exceed

these standards. We do not do any fundraising work with commercial participators. We have a policy for working with vulnerable supporters and all fundraising staff receive training on following this policy. In all our fundraising work we aim to:

- be transparent
- be respectful
- be fair and responsible
- listen and respond
- commit to high standards

No fundraising complaints were received in 2024.

For every £1 spent in 2024 on direct costs of raising voluntary income for BYM centrally, £20 was received in donations, legacies and grants. In 2023 this figure was £25. This change is largely attributable to the decrease in legacies in 2024.

For every £1 spent in 2024 on total costs of raising voluntary income for BYM centrally, £9 was received in donations, legacies and grants. In 2022 this figure was £10. This change is largely attributable to the decrease in legacies in 2024.

The work we do

Activities, objectives and achievements

The charitable object of BYM is “the furtherance of the general religious and charitable purposes of the Religious Society of Friends in Britain and beyond”. This purpose is further defined in *Quaker faith & practice* under four headings, which underpin the organisation of our work and the allocation of funds.

Sustaining our church and faith

This is defined in *Quaker faith & practice* as organising and maintaining the Yearly Meeting as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for their efficient and effective functioning. It also includes conducting relations with other churches, faiths and ecumenical bodies.

In 2024, Yearly Meeting was held in the summer at Friends House, London and online. 1,714 adults registered to attend, of whom 679 registered for online attendance and 1,035 registered to attend in person at Friends House. Of the total number, 274 people attended Yearly Meeting for the first time.

At this Yearly Meeting, Quakers considered how we have acted to take forward Yearly Meeting commitments to equity and justice.

We also discerned on integrity in public life, considering how we can find kinder ground on which to listen, acknowledge and disagree, and enable a shared seeking for truth.

Finally, Yearly Meeting discerned on its own role in steering the Society of Friends and how this is reflected in our structure of meetings, culminating in a decision to move from an annual Yearly Meeting, to holding 4 annual sessions of Yearly Meeting on a quarterly basis. Work to enable and prepare for this major transition will take place in 2025 and early 2026, and the new system will come into effect from mid-2026.

2024 was a significant year for Quakers globally, with a World Plenary Meeting of Friends, taking place in southern Africa and online. We supported Quakers from Britain to join and engage with this event, which allowed us to both discern what British Quakers are called to do in the world today, and to strengthen our relationships and shared understanding with Quakers around the world.

We have also developed an outreach plan designed to engage with those who are interested in our faith, enabling them to find out more about us and participate in our community. Work will continue in both areas in 2025 and beyond.

In 2024 we also began to improve the support we provide to Quakers serving on our governance committees, including through new communication tools and improved induction training.

In 2024 we spent £1.7 million on sustaining our church and faith (2023: £2.2 million).

Supporting meetings

This is defined in *Quaker faith & practice* as supporting Friends in their local organisations by providing services and advice relevant to the current demands of the Quaker community; for example, such work may relate to children, elderly people, those about to be married, those with responsibility for meeting houses, and those raising funds.

In 2024 we worked with Woodbrooke Learning & Research to deliver the Future of British Quakerism Conference, which was a popular event. The conference considered the shape and state of the British Quaker community and explored emerging forms of Quaker community.

Our Memorandum of Understanding between Britain Yearly Meeting and the Area and General Quaker Meetings which make up the Society of Friends in Britain came into action in 2024, having been developed and consulted on in previous years. This agreement helps to make explicit the expectations which each organisation within the society has of the other organisations, and how we can work effectively together.

We continued to provide central support to local Quaker Communities through local development work and youth development work, through the Quaker Life department. We also provided tailored support for role-holders, including those entrusted with safeguarding and governance.

In 2024 we spent £3.6 million on supporting meetings (2023: £3.4 million).

Witness through action

This is defined in *Quaker faith & practice* as putting Quaker thinking into practice in relation to the problems and needs of the world. At present, our witness through action is focussed on 4 themes: peace and peacebuilding, climate justice, truth and integrity, and power and privilege.

The political climate remained incredibly challenging in 2024, and we adapted the work to respond to new and growing challenges to peace in Britain as well as globally.

Peace and peace-building

In 2024, the Peacebuilding in Britain programme expanded its work in response to growing violence and division in communities in Britain. The team accompanies, facilitates and provides learning spaces for Quakers and partners - including those working in communities affected by far-right violence. In November 2024, the team hosted “After the riots: A Cohesion Summit” at Friends House. Organised by Belong, British Futures, and Together, the event brought together experts and practitioners to develop a collective response to the violence that took place in August 2024.

We continued to provide grants and accompaniment to peacebuilding partners in Rwanda, Kenya and Burundi. All three countries have been affected by difficult economic contexts and escalating regional conflict. Our partners continued to support a committed network of skilled community peacebuilders – reaching over 8,600 people with their nonviolence training and peacebuilding activities in 2024. Their work includes campaigning on issues agreed by communities, such as gender-based violence, youth unemployment and land rights, and includes peacebuilding activities such as media and arts projects and peace clubs.

Peace education

There are small but important signs that the profile of peace education is growing – particularly in Scotland where aspects of the government’s policy on behaviour in schools now align with our educational policy objectives. Scotland’s largest teaching union, the Education Institute of Scotland has recently agreed a peace education policy. Backed up with resources and a commitment to training, this is a first for a major teaching union. We believe our work has contributed

to this. We are also developing exciting new work and partnerships in Wales.

Our resources are increasingly accessed by teachers, and we have grown our teacher training offer, working with teacher training institutions. Our Teach Peace resources were downloaded 9357 times in 2024. There were 411 participants in our teacher training sessions - up from 284 in 2023. Alongside this, the peer mediation ‘train the trainer’ offer reached 152 educators, which we project could result in over 5000 children and young people being trained in peer mediation techniques by the end of 2027. In 2024, we negotiated and co-wrote an Open University ‘open access’ course, which was then launched in February 2025.

Ecumenical accompaniment programme in Palestine and Israel (EAPPI)

2024 has been a year of ongoing extreme violence in Palestine and Israel, through both the ongoing military campaign in Gaza and continuing violence in the West Bank. Quakers in Britain administer the World Council of Churches’ Ecumenical Accompaniment Programme for the UK and Ireland. Ecumenical Accompaniers (EAs) are in placement in the West Bank and East Jerusalem and we remain one of the few monitoring agencies on the ground. EAs remain on restricted duties for security reasons, but they continue to report via: www.eyewitnessblogs.com

In October 2024, Meeting for Sufferings discerned a new position that ‘apartheid’ is an accurate description of the situation in occupied Palestine. They also affirmed (in line with the International Court of Justice ruling) that there is a plausible risk that the Israeli government is committing genocide in Gaza. Staff and EAs continue to push for action from the Irish and UK governments, and at EU level. Staff met with ministers and FCDO officials, sent briefings to all new MPs, and supported the peace education team to provide resources and training for teachers on this difficult issue. Staff continued to encourage EAs and Quakers in their witness and have provided action points for Quakers and others throughout the year via our social media channels.

Conciliation

In 2024 we established the International Conciliation Group (ICG), and this group is working to develop and support a pool of Quaker conciliators to continue the work of Quaker conciliation.

The work we do

Climate Justice

Our climate justice campaigning work continued in 2024 through our Loss and Damage and Insure our Future campaigns.

In 2024 we launched a new piece of work making the connections between peace and climate justice, particularly working for responses to climate breakdown based on peace and justice rather than militarism. This work aims to build bridges between these movements, raise wider awareness and build momentum behind collective campaigns against militarism and for climate justice. Following initial research we submitted evidence to a parliamentary inquiry on 'Climate change and security' and worked with key partners to deliver the first global Week of Action for Peace & Climate Justice in September 2024. This aimed to raise public awareness of the links between war, militarism and climate injustice as well as build connections between peace, climate and justice movements. Over 60 events took place globally, we hope to build on this in 2025.

Following a briefing by our network, the Global Campaign on Military Spending UK, Independent MPs had a letter published in the Guardian and asked an urgent question in Parliament criticising the government's ambition to raise military spending against a background of cuts.

We co-organised a Make Polluters Pay week of action in October 2024, where our work helped to grow interfaith involvement compared to previous years. This included a letter from 20 representatives from all major religions being sent to the Foreign Secretary David Lammy.

Truth and Integrity

A successful second quiet diplomacy event was held in February 2024 and a third event was planned but overtaken by the snap general election. Truth & Integrity issues were central to the material for our general election communications. In the changed political environment, post-election, we are reviewing options for delivering project goals into 2025 and beyond.

Power and Privilege

In 2024, our Reparations Working Group continued the work to take forward our commitment to exploring meaningful reparation for Quakers' historical role in the transatlantic chattel slave trade, colonialism and economic exploitation. This work has developed

through historical research, networking with ecumenical and civil society contacts in the UK and overseas, and through key partnerships with the All Party Parliamentary Group on Pan-Afrikan Reparations, and Black Lives Matter UK.

In 2024 we were able to strengthen international relationships with our Quaker family in support of this work through engagement with the World Plenary Meeting in Southern Africa.

Faith in Action

In 2024 we continued to provide practical support and facilitate connections between Quaker groups who are led to witness on a wide range of issues. In 2024 we did this by working alongside Friends witnessing against a major arms fair in Telford, hosting a gathering looking at climate-related community resilience in Aberystwyth, and linking up Friends who have been imprisoned or are going through legal processes because of their Witness.

Grants

Our grants programme has subsidised school fees for orphaned children in Uganda, allowed a girls' school in northern Ghana to double its enrolment, and supported peacebuilding in the Democratic Republic of Congo, among other projects.

In 2024 we spent £2.7 million on witness through action (2023: £2.2 million).

Promoting Quakerism

This is defined in *Quaker faith & practice* as raising awareness and developing understanding within and without BYM concerning the basic tenets of Quaker faith and practice, such as spirituality, peace and human rights.

We completed a new Communications Guide for staff in 2024. The guide provides support to colleagues on making all our communications clearer, more consistent and more accessible. In 2025 we will support staff to communicate clearly through training sessions.

2024 marked the 400th anniversary of the birth of George Fox, one of the most well-known founders of the Quaker movement. The anniversary provided an opportunity to share stories within and beyond our community about the birth of the Quaker movement, the spiritual insights of the early Quakers, and contemporary Quakerism, and this was managed through a year-long communications and

engagement project. The reopening of Swarthmoor Hall following significant investment in the building and its interpretation, provided us with opportunities to share both our history and our faith with the public in a location which is very strongly associated with George Fox and other early Quakers. A 6-day event at Swarthmoor Hall in July, as well as celebrations at our Yearly Meeting event, formed the centrepieces to this work, and we also supported more than 65 community-building and outreach events held by local, area and regional Quaker groups throughout the year. The online resources for outreach, community building and spiritual reflection associated with this work have been accessed over 1,000 times.

In support of this project and of our strategic aims we continued our rolling refresh of our website, ensuring that our public-facing resources remain clear and accessible.

To ensure the long-term accessibility of Quaker history through our archive, in 2024 we laid the foundations for greater access and engagement with our library and archives through dedicated staff time and a refreshed programme of work.

In 2024 we completed the development of our new legacy promotion materials. We researched Quakers' views on legacy giving and central work, which supported the drafting and design of the new materials. These have been distributed to all meetings and are also available on our website.

In 2024 we spent £3.1 million on promoting Quakerism (2023: £3.0 million).

Future plans

Our plans for the charitable organisation are informed by the strategic priorities for the next 5–10 years, as defined by trustees in 2019. These are: thriving Quaker communities; a sustainable and peaceful world; and simple structures and practices. We expect to review these priorities in 2025.

Thriving Quaker communities

In 2025 we will review and update our organisational strategic priorities through a consultative exercise with our Trustees and other stakeholders, as well as writing a new strategy for our work to support Quaker communities, which will incorporate a new strategy for Outreach. This will enable us to increase the effectiveness of our support for Quaker communities

and allow us to upgrade our offer of networking, resources, events and activities.

Together, the outputs from these two processes will significantly shape our strategic direction in the coming years.

Operational workstreams in 2025 will underpin this strategic work and any resulting programmes. This includes developing and using expressions of Quaker faith in contemporary language, increasing capacity in social media and videography, and undertaking audience development research and stakeholder mapping to inform access and engagement planning.

A sustainable and peaceful world

Climate Justice

In 2025 we will continue to play an active role in key Climate Justice campaigns and networks including the Make Polluters Pay campaign, Co-chairing the Faiths for Climate Justice Advocacy Group and continuing with the Insure our Future Campaign. We expect to coordinate the 2025 Week of action for peace & climate justice. We will continue our work to demonstrate the links between peace and climate justice by delivering a course with Woodbrooke on climate justice and peace.

Truth & Integrity

In 2025 we will support and engage in the Civil Society Voice network to influence the environment for civil society campaigning, and continue to work with UK parliamentarians, civil society and Quakers on this subject.

Reparations

In 2025 we will continue the work of the Reparations Working Group and expect to deliver learning opportunities for Quakers in Britain, building towards a recommendation to BYM Trustees and to Yearly Meeting in 2026.

Faith in Action

In 2025 we will support Quakers in their witness through accompaniment, networking, gatherings and communication resources. We will support a gathering of Quaker climate activists.

Peace

We will support Quaker witness against the arms trade, specifically through organising actions at the DSEI arms fair in east London in September 2025. In our peace

The work we do

education work we will advocate for peace education with education policy makers, sharing evidence of impact to promote uptake of this approach. We will co-chair the Peace Education Network, and support Quaker peace educators through networking, training and co-steering the Peacemakers Key stage 2 project.

In partnership with the Civil Mediation Council, we will develop a framework and standards for peer mediation, and we will continue to identify and pursue opportunities to develop peer mediation skills and infrastructure across Britain.

Our EAPPI programme will continue to train and send human rights monitors to witness, monitor and reduce human rights violations and violence in Palestine and Israel. We will strengthen advocacy on this subject through more dedicated support and will enable and grow Quaker initiatives to bring together Palestinian activists and members of the Jewish community.

In our UK peacebuilding work we will provide ongoing accompaniment to 3-6 key peacebuilding organisations, networks and practitioners working on conflict and community cohesion and dialogue. We will conduct and share conflict analyses to inform our own and others' work in this space. We will facilitate new peacebuilding networks to enable in-depth learning and collaboration on this subject.

Conciliation

We will develop a network of f/Friends who want spiritual support for international conciliation work. We will continue our accompaniment with partners in South Asia.

Systems

We will co-ordinate our approach to delivering advocacy outcomes across our programmes. We will develop a series of short videos to showcase our work. We will strengthen monitoring, evaluation and learning practices.

Finances

As part of our commitment to long-term sustainability, Trustees have set a goal to achieve a balanced budget by the end of 2028. This will be supported by improved financial planning, targeted cost controls, improved use of restricted funds, and strategic income growth

Simple structures and practices

In 2025 we will work to deliver the transition to a continuing Yearly Meeting system from 2026 onwards, and will identify and manage necessary delivery, constitutional and governance changes associated with it.

We will focus on ensuring our external communications are clear and inclusive. We will also research audience' communication preferences, to ensure that we are investing in the right communication channels. We will work to develop integrated planning functions between our communications and programme delivery teams. Improved communication channels and accessibility will help us to increase engagement with Quaker meetings.

We will embed an improved approach to project management, with consistent usage of project initiation documents and training opportunities. Connected with this, we will launch an updated impact workstream, helping us to ensure that our work is driving us towards our strategic goals.

We will prioritise updates to the nominations section of our website so that Quakers are encouraged to volunteer their time with us, and we will also work to identify and dismantle barriers to volunteering with us, enabling a more diverse cohort of volunteers. We will work to deliver a new committee portal, which will improve the experience of Quakers undertaking service on QIB's committees and enhance the effectiveness of our governance structures.

We will continue work to improve our collections management, developing a sustainable plan for storage and future growth.

We will begin the process of procuring a new CRM platform.

We will review the nominations processes, making recommendations for a more agile, accessible, transparent approach. We will also review the process for registering and supporting Quaker Recognised Bodies.

Financial Statements
Year to 31 December 2024

Financial review

Headlines

The financial and economic climate in which we operate continues to be tough. In the face of this challenging climate, we are very grateful to Friends for their continued generosity, and we remain steadfast in ensuring that our income is used efficiently and effectively, and that every pound counts.

Total income in 2024 was £12.2m, and our total spend was £16.2m. That is, a decrease of £0.8m (income), and an increase of £0.6m (spend) respectively compared to the previous year. Net income before investment gains was therefore a deficit of £4.0m.

After investment losses of £0.4m (2023, investment gains of £0.7m), we had a deficit of £4.4m (2023: £2.0m deficit).

The £2.4m increase in the deficit is a result of three factors: i) a year on year decrease in sales of £0.7m: in the main due to a decrease in legacies of £0.9m; ii) a year-on-year increase in costs £0.6m, being the offset of a £1.2m increase in staff costs and savings across most cost categories; and iii) a £1.1m increase in investment losses during the year.

Income

Our primary source of income is contributions from individual and Quaker meetings, legacies, grants, investment income and revenue from our trading operation. The total income for the year was £12.2m, a decrease of £0.7m compared to the previous year (2023: £13.0m).

Of the £12.2m, legacy, donation and grant income decreased to £5.8m, compared to £6.6m received in 2023. Donations were in line with 2023, but legacies were £0.9m down in 2024. By their nature legacies are unpredictable and as a result can vary significantly year to year. Investment income remained the same as 2023 at £2.0m.

Although, our trading operation, Quiet Company, increased income this year from £4.3m to £4.4m, 2024 was a challenging year. Lettings business was unexpectedly quiet in January after an exceptional year in 2023, and the announcement of the General Election in May further impacted bookings, particularly from charity and government organisations, who are key clients for the business. However, sales did still grow

on 2023, and November saw the biggest sales in the company's history; a key milestone, post pandemic. We also hosted our biggest ever private event: the Global Chess League, which was covered in the Guardian.

Expenditure

Total expenditure for the year was £16.2m an increase of 3.7% compared on the previous year (2023: £15.6m). Most of this increase relates to staff costs (£1.2m), which are as we would expect, the largest component of our cost base. The rise in staffing was expected; it's been important for the organisation, post-Covid, to scale up its operations to undertake the breadth of our charitable services coupled with Quiet company investment in staff in anticipation of sales growth.

Of the £16.2m total expenditure, £11.2m was spent on direct charitable activities (2023: £10.8m). This is further detailed in note 5 on page 34.

Grant-making policy

Grants from restricted funds are made according to the criteria laid down by the donor. Grants from unrestricted funds are allocated by reference to criteria specified in 2010. A full list of grants given is available on our website (www.quaker.org.uk).

Investments

The total market value of the combined BYM investment portfolio at the end of 2024 was £27.3million (2023: £29.1 million). The drop in the value of the combined portfolio, reflects the loss noted in the financial statements (page 45) of £0.6m (it should be noted this is partially offset by the £0.2m profit from the sale of a property) and the continued withdrawals from the General Fund during 2024.

These withdrawals have enabled the scaling up of operations noted above.

During 2024 cash holdings within the investment portfolio increased by £0.3m.

2024 was a year where different sectors moved very differently in global markets, with the divergence exacerbated by the US presidential election in the Autumn:

The very large US-listed technology stocks continued to lead global equity indices – we however remain underweight to these holdings

given a range of ethical concerns;

Some of our exclusions benefitted performance with alcohol and oil & gas sectors languishing, while others hindered performance with armaments and tobacco sectors soaring;

Following US elections there were headwinds which impacted the valuations of companies involved in the energy transition and other sustainable themes;

The initial market reaction to the election, combined with the heavy weighting in technology led to US markets significantly outperforming others.

Our portfolio is invested for the long term and aims to generate total returns to support present and future charitable work. We also aim to be a leading ethical and responsible investor, and we pride ourselves on how we invest, exclude, engage and innovate. As part of this we monitor the carbon footprint of the equity portion BYM portfolio, with the weighted average carbon intensity currently 52% less than that of the global equity market.

Our portfolios are aligned to eight sustainable development themes covering issues such as energy and climate, resilient institutions, inclusive economies and decent work to name a few. The allocation to energy and climate remains the largest exposure within the portfolio, currently at 26%. This includes companies responding to the challenge of the climate emergency, either through providing renewable or low-carbon energy or other mitigation solutions.

Being an ethical and responsible investor does mean an increased risk profile due to the nature of the firms invested in.

The investment policy, together with a full listing of our investments as at 31 December 2024, is published on our website at www.quaker.org.uk.

Total funds

The total value of funds held at 31 December 2024 was £84.3 million (2023: £88.7 million). In terms of different funds, we have restricted reserves of £8.2 million (2023: £7.7 million), endowment reserves of £5.8 million (2023: £6.0 million) and unrestricted reserves of £70.2 million (2023: £75.0 million).

Endowment funds

Endowments funds of £5.8 million (2023: £6.0 million) are monies received by BYM with the requirement that the capital should be held permanently, and the income used for various aspects of the charitable purposes.

Trustees review each of these endowments to see whether the objectives might be achieved better by seeking Charity Commission permission to spend the capital in the light of the increased demands in some areas of work and the levels of returns available.

Restricted funds

Restricted funds of £8.2 million (2023: £7.7 million) represent funds that have been donated for a particular purpose and the trustees have no discretion to reallocate for other use.

For further details of how this balance is split by purpose, specific appeal or thematic area, please see note 20 of the financial statements. These balances will be spent on activities in these areas in future years.

Designated funds

Designated funds are monies set aside by Trustees to be spent or held to cover specific expenditure or projects. The designation may be cancelled by the trustees if they later decide that the charity should not proceed or continue with the project for which the funds were designated.

Of the designated funds, £48.6 million (2023: £49.5m) represents the main functional and investment properties held for the long term by BYM. These include Swarthmoor Hall, Friends House, and Drayton House.

During 2024 we utilised the risk management fund, which had been set up to manage fluctuations in legacy income, with £0.9m used during the year, leaving £2.3m in the fund.

Additionally, £0.2m was used from the organisational development fund whose purpose is to allow us to invest in the essential development of our infrastructure, governance, and support functions. This leaves £1m in the fund.

Trustees continue to review these designated funds to ensure that the set purposes remain valid and if not

Financial review

to ascertain if some can be released for more pressing needs.

General reserves

At the year end, the general reserves amounted to £3.3 million (2023: £5.8 million). These are the charity’s funds that are not restricted or designated to any particular purpose.

These funds are available for the immediate use of BYM, subject to retaining such amounts as are prudent for the smooth running of the charity. Accordingly, general reserves are used to provide working capital cash needs and to finance short-term deficits as necessary.

	2024 £’000	2023 £’000
Total Funds as per Group balance sheet	84,278	88,669
Exclude:		
Endowment funds	(5,821)	(5,958)
Restricted funds	(8,214)	(7,747)
Designated funds tied up in fixed and heritage assets	(48,562)	(49,540)
Other designated funds	(18,347)	(19,633)
Unrestricted funds, not designated	3,334	5,791

Reserves policy

Our reserves policy enables management of general reserves to ensure we hold an appropriate level of accessible funds to mitigate against identified financial risks; while ensuring we are making timely and strategic use of our funds.

The policy focuses purely on the general reserves, as outlined above, as these are the funds that can be deployed at the discretion of the trustees. These are held to provide cover for unexpected changes in income and expenditure, allowing us to continue activities in the event of:

- a temporary loss of income
- a permanent fall in income, allowing time to adjust our cost base or business model
- incurring one-off costs that are not covered from donor funds.

They also allow us to implement new strategic priorities or invest in new opportunities to achieve our goals.

The Trustees’ Finance and Property Committee regularly review the reserves policy.

Our reserves policy has been to maintain reserves at between 5.5- and 7.0-months running costs. Following an exercise to better understand the purpose of our restricted and designated funds and therefore utilise them fully we now believe a reserve target for unrestricted funds of four months would be more appropriate.

In 2025, this would mean target unrestricted reserves of £3.1m.

With the Risk Management Fund transfer noted below, the balance of these reserves by end 2025 is estimated to be £2.1m.

MtM will, with OMs, work towards over time to redress this shortfall with a focus on income growth, expenditure management, a gradual shift towards project roles and, with the Restricted Fund project progressing well, more effective use of restricted funds.

We have a Risk Management Fund of £3.2m. This will reduce, by the end 2024, by an estimated £0.9m, meaning a revised balance of £2.3m. The reduction relates to shortfalls we’re beginning to see in legacy income.

A key measure of sustainability is both current and future liquidity cover, rather than a surplus accounting position. BYM has, broadly, robust income streams for its trading activities and investment income.

Other sources of income include donations and legacies. Legacy income, when received, can be significant but are prone to fluctuation. In arriving at the target reserves policy, BYM has considered the risks pertaining to its main income streams as well as the relationship between readily realisable assets and the cash required to fulfil commitments and sustain operations for a given period.

Going concern

Although operating deficits were made in 2024 and 2023 the underlying robustness of the organisation's business model continues to be steady. This alongside a strong reserves position, means the financial statements have been prepared on a going concern

basis, which the trustees consider to be appropriate for the following reasons:

- The trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements (“the going concern period”), which considered the inherent risks to the group’s business model and analysed how those risks might affect the charitable company’s financial resources or ability to continue operations over the going concern period.
- The adoption of the total returns policy for our investments enables the organisation to narrow the income/cash flow gap brought about by a deficit budget.

Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements, and therefore have prepared the financial statements on a going concern basis.

In response to the current deficit, Trustees have committed to a financial recovery plan that aims to return BYM to a balanced budget by the end of 2028. This plan includes improved financial planning, targeted cost controls, improved use of restricted funds, and strategic income growth.

Approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on **06 October 2025** and signed on their behalf by:

Paul Whitehouse, Treasurer

Statement of trustees' responsibilities

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- 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
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that 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 Charities Act 2011. They are also responsible for safeguarding the assets of the charity and group 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 corporate 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.

Auditor

Sayer Vincent LLP were re-appointed as the charity's auditor during 2022.

The trustees' report was approved by the trustees on **06 October 2025** signed on their behalf by:

Marisa Johnson, Clerk

Independent auditor's report to the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers)

Opinion

We have audited the financial statements of Britain Yearly Meeting of the Religious Society of Friends (Quakers) ('the parent charity') for the year ended 31 December 2024 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, the consolidated statement of cash flows and the 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 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 and parent charity's affairs as at 31 December 2024 and of the group's incoming resources and application of resources, 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 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 financial statements section of our report. We are independent of the group 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 Britain Yearly Meeting of the Religious Society of Friends (Quakers)'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 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the trustees' annual report is inconsistent in any material respect with the financial statements,
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees 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 and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of 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 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, the audit committee and the finance and property committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - * Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - * Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - * The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group 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 group 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 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.

Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with 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 parent charity's trustees 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 parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

28 October 2025

Sayer Vincent LLP, Statutory Auditor

110 Golden Lane,
London, EC1Y 0TG

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

Financial statements

Year to 31 December 2024

	Notes	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2024 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2023 Total funds £'000
Income and endowments from:									
Donations and legacies	2	4,524	1,308	-	5,832	5,774	846	-	6,620
Investments	3	1,859	131	-	1,990	1,961	54	0	2,015
Other trading activities	4	4,431	-	-	4,431	4,326	-	-	4,326
Total income		10,814	1,439	-	12,253	12,061	900	0	12,961
Expenditure on:									
Raising funds:									
Cost of raising voluntary income	5	615	11	-	626	639	10	-	649
Cost of other trading activities	5	4,338	-	-	4,338	4,070	-	-	4,070
Investment Management	5	27	29	20	76	116	34	4	154
Charitable activities									-
Sustaining our church and faith	6	1,368	344	-	1,712	2,109	51	-	2,160
Supporting meetings	6	3,377	267	-	3,644	3,131	308	-	3,439
Promoting Quakerism	6	2,904	194	-	3,098	2,673	293	-	2,966
Witness through action	6	2,143	570	-	2,713	1,495	696	-	2,191
Total expenditure		14,773	1,414	20	16,207	14,233	1,392	4	15,629
Operating surplus/(deficit)		(3,959)	25	(20)	(3,953)	(2,172)	(492)	(4)	(2,668)
Net gains/(losses) on investments	13	(302)	(19)	(117)	(438)	205	312	181	698
Net income		(4,261)	7	(137)	(4,391)	(1,967)	(180)	177	(1,970)
Transfers between funds	18,19	(460)	460	0	-	449	(449)	0	-
Net income after transfers		(4,721)	467	(137)	(4,391)	(1,518)	(629)	177	(1,970)
Net movement in funds		(4,721)	467	(137)	(4,391)	(1,518)	(629)	177	(1,970)
Total funds at 1 January '24		74,964	7,747	5,958	88,669	76,482	8,376	5,781	90,639
Total funds at 31 December 2024		70,243	8,214	5,821	84,278	74,964	7,747	5,958	88,669

The statement of financial activities includes gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Balance sheets as at 31 December 2024

		Group		Charity	
		2024	2023	2024	2023
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Functional property	12	31,093	31,891	31,093	31,891
Furniture & equipment	12	654	695	654	695
Heritage assets	12	604	604	604	604
Assets under construction	12	-	-	-	-
Investment properties	13	19,925	20,025	19,925	20,025
Securities	13	27,305	29,053	27,305	29,053
Total fixed assets		79,581	82,268	79,581	82,268
Current assets					
Stocks		90	87	90	87
Debtors	14	2,811	6,832	2,316	8,127
Cash at bank and in hand		5,154	3,033	5,134	3,012
Total current assets		8,055	9,952	7,540	11,226
Creditors					
Amounts falling due within one year	15	(3,358)	(3,550)	(2,843)	(4,825)
Net current assets		4,697	6,402	4,697	6,402
Total net assets		84,278	88,669	84,278	88,669
The funds of the charity					
Unrestricted funds					
General funds		3,334	5,790	3,334	5,790
Designated funds		66,909	69,174	66,909	69,174
Total unrestricted funds	18	70,243	74,964	70,243	74,964
Restricted funds	19	8,214	7,747	8,214	7,747
Endowment funds	20	5,821	5,958	5,821	5,958
Total funds		84,278	88,669	84,278	88,669

These accounts, which have been prepared in accordance with accounting policies on page 29 to on page 32, were approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on 06 October 2025 and signed on their behalf by:

Marisa Johnson, Clerk of Trustees

Paul Whitehouse, Treasurer

Cash flow statements Year to 31 December 2024

	Notes	2024 £'000	2023 £'000
Cash flow from operating activities			
Net cash generated from operating activities		(873)	(5,011)
Cash flows from investing activities			
Dividends, interest and rents from investments	4	1,990	2,015
Purchase of property, plant and equipment	13	(241)	(1,064)
Proceeds from the sale of investments	14a	4,714	2,653
Purchase of investments	14a	(3,158)	(4,129)
Net cash provided by investing activities		3,304	(525)
Cash flows from financing activities			
Repayment of loans		-	-
Net cash from/(used in) financing activities		-	-
Change in cash and cash equivalents in the reporting period		2,431	(5,536)
Cash and cash equivalents at the beginning of the reporting period		3,593	9,130
Cash and cash equivalents at the end of the reporting period		6,024	3,594

	2024 £'000	2023 £'000
Reconciliation of net income to net cash flow from operating activities		
Net income	(4,391)	(1,970)
Adjustments for:		
Depreciation and amortisation charges	1,084	967
Gain/(losses) on the sale of fixed assets	160	(183)
Net gains on investments	438	(698)
Investment income	(1,990)	(2,015)
Decrease/(increase) in stocks	(3)	8
Decrease/(increase) in debtors	4,021	(2,004)
Increase / (decrease) in creditors	(192)	883
Net cash generated from/(used) in operating activities	(873)	(5,011)

	2024 £'000	2023 £'000
Analysis of cash and cash equivalents		
Cash in hand and at bank	5,154	3,033
Cash with investment managers	869	560
Total cash and cash equivalents	6,024	3,593

Notes to financial statements

1. Accounting policies

1.1 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 Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

1.2 Consolidation

Consolidated financial statements ("group financial statements") have been prepared in respect of BYM and its wholly owned subsidiary, Friends House (London) Hospitality Limited. The results of Friends House (London) Hospitality Limited have been consolidated on a line-by-line basis. Local and area meetings are separate entities with their own trustees and so not included in these accounts. No separate income and expenditure of the charity has been presented, as permitted by Section 408 of the Companies Act 2006 and para 15.11 of the SORP. The gross income for the charity for the year was £9.2 million (2023: £9.5 million) and its gross expenditure was £13.1 million (2023: £11.6 million).

1.3 Income and endowments

Income is recognised in the period in which the charity is entitled to receipt and where the amount can be measured with reasonable certainty. Income is

deferred only when the charity must fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income be expended in a future accounting period.

1.4 Legacies income

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

1.5 Government grants

Government grants are recognised when there is reasonable assurance that the charity will comply with the conditions attaching to the grant and the grant will be received.

1.6 Expenditure

Expenditure is included in the statement of financial activities when incurred and includes any attributable but irrecoverable VAT. Resources expended comprise the following:

(a) **Raising funds.** These include salaries, direct costs and a share of support costs; they are analysed into three categories:

- Donations and legacies
- Other trading activities (including funds generated from hospitality)
- Investment income.

(b) **Charitable activities.** These include salaries, direct costs and a share of support costs (or indirect overheads) and are analysed into the following four categories:

- **Sustaining our church and faith:** this is defined in *Quaker faith & practice* as organising and maintaining the Yearly Meeting itself as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for their efficient and effective functioning. It also includes conducting relations with other churches, faiths and ecumenical bodies.
- **Supporting meetings:** this is defined in *Quaker faith & practice* as supporting Friends in their local organisations by providing services and advice relevant to the current demands of the Quaker community; for example, such work may relate to children, elderly people, those about to be married, those with responsibility for meeting houses, and those raising funds.
- **Promoting Quakerism:** this is defined in *Quaker faith & practice* as raising awareness and developing understanding within and without BYM concerning the basic tenets of Quaker faith and practice such as spirituality, peace and human rights.
- **Witness through action:** this is defined in *Quaker faith & practice* as putting Quaker thinking into practice in relation to the problems and needs of people at home and abroad, for example through conference resources, restorative justice, diplomatic work at the European Union and the United Nations, working with those in positions of power, and supporting social and development projects.

1.7 Support and management costs

These include salaries and other costs and are analysed into the following two categories; the total being charged out to categories note 1.6(a) and 1.6(b) above on the following bases:

- Support costs relating to the operation and maintenance of Friends House are split evenly across the activities, to reflect the dispersed work model adopted during the pandemic.
- Support costs relating to governance are split evenly across the activities, reflecting the nature of these types of costs.
- Support costs relating to finance, human resources, IT and office services are allocated to the functional departments based on total gross

salaries within those functional departments.

1.8 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.

1.9 Operating leases

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

1.10 Land, property, plant and equipment

All tangible fixed assets costing more than £1,500 and with an expected useful life exceeding one year are capitalised at cost, including any incidental expenses of acquisition and irrecoverable VAT.

(a) Functional freehold property

Functional freehold properties are held at valuation. Professional valuers revalue the properties every five years, and the property is revalued as appropriate. Work to existing properties which is capable of extending the useful life or otherwise adding to the value of the property is capitalised. All other expenditure incurred in respect of general repairs to functional assets is charged to the SOFA in the year it is incurred. Assets under construction are stated at cost and transferred to completed properties when ready for use.

(b) Other tangible fixed assets

Other tangible fixed assets are capitalised and depreciated in line with the policy over their estimated useful lives

(c) Depreciation

The depreciation expense is charged or apportioned to

the relevant SOFA heading reflecting the asset's use on a straight-line basis as follows:

Freehold land	nil
Freehold buildings	50 years
Computer equipment	3 years
Equipment furniture and fittings	5 years
General office equipment	5 years
Specialised building works	8 years

(d) Impairment

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses. Impairments of revalued assets are treated as a revaluation loss. All other impairment losses are recognised in the SOFA. Reversals of impairment losses are recognised in the SOFA or, for revalued assets, as a revaluation gain. On reversal of an impairment loss, the depreciation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

1.11 Heritage assets

These comprise artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by or donated to the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.

These are included either at market value, if available, or at nil value where conventional valuation approaches lack sufficient meaning. No depreciation is charged as the assets are considered to have indefinite lives.

1.12 Investment properties

Investment properties are included in the accounts at a valuation. Every five years, professional valuers revise the values based on prevailing market conditions with the Trustees reassessing the valuations in the interim with professional assistance and making adjustments if they are deemed appropriate.

Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

Investment properties include:

- Drayton House, which comprises freehold land and buildings, valued at £20m by Carter Jonas LLP as at 31 December 2021 on an open market basis. The use of the building has been changed from office to educational use for the specific period of the tenancy.
- Courtauld House, which comprises freehold land and buildings. On 7 March 2011 a long lease was granted on Courtauld House and its value was written down to £1.
- The Jordans Estate, which comprises freehold land and buildings, valued at £505k by Carter Jonas, property consultants, in November 2021 on an open market basis adjusted to reflect the fact that in excess of 15 acres of pasture land are let on an annual contract, 5 acres of pasture land are subject to a long lease and 4.61 acres of pasture land are subject to a different long lease. The valuation also reflects the fact that this land is held (inter alia) upon trusts for the protection of the quiet, seclusion and amenities of Jordans Friends Meeting House and burial grounds. The estate is also held as a programme-related investment that furthers BYM's aims in relation to sustainability.
- Lakenheath has been valued by BYM with professional assistance at a valuation of £70k. This asset will be sold during 2025.
- Lesser Slatters was sold during 2024 for £260k, which is for a profit of £160k.

1.13 Other investments

Equity and bond investments are included in the accounts at their market value at the balance sheet date. Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

1.14 Net current assets

Stocks and work in progress comprise stocks of publications and consumables for resale, valued at the lower of cost and net realisable value.

Debtors include loans advanced and sundry debtors. Interest-free loans are advanced to meetings for the purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up

to ten years; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

Creditors include loans received from Quakers or Quaker meetings, legacies received where BYM is acting as agent for other Quaker organisations, and sundry creditors. Interest-free loans from Quakers or Quaker meetings are repayable on demand; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

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.

1.15 Taxation

BYM is a charity registered with the Charity Commission under number 1127633, and is not liable to income or corporation taxes on income derived from its charitable activities.

Irrecoverable VAT is treated as a cost to the charity and is included within the relevant expense.

1.16 Foreign currencies

All transactions in foreign currencies are converted into sterling at the rate prevailing on the date of the transaction. Balances denominated in foreign currencies are translated at the rates of exchange ruling at the balance sheet date.

1.17 Pension costs

Employer contributions to defined contribution pension schemes and to employees' personal pension plans are charged as expenditure in the year in which they fall 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.

BYM has entered into two foreign exchange forward contracts to manage the risk associated with committed grants and programme-related transactions.

1.19 Going concern basis

BYM reported a group cash inflow of £2.4 million for the year. Trustees are of the view that the high value of liquid investments and secured rental income from properties are sufficient for the immediate future of the charity for the next 12 to 18 months and on this basis the charity is a going concern. There are no material uncertainties about the charity's ability to continue operating for at least 12 months from the date these financial statements are approved.

1.20 Significant management judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimation uncertainty

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Fair value measurement

Britain Yearly Meeting uses valuation techniques to determine the fair value of assets. This involves developing estimates and assumptions consistent with how market participants would price the instrument. The charity bases the assumptions on observable data as far as possible, but this is not always available. In that case, Britain Yearly Meeting uses the best information available. Estimated fair values may vary from the actual process that would be achievable in an arm's length transaction at the reporting date.

2. Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	Endowment £'000	2024 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment £'000	2023 Total funds £'000
Donations	1,828	330	-	2,158	1,787	325	-	2,112
Legacies	2,541	429	-	2,970	3,850	31	-	3,881
Grant income	155	549	-	704	137	491	-	627
Total	4,524	1,308	-	5,832	5,774	846	-	6,620

3. Investment income

	Unrestricted funds £'000	Restricted funds £'000	Endowment £'000	2024 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment £'000	2023 Total funds £'000
Dividend income	434	130	-	554	602	45	0	647
Interest income	82	0	-	82	73	-	-	73
Rental income	1,134	0	-	1,134	1,153	-	-	1,153
Other income	209	1	-	210	133	9	-	141
Total	1,859	131	-	1,990	1,961	54	0.14	2,015

4. Other trading activities

The main trading activities are undertaken by Friends House Hospitality (London) Ltd (FHHL Ltd.), a wholly owned subsidiary of Britain Yearly Meeting of the Religious Society of Friends (Quakers). The company provides meeting rooms, conference facilities, hospitality and restaurant services at Friends House, Euston Road, London. The company also manages Swarthmoor Hall at Ulverston in Cumbria and the Quaker Bookshop on behalf of the Charity. The company is an exemplar of an ethical business, considering people, the planet and profit equally.

	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000
Room lettings	2,784	-	2,784	2,611	-	2,611
Equipment hire	274	-	274	251	-	251
Café	1,586	-	1,586	1,485	-	1,485
Commercial discounts	(28)	-	(28)	(21)	-	(21)
Discounts for Quaker organisations	(185)	-	(185)	(33)	-	(33)
Miscellaneous	-	-	-	34	-	34
Total	4,431	-	4,431	4,326	-	4,326
Less						
Cost of activities for generating funds						
. Direct costs	(3,067)	-	(3,067)	(2,792)	-	(2,792)
. Support costs	(1,271)	-	(1,271)	(1,276)	-	(1,276)
Total	(4,338)	-	(4,338)	(4,068)	-	(4,068)
Net contribution to charitable activities	93	-	93	258	-	258

5. Expenditure

	Grant costs £'000	Direct costs £'000	Support costs £'000	2024 Total costs £'000	Grant costs £'000	Direct costs £'000	Support costs £'000	2023 Total costs £'000
Raising funds								
Cost of raising voluntary income	-	287	339	626	-	264	386	649
Cost of other trading activities	-	3,067	1,271	4,338	-	2,794	1,276	4,070
	-	3,354	1,610	4,964	-	3,057	1,662	4,719
Charitable activities								
Sustaining church and faith (see below)	1,531	101	80	1,712	1,846	157	157	2,160
Supporting meetings (see below)	9	1,881	1,754	3,644	10	1,607	1,822	3,439
Promoting Quakerism (see below)	35	1,599	1,464	3,098	25	1,480	1,460	2,966
Witness through action (see below)	384	1,294	1,035	2,713	291	1,073	827	2,191
	1,959	4,875	4,333	11,167	2,171	4,317	4,267	10,756
Investment management	-	52	24	76	-	145	9	154
Total	1,959	8,281	5,967	16,207	2,171	7,520	5,938	15,629

6. Expenditure on charitable activities

	Direct costs £'000	Support costs £'000	2024 Total costs £'000	Direct costs £'000	Support costs £'000	2023 Total costs £'000
a. Sustaining our church and faith						
Within Yearly Meeting	93	67	160	114	133	247
Within other Quaker bodies	1,497	-	1,497	1,837	-	1,837
Within other faiths and denominations	42	13	55	52	24	76
Total	1,632	80	1,712	2,003	157	2,160

	Direct costs £'000	Support costs £'000	2024 Total costs £'000	Direct costs £'000	Support costs £'000	2023 Total costs £'000
b. Supporting meetings						
General	960	828	1,788	821	860	1,681
Spirituality and membership	503	488	991	430	507	937
Children and young people	408	419	827	349	435	785
Witness of meetings	19	19	38	16	20	36
Total	1,890	1,754	3,644	1,617	1,822	3,439

	Direct costs £'000	Support costs £'000	2024 Total costs £'000	Direct costs £'000	Support costs £'000	2023 Total costs £'000
c. Promoting Quakerism						
General	362	387	749	334	386	720
Outreach	319	183	502	293	183	476
Web development	379	363	742	349	362	711
Library	574	531	1,105	528	530	1,058
Total	1,634	1,464	3,098	1,505	1,460	2,966

	Direct costs £'000	Support costs £'000	2024 Total costs £'000	Direct costs £'000	Support costs £'000	2023 Total costs £'000
d. Witness through action						
General	284	151	435	230	121	351
Peace witness	1,002	817	1,819	814	654	1,468
Social witness	393	66	459	319	53	372
Total	1,679	1,034	2,713	1,364	827	2,191

7. Expenditure (continued)

Group	2024 £'000	2023 £'000
(a) Friends House support costs		
Routine maintenance	229	311
Long-term maintenance (Friends House)	73	54
Reception and security	342	338
Cleaning and depreciation	399	379
Utilities	208	171
Other	20	23
	1,271	1,276
(b) Finance, human resources, IT and office services		
Finance	1,570	1,290
Information Technology	361	573
Office services	2,196	2,001
Human resources	273	501
Membership database	296	296
	4,696	4,662
	5,967	5,938

Support costs are then analysed into three categories and apportioned to the 'expenditure' categories as follows:

- Support costs relating to the Friends House building are apportioned based on area occupied.
- Support costs relating to finance, human resources, IT and office services are apportioned based on total gross salaries within the functional departments.
- Support costs relating to departmental administration within the functional departments are apportioned based on gross salary charged to each departmental activity.

Support costs are recharged to the 'expenditure' as set out in Note 5 on page 34.

(c) Governance

Governance costs for 2024 totalled £1.7m (2023: £1.2m). They include the costs of servicing Quaker committees, Meeting for Sufferings and Trustee meetings together with the costs of producing the annual report including the financial statements, audit and a proportion of support costs.

8. Staff costs

Group	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000
Recruitment	51	-	51	89	-	89
Basic pay (UK)	6,586	553	7,139	5,283	803	6,086
Employer's National Insurance	659	56	715	491	64	555
Employer's pension contributions	551	48	599	428	71	499
Other allowances	20	-	20	14	-	14
Agency and temporary staff	305	-	305	438	-	438
Staff training and debriefing	111	-	111	96	-	96
Other	162	-	162	93	-	93
	8,445	657	9,102	6,932	938	7,870

8.1 The average number of employees during the year, analysed by function

Group	2024 Full-time headcount	2024 Part-time headcount	2024 Full-time equivalent	2023 Full-time headcount	2023 Part-time headcount	2023 Full-time equivalent
Raising income	51	17	56.8	40	19	48.8
Charitable activities	59	52	82.0	43	46	76.9
Governance	2	2	3.5	2	2	3.6
Support services	21	3	18.8	16	1	17.4
	133	74	161.1	102	68	146.6

8.2 Analysis of redundancy or termination payments in the year

Redundancy payments of £7k were made in the year in respect of 2 employees (2023: £0k/0). A voluntary settlement agreement was reached with 6 employees and payments of £91k was made (2023: two employees: £38.2k).

Our policy regarding redundancy from September 2020 has been two weeks' normal rate of pay per full year, capped at a maximum of 15 years' service. Part-years worked will be calculated on a proportional basis.

Additional months of service beyond the last full year worked will be calculated on a proportional basis. Where staff work hours in addition to their contracted hours, normal pay will be calculated using average hours worked over the previous 12 months worked (prior to any period of furlough).

Where voluntary redundancy is applied for and accepted an enhanced payment of £1,000 is made.

8.3 Staff emoluments

The following number of employees (including those who joined or left during the year) earned emoluments within the bands shown below.

Emoluments include salaries, amounts in lieu of notice, compensation or redundancy payments, and exclude employer pension costs.

	2024 number	2023 number
£60,001-£70,000	11	7
£70,001-£80,000	-	3
£80,001-£90,000	3	1
£90,001-£100,000	1	-
£100,001-£110,000	-	-
£110,001-£120,000	-	-

8.4 Remuneration and benefits received by key management personnel

In 2024 BYM considered the following posts to be key management personnel:

- Recording Clerk
- Deputy Recording Clerk
- CEO of Quiet Company
- Head of Witness and Worship
- Director of Finance and IT

Total remuneration received by key management personnel was £502k (2023: £425k).

The Recording Clerk acts as Chief Executive and earned a salary of £98,529. Salaries for other key management personnel ranged between £69,570–£89,440.

All staff are auto-enrolled into a defined contribution pension scheme provided by Aviva with employer contribution of 8% subject to an employee contribution of 3% of gross salary.

Other key benefits available to staff are death-in-service benefit at twice annual salary and permanent health insurance with income protection up to 75% salary.

Britain Yearly Meeting of the Religious Society of Friends (Quakers) operates a 1:4.7 ratio between its lowest and highest paid posts across its London and regional pay scales.

9. Grants paid

	Unrestricted funds £'000	Restricted funds £'000	2024 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2023 Total funds £'000
Grants to individuals	-	71	71	27	42	69
Grants to Quaker bodies	1,247	391	1,638	1,897	8	1,905
Other grants	172	78	250	138	59	197
Total	1,419	540	1,959	2,062	110	2,171

Britain Yearly Meetings made 72 (2023: 74) grants and programme funding awards including reimbursement of expenses to individuals and organisations in 2024.

Organisations in receipt of over £10,000 in order of the total amount of funds awarded to recipients are listed below:

Recipient	2024 Total funding £'000
Quaker United Nations Office Geneva (QUNO Geneva)	610
School Bursary	300
Crynwyr Cymru Quakers in Wales	138
Friends World Committee for Consultation (FWCC) World Office	130
Quaker Council for European Affairs	100
Grants to meeting houses	98
Friends World Committee for Consultation (FWCC) Europe and Middle East Office	85
Turning the Tide in Kenya	81
World Council of Churches	73
Evangelical Friends Church of Rwanda	51
Delivery of Climate Crisis: Spiritual Nurture & Learning	48
MIPAREC (Burundi)	44
Woodbrooke	44
The Friend Publication Limited	25
General Meeting for Scotland	24
Young Friends General Meeting	10
Small Grants	98

Grants and awards of £10,000 or less totalling £31,455 were given to a further 19 organisations.

53 grants to individuals were given totalling £66,184

A full list of grants and programme funding awards given in 2024 to organisations is on our website www.quaker.org.uk.

10. Transactions with related parties

No trustee received any remuneration in respect of services given as trustee in 2024 or 2023.

Trustees are entitled to reimbursement of travelling, accommodation and out-of-pocket expenses incurred in the performance of their duties. The amount reimbursed to the trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) (13 Trustees in 2024 and 13 Trustees in 2023) and included in direct costs was £5,706 (2023: £6,073). Much of the work of governance is carried out through delegated authority although the trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) retain the ultimate responsibility for the work carried out. The direct costs of the governance structure include the cost of staff supporting the various committees.

Waived trustees expenses were nil (2023: £nil)

By the nature of their role, charity trustees are deemed to be related parties.

Donations received by Britain Yearly Meeting of the Religious Society of Friends (Quakers) without conditions from Trustees totalled £1,681 in 2024 (2023: £4,060).

10.1 Transactions with subsidiary company

	2024 £'000	2023 £'000
Distribution received from subsidiary company:	686	843
Payments received from subsidiary company:	10	51
Rent	675	630
Payments made to subsidiary company:		
Creditor: balance due to subsidiary	238	1,976
Debenture: balance due from subsidiary	-	1,750

11. Investment in subsidiary undertaking and related charity

BYM has one subsidiary company, Friends House (London) Hospitality Limited (6204129). This company is incorporated in England and Wales; its registered office is located at Friends House, 173 Euston Road, London NW1 2BJ.

The principal activities of the company are the provision of meeting rooms, conference facilities, hospitality and restaurant services. The investment of BYM in Friends House (London) Hospitality Limited comprises two ordinary shares of £1 each, being the entire issued share capital of that company. Friends House (London) Hospitality Limited donates its taxable profits to BYM by Gift Aid.

A summary of the financial results of the company for the year to 31 December 2024 is shown below. Accounts of the company will be filed with the Registrar of Companies.

Profit and loss account	2024 £'000	2023 £'000
Turnover	4,517	4,385
Operating expenses and shared costs	(3,831)	(3,465)
Operating profit	686	920
Interest paid	-	-
Profit / (loss) for the year before Gift Aid and taxation	686	920

Summarised balance sheet	2024 £'000	2023 £'000
Current assets	755	2,453
Creditors: amounts falling due within one year	(755)	(703)
Net assets	-	1,750
Called up share capital (£2)	-	-
Debenture	-	1,750
Profit and loss account	-	-
	-	1,750

This note is the company note. The group note (Note 4. Other trading activities) includes the company's results but is shown before £675k rent paid to Britain Yearly Meeting of the Religious Society of Friends (Quakers.) as well £86k in recharges.

During the pandemic, and up to December 2024, the Company's parent charity had loaned the Company the sum of £1,750,000 for the purposes of providing working capital. This has now been replaced with a loan facility of £500k.

The loan facility is secured by a fixed and floating charge over the assets and undertaking of the Company and is repayable on the giving of 24 months' written notice. Interest is payable on the balance that has been drawn down, on a quarterly basis.

Up to £250k, interest is payable at a rate of one percentage point above the Co-operative Bank base rate, calculated on a daily basis. Thereafter, interest is payable at a rate of 3.6% above the Bank of England base rate, calculated daily.

12. Tangible fixed assets: Group and Charity

At cost or valuation	Note	Freehold land and buildings £000	Office Equipment £000	2024 Total £'000	Freehold land and buildings £000	Office Equipment £000	2023 Total £'000
Cost or valuation							
At 1 January 2024		34,328	1,500	35,828	33,476	1,388	34,864
Additions during the year		44	133	177	852	212	1,064
Work in progress (assets under construction)		69	-	69	-	-	-
Transfers		-	-	-	0	0	-
Revaluations		-	-	-	-	-	-
Disposals		-	-	-	-	(99)	(99)
Total		34,441	1,633	36,074	34,328	1,500	35,829
Depreciation							
At 1 January 2024		2,438	805	3,243	1,580	978	2,558
Charge for the year		910	174	1,084	858	109	967
Revaluations		-	-	-	-	-	-
		-	-	-	-	(282)	(282)
At 31 December 2024		3,348	979	4,327	2,438	805	3,243
Net book values at 31 December		31,093	654	31,747	31,891	695	32,586

12. Revaluation of functional properties

There are three significant functional freehold properties:

- **Friends House** was revalued at £29.1m in December 2020 by Carter Jonas Property Consultants Ltd.
- **The Swarthmoor Hall Estate** was revalued at £2.3m in December 2020 by Carter Jonas Property Consultants Ltd.
- **Quaker House Brussels** was revalued £1.6m in June 2023 by Marc Panichelli expert Immobilier.
- Included in the office equipment figure are intangible assets consisting of IT software with a net book value of £146k (2023: £304k).

12.1 Heritage assets

The pictures, paintings and sketches at Friends House and the historical artefacts at Swarthmoor Hall are recognised in the accounts at a professional valuation.

The pictures, paintings, sketches and prints were valued by Andrew Colvin, Fine Art Valuers, in February 2006. An updated inventory was done during the year and the total number is 278. The historical artefacts at Swarthmoor Hall were valued for insurance purposes by Tennants Auctioneers in September 2003.

Group and Charity	2024 £'000	2023 £'000	2022 £'000	2021 £'000	2020 £'000
Historical artefacts at Swarthmoor Hall	425	425	425	425	425
Friends House picture collection	179	179	179	179	179
	604	604	604	604	604

The charity also holds manuscripts and printed materials in the Library at Friends House. These assets are acknowledged to be of historic importance to Quakers and must be held indefinitely in direct furtherance of the charitable objects, i.e. to promote the advancement and awareness of Quakerism.

These assets meet the definition of heritage assets in the charity Statement of Recommended Practice 2015 in that they are held in perpetuity as a permanent record of the charity's history. As reliable cost information is not available and conventional valuation approaches lack sufficient meaning, given that certain aspects of the manuscripts and their historical significance are irreplaceable, no value is included on the balance sheet in respect of them.

All expenditure incurred on the maintenance and preservation of these assets is accounted for through the statement of financial activities.

The following information regarding the heritage assets not included on the balance sheet is given to provide an understanding of their nature:

	2024	2023	2022	2021	2020
Books and pamphlets	98,310	98,310	98,310	98,310	98,107
Periodicals (titles)	2,300	2,300	2,300	2,300	2,300
Quaker archives*	325	325	325	325	325
Bound manuscripts	970	970	970	970	970
Other manuscripts*	271	271	271	271	269
Photographs, museum objects and medals	40,086	40,086	40,086	40,086	40,086

The figures above refer to the approximate number of volumes/items held, other than items marked * where the figures refer to metres of shelf space used for the collections.

The reduction in the number of periodicals is due to a fresh method of counting them by title rather than by quantity.

The archives and manuscripts dating from the 17th to 20th centuries are valued, for insurance purposes only, at £5.7 million, based on a valuation as at December 2009 by Robert Kirkman Limited, Antiquarian Booksellers. The books and other printed materials are valued, for insurance purposes only, at £1.8 million, based on a valuation as at November 2008 by Bertram Rota Antiquarian Booksellers.

The nature of each collection and, in particular, the type of material held by the Library, has remained unchanged over the past five years, in line with the charity's Collections policy (see our website www.quaker.org.uk/library-collections).

13. Investments

Group and Charity	Listed Investments £'000	Cash £'000	Investment Properties £'000	2024 £'000	2023 £'000
Fair value at 1 January	28,493	560	20,025	49,078	50,183
Additions	3,158	-	-	3,158	4,129
Donated assets	-	-	-	-	-
Disposals	(4,614)	-	(100)	(4,714)	(2,653)
Impairment	-	-	-	-	-
Redemptions	-	-	-	-	-
Investment gains/(losses)	(601)	-	-	(601)	699
Net movement in cash	-	309	-	309	(3,280)
Fair value as at 31 December	26,436	869	19,925	47,230	49,078

13.1 Listed investments and cash held by investment managers

Listed investments and cash held by investment managers at 31 December 2024 are analysed by fund as follows:

Group and Charity	2024 £'000	2023 £'000
General funds	14,662	15,744
Designated funds	6,346	6,815
Restricted funds	875	940
Endowment funds	5,422	5,554
	27,305	29,053

13.2 Listed investments held at 31 December 2024

Listed investments held at 31 December 2024, all of which were dealt in on a recognised stock exchange, comprised the following:

	2024 £'000	2023 £'000
UK fixed-income	1,048	1,017
UK equities	9,923	10,748
Overseas equities	14,434	13,870
Cash	869	558
Alternatives	1,031	2,860
	27,305	29,053

13.3 Individual holdings

Individual holdings at 31 December 2024 (2023 Three / £4,513k) which made up more than 5% of the portfolio were:

	2024 £'000
Impax Environmental Mkts Plc 10P Ordinary Shares	1,294
Fund Partners Ltd Im Wheb Sustainability B Acc	966

The historic cost of investments including cash at 31 December 2024 was £22,669k (2023: £22,445k)

The investment policy and full listing of investments at 31 December 2024 are published on our website at www.quaker.org.uk.

13.4 Net gains/(losses) on listed investments and property

Net gains/(losses) on listed investments and property comprised the following:

	2024 £'000	2023 £'000
Realised gains / (losses) listed investments	653	271
Unrealised gains / (losses) listed investments	(1,254)	427
	(601)	698
Realised gains / (losses) investment property	163	-
	(438)	698

13.5 Investment properties

Investment properties held at 31 December 2024 and their movements during the year were as follows:

Group and Charity	2024 £'000	2023 £'000
Market value		
At 1 January	20,025	20,025
Disposals	(100)	-
Adjustments to valuation	-	-
At 31 December	19,925	20,025
Group and Charity	2024 £'000	2023 £'000
Drayton House	19,350	19,350
Courtauld House	-	-
Woodland and pasture at Jordans	505	505
Land at Lakenheath	70	70
Lesser Slatters	-	100
	19,925	20,025

13.6 Revaluation of investment properties

Drayton House was revalued to £20m on 31 December 2021 (2020: £18m) by Cameron Benge MRICS on behalf of Carter Jonas LLP. Woodlands and pasture at Jordans were revalued to £505k on 9th November 2021 (2020: £341k) by Samuel Head MRICS (Rural Surveyor) RICS Registered Valuer, peer reviewed by Mark Charter MRICS MARLA (Partner) RICS Registered Valuer. Carter Jonas LLP Reference: C1000824

One small property valued by BYM with professional assistance, at a valuation of £70k based on open market value adjusted where necessary to reflect the existence of sitting or life tenants.

Lesser Slatters was sold in 2024. There has been no indication of impairment since the last valuation.

Valuations of investment properties are based on a prudent approach. Desk review values are not assumed to be a reflection of the realisable value of the assets, unless supported by strong market evidence, such as recent comparable transactions or independent professional appraisals. This cautious stance helps ensure that reported values reflect a realistic and supportable estimate of market conditions, and mitigates the risk of overstating asset values in the financial statements.

Other investment properties:

- **Courtauld House**, which comprises freehold land and buildings. On 7 March 2011 a long lease was granted on Courtauld House and its value was written down to £1.
- **The Jordans Estate**, which comprises freehold land and buildings. The valuation has been adjusted to reflect the fact that in excess of 15 acres of pasture land are let on an annual contract, 5 acres of pasture land are subject to a long lease and 4.61 acres of pasture land are subject to a different long lease. The valuation also reflects the fact that this land is held (inter alia) upon trusts for the protection of the quiet, seclusion and amenities of Jordans Friends Meeting House and burial grounds. The estate is also held as a programme-related investment that furthers BYM's aims in relation to sustainability.
- Two small properties valued by BYM with professional assistance, at a valuation of £170k based on open market value adjusted where necessary to reflect the existence of sitting or life tenants.

14. Debtors

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Receivable within one year				
Loans advanced from the Meeting Houses Fund	5	17	5	17
Other loans advanced	(6)	(3)	(6)	(3)
Trade debtors	723	360	241	(82)
Prepayments	127	208	127	206
Accrued income	1,946	6,256	1,946	6,256
Other debtors	16	(26)	3	(38)
Total	2,811	6,812	2,316	6,357
Receivable after more than one year				
Loans advanced to meetings (see below)	-	20	-	20
Debenture to Friends House Hospitality (London) Ltd.	-	-	-	1,750
	-	20	-	1,770
Total	2,811	6,832	2,316	8,127

Interest-free loans are made to meetings for the purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up to ten years.

15. Creditors: amounts falling due within one year

	Group 2024 £'000	Group 2023 £'000	Charity 2024 £'000	Charity 2023 £'000
Trade creditors	287	503	169	399
Interest free loans	12	15	12	15
Social security and other taxes	373	395	364	240
Pension Contributions	65	55	65	55
Due to Subsidiary	-	-	238	1,976
Accruals	1,886	1,815	1,752	1,784
Deferred Income	672	707	179	294
Other	63	61	63	61
Total	3,358	3,550	2,842	4,824

16. Operating lease commitments

At 31 December 2024, BYM is committed to making the following payments under non-cancellable operating leases:

Payments falling due	2024 £'000	2023 £'000
Within one year	21	31
Between two and five years	63	49
Total	84	80

The total expense for operating lease costs incurred in 2024 was £32k (2023: £35k).

17. Operating lease income due

At 31 December 2024, BYM is due to receive rental income as follows under non-cancellable operating leases in respect of Drayton House:

Rents falling due	2024 £'000	2023 £'000
Within one year	1,083	542
Between two and five years	1,625	-
Total	2,708	542

Drayton House lease was extended from 27 June 2024 to 26 June 2027.

18. Unrestricted funds

Group and Charity	At 1 January 2024 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2024 £'000
General	5,790	10,681	(13,515)	(328)	706	3,334
Designated (Note 18.1 & 18.2)	69,174	133	(1,258)	26	(1,166)	66,909
Total	74,964	10,814	(14,773)	(302)	(460)	70,243

18.1 Designated funds

Programme activity	At 1 January 2024 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2024 £'000
Cadbury Staines Fund	1,970	41	(11)	(42)	-	1,958
Legacy funded short term projects	196	-	(18)	-	-	178
Marsh Memorial Fund	4,316	-	(7)	-	-	4,309
Meeting Houses Funds	15	-	-	-	-	15
Organisational Development Fund	1,142	-	(172)	-	-	970
Property Upkeep Fund	8,593	90	(150)	(93)	-	8,440
QIC Income Fund	174	-	-	-	-	174
QPSW General Fund	27	-	(1)	-	(26)	-
Risk Management Fund	3,202	-	-	-	(900)	2,302
Total	19,635	131	(360)	(134)	(926)	18,347

Working buildings	At 1 January 2024 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2024 £'000
Drayton House	19,348	-	(20)	-	-	19,328
Friends House	26,974	-	(748)	-	-	26,226
Heritage Assets Fund	604	-	-	-	-	604
Jordans Estate	500	-	(12)	-	-	488
Lakenheath	78	2	-	-	-	80
Lesser Slatters	98	-	(17)	160	(240)	-
Swarthmoor Hall	1,937	-	(101)	-	-	1,836
Total	49,540	2	(898)	160	(240)	48,562

18.2 Unrestricted funds (prior year)

Group and Charity	At 1 January 2023 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2023 £'000
General	12,122	11,596	(13,003)	(942)	(4,050)	5,790
Designated (Note 18.3)	64,360	464	(1,229)	1,148	4,432	69,175
Total	76,482	12,061	(14,233)	205	382	74,964

18.3 Designated funds (prior year)

Programme activity	At 1 January 2023 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2023 £'000
Cadbury Staines Fund	1,545	34	(8)	399	-	1,970
Legacy funded short term projects	269	-	(73)	-	-	196
Marsh Memorial Fund	4,316	-	-	-	-	4,316
Meeting Houses Funds	15	-	-	-	-	15
Organisational Development Fund	-	-	(88)	-	1,230	1,142
Property Upkeep Fund	7,664	425	(244)	749	-	8,594
QIC Income Fund	174	-	-	-	-	174
QPSW General Fund	27	-	-	-	-	27
Risk Management Fund	-	-	-	-	3,202	3,202
Total	14,010	458	(413)	1,148	4,432	19,635

Working buildings	At 1 January 2023 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2023 £'000
Drayton House	19,349	-	(1)	-	-	19,348
Friends House	27,666	-	(692)	-	-	26,974
Heritage Assets Fund	604	-	-	-	-	604
Jordans Estate	501	-	(1)	-	-	500
Lakenheath	72	6	-	-	-	78
Lesser Slatters	100	-	(2)	-	-	98
Swarthmoor Hall	2,058	-	(121)	-	-	1,937
Total	50,350	6	(817)	-	-	49,540

Designated funds comprise monies set aside by BYM out of unrestricted general funds but designated for specific future purposes or projects. The main funds are:

- The **Cadbury Staines Fund**, which is held for items of major non-routine expenditure at the discretion of Meeting for Sufferings. The income from this fund is applied towards grants to associated Quaker bodies and for the relief of individuals through the Overseers Relief Fund.
- The **Legacy Funded Short Term Projects Fund** supports development work in areas including peace and disarmament, non-violence, advocacy and supporting meetings.
- The **Marsh Memorial Fund** to foster the gifts of children (particularly of girls) in the UK and overseas.
- The **Meeting Houses Fund** comprises interest-free loans made to meetings around the country in order that they may purchase or renovate local meeting houses.
- The **Organisational Development Fund** will allow the charity to invest in organisational development with the confidence there is sufficient funds. These projects will be non-capital in nature and used to improve or develop infrastructure, governance and support functions. All projects will be shorter than three years.
- The **Property Upkeep Fund**, which is held to fund the structural maintenance and capital works of all the properties owned for the central work of Britain Yearly Meeting of the Religious Society of Friends (Quakers).
- The **QIC Income Fund (Courtauld House)** is held to fund any related costs which arise during the period of the long lease granted on this building.
- The **QPSW General Fund** is held for the general activities of the QPSW department.
- The **Risk Management Fund** is held to manage the risk of large fluctuations in legacy income leading to unexpected funding shortfalls.

The working building funds are:

- The **Heritage Assets Fund**, which comprises artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by, or donated to, the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.
- The other building funds are the asset value of the buildings the charity uses to deliver its charitable objects.

19.1 Restricted funds

Group and Charity	At 1 January 2024 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2024 £'000
Albert Moore Fund	531	-	-	-	-	531
WT & Bader Philanthropies Grant	18	-	-	-	-	18
BYM Swarthmoor Hall Capital	1,026	18	(3)	(19)	-	1,023
CYP General Fund	(8)	20	(24)	-	12	-
EAPPI Fund	(221)	168	(434)	-	487	-
Eric & Malcolm Legacy (Library)	101	-	(15)	-	-	86
Friends Education Fund - Higher Education Awards	353	27	(16)	-	-	364
Friends Education Fund - Joint Bursary Scheme	543	35	(303)	-	-	275
Gerald AJ Hodgett Fund	227	-	(19)	-	-	208
Hope Fund	90	-	(3)	-	-	87
Jordans Estate Fund	333	-	(1)	-	-	332
Kingsmead Close Income Fund	191	11	(1)	-	-	201
Kingsmead Income Fund	486	34	(3)	-	-	517
Pastoral Care	82	-	-	-	-	82
Quaker House Brussels	1,572	-	(27)	-	-	1,545

Quaker Life General	187	363	(336)	-	(72)	142
Quaker Peace and Social Witness General	90	612	(82)	-	26	646
QUNO General	41	33	-	-	-	74
Sawell Family Fund	483	-	(18)	-	-	465
Swarthmoor Hall Fund	1,224	-	(39)	-	-	1,185
The Outreach Fund	19	-	(20)	-	-	(1)
Wynn Jones Garden Fund	23	1	-	-	-	24
Yearly Meeting Events Bursary Fund	31	1	(3)	-	-	29
Other restricted funds (38<£20k)	324	116	(66)	-	7	381
Total	7,747	1,439	(1,414)	(19)	460	8,214

Restricted funds comprise the unexpended income earmarked for specific purposes by donors together with those property funds whose assets are held subject to specific restrictions on use. The main restricted funds are:

- The **Albert Moore Fund** which is held to acquire and maintain the heritage assets currently on display at Swarthmoor Hall. These assets are excluded from the Swarthmoor Hall Fund at the express wish of the original donor.
- **Bader Philanthropies** provides funding for Local Development Workers.
- The **BYM Swarthmoor Hall Capital**, which is restricted to work at Swarthmoor Hall, including the estate. The fund is governed by a separate trust document.
- The **CYP General Fund** is used for the BYM Children's and Young People's work
- The **EAPPI Fund** is for grants and donations restricted to The Ecumenical Accompaniment Programme in Palestine and Israel.
- The **Eric & Malcolm Legacy (Library)** is from a legacy left for the work of the Library of the Society of Friends.
- The **Friends Educational Foundation (FEF) Joint Bursary Scheme**, which provides bursaries to pupils at Friends schools. These are managed by the schools.
- **Friends Educational Foundation (FEF) Higher Education Awards**, which makes grants to members and attenders gaining further or higher education to equip themselves to serve society and/or Quakers in Britain.
- The **Gerald AJ Hodgett Fund** is to be applied in such proportions as the trustees decide for the benefit of the central library of the Religious Society of Friends, the Friends Historical Society and higher education awards and grants.
- The **Hope Fund**, which is held for providing grants connected with unemployment.
- The **Jordans Estate Fund**, which is held upon trust for the protection of the quiet, seclusion and amenities of the Jordans Friends Meeting House and burial grounds.
- The **Kingsmead Close Income Fund** receives income from the Kingsmead Close Endowment Fund which states that 'the income of which is restricted to providing training for Quaker Peace & Social Witness (QPSW) workers or, if the whole of the said income is not required for such purposes, then for the maintenance and support of QPSW workers.'
- The **Kingsmead Income Fund** receives income from the Kingsmead Income Fund which states 'the income of which is restricted to providing training for Quaker Peace & Social Witness (QPSW) workers or, if the whole of the said income is not required for such purposes, then for the maintenance and support of QPSW workers.'
- The **Pastoral Care Fund**, formally the Overseers Relief Fund, is to provide support to elderly members in need.
- The **Quaker House Brussels** is used for Quaker House Brussels.
- **Quaker Life General** – this fund is held for the work of Quaker Life including the local development programme.

- **Quaker Peace and Social Witness (QPSW) General** – is held for the work of QPSW.
- **QUNO General** – this fund is held for the work of QUNO.
- The **Sawell Family Fund** is for the upkeep of all property including meeting houses.
- The **Swarthmoor Hall Fund** which exists to defray running expenses at Swarthmoor Hall.
- The **Outreach Fund** supports experiments in new ways to promote Quakerism.
- The **Wynn Jones Garden Fund** is used for the upkeep of the garden and inner courtyard of Friends House.
- **Yearly Meeting events bursary fund** – this is a fund held for the purpose of providing bursaries for people in need to attend Yearly Meeting

38 other funds are restricted to various purposes. These include departmental funds whose income is earmarked for a particular department, but which is not restricted to specific work within that department.

19.2 Restricted funds (prior year)

Group and Charity	At 1 January 2023 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2023 £'000
Albert Moore Fund	535	-	(4)	-	-	531
WT & Bader Philanthropies Grant	85	18	-	-	(85)	18
Bristol Area Meeting Grant	27	-	-	-	(27)	-
BYM Swarthmoor Hall Capital	800	15	(6)	218	-	1,027
CB & HH Taylor Trust Fund	164	-	-	-	(164)	-
CYP General Fund	32	17	(58)	-	-	(8)
Eric & Malcolm Legacy (Library)	193	-	(92)	-	-	101
Friends Education Fund - Higher Education Awards	346	8	(23)	22	-	353
Friends Education Fund - Joint Bursary Scheme	498	20	(5)	30	-	543
Gerald AJ Hodgett Fund	246	-	(19)	-	-	227
Hope Fund	88	5	(3)	-	-	90
Jordans Estate Fund	333	-	-	-	-	333
Kingsmead Close Income Fund	180	3	(2)	9	-	191
Kingsmead Income Fund	454	9	(5)	28	-	486
Oliver Morland Fund	85	-	-	-	(85)	-
Pastoral Care	83	-	-	-	-	83
Quaker House Brussels	1,595	7	(32)	-	-	1,571
Quaker Life General	343	409	(358)	-	(206)	187
Quaker Peace and Social Witness General	296	86	(291)	-	-	90
QUNO General	36	41	-	-	(36)	41
Sawell Family Fund	477	-	5	-	-	482
WF Southall Trust Grant	50	-	-	-	(50)	-
Swarthmoor Hall Fund	1,253	1	(31)	-	-	1,223
The Outreach Fund	46	-	(27)	-	-	19
Wellcome Grant Library Archives	-	-	-	-	-	-
Wynn Jones Garden Fund	21	-	-	-	-	22
Yearly Meeting Events Bursary Fund	32	-	(1)	-	-	31
Other restricted funds (38<£20k)	78	263	(506)	-	271	106
Total	8,376	904	(1,459)	308	(382)	7,747

20. Endowment funds

Group and Charity	At 1 January 2024 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2024 £'000
Friends Education Fund - Higher Education Awards Fund	1,315	-	(5)	(27)	-	1,283
Friends Education Fund - Joint Bursary Scheme	1,921	-	(7)	(37)	-	1,877
Kingsmead	1,829	-	(6)	(35)	-	1,788
Kingsmead Close	596	-	(2)	(11)	-	583
R Penney Fund	197	-	-	(4)	-	193
Richard Hawkins Charitable Fund	30	-	-	(1)	-	29
S & M Holt Memorial Fund	39	-	-	(1)	-	38
Wynn-Jones Library Fund	30	-	-	(1)	-	29
Total	5,958	-	(20)	(117)	-	5,821

Endowment funds comprise monies that must be held indefinitely as capital. Endowment income is credited to general funds and applied for general purposes unless under the terms of the endowment such income must be used for specific purposes, in which case it is credited to restricted funds.

- The **Friends Educational Foundation (FEF) Higher Education Awards**: the income of which is restricted to providing grants for higher education.
- The **Friends Educational Foundation (FEF) Joint Bursary Scheme**: the income of which is restricted to providing bursary grants at Quaker schools.
- The **Kingsmead and Kingsmead Close Funds**: the income of which is restricted to providing training for Quaker Peace & Social Witness (QPSW) workers or, if the whole of the said income is not required for such purposes, then for the maintenance and support of QPSW workers.
- The **R. Penney Fund** is held on trust with the income to be used for the general purposes of the Society.

Others: the income of five small funds is restricted within the terms of the relevant fund.

20.1 Endowment funds (prior year)

Group and Charity	At 1 January 2023 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2023 £'000
Friends Education Fund - Higher Education Awards Fund	1,274	-	(1)	42	-	1,315
Friends Education Fund - Joint Bursary Scheme	1,866	-	(1)	57	-	1,922
Kingsmead	1,776	-	(1)	54	-	1,829
Kingsmead Close	579	-	-	18	-	596
Phillips Consultancy Fund	-	-	-	-	-	-
R Penney Fund	192	-	-	6	-	198
Richard Hawkins Charitable Fund	28	-	-	1	-	29
S & M Holt Memorial Fund	38	-	-	1	-	39
Wynn-Jones Garden Fund	(1)	-	-	1	-	-
Wynn-Jones Library Fund	29	-	-	1	-	30
Total	5,781	-	(5)	181	-	5,958

21. Analysis of net assets between funds

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2024 £'000
A. Group					
Tangible fixed assets	912	29,868	1,571	-	32,351
Investments	14,662	26,271	875	5,422	47,230
Current assets	(9,352)	10,737	6,276	394	8,055
Creditors due within one year	(2,888)	33	(509)	6	(3,358)
Total	3,334	66,909	8,214	5,821	84,278

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2024 £'000
B. Charity					
Tangible fixed assets	912	29,868	1,571	-	32,351
Investments	14,662	26,271	875	5,422	47,230
Current assets	(9,867)	10,737	6,276	394	7,540
Creditors due within one year	(2,373)	33	(509)	6	(2,843)
Total	3,334	66,909	8,214	5,821	84,278

21.1 Analysis of net assets between funds (prior year)

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2023 £'000
A. Group					
Intangible fixed assets	304	-	-	-	
Tangible fixed assets	647	30,641	1,598	-	32,886
Investments	6,004	36,580	940	5,554	49,078
Current assets	1,911	1,989	5,647	399	9,945
Creditors due within one year	(3,074)	(35)	(439)	6	(3,543)
Total	5,791	69,174	7,746	5,959	88,670

	Unrestricted funds £'000	Designated funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2023 £'000
B. Charity					
Intangible fixed assets	304	-	-	-	
Tangible fixed assets	647	30,641	1,598	-	32,886
Investments	6,004	36,580	940	5,554	49,078
Current assets	3,190	1,989	5,647	399	11,225
Creditors due within one year	(4,354)	(35)	(439)	6	(4,823)
Total	5,791	69,174	7,746	5,958	88,669

Reference and administrative details

Trustees serving during 2024 and up to the date of this report

Georgina Bailey (until 31 December 2024)	London West Area Meeting
Catherine Brown	Hampshire & Islands Area Meeting
Lis Burch (from 1 January 2025)	Oxford & Swindon Area Meeting
Kit Fotheringham	Devon Area Meeting
Ursula Fuller	East Kent Area Meeting
Kate Gulliver (to 26 July 2024)	West Scotland Area Meeting
Ellie Harding (until 31 December 2024)	Central England Area Meeting
Carolyn Hayman (until 31 December 2024)	North West London Area Meeting
Jo Hills	West Weald Area Meeting
Chris Jardine (from 1 March 2025)	South East Scotland Area Meeting
Marisa Johnson, Clerk	Cambridgeshire Area Meeting
Kit King, Assistant Clerk (from 1 January 2025)	Mid Essex Area Meeting
Liz Law (from 1 January 2025)	South East Scotland Area Meeting
John Lewis (from 1 January 2025)	South Wales Area Meeting
Silas Price	Norfolk & Waveney Area Meeting
Elizabeth Redfern (from 2 March 2024)	Leicester Area Meeting
Danielle Walker Palmour, Assistant Clerk (1 Jan to 31 Dec 2024)	York Area Meeting
Paul Whitehouse, Treasurer (from 1 January 2023)	Bristol Area Meeting

Management Meeting

Trustees delegate the responsibility for implementing decisions and managing work to senior staff (Management Meeting).

In 2024, Management Meeting comprised:

- Paul Parker Recording Clerk
- Siobhán Haire Deputy Recording Clerk
- Oliver Robertson Head of Witness and Worship
- Vipin Narang Finance Director
- Lisa San Martin Chief Executive, Quiet Company

Reference and administrative details

Statutory information

Britain Yearly Meeting of the Religious Society of Friends (Quakers) is an unincorporated charity registered with the Charity Commission for England and Wales.

Name and registered office

Britain Yearly Meeting of the Religious Society of Friends (Quakers)
Friends House,
173 Euston Road, London,
NW1 2BJ
Registered charity number 1127633

Professional advisers

Auditor

Sayer Vincent LLP
110 Golden Lane
London, EC1Y 0YG

Legal advisers

Bates Wells
10 Queen Street Place
London, EX4R 1BE

Investment managers

Rathbone Greenbank
Investments 10 Queen Square
Bristol, BS1 4NT

Main banker

The Co-operative Bank
3rd Floor
10 Warwick Lane
London, EC2 7BP

Accounts

Annual report, including financial statements

for the year ended 31 December 2023

Compiled for Yearly Meeting 2024,
Friends House, London and online
26–30 July 2024

Yearly Meeting of Quakers in Britain



Proceedings

A number of documents will help us meet with hearts and minds prepared. Collectively, these are the '*Proceedings of the Yearly Meeting of the Religious Society of Friends (Quakers) in Britain 2024*'.

The full set comprises:

1. *Preparing for Yearly Meeting*, including community guidelines.
2. *Agenda and notes*, with introductory material for Yearly Meeting and annual reports of Meeting for Sufferings and other related bodies
3. *Testimonies*, including index of epistles
4. *Trustees' annual report*, including financial statements for the year ended December 2023
5. *Patterns of membership*, including the 2023 tabular statement
6. *Minutes*, which are distributed after the conclusion of Yearly Meeting.

All documents will be available online at **www.quaker.org.uk/ym**. Many Friends will read the documents online, but if you need printed documents, they will be in a printer-friendly PDF format. We ask Friends to print their own copies or to seek assistance from someone in their meeting. This will help us to save costs and reduce the environmental impact of Yearly Meeting.

If you require accessible documents, please request these when booking for Yearly Meeting. If these do not meet your accessibility needs, or the needs of someone you know, please email **ym@quaker.org.uk**.

All *Quaker faith & practice* references are to the fifth edition, which can be found online at **www.quaker.org.uk/qfp**.

You can read about Yearly Meeting in chapter 6 of *Quaker faith & practice*. Alternatively, contact Yearly Meeting Arrangements Committee on 020 7663 1040 or at **ym@quaker.org.uk** or go to **www.quaker.org.uk/ym**.

Annual report, including financial statements

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Accessible versions of this document are available.
Please contact the publications manager at publications@quaker.org.uk or call 020 7663 1162.

To read *Our faith, our work*, which contains information about the work of Quakers in Britain in 2023, visit www.quaker.org.uk/annualreview.

Introduction

From the Clerk of Trustees and the Recording Clerk

"We know the power of God's Spirit at work in the lives of people within the community of our meetings. These people may have been drawn into the community by a sudden conviction, a long period of seeking, or have grown up within it from childhood. We also know that we are engaged in a life-long growth into faith, and experience a continuing irruption of grace into our lives which demands and sustains a commitment to a life of discipleship. We recognise this power at work in people of all ages, races and creeds: a transforming power which can issue in lives of joy, humility and service."

London Yearly Meeting, 1986,
from *Quaker faith & practice* 10.02

As we write, our world faces many challenges. The linked crises of climate change, inequality and war call us to action both practical and spiritual. The world's suffering cannot be ignored. Quakers continue to seek inspiration in our meetings for worship and for church affairs as to how we should respond, in our own lives, through our corporate work, and in the public square.

We want to offer the world Quaker communities which are thriving, inclusive and active. Our national organisation exists to support Quakers across Britain not only to worship, but to follow the leadings of the Spirit, to put our faith into action, and to bear witness to the healing power of love in the world. Our local development workers work alongside Quaker communities across England, Wales, Scotland, the Channel Islands and the Isle of Man to become more confident, connected and sustainable. Our faith in action

team supports Quakers in their activism, which aims to bring the world closer to our vision of how it could be. Our public affairs and advocacy team ensures that our Quaker truth is spoken to those in positions of power. Our communications team ensures that Quakerism is discoverable by those who seek it and is understood by all. We work to build peace in our communities, schools and in some of the regions troubled by militarised conflicts.

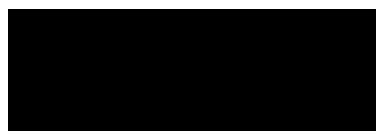
We undertake this work not for self-serving reasons or merely out of a principled value-system, but because we believe we are following the leadings of the Spirit in service of the world's needs. Our meetings for worship and for business are how we test these leadings, and we are supporting the Quaker community to reform and develop our structures to enable us to do so better and more efficiently. We are revising our book of discipline, *Quaker faith & practice*, to be fit for the next generation of Quakers, and are looking forward to the completion of that process in the next few years.

This report describes the work undertaken by Britain Yearly Meeting with and for Quakers in 2023. We are grateful to all our staff for their commitment, determination and skill in their work, and ask Quakers to hold them in the light in their activities. The report shows how the funds provided by Quakers, trusts and other supporters have been put to use in service of the Quaker community and our work. We thank them for all their support and generosity and hope it will continue to sustain our work for many years to come.

In peace,



Marisa Johnson



Paul Parker

About us

Britain Yearly Meeting explained

Quakers in Britain – also known as the Religious Society of Friends – is a faith community with worship at its heart. Founded in 1652, a period of religious turmoil, the Society welcomes people of all faith backgrounds who want to deepen their experience of God and find a way of living harmoniously in today's troubled world.

Quakers worship in local meetings (443; 2022:456), grouped together into area meetings (70; 2022:70), where individual membership (c.11,118 (2022: c. 11,491), plus a further 7,143 attenders (2022: 6,948)) is held. Local and area Quaker meetings manage their own affairs and own their own property; each area meeting is a separate charitable entity with its own trustees.

Members of these area meetings make up the membership of the Yearly Meeting of the Religious

Society of Friends (Quakers) in Britain (Britain Yearly Meeting), a body that meets annually and that has ultimate authority for church affairs. In the intervals between Yearly Meetings, Meeting for Sufferings – the standing representative body of Quakers in Britain – is entrusted with discernment and general care of matters affecting the Society.

Britain Yearly Meeting (BYM) is also the name of the national charity that implements the Society's central policy, owns its property, employs its staff and directs its work. BYM works centrally to run the affairs of the Society as a whole and to support local meetings. We also work to raise awareness of the basic tenets of Quaker faith and to put Quaker thinking into practice for a just and peaceful world.

Public benefit statement

BYM is an umbrella organisation, guiding, supporting and sustaining area and local Quaker meetings throughout England, Wales and Scotland.

The charity's resources come from members' contributions, legacies, grants, any gift-aided surplus of our trading company, and investment income.

These resources are spent on deepening and sharing Quaker spiritual experience and on acts of witness that arise from our faith. For Quakers, belief and witness are indivisible. We work for peace and justice, environmental sustainability, the alleviation of suffering, and the upholding of victims of oppression.

Local meetings for worship are open to all. Quakers have no tests of belief, and membership of the Society is open to anyone who is sincerely seeking truth. Our governance is spread widely within our membership. Our constitutional book of Christian discipline, *Quaker faith & practice*, guides our work and witness.

For over 370 years Quaker faith has led us to testify to equality, simplicity, peace and truth. Quaker social witness encompasses work for peace and peacebuilding, including in Israel–Palestine and in East Africa. It strives for climate justice and for equality in Britain. It supports poorer people in society through bursaries, relief payments and grants. We provide support for the worshipping life and the witness of local meetings through a network of Local

Development Workers and other specialist staff, for example through servicing networks of prison chaplains.

Friends House, our central London base opposite Euston station, is a much-valued public building, made available for a wide variety of uses including worship by other faiths, education purposes and for open meetings organised by many third-sector organisations. Since 2009 Friends House has had a welcoming Quaker Centre, featuring a bookshop, café and worship space, open to all. In 2021, we opened another centre for national Quaker work in Leeds.

We are transparent in what we do: we make minutes of BYM Trustees available and our website (www.quaker.org.uk) carries minutes of Meeting for Sufferings and Yearly Meeting itself. Our website also gives details of our work and provides resources for local meetings and those wanting to learn more about Quakers.

This report shows how our resources have been applied and how the public benefits from our work.

The charity's trustees have complied with their duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. All trustees give their time voluntarily and do not receive any personal financial benefit from the charity.

The way we work

Governance and decision-making

“It is always to be recognised that, coming together with a variety of temperaments, of backgrounds, education and experience, we shall have differing contributions to make to any deliberation. It is no part of Friends’ concern for truth that any should be expected to water down a strong conviction or be silent merely for the sake of easy agreement. Nevertheless we are called to honour our testimony that to every one is given a measure of the light, and that it is in the sharing of knowledge, experience and concern that the way towards unity will be found. There is need for understanding loyalty by the meeting as a whole when, after all sides of a subject have been considered, a minute is accepted as representing the discernment of the meeting.”

From *Quaker faith & practice*, Chapter 3 General Counsel on Church Affairs, paragraph 3.05)

Trustees are accountable to Quakers in Britain for the central work carried out in their name, and for ensuring that BYM complies with the law. The Recording Clerk (Quaker-equivalent of a chief executive) and Management Meeting (the senior staff team) advise trustees and are accountable to them for the work set out in an operational plan and budget prepared each year. In 2019, trustees adopted strategic priorities for centrally managed work for the next 5-10 years with the overall objective of a simple church supported by a simple charity, to reinvigorate Quakerism.

Our governance relies on the wide participation of members, and we depend on Friends to discover and exercise their gifts and offer them in service to God and our community.

In 2021, trustees approved a plan of governance developments, drawing on the Charity Governance Code, to help achieve strategic goals of: creating simple structures and practices in our local and national organisation; and ensuring all work is well-governed – resourced, impactful and communicated effectively.

The terms of reference of BYM Trustees are reviewed regularly. The most recent review concluded in 2020 and revised terms of reference were adopted by Yearly Meeting in 2021.

Governing document

The governing document is drawn largely from passages in our book of discipline *Quaker faith & practice*. The governing document was reviewed by Yearly Meeting in 2021. *Quaker faith & practice* contains, in addition to governance, advice and counsel, and encourages self-questioning and hearing each other in humility and love. The first book of discipline was compiled in 1738 and is

revised at intervals. The last complete revision was approved by the Society in 1994 and it has been amended regularly since then. Yearly Meeting in 2018 decided to begin a new complete revision of the book of discipline. This process is under way and the committee overseeing the revision is reporting regularly on progress. The current hope is for final text to be presented to Yearly Meeting for adoption in 2030.

The duty of trustees

It is the duty of BYM Trustees to:

- ensure that the priorities for the work set out by Yearly Meeting and Meeting for Sufferings are taken forward with the right use of our resources
- ensure that the governance and management of the work carried out are in accordance with the objectives set out in the governing document and compliant with the law.

In addition, the board of directors of Friends House (London) Hospitality Ltd. (trading as Quiet Company) is appointed by, and reports annually to, BYM Trustees.

Trustees have three subcommittees: Audit Committee, Employment Committee, and Finance & Property Committee.

Trustees are further supported by four standing committees and, together, define policies and decide the work to be done. The standing committees are:

- Quaker Committee for Christian & Interfaith Relations
- Quaker Life Central Committee
- Quaker Peace & Social Witness Central Committee
- Quaker World Relations Committee.

The conduct of business

All trustees’ meetings and those of committees and subcommittees are held as meetings for worship for business in accordance with *Quaker faith & practice*. Trustees appoint two elders each year to sustain and support the right holding of the meeting.

Trustees receive copies of the full minutes of Management Meeting, giving trustees a full picture of matters under consideration by our officers whilst preserving the boundaries between operational matters and strategic direction. The Recording Clerk and members of Management Meeting attend all meetings of trustees and report to them on each occasion. Trustees also spend time without staff at each of their meetings.

Trustees have a good relationship with Meeting for Sufferings, the standing representative council of Quakers

in Britain. All trustees are members of Meeting for Sufferings and attend its meetings regularly to participate in the discernment. There are regular opportunities for members of Meeting for Sufferings to engage with trustees to ask questions and seek explanation and clarification of aspects of trustees' business. Trust is central to all our relationships, and its preservation is a matter of vigilance and sensitivity.

Appointment of trustees, induction and training

Trustees are appointed by Yearly Meeting normally to serve a three-year term. Reappointment is possible for a second term and exceptionally for a third. The Yearly Meeting treasurer, also appointed by Yearly Meeting, serves ex-officio as a trustee. Nominating committees draw on a database of offers of service from Friends in membership of the Society. In making nominations for service as trustees, the Central Nominations Committee ensures that the Friends approached are aware of the legal responsibilities of trustees and of the legal position on eligibility.

Trustees keep their collective strengths and weaknesses under review and undertake regular training. New trustees receive careful induction and take part in a reflective review at the end of their first year of service, and again when they complete their term.

BYM Trustees have adopted a strategy to improve their diversity and are now collecting information on a broader number of indicators (the exercise was repeated with trustees serving in 2022 to provide a baseline). At December 2023, of the serving trustees:

- 64% were women, 21% men, 0% other gender identity, 14% preferred not to say (2022: 67% were women, 25% men, 0% other gender identity, 8% preferred not to say)
- 86% had the same gender identity as sex assigned at birth, 14% preferred not to say (2022: 92% had the same gender identity as sex assigned at birth, 8% preferred not to say)
- 43% were over 66 years old, 14% 51–65, 14% 36–50, 21% 35 or under, 7% preferred not to say (2022: 33% were over 66 years old, 17% 51–65, 25% 36–50, 25% 35 or under)
- 36% had a disability or long-term health condition, 57% did not, 7% preferred not to say (2022: 42% had a disability or long-term health condition, 58% did not)
- 79% were White, 7% Black/African/Caribbean/Black British, 7% other ethnic group, 7% preferred not to say (2022: 83% were White, 8% Black/African/Caribbean/Black British, 8% preferred not to say)
- 64% were straight/heterosexual, 7% gay/lesbian/homosexual, 7% bisexual, 14%

preferred not to say (2022: 50% were straight/heterosexual, 8% gay/lesbian/homosexual, 25% bisexual, 16% preferred not to say)

- occupation of main household earner when aged 14 – 64% higher managerial, administrative and professional occupations, 7% intermediate occupations, 7% routine and manual occupations, 7% other, 14% preferred not to say (2022: 83% higher managerial, administrative and professional occupations, 8% routine and manual occupations, 8% preferred not to say)
- 14% had caring responsibilities, 79% did not, 7% preferred not to say (2022: 17% had caring responsibilities, 83% did not)

Safeguarding procedures

BYM is committed to ensuring that our events and services are safe for everyone and that everyone, including children, young people and adults at risk of abuse, can worship safely within Quaker communities. We work to comply with legal and regulatory safeguarding requirements. Adhering to our policies and procedures ensures that only appropriate staff and volunteers work with children and young people and that criminal records checks and training are undertaken as required and kept under review.

Our 'MyConcern' safeguarding database enables us to record and monitor all safeguarding incidents reported by our staff and our meetings around Britain; volunteer Area Safeguarding Coordinators receive professional advice from safeguarding agency consultants and are supported by our Safeguarding Officer.

In 2023 we continued to implement our Safeguarding Improvement Plan, enabling us to build a strong safeguarding culture built on robust policies which are reviewed annually and well understood throughout our organisation. By the end of 2023 all items in the Plan were in progress or complete and a full review and new draft was scheduled for the first half of 2024 to ensure that Safeguarding remains at the forefront of everything we do.

Transparency of Lobbying, Non-party Campaigning & Trade Union Administration Act 2014

Quakers are committed to speaking truth to power on matters of common concern. At times this means engaging in the political process. The Transparency of Lobbying, Non-party Campaigning and Trade Union

Administration Act 2014 regulates certain types of political activity in defined periods before elections. Where required by the Act, Britain Yearly Meeting registers as a non-party campaigner and declares relevant spending. Britain Yearly Meeting did not engage in any regulated activity in 2023.

Risk management

Risk management policies and procedures

Quakers have historically taken risks if they felt called to do so after careful discernment. In our risk management approach, trustees seek an appropriate balance between acknowledging and mitigating risk and discerning opportunities to progress our Quaker concerns.

Trustees have paid increased attention to risk, both in their meetings and working with senior staff, over recent years. Management Meeting is responsible for managing strategic-level risks, which are monitored by trustees. Operational managers identify and manage operational-level risks. All risks are brought together into BYM's Risk Register, which is regularly reviewed and updated. The trustees' Audit Committee, constituted of one trustee and three external members, provides independent assurance that risk is being adequately managed.

For much of 2023, our risk profile continued to reflect a return to normal operations following the COVID pandemic. However, risk relating to advocacy increased due to a more restrictive legislative environment. The Hamas attacks of 7 October in Israel and the ensuing war in Gaza prompted an urgent reappraisal of the risks to which our fieldworkers abroad were exposed and the decision to bring them home.

Main risks

i) Major changes in Quaker communities

Reductions in membership, closure of meetings, unsustainable local structures, loss of tradition, disconnection with BYM, and loss of support to BYM.

Management of risk:

- New ways of worshipping (especially use of online technology)
- Local Development Workers now established across Britain and Youth Workers have been added
- Actions from the Integrated Strategy for Supporting Quaker Communities
- Focus on simplification
- Improved understanding of diversity and inclusion
- Actions to sustain relationships between BYM and meetings, for example Memoranda of Understanding now being rolled out

ii) Operating model

Operating model becomes unsustainable or unstable leading to loss of income to charity.

Management of risk:

- Fundraising strategy and plan adopted Autumn 2023
- Income generation plan, including exploring options for income generation from properties
- Staff training to improve financial literacy
- Work with committees to review programmes
- Build a culture of resilience and adaptability
- Market analysis: benchmarking to competitors
- Ethical business principles a distinctive feature for hospitality business
- Maintain ability to flex or reduce core work programme to address cost base issues

iii) Information technology

Risks on IT governance; resilience and continuity; cyber security; vendor and third-party risks; data management; IT program and execution risks

Management of risk:

- ICT Strategy, emphasising a wider set of IT objectives: governance, infrastructure, digital, service management and security
- Staff training and development plan
- Vulnerability testing (Cyber Essentials Plus)
- Digital Asset Inventory
- Service Desk to manage ICT day-to-day work

iv) Communications

BYM fails to use appropriate communications tools to help Quakers be widely known and understood, contributing to declining impact of work and engagement of Friends

Management of risk:

- New Communications Strategy under development
- Recent investment in staffing taking effect
- Impact reporting of projects and programmes

v) Governance

Failure of governance control, unsustainable central governance structures, reputational risk of meeting governance failure

Management of risk:

- Actions to deliver strategic priority on simplifying structures
- Governance strategy and plan, including investment in staff capacity
- Risk management process
- Audit Committee internal auditing process
- Work to support committees and encourage service

vi) Safeguarding

Failure of safeguarding governance or management leads to increased risk of abuse to children, young people or adults at risk of abuse and reputational damage

Management of risk:

- Implementation of safeguarding improvement plan continues, building on recommendations of external review conducted 2019

- Lead safeguarding trustee appointed
- Safeguarding officer established in role
- Departmental champions appointed
- All staff take part in awareness training
- Policies and procedures regularly reviewed and updated in consultation with expert advisor
- Manage engagement with IICSA

vii) Change management

Change, taking place in all parts of the charity, is badly managed, resulting in decreased impact and/or increased costs

Management of risk:

- Management Meeting change days
- Change management tools and resources
- Regular two-way communication
- Active engagement with central committees
- Communications with Friends
- Training and development for Operational Managers

BYM staff and Management Meeting

Our people and culture

At 31 December 2023, BYM employed 173 staff (113 full-time equivalent) across its departments, including 59 (46 full-time equivalent), to undertake the work of Friends House (London) Hospitality Ltd.

In line with best practice, we review our diversity statistics annually, reporting these to Management Meeting and the Trustees' Employment Committee. At December 2023:

- 97 (56%) staff members were female
- 32 (18.6%) were from black and minority ethnic communities, 16 (9%) preferred not to say
- 18 (10.4%) staff considered themselves to be disabled.
- 16 (9.3%) staff members identified themselves as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ), 25 (14.5%) preferred not to say
- 27 (15.6%) staff identified themselves as Quaker.

Much of this information is sensitive personal data that staff have shared voluntarily. This means that these statistics may not reflect the full demographic makeup of the staff body.

Wellbeing and Psychological Safety

We are committed to creating a safe and respectful working environment where our staff and volunteers feel valued, where we recognise one another's contribution, where inappropriate behaviour won't be tolerated, and

where people feel safe to raise concerns. As in previous years, we have worked on a range of employee relations issues and have tried to resolve them in as sensitive and supportive a way as possible.

People Software

This year, three People databases reached the end of their shelf life, namely, the SelectHR database and the Litmus and Shine e-learning platforms. These were replaced with PeopleHR and Kallidus, respectively. The migration processes were on budget and on time. Staff are now enjoying the benefits of easier-to-use and more contemporary systems.

Equity, Diversity and Inclusion

In 2022, an EDI audit was undertaken. As a result, over 2023, all staff underwent EDI training. An EDI Working Group was formed to implement recommendations from the audit, and to ensure that inclusion work is done collaboratively and systemically.

Belonging without othering is ongoing culture development work, and there are plans to do this more in the new year. In response to feedback, we will coordinate and communicate our work more intentionally.

Relationship with Unite, the Union

Staff are encouraged to join the employer-recognised union, Unite. A member of Management Meeting meets with the union regularly. Union Officers also attend Employment Committee meetings. The union supports staff during key consultations and with employee relations.

Relationships with our Union Officers are extremely good. We have worked collaboratively and consulted with the Union successfully on a range of issues. Our common goal is to ensure that we work to achieve excellence in ways that reflect and honour Quaker values.

Remuneration

The salaries for all staff, including the Recording Clerk and members of Management Meeting, are agreed upon on behalf of BYM Trustees by Employment Committee, which negotiates these where required with the workplace union representatives. For several years, a formula has been in place to propose a cost-of-living increase, which is agreed upon by trustees subject to certain affordability criteria.

BYM has a longstanding policy that no member of staff, either on our London or regional pay scale, should receive a full-time salary more than four times that of any other. That policy, which results in a 1:4.7 ratio across the two pay scales, is one way that Quakers are trying to put our faith into practice in the workplace. All staff are paid above the recommended Living Wage.

Gender and Ethnic Pay Gap

Government Regulations introduced in 2017 require public, private and voluntary sector organisations with 250 or more employees to report annually on their gender pay gap. There isn't yet a government proforma on the Ethnic Pay Gap reporting. Given our size, we do not have to comply. Nevertheless, we conduct this exercise annually as we find this a useful monitoring and evaluation tool.

The Mean Gender Pay Gap for BYM and Quiet Company for 2023 is -0.77. This means the average female hourly pay (£22.20) is slightly greater than the average male hourly pay (£22.03). This is a reversal of last year's position, where males had a +0.63% lead (£20.62) over females (£20.49). Our median gender pay gap is -10.10.

The yearly comparison of mean figures since 2021 is shown in the table below:

Source	Male (£)	Female (£)	Difference (%)	All staff (£)
Reward connected 2023/24	22.03	22.20	-0.77	22.03
Reward connected 2022/23	20.62	20.49	+0.63	20.55
Reward connected 2021/22	22.10	20.72	+6.2	21.23

The table shows a gradual change from a 6.2% male pay lead to a 0.77% female pay lead over the last three years.

In line with our commitments to equity and inclusion, in 2023 we conducted work to determine our ethnicity pay rates. Unlike the gender pay gap, this is not a required report from a charity of our size. The following are average hour pay divided into six ethnic groups:

Ethnicity	Number	Average hourly pay (£)
White	104	22.53
Mixed or multiple ethnic groups	7	23.47
Asian or Asian British	2	15.88
Black, Black British, Caribbean or African	19	22.08
Other ethnic groups	9	24.67
Prefer not to say	17	18.56

This year marked the start of a multi-year project to review all our people policies to ensure they are inclusive, accessible, easy to understand, legally up-to-date, and do not contain unconscious bias.

Communications

BYM is committed to open and accountable management of our staff, where development and recognition are acknowledged. Staff can raise concerns through their line-manager or Management Meeting, including the Recording Clerk, or anonymously through the whistleblowing policy.

Celebrating 2023

The year ended with a staff conference where we celebrated achievements, affirmed each other and committed ourselves to being an equitable, diverse and inclusive workplace community.

Volunteer involvement

BYM has a policy for volunteers who work alongside paid staff, based on four principles:

- The role of volunteers and the staff with whom they work must be clear.
- The work of volunteers should be seen as complementary to the work of staff, and volunteers should be supported in their work.
- Volunteers will not be used to replace staff posts.
- Staff and volunteers will work closely together.

The types of volunteers covered by this policy in 2023 included:

- Volunteers who participate as leaders and facilitators on our Youth, Children and Families events and programmes; and
- Volunteers who support the running of the Quaker Centre at Friends House, Euston
- Volunteers who support BYM events, including Yearly Meeting.

For the avoidance of doubt, we do not consider those Quakers who participate in our governance and working structures through participation in the central and standing committees of Britain Yearly Meeting to be volunteers for the purposes of this policy.

Fundraising practices

BYM raises funds within the Quaker community through the contributions given by area and local meetings.

Individual Friends also make donations directly to BYM and we make applications to trusts and foundations for grant funding. Legacies are a crucial part of our fundraised income and we are grateful to all those who have left a gift for us in their will. We would like to thank all the local and area meetings, charitable trusts, foundations and individuals who support our work.

We are registered with the Fundraising Regulator and abide by the Code of Fundraising Practice. We commit to the regulator's Fundraising Promise and aim to exceed these standards. We do not do any fundraising work with commercial participators. We have a policy for working with vulnerable supporters and all fundraising staff receive training on following this policy. In all our fundraising work we aim to:

- be transparent
- be respectful
- be fair and responsible
- listen and respond
- commit to high standards

No fundraising complaints were received in 2023.

For every £1 spent in 2023 on **direct costs** of raising voluntary income for BYM centrally, £25 was received in donations, legacies and grants. In 2022 this figure was £20. This change is largely attributable to the increase in legacies in 2023.

For every £1 spent in 2023 on **total costs** of raising voluntary income for BYM centrally, £10 was received in donations, legacies and grants. In 2022 this figure was £7. This change is largely attributable to the increase in legacies in 2023.

The work we do

Activities, objectives and achievements

The charitable object of BYM is “the furtherance of the general religious and charitable purposes of the Religious Society of Friends in Britain and beyond”. This purpose is further defined in *Quaker faith & practice* under four headings, which underpin the organisation of our work and the allocation of funds.

Sustaining our church and faith

This is defined in *Quaker faith & practice* as organising and maintaining the Yearly Meeting as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for their efficient and effective functioning, and for the preparation of matters for discernment by the Yearly Meeting in session. It also includes conducting relations with other churches, faiths and ecumenical bodies.

In 2023 Yearly Meeting was held in the Spring as a blended event. Around 1600 friends attended, including 87 children and young people, and around 800 who registered to attend online. 240 Friends attended Yearly Meeting for the first time in 2023. The theme for this Yearly Meeting was ‘Releasing our energy so that we can follow the leadings of the spirit, fulfil our purpose and build a better world.’ Sessions focussed on the following questions:

- Releasing our energy: How do we ensure our structures are simple, inclusive, and sustainable?
- Revitalising our communities: How do we revitalise our Quaker meetings and nurture joy?
- Following the leadings of the spirit: How can we build a better world with integrity, and how can we recognise and support truth in the wider world?

In 2023 we opened a Facebook Group “Quaker Space”, for all those associated with Quaker communities across Britain. There are now over 1,200 members of this group and its pages see wide-ranging discussion and opportunities for connection across the community of Quakers in Britain. We have built an effective moderation team which includes staff from across the organisation.

Staff worked with Quaker Life Central Committee to consider new ways of belonging to Quaker communities. This work is ongoing and has the potential to bring significant changes in relation to membership and non-geographic communities in future.

Throughout 2023 work continued to consider the right next steps for simplifying our central governance structures, thereby enabling our energy to be released for work in the world. As well as being a matter for discernment at Yearly Meeting, proposals were developed

and brought to Meeting for Sufferings during the year. This work builds a foundation for a proposal to come to Yearly Meeting in 2024.

In 2023 we spent £2.2 million on sustaining our church and faith (2022: £1.5 million).

Supporting meetings

This is defined in *Quaker faith & practice* as supporting Friends in their local organisations by providing services and advice relevant to the current needs of the Quaker community; for example, such work may relate to children, elderly people, those about to be married, those with responsibility for meeting houses, and those raising funds.

In 2023 the Quaker Life team completed recruitment to the full suite of 15 Local Development Worker roles. This means that every Quaker Meeting in Britain has access to a Local Development Worker who can support their community. In addition, the recruitment of a property adviser means that support for managing property is more readily available to local Quaker communities. During 2023, the team began work to ensure that their support offer was clear to Friends.

We continued to provide central support to local Quaker Communities through support for role-holders, including those entrusted with safeguarding and governance.

In 2023 we spent £3.4 million on supporting meetings (2022: £2.5 million).

Witness through action

This is defined in *Quaker faith & practice* as putting Quaker thinking into practice in relation to the problems and needs of the world. At present, our witness through action is focussed on 4 themes: peace and non-violence, climate justice, truth and integrity, and power and privilege.

Peace

In the later months of 2023, many staff were involved in responding to the horrific events in Palestine and Israel. The Ecumenical Accompaniment Programme in Palestine and Israel (EAPPI) team were initially busy managing the security of Ecumenical Accompaniers in the West Bank when the violence erupted and then their eventual recall to Jerusalem and evacuation home. Subsequently we have used our public platform to call for an immediate ceasefire and humanitarian access, and have involved Quakers across Britain and more widely by creating a new action page on the website, which has been shared and used widely. As the year drew to a close we focussed on getting a small group of Ecumenical Accompaniers back to Jerusalem, with limited duties, and continue to share

eyewitness blogs to highlight the stark increase in violence and human rights violations in the West Bank.

While this responsive work dominated the EAPPI programme's time in the final months of the year, the team also progressed in implementing the findings of the Equality, Diversity and Inclusion review into the programme.

We continue to partner with Quaker or Quaker-affiliated organisations in Kenya, Rwanda and Burundi. Partners train communities in nonviolence, power and change, and then support communities to identify and run campaigns in their area. Campaigns this year have addressed gender-based violence, child labour, corruption and climate change. And the training offer has expanded to include mediation and dialogue, civic education, election monitoring and economic literacy.

Working with Quaker Roots, we supported and participated in witness against the arms trade at the Defence and Security Equipment International (DSEI) arms fair, held in London in September. Although there was a good turnout for all events, the backdrop of more restrictive protest laws and a very unpredictable policing context, meant this was lower than in previous years.

We continued work to grow and mainstream peace education approaches across Britain, advocating for policy and practice which promote a relational approach in schools. As well as creating a more peaceful school environment, this work provides a platform from which to challenge militarism and structural violence in education including militarism and exclusions.

In September, Working with the Quakers in Scotland Parliamentary Engagement Working Group, we organised an exhibition in the Scottish Parliament, highlighting examples of peacebuilding in Scottish schools and calling for more funding and support for this approach. Over a third of MSPs engaged with the exhibition and supported a motion in support of peace education. We continue to build on these contacts and opportunities.

Working with partners, we have supported teachers through resources and training, as they navigated explorations with students about the war in Ukraine, as well as escalating violence in Israel and Palestine. Our resources were downloaded over 7,000 times (27% increase on 2022). Over 300 educators participated in our teacher-training.

September also saw the start of an externally funded peer mediation project. This project aims to develop sustainable peer mediation schemes in schools, giving pupils the skills that empower them to manage their own conflicts and building the infrastructure to support this.

Climate Justice

In 2023 we worked with Woodbrooke to complete delivery of the Exploring Faith and Climate Justice project, which allowed around 150 learners to explore the

concepts around climate justice in greater depth. Participants appreciated both the well-prepared and informative course resources and the connection which they gained with a community of like-minded learners.

We continued to work with coalition partners on our two key climate justice campaigns: Make Polluters Pay, and Insure our Future. Our work with Insure Our Future brought a faith voice to the campaign and gained it unprecedented media coverage with an article in the Times. Meanwhile, our work with the Make Polluters Pay campaign helped brief MPs across political parties, raising awareness about the urgent need to respond to climate-induced Loss and Damage.

During the year, we carried out a strategic review of our peace campaigning priorities as requested by QPSW Central Committee. This piece of work identified that we could make a positive contribution to campaigning on the links between climate breakdown, war and militarism. From 2024 onwards we will use this analysis to shape decision-making about areas for future work.

Truth and Integrity

The Advocacy team continued to work on the Truth and Integrity programme. In December they held their first quiet diplomacy event, bringing together a group of Westminster politicians to explore ideas for raising the standards of political debate. This programme will continue through 2024.

Power and Privilege

We continue to support Quaker communities in their explorations of issues of power and privilege, as they respond to the decisions made by Yearly Meeting in session, in particular those which relate to anti-racism and to transgender inclusion.

In 2023 we took the next steps in our journey towards making meaningful reparations for Quaker involvement in the harms of the transatlantic chattel slave trade, colonialism and economic exploitation. Quakers have formed a working group, with an expected lifespan of between 3 and 5 years, and a remit to undertake research, learning and communication activities, before reporting back to Yearly Meeting with a recommendation of how to make meaningful reparations.

As well as campaigns led and supported by the staff of Quakers in Britain, our Faith in Action team works to support Quaker activists in their concerns and campaigns across the country. In 2023 team supported 5 groups campaigning for peace, 10 groups taking action for climate justice and accompanied dozens of individual Quakers taking forward social justice concerns in their local area. Faith in Action coordinators play a key role in supporting Friends to make events and campaigns successful, strategic and inclusive, such as the Loving Earth Exhibition, the Penn and Mead Re-enactment and two Interfaith Peace Walks. Following feedback from the monthly Faith in

Action newsletter there is now a monthly drop-in space and bi-annual, regional faith in action gatherings

In 2023 we spent £2.2 million on witness through action (2022: £1.9 million).

Promoting Quakerism

This is defined in *Quaker faith & practice* as raising awareness and developing understanding within and beyond BYM concerning the basic tenets of Quaker faith and practice, such as spirituality, peace and human rights.

During 2023 the Communications team made significant upgrades to the materials and structure of the home page, “faith” and “our organisation” sections of our website. The faith section now includes a structured journey for Quaker-curious visitors to the website, while the “Our Community” section creates a simplified structure to share information about Quaker Community Support, Governance and resources. Ongoing website

improvements in 2024 will continue to ensure that those who visit our website find the information they need.

We produced a new range of outreach materials to support Quaker Week, including working with Crynwyr Cymru—Quakers in Wales on the theme for use at the Eisteddfod Cenedlaethol – National Eisteddfod. The ‘Simple – Radical – Spiritual’ theme proved popular.

Work continued throughout the year on refurbishment and interpretation work at Swarthmoor Hall, in anticipation of reopening in the first half of 2024. This will allow us to use the Hall as a focus point for telling the story of the early Quakers.

During the year we created a dedicated audio-visual room in Friends House, which allows us to improve the quality and variety of our video output. This, alongside our continued development of social media channels, enabled the creation of regular and high-quality content for our online platforms.

In 2023 we spent £3.0 million on promoting Quakerism (2022: £2.0 million).

Future plans

Our plans for the charitable organisation are informed by the strategic priorities for the next 5–10 years, as defined by trustees in 2019. These are: thriving Quaker communities; a sustainable and peaceful world; and simple structures and practices.

Thriving Quaker communities

In 2024 we will develop our work to build and support thriving Quaker communities in a number of ways.

2024 marks the 400th anniversary of the birth of George Fox, one of the most well-known founders of the Quaker movement. The anniversary provides an opportunity to share stories within and beyond our community about the birth of the Quaker movement, the spiritual insights of the early Quakers, and contemporary Quakerism today. Alongside this, the reopening of Swarthmoor Hall, which is very strongly associated with George Fox and other early Quakers, following significant investment in the building and its interpretation, provides us with further opportunities to share both our history and our faith with the public.

Supporting this, we will continue to ensure that our public-facing resources via our website are clear and accessible, telling our story and sharing our faith in contemporary language in a welcoming and engaging format.

To ensure the long-term accessibility of Quaker history through our archive, in 2024 we will lay the foundations for greater access and engagement with our library and archives through dedicated staff time and a refreshed programme of work.

In 2024 we will hold a Summer Yearly Meeting at Friends House. Shortly thereafter we will support Quakers in Britain to engage with the World Plenary Meeting of Friends, taking place in Southern Africa. These events will allow us to discern what British Quakers are called to do in the world today, and to strengthen our relationships and shared understanding with Quakers around the world.

In 2024 we will also work with Woodbrooke Learning & Research to deliver the Future of British Quakerism Conference. We will consider the shape and state of the British Quaker community, and explore emerging forms of Quaker community.

Communities can only thrive with appropriate support. We will work with Woodbrooke Learning and Research to ensure that support offers for Quaker Communities and Friends holding particular roles within these communities is clear and effective. We will continue to advocate for and develop a safeguarding culture across Quaker communities in Britain, through support for

Safeguarding Coordinators, provision of resources and advice. We will revitalise our plan for support to youth, children, families and young adults, to ensure that our communities can be all age.

Our communities need new voices and insights to thrive. In 2024 we will develop an outreach plan designed to engage with those who are interested in our faith and work, enabling them to find out more about us and participate in our community.

A sustainable and peaceful world

In 2024 we will continue our work to bring about a sustainable and peaceful world. In a General Election year in the UK, we will continue to engage with civil society networks and parliamentarians on legislation and manifesto commitments, and to take forward our work on truth and integrity in public life.

Our Peace Education programme will continue to grow its influence and impact through delivering teacher and facilitator training, developing and disseminating resources and working in partnership with local peacebuilding networks across the UK.

Our climate justice campaigning work, through our Loss and Damage and Insure our Future campaigns will continue, alongside our coalition partners in these areas.

In 2024 we are launching a new piece of work making the connections between peace and climate justice, particularly working for responses to climate breakdown based on peace and justice rather than militarism. We produced an analysis of these connections for QPSW Central Committee and have begun to share it with the wider world. For example, we submitted evidence to a parliamentary inquiry on 'Climate change and security'. We are a key part of a small group of organisations working to plan the first global Week of Action for Peace & Climate Justice in September 2024. This work aims to build bridges between these movements, raise wider awareness and build momentum behind collective campaigns against militarism and for climate justice.

We will work to support peacebuilding in the UK and abroad, conducting a needs analysis for peacebuilding in Britain, and through accompaniment of peacebuilding organisations and activists in both the UK and East Africa. In Britain, we will continue to work with and through the Racial Justice Advocacy Forum to build new work to respond to critical incidents and community tensions.

Peacebuilding in Britain is a developing programme in QPSW and aims to strengthen work on deep division and conflict through accompaniment. This includes supporting and bolstering practitioners engaged in peacebuilding

offering 'heartful' accompaniment such as 1:1 listening support; 'thoughtful' accompaniment such as sharing analyses, tools and approaches; and 'hands-on' accompaniment such as practical help, facilitation and training. We are also exploring work with organisations, groups, and networks (including Quakers), to develop and strengthen responsive, creative, and transformative approaches to peace and conflict in localities where invited.

We will continue to respond to situations of conflict around the world, and in particular in Israel and Palestine, where we have long-term programme commitments and relationships.

Our work to consider making meaningful reparation for the harms of the Transatlantic chattel slave trade, colonialism and economic exploitation will continue. In 2024 this will focus on strengthening international relationships with our Quaker family through engagement with the World Plenary Meeting in Southern Africa and supporting historical research across the Yearly Meeting about the involvement of Quakers, to better enable us to tell our whole story. In support of this work, we will embed our room sharing policy, which enables us to support organisations working on peace, racial justice and climate justice, through pro bono use of our conference spaces.

Simple structures and practices

In 2024 we will continue work to simplify and strengthen both our internal processes and elements of our external work.

We will continue to implement Microsoft 365 systems, to support with digital information management and enable communication and collaboration across our organisation. We will consolidate our approach to staff induction, ensuring that appropriate information and support is available to colleagues when they join the organisation.

We will focus our training and development on:

- project management, rolling out a programme of training and launching a process to ensure consistent and effective project sign-off and monitoring; and
- Leadership Development, working with the leadership team to articulate and share a vision for effective leadership in our organisation.

We will continue to refine and integrate our planning, risk and budgetary processes, to ensure that our resources are effectively used in the pursuit of our objects.

We will continue to develop user journeys on our website, ensuring that user need is centred so that Quakers and others can easily find what they are looking for.

Our Memorandum of Understanding between Britain Yearly Meeting and the Area and General Quaker Meetings which make up the Society of Friends in Britain will come into action, having been developed and consulted on in previous years. This agreement helps to make explicit the expectations which each organisation within the society has of the other organisations, and how we can work effectively together.

We will begin work to improve the support we provide to Quakers serving on our governance committees, including through new communication tools and improved induction training. We will also work to update how we plan for and deliver events for the Quaker community, ensuring that this is done consistently, effectively and inclusively.

During 2024 we expect that Yearly Meeting will make a decision about the future of Yearly Meeting events, and Meeting for Sufferings and we expect to prepare for and, subject to Yearly Meeting's discernment, begin to implement that decision.

Financial review

Headlines

The financial and economic climate in which we operate continues to be tough. In the face of this challenging climate, we are very grateful to Friends for their continued generosity, and we remain steadfast in ensuring that our income is used efficiently and effectively, and that every pound counts.

Total income in 2023 was £13.0m, and our total spend was £15.6m; an increase of £3.6m (income) and an increase of £3.6m (spend) respectively compared to the previous year. Net income before investment gains was therefore a deficit of £2.7m.

After investment gains of £0.7m (2022, investment losses of £5.9m), we had a deficit of £2.0m (2022: £8.5m deficit). These deficits are in line with expectations.

The sizeable uplift in spend (30%) demonstrates the organisation's commitment to maintain the provision of key services for those we serve and seek to serve. That is, to continue to

- provide advice, resources, training and events to strengthen and empower Quaker meetings;
- uphold the structures and discipline that keep our church and our work spirit-led
- operate a range of programmes in Britain and overseas that translates our faith into action;
- and carry out outreach, media and advocacy work that builds public awareness of who Quakers in Britain are and about the things that matter to us.

Income

Our primary source of income is contributions from individual and Quaker meetings, legacies, grants, investment income and revenue from our trading operation. The total income for the year was £13.0m, an increase of £3.6m compared to the previous year (2022: £9.4m).

Of the £13.0m, Legacy and donation income increased to £6.6m, compared to £4.8m received in 2022. Investment income increased to £2.0m, an increase of £0.2 million compared to 2022.

Our trading operation, Quiet Company, increased income this year from £2.7m to £4.3m given a full year of Covid-unaffected trading, and the increasing return to face-to-face meetings and conferences. With operations and expenditure scaled up to meet this demand. With Quiet Company income growth strong, Gift Aid payments resumed in 2023 following no payments made during 2022.

Expenditure

Total expenditure for the year was £15.6m, a significant increase of 30% compared to the previous year (2022: £12.0m). Most of this increase relates to staff costs, the largest component of our cost base. The rise in staffing was expected; post-Covid, it has been imperative for the organisation to scale up its operations to undertake the breadth of our charitable services.

Of the £15.6m total expenditure, £10.8m was spent on direct charitable activities (2022: £7.9m). This is further detailed in note 5 on page 40.

Grant-making policy

Grants from restricted funds are made according to the criteria laid down by the donor. Grants from unrestricted funds are allocated by reference to criteria specified in 2010. A full list of grants given is available on our website (www.quaker.org.uk).

Investments

The total market value of the combined BYM investment portfolio at the end of 2023 was £29.1 million (2022: £30.1 million). The drop in the value of the combined portfolio, despite the gain noted in the financial statements (page 30) of £0.7m, largely reflects the significant income and capital withdrawals of £2.5m from the General Fund over the period (in addition to £0.1m of natural income withdrawn from the Permanent Endowment Fund). These withdrawals have enabled the scaling up of operations noted above. These withdrawals were offset by the net purchase of £1.5m of investments as the significant cash holdings in 2022 were reduced by £3.3m during 2023.

2023 was a challenging year for investors, characterised by a difficult macroeconomic and geopolitical backdrop:

- Technology stocks led global equity indices and disguised weaker returns across other sectors – we however remain underweight to these holdings given a range of ethical concerns;
- Growth-style portfolios, such as ours, continue to face some headwinds across the UK, US and Europe;
- Companies involved in the energy transition were hit with increased costs caused by higher interest rates and row backs from government on their net-zero pledges;
- However, highlighting the unpredictable nature of the wider economy, the final quarter of 2023 saw a strong turnaround due to inflation easing and central banks signalling the end of the interest rate hikes.

Our portfolio is invested for the long term and aims to generate total returns to support present and future charitable work. We also aim to be a leading ethical and responsible investor and we pride ourselves on how we invest, exclude, engage and innovate. As part of this we monitor the carbon footprint of the equity portion BYM portfolio which is currently 40% less than the FTSE 350.

Our portfolios are aligned to 8 sustainable development themes covering issues such as energy and climate, resilient institutions, inclusive economies and decent work to name a few. The allocation to energy and climate remains the largest exposure within the portfolio, currently at 32%. This includes companies responding to the challenge of the climate emergency, either through providing renewable or low-carbon energy or other mitigation solutions.

Being an ethical and responsible investor does mean an increased risk profile due to the nature of the firms invested in.

The investment policy, together with a full listing of our investments as at 31 December 2023, is published on our website at www.quaker.org.uk.

Total funds

The total value of funds held at 31 December 2023 was £88.7 million (2022: £90.6 million). There are restricted reserves of £7.7 million (2022: £8.4 million); unrestricted reserves of £75.0 million (2022: £76.5 million) and endowment reserves of £6.0 million (2022: £5.8 million).

Endowment funds

Endowments funds of £6.0 million (2022: £5.8 million) are monies received by BYM with the requirement that the capital should be held permanently, and the income used for various aspects of the charitable purposes.

Trustees review each of these endowments to see whether the objectives might be achieved better by seeking Charity Commission permission to spend the capital in the light of the increased demands in some areas of work and the levels of returns available.

Restricted funds

Restricted funds of £7.7 million (2022: £8.4 million) represent funds that have been donated for a particular purpose and the trustees have no discretion to reallocate for other use.

For further details of how this balance is split by purpose, specific appeal or thematic area, please see note 20 of the financial statements. These balances will be spent on activities in these areas in future years.

Designated funds

Designated funds are monies set aside by Trustees to be spent or held to cover specific expenditure or projects. The designation may be cancelled by the trustees if they

later decide that the charity should not proceed or continue with the project for which the funds were designated.

Of the designated funds, £49.5 million (2022: £50.4m) represents the main functional and investment properties held for the long term by BYM. These include Swarthmoor Hall, Friends House, and Drayton House.

Trustees continue to review these designated funds to ensure that the set purposes remain valid and if not to ascertain if some can be released for more pressing needs.

In the last 12 months the Trustees have created two significant funds to enable to BYM to prepare for the future; the risk management fund and the organisational development fund:

- The risk management fund has £3.2 million in it to manage fluctuations in income (including in legacy income);
- the organisational development fund has £1.1 million in it to ensure the organisation can invest, with certainty, in its infrastructure, governance and support functions.

General reserves

At the year end, the general reserves amounted to £5.8 million (2022: £12.1 million). These are the charity's funds that are not restricted or designated to any particular purpose. The decrease in general reserves is predominantly due to the creation of the two designated funds mentioned above: the risk management fund (£3.2m) and the organisational fund (£1.1m).

These funds are available for the immediate use of BYM, subject to retaining such amounts as are prudent for the smooth running of the charity. Accordingly, general reserves are used to provide working capital cash needs and to finance short-term deficits as necessary.

	2023 £'000	2022 £'000
Total funds as per Group balance sheet	88,669	90,639
Exclude:		
Endowment funds	(5,958)	(5,781)
Restricted funds	(7,747)	(8,376)
Designated funds tied up in fixed and heritage assets	(49,540)	(50,350)
Other designated funds	(19,633)	(14,010)
Unrestricted funds, not designated	5,791	12,122

Reserves policy

Our reserves policy enables management of general reserves to ensure we hold an appropriate level of accessible funds to mitigate against identified financial risks; while ensuring we are making timely and strategic use of our funds. The policy focuses purely on the general reserves, as outlined above, as these are the funds that can be deployed at the discretion of the trustees.

We hold general reserves to provide cover for unexpected changes in income and expenditure, allowing us to continue activities in the event of:

- a temporary loss of income
- a permanent fall in income, allowing time to adjust our cost base or business model
- incurring one-off costs that are not covered from donor funds.

General reserves also allow us to implement new strategic priorities or invest in new opportunities to achieve our goals. The Trustees' Finance and Property Committee regularly reviews the reserves policy.

In 2023 our target reserves range was 5.5 to 7 months' operating costs (£7.2–9.1 million); our closing general reserves at £5.8 million is just below this range. However, we also have £3.2 million held in a risk management fund for this purpose. Alongside the production of a medium-term financial plan (3–5 years), our reserves policy is to be reviewed over the next 18 months.

A key measure of sustainability is both current and future liquidity cover, rather than a surplus accounting position. BYM has, broadly, robust income streams for its trading activities and investment income.

Other sources of income include donations and legacies. Legacy income, when received, can be significant but are prone to fluctuation. In arriving at the target reserves policy, BYM has considered the risks pertaining to its main income streams as well as the relationship between readily realisable assets and the cash required to fulfil commitments and sustain operations for a given period.

Going concern

Now that the impact of Covid-19 pandemic has diminished to practically zero the underlying robustness of the organisation's business model continues to be steady. Although an operating deficit was made in 2023 and was the same operating deficit made in 2022. This alongside a strong reserves position, means the financial statements have been prepared on a going concern basis, which the trustees consider to be appropriate for the following reasons:

- The trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements ("the going concern period"), which considered the inherent risks to the group's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period.
- The adoption of the total returns policy for our investments enables the organisation to narrow the income/cash flow gap brought about by a deficit budget.

Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements, and therefore have prepared the financial statements on a going concern basis.

Approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on 18 July 2024 and signed on their behalf by:

Signed,



Paul Whitehouse, Treasurer

Statement of trustees' responsibilities

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- 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
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that 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 Charities Act 2011. They are also responsible for

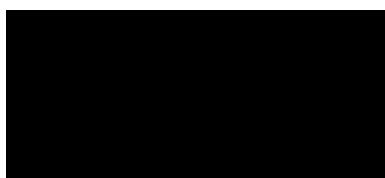
safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are responsible for the maintenance and integrity of the corporate 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.

Auditor

Sayer Vincent LLP were re-appointed as the charity's auditor during 2022.

The trustees' report was approved by the trustees on 18 July 2024 and signed on their behalf by:



Marisa Johnson, Clerk

Independent auditor's report to the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers)

Opinion

We have audited the financial statements of Britain Yearly Meeting of the Religious Society of Friends (Quakers) ('the parent charity') for the year ended 31 December 2023 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, the consolidated statement of cash flows and the 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 *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 and parent charity's affairs as at 31 December 2023 and of the group's incoming resources and application of resources, 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 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 financial statements section of our report. We are independent of the group 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 Britain Yearly Meeting of the Religious Society of Friends (Quakers)'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 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- The information given in the trustees' annual report is inconsistent in any material respect with the financial statements
- Sufficient accounting records have not been kept; or
- The financial statements are not in agreement with the accounting records and returns; or
- We have not received all the information and explanations we require for our audit

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees 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 and the parent

charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of 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 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, the Finance and General Purposes and Audit Committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.

- We obtained an understanding of the legal and regulatory framework that the group 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 group 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 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.

Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with 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 parent charity's trustees 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 parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



19 July 2024

Sayer Vincent LLP, Statutory Auditor

110 Golden Lane, LONDON, EC1Y 0TG

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

Financial statements

Year to 31 December 2023

	Notes	Unrestricted	Restricted	Endowment	2023 Total	Unrestricted	Restricted	Endowment	2022 Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income and endowments from:									
Donations and legacies	2	5,774	846	-	6,620	3,583	1,219	-	4,802
Investments	3	1,961	54	-	2,015	1,731	87	-	1,818
Other trading activities	4	4,326	-	-	4,326	2,739	-	-	2,739
Total income		12,061	900	-	12,961	8,053	1,306	-	9,359
Expenditure on:									
Raising funds									
Cost of raising voluntary income	5	639	10	-	649	708	-	-	708
Cost of other trading activities	5	4,070	-	-	4,070	3,144	-	-	3,144
Investment Management	5	116	34	4	154	167	40	10	217
Charitable activities									-
Sustaining our church and faith	6	2,109	51	-	2,160	1,513	10	-	1,523
Supporting meetings	6	3,131	308	-	3,439	2,457	45	-	2,502
Promoting Quakerism	6	2,673	293	-	2,966	1,895	102	-	1,997
Witness through action	6	1,495	696	-	2,191	1,536	368	-	1,904
Total expenditure		14,233	1,392	4	15,629	11,420	565	10	11,995
Operating surplus/(deficit)		(2,172)	(492)	(4)	(2,668)	(3,367)	741	(10)	(2,636)
Net gains/(losses) on investments	13	205	312	181	698	(4,520)	85	(1,415)	(5,850)
Net income		(1,967)	(180)	177	(1,970)	(7,887)	826	(1,425)	(8,486)
Transfers between funds	18,19	449	(449)	-	-	-	-	-	-
Net income after transfers		(1,518)	(629)	177	(1,970)	(7,887)	826	(1,425)	(8,486)
Net movement in funds		(1,518)	(629)	177	(1,970)	(7,887)	826	(1,425)	(8,486)
Total funds at 1 January 2023		76,482	8,376	5,781	90,639	84,369	7,550	7,206	99,125
Total funds at 31 December 2023		74,964	7,747	5,958	88,669	76,482	8,376	5,781	90,639

The statement of financial activities includes gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Balance sheets as at 31 December 2023

		Group		Charity	
	Notes	2023 £'000	2022 £'000	2023 £'000	2022 £'000
Fixed assets					
Functional property	12	31,891	31,896	31,891	31,896
Furniture & equipment	12	695	296	695	296
Heritage assets	12	604	604	604	604
Assets under construction	12	-	114	-	114
Investment Properties	13	20,025	20,025	20,025	20,025
Securities	13	29,053	30,158	29,053	30,158
Total Fixed Assets		82,268	83,093	82,268	83,093
Current assets					
Stocks		87	95	87	87
Debtors	14	6,832	4,828	8,127	6,183
Cash at bank and in hand		3,033	5,290	3,012	5,285
Total current assets		9,952	10,213	11,226	11,555
Creditors					
Amounts falling due within one year	15	(3,551)	(2,667)	(4,825)	(3,935)
Net current assets		6,402	7,546	6,402	7,620
Total net assets		88,669	90,639	88,669	90,713
The funds of the charity					
Unrestricted funds					
General funds		5,790	12,122	5,790	12,196
Designated funds		69,174	64,360	69,174	64,360
Total unrestricted funds	18	74,964	76,482	74,964	76,556
Restricted funds	19	7,747	8,376	7,747	8,376
Endowment funds	20	5,958	5,781	5,958	5,781
Total funds		88,669	90,639	88,669	90,713

These accounts, which have been prepared in accordance with accounting policies on pages 25 to 28, were approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on 18 July 2024 and signed on their behalf by:



Marisa Johnson
Clerk of Trustees



Paul Whitehouse
Treasurer

Cash flow statements for the year ended 31 December 2023

Statement of cash flows	Note	2023 £'000	2020 £'000
Cash flows from operating activities			
Net cash generated from operating activities		(5,011)	(1,798)
Cash flows from investing activities			
Dividends, interest and rents from investments	3	2,015	1,818
Proceeds from the sale of property, plant and equipment	12	-	-
Purchase of property, plant and equipment	12	(1,064)	-
Purchase of intangible assets	12	-	(563)
Proceeds from the sale of investments	13a	2,653	2,670
Purchase of investments	13a	(4,129)	(1,916)
Net cash provided by investing activities		(526)	2,009
Cash flows from financing activities			
Repayment of loans		-	10
Net cash from/(used in) financing activities		-	10
Change in cash and cash equivalents in the reporting period		(5,538)	221
Cash and cash equivalents at the beginning of the reporting period		9,130	8,909
Cash and cash equivalents at the end of the reporting period		3,592	9,130
Reconciliation of net income to net cash flow from operating activities			
		2023 £'000	2022 £'000
Net income		(1,970)	(8,486)
Adjustments for:			
Depreciation and amortisation charges		967	893
Gain on the sale of fixed assets		-	-
Loss on the sale of fixed assets		(183)	-
Non cash donation			(37)
Net gains on investments		(698)	5,850
Net (gains)/ losses on functional property			-
Investment income		(2,015)	(1,818)
Decrease in stocks		8	(4)
Decrease/(increase) in debtors		(2,004)	850
Increase / (decrease) in creditors		883	954
Net cash generated from operating activities		(5,011)	(1,798)
Analysis of cash and cash equivalents			
		2023 £'000	2022 £'000
Cash in hand and at bank		3,033	5,290
Cash with investment managers		560	3,840
Total cash and cash equivalents		3,593	9,130

Notes to financial statements

I. Accounting policies

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 Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Consolidation

Consolidated financial statements ("group financial statements") have been prepared in respect of BYM and its wholly owned subsidiary, Friends House (London) Hospitality Limited. The results of Friends House (London) Hospitality Limited have been consolidated on a line-by-line basis. Local and area meetings are separate entities with their own trustees and so not included in these accounts. No separate income and expenditure of the charity has been presented, as permitted by Section 408 of the Companies Act 2006 and para 15.11 of the SORP. The gross income for the charity for the year was £11.3 million (2022: £7.2 million) and its gross expenditure was £12.7 million (2022: £10.0 million).

Income and endowments

Income is recognised in the period in which the charity is entitled to receipt and where the amount can be measured with reasonable certainty. Income is deferred only when the charity must fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income be expended in a future accounting period.

Legacies income

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a

distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Government grants

Government grants are recognised when there is reasonable assurance that the charity will comply with the conditions attaching to the grant and the grant will be received.

Expenditure

Expenditure is included in the statement of financial activities when incurred and includes any attributable but irrecoverable VAT. Resources expended comprise the following:

- (a) Raising funds. These include salaries, direct costs and a share of support costs; they are analysed into three categories:
 - Donations and legacies
 - Other trading activities (including funds generated from hospitality)
 - Investment income.
- (b) Charitable activities. These include salaries, direct costs and a share of support costs (or indirect overheads) and are analysed into the following four categories:
 - **Sustaining our church and faith:** this is defined in *Quaker faith & practice* as organising and maintaining the Yearly Meeting itself as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for their efficient and effective functioning. It also includes conducting relations with other churches, faiths and ecumenical bodies.
 - **Supporting meetings:** this is defined in *Quaker faith & practice* as supporting Friends in their local organisations by providing services and advice relevant to the current demands of the Quaker community; for example, such work may relate to children, elderly people, those about to be married, those with

responsibility for meeting houses, and those raising funds.

- **Promoting Quakerism:** this is defined in *Quaker faith & practice* as raising awareness and developing understanding within and without BYM concerning the basic tenets of Quaker faith and practice such as spirituality, peace and human rights.
- **Witness through action:** this is defined in *Quaker faith & practice* as putting Quaker thinking into practice in relation to the problems and needs of people at home and abroad, for example through conference resources, restorative justice, diplomatic work at the European Union and the United Nations, working with those in positions of power, and supporting social and development projects.

Support and management costs

These include salaries and other costs and are analysed into the following two categories; the total being charged out to categories note 1.6(a) and 1.6(b) above on the following bases:

- In 2023 to ensure support costs were more accurately and fairly attributed the basis of apportionment was amended. The prior year was not restated as there was no net effect on income/expenditure for the year.
- In 2022 the following apportionment was used:
- Support costs relating to the operation and maintenance of Friends House are split evenly across the activities, to reflect the dispersed work model adopted during the pandemic.
- Support costs relating to governance are split evenly across the activities, reflecting the nature of these types of costs.
- Support costs relating to finance, human resources, IT and office services are allocated to the functional departments based on total gross salaries within those functional departments.
- In 2023 the following apportionment was used:
- Support costs relating to the operation and maintenance of Friends House are allocated to the functional departments based on total gross salaries within those functional departments.
- Support costs relating to governance are allocated to the functional departments based on total gross salaries within those functional departments.
- Support costs relating to finance, human resources, IT and office services are allocated to the functional departments based on total gross salaries within those functional departments.

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.

Operating leases

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

Land, property, plant and equipment

All tangible fixed assets costing more than £1,500 and with an expected useful life exceeding one year are capitalised at cost, including any incidental expenses of acquisition and irrecoverable VAT.

(a) Functional freehold property

Functional freehold properties are held at valuation. Professional valuers revalue the properties every five years, and the property is revalued as appropriate. Work to existing properties which is capable of extending the useful life or otherwise adding to the value of the property is capitalised. All other expenditure incurred in respect of general repairs to functional assets is charged to the SOFA in the year it is incurred. Assets under construction are stated at cost and transferred to completed properties when ready for use.

(b) Other tangible fixed assets

Other tangible fixed assets are capitalised and depreciated in line with the policy over their estimated useful lives.

(c) Depreciation

The depreciation expense is charged or apportioned to the relevant SOFA heading reflecting the asset's use on a straight-line basis as follows: Freehold land nil; Freehold buildings 50 years; Computer equipment 3 years; Equipment furniture and fittings 5 years; General office equipment 5 years; Specialised building works 8 years

(d) Impairment

An assessment is made at each reporting date of whether there are indications that a fixed asset

may be impaired or that an impairment loss previously recognised has fully or partially reversed.

Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses. Impairments of revalued assets are treated as a revaluation loss. All other impairment losses are recognised in the SOFA. Reversals of impairment losses are recognised in the SOFA or, for revalued assets, as a revaluation gain. On reversal of an impairment loss, the depreciation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

Heritage assets

These comprise artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by or donated to the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.

These are included either at market value, if available, or at nil value where conventional valuation approaches lack sufficient meaning. No depreciation is charged as the assets are considered to have indefinite lives.

Investment properties

Investment properties are included in the accounts at a valuation. Every five years, professional valuers revise the values based on prevailing market conditions with the Trustees reassessing the valuations in the interim with professional assistance and making adjustments if they are deemed appropriate.

Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

Investment properties include:

- Drayton House, which comprises freehold land and buildings, valued at £20m by Carter Jonas LLP as at 31 December 2021 on an open market basis. The use of the building has been changed from office to educational use for the specific period of the tenancy.
- Courtauld House, which comprises freehold land and buildings. On 7 March 2011 a long lease was granted on Courtauld House and its value was written down to £1.
- The Jordans Estate, which comprises freehold land and buildings, valued at £505k by Carter Jonas, property consultants, in November 2021 on an open market basis adjusted to reflect the fact that in excess of 15 acres of pasture land are let on an annual contract, 5 acres of pasture land are subject to a long lease and 4.61 acres of pasture land are subject to a different long lease. The valuation also

reflects the fact that this land is held (inter alia) upon trusts for the protection of the quiet, seclusion and amenities of Jordans Friends Meeting House and burial grounds. The estate is also held as a programme-related investment that furthers BYM's aims in relation to sustainability.

- Two small properties valued by BYM with professional assistance, at a valuation of £170k based on open market value adjusted where necessary to reflect the existence. One of these properties, Lesser Slatters, is expected to be sold during 2024.

Other investments

Equity and bond investments are included in the accounts at their market value at the balance sheet date. Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

Net current assets

Stocks and work in progress comprise stocks of publications and consumables for resale, valued at the lower of cost and net realisable value.

Debtors include loans advanced and sundry debtors. Interest-free loans are advanced to meetings for the purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up to ten years; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

Creditors include loans received from Quakers or Quaker meetings, legacies received where BYM is acting as agent for other Quaker organisations, and sundry creditors. Interest-free loans from Quakers or Quaker meetings are repayable on demand; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

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.

Taxation

BYM is a charity registered with the Charity Commission under number 1127633 and is not liable to income or corporation taxes on income derived from its charitable activities.

Irrecoverable VAT is treated as a cost to the charity and is included within the relevant expense.

Foreign currencies

All transactions in foreign currencies are converted into sterling at the rate prevailing on the date of the transaction. Balances denominated in foreign currencies

are translated at the rates of exchange ruling at the balance sheet date.

Pension costs

Employer contributions to defined contribution pension schemes and to employees' personal pension plans are charged as expenditure in the year in which they fall due.

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.

BYM has entered into two foreign exchange forward contracts to manage the risk associated with committed grants and programme-related transactions.

Going concern basis

BYM reported a group cash outflow of £5.5 million for the year. Trustees are of the view that the high value of liquid investments and secured rental income from properties are sufficient for the immediate future of the charity for the next 12 to 18 months and on this basis the charity is a going concern. There are no material uncertainties about the charity's ability to continue operating for at least 12 months from the date these financial statements are approved.

Significant management judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimation uncertainty

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Fair value measurement

Britain Yearly Meeting uses valuation techniques to determine the fair value of assets. This involves developing estimates and assumptions consistent with how market participants would price the instrument. The charity bases the assumptions on observable data as far as possible, but this is not always available. In that case, Britain Yearly Meeting uses the best information available. Estimated fair values may vary from the actual process that would be achievable in an arm's length transaction at the reporting date.

2. Donations and legacies

	Unrestricted £'000	Restricted £'000	Endowment £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	Endowment £'000	2022 Total £'000
Donations	1,787	325	-	2,112	2,171	292	-	2,463
Legacies	3,850	31	-	3,881	1,252	411	-	1,663
Grant income	137	491	-	627	160	516	-	676
Total	5,774	846	-	6,620	3,583	1,219	-	4,802

3. Investment income

	Unrestricted £'000	Restricted £'000	Endowment £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	Endowment £'000	2022 Total £'000
Dividend income	602	45	-	647	465	87	-	552
Interest income	73	0	-	73	48	-	-	48
Rental Income	1,153	0	-	1,153	1,101	-	-	1,101
Other income	133	9	-	141	117	-	-	117
Total	1,961	54	-	2,015	1,731	87	-	1,818

4. Other trading activities

The main trading activities are undertaken by Friends House Hospitality (London) Ltd (FHHL Ltd.), a wholly owned subsidiary of Britain Yearly Meeting of the Religious Society of Friends (Quakers). The company provides meeting rooms, conference facilities, hospitality and restaurant services at Friends House, Euston Road, London. The company also manages Swarthmoor Hall at Ulverston in Cumbria and the Quaker Bookshop on behalf of the Charity. The company is an exemplar of an ethical business, considering people, the planet and profit equally.

	Unrestricted £'000	Restricted £'000	Endowment £'000	2023 Total £'000	Unrestricted £'000	Restricted £'000	Endowment £'000	2022 Total £'000
Room lettings	2,611	-	-	2,611	1,472	-	-	1,472
Equipment hire	251	-	-	251	169	-	-	169
Cafe	1,485	-	-	1,485	1,097	-	-	1,097
Commercial discounts	(21)	-	-	(21)	(7)	-	-	(7)
Discounts for Quaker organisations	(33)	-	-	(33)	(9)	-	-	(9)
Miscellaneous	34	-	-	34	17	-	-	17
Total	4,326	-	-	4,326	2,739	-	-	2,739

Less

Cost of activities for generating funds

Direct costs	(2,792)	0	-	(2,792)	(1,993)	-	-	(1,993)
Support costs	(1,276)	-	-	(1,276)	(1,151)	-	-	(1,151)
Total	(4,068)	0	-	(4,068)	(3,144)	0	0	(3,144)
Net contribution to charitable activities	258	0	-	258	(405)	0	0	(405)

5. Expenditure

	Grant Costs £'000	Direct Costs £'000	Support Costs £'000	2023 Total £'000	Grant Costs £'000	Direct Costs £'000	Support Costs £'000	2022 Total £'000
Raising funds								
Cost of raising voluntary income	-	264	386	649	-	235	473	708
Cost of other trading activities	-	2,794	1,276	4,070	-	1,993	1,151	3,144
	-	3,057	1,662	4,719	-	2,228	1,624	3,852
Charitable activities								
Sustaining church and faith (see below)	1,846	157	157	2,160	951	144	428	1,523
Supporting meetings (see below)	10	1,607	1,822	3,439	128	1,448	927	2,503
Promoting Quakerism (see below)	25	1,480	1,460	2,966	23	1,206	767	1,996
Witness through action (see below)	291	1,073	827	2,191	428	815	661	1,904
	2,171	4,317	4,267	10,756	1,530	3,613	2,783	7,926
-								
Investment management	-	145	9	154	-	217	-	217
-								
Total	2,171	7,520	5,938	15,629	1,530	6,058	4,407	11,995

6. Expenditure on charitable activities

	2023			2022		
	Direct costs	Support costs	Total costs	Direct costs	Support costs	Total costs
	£'000	£'000	£'000	£'000	£'000	£'000
a. Sustaining our church and faith						
Within Yearly Meeting	114	133	247	62	362	424
Within other Quaker bodies	1,837	-	1,837	1,004	-	1,004
Within other faiths and denominations	52	24	76	28	66	95
	2,003	157	2,160	1,095	428	1,523

	2023			2022		
	Direct costs	Support costs	Total costs	Direct costs	Support costs	Total costs
	£'000	£'000	£'000	£'000	£'000	£'000
b. Supporting meetings						
General	821	860	1,681	801	438	1,238
Spirituality and membership	430	507	937	419	258	677
Children and young people	349	435	785	340	222	562
Witness of meetings	16	20	36	16	10	26
	1,617	1,822	3,439	1,576	927	2,503

	2023			2022		
	Direct costs	Support costs	Total costs	Direct costs	Support costs	Total costs
	£'000	£'000	£'000	£'000	£'000	£'000
c. Promoting Quakerism						
General	334	386	720	273	202	475
Outreach	293	183	476	240	96	336
Web development	349	362	711	285	190	475
Library	528	530	1,058	431	278	710
	1,505	1,460	2,966	1,229	767	1,996

	2023			2022		
	Direct costs	Support costs	Total costs	Direct costs	Support costs	Total costs
	£'000	£'000	£'000	£'000	£'000	£'000
d. Witness through action						
General	230	121	351	210	97	307
Peace witness	814	654	1,468	742	522	1,264
Social witness	319	53	372	291	42	333
	1,364	827	2,191	1,243	661	1,904

7. Expenditure (continued)

	2023	2022
Group	£'000	£'000
a. Friends House support costs		
Routine maintenance	311	364
Long-term maintenance (Friends House)	54	61
Reception and security	338	112
Cleaning and depreciation	379	181
Utilities	171	404
Other	23	10
	1,276	1,132
b. Finance, human resources, IT and office services		
Finance	1,290	450
Information Technology	573	441
Office services	2,001	1,670
Human resources	501	532
Membership database	296	182
	4,662	3,275
Total	5,938	4,407

Support costs are then analysed into three categories and apportioned to the 'expenditure' categories as follows:

- Support costs relating to the Friends House building are apportioned on the basis of area occupied.
- Support costs relating to finance, human resources, IT and office services are apportioned on the basis of total gross salaries within the functional departments.
- Support costs relating to departmental administration within the functional departments are apportioned on the basis of gross salary charged to each departmental activity.
- Support costs are re-charged to the 'expenditure' as set out in Note 6.

c. Governance

Governance costs for 2023 totalled £1.2m (2022: £756k). They include the costs of servicing Quaker committees, Meeting for Sufferings and Trustee meetings together with the costs of producing the annual report including the financial statements, audit and a proportion of support costs.

8. Staff costs

Group	2023			2022		
	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	£'000	£'000	£'000	£'000	£'000	£'000
Recruitment	89	-	89	47	-	47
Basic pay (UK)	5,283	803	6,086	4,772	97	4,869
Employer's National Insurance	491	64	555	446	9	455
Employer's pension contributions	428	71	499	358	8	366
Other allowances	14	-	14	9	-	9
Agency and temporary staff	438	-	438	367	-	367
Staff training and debriefing	96	-	96	75	-	75
Other	93	-	93	90	-	90
	6,932	938	7,870	6,164	114	6,278

8.1 The average number of employees during the year, analysed by function

Group	2023	2023	2023	2022	2022	2022
	Full-time headcount	Part-time headcount	Full-time equivalent	Full-time headcount	Part-time headcount	Full-time equivalent
Raising income	40	19	48.8	29	22	39.1
Charitable activities	43	46	76.9	35	43	64.6
Governance	2	2	3.6	4	2	5.5
Support services	16	1	17.4	13	2	14.5
	102	68	147	81	68	124

8.2 Analysis of redundancy or termination payments in the year

Redundancy payments totalling £Nil were made in the year in respect of 0 employees (2022: £0k / 0). A voluntary settlement agreement was reached with two employees and a payment of £38.2k was made (2022: one employee: £0k.) All payments are accounted for and funded at the point of commitment. Our policy regarding redundancy from September 2020 has been two weeks' normal rate of pay per full year, capped at a maximum of 15 years' service, subject to a minimum of £3k and a maximum of £50k.

Additional months of service beyond the last full year worked will be calculated on a proportional basis. Where staff work hours in addition to their contracted hours, normal pay will be calculated using average hours worked over the previous 12 months worked (prior to any period of furlough).

Where voluntary redundancy is applied for and accepted, an enhanced payment of £1,000 is made.

8.3 Staff emoluments

The following number of employees (including those who joined or left in the course of the year) earned emoluments within the bands shown below.

Emoluments include salaries, amounts in lieu of notice, compensation or redundancy payments, and exclude employer pension costs.

	2023	2022
	Number	Number
£60,001-£70,000	7	-
£70,001-£80,000	3	2
£80,001- £90,000	1	-
£90,001- £100,000	-	-
£100,001- £110,000	-	-
£110,001- £120,000	-	-

8.4 Remuneration and benefits received by key management personnel

In 2023 Britain Yearly Meeting of the Religious Society of Friends (Quakers) considered the following posts to be key management personnel:

- Recording Clerk
- Deputy Recording Clerk
- Head of Witness and Worship
- Head of Operations
- Head of Finance and Resources to 1 September 2023
- Director of Finance and IT from 2 September 2023

Total remuneration received by key management personnel was £425k (2022: £383k).

The Recording Clerk acts as Chief Executive and earned a salary of £82,655. Salaries for other key management personnel ranged from £27,951 to £73,687.

All staff are auto-enrolled into a defined contribution pension scheme provided by Aviva with employer contribution of 8% subject to an employee contribution of 3% of gross salary.

Other key benefits available to staff are death-in-service benefit at twice annual salary and permanent health insurance with income protection up to 75% salary.

Britain Yearly Meeting of the Religious Society of Friends (Quakers) operates a 1:4.7 ratio between its lowest and highest paid posts across its London and regional pay scales.

9. Grants paid

	Unrestricted	Restricted	2023 Total	Unrestricted	Restricted	2022 Total
	£'000	£'000	£'000	£'000	£'000	£'000
Grants to individuals	27	42	69	4	54	58
Grants to Quaker bodies	1,897	8	1,905	1,060	20	1,080
Other grants	138	59	197	218	174	392
Total	2,062	110	2,171	1,282	248	1,530

Britain Yearly Meetings made 74 (2022: 61) grants and programme funding awards including reimbursement of expenses to individuals and organisations in 2023.

Organisations in receipt of over £10,000 in order of the total amount of funds awarded to **recipients are listed below:**

Recipient	2023 £'000
Quaker United Nations Office Geneva (QUNO Geneva)	714
Woodbrooke*	852
Friends World Committee for Consultation (FWCC) World Office	105
Friends World Committee for Consultation (FWCC) Europe and Middle East Office	27
World Council of Churches	71
Turning the Tide in Kenya	59
Quaker Council for European Affairs	46
Crynwyr Cymru Quakers in Wales	34
MIPAREC (Burundi)	30
Evangelical Friends Church of Rwanda	30
The Friend Publication Limited	23
Young Friends General Meeting	20

Grants and awards of £20,000 or less totalling £92,290 were given to a further 19 organisations.

44 grants to individuals were given totalling £69,139.

*The Woodbrooke grant represents the full five years that BYM is obligated to pay; years 2–5 have not yet been paid.

A full list of grants and programme funding awards given in 2023 to organisations is on our website, www.quaker.org.uk.

10. Transactions with related parties

No trustee received any remuneration in respect of services given as trustee in 2023 or 2022.

Trustees are entitled to reimbursement of travelling, accommodation and out-of-pocket expenses incurred in the performance of their duties. The amount reimbursed to the trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) (13 Trustees in 2023 and 9 Trustees in 2022) and included in direct costs was £6,073 (2022: £1,574). Much of the work of governance is carried out through delegated authority although the trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) retain the ultimate responsibility for the work carried out. The direct costs of the governance structure include the cost of staff supporting the various committees.

Waived trustees expenses were nil (2022: £nil).

By the nature of their role, charity trustees are deemed to be related parties.

Donations received by Britain Yearly Meeting of the Religious Society of Friends (Quakers) without conditions from Trustees totalled £4,060 in 2023 (2022: £4,214).

10.1 Transactions with subsidiary company

	2023	2022
	£'000	£'000
Distribution received from subsidiary company:	843	-
Payments received from subsidiary company:	51	52
Rent	630	630
Interest on debenture loan	-	-
Payments made to subsidiary company:		
Creditor: balance due to subsidiary	1,976	1,872
Debenture: balance due from subsidiary	1,750	1,750

11. Investment in subsidiary undertaking and related charity

BYM has one subsidiary company, Friends House (London) Hospitality Limited. This company is incorporated in England and Wales; its registered office is located at Friends House, 173 Euston Road, London NW1 2BJ.

The principal activities of the company are the provision of meeting rooms, conference facilities, hospitality and restaurant services. The investment of BYM in Friends House (London) Hospitality Limited comprises two ordinary shares of £1 each, being the entire issued share capital of that company. Friends House (London) Hospitality Limited donates its taxable profits to BYM by Gift Aid.

A summary of the financial results of the company for the year to 31 December 2023 is shown below. Accounts of the company will be filed with the Registrar of Companies.

	2023	2022
	£'000	£'000
Profit and loss account		
Turnover	4,385	2,793
Operating expenses and shared costs	(3,465)	(2,646)
Operating profit	920	147
Interest paid	-	-
Profit / (loss) for the year before Gift Aid and taxation	920	147

Summarised balance sheet	2023	2022
	£'000	£'000
Current assets	2,453	2,226
Creditors: amounts falling due within one year	(703)	(553)
Net assets	1,750	1,673

Called up share capital (£2)	-	-
Debenture	1,750	1,750
Profit and loss account	0	(77)
	1,750	1,673

This note is the company note. The group note (Note 5: Other trading activities) includes the company's results but is shown before £630k rent paid to Britain Yearly Meeting of the Religious Society of Friends (Quakers.) as well £51k in recharges

Britain Yearly Meeting of the Religious Society of Friends (Quakers) has advanced £1,750,000 to Friends House (London) Hospitality Limited ("the Company") for the purposes of providing working capital. This loan is secured by a fixed and floating charge over the assets and undertaking of the Company and is repayable on Britain Yearly Meeting of the Religious Society of Friends (Quakers) giving 24 months' written notice. The terms of the loan agreement includes the payment of interest at an arm's length commercial rate of 1.00% above the Co-operative Bank base rate for the time being, calculated on a daily basis. The Trustees increased the facility by £1,500,000 due to Covid-19 pandemic to ensure that it could continue to meet its ongoing obligations whilst the Directors worked on a recovery plan. There are plans to review this arrangement during 2024.

12. Tangible fixed assets: Group and Charity

	No te	Freehold land and buildings £'000	Office Equipme nt £'000	Total 2023 £'000	Freehold land and buildings £'000	Office Equipme nt £'000	Total 2022 £'000
At cost or valuation							
At 1 January		33,476	1,388	34,864	33,130	1,057	34,187
Additions during the year		852	212	1,064	176	387	563
Work in progress (assets under construction)		-	-	-	-	114	114
Transfers		-	-	-	170	(170)	-
Revaluations		-	-	-	-	-	-
Disposals		-	(99)	(99)	-	-	-
Total		34,328	1,500	35,829	33,476	1,388	34,864
Depreciation							
At 1 January		1,580	978	2,558	1,006	659	1,665
Charge for the year		858	109	967	574	319	893
Revaluations		-	-	-	-	-	-
Disposals		-	(282)	(282)	-	-	-
Total		2,438	805	3,243	1,580	978	2,558
Net book value as at 31 December 2023		31,891	695	32,586	31,896	410	32,306
Net book value as at 31 December 2022		31,896	410	32,306	32,124	398	32,522

12.1 Revaluation of functional properties

There are three significant functional freehold properties:

- Friends House was revalued at £29.1m in December 2020 by Carter Jonas Property Consultants Ltd.
- Swarthmoor Hall Estate was revalued at £2.3m in December 2020 by Carter Jonas Property Consultants Ltd.
- Quaker House Brussels was revalued £1.6m in June 2021 by Marc Panichelli expert Immobilier.
- Included in the office equipment figure are intangible assets consisting of IT software with a net book value of £304k (2022: £246k).

12.2 Heritage assets

The pictures, paintings and sketches at Friends House and the historical artefacts at Swarthmoor Hall are recognised in the accounts at a professional valuation. The pictures, paintings, sketches and prints were valued by Andrew Colvin, Fine Art Valuers, in February 2006. An updated inventory was done during the year and the total number is 278. The historical artefacts at Swarthmoor Hall were valued for insurance purposes by Tennants Auctioneers in September 2003.

	2023	2022	2021	2020	2019
Group and charity	£'000	£'000	£'000	£'000	£'000
Historical artefacts at Swarthmoor Hall	425	425	425	425	425
Friends House picture collection	179	179	179	179	179
	604	604	604	604	604

The charity also holds manuscripts and printed materials in the Library at Friends House. These assets are acknowledged to be of historic importance to Quakers and must be held indefinitely in direct furtherance of the charitable objects, i.e. to promote the advancement and awareness of Quakerism.

These assets meet the definition of heritage assets in the charity Statement of Recommended Practice 2015 in that they are held in perpetuity as a permanent record of the charity's history. As reliable cost information is not available and conventional valuation approaches lack sufficient meaning, given that certain aspects of the manuscripts and their historical significance are irreplaceable, no value is included on the balance sheet in respect of them.

All expenditure incurred on the maintenance and preservation of these assets is accounted for through the statement of financial activities.

The following information regarding the heritage assets not included on the balance sheet is given to provide an understanding of their nature:

	2023	2022	2021	2020	2019
Books and pamphlets	98,310	98,310	98,310	98,107	96,472
Periodicals (titles)	2,300	2,300	2,300	2,300	3,000
Quaker archives*	325	325	325	325	325
Bound manuscripts	970	970	970	970	970
Other manuscripts*	271	271	271	269	266
Photographs, museum objects and medals	40,086	40,086	40,086	40,086	40,081

The figures above refer to the approximate number of volumes/items held, other than items marked * where the figures refer to metres of shelf space used for the collections.

The reduction in the number of periodicals is due to a fresh method of counting them by title rather than by quantity.

The archives and manuscripts dating from the 17th to 20th centuries are valued, for insurance purposes only, at £5.7 million, based on a valuation as at December 2009 by Robert Kirkman Limited, Antiquarian Booksellers. The books and other printed materials are valued, for insurance purposes only, at £1.8 million, based on a valuation as at November 2008 by Bertram Rota Antiquarian Booksellers.

The nature of each collection and, in particular, the type of material held by the Library, has remained unchanged over the past five years, in line with the charity's Collections policy (see our website www.quaker.org.uk/about-collections).

13. Investments

13a. Investments: Group

	Investment properties	Listed Investments	Cash	Debenture	2023	2022
	£'000	£'000	£'000	£'000	£'000	£'000
Fair value at 1 January	20,025	26,318	3,840	-	50,183	53,366
Additions	-	4,129	-	-	4,129	2,386
Donated assets	-	-	-	-	-	-
Disposals	-	(2,653)	-	-	(2,653)	(2,670)
Impairment	-	-	-	-	-	-
Redemptions	-	-	-	-	-	(470)
Investment gains/(losses)	-	698	-	-	698	(5,937)
Net movement in cash	-	-	(3,280)	-	(3,280)	3,508
Fair value as at 31 December	20,025	28,493	560	-	49,078	50,183

13b. Investments: Charity

	Investment properties	Listed Investments	Cash	Debenture in FHHL	2023	2022
	£'000	£'000	£'000	£'000	£'000	£'000
Fair value at 1 January	20,025	26,318	3,840	-	50,183	53,366
Additions	-	4,129	-	-	4,129	2,386
Donated assets	-	-	-	-	-	-
Disposals	-	(2,653)	-	-	(2,653)	(2,670)
Impairment	-	-	-	-	-	-
Redemptions	-	-	-	-	-	(470)
Investment Gains/(losses)	-	698	-	-	698	(5,937)
Net movement in cash	-	-	(3,280)	-	(3,280)	3,508
Investment in Friends House Hospitality (London) Ltd.	-	-	-	-	-	-
Fair value as at 31 December	20,025	28,493	560	-	49,078	50,183

13.1 Listed investments and cash held by investment managers

	2023	2022
Group and charity	£'000	£'000
General funds	15,744	16,398
Designated funds	6,815	6,925
Restricted funds	940	886
Endowment funds	5,554	5,949
	29,053	30,158

13.2 Listed investments held at 31 December 2023

	2023	2022
	£'000	£'000
UK fixed-income	1,017	906
UK equities	10,748	10,963
Overseas equities	13,870	12,516
Cash	558	3,840
Alternatives	2,860	1,933
	29,053	30,158

13.3 Individual holdings

Individual holdings at 31 December 2023 (2022 Three / £4,629k) which made up more than 5% of the portfolio were:

	2023
	£'000
Stewart Investors Asia Sustainability B Acc	1,631
Pictet Asset Management GBL Environment Opps J DY INC	1,625
Impax Environmental Markets PLC 10p Ords	1,257

The historic cost of investments including cash at 31 December 2023 was £22,445k (2022: £24,019k)

The investment policy and full listing of investments at 31 December 2023 are published on our website at www.quaker.org.uk

13.4 Net gains/(losses) on listed investments

	2023	2022
	£'000	£'000
Realised gains / (losses)	271	87
Unrealised gains / (losses)	427	(5,937)
	698	(5,850)

13.5 Investment properties

Investment properties held at 31 December 2023 and their movements during the year were as follows:

	2023	2022
Group and charity	£'000	£'000
Market value		
At 1 January	20,025	20,025
Disposals	-	-
Revaluation		
At 31 December	20,025	20,025

	2023	2022
Group and charity	£'000	£'000
Drayton House	19,350	19,350
Woodland and pasture at Jordans	505	505
Land at Lakenheath	70	70
Lesser Slatters	100	100
	20,025	20,025

13.6 Revaluation of investment properties

Drayton House was revalued to £20m on 31 December 2021 (2020: £18m) by Cameron Bengie MRICS on behalf of Carter Jonas LLP

Woodlands and pasture at Jordans were revalued to £505k on 9th November 2021 (2020: £341k) by Samuel Head MRICS (Rural Surveyor) RICS Registered Valuer, peer reviewed by Mark Charter MRICS MARLA (Partner) RICS Registered Valuer. Carter Jonas LLP Reference: C1000824

Two small properties valued by BYM with professional assistance, at a valuation of £170k based on open market value adjusted where necessary to reflect the existence of sitting or life tenants.

Lesser Slatters is in the process of being sold in mid 2024.

There has been no indication of impairment since the last valuation.

Other investment properties:

Courtauld House, which comprises freehold land and buildings. On 7 March 2011 a long lease was granted on Courtauld House and its value was written down to £1.

The Jordans Estate, which comprises freehold land and buildings. The valuation has been adjusted to reflect the fact that in excess of 15 acres of pasture land are let on an annual contract, 5 acres of pasture land are subject to a long lease and 4.61 acres of pasture land are subject to a different long lease. The valuation also reflects the fact that this land is held (inter alia) upon trusts for the protection of the quiet, seclusion and amenities of Jordans Friends Meeting House and burial grounds. The estate is also held as a programme-related investment that furthers BYM's aims in relation to sustainability.

Two small properties valued by BYM with professional assistance, at a valuation of £170k based on open market value adjusted where necessary to reflect the existence of sitting or life tenants.

14. Debtors

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Loans advanced from the Meeting Houses Fund	17	16	17	16
Other loans advanced	(3)	2	(3)	2
Trade debtors	360	392	(82)	-
Prepayments	208	85	206	76
Accrued income	6,256	4,307	6,256	4,307
Other debtors	(26)	(6)	(38)	-
Total	6,812	4,796	6,357	4,401
Receivable after more than one year				
Loans advanced to meetings (see below)	20	32	20	32
Debenture to Friends House Hospitality (London) Ltd.	-	-	1,750	1,750
	20	32	1,770	1,782
Total	6,832	4,828	8,127	6,183

Interest-free loans are made to meetings for the purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up to ten years.

15. Creditors: amounts falling due within one year

	Group		Charity	
	2023	2022	2023	2022
	£'000	£'000	£'000	£'000
Trade Creditors	503	430	399	380
Event deposits	-	-	-	-
Interest free loans	15	18	15	18
Social security and other taxes	395	243	240	132
Pension Contributions	55	73	55	73
Due to Subsidiary	-	-	1,976	1,872
Accruals	1,815	1,045	1,784	984
Deferred Income	707	792	294	412
Other	62	66	62	64
Total	3,551	2,667	4,825	3,935

16. Operating lease commitments

At 31 December 2023, BYM is committed to making the following payments under non-cancellable operating leases:

	2023	2022
	£'000	£'000
Payments falling due		
Within one year	31	27
Between two and five years	49	46
Total	80	73

The total expense for operating lease costs incurred in 2023 was £18k (2022: £27k)

17. Operating lease income due

At 31 December 2023, Britain Yearly Meeting of the Religious Society of Friends (Quakers) is due to receive rental income as follows under non-cancellable operating leases in respect of Drayton House:

	2023	2022
	£'000	£'000
Rents falling due		
Within one year	542	1,083
Between two and five years	-	542
Total	542	1,625

18. Funds

18a. Unrestricted funds - programme activity

	Balance at 1 January 2023	Income	Expenditure	Investment gains & (losses)	Transfers	Balance at 31 December 2023
Group and Charity	£'000	£'000	£'000	£'000	£'000	£'000
General	12,122	11,596	(13,003)	(942)	(4,050)	5,790
Designated (Notes 18b & 18c)	64,360	464	(1,229)	1,148	4,432	69,174
Total	76,482	12,061	(14,233)	205	382	74,964

18b. Designated funds - programme activity

	Balance at 1 January 2023	Income	Expenditure	Investment gains & (losses)	Transfers	Balance at 31 December 2023
Group and Charity	£'000	£'000	£'000	£'000	£'000	£'000
Cadbury Staines Fund	1,545	34	(8)	399	-	1,970
Legacy funded short term projects	269	-	(73)	-	-	196
Marsh Memorial Fund	4,316	-	-	-	-	4,316
Meeting Houses Funds	15	-	-	-	-	15
Organisational Development Fund	-	-	(88)	-	1,230	1,142
Property Upkeep Fund	7,664	425	(244)	749	-	8,593
QIC Income Fund	174	-	-	-	-	174
QPSW General Fund	27	-	-	-	-	27
Risk Management Fund	-	-	-	-	3,202	3,202
Total	14,010	458	(413)	1,148	4,432	19,635

18c. Designated funds - working buildings

	Balance as at 1 January 2023	Income	Expenditure	Investment gains & (losses)	Transfers	Balance as at 31 December 2023
Group and Charity	£'000	£'000	£'000	£'000	£'000	£'000
Drayton House	19,349	-	(1)	-	-	19,348
Friends House	27,666	-	(692)	-	-	26,974
Heritage Assets Fund	604	-	-	-	-	604
Jordans Estate	501	-	(1)	-	-	500
Lakenheath	72	6	-	-	-	78
Lesser Slatters	100	-	(2)	-	-	98
Swarthmoor Hall	2,058	-	(121)	-	-	1,937
Total	50,350	6	(816)	-	-	49,540

18.1 Funds (prior year)

18.1a. Unrestricted funds

	Balance at 1 January 2022	Income	Expenditure	Investment gains/ (losses)	Transfers	Balance at 31 December 2022
	£'000	£'000	£'000	£'000	£'000	£'000
General	18,377	7,235	(10,312)	(3,178)	-	12,122
Designated (Notes 19e & 19f)	65,992	818	(1,108)	(1,342)	-	64,360
Total	84,369	8,053	(11,420)	(4,520)	-	76,482

18.1b. Designated funds - programme activity - prior year

	Balance at 1 January 2022	Income	Expenditure	Investment gains & (losses)	Transfers	Balance at 31 December 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Group and Charity						
Property Upkeep Fund	7,989	775	(165)	(935)	-	7,664
Meeting Houses Funds	54	-	(39)	-	-	15
QIC Income Fund	174	-	-	-	-	174
Legacy funded Short term projects	434	-	(165)	-	-	269
Marsh Memorial Fund	4,314	-	2	-	-	4,316
Cadbury Staines Fund	1,916	43	(7)	(407)	-	1,545
Meeting Houses Grants Fund	-	-	(2)	-	-	(2)
QPSW General Fund	29	-	-	-	-	29
Total	14,910	818	(376)	(1,342)	-	14,010

18.1c. Designated funds - working buildings - prior year

	Balance at 1 January 2022	Income	Expenditure	Investment gains & (losses)	Transfers	Balance as at 31 December 2022
	£'000	£'000	£'000	£'000	£'000	£'000
Group and Charity						
Friends House	28,308	-	(642)	-	-	27,666
Drayton House	19,350	-	(1)	-	-	19,349
Lakenheath	72	-	-	-	-	72
Lesser Slatters	100	-	-	-	-	100
Heritage Assets Fund	604	-	-	-	-	604
Swarthmoor Hall	2,143	-	(85)	-	-	2,058
Jordans Estate	505	-	(4)	-	-	501
Total	51,082	-	(732)	-	-	50,350

Designated funds comprise monies set aside by Britain Yearly Meeting of the Religious Society of Friends (Quakers) out of unrestricted general funds but designated for specific future purposes or projects.

The Programme activity funds are:

- The **Cadbury Staines Fund**, which is held for items of major non-routine expenditure at the discretion of Meeting for Sufferings. The income from this fund is applied towards grants to associated Quaker bodies and for the relief of individuals through the Overseers Relief Fund.
- The **Legacy Funded Short Term Projects Fund** supports development work in areas including peace and disarmament, non-violence, advocacy and supporting meetings.
- The **Marsh Memorial Fund** to foster the gifts of children (particularly of girls) in the UK and overseas.
- The **Meeting Houses Fund** comprises interest-free loans made to meetings around the country in order that they may purchase or renovate local meeting houses.
- The **Organisational Development Fund** will allow the charity to invest in organisational development with the confidence there is sufficient funds. These projects will be non-capital in nature and used to improve or develop infrastructure, governance and support functions. All projects will be shorter than three years.
- The **Property Upkeep Fund**, which is held to fund the structural maintenance and capital works of all the properties owned for the central work of Britain Yearly Meeting of the Religious Society of Friends (Quakers).
- The QIC Income Fund (**Courtauld House**) is held to fund any related costs which arise during the period of the long lease granted on this building.
- The **QPSW General Fund** is held for the general activities of the QPSW department.
- The **Risk Management Fund** is held to manage the risk of large fluctuations in legacy income leading to unexpected funding shortfalls.

The working building funds are:

- The **Heritage Assets Fund**, which comprises artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by, or donated to, the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.
- The other building funds are the asset value of the buildings the charity uses to deliver its charitable objects.

19. Restricted funds

	Balance at 1 January 2023	Income	Expenditure	Transfers	Investment gains and (losses)	Balance at 31 December 2023
Group and Charity	£'000	£'000	£'000		£'000	£'000
Albert Moore Fund	535	-	(4)	-	-	531
WT & Bader Philanthropies Grant*	85	18	-	(85)	-	18
Bristol Area Meeting Grant*	27	-	(0)	(27)	-	-
BYM Swarthmoor Hall Capital	800	15	(6)	-	218	1,027
CB & HH Taylor Trust Fund*	164	-	-	(164)	-	-
CYP General Fund	32	17	(58)	-	-	(8)
Eric & Malcolm Legacy (Library)	193	-	(92)	-	-	101
Friends Education Fund - Higher Education Awards	346	8	(23)	-	22	353
Friends Education Fund - Joint Bursary Scheme	498	20	(5)	-	30	543
Gerald AJ Hodgett Fund	246	-	(19)	-	-	227
Hope Fund	88	5	(3)	-	-	90
Jordans Estate Fund	333	-	-	-	-	333
Kingsmead Close Income Fund	180	3	(2)	-	9	191
Kingsmead Income Fund	454	9	(5)	-	28	486
Oliver Morland Fund*	85	-	-	(85)	-	-
Pastoral Care	83	-	-	-	-	83
Quaker House Brussels	1,595	7	(32)	-	-	1,571
Quaker Life General*	343	409	(358)	(206)	-	187
Quaker Peace and Social Witness General	296	86	(291)	-	-	90
QUNO General*	36	41	-	(36)	-	41
Sawell Family Fund	477	-	5	-	-	482
WF Southall Trust Grant*	50	-	-	(50)	-	-
Swarthmoor Hall Fund	1,253	1	(31)	-	-	1,223
The Outreach Fund	46	-	(27)	-	-	19
Wellcome Grant Library Archives	-	-	-	-	-	-
Wynn Jones Garden Fund	21	-	-	-	-	22
Yearly Meeting Events Bursary Fund	32	-	(1)	-	-	31
Other restricted funds (38<£20k)*	78	263	(506)	271	-	106
Total	8,376	904	(1,459)	(382)	308	7,747

Restricted funds comprise the unexpended income earmarked for specific purposes by donors together with those property funds whose assets are held subject to specific restrictions on use. The main restricted funds are:

- The **Albert Moore Fund** which is held to acquire and maintain the heritage assets currently on display at Swarthmoor Hall. These assets are excluded from the Swarthmoor Hall Fund at the express wish of the original donor.
- **Bader Philanthropies** provides funding for Local Development Workers.
- **Bristol Area Meeting** provides funding for the West Country Youth Worker.*

- The **BYM Swarthmoor Hall Capital**, which is restricted to work at Swarthmoor Hall, including the estate. The fund is governed by a separate trust document.
- **CB & HH Taylor trust** provides funding for work with children and young people.*
- The **CYP General Fund** is used for the BYM Children's and Young People's work
- The **Eric & Malcolm Legacy (Library)** is from a legacy left for the work Library of the Society of Friends.
- The **Friends Educational Foundation (FEF) Joint Bursary Scheme**, which provides bursaries to pupils at Friends schools. These are managed by the schools.
- **Friends Educational Foundation (FEF) Higher Education Awards**, which makes grants into members and attenders gaining further or higher education to equip themselves to serve society and/or Quakers in Britain.
- The **Gerald AJ Hodgett Fund** is to be applied in such proportions as the trustees decide for the benefit of the central library of the Religious Society of Friends, the Friends Historical Society and higher education awards and grants.
- The **Hope Fund**, which is held for providing grants connected with unemployment.
- The **Jordans Estate Fund**, which is held upon trust for the protection of the quiet, seclusion and amenities of the Jordans Friends Meeting House and burial grounds.
- The **Kingsmead Close Income Fund** receives income from the Kingsmead Close Endowment Fund which states that 'the income of which is restricted to providing training for Quaker Peace & Social Witness (QPSW) workers or, if the whole of the said income is not required for such purposes, then for the maintenance and support of QPSW workers.'
- The **Kingsmead Income Fund** receives income from the Kingsmead Income Fund which states 'the income of which is restricted to providing training for Quaker Peace & Social Witness (QPSW) workers or, if the whole of the said income is not required for such purposes, then for the maintenance and support of QPSW workers.'
- **Oliver Morland Trust** provides funding for work with children and young people.*
- The **Pastoral Care Fund**, formally the Overseers Relief Fund, is to provide support to elderly members in need.
- The **Quaker House Brussels** is used for Quaker House Brussels.
- **Quaker Life General** – this fund is held for the work of Quaker Life including the local development programme.*
- **Quaker Peace and Social Witness (QPSW) General** – is held for the work of QPSW.
- **QUNO General** – this fund is held for the work of QUNO.*
- The **Sawell Family Fund** is for the upkeep of all property including meeting houses.
- **WF Southall** provides funding for Local Development Workers.
- The **Swarthmoor Hall Fund** which exists to defray running expenses at Swarthmoor Hall.
- The **Outreach Fund** supports experiments in new ways to promote Quakerism.
- The **Wellcome Trust Fund** is funding a two-year project (Wellcome Grant Library Archives) which includes cataloguing of the Friends Ambulance Unit (WW2) and Friends Relief Service collections, preservation of both collections, conservation assessment, and promotional activities, along with elements of public and academic engagement.
- The **Wynn Jones Garden Fund** is used for the upkeep of the garden and inner courtyard of Friends House.
- **Yearly Meeting events bursary fund** – this is a fund held for the purpose of providing bursaries for people in need to attend Yearly Meeting

38 other funds are restricted to various purposes. These include departmental funds whose income is earmarked for a particular department, but which is not restricted to specific work within that department.

*Transfers are recognitions of the expendable use of these funds which occurred in previous years.

19.1 Restricted funds (prior year)

	Balance at 1 January 2022	Income	Expenditure	Transfers	Investment gains and losses	Balance at 31 December 2022
Group and Charity	£'000	£'000	£'000		£'000	£'000
Albert Moore Fund	535	-	-	-	-	535
Bader Philanthropies Grant	52	-	-	-	-	52
Bristol Area Meeting Grant	27	-	-	-	-	27
BYM Swarthmoor Hall Capital	957	19	(4)	-	(172)	800
CB & HH Taylor Trust Fund	162	2	-	-	-	164
CYP General Fund	15	17	-	-	-	32
Eric & Malcolm Legacy (Library)	-	193	-	-	-	193
Friends Education Fund - Higher Education Awards	269	19	(3)	-	61	346
Friends Education Fund - Joint Bursary Scheme	395	22	(2)	-	83	498
Gerald AJ Hodgett Fund	263	1	(18)	-	-	246
Hope Fund	96	-	(8)	-	-	88
Jordans Estate Fund	325	-	8	-	-	333
Kingsmead Close Income Fund	148	7	(1)	-	26	180
Kingsmead Income Fund	356	21	(2)	-	79	454
Oliver Morland Fund	85	-	-	-	-	85
Pastoral Care	83	-	-	-	-	83
Quaker House Brussels	1,623	-	(28)	-	-	1,595
Quaker Life General	-	350	(7)	-	-	343
Quaker Peace and Social Witness General	-	363	(67)	-	-	296
QUNO General	3	33	-	-	-	36
Sawell Family Fund	486	-	(9)	-	-	477
WF Southall Trust Grant	50	-	-	-	-	50
Swarthmoor Hall Fund	1,266	5	(18)	-	-	1,253
The Outreach Fund	50	-	(4)	-	-	46
Wellcome Trust Grant	33	-	-	-	-	33
Wynn Jones Garden Fund	21	-	-	-	-	21
Yearly Meeting Events Bursary Fund	33	-	(1)	-	-	32
Other restricted funds (30 <£20k)	217	254	(401)	-	8	78
Total	7,550	1,306	(565)	-	85	8,376

20. Endowment funds

Group and Charity	Balance at 1 January 2023 £'000	Income £'000	Expenditure £'000	Investment gains & (losses) £'000	Transfers £'000	Balance at 31 December 2023 £'000
Friends Education Fund - Higher Education Awards Fund	1,274	-	(1)	42	-	1,315
Friends Education Fund - Joint Bursary Scheme	1,866	-	(1)	57	-	1,922
Kingsmead	1,776	-	(1)	54	-	1,829
Kingsmead Close	579	-	-	18	-	596
Phillips Consultancy Fund	-	-	-	-	-	-
R Penney Fund	192	-	-	6	-	198
Richard Hawkins Charitable Fund	28	-	-	1	-	29
S & M Holt Memorial Fund	38	-	-	1	-	39
Wynn-Jones Garden Fund	(1)	-	-	1	-	-
Wynn-Jones Library Fund	29	-	-	1	-	30
Total	5,781	-	(5)	181	-	5,958

Endowment funds comprise monies that must be held indefinitely as capital. Endowment income is credited to general funds and applied for general purposes unless under the terms of the endowment such income must be used for specific purposes, in which case it is credited to restricted funds.

- The Friends Educational Foundation (FEF) Higher Education Awards: the income of which is restricted to providing grants for higher education.
- The Friends Educational Foundation (FEF) Joint Bursary Scheme: the income of which is restricted to providing bursary grants at Quaker schools.
- The Kingsmead and Kingsmead Close Funds: the income of which is restricted to providing training for Quaker Peace & Social Witness (QPSW) workers or, if the whole of the said income is not required for such purposes, then for the maintenance and support of QPSW workers.
- The R. Penney Fund is held on trust with the income to be used for the general purposes of the Society.
- Others: the income of five small funds is restricted within the terms of the relevant fund.

20.1 Endowment funds (prior year)

Group and Charity	Balance at 1 January 2022 £'000	Income £'000	Expenditure £'000	Investment gains & (losses) £'000	Transfers £'000	Balance at 31 December 2022 £'000
Friends Education Fund - Higher Education Awards Fund	1,605	-	(2)	(329)	-	1,274
Friends Education Fund - Joint Bursary Scheme	2,315	-	(4)	(445)	-	1,866
Kingsmead	2,205	-	(3)	(426)	-	1,776
Kingsmead Close	719	-	(1)	(139)	-	579
Phillips Consultancy Fund	1	-	(1)	-	-	-
R Penney Fund	239	-	-	(47)	-	192
Richard Hawkins Charitable Fund	33	-	1	(6)	-	28
S & M Holt Memorial Fund	47	-	-	(9)	-	38
Wynn-Jones Garden Fund	6	-	-	(7)	-	(1)
Wynn-Jones Library Fund	36	-	-	(7)	-	29
Total	7,206	-	(10)	(1,415)	-	5,781

2 | Analysis of net assets between funds

	General Funds	Designated Funds	Restricted Funds	Endowment Funds	2023 Total
Group	£'000		£'000	£'000	£'000
Intangible fixed assets	304		-	-	304
Tangible fixed assets	647	30,641	1,598	-	32,886
Investments	6,004	36,580	940	5,554	49,078
Current assets	1,911	1,989	5,647	399	9,945
Creditors due within one year	(3,074)	(35)	(439)	6	(3,543)
Creditors due after more than one year	-	-	-	-	-
Total	5,791	69,174	7,746	5,958	88,670

Charity	General Funds	Designated Funds	Restricted Funds	Endowment Funds	2023 Total
Charity	£'000		£'000	£'000	£'000
Intangible fixed assets	304	-	-	-	304
Tangible fixed assets	647	30,641	1,598	-	32,886
Investments	6,004	36,580	940	5,554	49,078
Current assets	3,190	1,989	5,647	399	11,225
Creditors due within one year	(4,354)	(35)	(439)	6	(4,823)
Creditors due after more than one year	-	-	-	-	-
Total	5,791	69,174	7,746	5,958	88,669

21.1 Analysis of net assets between funds (prior year)

	General Funds	Designated Funds	Restricted Funds	Endowment Funds	2022 Total
Group	£'000		£'000	£'000	£'000
Intangible fixed assets	359	-	-	-	359
Tangible fixed assets	349	30,596	1,606	-	32,551
Investments	18,223	26,031	768	5,161	50,183
Current assets	2,465	7,748	-	-	10,214
Creditors due within one year	(9,275)	(14)	6,002	620	(2,667)
Creditors due after more than one year	-	-	-	-	-
Total	12,122	64,361	8,376	5,781	90,640

Charity

	General Funds	Designated Funds	Restricted Funds	Endowment Funds	2022 Total
Charity	£'000		£'000	£'000	£'000
Intangible fixed assets	359	-	-	-	359
Tangible fixed assets	349	30,596	1,606	-	32,551
Investments	18,223	26,031	768	5,161	50,183
Current assets	3,806	7,748	-	-	11,555
Creditors due within one year	(10,543)	(14)	6,002	620	(3,935)
Creditors due after more than one year	-	-	-	-	-
Total	12,195	64,361	8,376	5,781	90,713

Reference and administrative details

Trustees serving during 2023 and up to the date of this report

Georgina Bailey	London West Area Meeting
Alison Breadon (to 31 December 2023)	Wirral & Chester Area Meeting
Catherine Brown	Hampshire & Islands Area Meeting
Kit Fotheringham	Devon Area Meeting
Ursula Fuller (from 1 January 2024)	East Kent Area Meeting
Kate Gulliver	West Scotland Area Meeting
Ellie Harding	Central England Area Meeting
Carolyn Hayman	North West London Area Meeting
Jo Hills (from 1 January 2024)	West Weald Area Meeting
Marisa Johnson (from 1 May 2023) <i>Clerk (from 1 January 2024)</i>	Cambridgeshire Area Meeting
Kit King (from 1 January 2024)	Mid Essex Area Meeting
Caroline Nursey (to 31 December 2023) <i>Clerk</i>	London West Area Meeting
Silas Price	Norfolk & Waveney Area Meeting
Elizabeth Redfern (from 2 March 2024)	Leicester Area Meeting
Graham Torr (to 31 December 2023) <i>Assistant Clerk</i>	York Area Meeting
Frances Voelcker (to 31 December 2023)	North Wales Area Meeting
Danielle Walker Palmour <i>Assistant Clerk (from 1 January 2024)</i>	York Area Meeting
Paul Whitehouse <i>Treasurer</i>	Bristol Area Meeting

Management Meeting

Trustees delegate the responsibility for implementing decisions and managing work to senior staff (Management Meeting).

In 2023, Management Meeting comprised:

- Paul Parker, Recording Clerk
- Siobhán Haire, Deputy Recording Clerk
- Oliver Robertson, Head of Witness and Worship
- Lorna Service, Head of Finance and Resources (to August 2023)
- Vipin Narang, Finance Director (from September 2023)

Statutory information

Britain Yearly Meeting of the Religious Society of Friends (BYM) is a charity registered with the Charity Commission for England and Wales. The Trustees of BYM are incorporated.

Name and registered office of Britain Yearly Meeting of the Religious Society of Friends (Quakers)

Friends House, 173 Euston Road, London, NW1 2BJ Registered charity number 1127633

Professional advisers

Auditor

Sayer Vincent LLP

110 Golden Lane, London, EC1Y 0TG

Legal advisers

Bates Wells

10 Queen Street Place, London, EX4R 1BE

Investment managers

Rathbone Greenbank Investments

10 Queen Square, Bristol, BS1 4NT

Main banker

The Co-operative Bank

3rd Floor 10 Warwick Lane, London, EC2 7BP



Quakers share a way of life, not a set of beliefs. Quaker unity is based on shared understanding and a shared practice of silent worship – a communal stillness.

Quakers seek to experience God directly – internally, in relationships with others, and with the world. Local meetings for worship are open to all who wish to attend.

Quakers try to live with honesty and integrity. This means speaking truth to all, including people in positions of power. The Quaker commitment to peace arises from the conviction that love is at the heart of existence and that all human beings are unique and equal.

This leads Quakers to put faith into action by working locally and globally to change the systems that cause injustice and violent conflict.

Accessible versions of this document are available.
Please contact the publications manager at
publications@quaker.org.uk or call 020 7663 1162

Britain Yearly Meeting of the Religious Society of Friends (Quakers)

Registered charity number 1127633

Friends House, 173 Euston Road, London, NW1 2BJ

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www.quaker.org.uk

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Accounts

Britain Yearly Meeting of the Religious
Society of Friends (Quakers)

Annual report, including financial statements

for the year ended 31 December 2022





Accessible versions of this document are available.
Please contact the publications manager at
publications@quaker.org.uk or call 020 7663 1162.

To read *Our faith, our work*, which contains information
about the work of Quakers in Britain in 2022, visit
www.quaker.org.uk/annualreview.

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Introduction

From the Clerk of Trustees and the Recording Clerk

In the early months of 2022, many Covid restrictions were still in place. Although these reduced as the pandemic entered its third year, “what love requires of us” to serve meetings across Britain Yearly Meeting (BYM) and to witness to a changed world was very different from 2019.

Staff were returned from furlough (though rates of sickness remained higher than normal), restructures within both Quaker Life and Quaker Peace & Social Witness (QPSW) were completed so that BYM could deliver our most important work even with a reduced budget.

It was a great joy to hold Yearly Meeting at Friends House in May 2022 and “to see one another’s faces, and open our hearts one to another in the Truth of God ... as formerly it used to be”. We are grateful to our staff, who delivered it safely and managed the complexity of a blended Yearly Meeting at which Quakers old and new who could not attend in person were able to take part.

Meetings now need more – or different – support, so the completion of the roll-out of 15 local development workers (LDWs) during 2022, with one now in each region, was an important fruition of a prescient leading that emerged in 2011. LDWs are providing flexible support and linking meetings to the specialist skills of other Quaker Life or QPSW staff.

The world needs our work – from climate justice, to peace, to integrity in public affairs – and we have

the learning of generations of Quakers to draw on in finding where we can make the most difference today. From support to the witness of Quakers locally, to speaking out nationally, to working internationally with Quakers from around the world, and through our grants to bodies including the Quaker United Nations Office (QUNO) in Geneva, what we do – reflected in this report – matters.

Our tradition of respect and equality for individuals leads us to work to reduce injustice today through anti-racism, gender inclusion and reparations. We have more to do in determining how to put the decisions made by Yearly Meeting in 2021 and 2022 into practice.

Our Quaker structures need to be fit for the future and, since George Fox first introduced ‘Gospel Order’, these have evolved to meet the needs of the time. BYM has supported the yearly meeting in working out what this means for the simplification of our central and local structures, and this work continues.

We thank our staff – in the charity and Quiet Company – and all those who have supported our work with service and prayerful upholding, as well as financially. Quakers – through individual giving, legacies and their meetings – and grant-making trusts have continued to give, despite the constraints of the cost-of-living crisis. We hope they will give again so that our support to meetings and witness to the world can continue.

In Friendship,

Signature redacted

Caroline Nursey

Signature redacted

Paul Parker

About us

Britain Yearly Meeting explained

Quakers in Britain – also known as the Religious Society of Friends – are a faith community with worship at its heart. Founded in 1652, a period of religious turmoil, the Society welcomes people of all faith backgrounds who want to deepen their experience of God and find a way of living harmoniously in today's troubled world.

Quakers worship in local meetings (456), grouped together into area meetings (70), where individual membership (c.11,491, plus a further 6,948 attenders) is held. Local and area Quaker meetings manage their own affairs and own their own property; each area meeting is a separate charitable entity with its own trustees.

Members of these area meetings make up the membership of the Yearly Meeting of the Religious

Society of Friends (Quakers) in Britain (Britain Yearly Meeting), a body that meets annually and that has ultimate authority for church affairs. In the intervals between Yearly Meetings, Meeting for Sufferings – the standing representative body of Quakers in Britain – is entrusted with discernment and general care of matters affecting the Society.

Britain Yearly Meeting (BYM) is also the name of the national charity that implements the Society's central policy, owns its property, employs its staff and directs its work. BYM works centrally to run the affairs of the Society as a whole and to support local meetings. We also work to raise awareness of the basic tenets of Quaker faith and to put Quaker thinking into practice for a just and peaceful world.

Public benefit statement

BYM is an umbrella organisation, guiding, supporting and sustaining area and local Quaker meetings throughout England, Wales and Scotland.

The charity's resources come from members' contributions, legacies, grants, any gift-aided surplus of our trading company, and investment income.

These resources are spent on deepening and sharing Quaker spiritual experience and on acts of witness that arise from our faith. For Quakers, belief and witness are indivisible. We work for peace and justice, environmental sustainability, the alleviation of suffering, and the upholding of victims of oppression.

Local meetings for worship are open to all. Quakers have no tests of belief, and membership of the Society is open to anyone who is sincerely seeking truth. Our governance is spread widely within our membership. Our constitutional book of Christian discipline, *Quaker faith & practice*, guides our work and witness.

For over 370 years Quaker faith has led us to testify to equality, simplicity, peace and truth. Quaker social witness encompasses work for peace and peacebuilding, including in Israel–Palestine and in East Africa. It strives for climate justice and for equality in Britain. It supports poorer people in society through bursaries, relief payments and grants. We provide support for the worshipping life and the witness of

local meetings through a network of local development workers and other specialist staff, for example through servicing networks of prison chaplains.

Friends House, our central London base opposite Euston station, is a much-valued public building, made available for a wide variety of uses including worship by other faiths, education purposes and for open meetings organised by many third-sector organisations. Since 2009 Friends House has had a welcoming Quaker Centre, featuring a bookshop, café and worship space, open to all. In 2021, we opened in Leeds another centre for national Quaker work.

We are transparent in what we do: we make minutes of BYM Trustees available and our website (www.quaker.org.uk) carries minutes of Meeting for Sufferings and Yearly Meeting itself. Our website also gives details of our work and provides resources for local meetings and those wanting to learn more about Quakers.

This report shows how our resources have been applied and how the public benefits from our work.

The charity's trustees have complied with their duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. All trustees give their time voluntarily and do not receive any personal financial benefit from the charity.

The way we work

Governance and decision-making

George Fox and some of the wiser of the early Friends showed something like genius for devising methods of administration, which left the spirit truly free, yet preserved a sense of order ... Fox was the creative mind behind the establishment of Church Government, much criticised by many of his contemporaries, which is in good working order to this day. Not only the distribution of business between our various meetings for discipline, but the habit of making minutes as the business proceeds and the habit of seeking for the sense of the meeting and not taking votes, with all these procedures worked out through worship.

Roger Cowan Wilson, 1949 (*Authority, leadership and concern*)

Trustees are accountable to Quakers in Britain for the central work carried out in their name, and for ensuring that BYM complies with the law. The Recording Clerk (Quaker-equivalent of a chief executive) and Management Meeting (the senior staff team) advise trustees and are accountable to them for the work set out in an operational plan and budget prepared each year. In 2019, trustees adopted strategic priorities for centrally managed work for the next 5–10 years with the overall objective of a simple church supported by a simple charity, to reinvigorate Quakerism.

Our governance relies on the wide participation of members, and we depend on Friends to discover and exercise their gifts and offer them in service to God and our community.

In 2021, trustees approved a plan of governance developments, drawing on the Charity Governance Code, to help achieve strategic goals of: creating simple structures and practices in our local and national organisation; and ensuring all work is well-governed – resourced, impactful and communicated effectively.

The terms of reference of BYM Trustees are reviewed regularly. The most recent review concluded in 2020 and revised terms of reference were adopted by Yearly Meeting in 2021.

Governing document

The governing document is drawn largely from passages in our book of discipline *Quaker faith & practice*. The governing document was reviewed by Yearly Meeting in 2021. *Quaker faith & practice* contains, in addition to governance, advice and counsel, and encourages self-questioning and hearing each other in humility and love. The first book of discipline was compiled in 1738 and is revised at intervals. The last complete revision was approved by the Society in 1994 and it has been amended regularly since then. Yearly Meeting in 2018 decided to begin a new complete revision of the book of discipline. This process is under way and the committee overseeing the revision is reporting regularly on progress. The current hope is for final text to be presented to Yearly Meeting 2030 for adoption.

The duty of trustees

It is the duty of BYM Trustees to:

- ensure that the priorities for the work set out by Yearly Meeting and Meeting for Sufferings are taken forward with the right use of our resources
- ensure that the governance and management of the work carried out are in accordance with the objectives set out in the governing document and compliant with the law.

In addition, the board of directors of Friends House (London) Hospitality Ltd. (trading as Quiet Company) is appointed by, and reports annually to, BYM Trustees.

Trustees have three subcommittees: Audit Committee, Employment Committee, and Finance & Property Committee.

Trustees are further supported by four standing committees and, together, define policies and decide the work to be done. The standing committees are:

- Quaker Committee for Christian & Interfaith Relations
- Quaker Life Central Committee
- Quaker Peace & Social Witness Central Committee
- Quaker World Relations Committee.

Trustees have established a pattern of annual reporting by standing committees designed to ensure they remain well-informed and the work of standing committees is well-scrutinised. Regular meetings of trustees and committee clerks are also held.



The conduct of business

All trustees' meetings and those of committees and subcommittees are held as meetings for worship for business in accordance with *Quaker faith & practice*. Trustees appoint two elders each year to sustain and support the right holding of the meeting.

Trustees receive copies of the full minutes of Management Meeting, giving trustees a full picture of matters under consideration by our officers whilst preserving the boundaries between operational matters and strategic direction. The Recording Clerk and members of Management Meeting attend all meetings of trustees and report to them on each occasion. Trustees also spend time without staff at each of their meetings.

Trustees have a good relationship with Meeting for Sufferings, the standing representative council of Quakers in Britain. All trustees are members of Meeting for Sufferings and attend its meetings regularly to participate in the discernment. There are regular opportunities for members of Meeting for Sufferings to engage with trustees to ask questions and seek explanation and clarification of aspects of trustees' business. Trust is central to all our relationships, and its preservation is a matter of vigilance and sensitivity.

Appointment of trustees, induction and training

Trustees are appointed by Yearly Meeting normally to serve a three-year term. Reappointment is possible for a second term and exceptionally for a third. The Yearly Meeting treasurer, also appointed by Yearly Meeting, serves ex-officio as a trustee. Nominating committees draw on a database of offers of service from Friends in membership of the Society. In making nominations for service as trustees, the Central Nominations Committee ensures that the Friends approached are aware of the legal responsibilities of trustees and of the legal position on eligibility.

Trustees keep their collective strengths and weaknesses under review. Trustees use regular training to reinforce those strengths and to address any weaknesses. All trustees are offered training in a range of areas related to their responsibilities. New trustees receive induction and briefing materials. They take part in a reflective review at the end of their first year of service, and again when they complete their term. The findings of these reviews are reported back to the trustee body.

BYM Trustees are working on improving their diversity. At December 2022, of the serving trustees: 69% were female (23% male and 8% preferred not to say); 8%

The way we work

were from black and minority ethnic communities; 38% considered themselves to be disabled; 23% identified themselves as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) (69% did not and 8% preferred not to say); and 77% were under the age of 66.

Safeguarding procedures

BYM is committed to ensuring that all of our events and services are safe for everyone, and that everyone can worship safely within Quaker communities, including children, young people and adults at risk of abuse. We work to comply with legal and regulatory safeguarding requirements laid upon us as a charity.

Our policies and procedures ensure that only appropriate staff and volunteers work with children and young people and that criminal records checks are undertaken as required. They are kept under review. In 2022 we continued to implement our improvement plan, enabling us to build a strong safeguarding culture built on robust policies which are well understood throughout our organisation. We require all staff and relevant volunteers to undertake safeguarding awareness training, with advanced training for those working directly with children and adults potentially at risk of abuse.

Transparency of Lobbying, Non-party Campaigning & Trade Union Administration Act 2014

Quakers are committed to speaking truth to power on matters of common concern. At times this means engaging in the political process. The Transparency of Lobbying, Non-party Campaigning and Trade Union Administration Act 2014 regulates certain types of political activity in defined periods before elections. Where required by the Act, Britain Yearly Meeting registers as a non-party campaigner and declares relevant spending. Britain Yearly Meeting did not engage in any regulated activity in 2022.

Risk management

Risk management policies and procedures

Quakers have historically been prepared to take risks if they felt called to do so after careful discernment. In our risk management approach, trustees seek an appropriate balance between acknowledging and mitigating risk and discerning opportunities to progress our Quaker concerns. No activity is without risk, and

Trustees and senior staff endeavour to operate in the space between stewardship and opportunity, ensuring that regular and productive conversations relating to risk take place.

Trustees have paid increased attention to risk, both in their meetings and working with senior staff over recent years. Management Meeting is responsible for managing strategic-level risks and these risks are monitored by trustees. Operational managers identify and manage operational-level risks – these relate to areas of work detailed in our Operational Plan. All risks are brought together into BYM's Risk Register. Having identified relevant risks, managers analyse levels of risk, confirm mitigation, and, where appropriate, allocate resources. The Risk Register is reviewed and updated regularly during the year by operational managers, Management Meeting and trustees. The trustees' Audit Committee, constituted of one trustee and three external members, provides trustees with independent assurance that risk is being adequately managed.

In 2022, while the Covid pandemic continued to have a significant impact on our risk profile, we began to consider what a post-pandemic approach to risk management should look like.

Main risks

i) Major changes in Quaker communities

Reductions in membership, closure of meetings, unsustainable local structures, loss of tradition, disconnection with BYM, and loss of support to BYM.

Management of risk:

- New ways of worshipping (especially use of online technology)
- Continued commitment to local development workers across Britain
- Actions from the Integrated Strategy for Supporting Quaker Communities, in particular increased integration among Quaker Life teams
- Focus on simplification
- Improved understanding of diversity and inclusion
- Actions to sustain relationships between BYM and meetings including potential Memorandum of Understanding
- New outreach strategy being developed.

ii) Operating model

Operating model becomes unsustainable or unstable leading to loss of income to charity.

Management of risk:

- Fundraising strategy and plan
- Income generation plan, including exploring options for income generation from properties
- Staff training to improve financial literacy
- Work with committees to review programmes
- Active engagement with suppliers on supply issues (Brexit and Covid)
- Build a culture of resilience and adaptability
- Market analysis: benchmarking to competitors
- Ethical business principles a distinctive feature for hospitality business
- Maintain ability to flex or reduce core work programme to address cost base issues.

iii) Information technology

Risks on IT governance; resilience and continuity; cyber security; vendor and third-party risks; data management; IT program and execution risks.

Management of risk:

- New ICT Strategy developed, emphasising a wider set of IT objectives: governance, infrastructure, digital, service management and security
- Staff training and development plan
- Vulnerability testing (Cyber Essentials Plus)
- Testing new disaster recovery solution
- Digital Asset Inventory
- Service Desk to manage ICT day-to-day work.

iv) Communications

BYM fails to use appropriate communications tools to help Quakers be widely known and understood, contributing to declining impact of work and engagement of Friends.

Management of risk:

- Integration of external and internal communications
- Communications planning and preparation in advance of foreseeable events

- Planned review of communications guidelines
- Impact reporting of projects and programmes.

v) Governance

Failure of governance control, unsustainable central governance structures, reputational risk of meeting governance failure

Management of risk:

- Actions to deliver strategic priority on simplifying structures
- Governance strategy and plan
- Risk management process
- Audit Committee internal auditing process
- Work to support committees and encourage service
- Move to new ways of working following changes in response to Covid pandemic.

vi) Safeguarding

Failure of safeguarding governance or management leads to increased risk of abuse to children, young people or adults at risk of abuse and reputational damage.

Management of risk:

- Implement safeguarding improvement plan, with continued reference to the recommendations of the external review
- Appointment of lead safeguarding trustee
- Recruitment of dedicated safeguarding officer
- Identification and training of staff champions
- Awareness training for all staff
- Review, revise and/or adopt policies and procedures
- Manage engagement with Independent Inquiry into Child Sexual Abuse (IICSA).

vii) Change management

Change, taking place in all parts of the charity, is badly managed, resulting in decreased impact and/or increased costs.

Management of risk:

- Management Meeting change days
- Change management tools and resources

The way we work

- Regular two-way communication
- Active engagement with central committees
- Communications with Friends
- Training and development for Operational Managers.

BYM staff and Management Meeting

Our people and culture

In December 2022 BYM employed 155 staff (123.5 full-time equivalent) across its departments, including 78 (64.6 full-time equivalent) to undertake the work of Friends House (London) Hospitality Ltd.

In line with best practice, we review our diversity statistics annually, reporting these to Management Meeting and the Trustees' Employment Committee. At December 2022:

- 93 (60%) staff members were female
- 28 (18%) were from black and minority ethnic communities, 9 (5.8%) preferred not to say
- 17 (10.9%) staff considered themselves to be disabled
- 12 (7.7%) staff members identified themselves as Lesbian, Gay, Bisexual, Transgender, Queer/ Questioning (LGBTQ), 10 (6.4%) preferred not to say
- 14 (9%) staff identified themselves as Quaker.

We note that as much of this information is sensitive personal data, it is shared voluntarily by staff. This means that these statistics may not reflect the full demographic make-up of the staff body.

BYM is committed to creating a safe and respectful working environment where our staff and volunteers feel valued, where they recognise one another's contribution, where they know inappropriate behaviour won't be tolerated and where they feel safe to raise concerns. Our commitment to this aspiration is reflected in our People Strategy, which was finalised during the year and for which an action plan will be implemented over the next three years. As for so many others, this year continued to be difficult for us, as we worked hard to manage the impact of Covid-19 on our organisation. Our staff showed incredible commitment and determination to keep delivering their work for the Society, while managing significant

personal and professional challenges.

In 2021 we commissioned a culture audit on how we were doing in relation to Equity, Diversity, and Inclusion. The recommendations from the Audit Report were put in place in 2022, namely:

1. Setting up and arranging for staff attendance at a variety of EDI workshops, namely, power and privilege, dealing with microaggressions, and having difficult conversations safely.
2. A Working Group was set up to come up with a draft EDI Vision Statement. They are currently working on a multi-year action plan.
3. Arranging several workshops covering relational skills needed to create a psychologically safe workplace, dealing with complex EDI issues, interpersonal situations and unconscious bias.

Staff remuneration and support

The salaries for all staff, including the Recording Clerk and members of Management Meeting, are agreed on behalf of BYM Trustees by their Employment Committee, which negotiates these where required with the workplace union representatives. For several years a formula has been in place to propose a cost-of-living increase which is agreed by trustees subject to certain affordability criteria.

It is a longstanding policy of BYM that no member of staff, either on our London or regional pay scale, should receive a full-time salary more than four times that of any other. That policy, which results in a 1:4.7 ratio across the two pay scales, is one of the ways that Quakers are trying to put our faith into practice in the workplace. All staff are paid above the recommended Living Wage.

Moving out of the pandemic

2022 was the start of the country re-opening from the pandemic lockdown. In 2022, we started the process of considering what a post-pandemic working pattern will look like for us. It is clear that BYM staff are now a dispersed work community and further work is required to regularise how this will work in practice. This will be implemented in 2023.

A consequence of this is scaling up staff numbers to pre-pandemic levels. In December 2021 we had 130 staff, rising to 155 in December 2022.

Recognising the importance of organisation and people development and culture change in this context,

Management Meeting agreed to the appointment of a Development and Change Adviser in the third quarter of the year. This role will develop our work on induction, performance review and learning and development processes.

Communicating with staff

BYM is committed to open and accountable management of our staff, where development and recognition are acknowledged. Staff can raise concerns through their line-manager or Management Meeting, including the Recording Clerk, or anonymously through the whistleblowing policy. We use an external specialist supplier to conduct surveys on a wide range of workplace issues including, especially during the pandemic, individual wellbeing.

We plan to invest further in staff engagement and leadership, and focus on our culture, commitments and behaviours, because those behaviours either reinforce or undermine our values.

Staff are encouraged to join the employer-recognised union, Unite. A member of Management Meeting meets with the union regularly. The union supports staff during key consultations and with employee relations.

Volunteer involvement

BYM has a policy for volunteers who work alongside paid staff, based on four principles:

- The role of volunteers and the staff with whom they work must be clear.
- The work of volunteers should be seen as complementary to the work of staff, and volunteers should be supported in their work.
- Volunteers will not be used to replace staff posts.
- Staff and volunteers will work closely together.

The types of volunteers covered by this policy in 2022 included:

- Volunteers who participate as leaders and facilitators on our Youth, Children and Families events and programmes; and
- Volunteers who support the running of the Quaker Centre at Friends House, Euston.

For the avoidance of doubt, we do not consider those Quakers who participate in our governance and working structures through participation in the central

and standing committees of Britain Yearly Meeting to be volunteers for the purposes of this policy.

Fundraising practices

BYM raises funds within the Quaker community through the contributions given by area and local meetings.

Individual Friends also make donations directly to BYM and we make applications to trusts and foundations for grant funding. Legacies are a crucial part of our fundraised income and we are grateful to all those who have left a gift for us in their will. We would like to thank all the local and area meetings, charitable trusts, foundations and individuals who support our work.

We are registered with the Fundraising Regulator and abide by the Code of Fundraising Practice. We commit to the regulator's Fundraising Promise and aim to exceed these standards. We do not do any fundraising work with commercial participators. We have a policy for working with vulnerable supporters and all fundraising staff receive training on following this policy. In all our fundraising work we aim to:

- be transparent
- be respectful
- be fair and responsible
- listen and respond
- commit to high standards.

For every £1 spent in 2022 on raising voluntary income for BYM centrally, £7 was received in donations and legacies.

The work we do

Activities, objectives and achievements

The charitable object of BYM is “the furtherance of the general religious and charitable purposes of the Religious Society of Friends in Britain and beyond”. This purpose is further defined in *Quaker faith & practice* under four headings, which underpin the organisation of our work and the allocation of funds.

Sustaining our church and faith

This is defined in *Quaker faith & practice* as organising and maintaining the Yearly Meeting as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for their efficient and effective functioning. It also includes conducting relations with other churches, faiths and ecumenical bodies.

Yearly Meeting 2022 was held for the first time as a blended meeting in May 2022. 1,934 people registered to attend all or part of the event, 735 of them in person. The theme was ‘Faith, Community and Action’. Friends worshipfully considered the following questions:

- **Faith:** How do we experience worship, community and witness?
- **Community:** How can we build Quaker communities that respond to challenges and put faith into action?
- **Action:** How can we transform thinking and action in Quaker communities and wider society?

In recent years, Quaker communities have been engaged in an exploration of privilege, seeking to become aware of the unseen and unspoken chains that bind us, and growing our ability to act on our urgent concerns of sustainability, economic and climate justice, and diversity and inclusion. In 2021 we made a commitment to becoming an anti-racist faith community, and in 2022 we built upon that commitment, making a decision to consider making reparations for our involvement in the transatlantic slave trade. Later in the year, Quakers decided that they would no longer use the term “overseers” to describe Quakers performing a pastoral care role within their Quaker communities, as this word has unwelcome connotations linked to the transatlantic slave trade and is a barrier to Quakers being an inclusive community.

Trustees, staff and Friends in our wider community have continued to work on simplifying our governance structures throughout 2022. This work will help us make the most of our resources and better deliver our strategic priorities.

Quakers on the committee entrusted with overseeing the revision of *Quaker faith & practice* have developed a detailed project plan and timescale for completing their task by the end of this decade, meaning that the text of the revised book of discipline would be brought to Yearly Meeting in 2030 for adoption. In 2022 the revision committee reviewed its list of main topics to be covered in the new book, increasing this number to 28 main topics, and has prepared substantive first drafts on a further two of these: meeting for worship for church affairs and marriage, bringing the total of substantive first draft topics to seven. Text is now being drafted on five more topics: testimony, spiritual experience/Quaker theology/spiritual diversity, worship, membership and conflict. Our engagement with Quakers continues, and sample texts on marriage and on nominations were shared widely within the community for feedback on tone, language, style and accessibility.

Quaker Committee for Christian & Interfaith Relations continued to represent Quakers on national ecumenical bodies, namely Churches Together in England, and Churches Together in Britain and Scotland. Ecumenical work has focussed in 2022 on racial justice and the emerging interest in making reparations for the harm of racial injustice.

Quaker World Relations Committee acts as the connection between Quakers in Britain and Quakers worldwide. Throughout 2022 it created opportunities for international connection, notably at Yearly Meeting and by appointing British Quakers to attend other Yearly Meetings across the world.

We continued to support our central committees as they develop their approaches to working effectively in a blended way.

In 2022 we spent £1.5 million on sustaining our church and faith (2021: £1.8 million).

Supporting meetings

This is defined in *Quaker faith & practice* as supporting Friends in their local organisations by providing services and advice relevant to the current demands of the Quaker community; for example, such work may relate to children, elderly people, those about to be married, those with responsibility for meeting houses, and those raising funds.

We continued to implement our integrated strategy of meeting-centred support by rolling out new local development workers into new areas, responding to the needs of Quaker communities across Britain. By early 2023 the full cohort of local development workers had been recruited. The Local Development Worker programme is funded, in part, by generous grants from Benefact Trust, Bader Philanthropies, and the Southall Trust, as well as through the contributions of Friends throughout Britain.

We implemented planned changes to how the Quaker Life team, working with Woodbrooke Quaker Study Centre, supports role-holders in meetings and other Quaker communities. We have invested additional staff time in promoting this support to Quakers across the yearly meeting.

We now have three youth development workers in post, funded in partnership with groups of area meetings, with a fourth to follow in early 2023. This team developed their practice to bring children and young people together as part of their regional Quaker communities.

We engaged with Quaker communities as they emerged from the pandemic, assisting them to recover. It is clear that the impacts of the pandemic, which include changes for the better as well as regretted losses, will take some years to emerge. Local development workers have observed significant interest in initiatives to simplify meeting structures.

Following the laying down of Quaker Stewardship Committee, work to develop appropriate support and guidance for Area Meeting Trustees has progressed and been effectively embedded in the work of the Quaker Life team.

We continued to support meetings in their safeguarding commitments, and to develop a safeguarding culture within our organisation by appointing and beginning to train safeguarding champions in each BYM department and developing safer recruitment for paid and voluntary roles. We

continue to deliver our safeguarding improvement plan and engage with the Independent Inquiry into Child Sexual Abuse (IICSA) final report and recommendations, which were published in autumn 2022.

In 2022 we spent £2.5 million on supporting meetings (2021: £1.8 million).

Witness through action

This is defined in *Quaker faith & practice* as putting Quaker thinking into practice in relation to the problems and needs of people at home and abroad.

During 2022, the Russian invasion of Ukraine shaped the focus for our peace work. Colleagues worked to communicate with and support Quakers in both Ukraine and Russia and worked with Friends undertaking acts of citizen diplomacy aimed at building long-term conditions for peace. A working group of Quakers from across the UK continues to consider how we can respond.

In May 2022 at Yearly Meeting, Quakers in Britain agreed to consider making meaningful financial and other reparations for the harm of the transatlantic slave trade. Local and area meetings of Quakers, as well as other Quaker groups, have now begun to consider how they might go about making reparations, and we expect this process to continue during 2023. Our communications team worked with Woodbrooke Quaker Study Centre to deliver a podcast series on understanding the concept of reparations. As a result of this and other minutes relating to equity, our Grants Group reviewed and adapted our processes for disbursing and monitoring grant-funding to ensure that our approach was equitable and recipient-led. And we expanded our annual grant to East African partners, to a three-year funding commitment. This brings it more into line with BYM's grants to European partners, as well as reflecting the multi-way relationship in our peacebuilding work across Britain, Rwanda, Burundi and Kenya.

Our work on climate justice saw significant success in 2022. Alongside partner organisations, we made substantial progress on campaigning for a loss and damage facility, to compensate those who now live with the unmitigable effects of climate change. At COP27 a loss and damage fund was established by the UN Framework Convention on Climate Change but discussions are ongoing about who will finance the fund and where the money will be allocated.

The work we do

We continue to be concerned that UK climate commitments are at risk of being rolled back due to energy and cost-of-living crises.

In summer 2022, we began to deliver an online course, the “Climate justice year of learning”, to over 100 participants. This course will culminate in 2023, and thus far we believe it has proven a successful delivery and engagement method.

Our Peace Education work developed in its scale and influence in 2022. This work aims to support educators and grow the peace education movement. We released a series of six videos alongside a major report, *Peace at the heart*, outlining our relational approach to education in British schools. This publication has provoked interest from education practitioners across the UK, with particular interest from policymakers in Scotland and Wales. Peace Education staff are increasingly asked to run teacher training sessions and are exploring further collaboration opportunities.

Staff worked to influence parliamentarians on the Policing Bill. Although the legislative outcome was not successful, we continued through this work to build and maintain valuable relationships.

During 2022, Quaker Peace & Social Witness staff undertook a needs analysis to understand how we can best support Quakers who are led to witness for positive social change. The results of this analysis will be embedded into our work in future years.

In 2022 we spent £1.9 million on witness through action (2021: £1.5 million).

Promoting Quakerism

This is defined in *Quaker faith & practice* as raising awareness and developing understanding within and without BYM concerning the basic tenets of Quaker faith and practice, such as spirituality, peace and human rights.

Our weekly e-newsletter *Quake!* has become a key channel for communications with Quakers. Over

7,800 subscribers receive it directly. This forms part of our work to communicate the purpose and impact of BYM’s work to build understanding and support. Alongside *Quake!*, communications staff continue to develop our use of social and other media.

Our Communications team has worked closely with programme teams to ensure that opportunities to share our values and ongoing work in the public realm have been grasped. Work to refresh our main website and ensure that user journeys are more successful and engaging has progressed, and we expect that updates will be implemented in 2023.

As the pandemic has receded, Friends House has once again been open to Quakers, the public and conference guests. This meant that by the autumn, footfall in the café, bookshop and conference spaces was high. Ongoing development of Quiet Company’s offer to clients has continued.

During 2022 the Library and Archives team reopened the library and reading room at Friends House to the public by appointment. The library team has supported researchers from across the world. Images from our collections have been used by the National Gallery of Art in Washington DC and the Australian National Maritime Museum, and colleagues have been consulted for historical details which have aired on a variety of television programmes in the UK and elsewhere.

We have worked to prepare Swarthmoor Hall for reopening as a recognised international Quaker visitor centre in Britain, and to renew the interpretation of this historic building as the “cradle of Quakerism”.

In 2022 we spent £2.0 million on promoting Quakerism (2021: £1.7 million).

Future plans

Our plans for the charitable organisation are informed by the strategic priorities for the next 5–10 years, as defined by trustees in 2019. These are: thriving Quaker communities; a sustainable and peaceful world; and simple structures and practices.

Thriving Quaker communities

We will continue to deliver our strategies for supporting Quaker communities by increasing understanding of the support that we, and partner organisations, can offer to individual Friends and meetings. By ensuring that our website has a simpler structure and integrates user journey mapping into its design, we'll enable Quakers and others to more easily find the information they are looking for.

We will continue to develop our understanding of, and support for, Quakers who belong to newer non-geographic Quaker communities, and we will work to ensure that they can fully participate in the life of our Quaker community.

We will review how we approach the participation and integration of young people in our witness, worship and governance structures, seeking to set out recommendations for improvements.

We will make it easier for Quakers to find out about our governance work, ensuring that they know how the organisation makes decisions and delivers its purpose. We will also develop the range of opportunities which Quakers have to engage in our centrally managed work, alongside longer-term committee service.

We will continue to ensure that our communities are safe for all participants by continuing to improve our safeguarding practices, building a robust safeguarding culture underpinned by knowledgeable and well supported staff and volunteers.

We will continue to build our presence in the world through our 'Faith in Action' network. As this network emerges, we will experiment with new ways of working to support local Quaker peace and climate justice initiatives. We will recommence our grant-giving programme to support these initiatives.

We will continue to work on communicating our peace and climate justice work, and the work of our Faith in Action network participants, to inspire others to support our work and take similar action.

Alongside this, we will launch a new moderated Facebook page for British Quakers, enabling multi-way communications within an online community.

We will work to provide support to Quaker communities to explore and challenge privilege, and historical and contemporary injustices, including explorations of how to respond to our 2022 Yearly Meeting minute, which called for reparations for the wrongs of the transatlantic slave trade.

We will work to re-open Swarthmoor Hall in 2024 as a recognised international Quaker visitor centre in Britain, telling the story of the "cradle of Quakerism".

A sustainable and peaceful world

We will support and grow practical peacebuilding work and nonviolent approaches to injustice and violence in Britain and internationally. We will do this by accompanying peacebuilders and peacebuilding networks, providing support to Quaker peacebuilders and conciliators, and supporting accompanying and learning from nonviolent campaigns and peacebuilding projects in Kenya, Rwanda and Burundi.

We will continue to develop our ecumenical accompaniment programme, ensuring that antisemitism is challenged and countered within the programme and its networks.

We will support and develop the peace education movements, and work to make peace education mainstream in Britain. We will do this by supporting Quakers putting their faith into action through peace education, by developing peace education resources and training through textbooks, teacher resources, and teacher and youth worker training. We will support peace education networks and movements outside our own organisation, and facilitate work which enables the development of peer mediation practice in Britain. We will advocate for policy and practice which promote a peace education approach in schools. We will continue to challenge militarism and structural violence in education including military recruitment and exclusions of pupils from schools.

We will continue to campaign for just solutions to the climate crisis, including by speaking out on loss and damage, and playing a leading role in the Make Polluters Pay coalition. We will work through the Insure Our Future campaign, identifying and

The work we do

implementing ways for Quaker work and methods to put pressure on insurance companies to cut ties with fossil fuels. We will work with Quakers in other parts of the world to pursue our shared aims.

We will continue to speak out against war and militarism as the occasion arises in public life.

We will support a strong civil society voice network and work to improve the standards of truth and integrity in democratic life, seeking to create a positive environment for civil society campaigning.

Simple structures and practices

We will ensure that our charity is well governed, implementing our governance strategy to deliver a culture of compliance and impact across the organisation. We will provide structures, tools and resources for our Quaker committees, ensuring that they can work effectively.

We will integrate our new finance system with other systems, so that management information is shared across all functions. We will work towards delivering multi-year budgets, ensuring that our financial forecasting enables sound decision-making for the medium and longer term.

We will review our procurement process, identifying suitable future developments.

We will continue to implement our IT Strategy, rolling out the Microsoft Office suite of products across our teams and committees, including Microsoft teams telephone solutions. We will deliver further system and user-facing improvements to our security, information governance and support infrastructure. We will begin to roll out a new digital asset management system, and complete the implementation of our new customer relationship management (CRM) database.

Following initial implementation of the CRM we will implement our events framework, which will operate to ensure that our wide variety of events are held safely, consistently well-managed, responsive to change and able to meet organisational needs.

We will improve our collections (library and archives) management, ensuring good stewardship and supporting access. This work will be coordinated with work on audience development and changing user needs.

We will develop the skills and capability of our senior leaders and managers to deliver consistent, inclusive, fair and effective line management and performance management. We will continue to review all of our People policies to ensure that they support inclusion and equity, as well as dispersed ways of working.

We will work to ensure that our workplace community is supported both mentally and physically by actively promoting wellbeing. We will continue to develop a working environment where staff are inspired to give their best, where performance is evaluated and where underperformance is addressed.

Through our Fundraising strategy we will continue work to ensure that our fundraising is inspiring and effective in order to secure funding for our future work. We will communicate our impact by integrating case studies and human stories into our fundraising communications, and will work to become a fundraising organisation where all staff know how work is funded and their role in winning support.

We will work consultatively to produce a new Communications Strategy and guide, providing clear, accessible information on our brand, tone of voice, visual tone, language style and reference text for key messages on who we are and what we do.

Financial Statements
Year to 31 December 2022

Financial review

Headlines

The financial and economic climate in which we operate continues to be tough. In the face of this challenging climate, we are very grateful to Friends for their continued generosity, and we remain steadfast in ensuring that our income is used efficiently and effectively and that every pound counts.

Total income in 2022 was £9.3m and our total spend was £12.0m; a decrease of £0.7m (income) and an increase of £3.2m (spend) respectively compared to the previous year. Net expenditure before investment losses was therefore £2.7m.

After investment losses of £5.8m (2021, investment gains of £6.0m), we had a deficit of £8.6m (2021: £7.2m surplus). These losses primarily stem from a decrease in the value of investments managed by Rathbone Greenbank Investment, reflecting the current unpredictable nature of the investment market.

Despite the downturn in income, the uplift in spend demonstrates the organisation's commitment to maintain the provision of key services for those we

serve and seek to serve. That is, to continue to provide advice, resources, training and events to strengthen and empower Quaker meetings; uphold the structures and discipline that keep our church and our work spirit-led; operate a range of programmes in Britain and overseas that translates our faith into action; and carry out outreach, media and advocacy work that builds public awareness of who Quakers in Britain are and about the things that matter to us.

Income

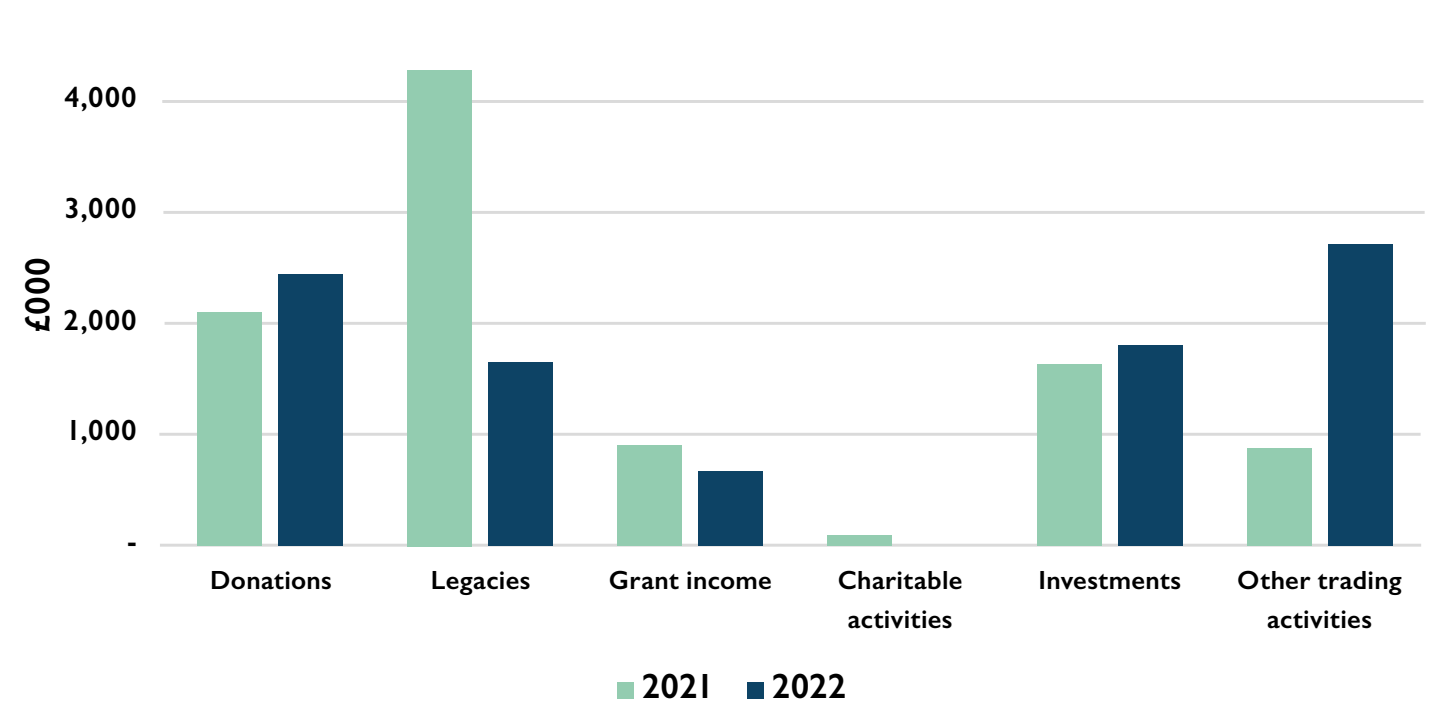
Our primary source of income is contributions from individual and Quaker meetings, legacies, grants, investment income and revenue from our trading operation.

The total income for the year was £9.3m, a decrease of £0.7m compared to the previous year (2021: £10.0m). Of the £9.3m, Legacy and donation income reduced to £4.8m, compared to the unexpectedly high £7.4m received in 2021.

Investment income increased to £1.8m, an increase of 10% compared to 2021.

Post-Covid and the return to face-to-face meetings

Britain Yearly Meeting: Income



and conferences, our trading operation, Quiet Company, increased income this year from £0.9m to £2.7m. With operations and therefore expenditure scaled up to meet this demand, no gift aid payments were paid to the Charity. With Quiet Company income growth strong, Gift Aid payments will resume in 2023.

Expenditure

Total expenditure for the year was £12.0m, an increase of 37%, compared to the previous year (2021: £8.7m). Most of this increase relates to staff costs, which is the largest component of our costs. The rise in staffing is not unexpected; post-Covid, it has been imperative for the organisation to scale up its operations to ensure we can undertake our charitable services.

Of the £12.0m total expenditure figure noted above, £7.9m was spent on direct charitable activities (2021: £6.8m). This is further detailed in note 6 on page 34.

Grant-making policy

Grants from restricted funds are made according to the criteria laid down by the donor. Grants from

unrestricted funds are allocated by reference to criteria specified in 2010. A full list of grants given is available on our website (www.quaker.org.uk/grants).

Investments

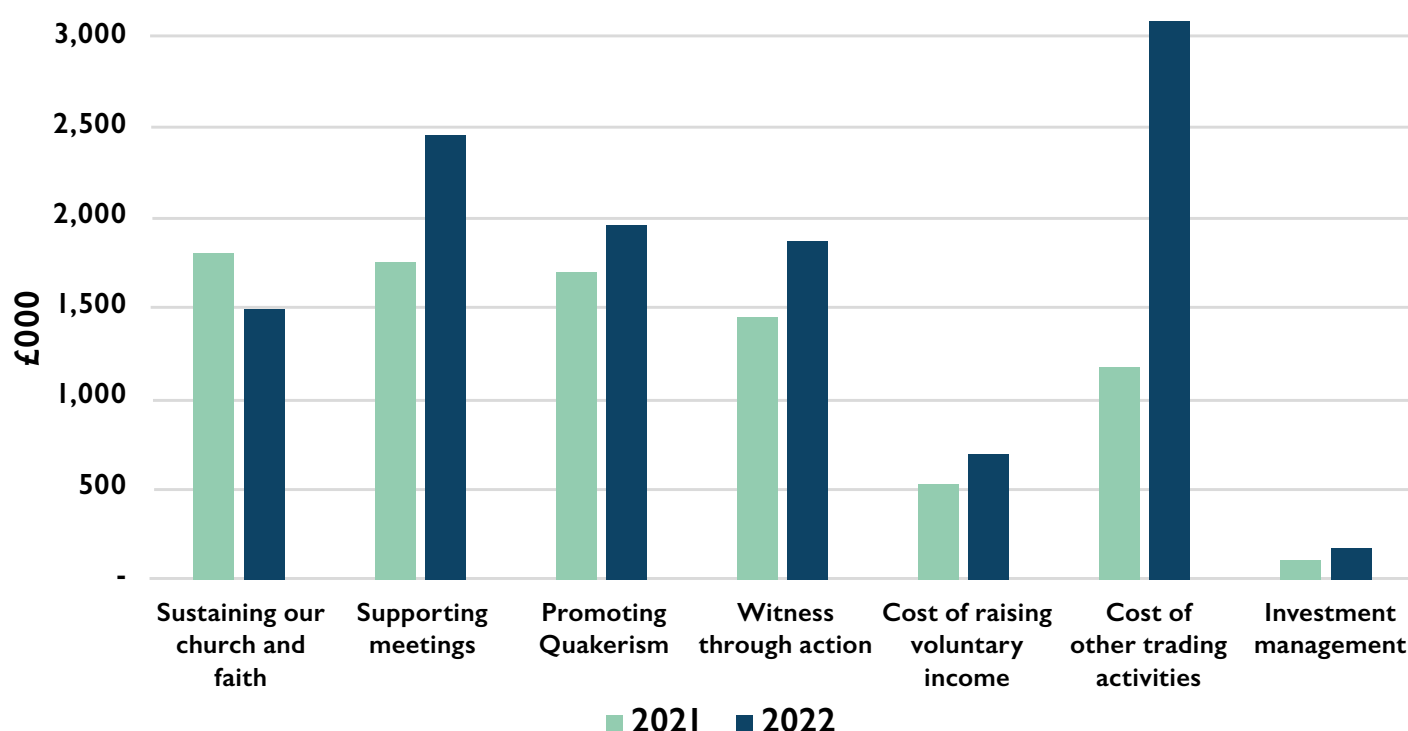
The market value of our investment portfolio at the end of 2022 was £30.1 million (2021: £33.3 million).

This drop in the value of our portfolio reflects a turbulent market brought on by broader political and economic uncertainty influenced by, for example, the invasion of Ukraine.

BYM invests for the long term, aiming to generate total returns to support present and future charitable work. We also aim to be a great example of an ethical and responsible investor in how we invest, exclude, engage and innovate. We monitor the carbon footprint of our portfolio. Just over 18% of the portfolio is invested in companies responding to the challenge of the climate emergency, either through providing renewable or low-carbon energy or other mitigation solutions.

The investment policy, together with a full listing of our investments as at 31 December 2022, is published on our website at www.quaker.org.uk.

Quakers in Britain: Expenditure



Total funds

The total value of funds held at 31 December 2022 was £91 million (2021: £99 million). There are restricted reserves of £8.3 million (2021: £7.6 million); unrestricted reserves of £76 million (2021: £84 million) and endowment reserves of £5.8 million (2021: £7.2 million).

	2022 £'000	2021 £'000
Total Funds as per Group balance sheet	90,639	99,125
Exclude:		
Endowment funds	(5,781)	(7,206)
Restricted funds	(8,376)	(7,550)
Designated funds tied up in fixed and heritage assets	(50,350)	(52,111)
Other designated funds	(14,010)	(13,881)
Unrestricted funds, not designated	12,122	18,377

Endowment funds

Endowments are monies received by BYM with the requirement that the capital should be held permanently and the income used for various aspects of the charitable purposes. Trustees review each of these endowments to see whether the objectives might be achieved better by seeking Charity Commission permission to spend the capital in the light of the increased demands in some areas of work and the levels of returns available.

Restricted funds

Restricted funds of £8.3 million (2021: £7.6 million) represent funds that have been donated for a particular purpose and the trustees have no discretion to reallocate for other use. For further details of how this balance is split by purpose, specific appeal or thematic area, please see note 20 of the financial statements. These balances will be spent on activities in these areas in future years.

Designated funds

Designated funds are monies set aside by Trustees to be spent or held to cover specific expenditure or projects. The designation may be cancelled by the trustees if they later decide that the charity should not

proceed or continue with the project for which the funds were designated. Of the designated funds, £50.4 million represents the main functional and investment properties held for the long term by BYM. These include Swarthmoor Hall, Friends House, and Drayton House. The legacy-funded projects fund represents monies set aside for expenditure on approved projects over the next five years. Trustees continue to review these designated funds to ensure that the set purposes remain valid and if not to ascertain if some can be released for more pressing needs.

General reserves

At the year end, the general reserves amounted to £12.1 million (2021: £18.4 million), this is the part of the charity's funds that are not restricted or designated to any particular purpose.

These funds are available for the immediate use of BYM, subject to retaining such amounts as are prudent for the smooth running of the charity. Accordingly, general reserves are used to provide working capital cash needs and to finance short-term deficits where necessary.

The trustees have indicated that in the medium-term BYM's expenditure should be fully covered by its income.

Reserves policy

Our reserves policy enables management of general reserves to ensure we hold an appropriate level of accessible funds to mitigate against identified financial risks, while ensuring we are making timely and strategic use of our funds. The policy focuses purely on the general reserves, as outlined above, as these are the funds that can be deployed at the discretion of the trustees. We hold general reserves to provide cover for unexpected changes in income and expenditure, allowing us to continue activities in the event of:

- a temporary loss of income
- a permanent fall in income, allowing time to adjust our cost base or business model
- incurring one-off costs that are not covered from donor funds.

General reserves also allow us to implement new strategic priorities or invest in new opportunities to achieve our goals. The Trustees' Finance and Property Committee reviews the reserves policy annually.

In 2021 our target reserves range was 5.5 to 7 months' operating costs (£5.5–7 million); our closing general reserves of £12 million are above the target range due to the historical performance of our investments.

Our trading activities have bounced back well with confidence and occupancy returning. Our 2024 budgeting reflects this trend and for the first time in three years, in respect of 2024, a gift aid payment is predicted to be paid from Quiet Company to BYM.

Our general reserves position, though remaining healthy, reduced this year from £18.4m to £12.1m.

There are three reasons for this:

- poor investment returns reflecting the uncertain state of world stock markets. This was the primary factor behind the reduction noted above.
- the continued gradual return to 'business as usual.' With a corresponding increase in staff costs, the most significant component of our cost base
- fundraising income this year lagged last year's unexpectedly good performance. For example, legacy and donation income was at £4.7m, compared to the £7.4m received in 2021.

Trustees will reconsider the organisation's reserves position from the second half of 2024 and into 2025 as we build up the organisation's medium-term financial strategy. Iterations of the strategy will be shared with Trustees. As noted earlier, designated reserve levels continue to be higher than our reserves target.

Considering all factors, the Trustees have adopted a total return investment policy, drawing down 6% of the value of our investments. Once we apply this approach to how we account for investments, this will provide a predictable income stream to ensure ongoing funding for the charity's activities.

However, the core underlying assets, namely the investments with Rathbone Greenbank, continue to be subject to external market forces which could lead to significant fluctuations in their values, as we have witnessed since the start of 2022. The value of our investment portfolio fell by 10% last year due to multiple factors – inflation, the prospect of rising interest rates, and geopolitical tensions. The trustees have therefore committed to review this arrangement in 2024 before agreeing the level of return for 2025 and beyond to ensure the long-term preservation of capital.

Going concern

We have set out above a review of Britain Yearly Meeting's financial performance and the general reserves position for 2022.

With the war in Ukraine and a change in the hospitality market post the Covid-19 pandemic, uncertainties persist. Tight budget controls continue.

The financial statements have been prepared on a going concern basis, which the trustees consider to be appropriate for the following reasons:

The trustees have prepared cash flow forecasts for a period of 12 months from the date of approval of these financial statements ("the going concern period"), considered the inherent risks to the group's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period.

These forecasts assume a steady recovery over the coming months. The adoption of the total return policy for our investments is to close the gap in income as Quiet Company recovers from the effects of the pandemic. BYM's financial commitments are outlined in Note 16. Trustees formerly put in place borrowing arrangements, which have not been used to date and are not expected to be used. This facility has now been ended.

Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements, and therefore have prepared the financial statements on a going concern basis.

Approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on 10 November 2023 and signed on their behalf by:

Signature redacted

Paul Whitehouse, Treasurer

Statement of trustees' responsibilities

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- 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
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that 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 Charities Act 2011. They are also responsible for safeguarding the assets of the charity and group 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 corporate 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.

Auditor

Sayer Vincent LLP was re-appointed as the charity's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' report was approved by the trustees on 10 November 2023 and signed on their behalf by:

Signature redacted

Caroline Nursey, Clerk

Independent auditor's report to the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers)

Opinion

We have audited the financial statements of Britain Yearly Meeting of the Religious Society of Friends (Quakers) ('the parent charity') for the year ended 31 December 2022 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, the consolidated statement of cash flows and the 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 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 and parent charity's affairs as at 31 December 2022 and of the group's incoming resources and application of resources, 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 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 financial statements section of our report. We are independent of the group 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 Britain Yearly Meeting of the Religious Society of Friends (Quakers)'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 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the trustees' annual report is inconsistent in any material respect with the financial statements,
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees 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 and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of 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 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, the audit committee and the finance and property committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - * Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - * Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - * The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group 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 group 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 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.

Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with 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 parent charity's trustees 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 parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Signature redacted

10 November 2023

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

Financial statements

Year to 31 December 2022

		Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2022 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2021 Total funds £'000
	Notes								
Income and endowments from:									
Donations and legacies	2	3,583	1,219	-	4,802	7,001	352	-	7,353
Charitable activities	3	-	-	-	-	95	-	-	95
Investments	4	1,731	87	-	1,818	1,532	113	-	1,645
Other trading activities	5	2,739	-	-	2,739	886	-	-	886
Total income		8,053	1,306	-	9,359	9,514	465	-	9,979
Expenditure on:									
Raising funds:									
Cost of raising voluntary income	6	708	-	-	708	538	-	-	538
Cost of other trading activities	6	3,144	-	-	3,144	1,196	-	-	1,196
Investment Management	6	167	40	10	217	109	62	6	177
Charitable activities									
Sustaining our church and faith	7	1,513	10	-	1,523	1,801	37	-	1,838
Supporting meetings	7	2,457	45	-	2,502	1,634	154	-	1,788
Promoting Quakerism	7	1,895	102	-	1,997	1,621	111	-	1,732
Witness through action	7	1,536	368	-	1,904	1,408	72	-	1,480
Total expenditure		11,420	565	10	11,995	8,307	436	6	8,749
Net gains/(losses) on investments	14	(4,520)	85	(1,415)	(5,850)	4,958	227	782	5,967
Net income		(7,887)	826	(1,425)	(8,486)	6,165	256	776	7,197
Transfers between funds	19, 20	-	-	-	-	-269	269	-	-
Net income after transfers		(7,887)	826	(1,425)	(8,486)	5,896	525	776	7,197
Other recognised gains and losses:									
Gains(losses) on revaluation of charitable properties	13a	-	-	-	-	-	265	-	265
Net movement in funds		(7,887)	826	(1,425)	(8,486)	5,896	790	776	7,462
Total funds at 1 January		84,369	7,550	7,206	99,125	78,473	6,760	6,430	91,663
Total funds at 31 December		76,482	8,376	5,781	90,639	84,369	7,550	7,206	99,125

The statement of financial activities includes gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Balance sheets as at 31 December 2022

		Group		Charity	
		2022	2021	2022	2021
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Functional property	13	31,896	32,124	31,896	32,124
Furniture & equipment	13	296	204	296	204
Heritage assets	13	604	604	604	604
Assets under construction	13	114	194	114	194
Investment Properties	14	20,025	20,025	20,025	20,025
Securities	14	30,158	33,341	30,158	33,341
Total fixed assets		83,093	86,492	83,093	86,492
Current assets					
Stocks		95	91	87	88
Debtors	15	4,828	5,678	6,183	7,283
Cash at bank and in hand		5,290	8,577	5,285	8,562
Total current assets		10,213	14,346	11,555	15,933
Creditors					
Amounts falling due within one year	16	(2,667)	(1,713)	(3,935)	(3,074)
Net current assets		7,459	12,633	7,533	12,859
Total net assets	22	90,639	99,125	90,713	99,351
The funds of the charity					
Unrestricted funds					
General funds		12,122	18,377	12,196	18,603
Designated funds		64,360	65,992	64,360	65,992
Total unrestricted funds	19	76,482	84,369	76,556	84,595
Restricted funds	20	8,376	7,550	8,376	7,550
Endowment funds	21	5,781	7,206	5,781	7,206
Total funds		90,639	99,125	90,713	99,351

These accounts, which have been prepared in accordance with accounting policies on page 29 to on page 32, were approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on 10 November 2023 and signed on their behalf by:

Signature redacted

Caroline Nursey, Clerk of Trustees

Signature
redacted

Paul Whitehouse, Treasurer

Cash flow statements Year to 31 December 2022

	Notes	2022 £'000	2021 £'000
Cash flow from operating activities			
Net cash generated from operating activities		(1,798)	512
Cash flows from investing activities			
Dividends, interest and rents from investments	4	1,818	1,645
Proceeds from the sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		-	-
Purchase of tangible assets	13	(563)	(194)
Proceeds from the sale of investments	14a	2,670	3,382
Purchase of investments	14a	(1,916)	(3,501)
Net cash provided by investing activities		2,009	1,332
Cash flows from financing activities			
Repayment of loans		10	30
Net cash from/(used in) financing activities		10	30
Change in cash and cash equivalents in the reporting period		221	1,874
Cash and cash equivalents at the beginning of the reporting period		8,909	7,035
Cash and cash equivalents at the end of the reporting period		9,130	8,909
Reconciliation of net income to net cash flow from operating activities		2022 £'000	2021 £'000
Net income		(8,486)	7,462
Adjustments for:			
Depreciation and amortisation charges		893	(744)
Non cash donation		(37)	(7)
Net (gains)/losses on investments and functional properties		5,850	(6,232)
Investment income		(1,818)	(1,645)
(Increase)/decrease in stocks		(4)	4
Decrease/(increase) in debtors		850	1,577
Increase/(decrease) in creditors		954	97
Net cash generated from/(used) in operating activities		(1,798)	512
Analysis of cash and cash equivalents		2022 £'000	2021 £'000
Cash in hand and at bank		5,290	6,594
Cash with investment managers		3,840	441
Total cash and cash equivalents		9,130	7,035

Notes to financial statements

1. Accounting policies

1.1 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 Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

1.2 Consolidation

Consolidated financial statements ("group financial statements") have been prepared in respect of BYM and its wholly owned subsidiary, Friends House (London) Hospitality Limited. The results of Friends House (London) Hospitality Limited have been consolidated on a line-by-line basis. Local and area meetings are separate entities with their own trustees and so not included in these accounts. No separate income and expenditure of the charity has been presented, as permitted by Section 408 of the Companies Act 2006 and para 15.11 of the SORP. The gross income for the charity for the year was £7.1 million (2021: £8.8 million) and its gross expenditure was £10 million (2021: £8.7 million).

1.3 Income and endowments

Income is recognised in the period in which the charity is entitled to receipt and where the amount can be measured with reasonable certainty. Income is

deferred only when the charity must fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income be expended in a future accounting period.

1.4 Legacies income

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

1.5 Government grants

Government grants are recognised when there is reasonable assurance that the charity will comply with the conditions attaching to the grant and the grant will be received.

1.6 Expenditure

Expenditure is included in the statement of financial activities when incurred and includes any attributable but irrecoverable VAT. Resources expended comprise the following:

(a) **Raising funds.** These include salaries, direct costs and a share of support costs; they are analysed into three categories:

- Donations and legacies
- Other trading activities (including funds generated from hospitality)
- Investment income.

(b) **Charitable activities.** These include salaries, direct costs and a share of support costs (or indirect overheads) and are analysed into the following four categories:

- **Sustaining our church and faith:** this is defined in *Quaker faith & practice* as organising and maintaining the Yearly Meeting itself as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for their efficient and effective functioning. It also includes conducting relations with other churches, faiths and ecumenical bodies.
- **Supporting meetings:** this is defined in *Quaker faith & practice* as supporting Friends in their local organisations by providing services and advice relevant to the current demands of the Quaker community; for example, such work may relate to children, elderly people, those about to be married, those with responsibility for meeting houses, and those raising funds.
- **Promoting Quakerism:** this is defined in *Quaker faith & practice* as raising awareness and developing understanding within and without BYM concerning the basic tenets of Quaker faith and practice such as spirituality, peace and human rights.
- **Witness through action:** this is defined in *Quaker faith & practice* as putting Quaker thinking into practice in relation to the problems and needs of people at home and abroad, for example through conference resources, restorative justice, diplomatic work at the European Union and the United Nations, working with those in positions of power, and supporting social and development projects.

1.7 Support and management costs

These include salaries and other costs and are analysed into the following two categories, the total being charged out to categories note 1.6(a) and 1.6(b) above on the following bases:

- Support costs relating to the operation and maintenance of Friends House are split evenly across the activities, to reflect the dispersed work model adopted during the pandemic.
- Support costs relating to finance, human resources, IT and office services are allocated to the functional departments on the basis of total gross salaries within those functional departments. Prior year comparatives have been restated to better reflect allocation of costs to

expenditure headings. The reallocations do not result in any material restatements and there are no changes to total expenditure in the year.

1.8 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.

1.9 Operating leases

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

1.10 Land, property, plant and equipment

All tangible fixed assets costing more than £1,500 and with an expected useful life exceeding one year are capitalised at cost, including any incidental expenses of acquisition and irrecoverable VAT.

(a) Functional freehold property

Functional freehold properties are held at valuation. Professional valuers revalue the properties every five years and the property is revalued as appropriate. Work to existing properties which is capable of extending the useful life or otherwise adding to the value of the property is capitalised. All other expenditure incurred in respect of general repairs to functional assets is charged to the SOFA in the year it is incurred. Assets under construction are stated at cost and transferred to completed properties when ready for use.

(b) Other tangible fixed assets

Other tangible fixed assets are capitalised and depreciated in line with the policy over their estimated useful lives.

(c) Depreciation

The depreciation expense is charged or apportioned to the relevant SOFA heading reflecting the asset's use on a straight-line basis as follows:

Freehold land	nil
Freehold buildings	50 years
Computer equipment	3 years
Equipment furniture and fittings	5 years
General office equipment	5 years
Specialised building works	8 years

(d) Impairment

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses. Impairments of revalued assets are treated as a revaluation loss. All other impairment losses are recognised in the SOFA. Reversals of impairment losses are recognised in the SOFA or, for revalued assets, as a revaluation gain. On reversal of an impairment loss, the depreciation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

1.11 Heritage assets

These comprise artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by or donated to the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.

These are included either at market value, if available, or at nil value where conventional valuation approaches lack sufficient meaning. No depreciation is charged as the assets are considered to have indefinite lives.

1.12 Investment properties

Investment properties are included in the accounts at a valuation. Every five years, professional valuers revise the values based on prevailing market conditions with the Trustees reassessing the valuations in the interim with professional

assistance and making adjustments if they are deemed appropriate. The Trustees have assessed the possible impact of the coronavirus pandemic on the investment properties and based on its location, current and projected rental values and robust maintenance programme the values have not been impaired.

Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

1.13 Other investments

Equity and bond investments are included in the accounts at their market value at the balance sheet date. Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

1.14 Net current assets

Stocks and work in progress comprise stocks of publications and consumables for resale, valued at the lower of cost and net realisable value.

Debtors include loans advanced and sundry debtors. Interest-free loans are advanced to meetings for the purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up to ten years; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

Creditors include loans received from Quakers or Quaker meetings, legacies received where BYM is acting as agent for other Quaker organisations, and sundry creditors. Interest-free loans from Quakers or Quaker meetings are repayable on demand; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

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.

1.15 Taxation

BYM is a charity registered with the Charity Commission under number 1127633, and is not liable to income or corporation taxes on income derived from its charitable activities.

Irrecoverable VAT is treated as a cost to the charity and is included within the relevant expense.

1.16 Foreign currencies

All transactions in foreign currencies are converted into sterling at the rate prevailing on the date of the transaction. Balances denominated in foreign currencies are translated at the rates of exchange ruling at the balance sheet date.

1.17 Pension costs

Employer contributions to defined contribution pension schemes and to employees' personal pension plans are charged as expenditure in the year in which they fall 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.

1.19 Going concern basis

BYM reported a group cash inflow of £0.2 million for the year. Trustees are of the view that the high value of liquid investments and secured rental income from properties are sufficient for the immediate future of the charity for the next 12 to 18 months and on this basis the charity is a going concern. There are no material uncertainties about the charity's ability to continue operating for at least 12 months from the date these financial statements are approved.

1.20 Significant management judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimation uncertainty

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Fair value measurement

Britain Yearly Meeting uses valuation techniques to determine the fair value of assets. This involves developing estimates and assumptions consistent with how market participants would price the instrument. The charity bases the assumptions on observable data as far as possible but this is not always available. In that case, Britain Yearly Meeting uses the best information available. Estimated fair values may vary from the actual process that would be achievable in an arm's length transaction at the reporting date.

2. Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000
Donations	2,171	292	2,463	2,111	8	2,119
Legacies	1,252	411	1,663	4,287	37	4,324
Grant income	160	516	676	603	307	910
Total	3,583	1,219	4,802	7,001	352	7,353

3. Charitable activities

	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000
Sustaining our church and faith	-	-	-	-	-	-
Supporting meetings	-	-	-	28	-	28
Promoting Quakerism	-	-	-	67	-	67
Witness through action	-	-	-	-	-	-
Total	-	-	-	95	-	95

Income from charitable activities arises mainly from event fees and subscriptions. Events fees from Yearly Meeting Gathering are included under Supporting Meetings.

4. Investment income

	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000
Dividend income	465	87	552	398	113	511
Interest income	48	-	48	3	-	3
Rental Income	1,101	-	1,101	1,131	-	1,131
Other income	117	-	117	-	-	-
Total	1,731	87	1,818	1,532	113	1,645

5. Other trading activities

The main trading activities are undertaken by Friends House Hospitality (London) Ltd (FHHL Ltd.), a wholly owned subsidiary of Britain Yearly Meeting of the Religious Society of Friends (Quakers). The company provides meeting rooms, conference facilities, hospitality and restaurant services at Friends House, Euston Road, London. The company also manages Swarthmoor Hall at Ulverston in Cumbria and the Quaker Bookshop on behalf of the Charity. The company is an exemplar of an ethical business, considering people, the planet and profit equally.

	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000
Room lettings	1,472	-	1,472	703	-	703
Equipment hire	169	-	169	54	-	54
Restaurant	1,097	-	1,097	228	-	228
Commercial discounts	(7)	-	(7)	(41)	-	(41)
Discounts for Quaker organisations	(9)	-	(9)	(58)	-	(58)
Miscellaneous	17	-	17	-	-	-
Total	2,739	-	2,739	886	-	886
Less						
Cost of activities for generating funds						
. Direct costs	(1,993)	-	(1,993)	(943)	-	(943)
. Support costs	(1,151)	-	(1,151)	(253)	-	(253)
Total	(3,144)	-	(3,144)	(1,196)	-	(1,196)
Net contribution to charitable activities	(405)	-	(405)	(310)	-	(310)

6. Expenditure

	Grant costs £'000	Direct costs £'000	Support costs £'000	2022 Total costs £'000	Grant costs £'000	Direct costs £'000	Support costs £'000	2021 Total costs £'000
Raising funds								
Cost of raising voluntary income	-	235	473	708	-	260	278	538
Cost of other trading activities	-	1,993	1,151	3,144	-	943	253	1,196
	-	2,228	1,624	3,852	-	1,203	531	1,734
Charitable activities								
Sustaining church and faith (see below)	951	144	428	1,523	1,506	119	213	1,838
Supporting meetings (see below)	128	1,448	927	2,503	36	1,133	619	1,788
Promoting Quakerism (see below)	23	1,206	767	1,996	24	1,086	622	1,732
Witness through action (see below)	428	815	661	1,904	257	742	481	1,480
	1,530	3,613	2,783	7,926	1,823	3,080	1,935	6,838
Investment management	-	217	-	217	-	177	-	177
Total	1,530	6,058	4,407	11,995	1,823	4,460	2,466	8,749

7. Expenditure on charitable activities

	Direct costs £'000	Support costs £'000	2022 Total costs £'000	Direct costs £'000	Support costs £'000	2021 Total costs £'000
a. Sustaining our church and faith						
Within Yearly Meeting	62	362	424	92	180	272
Within other Quaker bodies	1,004	-	1,004	1,490	-	1,490
Within other faiths and denominations	28	66	95	43	33	76
Total	1,095	428	1,523	1,625	213	1,838

	Direct costs £'000	Support costs £'000	2022 Total costs £'000	Direct costs £'000	Support costs £'000	2021 Total costs £'000
b. Supporting meetings						
General	801	438	1,238	594	292	886
Spirituality and membership	419	258	677	311	172	483
Children and young people	340	222	562	253	148	401
Witness of meetings	16	10	26	11	7	18
Total	1,576	927	2,503	1,169	619	1,788

	Direct costs £'000	Support costs £'000	2022 Total costs £'000	Direct costs £'000	Support costs £'000	2021 Total costs £'000
c. Promoting Quakerism						
General	273	202	475	246	164	410
Outreach	240	96	336	217	78	295
Web development	285	190	475	257	154	411
Library	431	278	710	390	226	616
Total	1,229	767	1,732	1,996	622	1,732

	Direct costs £'000	Support costs £'000	2022 Total costs £'000	Direct costs £'000	Support costs £'000	2021 Total costs £'000
d. Witness through action						
General	210	97	307	169	70	239
Peace witness	742	522	1,264	596	380	976
Social witness	291	42	333	234	31	265
Total	1,243	661	1,904	999	481	1,480

Direct costs consist of staff and other operating costs such as food.

Support costs include the contribution to the costs of running Friends House.

8. Expenditure (continued)

Group	2022 £'000	2021 £'000
(a) Friends House support costs		
Routine maintenance	364	372
Long-term maintenance (Friends House)	61	571
Reception and security	112	319
Cleaning and depreciation	181	(944)
Utilities	404	70
Other	10	23
	1,132	411
(b) Finance, human resources, IT and office services		
Finance	450	820
Information Technology	441	357
Office services	1,670	477
Human resources	532	304
Membership database	182	97
	3,275	2,055
	4,407	2,466

Support costs are then analysed into three categories and apportioned to the 'expenditure' categories as follows:

- Support costs relating to the Friends House building are apportioned based on area occupied.
- Support costs relating to finance, human resources, IT and office services are apportioned based on total gross salaries within the functional departments.
- Support costs relating to departmental administration within the functional departments are apportioned based on gross salary charged to each departmental activity.

Support costs are recharged to the 'expenditure' as set out in Note 7 on page 35.

(c) Governance

Governance costs for 2022 totalled £756k (2021: £547k). They include the costs of servicing Quaker committees, Meeting for Sufferings and Trustee meetings together with the costs of producing the annual report including the financial statements, and audit.

9a. Staff costs

Group	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000
Recruitment	47	-	47	11	-	11
Basic pay (UK)	4,772	97	4,869	4,101	110	4,211
Basic pay (non-UK)	-	-	-	-	-	-
Employer's National Insurance	446	9	455	412	9	421
Employer's pension contributions	358	8	366	366	9	375
Other allowances	9	-	9	-	-	-
Agency and temporary staff	367	-	367	18	-	18
Staff training and debriefing	75	-	75	15	-	15
Other	90	-	90	75	-	75
	6,164	114	6,278	4,998	128	5,126

9b. The average number of employees during the year, analysed by function

Group	2022 Full-time headcount	2022 Part-time headcount	2022 Full-time equivalent	2021 Full-time headcount	2021 Part-time headcount	2021 Full-time equivalent
Raising income	29	22	39.1	19	25	31.1
Charitable activities	35	43	64.6	29	37	56.3
Governance	4	2	5.5	4	2	5.5
Support services	13	2	14.5	13	1	13.6
	81	70	124	65	65	107

9c. Analysis of redundancy or termination payments in the year

No redundancy payments were paid this year to any employee (2021: £63k / 5 employees).

Our policy regarding redundancy from September 2020 has been two weeks' normal rate of pay per full year, capped at a maximum of 15 years' service, subject to a minimum of £3k and a maximum of £50k.

Additional months of service beyond the last full year worked will be calculated on a proportional basis. Where staff work hours in addition to their contracted hours, normal pay will be calculated using average hours worked over the previous 12 months worked (prior to any period of furlough).

9d. Staff emoluments

The following number of employees (including those who joined or left during the year) earned emoluments within the bands shown below.

Emoluments include salaries, amounts in lieu of notice, compensation or redundancy payments, and exclude employer pension costs.

	2022 number	2021 number
£60,001-£70,000	-	1
£70,001-£80,000	2	4
£80,001-£90,000	-	-
£90,001-£100,000	-	-
£100,001-£110,000	-	-
£110,001-£120,000	-	-

9e. Remuneration and benefits received by key management personnel

In 2022 BYM considered the following posts to be key management personnel:

- Recording Clerk
- Deputy Recording Clerk
- Head of Witness and Worship
- Head of Operations
- Head of Finance and Resources

Total remuneration received by key management personnel was £383k (2021: £387k).

The Recording Clerk acts as Chief Executive and earned a remuneration of £91,638. Remunerations for other key management personnel ranged between £61,623–£85,886. This includes salaries plus employer pension costs and national insurance contributions.

All staff are auto enrolled into a defined contribution pension scheme provided by Aviva with employer contribution of 8% subject to an employee contribution of 3% of gross salary.

Other key benefits available to staff are death-in-service benefit at twice annual salary and permanent health insurance with income protection up to 75% salary.

Britain Yearly Meeting is committed to a 1:4 ratio between the highest- and lowest-paid staff on its London salary scale. An adjusted regional scale is applied to posts based outside London, within which the same ratio applies. All staff are paid above the recommended Living Wage.

10. Grants paid

	Unrestricted funds £'000	Restricted funds £'000	2022 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000
Grants to individuals	4	54	58	3	43	46
Grants to Quaker bodies	1,060	20	1,080	1,488	33	1,521
Other grants	218	174	392	229	27	256
Total	1,282	248	1,530	1,720	103	1,823

No grants were made during the year to a Quaker meeting of which a Trustee was a member (2021: NIL)

Britain Yearly Meetings made 61 (2021: 111) grants and programme funding awards including reimbursement of expenses to individuals and organisations in 2022.

Organisations in receipt of over £10,000 in order of the total amount of funds awarded to recipients are listed below:

Recipient	2022 Total funding £'000
Quaker United Nations Office (QUNO)	684
Quaker Council for European Affairs (QCEA)	225
Africa Centre for Nonviolence (Kenya)	148
Friends World Committee for Consultation (FWCC)	131
MIPAREC (Burundi)	28
Evangelical Friends Church of Rwanda	28
The Friend Publication, Subscriptions Department	20

Grants and awards of £10,000 or less totalling £266,086 were given to a further 45 organisations.

33 grants to individuals were given totalling £58,335.

A full list of grants and programme funding awards given in 2022 to organisations is on our website www.quaker.org.uk.

11a. Transactions with related parties

No trustee received any remuneration in respect of services given as trustee in 2022 or 2021.

Trustees are entitled to reimbursement of travelling, accommodation and out-of-pocket expenses incurred in the performance of their duties. The amount reimbursed to the trustees of BYM (9 Trustees in 2022 and 12 Trustees in 2021) and included in direct costs was £1,574 (2021: £1,494). Much of the work of governance is carried out through delegated authority although the trustees of BYM retain the ultimate responsibility for the work carried out. The direct costs of the governance structure include the cost of staff supporting the various committees.

Waived trustees expenses were nil (2021: £NIL).

By the nature of their role, charity trustees are deemed to be related parties.

Donations received by BYM without conditions from Trustees totalled £4,214 in 2022 (2021: £3,891).

11b. Transactions with subsidiary company

	2022 £'000	2021 £'000
Distribution received from subsidiary company:	-	-
Payments received from subsidiary company:	52	-
Rent	630	118
Interest on debenture loan	-	3
Payments made to subsidiary company:		
Staff discount in restaurant	-	-
Creditor: balance due to subsidiary	1,872	1,606
Debenture: balance due from subsidiary	1,750	1,750

12. Investment in subsidiary undertaking and related charity

BYM has one subsidiary company, Friends House (London) Hospitality Limited. This company is incorporated in England and Wales; its registered office is located at Friends House, 173 Euston Road, London NW1 2BJ.

The principal activities of the company are the provision of meeting rooms, conference facilities, hospitality and restaurant services. The investment of BYM in Friends House (London) Hospitality Limited comprises two ordinary shares of £1 each, being the entire issued share capital of that company. Friends House (London) Hospitality Limited donates its taxable profits to BYM by Gift Aid.

A summary of the financial results of the company for the year to 31 December 2022 is shown below. Accounts of the company will be filed with the Registrar of Companies.

Profit and loss account	2022 £'000	2021 £'000
Turnover	2,793	1,077
Operating expenses and shared costs	(2,646)	(1,059)
Operating profit	147	18
Interest paid	-	(3)
Profit / (loss) for the year before Gift Aid and taxation	147	15

Summarised balance sheet	2022 £'000	2021 £'000
Current assets	2,226	1,834
Creditors: amounts falling due within one year	(553)	(308)
Net assets	1,673	1,526
Called up share capital (£2)	-	-
Debenture	1,750	1,750
Profit and loss account	(77)	(224)
	1,673	1,526

This note is the company note. The group note (note 5. Other trading activities) includes the company's results but is shown before £630k rent paid to BYM, as well £52k in recharges.

BYM has advanced £1,750,000 to Friends House (London) Hospitality Limited ("the Company") for the purposes of providing working capital. This loan is secured by a fixed and floating charge over the assets and undertaking of the Company and is repayable on Britain Yearly Meeting of the Religious Society of Friends (Quakers) giving 24 months' written notice. The terms of the loan agreement includes the payment of interest at an arm's length commercial rate of 1.00% above the Co-operative Bank base rate for the time being, calculated on a daily basis. This facility, which was increased during Covid-19, will be reviewed and likely reduced next year.

13. Tangible fixed assets: Group and Charity

At cost or valuation	Note	Freehold land and buildings £000	Office Equipment £000	2022 Total £'000	Freehold land and buildings £000	Office Equipment £000	2021 Total £'000
Cost or valuation							
At 1 January 2022		33,130	1,057	34,187	32,865	863	33,728
Additions during the year		176	387	563	-	194	194
Work in progress (assets under construction)			114	114			
Transfers		170	(170)	-	-	-	-
Revaluations		-	-	-	265	-	265
Total		33,476	1,388	34,864	33,130	1,057	34,187
Depreciation							
At 1 January 2022		1,006	659	1,665	1,885	524	2,409
Charge for the year		574	319	893	(837)	135	(702)
Revaluations		-	-	-	(42)	-	(42)
At 31 December 2022		1,580	978	2,558	1,006	659	1,665
Net book values at 31 December		31,896	410	32,306	32,124	398	32,522

13a. Revaluation of functional properties

There are three significant functional freehold properties:

- **Friends House** was revalued at £29.1m in December 2020 by Carter Jonas Property Consultants Ltd.
- **The Swarthmoor Hall Estate** was revalued at £2.3m in December 2020 by Carter Jonas Property Consultants Ltd.
- **Quaker House Brussels** was revalued £1.6m in June 2021 by Marc Panichelli expert Immobilier.

There has been no indication of impairment since the last valuation.

13b. Heritage assets

The pictures, paintings and sketches at Friends House and the historical artefacts at Swarthmoor Hall are recognised in the accounts at a professional valuation.

The pictures, paintings, sketches and prints were valued by Andrew Colvin, Fine Art Valuers, in February 2006. An updated inventory was done during the year and the total number is 278. The historical artefacts at Swarthmoor Hall were valued for insurance purposes by Tennants Auctioneers in September 2003.

Group and Charity	2022 £'000	2021 £'000	2020 £'000	2019 £'000	2018 £'000
Historical artefacts at Swarthmoor Hall	425	425	425	425	425
Friends House picture collection	179	179	179	179	179
	604	604	604	604	604

The charity also holds manuscripts and printed materials in the Library at Friends House. These assets are acknowledged to be of historic importance to Quakers and must be held indefinitely in direct furtherance of the charitable objects, i.e. to promote the advancement and awareness of Quakerism.

These assets meet the definition of heritage assets in the charity Statement of Recommended Practice 2015 in that they are held in perpetuity as a permanent record of the charity's history. As reliable cost information is not available and conventional valuation approaches lack sufficient meaning, given that certain aspects of the manuscripts and their historical significance are irreplaceable, no value is included on the balance sheet in respect of them.

All expenditure incurred on the maintenance and preservation of these assets is accounted for through the statement of financial activities.

The following information regarding the heritage assets not included on the balance sheet is given to provide an understanding of their nature:

	2022	2021	2020	2019	2018
Books and pamphlets	98,310	98,310	98,107	96,472	95,487
Periodicals (titles)	2,300	2,300	2,300	3,000	3,000
Quaker archives*	325	325	325	325	301
Bound manuscripts	970	970	970	970	970
Other manuscripts*	271	271	269	266	251
Photographs, museum objects and medals	40,086	40,086	40,086	40,081	40,079

The figures above refer to the approximate number of volumes/items held, other than items marked * where the figures refer to metres of shelf space used for the collections.

The reduction in the number of periodicals is due to a fresh method of counting them by title rather than by quantity.

The archives and manuscripts dating from the 17th to 20th centuries are valued, for insurance purposes only, at £5.7 million, based on a valuation as at December 2009 by Robert Kirkman Limited, Antiquarian Booksellers. The books and other printed materials are valued, for insurance purposes only, at £1.8 million, based on a valuation as at November 2008 by Bertram Rota Antiquarian Booksellers.

The nature of each collection and, in particular, the type of material held by the Library, has remained unchanged over the past five years, in line with the charity's Collections policy (see our website www.quaker.org.uk/library-collections).

14a. Investments

Group and Charity	Investment properties £'000	Listed Investments £'000	Cash £'000	2022 £'000	2021 £'000
Fair value at 1 January	20,025	33,009	332	53,366	47,382
Additions	-	2,386	-	2,386	3,479
Donated assets	-	-	-	-	7
Disposals	-	(2,670)	-	(2,670)	(2,441)
Impairment	-	-	-	-	-
Redemptions	-	(470)	-	(470)	23
Investment gains	-	(5,937)	-	(5,937)	5,025
Net movement in cash	-	-	3,508	3,508	(109)
Fair value as at 31 December	20,025	26,318	3,840	50,183	53,366

14b. Listed investments and cash held by investment managers

Listed investments and cash held by investment managers at 31 December 2022 are analysed by fund as follows:

Group and Charity	2022 £'000	2021 £'000
General funds	16,398	18,129
Designated funds	6,925	7,655
Restricted funds	886	980
Endowment funds	5,949	6,577
	30,158	33,341

14c. Listed investments held at 31 December 2022

Listed investments held at 31 December 2022, all of which were dealt in on a recognised stock exchange, comprised the following:

	2022 £'000	2021 £'000
UK fixed-income	906	1,385
UK equities	10,963	16,425
Overseas equities	12,516	12,942
Cash	3,840	332
Alternatives	1,933	2,257
	30,158	33,341

14d. Individual holdings

Individual holdings at 31 December 2022 (2021 three / £6,112k) which made up more than 5% of the portfolio were:

	2022 £'000
Stewart Investors Asia Sustainability B Acc	1,624
WHEB Sustainability Fund	1,598
Impax Environmental Markets PLC 10p Ords	1,407

The historic cost of investments including cash at 31 December 2022 was 24,019k (2021: £20,116k)

The investment policy and full listing of investments at 31 December 2022 are published on our website at www.quaker.org.uk.

14e. Net gains/(losses) on listed investments

Net gains/(losses) on listed investments comprised the following:

	2022 £'000	2021 £'000
Realised gains / (losses)	87	942
Unrealised gains / (losses)	(5,937)	3,511
	(5,850)	4,453

14f. Investment properties

Investment properties held at 31 December 2022 and their movements during the year were as follows:

Group and Charity	2022 £'000	2021 £'000
Market value		
At 1 January	20,025	18,511
Disposals	-	-
Adjustments to valuation	-	1,514
At 31 December	20,025	20,025

Group and Charity	2022 £'000	2021 £'000
Drayton House	19,350	19,350
Courtauld House	-	-
Woodland and pasture at Jordans	505	505
Land at Lakenheath	70	70
Lesser Slatters	100	100
	20,025	20,025

14h. Revaluation of investment properties

Drayton House was revalued to £20m on 31 December 2021 (2020: £18m) by Cameron Bengie MRICS on behalf of Carter Jonas LLP

Woodlands and pasture at Jordans were revalued to £505k on 9th November 2021 (2020: £341k) by Samuel Head MRICS (Rural Surveyor) RICS Registered Valuer, peer reviewed by Mark Charter MRICS MARLA (Partner) RICS Registered Valuer. Carter Jonas LLP Reference: C1000824

Other investment properties:

- **Courtauld House**, which comprises freehold land and buildings. On 7 March 2011 a long lease was granted on Courtauld House and its value was written down to £1.
- **The Jordans Estate**, which comprises freehold land and buildings. The valuation has been adjusted to reflect the fact that in excess of 15 acres of pasture land are let on an annual contract, 5 acres of pasture land are subject to a long lease and 4.61 acres of pasture land are subject to a different long lease. The valuation also reflects the fact that this land is held (inter alia) upon trusts for the protection of the quiet, seclusion and amenities of Jordans Friends Meeting House and burial grounds. The estate is also held as a programme-related investment that furthers BYM's aims in relation to sustainability. Two small properties valued by BYM with professional assistance, at a valuation of £170k based on open market value adjusted where necessary to reflect the existence of sitting or life tenants.

There has been no indication of impairment since the last valuation. The next revaluation will be done in financial year 2023.

15. Debtors

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Receivable within one year				
Loans advanced from the Meeting Houses Fund	16	16	16	16
Other loans advanced	2	2	2	2
Trade debtors	392	78		78
Prepayments	85	196	76	189
Accrued income	4,307	5,210	4,307	5,210
Other debtors	(6)	138	-	-
Total	4,796	5,640	4,401	5,495
Receivable after more than one year				
Loans advanced to meetings (see below)	32	38	32	38
Debenture to Friends House Hospitality (London) Ltd.	-	-	1,750	1,750
	32	38	1,782	1,788
Total	4,828	5,678	6,183	7,283

Interest-free loans are made to meetings for the purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up to ten years.

16. Creditors: amounts falling due within one year

	Group 2022 £'000	Group 2021 £'000	Charity 2022 £'000	Charity 2021 £'000
Trade creditors	430	122	380	113
Interest free loans	18	28	18	28
Social security and other taxes	243	110	132	113
Pension Contributions	73	53	73	53
Due to Subsidiary	-	-	1,872	1,606
Accruals	1,045	1,190	984	1,146
Deferred Income	792	195	412	-
Other	66	15	64	15
Total	2,667	1,713	3,935	3,074

Interest-free loans - group and charity	2022 £'000	2021 £'000
Balance outstanding at 1 January	28	58
Repayments made	(10)	(30)
Converted to gifts	-	-
Balance outstanding at 31 December	18	28

All interest-free loans are repayable on demand.

17. Operating lease commitments

At 31 December 2022, BYM is committed to making the following payments under non-cancellable operating leases:

Payments falling due	2022 £'000	2021 £'000
Within one year	27	32
Between two and five years	46	74
Total	73	106

The total expense for operating lease costs incurred in 2022 was £32k (2021: £35k).

18. Operating lease income due

At 31 December 2022, BYM is due to receive rental income as follows under non-cancellable operating leases in respect of Drayton House:

Rents falling due	2022 £'000	2021 £'000
Within one year	1,083	1,083
Between two and five years	542	1,625
Total	1,625	2,708

19a. Unrestricted funds

Notes to financial statements Year to 31 December 2022

Group and Charity	At 1 January 2022 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2022 £'000
General	18,377	7,235	(10,312)	(3,178)	-	12,122
Designated (Note 19b)	65,992	818	(1,108)	(1,342)	-	64,360
Total	84,369	8,053	(11,420)	(4,520)	-	76,482

19b. Designated funds

Group and Charity	At 1 January 2022 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2022 £'000
Property Upkeep Fund	7,989	775	(165)	(935)	-	7,664
Meeting Houses Funds	54	-	(39)	-	-	15
Courtauld House Income Fund	174	-	-	-	-	174
Legacy funded Short term projects	434	-	(165)	-	-	269
Marsh Memorial Fund	4,314	-	2	-	-	4,316
Cadbury Staines Fund	1,916	43	(7)	(407)	-	1,545
Friends House*	28,308	-	(642)	-	-	27,666
Drayton House*	19,350	-	(1)	-	-	19,349
Lakenheath*	72	-	-	-	-	72
Lesser Slatters*	100	-	-	-	-	100
Heritage Assets Fund	604	-	-	-	-	604
Swarthmoor Hall*	2,143	-	(85)	-	-	2,058
Jordans Estate*	505	-	(4)	-	-	501
QPSW General Fund	29	-	(2)	-	-	27
Total	65,992	818	(1,108)	(1,342)	-	64,360

Items marked * represent designated funds tied to the main functional and investment properties held for the long term by BYM.

19c. Unrestricted funds (prior year)

Group and Charity	At 1 January 2021 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2021 £'000
General	16,372	8,252	(8,183)	2,422	(486)	18,377
Designated (Note 19d)	62,101	1,262	(124)	2,536	217	65,992
Total	78,473	9,514	(8,307)	4,958	(269)	84,369

19d. Designated funds (prior year)

Group and Charity	At 1 January 2021 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2021 £'000
Property Upkeep Fund	6,693	1,165	(588)	712	7	7,989
Meeting Houses Fund	76	16	(42)	-	4	54
Courtauld House Income Fund	174	-	-	-	-	174
Legacy funded Short term projects	713	14	(293)	-	-	434
Marsh Memorial Fund	4,314.00	-	-	-	-	4,314
Cadbury Staines Fund	1,707	36	(136)	310	(1)	1,916
Friends House*	27,036	-	944	-	328	28,308
Drayton House*	18,000	-	-	1,350	-	19,350
Lakenheath*	70	2	-	-	-	72
Lesser Slatters*	100	-	-	-	-	100
Heritage Assets Fund	604	-	-	-	-	604
Swarthmoor Hall*	2,273	-	(9)	-	(121)	2,143
Jordans Estate*	341	-	-	164	-	505
QPSW General Fund	-	29	-	-	-	29
Total	62,101	1,262	(124)	2,536	217	65,992

Items marked * represent designated funds tied to the main functional and investment properties held for the long term by BYM.

Designated funds comprise monies set aside by BYM out of unrestricted general funds but designated for specific future purposes or projects. The main funds are:

- The **Property Upkeep Fund**, which is held to fund the structural maintenance and capital works of all the properties owned for the central work of BYM.
- The **Meeting Houses Fund** comprises interest-free loans made to meetings around the country in order that they may purchase or renovate local meeting houses.
- The **Courtauld House Income Fund** is held to fund any related costs which arise during the period of the long lease granted on this building.
- The legacy-funded **Short Term Projects Fund** supports development work in areas including peace and disarmament, non-violence, advocacy and supporting meetings.
- The **Marsh Memorial Fund** to foster the gifts of children (particularly of girls) in the UK and overseas.
- The **Cadbury Staines Fund**, which is held for items of major non-routine expenditure at the discretion of Meeting for Sufferings. The income from this fund is applied towards grants to associated Quaker bodies and for the relief of individuals through the Overseers Relief Fund.
- The **Heritage Assets Fund**, which comprises artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by, or donated to, the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.

20a. Restricted funds

Group and Charity	At 1 January 2022 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2022 £'000
Albert Moore Fund	535	-	-	-	-	535
BYM Swarthmoor Hall Capital	957	19	(4)	(172)	-	800
CB & HH Taylor Trust Fund	162	2	-	-	-	164
Friends Education Fund - Higher Education Awards	269	19	(3)	61	-	346
Friends Education Fund - Joint Bursary Scheme	395	22	(2)	83	-	498
Gerald AJ Hodgett Fund	263	1	(18)	-	-	246
Hope Fund	96	-	(8)	-	-	88
Wellcome Trust Grant	33	-	-	-	-	33
Bader Philanthropies Grant	52	-	-	-	-	52
Southall Trust Grant	50	-	-	-	-	50
Jordans Estate Fund	325	-	8	-	-	333
Kingsmead Close Income Fund	148	7	(1)	26	-	180
Kingsmead Income Fund	356	21	(2)	79	-	454
Oliver Morland Fund	85	-	-	-	-	85
The Outreach Fund	50	-	(4)	-	-	46
Overseers Relief Round	83	-	-	-	-	83
Quaker House Brussels	1,623	-	(28)	-	-	1,595
Sawell Family Fund	486	-	(9)	-	-	477
Swarthmoor Hall Fund	1,266	5	(18)	-	-	1,253
Yearly Meeting Events Bursary Fund	33	-	(1)	-	-	32
Quaker Life General	-	350	(7)	-	-	343
Quaker Peace and Social Witness General	-	363	(67)	-	-	296
Eric & Malcolm Legacy (Library)	-	193	-	-	-	193
CYP General Fund	15	17	-	-	-	32
QUNO General	3	33	-	-	-	36
Joseph Rowntree Charitable Trust Peaceworker	20	-	-	-	-	20
Bristol Area Meeting Grant	27	-	-	-	-	27
Wynn Jones Garden Fund	21	-	-	-	-	21
Other restricted funds (30 <£20k)	197	254	(401)	8	-	58
Total	7,550	1,306	(565)	85	-	8,376

20b. Restricted funds (prior year)

Group and Charity	At 1 January 2021 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2021 £'000
Albert Moore Fund	536	-	-	-	(1)	535
BYM Swarthmoor Hall Capital	599	15	(27)	131	239	957
CB & HH Taylor Trust Fund	190	72	(100)	-	-	162
EAPPI Fund	62	4	(18)	-	(1)	47
Friends Education Fund - Higher Education Awards	163	27	(18)	96	1	269
Friends Education Fund - Joint Bursary Scheme	330	70	(4)	-	(1)	395
Gerald AJ Hodgett Fund	286	-	(23)	-	-	263
Hope Fund	95	8	(7)	-	-	96
Wellcome Trust Grant	-	33	-	-	-	33
Bader Philanthropies Grant	-	52	-	-	-	52
Southall Trust Grant	-	50	-	-	-	50
Bristol Area Meeting Grant	-	27	-	-	-	27
Jordans Estate Fund	325	-	-	-	-	325
Joseph Rowntree Charitable Trust Peaceworker	20	-	-	-	-	20
Kingsmead Close Income Fund	139	10	(1)	-	-	148
Kingsmead Income Fund	330	31	(5)	-	-	356
Oliver Morland Fund	43	42	-	-	-	85
The Outreach Fund	50	-	-	-	-	50
Overseers Relief Round	83	-	-	-	-	83
Quaker House Brussels	1,403	2	(42)	265	(5)	1,623
QPS-General Relief Fund	54	-	(33)	-	-	21
Sawell Family Fund	508	-	(22)	-	-	486
Swarthmoor Hall Fund	1,262	-	-	-	4	1,266
Wynn Jones Garden Fund	19	-	-	-	2	21
Yearly Meeting Events Bursary Fund	33	-	-	-	-	33
Other restricted funds (30 <£20k)	230	22	(136)	-	31	147
Total	6,760	465	(436)	492	269	7,550

Restricted funds comprise the unexpended income earmarked for specific purposes by donors together with those property funds whose assets are held subject to specific restrictions on use. The main restricted funds are:

- The **Swarthmoor Hall Field Fund**, which is restricted to work at Swarthmoor Hall, including the estate. The fund is governed by a separate trust document.
- The **Swarthmoor Hall Fund** which exists to defray running expenses at Swarthmoor Hall
- The **Albert Moore Fund** which is held to acquire and maintain the heritage assets currently on display at Swarthmoor Hall. These assets are excluded from the Swarthmoor Hall Fund at the express wish of the original donor.
- The **QPSW Relief Fund**, which is held for the relief of poverty, the relief of suffering and general relief.
- The **Jordans Estate Fund**, which is held upon trust for the protection of the quiet, seclusion and amenities of the Jordans Friends Meeting House and burial grounds.
- The **Hope Fund**, which is held for providing grants connected with unemployment.
- The **Friends Educational Foundation (FEF) Joint Bursary Scheme**, which provides bursaries to pupils at Friends schools. These are managed in conjunction with the schools.

- **Friends Educational Foundation (FEF) Higher Education Awards**, which makes grants in higher education.
- The **Gerald AJ Hodgett Fund** is to be applied in such proportions as the trustees decide for the benefit of the central library of the Religious Society of Friends, the Friends Historical Society and higher education awards and grants.
- The **Sawell Family Fund** is for the upkeep of all property including meeting houses.
- The **Outreach Fund** supports experiments in new ways to promote Quakerism.
- The **Wellcome Trust Fund** is funding a two-year project (Wellcome Grant Library Archives) which includes cataloguing of the Friends Ambulance Unit (WW2) and Friends Relief Service collections, preservation of both collections, conservation assessment, and promotional activities, along with elements of public and academic engagement.
- **Sanctuary Everywhere Fund** is applied to BYM's support to a network of local meetings that are responding to the migration crisis by acting in solidarity with refugees and migrants.
- **CB & HH Taylor Trust** provides funding for work with children and young people.
- **Bader Philanthropies** provides funding for local development workers.
- **WF Southall** provides funding for local development workers.
- **Bristol Area Meeting** provides funding for the West Country Youth Worker.
- **Oliver Morland Trust** provides funds funding for work with children and young people.

30 other funds are restricted to various purposes. These include departmental funds whose income is earmarked for a particular department but which is not restricted to specific work within that department.

21a. Endowment funds

Group and Charity	At 1 January 2022 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2022 £'000
Friends Education Fund - Joint Bursary Scheme	2,315	-	(4)	(445)	-	1,866
Kingsmead	2,205	-	(3)	(426)	-	1,776
Friends Education Fund - Higher Education Awards Fund	1,605	-	(2)	(329)	-	1,274
Kingsmead Close	719	-	(1)	(139)	-	579
R Penney Fund	239	-	-	(47)	-	192
S & M Holt Memorial Fund	47	-	-	(9)	-	38
Wynn-Jones Library Fund	36	-	-	(7)	-	29
Richard Hawkins Charitable Fund	33	-	1	(6)	-	28
Wynn-Jones Garden Fund	6	-	-	(7)	-	(1)
Phillips Consultancy Fund	1	-	(1)	-	-	-
Total	7,206	-	(10)	(1,415)	-	5,781

21b. Endowment funds (prior year)

Group and Charity	At 1 January 2021 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2021 £'000
Friends Education Fund - Joint Bursary Scheme	2,040	-	(3)	278	-	2,315
Kingsmead	1,943	-	(2)	264	-	2,205
Friends Education Fund - Higher Education Awards Fund	1,499	-	(1)	107	-	1,605
Kingsmead Close	633	-	-	86	-	719
R Penney Fund	210	-	-	29	-	239
S & M Holt Memorial Fund	41	-	-	6	-	47
Wynn-Jones Library Fund	32	-	-	4	-	36
Richard Hawkins Charitable Fund	29	-	-	4	-	33
Wynn-Jones Garden Fund	2	-	-	4	-	6
Phillips Consultancy Fund	1	-	-	-	-	1
Total	6,430	-	(6)	782	-	7,206

Endowment funds comprise monies that must be held indefinitely as capital.

Endowment income is credited to general funds and applied for general purposes unless under the terms of the endowment such income must be used for specific purposes, in which case it is credited to restricted funds.

- The **Kingsmead and Kingsmead Close Funds**: the income of which is restricted to providing training for Quaker Peace & Social Witness (QPSW) workers or, if the whole of the said income is not required for such purposes, then for the maintenance and support of QPSW workers.
- The **Friends Educational Foundation (FEF) Joint Bursary Scheme**: the income of which is restricted to providing bursary grants at Quaker schools.
- The **Friends Educational Foundation (FEF) Higher Education Awards**: the income of which is restricted to providing grants for higher education.
- The **R. Penney Fund** is held on trust with the income to be used for the general purposes of the Society.
- Others: the income of four small funds is restricted within the terms of the relevant fund.

During the year permission from the Charity Commission was obtained to transfer the Wynn-Jones Garden fund from an endowment fund to a restricted one.

22a. Analysis of net assets between funds

Group	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2022 £'000
Intangible fixed assets	359	-	-	359
Tangible fixed assets	30,945	1,606	-	32,551
Investments	44,254	768	5,161	50,183
Current assets	10,213	-	-	10,213
Creditors due within one year	(9,289)	6,002	620	(2,667)
Total	76,482	8,376	5,781	90,639

22b. Analysis of net assets between funds

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2022 £'000
Intangible fixed assets	359	-	-	359
Tangible fixed assets	30,945	1,606	-	32,551
Investments	44,254	768	5,161	50,183
Current assets	11,555	-	-	11,555
Creditors due within one year	(10,557)	6,002	620	(3,935)
Total	76,556	8,376	5,781	90,713

22c. Analysis of net assets between funds (prior year)

Group	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2021 £'000
Intangible fixed assets	218	-	-	218
Tangible fixed assets	31,274	1,634	-	32,908
Investments	45,809	980	6,577	53,366
Current assets	8,781	4,936	629	14,346
Creditors due within one year	(1,713)	-	-	(1,713)
Total	84,369	7,550	7,206	99,125

22d. Analysis of net assets between funds (prior year)

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2021 £'000
Intangible fixed assets	218	-	-	218
Tangible fixed assets	31,274	1,634	-	32,908
Investments	45,809	980	6,577	53,366
Current assets	10,368	4,936	629	15,933
Creditors due within one year	(3,074)	-	-	(3,074)
Total	84,595	7,550	7,206	99,351

Reference and administrative details

Trustees serving during 2022 and up to the date of this report

Georgina Bailey	London West Area Meeting
Linda Batten, Treasurer (to 31 December 2022)	North Wales Area Meeting
Alison Breadon	Wirral & Chester Area Meeting
Jenny Brierley (to 4 March 2022)	York Area Meeting
Catherine Brown (from 1 January 2023)	Hampshire & Islands Area Meeting
Nick Eyre (to 8 April 2022)	Lincolnshire Area Meeting
Kit Fotheringham	Devon Area Meeting
Kate Gulliver	West Scotland Area Meeting
Ellie Harding	Central England Area Meeting
Carolyn Hayman	North West London Area Meeting
Marisa Johnson (from 1 May 2023)	Cambridgeshire Area Meeting
Caroline Nurse, Clerk	London West Area Meeting
Silas Price	Norfolk & Waveney Area Meeting
Graham Torr, Assistant Clerk	York Area Meeting
Frances Voelcker	North Wales Area Meeting
Danielle Walker Palmour	York Area Meeting
Paul Whitehouse, Treasurer (from 1 January 2023)	Bristol Area Meeting

Management Meeting

Trustees delegate the responsibility for implementing decisions and managing work to senior staff (Management Meeting).

In 2022, Management Meeting comprised:

Paul Parker	Recording Clerk
Juliet Prager (to June 2022)	Deputy Recording Clerk
Siobhán Haire (from September 2022)	Deputy Recording Clerk
Paul Grey (to December 2022)	Head of Operations
Oliver Robertson	Head of Witness and Worship
Maureen Sebanakitta (to August 2022)	Head of Finance and Resources
Lorna Service (from August 2022)	Head of Finance and Resources

Statutory information

Britain Yearly Meeting of the Religious Society of Friends (Quakers) (BYM) is an unincorporated charity registered with the Charity Commission for England and Wales.

Name and registered office

Britain Yearly Meeting of the
Religious Society of Friends (Quakers)
Friends House, 173 Euston Road, London, NW1 2BJ
Registered charity number 1127633

Professional advisers

Auditor

Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London, EC1Y 0YL

Legal advisers

Bates Wells
10 Queen Street Place
London, EX4R 1BE

Investment managers

Rathbone Greenbank Investments
10 Queen Square
Bristol, BS1 4NT

Main banker

The Co-operative Bank
3rd Floor
10 Warwick Lane
London, EC2 7BP

Quakers share a way of life, not a set of beliefs. Quaker unity is based on shared understanding and a shared practice of silent worship – a communal stillness.

Quakers seek to experience God directly – internally, in relationships with others, and with the world. Local meetings for worship are open to all who wish to attend.

Quakers try to live with honesty and integrity. This means speaking truth to all, including people in positions of power. The Quaker commitment to peace arises from the conviction that love is at the heart of existence and that all human beings are unique and equal.

This leads Quakers to put faith into action by working locally and globally to change the systems that cause injustice and violent conflict.

Accessible versions of this document are available.

Please contact the publications manager at

publications@quaker.org.uk or call 020 7663 1162.

Britain Yearly Meeting of the Religious Society of Friends (Quakers)

Registered charity number 1127633

Friends House, 173 Euston Road, London, NW1 2BJ

Follow us on social media @BritishQuakers

www.quaker.org.uk

Accounts



Britain Yearly Meeting of the Religious
Society of Friends (Quakers)

Annual report, including financial statements

for the year ended 31 December 2021



Accessible versions of this document are available.
Please contact the publications manager at
publications@quaker.org.uk or call 020 7663 1162.

To read *Our faith, our work*, which contains information
about the work of Quakers in Britain in 2021, visit
www.quaker.org.uk/annualreview.



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From the Clerk of Trustees and the Recording Clerk

The world is shifting and changing around us in ways few people anticipated in past centuries or even past decades. As Friends we have inherited the wisdom gained from engaging with a spiritual ecosystem that values compassion and generosity over self-seeking and avarice. We are called to sustain a steady witness and to listen for the creative power that treasures healthy relationships and to follow the Light that shows us justice even in the presence of violence and hatred. Our spiritual ancestors show us the power that comes from day-to-day attention to the still, small voice within that points out God's way. We can each of us be instruments of the divine: everyday prophets who act out of God's power in the ordinary path of life and speak words the Spirit gives us that offer a vision of hope and a counter to fear.

Margery Post Abbott, *Everyday Prophets* (2016)

As we write, our world faces twin threats of war and climate breakdown. How can we, a small but steadfast radical faith community in Britain, equip ourselves and the world to face these challenges as we emerge from the Covid-19 pandemic?

Quakers in Britain need thriving and diverse Quaker communities that can, alongside Britain Yearly Meeting and other partners, draw on our inherited wisdom and work to build a sustainable and peaceful world. We need also to simplify our structures and practices and free our time to listen 'to the still small voice within' and to 'act out God's power' in our witness. We want to be a simple church supported by a simple charity to reinvigorate Quakerism. That way we become the community of everyday prophets who together can change the world.

For Britain Yearly Meeting, the last year has been one of consolidation and preparation. Despite the

challenges of lockdowns, building closures and threats to our income sources, we have secured Britain Yearly Meeting's financial sustainability for the longer term and are on track to have a balanced budget for 2023 and beyond. We have reshaped Quaker Life to support Quaker communities, made good progress placing local development workers within reach of every Quaker meeting, and strengthened our partnership with our sister organisation Woodbrooke. This, we hope, will help Quakers to build and sustain the thriving, diverse communities we want to be.

We have refocused the work of Quaker Peace & Social Witness with a new strategy emphasising peace & peacebuilding and climate justice. This will support Quakers to let their lives speak – through individual, local, national and international action. Some treasured work has been laid down so we are fully focused on the existential threats which threaten our world. Our public affairs work amplifies the Quaker voice in our national political arena, and we continue to provide financial support for Quaker work at the European and United Nations levels.

We have begun simplifying our national structures to achieve a new balance between governance and participation. Quakers' national work flourishes because Quakers are involved in it and committed to it. It carries a spiritual reward for all who participate. We need to use Friends' time and gifts wisely.

We report that this has been done while making substantial reductions in cost. There is much more we could do. Britain Yearly Meeting continues to rely on the spiritual, financial and practical support that comes from the 'compassion and generosity' of Friends. We are immensely grateful to all those who contribute what they can with such generosity, commitment and trust.

In Friendship,

Signature redacted

Caroline Nursey

Signature redacted

Paul Parker

About us

Britain Yearly Meeting explained

Quakers in Britain – also known as the Religious Society of Friends – are a faith community with worship at its heart. Founded in 1652, a period of religious turmoil, the Society welcomes people of all faith backgrounds who want to deepen their experience of God and find a way of living harmoniously in today's troubled world.

Quakers worship in local meetings (458), grouped together into area meetings (70), where individual membership (c.11,828, plus a further 6,479 attenders) is held. Local and area Quaker meetings manage their own affairs and own their own property; each area meeting is a separate charitable entity with its own trustees.

Members of these area meetings make up the membership of the Yearly Meeting of the Religious

Society of Friends (Quakers) in Britain (Britain Yearly Meeting), a body that meets annually and that has ultimate authority for church affairs. In the intervals between Yearly Meetings, Meeting for Sufferings – the standing representative body of Quakers in Britain – is entrusted with discernment and general care of matters affecting the Society.

Britain Yearly Meeting (BYM) is also the name of the national charity that implements the Society's central policy, owns its property, employs its staff and directs its work. BYM works centrally to run the affairs of the Society as a whole and to support local meetings. We also work to raise awareness of the basic tenets of Quaker faith and to put Quaker thinking into practice for a just and peaceful world.

Public benefit statement

BYM is an umbrella organisation, guiding, supporting and sustaining the 70 area and 458 local Quaker meetings throughout England, Wales and Scotland.

The charity's resources come from members' contributions, legacies, grants, the gift-aided surplus of our trading company, and investment income. These resources are spent on deepening and sharing Quaker spiritual experience and on acts of witness that arise from our faith. For Quakers, belief and witness are indivisible. We work for peace and justice, environmental sustainability, the alleviation of suffering, and the upholding of victims of oppression.

Local meetings for worship are open to all: Quakers have no tests of belief; membership of the Society is open to anyone who is sincerely seeking truth. Our governance is spread widely within our membership. Our constitutional book of Christian discipline, *Quaker faith & practice*, guides our work and witness.

For over 360 years Quaker faith has led us to testify to equality, simplicity, peace and truth. Quaker social witness encompasses work for peace in Israel–Palestine and in Africa. It strives for environmental sustainability, a compassionate criminal justice system and for equality in Britain. It supports poorer people in society through bursaries, relief payments and grants. We provide central support to the witness of local

meetings, for example through servicing networks of prison chaplains.

Friends House, our central London base opposite Euston station, is a much-valued public building, made available for a wide variety of uses including worship by other faiths, education purposes and for open meetings organised by many third-sector organisations. Since 2009 Friends House has had a welcoming Quaker Centre, featuring a bookshop, café and worship space, open to all. However, the Covid-19 pandemic meant we were forced to close the building for much of 2021.

We are transparent in what we do: we make minutes of BYM Trustees available and our website (www.quaker.org.uk) carries minutes of Meeting for Sufferings and Yearly Meeting itself. Our website also gives details of our work, and provides resources for local meetings and those wanting to learn more about Quakers.

This report shows how our resources have been applied and how the public benefits from our work.

The charity's trustees have complied with their duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. All trustees give their time voluntarily and do not receive any personal financial benefit from the charity.

The way we work

Governance and decision-making

In a world in which efficiency is a first tenet of good business, Quakers aspire to do their business in a worshipful way. In arriving at a decision, the priority is to achieve a sense of rightness, or 'divine guidance'. The aim is to ground the process of decision-making in loving faith and practice. Meetings for worship for business are expected to be more than mere committees added on to the real work: they are required to be godly times.

Jane Mace, 2012 (*God and decision-making*)

Trustees are accountable to Quakers in Britain for the central work carried out in their name, and for ensuring that BYM complies with the law. The Recording Clerk (Quaker-equivalent of a chief executive) and Management Meeting (the senior staff team) advise trustees and are accountable to them for the work set out in an operational plan and budget prepared each year. In 2019, trustees adopted strategic priorities for centrally managed work for the next 5-10 years with the overall objective of a simple church supported by a simple charity, to reinvigorate Quakerism.

Our governance relies on the wide participation of members, and we depend on Friends to discover and exercise their gifts and offer them in service to God and our community.

In 2021, trustees approved a plan of governance developments, drawing on the Charity Governance Code, to help achieve strategic goals of: creating simple structures and practices in our local and national organisation; and, ensuring all work is well-governed: resourced, impactful and communicated effectively.

The terms of reference of BYM Trustees are reviewed regularly. The most recent review concluded in 2020 and revised terms of reference were adopted by Yearly Meeting in 2021.

Governing document

The governing document is drawn largely from passages in our book of discipline *Quaker faith & practice*. The governing document was reviewed by

Yearly Meeting in 2021. In addition to governance, *Quaker faith & practice* contains advice and counsel and encourages self-questioning and hearing each other in humility and love. The first book of discipline was compiled in 1738 and is revised at intervals. The last complete revision was approved by the Society in 1994 and it has been amended regularly since then. Yearly Meeting in 2018 decided to begin a new complete revision of the book of discipline. This process is under way and the committee overseeing the revision is reporting regularly on progress.

The duty of trustees

It is the duty of BYM Trustees to:

- ensure that the priorities for the work set out by Yearly Meeting and Meeting for Sufferings are taken forward with the right use of our resources
- ensure that the governance and management of the work carried out are in accordance with the objectives set out in the governing document and compliant with the law.

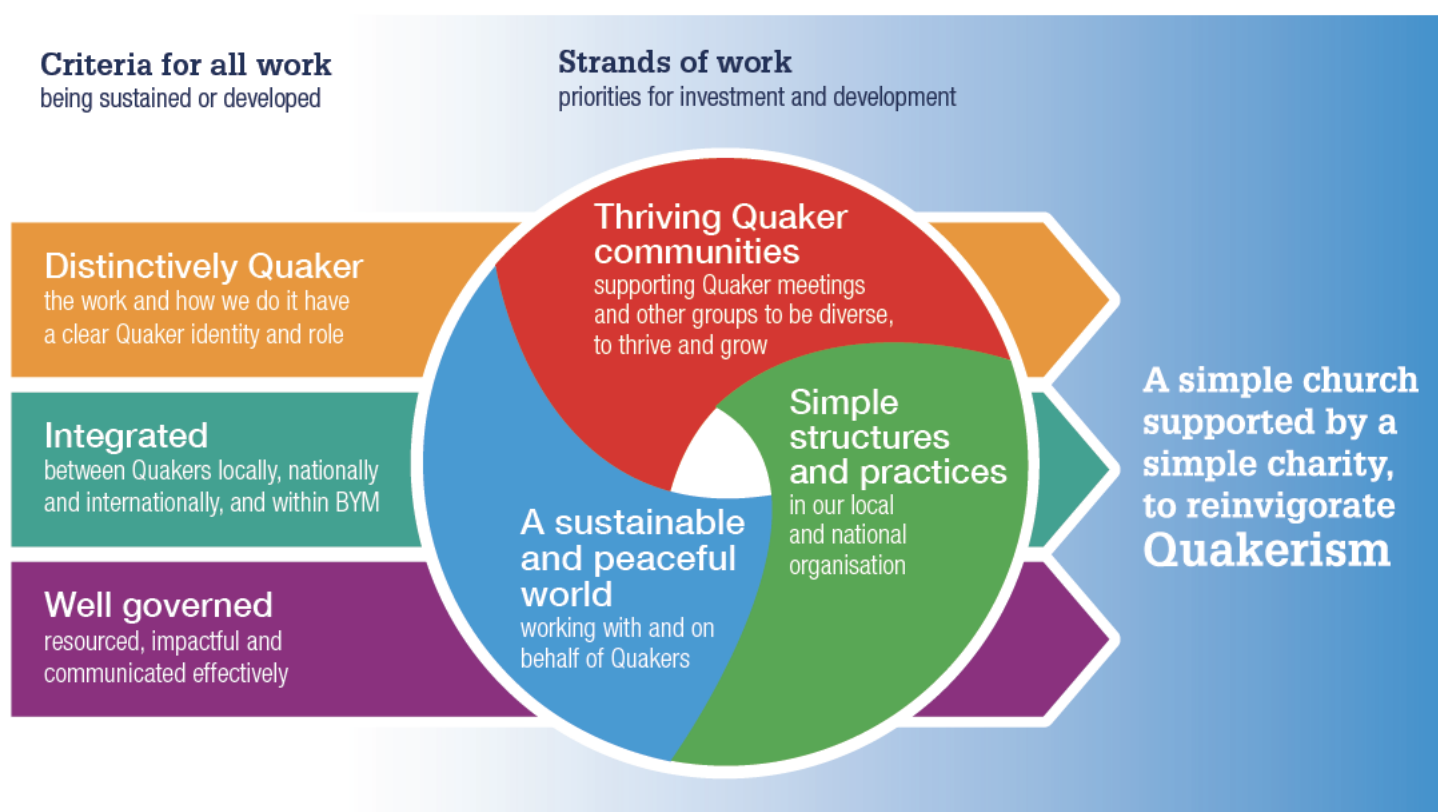
In addition, the board of directors of Friends House (London) Hospitality Ltd. (trading as Quiet Company) is appointed by, and reports annually to, BYM Trustees.

Trustees have three subcommittees: Audit Committee, Employment Committee, and Finance & Property Committee.

Trustees are further supported by four standing committees and, together, define policies and decide the work to be done. The standing committees are:

- Quaker Committee for Christian & Interfaith Relations
- Quaker Life Central Committee
- Quaker Peace & Social Witness Central Committee
- Quaker World Relations Committee.

Trustees have established a pattern of annual reporting by standing committees designed to ensure they remain well-informed and the work of standing committees is well-scrutinised. Regular meetings of trustees and committee clerks are also held.



The conduct of business

All trustees' meetings and those of committees and subcommittees are held as meetings for worship for business in accordance with *Quaker faith & practice*. Trustees appoint two elders each year to sustain and support the right holding of the meeting. In 2021, Trustees held most of their meetings online following Charity Commission guidance on running charities during the pandemic, published in March 2020.

Trustees receive copies of the full minutes of Management Meeting, giving trustees a full picture of matters under consideration by our officers while preserving the boundaries between operational matters and strategic direction. The Recording Clerk and members of Management Meeting attend all meetings of trustees and report to them on each occasion. Trustees also spend time without staff at each of their meetings.

Trustees have a good relationship with Meeting for Sufferings, the standing representative council of Quakers in Britain. All trustees are members of Meeting for Sufferings and attend its meetings regularly to participate in the discernment. There are regular opportunities for members of Meeting for Sufferings to engage with trustees to ask questions

and seek explanation and clarification of aspects of trustees' business. Trust is central to all our relationships, and its preservation is a matter of vigilance and sensitivity.

Appointment of trustees, induction and training

Trustees are appointed by Yearly Meeting normally to serve for a three-year term. Reappointment is possible for a second term and exceptionally for a third. The Yearly Meeting treasurer, also appointed by Yearly Meeting, serves ex-officio as a trustee. Nominating committees draw on a database of offers of service from Friends in membership of the Society. In making nominations for service as trustees, the Central Nominations Committee ensures that the Friends approached are aware of the legal responsibilities of trustees and of the legal position on eligibility.

Trustees keep their collective strengths and weaknesses under review. Trustees use regular training to reinforce those strengths and to address any weaknesses. All trustees are offered training in a range of areas related to their responsibilities. New trustees receive induction and briefing materials. They take part in a reflective review at the end of their first year of service, and again when they complete their term. The findings of these reviews are reported back to the trustee body.

BYM Trustees are working on improving their diversity. At December 2021, of the serving trustees: 67% were female (13% preferred not to say); 7% were from black and minority ethnic communities (7% preferred not to say); 33% considered themselves to be disabled; 13% identified themselves as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) (20% preferred not to say); and 67% were under the age of 66.

Safeguarding procedures

BYM is committed to ensuring that all of our events and services are safe for everyone, and that everyone can worship safely within Quaker communities, including children, young people and adults at risk of abuse. We work to comply with legal and regulatory safeguarding requirements laid upon us as a charity. Our policies and procedures ensure that only appropriate staff and volunteers work with children and young people and that criminal records checks are undertaken as required. They are kept under review. In 2021 we continued to implement our improvement plan. We require all staff to undertake safeguarding awareness training, with advanced training for those working directly with children and vulnerable adults.

Transparency of Lobbying, Non-party Campaigning & Trade Union Administration Act 2014

This legislation, which requires any charity campaigning in ways that might be deemed to influence the outcome of an election to register with the Electoral Commission if its election-related campaigning expenditure exceeds certain limits, came into effect in the autumn of 2016. Following careful consideration, and consultation with Meeting for Sufferings, trustees decided to register when required as a non-party campaigner, but reaffirmed that, above all, our responsibility is to act and speak as we are guided by faith. There was no regulated activity in 2021.

Trustees continue to be concerned about the implications of this Act. BYM raises its concerns with the government, parliamentarians and relevant public bodies whenever possible. We continue to campaign for improvements to this area of regulation and convene a group of civil society organisations that work together to defend the space for civil society to engage with the democratic process.

Risk management

Risk management policies and procedures

Quakers have historically been prepared to take risks if felt called to do so after careful discernment. Risks can be taken and managed because of the checks and balances of our robust decision-making processes. These also ensure that responsibility for actions and procedures are widely spread. The overall aim is to ensure that staff, committee members and trustees can manage the potential impact of risk.

Trustees have paid increased attention to risk, both in their meetings and working with senior staff over recent years. Management Meeting is responsible for managing strategic-level risks and these risks are monitored by trustees. Operational managers identify and manage operational-level risks – these relate to areas of work detailed in our Operational Plan. All risks are brought together into BYM's Risk Register. Having identified relevant risks, managers analyse levels of risk, confirm mitigation, and, where appropriate, allocate resources. The Risk Register is reviewed and updated frequently during the year by operational managers, Management Meeting and trustees. The trustees' Audit Committee, constituted of one trustee and three external members, provides trustees with independent assurance that risk is being adequately managed.

In 2021, the strategic-level risks were revised in light of experience from the Covid-19 pandemic.

Main risks

i) Major changes in Quaker communities:

reductions in membership, closure of meetings, unsustainable local structures, loss of tradition, disconnection with BYM, and loss of support to BYM.

Management of risk:

- Experimentation with new ways of worshipping using technology
- Introduction of Local Development Workers across Britain to support Quaker communities
- Implementation of Integrated Strategy for Supporting Quaker Communities, in particular increased integration of staff teams
- Measures to simplify our structures and processes
- Improved understanding of diversity and inclusion

- Work to sustain relationships between BYM and Meetings
- New outreach strategy.

ii) Operating model. Operating model becomes unsustainable or unstable leading to loss of income to charity. Risks from climate emergency, Brexit and Covid-19 impacting the business and resulting reductions in income to charity. Inability to maximise use of property to benefit the charity. Employment concerns: loss of existing staff, inability to recruit, capacity to respond to changes. Emerging challenges make existing work programmes less relevant.

Management of risk:

- Plan to reach balanced budget by 2023 and reserves kept under close control
- Fundraising strategy and plan
- Income generation plan
- Staff training to improve financial literacy
- Work with committees to review programmes
- Active engagement with suppliers on supply issues
- Build a culture of resilience and adaptability
- Benchmarking hospitality business to competitors through market analysis and championing its ethical business principles.

iii) Information technology. Risks on IT governance; resiliency and continuity; cyber security; vendor and third-party risks; data management; IT program and execution risks.

Management of risk:

- New ICT Strategy developed, emphasising a wider set of IT objectives: governance, infrastructure, digital, service management and security
- Staff training and development plan
- Vulnerability and disaster recovery testing
- Introduction of new service-desk solution to manage incidents, change management, licencing, project management and reporting.

iv) Communications. BYM fails to use appropriate communications tools to help Quakers be widely known and understood; contributing to declining impact of work and engagement of Friends.

Management of risk:

- Plan to deliver communications strategy approved by trustees in 2021
- Integration of external and internal (to Quakers) communications
- Improved planning and review of guidelines
- Impact reporting of projects and programmes.

v) Governance. Failure of governance control, unsustainable central governance structures, reputational risk of meeting governance failure.

Management of risk:

- A range of measures to deliver strategic priority on simplifying structures
- A plan of governance improvements and developments
- Risk management process
- Audit Committee internal auditing programme
- Work to support committees and encourage service
- Move to new ways of working following changes in response to the pandemic.

vi) Safeguarding. Failure of safeguarding governance or management leads to increased risk of abuse to children, young people or adults at risk of abuse and reputational damage

Management of risk:

- Implement safeguarding improvement plan
- Improvements to record keeping
- Awareness training for all staff
- Review of BYM's procedures, including adoption of new policy and new safeguarding online policy by trustees in 2021
- Introduction on new model policy and procedures for Quaker communities
- Engagement with recommendations from Independent Inquiry into Child Sexual Abuse.

vii) Change management. Change, taking place in all parts of the charity, is badly managed, resulting in decreased impact and/or increased costs.

The way we work

Management of risk:

- Routine meetings of Management Meeting on managing change
- Active communication and stakeholder engagement
- Communications with Friends
- Training and development for senior staff
- Developing operational planning process and monitoring impact of work.

BYM Staff and Management Meeting

Our people and culture

In December 2021 BYM employed 130 staff (106.5 full-time equivalent) across its departments, including 44 (31.1 full-time equivalent) to undertake the work of Friends House (London) Hospitality Ltd.

In line with best practice, we review our diversity statistics annually, reporting these to Management Meeting and the Trustees' Employment Committee. At December 2021:

- 64% of staff were female;
- 26% of staff were from black and minority ethnic communities; 6% preferred not to say;
- 10% of staff considered themselves to be disabled
- 11% of staff identified themselves as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ); 19% preferred not to say;
- 24% of staff identified themselves as Quaker.

BYM is committed to creating a safe and respectful working environment where our staff and volunteers feel valued, where they recognise one another's contribution, where they know inappropriate behaviour won't be tolerated and where they feel safe to raise concerns. Our commitment to this aspiration is reflected in our People strategy, which was developed during the year and for which an action plan will be developed and implemented over three years commencing 2022. As for so many others, this year has been extremely difficult for us, as we worked hard to manage the impact of Covid-19 on our organisation. Our staff showed incredible commitment and determination to keep delivering their work for the Society, while managing significant personal and professional challenges.

Staff remuneration and support

The salaries for all staff, including the Recording Clerk and members of Management Meeting, are agreed on behalf of BYM Trustees by their Employment Committee, which negotiates these where required with the workplace union representatives. For several years a formula has been in place to propose a cost-of-living increase which is agreed by trustees subject to certain affordability criteria.

It is a longstanding policy of BYM that no member

of staff, either on our London or regional pay scale should receive a full-time salary more than four times that of any other. That policy, which results in a 1:4.7 ratio across the two pay scales, is one of the ways that Quakers are trying to put our faith into practice in the workplace. All staff are paid above the recommended Living Wage.

Supporting our staff during the pandemic

The coronavirus pandemic has had a significant impact on how we manage and conduct our work at BYM. In 2021 we continued to build on measures introduced in March 2020, to protect staff, prevent the spread of the virus and adhere to government guidelines. These measures continued through to the end of the year. We have engaged closely with staff throughout the year by taking pulse surveys at regular intervals.

Communicating with staff

BYM is committed to open and accountable management of our staff, where development and recognition are acknowledged. Staff can raise concerns through their line manager or Management Meeting, including the Recording Clerk, or anonymously through the whistleblowing policy. We use an external specialist supplier to conduct surveys on a wide range of workplace issues including, especially during the pandemic, individual wellbeing.

We plan to invest further in staff engagement and leadership, and focus on our culture, commitments and behaviours, because those behaviours either reinforce or undermine our values.

Staff are encouraged to join the employer recognised union, Unite. A member of Management Meeting meets with the union regularly. The union supports staff during key consultations and with employee relations.

Volunteer involvement

BYM has a policy for volunteers who work alongside paid staff, based on four principles:

- The role of volunteers and the staff with whom they work must be clear.
- The work of volunteers should be seen as complementary to the work of staff, and volunteers should be supported in their work.
- Volunteers will not be used to replace staff posts.
- Staff and volunteers will work closely together.

Fundraising practices

BYM raises funds within the Quaker community through the contributions given by area and local meetings. Individual Friends also make direct donations to BYM and we make applications to trusts and foundations for grant funding. Legacies are a crucial part of our fundraised income and we are grateful to all those who have left a gift for us in their will. We would like to thank all the local and area meetings, charitable trusts, foundations and individuals who support our work.

We are registered with the Fundraising Regulator and abide by the Code of Fundraising Practice. We commit to the regulator's Fundraising Promise and aim to exceed these standards. We do not do any fundraising work with commercial participators. We have a policy for working with vulnerable supporters and all fundraising staff receive training on following this policy. In all our fundraising work we aim to:

- be transparent
- be respectful
- listen and respond
- commit to high standards
- be fair and responsible.

Our Trustees agree and review our fundraising strategy. For every £1 spent in 2021 on raising voluntary income for BYM centrally, £14 was received in donations and legacies.

The work we do

Activities, objectives and achievements

The charitable object of BYM is “the furtherance of the general religious and charitable purposes of the Religious Society of Friends in Britain and beyond”. This purpose is further defined in *Quaker faith & practice* under four headings, which underpin the organisation of our work and the allocation of funds.

Sustaining our church and faith

This is defined in *Quaker faith & practice* as organising and maintaining the yearly meeting as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for their efficient and effective functioning. It also includes conducting relations with other churches, faiths and ecumenical bodies.

Yearly Meeting Gathering 2021 was held entirely online over three weeks. 1,800 people attended, 23 per cent of whom did so for the very first time. The theme was ‘For our comfort and discomfort: living equality and truth in a time of crisis’, focussing on three areas: anti-racism: our Quaker journey; acknowledging and welcoming gender diverse people; and faith-based action for climate justice.

Quaker communities have been engaged in an exploration of privilege, seeking to become aware of the unseen and unspoken chains that bind us, and growing our ability to act on our urgent concerns of sustainability, economic and climate justice, and diversity and inclusion.

Trustees approved a strategy for governance and a plan has been put in place to deliver developments to lead to simpler structures and practices. This will help us make the most of our resources and better deliver our strategic priorities. QPSW Central Committee agreed to simplify its governance structure. We have continued to explore privilege and work to ensure that Quaker communities are genuinely inclusive.

Quakers on the committee entrusted with overseeing the revision of *Quaker faith & practice* identified seven common themes, along with five key insights describing the unity of our Quaker way, which will run as threads through it. In 2021 the revision committee drew up a provisional list of 26 main topics to be covered in the

new book and has prepared substantive first drafts on five of these: discernment, nominations, community, outreach, and trusteeship & charitable status. Text is now being drafted on two more topics: testimony and meeting for worship for business. Our engagement with Quakers continues.

We continued to support our central committees, including with online meetings and community-building. We made progress on systems, policies and procedures that enable dispersed working, an area that became an urgent priority at the coming of the pandemic.

In 2021 we spent £1.8 million on sustaining our church and our faith (2020: £1.5 million).

Supporting meetings

This is defined in *Quaker faith & practice* as supporting Friends in their local organisations by providing services and advice relevant to the current demands of the Quaker community; for example, such work may relate to children, elderly people, those about to be married, those with responsibility for meeting houses, and those raising funds.

We implemented the next phase of our integrated strategy of meeting-centred support by rolling out new local development workers into new areas, responding to the needs of Quaker communities across Britain.

We collaborated with Woodbrooke Quaker Study Centre to respond to learning and development for meetings, and during 2021 created plans for how this collaboration will deliver this support, including consideration of how BYM and Woodbrooke will support role-holders in meetings.

We reviewed the support given to Children and Young People’s work as part of a Quaker Life restructure, and we continued to deliver youth participation work in some areas. We agreed a new outreach strategy with QL Central Committee and opened our first regional staff office in Leeds – the Quakers in Britain Yorkshire Centre – to move central work closer to Friends.

We supported Quaker meetings to consider and implement simpler governance structures and completed our Simpler Meetings Project, which acted as a catalyst for this work. We provided advice and guidance to worshipping communities responding to changing circumstances brought on by the pandemic.

We supported Quaker meetings to introduce and implement our new safeguarding procedures. Nationally we adopted a new safeguarding policy, and we continue to engage with the Independent Inquiry into Child Sexual Abuse, taking on board its recommendations relating to faith organisations.

Yearly Meeting decided to lay down Quaker Stewardship Committee so that its work to support meetings with stewardship of resources and property and compliance with charity law could be better co-ordinated, facilitated in part by the introduction of local development workers.

BYM trustees and area meetings worked together to clarify the responsibilities between charity trustee bodies within the church.

In 2021 we spent £1.8 million on supporting meetings (2020: 2.3 million).

Witness through action

This is defined in *Quaker faith & practice* as putting Quaker thinking into practice in relation to the problems and needs of people at home and abroad, for example through conference resources, restorative justice, diplomatic work at both the European Union and the United Nations, working with those in positions of power, and supporting social and development projects.

A new Quaker Peace and Social Witness (QPSW) five-year strategy sets out how we will develop our work to respond to the challenges we face in Britain, and as a global society, as we work to build a more sustainable and peaceful world – one of BYM's strategic priorities. The strategy is also guided by an *Our faith in the future* priority that 'Quaker values are active in the world'.

BYM staff were in Glasgow throughout the COP26 climate talks. We worked both inside and outside the conference to push for governments of rich countries to commit to a loss and damage fund for countries already impacted by climate change. We also supported Quaker and interfaith action on a range of climate justice issues.

As part of our Spring Series, we ran a series of workshops and events to engage, inform and 'skill-up' Quakers on QPSW concerns and potential actions. Feedback was overwhelmingly positive.

Key progress has been made in areas of advocacy. This can be seen across issues of climate justice,

through the work of EAPPI and in economic justice, with examples of questions asked and answered by the government, with some of our advocacy points becoming more visible in party manifestos.

Peace Education has made an important step in starting work on a Peace Education PGCE pathway, and holding successful joint conference with QCEA. In 2022 our peace education programme will continue to empower children to resolve their own conflicts, explore the root causes of violence, and champion justice and human rights. We will be developing new peacebuilding work in communities in Britain suffering from physical and structural violence.

Our Economics & Sustainability and Turning the Tide programmes continued work programmes to develop witness and activism support and share learning in Quaker communities. We supported and learned from a thriving network of Quaker peacebuilders and peace projects in Kenya, Rwanda and Burundi.

Due to the ongoing pandemic, our ecumenical accompaniers (EAs) have not been in the field. In response to the change in context, EAs have been accompanying remotely, conducting interviews and supporting initiatives online.

In 2021 we spent £1.5 million on Quaker witness through action (2020: £2.5 million).

Promoting Quakerism

This is defined in *Quaker faith & practice* as raising awareness and developing understanding within and without BYM concerning the basic tenets of Quaker faith and practice, such as spirituality, peace and human rights.

In 2021 we adopted a new communications strategy, 'Seen, heard and understood', and restructured our communications team to support its delivery.

Our weekly e-newsletter *Quake!* continues to grow. Over 7,800 subscribers receive it directly, and many forward it on to share with their meeting or other readers. This forms part of our work to communicate the purpose and impact of BYM's work to build understanding and support. In our Library at Friends House, work continued on making our collections available through audience development work and our collections strategy.

In 2021 we spent £1.7 million promoting Quakerism (2020: £2.4 million).

Future plans

Our plans for the charitable organisation are informed by the strategic priorities for the next 5–10 years, as defined by trustees in 2019. These are: thriving Quaker communities; a sustainable and peaceful world; and simple structures and processes.

Thriving Quaker communities

In 2022 we will continue implementation of our integrated strategy, which responds to identified needs. This will include:

- continuing our roll-out of local development workers
- implementing role-holder and topic support for meetings
- expanding the Youth Development Work programme
- completing, implementing and embedding changes from a review of our young people's work and children's participation in BYM.

As we begin to emerge from the pandemic, we will continue our engagement with Quaker communities in Britain. We will implement our outreach strategy and create a new online community for Quakers in Britain.

We will support our Quaker communities to continue exploring privilege, racism and diversity and inclusion, and our staff will engage with the resulting learning and action. We will improve safeguarding practices by providing resources and guidance.

We will survey meetings to see how staff can best support Quakers who are led to witness for positive social change, and we will build networks and connections to enable Quakers to share good practice and learning.

Following the success of the last two Yearly Meetings, which were run exclusively online, we are preparing for Yearly Meeting 2022, which will take place in person in London and online.

A sustainable and peaceful world

In 2022 our implementation of QPSW's new strategy will develop peace and social witness work so that it aligns with Yearly Meeting's commitments to racial justice. We will scope and further develop Quaker peacebuilding work through Turning the Tide and other programmes, and work with a network of Quaker peacebuilders in Kenya, Rwanda and Burundi.

We will work collaboratively to bring about a just solution to the climate crisis. We will take stock of progress at COP26, continue our advocacy and campaigning on 'loss and damage', explore ways to build connections and amplify voices of marginalised groups, and continue to support Quaker communities to respond.

Where we are welcomed, we will support and accompany communities in conflict. Direct parliamentary advocacy work, our EAPPI programme, conciliation work and community-building skills will all support this.

We will grow and develop peace education in Britain to enable children to explore the root causes of violence and injustice and to develop skills to work nonviolently for peace. This will include advocating for changes in education policy and practices.

We will continue to monitor how we are living up to Yearly Meeting's commitments to become a low-carbon, sustainable community. Quiet Company is making progress towards its commitment to be net zero by 2029 by investing in renewable energy, reducing waste and recycling.

Simple structures and practices

We are facilitating work with Friends on our organisation's structures and processes, so that our governance is simple, integrated and sustainable. In 2022 we will continue to support a review of Yearly Meeting and Meeting for Sufferings, of central structures, clarifying agreements between BYM and Woodbrooke and between BYM and area meeting trustees.

In 2022 we will begin scoping work to understand Quaker communities that do not fit into our current structures, and implement decisions from QPSW's review of governance. To help the national community thrive, we will improve and develop our support and capacity through restructuring governance teams, improve planning led by the impact of our work, improve support and resources for committee members, and simplify our nominations processes.

Our IT team continues work on transforming our infrastructure to accommodate new ways of working, and will continue the roll-out of new IT systems. We will also develop our systems for managing records and data and introduce a new content management system.

We will implement a new People Strategy. This will improve our service delivery across the charity through effective staff and management development,

a positive culture, good leadership, effective learning and development, equality, diversity and inclusion, good employment practice, communication, and performance management, all essential to the achievement of BYM's goals.

We will continue our work to deliver our communications strategy. In 2022 a website redesign will make it easier for visitors to find the information they need. We will simplify our social media work to direct it at key audiences, and a new communications guide will ensure our publications channels reach our audiences and support diversity and inclusion.

We will work to make BYM's fundraising inspiring and effective so as to secure funding for our work. And we will continue to work towards a balanced budget.

Financial review

Headlines

This has been a tough year and, in the face of challenging economic times, we are extremely grateful to Friends for their continued generosity. We are committed to making sure our income is used efficiently, effectively and responsibly so that we make every pound count.

Our total income in 2021 was £10 million and our total spend was £9 million, a reduction of £6 million and £3 million respectively on the previous year. The net income for the year was a surplus of £7 million (2020: £6 million), including net investment gains of £6 million (2020: £2 million). This investment gain largely reflected the increase in value of our investment properties and the investments managed by Rathbone Greenbank Investments.

Income

Our main sources of income are contributions from individuals and Quaker meetings, legacies, grants, investment income and revenue from our trading operation.

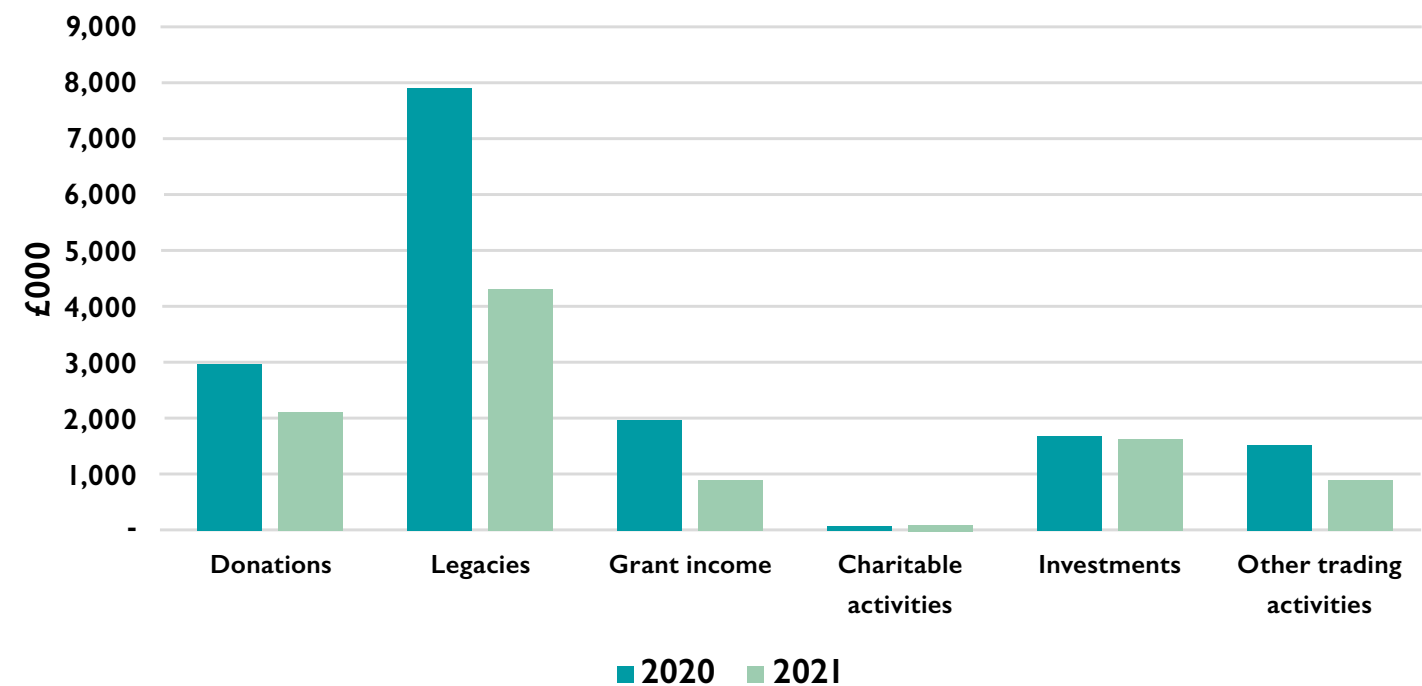
The total income for the year was £10 million, a decrease of 38% compared to the previous year (2020: £16 million). Donations in 2021 were £2 million (2020: £3 million) while legacies were £4 million (2020: £8 million).

As a result of ongoing restrictions during the year to manage the Covid-19 pandemic, there was limited activity in our trading operation (Quiet Company) and there were no profits generated in the year to be gifted to the charity. Income from investments held steady at £1.6 million.

Expenditure

Total expenditure fell by 25% to £8.7 million (2020: £12.0 million). Of this, £4.9 million was spent on direct charitable activities (2020: £6.6 million), as detailed in Note 6 on page 32. The reduction in expenditure was planned in order to offset the fall in income. Overall expenditure on trading activities, in particular staff costs, fell due to restrictions imposed on the hospitality sector in response to the pandemic. The annual overhead charges to Friends House Hospitality Ltd. were waived by trustees for the second consecutive year. Therefore, as in 2020, the charity has absorbed these costs.

Britain Yearly Meeting: Income



Grant-making policy

Grants from restricted funds are made according to the criteria laid down by the donor. Grants from unrestricted funds are allocated by reference to criteria specified in 2010. A full list of grants given is available on our website (www.quaker.org.uk).

Investments

The market value of our investment portfolio at the end of 2021 was £33.3 million (2020: £28.9 million). These remarkable market returns reflect overall market movements, as well as the financial benefit to BYM of further investments in renewable energy and international funds run to socially responsible investment criteria. Holding diverse investments mitigates the high level of risk associated with a single sector or market. BYM invests for the long term, aiming to generate total returns to support present and future charitable work. We also aim to be a great example of an ethical and responsible investor in the way we choose to invest, exclude, engage and innovate. We monitor the carbon footprint of our portfolio. Just over 18% of the portfolio is invested in companies responding to the challenge of the climate emergency, either through the provision of renewable or low carbon-energy or the provision of other mitigation solutions.

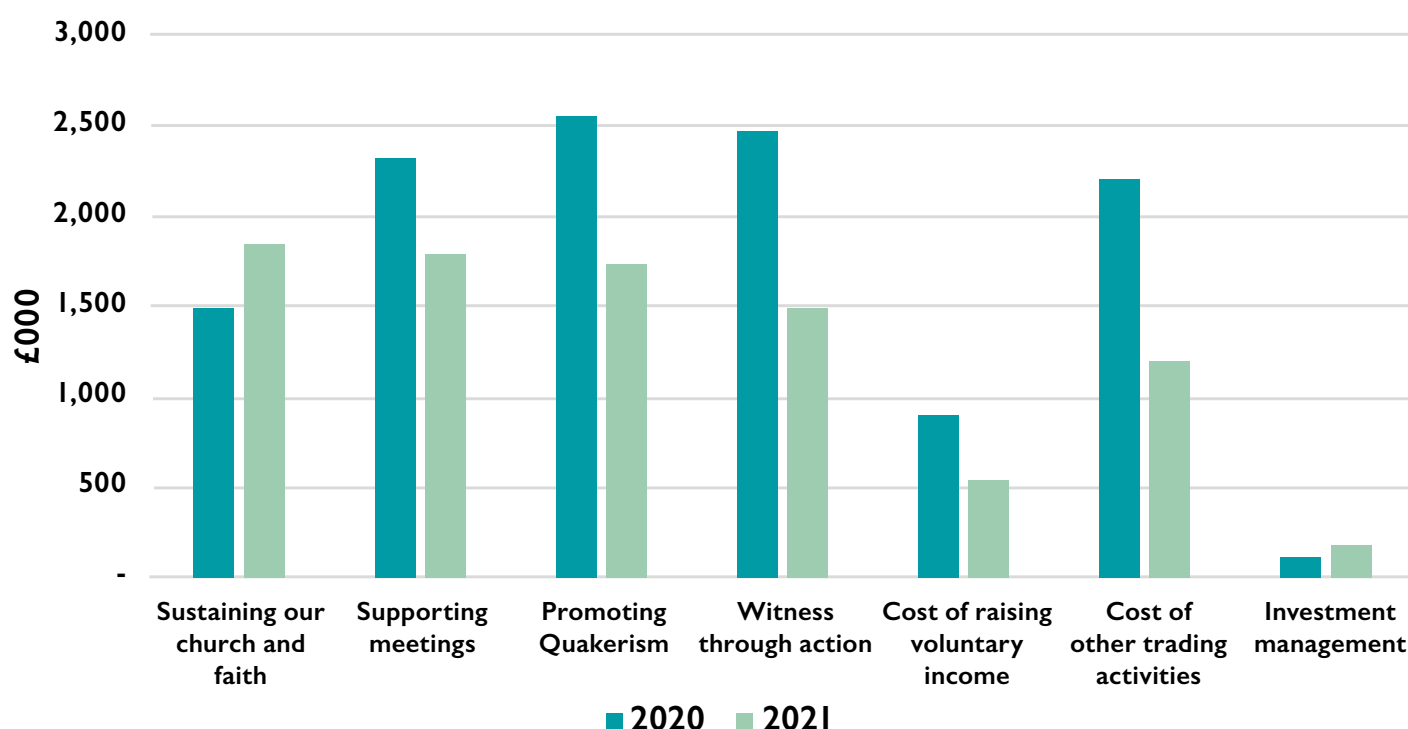
The investment policy, together with a full listing of our investments as at 31 December 2021, is published on our website at www.quaker.org.uk.

Total funds

The total value of funds held at 31 December 2021 was £99 million (2020: £92 million). There are restricted reserves of £7.6 million (2020: £6.8 million); unrestricted reserves of £84 million (2020: £78 million) and endowment reserves of £7.2 million (2020: £6.4 million).

	2021 £'000	2020 £'000
Total Funds as per Group balance sheet	99,125	91,663
Exclude:		
Endowment funds	(7,206)	(6,430)
Restricted funds	(7,550)	(6,760)
Designated funds tied up in fixed and heritage assets	(52,111)	(50,434)
Other designated funds	(13,881)	(11,667)
Unrestricted funds, not designated	18,377	16,372

Britain Yearly Meeting: Expenditure



Endowment funds

Endowments are monies received by BYM with the requirement that the capital should be held permanently and the income used for various aspects of the charitable purposes. Trustees review each of these endowments to see whether the objectives might be achieved better by seeking Charity Commission permission to spend the capital in the light of the increased demands in some areas of work and the levels of returns available.

Restricted funds

Restricted funds of £7.6 million (2020: £6.8 million) represent funds that have been donated for a particular purpose and the trustees have no discretion to reallocate for other use. For further details of how this balance is split by purpose, specific appeal or thematic area, please see note 20 of the financial statements. These balances will be spent on activities in these areas in future years.

Designated funds

Designated funds are monies set aside by Trustees to be spent or held to cover specific expenditure or projects. The designation may be cancelled by the trustees if they later decide that the charity should not proceed or continue with the project for which the funds were designated. Of the designated funds, £52.1 million represents the main functional and investment properties held for the long term by BYM. These include Swarthmoor Hall, Friends House, and Drayton House. The legacy-funded projects fund represents monies set aside for expenditure on approved projects over the next five years. Trustees continue to review these designated funds to ensure that the set purposes remain valid and if not to ascertain if some can be released for more pressing needs.

General reserves

At the year end, the general reserves amounted to £18.4 million (2020: £16.4 million), this is the part of the charity's funds that are not restricted or designated to any particular purpose.

These funds are available for the immediate use of BYM, subject to retaining such amounts as are prudent for the smooth running of the charity. Accordingly, general reserves are used to provide working capital cash needs and to finance short-term deficits where necessary. The trustees have indicated that BYM's expenditure should be fully covered by its income by 2023.

Reserves policy

Our reserves policy enables management of general reserves to ensure we hold an appropriate level of accessible funds to mitigate against identified financial risks, while ensuring we are making timely and strategic use of our funds. The policy focuses purely on the general reserves, as outlined above, as these are the funds that can be deployed at the discretion of the trustees. We hold general reserves to provide cover for unexpected changes in income and expenditure, allowing us to continue activities in the event of:

- a temporary loss of income
- a permanent fall in income, allowing time to adjust our cost base or business model
- incurring one-off costs that are not covered from donor funds.

General reserves also allow us to implement new strategic priorities or invest in new opportunities to achieve our goals. The Trustees' Finance and Property Committee reviews the reserves policy annually.

In 2021 our target reserves range was 5.5 to 7 months' operating costs (£6–8 million); our closing general reserves of £18.4 million are above the target range due to the exceptional performance of our investments.

There is still uncertainty regarding the recovery of our trading activities and it is clear that the effects of the pandemic will be felt for some time. As with the rest of hospitality sector, the Company operated below capacity due to a combination of pandemic restrictions and staff vacant posts that remain unfilled. Therefore, in considering the question of drawing down on the reserves, prior to approving the 2022 financial budget, Trustees reviewed 3-year forecasts (2022-2024). These forecasts showed that expenditure would once again be covered by income although this would depend on a full recovery of Friends House Hospitality (London) Ltd. Taking all factors into account, the Trustees formally adopted a total returns investment policy, drawing down total returns of 6% of the value of our investments for 2022 and 2023. This will provide a predictable income stream to ensure ongoing funding for the charity's activities.

However, the core underlying assets, namely the investments with Rathbone Greenbank, are subject to external market forces which could lead to significant fluctuations in their values as we have witnessed since the start of 2022. The value of our investment portfolio has fallen by just over 10% due to multiple

factors – inflation, the prospect of rising interest rates, and geopolitical tensions. The trustees have therefore committed to review this arrangement in 2023 prior to agreeing the level of return for 2024 and beyond in order to ensure the long-term preservation of capital.

Going concern

We have set out above a review of Britain Yearly Meeting's financial performance and the general reserves position for 2021. Although the Covid-19 pandemic continues to create significant uncertainties, in 2021, through reduced expenditure and investment, we managed the reduction in unrestricted income to end the year within our budgets. The financial statements have been prepared on a going concern basis, which the trustees consider to be appropriate for the following reasons:

The trustees have prepared cash flow forecasts for a period of at least 12 months from the date of approval of these financial statements ("the going concern period"), which considered the inherent risks to the group's business model and analysed how those risks might affect the charitable company's financial resources or ability to continue operations over the going concern period.

These forecasts assume a steady recovery over the coming months. The adoption of the total returns policy for our investments is to close the gap in income as Friends House (London) Hospitality Ltd recovers from the effects of the pandemic. BYM's financial commitments are outlined in Note 15. Britain Yearly Meeting put in place borrowing arrangements but does not expect to utilise them. Consequently, the trustees have concluded that there are no material uncertainties that could cast significant doubt over their ability to continue as a going concern for at least a year from the date of approval of the financial statements, and therefore have prepared the financial statements on a going concern basis.

Approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on 8 April 2022 and signed on their behalf by:

Signature redacted

Linda Batten, Treasurer

Statement of trustees' responsibilities

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- 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
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that 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 Charities Act 2011. They are also responsible for safeguarding the assets of the charity and group 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 corporate 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.

Auditor

Sayer Vincent LLP was re-appointed as the charity's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' report was approved by the trustees on 08 April 2022 and signed on their behalf by:

Signature redacted

Caroline Nursey, Clerk

Independent auditor's report to the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers)

Opinion

We have audited the financial statements of Britain Yearly Meeting of the Religious Society of Friends (Quakers) (the 'parent charity') for the year ended 31 December 2021 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, the consolidated statement of cash flows and the 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 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 and parent charity's affairs as at 31 December 2021 and of the group's incoming resources and application of resources, 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 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 financial statements section of our report. We are independent of the group 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 Britain Yearly Meeting of the Religious Society of Friends (Quakers)'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 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the trustees' annual report is inconsistent in any material respect with the financial statements
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees 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 and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of 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 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, the audit committee and the finance and property committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
 - * Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - * Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - * The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group 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 group 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 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.

Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with 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 parent charity's trustees 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 parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Signature redacted

20 April 2022

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

Financial statements

Year to 31 December 2021

		Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2021 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2020 Total funds £'000
Notes									
Income and endowments from:									
Donations and legacies	2	7,001	352	-	7,353	12,107	703	-	12,810
Charitable activities	3	95	-	-	95	70	-	-	70
Investments	4	1,532	113	-	1,645	1,580	101	-	1,681
Other trading activities	5	886	-	-	886	1,527	(1)	-	1,526
Total		9,514	465	-	9,979	15,284	803	-	16,087
Expenditure on:									
Raising funds:									
Cost of raising voluntary income	6	538	-	-	538	898	-	-	898
Cost of other trading activities	6	1,196	-	-	1,196	2,069	132	-	2,201
Investment Management	6	109	62	6	177	107	2	-	109
Charitable activities									
Sustaining our church and faith	7	1,801	37	-	1,838	1,419	65	-	1,484
Supporting meetings	7	1,634	154	-	1,788	2,276	44	-	2,320
Promoting Quakerism	7	1,621	111	-	1,732	2,443	100	-	2,543
Witness through action	7	1,408	72	-	1,480	2,337	134	-	2,471
Total		8,307	436	6	8,749	11,549	477	-	12,026
Net gains/(losses) on investments	14	4,958	227	782	5,967	1,196	46	305	1,547
Net income		6,165	256	776	7,197	4,931	372	305	5,608
Transfers between funds	19, 20, 21	(269)	269	-	-	-	-	-	-
Net income after transfers		5,896	525	776	7,197	4,931	372	305	5,608
Other recognised gains and losses:									
Gains/(losses) on revaluation of charitable properties	13a	-	265	-	265	438	(249)	-	189
Net movement in funds		5,896	790	776	7,462	5,369	123	305	5,797
Total funds at 1 January		78,473	6,760	6,430	91,663	73,104	6,637	6,125	85,866
Fund balances carried forward at 31 December		84,369	7,550	7,206	99,125	78,473	6,760	6,430	91,663

The statement of financial activities includes gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Balance sheets as at 31 December 2021

		Group		Charity	
		2021	2020	2021	2020
	Notes	£'000	£'000	£'000	£'000
Fixed assets					
Functional property	13	32,124	30,980	32,124	30,980
Furniture & equipment	13	204	339	204	339
Heritage assets	13	604	604	604	604
Assets under construction	13	194	-	194	-
Investment Properties	14	20,025	18,511	20,025	18,511
Securities	14	33,341	28,871	33,341	28,871
Total fixed assets		86,492	79,305	86,492	79,305
Current assets					
Stocks		91	95	88	88
Debtors	15	5,678	7,255	7,283	8,984
Cash at bank and in hand		8,577	6,594	8,562	6,573
Total current assets		14,346	13,944	15,933	15,645
Creditors					
Amounts falling due within one year	16	(1,713)	(1,586)	(3,074)	(3,048))
Net current assets		12,633	12,358	12,859	12,597
Total net assets	22	99,125	91,663	99,351	91,902
The funds of the charity					
Unrestricted funds					
General funds		18,377	16,372	18,603	16,611
Designated funds		65,992	62,101	65,992	62,101
Total unrestricted funds	19	84,369	78,473	84,595	78,712
Restricted funds	20	7,550	6,760	7,550	6,760
Endowment funds	21	7,206	6,430	7,206	6,430
Total funds		99,125	91,663	99,351	91,902

These accounts, which have been prepared in accordance with accounting policies on pages 27 to 30, were approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on 8 April 2022 and signed on their behalf by:

Signature redacted

Caroline Nursey, Clerk of Trustees

Signature redacted

Linda Batten, Trustee

Cash flow statements Year to 31 December 2021

	Notes	2021 £'000	2020 £'000
Cash flow from operating activities			
Net cash generated from operating activities		512	(531)
Cash flows from investing activities			
Dividends, interest and rents from investments	4	1,645	1,681
Proceeds from the sale of property, plant and equipment		-	-
Purchase of property, plant and equipment		-	(90)
Purchase of intangible assets	13	(194)	-
Proceeds from the sale of investments		3,382	2,434
Purchase of investments		(3,501)	(3,898)
Net cash provided by investing activities		1,332	127
Cash flows from financing activities			
Repayment of loans		30	10
Net cash from/(used in) financing activities		30	10
Change in cash and cash equivalents in the reporting period		1,874	(394)
Cash and cash equivalents at the beginning of the reporting period		7,035	7,429
Cash and cash equivalents at the end of the reporting period		8,909	7,035

Reconciliation of net income to net cash flow from operating activities	2021 £'000	2020 £'000
Net income	7,462	5,797
Adjustments for:		
Depreciation and amortisation charges	(744)	825
Loss on the sale of fixed assets	-	-
Non cash donation	(7)	(11)
Net gains on investments and functional properties	(6,232)	(1,736)
Investment income	(1,645)	(1,681)
Decrease in stocks	4	11
Decrease/(increase) in debtors	1,577	(3,322)
Increase/(decrease) in creditors	97	(414)
Net cash generated from/(used) in operating activities	512	(531)

Analysis of cash and cash equivalents	2021 £'000	2020 £'000
Cash in hand and at bank	8,577	6,594
Cash with investment managers	332	441
Total cash and cash equivalents	8,909	7,035

Notes to financial statements

1. Accounting policies

1.1 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 Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

1.2 Consolidation

Consolidated financial statements ("group financial statements") have been prepared in respect of BYM and its wholly owned subsidiary, Friends House (London) Hospitality Limited. The results of Friends House (London) Hospitality Limited have been consolidated on a line-by-line basis. Local and area meetings are separate entities with their own trustees and so not included in these accounts. No separate income and expenditure of the charity has been presented, as permitted by Section 408 of the Companies Act 2006 and para 15.11 of the SORP. The gross income for the charity for the year was £8.8 million (2020: £14.3 million) and its gross expenditure was £8.7 million (2020: £10.0 million).

1.3 Income and endowments

Income is recognised in the period in which the charity is entitled to receipt and where the amount can be measured with reasonable certainty. Income is deferred only when the charity must fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income be expended in a future accounting period.

1.4 Legacies income

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

1.5 Government grants including the Job Retention Scheme

Government grants are recognised when there is reasonable assurance that the charity will comply with the conditions attaching to the grant and the grant will be received.

Claims made through the UK Government's Coronavirus Job Retention and Support Schemes are recognised as income in the period in which the associated staff were furloughed. This income is considered to be unrestricted.

1.6 Expenditure

Expenditure is included in the statement of financial activities when incurred and includes any attributable but irrecoverable VAT. Resources expended comprise the following:

(a) **Raising funds.** These include salaries, direct costs and a share of support costs; they are analysed into three categories:

- Donations and legacies
- Other trading activities (including funds generated from hospitality)
- Investment income.

(b) **Charitable activities.** These include salaries, direct costs and a share of support costs (or indirect overheads) and are analysed into the following four categories:

- **Sustaining our church and faith:** this is defined in *Quaker faith & practice* as organising and maintaining the Yearly Meeting itself as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for their efficient and effective functioning. It also includes conducting relations with other churches, faiths and ecumenical bodies.
- **Supporting meetings:** this is defined in *Quaker faith & practice* as supporting Friends in their local organisations by providing services and advice relevant to the current demands of the Quaker community; for example, such work may relate to children, elderly people, those about to be married, those with responsibility for meeting houses, and those raising funds.
- **Promoting Quakerism:** this is defined in *Quaker faith & practice* as raising awareness and developing understanding within and without BYM concerning the basic tenets of Quaker faith and practice such as spirituality, peace and human rights.
- **Witness through action:** this is defined in *Quaker faith & practice* as putting Quaker thinking into practice in relation to the problems and needs of people at home and abroad, for example through conference resources, restorative justice, diplomatic work at the European Union and the United Nations, working with those in positions of power, and supporting social and development projects.

1.7 Support and management costs

These include salaries and other costs and are analysed into the following two categories, the total being charged out to categories note 1.6(a) and 1.6(b) above on the following bases:

- Support costs relating to the operation and maintenance of Friends House are split evenly across the activities, to reflect the dispersed work model adopted during the pandemic.
- Support costs relating to finance, human resources, IT and office services are allocated to the functional departments on the basis of total gross salaries within those functional departments.

Prior year comparatives have been restated to better reflect allocation of costs to expenditure headings. The reallocations do not result in any material restatements and there are no changes to total expenditure in the year.

1.8 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.

1.9 Operating leases

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

1.10 Land, property, plant and equipment

All tangible fixed assets costing more than £1,500 and with an expected useful life exceeding one year are capitalised at cost, including any incidental expenses of acquisition and irrecoverable VAT.

(a) Functional freehold property

Functional freehold properties are held at valuation. Professional valuers revalue the properties every five years and the property is revalued as appropriate. Work to existing properties which is capable of extending the useful life or otherwise adding to the value of the property is capitalised. All other expenditure incurred in respect of general repairs to functional assets is charged to the SOFA in the year it is incurred. Assets under construction are stated at cost and transferred to completed properties when ready for use.

(b) Other tangible fixed assets

Other tangible fixed assets are capitalised and depreciated in line with the policy over their estimated useful lives.

(c) Depreciation

The depreciation expense is charged or apportioned to the relevant SOFA heading reflecting the asset's use on a straight-line basis as follows:

Freehold land	nil
Freehold buildings	50 years
Computer equipment	3 years
Equipment furniture and fittings	5 years
General office equipment	5 years
Specialised building works	8 years

(d) Impairment

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. The Trustees undertook such a review in respect of Friends House and Swarthmoor Hall in recognition of the impact of the coronavirus pandemic on the valuation of the properties. The updated valuations have been disclosed in note 1.10(a) above. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses. Impairments of revalued assets are treated as a revaluation loss. All other impairment losses are recognised in the SOFA. Reversals of impairment losses are recognised in the SOFA or, for revalued assets, as a revaluation gain. On reversal of an impairment loss, the depreciation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

1.11 Heritage assets

These comprise artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by or donated to the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.

These are included either at market value, if available, or at nil value where conventional valuation approaches lack sufficient meaning. No depreciation is charged as the assets are considered to have indefinite lives

1.12 Investment properties

Investment properties are included in the accounts at a valuation. Every five years, professional valuers revise the values based on prevailing market conditions with the Trustees reassessing the valuations in the interim with professional assistance and making adjustments if they are deemed appropriate. The Trustees have assessed the possible impact of the coronavirus pandemic on the investment properties and based on its location, current and projected rental values and robust maintenance programme the values have not been impaired.

Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

1.13 Other investments

Equity and bond investments are included in the accounts at their market value at the balance sheet date. Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

1.14 Net current assets

Stocks and work in progress comprise stocks of publications and consumables for resale, valued at the lower of cost and net realisable value.

Debtors include loans advanced and sundry debtors. Interest-free loans are advanced to meetings for the purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up to ten years; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

Creditors include loans received from Quakers or Quaker meetings, legacies received where BYM is acting as agent for other Quaker organisations, and sundry creditors. Interest-free loans from Quakers or Quaker meetings are repayable on demand; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

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.

1.15 Taxation

BYM is a charity registered with the Charity Commission under number 1127633, and is not liable to income or corporation taxes on income derived from its charitable activities.

Irrecoverable VAT is treated as a cost to the charity and is included within the relevant expense.

1.16 Foreign currencies

All transactions in foreign currencies are converted into sterling at the rate prevailing on the date of the transaction. Balances denominated in foreign currencies are translated at the rates of exchange ruling at the balance sheet date.

1.17 Pension costs

Employer contributions to defined contribution pension schemes and to employees' personal pension plans are charged as expenditure in the year in which they fall 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.

BYM has entered into two foreign exchange forward contracts to manage the risk associated with committed grants and programme-related transactions.

1.19 Going concern basis

BYM reported a group cash inflow of £1.8 million for the year. Trustees are of the view that the high value of liquid investments and secured rental income from properties are sufficient for the immediate future of the charity for the next 12 to 18 months and on this basis the charity is a going concern. There are no material uncertainties about the charity's ability to continue operating for at least 12 months from the date these financial statements are approved.

1.20 Significant management judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimation uncertainty

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Fair value measurement

Britain Yearly Meeting uses valuation techniques to determine the fair value of assets. This involves developing estimates and assumptions consistent with how market participants would price the instrument. The charity bases the assumptions on observable data as far as possible but this is not always available. In that case, Britain Yearly Meeting uses the best information available. Estimated fair values may vary from the actual process that would be achievable in an arm's length transaction at the reporting date.

2. Donations and legacies

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Donations	2,111	8	2,119	2,563	404	2,967
Legacies	4,287	37	4,324	7,889	-	7,889
Grant income	603	307	910	1,655	299	1,954
Total	7,001	352	7,353	12,107	703	12,810

Grant income includes coronavirus job retention scheme grants of £460k (2020: £1,340k).

3. Charitable activities

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Sustaining our church and faith	-	-	-	4	-	4
Supporting meetings	28	-	28	50	-	50
Promoting Quakerism	67	-	67	12	-	12
Witness through action	-	-	-	4	-	4
Total	95	-	95	70	-	70

Income from charitable activities arises mainly from event fees and subscriptions. Events fees from Yearly Meeting Gathering are included under Supporting Meetings.

4. Investment income

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Dividend income	398	113	511	408	101	509
Interest income	3	-	3	33	-	33
Rental Income	1,131	-	1,131	1,139	-	1,139
Total	1,532	113	1,645	1,580	101	1,681

5. Other trading activities

The main trading activities are undertaken by Friends House (London) Hospitality Ltd (FHHL Ltd.), a wholly owned subsidiary of BYM trading as Quiet Company. The company provides meeting rooms, conference facilities, hospitality and restaurant services at Friends House, Euston Road, London. The company also manages Swarthmoor Hall at Ulverston in Cumbria and the Quaker Bookshop on behalf of the Charity. The company is an exemplar of an ethical business, considering people, the planet and profit equally.

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Room lettings	703	-	703	1,089	(1)	1,088
Equipment hire	54	-	54	59	-	59
Restaurant	228	-	228	422	-	422
Commercial discounts	(41)	-	(41)	(5)	-	(5)
Discounts for Quaker organisations	(58)	-	(58)	(38)	-	(38)
Total	886	-	886	1,527	(1)	1,526
Less						
Cost of activities for generating funds						
. Direct costs	(943)	-	(943)	(1,948)	(132)	(2,080)
. Support costs	(253)	-	(253)	(121)	-	(121)
Total	(1,196)	-	(1,196)	(2,069)	(132)	(2,201)
Net contribution to charitable activities	(310)	-	(310)	(542)	(133)	(675)
Total Income	9,514	465	9,979	15,284	803	16,087

6. Expenditure

	Grant costs £'000	Direct costs £'000	Support costs £'000	2021 Total costs £'000	Grant costs £'000	Direct costs £'000	Support costs £'000	2020 Total costs £'000
Raising funds								
Cost of raising voluntary income	-	260	278	538	-	505	393	898
Cost of other trading activities	-	943	253	1,196	-	2,080	121	2,201
	-	1,203	531	1,734	-	2,585	514	3,099
Charitable activities								
Sustaining church and faith (see below)	1,506	119	213	1,838	815	315	354	1,484
Supporting meetings (see below)	36	1,133	619	1,788	39	1,598	683	2,320
Promoting Quakerism (see below)	24	1,086	622	1,732	28	1,878	637	2,543
Witness through action (see below)	257	742	481	1,480	321	1,562	588	2,471
	1,823	3,080	1,935	6,838	1,203	5,353	2,262	8,818
Investment management	-	177	-	177	-	109	-	109
Total	1,823	4,460	2,466	8,749	1,203	8,047	2,776	12,026

7. Expenditure on charitable activities

	Direct costs £'000	Support costs £'000	2021 Total costs £'000	Direct costs £'000	Support costs £'000	2020 Total costs £'000
a. Sustaining our church and faith						
Within Yearly Meeting	92	180	272	202	267	469
Within other Quaker bodies	1,490	-	1,490	837	21	858
Within other faiths and denominations	43	33	76	91	66	157
Total	1,625	213	1,838	1,130	354	1,484

	Direct costs £'000	Support costs £'000	2021 Total costs £'000	Direct costs £'000	Support costs £'000	2020 Total costs £'000
b. Supporting meetings						
General	594	292	886	715	381	1,096
Spirituality and membership	311	172	483	409	117	526
Children and young people	253	148	401	492	177	669
Witness of meetings	11	7	18	21	8	29
Total	1,169	619	1,788	1,637	683	2,320

Direct costs consist of staff and other operating costs such as food. Support costs include the contribution to the costs of running Friends House.

	Direct costs £'000	Support costs £'000	2021 Total costs £'000	Direct costs £'000	Support costs £'000	2020 Total costs £'000
c. Promoting Quakerism						
General	246	164	410	273	122	395
Outreach	217	78	295	655	227	882
Web development	257	154	411	291	95	386
Library	390	226	616	687	193	880
Total	1,110	622	1,732	1,906	637	2,543

	Direct costs £'000	Support costs £'000	2021 Total costs £'000	Direct costs £'000	Support costs £'000	2020 Total costs £'000
d. Witness through action						
General	169	70	239	150	182	332
Peace witness	596	380	976	1,363	358	1,721
Social witness	234	31	265	370	48	418
Total	999	481	1,480	1,883	588	2,471

8. Expenditure (continued)

Group	2021 £'000	2020 £'000
(a) Friends House support costs		
Routine maintenance	372	272
Long-term maintenance (Friends House)	571	463
Reception and security	319	211
Cleaning and depreciation	(944)	324
Utilities	70	111
Other	23	29
	411	1,410
(b) Finance, human resources, IT and office services		
Finance	820	735
Information Technology	357	402
Office services	477	727
Human resources	304	298
Membership database	97	86
	2,055	2,248
	2,466	3,658

Support costs are then analysed into two categories and apportioned to the 'expenditure' categories as follows:

- Support costs relating to the Friends House building are apportioned on the basis of area occupied.
- Support costs relating to finance, human resources, IT and office services are apportioned on the basis of total gross salaries within the functional departments.

Support costs are recharged to the 'expenditure' as set out in Note 7 on page 33.

(c) Governance

Governance costs for 2021 totalled £547k (2020: £1,055k). They include the costs of servicing Quaker committees, Meeting for Sufferings and Trustee meetings together with the costs of producing the annual report including the financial statements, and audit.

(d) Other charges

Included in expenditure in Statement of Financial Activities.

Group	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Depreciation	(844)	100	(744)	585	56	641
Auditors' remuneration						
. Audit	43	-	43	30	-	30
. Other	-	-	-	1	-	1

9a. Staff costs

Group	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Recruitment	11	-	11	33	2	35
Basic pay (UK)	4,101	110	4,211	5,926	109	6,035
Basic pay (non-UK)	-	-	-	-	1	1
Employer's National Insurance	412	9	421	536	11	547
Employer's pension contributions	366	9	375	586	10	596
Other allowances	-	-	-	589	-	589
Agency and temporary staff	18	-	18	110	-	110
Staff training and debriefing	15	-	15	38	-	38
Other	75	-	75	83	-	83
	4,998	128	5,126	7,901	133	8,034

9b. The average number of employees during the year, analysed by function

Group	2021 Full-time headcount	2021 Part-time headcount	2021 Full-time equivalent	2020 Full-time headcount	2020 Part-time headcount	2020 Full-time equivalent
Raising income	19	25	31.1	30	32	46.5
Charitable activities	29	37	56.3	44	44	73.8
Governance	4	2	5.5	4	2	5.7
Support services	13	1	13.6	13	3	14.1
	65	65	106.5	91	81	140.1

9c. Analysis of redundancy or termination payments in the year

Redundancy payments totalling £63k were made in the year in respect of 5 employees (2020: £860k / 31). A voluntary settlement agreement was reached with one employee and a payment of £9k was made (2020: one employee: £92k.) All payments are accounted for and funded at the point of commitment.

Our policy regarding redundancy from September 2020 has been two weeks' normal rate of pay per full year, capped at a maximum of 15 years' service, subject to a minimum of £3k and a maximum of £50k.

Additional months of service beyond the last full year worked will be calculated on a proportional basis. Where staff work hours in addition to their contracted hours, normal pay will be calculated using average hours worked over the previous 12 months worked (prior to any period of furlough).

Where voluntary redundancy was applied for on or before 5pm on 11 December 2020 and accepted, an enhancement of 3 months' pay and payment of 1.5% of salary for each year of service up to 15 years in addition to the above.

Where an individual applied for voluntary redundancy on or before 5pm on 13 October 2020 and was accepted, an additional payment of £1,000 was paid. Where voluntary redundancy was applied for on or before 5pm on 11 December 2020 and accepted, an enhancement of 3 months pay and payment of 1.5% of salary for each year of service up to 15 years in addition to the above. Where an individual applied for voluntary redundancy on or before 5pm on 13 October 2020 and was accepted, an additional amount of £1,000 was paid.

9d. Staff emoluments

The following number of employees (including those who joined or left in the course of the year) earned emoluments within the bands shown below.

Emoluments include salaries, amounts in lieu of notice, compensation or redundancy payments, and exclude employer pension costs.

	2021 number	2020 number
£60,001-£70,000	1	2
£70,001-£80,000	4	6
£80,001-£90,000	-	2
£90,001-£100,000	-	1
£100,001-£110,000	-	2
£110,001-£120,000	-	3

9e. Remuneration and benefits received by key management personnel

In 2021 BYM considered the following posts to be key management personnel:

- Recording Clerk
- Deputy Recording Clerk
- Head of Witness and Worship
- Head of Operations
- Head of Finance and Resources

Total remuneration received by key management personnel was £387k (2020: £342k).

The Recording Clerk acts as Chief Executive and earned a salary of £89,056. Salaries for other key management personnel ranged between £66,130-£80,835.

All staff are auto-enrolled into a defined contribution pension scheme provided by Aviva with employer contribution of 8% subject to an employee contribution of 3% of gross salary.

Other key benefits available to staff are death-in-service benefit at twice annual salary and permanent health insurance with income protection up to 75% salary.

BYM operates a 1:4.7 ratio between its lowest and highest paid posts across its London and regional payscales.

10. Grants paid

	Unrestricted funds £'000	Restricted funds £'000	2021 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000
Grants to individuals	3	43	46	-	55	55
Grants to Quaker bodies	1,488	33	1,521	817	54	871
Other grants	229	27	256	237	35	272
Total	1,720	103	1,823	1,054	144	1,198

No grants were made during the year to a Quaker meeting of which a Trustee was a member (2020: NIL).

Britain Yearly Meeting made 111 (2020: 78) grants and programme funding awards including reimbursement of expenses to individuals and organisations in 2021.

Organisations in receipt of over £10,000 in order of the total amount of funds awarded to recipients are listed below:

Recipient	2021 Total Funding £'000
Quaker United Nations Office (QUNO)	1,115
Africa Center for Nonviolence & Sustainable Impact (AfriNov) (Kenya)	141
Friends World Committee for Consultation (FWCC)	127
Woodbrooke (Quaker Study Centre)	44
The Friend Publications Ltd	35
Quaker Council for European Affairs (QCEA)	34
MIPAREC (Burundi)	28
Evangelical Friends Church of Rwanda	27
Friends World Committee for Consultation: Europe and Middle East Section (FWCC: EMES)	22
Quaker Tapestry	20
General Meeting for Scotland	16
Hertford Quaker Meeting	15
Marazion Local Meeting	15
Airton Quaker Meeting	15
Colchester Quaker Meeting	15
Meeting of Friends in Wales	13

Grants and awards of £10,000 or less totalling £78,938 were given to a further 26 organisations.

27 grants to individuals were given totalling £45,733.

A full list of grants and programme funding awards given in 2021 to organisations is on our website www.quaker.org.uk.

11a. Transactions with related parties

No trustee received any remuneration in respect of services given as trustee in 2021 or 2020.

Trustees are entitled to reimbursement of travelling, accommodation and out-of-pocket expenses incurred in the performance of their duties. The amount reimbursed to the trustees of BYM (12 Trustees in 2021 and 15 Trustees in 2020) and included in direct costs was £1,494 (2020: £969). Much of the work of governance is carried out through delegated authority although the trustees of BYM retain the ultimate responsibility for the work carried out. The direct costs of the governance structure include the cost of staff supporting the various committees.

Waived trustees expenses were nil (2020: £NIL).

By the nature of their role, charity trustees are deemed to be related parties.

Donations received by BYM without conditions from trustees totalled £3,891 in 2021 (2020: £6,896).

11b. Transactions with subsidiary company

	2021 £'000	2020 £'000
Distribution received from subsidiary company:	-	1,030
Payments received from subsidiary company:		
Rent	118	150
Interest on debenture loan	3	4
Payments made to subsidiary company:		
Staff discount in restaurant	-	7
Creditor: balance due to subsidiary	1,606	1,756
Debenture: balance due from subsidiary	1,750	1,750

12. Investment in subsidiary undertaking and related charity

BYM has one subsidiary company, Friends House (London) Hospitality Limited. This company is incorporated in England and Wales; its registered office is located at Friends House, 173 Euston Road, London NW1 2BJ.

The principal activities of the company are the provision of meeting rooms, conference facilities, hospitality and restaurant services. The investment of BYM in Friends House (London) Hospitality Limited comprises two ordinary shares of £1 each, being the entire issued share capital of that company. Friends House (London) Hospitality Limited donates its taxable profits to BYM by Gift Aid.

A summary of the financial results of the company for the year to 31 December 2021 is shown below. Accounts of the company will be filed with the Registrar of Companies.

Profit and loss account	2021 £'000	2020 £'000
Turnover	1,077	1,950
Operating expenses and shared costs	(1,059)	(2,179)
Operating profit	18	(229)
Interest paid	(3)	(10)
Profit / (loss) for the year before Gift Aid and taxation	15	(239)

Summarised balance sheet	2021 £'000	2020 £'000
Current assets	1,834	1,804
Creditors: amounts falling due within one year	(308)	(293)
Net assets	1,526	1,511
Called up share capital (£2)	-	-
Debenture	1,750	1,750
Profit and loss account	(224)	(239)
	1,526	1,511

This note is the company note. The group note (note 5. Other trading activities) includes the company's results but is shown before £118k rent and £3k debenture interest paid to BYM.

Note

BYM has advanced £1,750,000 to Friends House (London) Hospitality Limited ("the Company") for the purposes of providing working capital. This loan is secured by a fixed and floating charge over the assets and undertaking of the Company and is repayable on BYM giving 24 months' written notice. The Trustees increased the facility by £1,500,000 due to Covid-19 pandemic to ensure that it could continue to meet its ongoing obligations while the Directors worked on a recovery plan. Interest is payable on the balance that has been drawn down on a quarterly basis. Up to £250k, interest is payable at a rate of one percentage point above the Co-operative Bank base rate for the time being, calculated on a daily basis. Thereafter, interest is payable at a rate of 3.6% above the Bank of England base rate for the time being, calculated on a daily basis.

The gross income for the charity for the year was £8.8 million (2020: £14.3 million) and its gross expenditure was £8.7 million (2020: £10.0 million).

13. Tangible fixed assets: Group and Charity

At cost or valuation	Note	Freehold land and buildings £000	Office Equipment £000	2021 Total £'000	Freehold land and buildings £000	Office Equipment £000	2020 Total £'000
Cost or valuation							
At 1 January 2021		32,865	863	33,728	32,669	1,023	33,692
Additions during the year		-	194	194	7	83	90
Transfers		-	-	-	-	-	-
Revaluations	a	265	-	265	189	(243)	(54)
Disposals		-	-	-	-	-	-
Total		33,130	1,057	34,187	32,865	863	33,728
Depreciation							
At 1 January 2021		1,885	524	2,409	1,281	546	1,827
Charge for the year		(837)	135	(702)	612	221	833
Revaluations		(42)	-	(42)	(8)	-	(8)
Disposals		-	-	-	-	(243)	(243)
At 31 December		1,006	659	1,665	1,885	524	2,409
Net book values at 31 December		32,124	398	32,522	30,980	339	31,319

Included in the office equipment figure are intangible assets consisting of IT software with a net book value of £24k (2020: £21k)

13a. Revaluation of functional properties

There are three significant functional freehold properties:

- **Friends House** comprises freehold land and buildings included at a valuation of £29.1m determined as at December 2020 by Carter Jonas Property Ltd, on an open market value basis for existing use, in accordance with guidelines issued by the Royal Institution of Chartered Surveyors, plus subsequent additions at cost and less depreciation.
- **Quaker House Brussels** comprises freehold land and buildings included at a valuation of £1.6m determined as at 31 December 2021 by Marc Panichelli, Expert Immobilier, on an open market basis.
- **The Swarthmoor Hall Estate** comprises freehold land and buildings included at a valuation of £2.3m as determined at December 2020 by Carter Jonas Property Consultants on an open market value basis for existing use, less depreciation. The valuation took account of the fact that (a) Swarthmoor Hall Farm comprises a stock-rearing and dairy farm run organically by a sitting tenant with further succession rights and that (b) Swarthmoor Hall Wood has been let on a 999-year lease, with effect from 30 December 1995, to the Woodland Trust at a peppercorn rent.

13b. Heritage assets

The pictures, paintings and sketches at Friends House and the historical artefacts at Swarthmoor Hall are recognised in the accounts at a professional valuation.

The pictures, paintings, sketches and prints were valued by Andrew Colvin, Fine Art Valuers, in February 2006. An updated inventory was done during the year and the total number is 278. The historical artefacts at Swarthmoor Hall were valued for insurance purposes by Tennants Auctioneers in September 2003.

Group and Charity	2021 £'000	2020 £'000	2019 £'000	2018 £'000	2017 £'000
Historical artefacts at Swarthmoor Hall	425	425	425	425	425
Friends House picture collection	179	179	179	179	179
	604	604	604	604	604

The charity also holds manuscripts and printed materials in the Library at Friends House. These assets are acknowledged to be of historic importance to Quakers and must be held indefinitely in direct furtherance of the charitable objects, i.e. to promote the advancement and awareness of Quakerism.

These assets meet the definition of heritage assets in the charity Statement of Recommended Practice 2015 in that they are held in perpetuity as a permanent record of the charity's history. As reliable cost information is not available and conventional valuation approaches lack sufficient meaning, given that certain aspects of the manuscripts and their historical significance are irreplaceable, no value is included on the balance sheet in respect of them.

All expenditure incurred on the maintenance and preservation of these assets is accounted for through the statement of financial activities.

The following information regarding the heritage assets not included on the balance sheet is given to provide an understanding of their nature:

	2021	2020	2019	2018	2017
Books and pamphlets	98,310	98,310	98,107	96,472	95,487
Periodicals (titles)	2,300	2,300	2,300	3,000	3,000
Quaker archives*	325	325	325	325	301
Bound manuscripts	970	970	970	970	970
Other manuscripts*	271	271	269	266	251
Photographs, museum objects and medals	40,086	40,086	40,081	40,079	40,049

The figures above refer to the approximate number of volumes/items held, other than items marked * where the figures refer to metres of shelf space used for the collections.

The reduction in the number of periodicals is due to a fresh method of counting them by title rather than by quantity.

The archives and manuscripts dating from the 17th to 20th centuries are valued, for insurance purposes only, at £5.7 million, based on a valuation as at December 2009 by Robert Kirkman Limited, Antiquarian Booksellers. The books and other printed materials are valued, for insurance purposes only, at £1.8 million, based on a valuation as at November 2008 by Bertram Rota Antiquarian Booksellers.

The nature of each collection and, in particular, the type of material held by the Library, has remained unchanged over the past five years, in line with the charity's Collections policy (see our website www.quaker.org.uk).

14a. Investments

Group and Charity	Investment properties £'000	Listed Investments £'000	Cash £'000	2021 £'000	2020 £'000
Fair value at 1 January	18,511	28,430	441	47,382	45,816
Additions	-	3,479	-	3,479	3,898
Donated assets	-	7	-	7	11
Disposals	-	(2,441)	-	(2,441)	(2,810)
Impairment	-	-	-	-	-
Redemptions	-	23	-	23	-
Investment gains	1,514	3,511	-	5,025	1,923
Net movement in cash	-	-	(109)	(109)	(1,456)
Fair value as at 31 December	20,025	33,009	332	53,366	47,382

14b. Listed investments and cash held by investment managers

Listed investments and cash held by investment managers at 31 December 2021 are analysed by fund as follows:

Group and Charity	2021 £'000	2020 £'000
General funds	18,129	20,318
Designated funds	7,655	2,010
Restricted funds	980	877
Endowment funds	6,577	5,666
	33,341	28,871

14c. Listed investments held at 31 December 2021

Listed investments held at 31 December 2021, all of which were dealt in on a recognised stock exchange, comprised the following:

	2021 £'000	2020 £'000
UK fixed-income	1,385	1,434
UK equities	16,425	15,999
Overseas equities	12,942	9,636
Cash	332	441
Alternatives	2,257	1,361
	33,341	28,871

14d. Individual holdings

Individual holdings at 31 December 2021 (2020 Three / £5,055k) which made up more than 5% of the portfolio were:

	2021 £'000
Impax Environmental Markets PLC 10p Ords	2,491
Stewart Investors Asia Sustainability B Acc	1,697
WHEB Sustainability Fund	1,924

The historic cost of investments including cash at 31 December 2021 was £20,116k (2020: £17,977k).

The investment policy and full listing of investments at 31 December 2021 are published on our website at www.quaker.org.uk.

14e. Net gains/(losses) on listed investments

Net gains/(losses) on listed investments comprised the following:

	2021 £'000	2020 £'000
Realised gains / (losses)	942	(376)
Unrealised gains / (losses)	3,511	1,923
	4,453	1,547

The value of the portfolio has fallen by just over 10 per cent since the start of 2022. The trustees do not consider it to be a going concern issue.

14f. Investment properties

Investment properties held at 31 December 2021 and their movements during the year were as follows:

Group and Charity	2021 £'000	2020 £'000
Market value		
At 1 January	18,511	18,511
Disposals	-	-
Adjustments to valuation	1,514	-
At 31 December	20,025	18,511

Group and Charity	2021 £'000	2020 £'000
Drayton House	19,350	18,000
Courtauld House	-	-
Woodland and pasture at Jordans	505	341
Land at Lakenheath	70	70
Lesser Slatters	100	100
	20,025	18,511

14h. Revaluation of investment properties

Drayton House was revalued to £20m on 31 December 2021 (2020: £18m) by Cameron Bengel MRICS on behalf of Carter Jonas LLP.

Woodlands and pasture at Jordans were revalued to £505k on 9th November 2021 (2020: £341k) by Samuel Head MRICS (Rural Surveyor) RICS Registered Valuer, peer reviewed by Mark Charter MRICS MARLA (Partner) RICS Registered Valuer. Carter Jonas LLP Reference: C1000824.

Other investment properties:

- **Courtauld House**, which comprises freehold land and buildings. On 7 March 2011 a long lease was granted on Courtauld House and its value was written down to £1.
- **The Jordans Estate**, which comprises freehold land and buildings. The valuation has been adjusted to reflect the fact that in excess of 15 acres of pasture land are let on an annual contract, 5 acres of pasture land are subject to a long lease and 4.61 acres of pasture land are subject to a different long lease. The valuation also reflects the fact that this land is held (inter alia) upon trusts for the protection of the quiet, seclusion and amenities of Jordans Friends Meeting House and burial grounds. The estate is also held as a programme-related investment that furthers BYM's aims in relation to sustainability. Two small properties valued by BYM with professional assistance, at a valuation of £170k based on open market value adjusted where necessary to reflect the existence of sitting or life tenants.

15. Debtors

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Receivable within one year				
Loans advanced from the Meeting Houses Fund	16	10	16	10
Other loans advanced	2	(14)	2	(14)
Trade debtors	78	42	78	21
Prepayments	196	159	189	159
Accrued income	5,210	6,785	5,210	6,785
Other debtors	138	207	-	207
Total	5,640	7,189	5,495	7,168
Receivable after more than one year				
Loans advanced to meetings (see below)	38	66	38	66
Debenture to Friends House Hospitality (London) Ltd.	-	-	1,750	1,750
	38	66	1,788	1,816
Total	5,678	7,255	7,283	8,984

Interest-free loans are made to meetings for the purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up to ten years.

	2021 £'000	2020 £'000
Interest-free loans, group and charity		
Balance outstanding at 1 January	76	80
Loans advanced during the year	16	25
	92	105
Repayments made	(38)	(29)
Balance outstanding at 31 December	54	76
Due within one year	16	10
Due after one year	38	66
	54	76

16. Creditors: amounts falling due within one year

	Group 2021 £'000	Group 2020 £'000	Charity 2021 £'000	Charity 2020 £'000
Trade Creditors	122	66	113	63
Event deposits	195	215	-	-
Interest free loans	28	58	28	58
Social security and other taxes	110	176	113	176
Pension Contributions	53	90	53	90
Due to Subsidiary	-	-	1,606	1,756
Accruals	1,190	771	1,146	697
Canadian legacy	-	43	-	43
Other	15	167	15	165
Total	1,713	1,586	3,074	3,048

	2021 £'000	2020 £'000
Interest-free loans - group and charity		
Balance outstanding at 1 January	58	68
Repayments made	(30)	(10)
Converted to gifts	-	-
Balance outstanding at 31 December	28	58

All interest-free loans are repayable on demand.

17. Operating lease commitments

At 31 December 2021, BYM is committed to making the following payments under non-cancellable operating leases:

	2021 £'000	2020 £'000
Payments falling due		
Within one year	32	20
Between two and five years	74	23
Total	106	43

The total expense for operating lease costs incurred in 2021 was £35k (2020: £34k)

18. Operating lease income due

At 31 December 2021, BYM is due to receive rental income as follows under non-cancellable operating leases in respect of Drayton House:

	2021 £'000	2020 £'000
Rents falling due		
Within one year	1,083	1,083
Between two and five years	1,625	2,708
Total	2,708	3,791

19a. Unrestricted funds

Group and Charity	At 1 January 2021 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2021 £'000
General	16,372	8,252	(8,183)	2,422	(486)	18,377
Designated (Note 19b)	62,101	1,262	(124)	2,536	217	65,992
Total	78,473	9,514	(8,307)	4,958	(269)	84,369

19b. Designated funds

Group and Charity	At 1 January 2021 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2021 £'000
Property Upkeep Fund	6,693	1,165	(588)	712	7	7,989
Meeting Houses Funds	76	16	(42)	-	4	54
Courtauld House Income Fund	174	-	-	-	-	174
Legacy funded Short term projects	713	14	(293)	-	-	434
Marsh Memorial Fund	4,314	-	-	-	-	4,314
Cadbury Staines Fund	1,707	36	(136)	310	(1)	1,916
Friends House	27,036	-	944	-	328	28,308
Drayton House	18,000	-	-	1,350	-	19,350
Lakenheath	70	2	-	-	-	72
Lesser Slatters	100	-	-	-	-	100
Heritage Assets Fund	604	-	-	-	-	604
Swarthmoor Hall Estate	2,273	-	(9)	-	(121)	2,143
Jordans Estate	341	-	-	164	-	505
QPSW General Fund	-	29	-	-	-	29
Total	62,101	1,262	(124)	2,536	217	65,992

19c. Unrestricted funds (prior year)

Group and Charity	At 1 January 2020 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2020 £'000
General	15,379	9,776	(10,306)	1,523	-	16,372
Designated (Note 19d)	57,725	5,508	(1,243)	115	(4)	62,101
Total	73,104	15,284	(11,549)	1,638	(4)	78,473

19d. Designated funds (prior year)

Group and Charity	At 1 January 2020 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2020 £'000
Property Upkeep Fund	5,612	1,089	(8)	-	-	6,693
Meeting Houses Funds	80	-	-	-	(4)	76
Courtauld House Income Fund	174	-	-	-	-	174
Legacy funded Short term projects	1,051	74	(412)	-	-	713
Marsh Memorial Fund	-	4,314	-	-	-	4,314
Cadbury Staines Fund	1,762	31	(194)	108	-	1,707
Friends House	27,534	-	(608)	7	103	27,036
Drayton House	18,000	-	-	-	-	18,000
Lakenheath	70	-	-	-	-	70
Lesser Slatters	100	-	-	-	-	100
Heritage Assets Fund	604	-	-	-	-	604
Swarthmoor Hall Estate	2,397	-	(21)	-	(103)	2,273
Jordans Estate	341	-	-	-	-	341
Total	57,725	5,508	(1,243)	115	(4)	62,101

Designated funds comprise monies set aside by Britain Yearly Meeting of the Religious Society of Friends (Quakers) out of unrestricted general funds but designated for specific future purposes or projects. The main funds are:

- The **Property Upkeep Fund**, which is held to fund the structural maintenance and capital works of all the properties owned for the central work of Britain Yearly Meeting of the Religious Society of Friends (Quakers).
- The **Meeting Houses Fund** comprises interest-free loans made to meetings around the country in order that they may purchase or renovate local meeting houses.
- The **Courtauld House Income Fund** is held to fund any related costs which arise during the period of the long lease granted on this building.
- The legacy-funded **Short Term Projects Fund** supports development work in areas including peace and disarmament, non-violence, advocacy and supporting meetings.
- The **Marsh Memorial Fund** to foster the gifts of children (particularly of girls) in the UK and overseas.
- The **Cadbury Staines Fund**, which is held for items of major non-routine expenditure at the discretion of Meeting for Sufferings. The income from this fund is applied towards grants to associated Quaker bodies and for the relief of individuals through the Overseers Relief Fund.
- The **Heritage Assets Fund**, which comprises artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by, or donated to, the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.

20a. Restricted funds

Group and Charity	At 1 January 2021 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2021 £'000
Albert Moore Fund	536	-	-	-	(1)	535
BYM Swarthmoor Hall Capital	599	15	(27)	131	239	957
CB & HH Taylor Trust Fund	190	72	(100)	-	-	162
EAPPI Fund	62	4	(18)	-	(1)	47
Friends Education Fund - Higher Education Awards	163	27	(18)	96	1	269
Friends Education Fund - Joint Bursary Scheme	330	70	(4)	-	(1)	395
Gerald AJ Hodgett Fund	286	-	(23)	-	-	263
Hope Fund	95	8	(7)	-	-	96
Wellcome Trust Grant	-	33	-	-	-	33
Bader Philanthropies Grant	-	52	-	-	-	52
Southall Trust Grant	-	50	-	-	-	50
Bristol Area Meeting Grant	-	27	-	-	-	27
Jordans Estate Fund	325	-	-	-	-	325
Joseph Rowntree Charitable Trust Peaceworker	20	-	-	-	-	20
Kingsmead Close Income Fund	139	10	(1)	-	-	148
Kingsmead Income Fund	330	31	(5)	-	-	356
Oliver Morland Fund	43	42	-	-	-	85
The Outreach Fund	50	-	-	-	-	50
Overseers Relief Round	83	-	-	-	-	83
Quaker House Brussels	1,403	2	(42)	265	(5)	1,623
QPS-General Relief Fund	54	-	(33)	-	-	21
Sawell Family Fund	508	-	(22)	-	-	486
Swarthmoor Hall Fund	1,262	-	-	-	4	1,266
Wynn Jones Garden Fund	19	-	-	-	2	21
Yearly Meeting Events Bursary Fund	33	-	-	-	-	33
Other restricted funds (30 <£20k)	230	22	(136)	-	31	147
Total	6,760	465	(436)	492	269	7,550

20b. Restricted funds (prior year)

Group and Charity	At 1 January 2020 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2020 £'000
Sawell Family Fund	529	-	(21)	-	-	508
Swarthmoor Hall Field Fund	890	13	(100)	-	(203)	599
Swarthmoor Hall Fund	1,283	5	(26)	-	-	1,262
Albert Moore Fund	536	-	-	-	-	536
QPSW Relief Fund	77	22	(45)	-	-	54
Jordans Estate Fund	326	-	(1)	-	-	325
Hope Fund	95	12	(12)	-	-	95
Friends Education Fund - Joint Bursary Scheme	39	297	(7)	-	-	329
Friends Education Fund - Higher Education Awards Fund	160	25	(22)	-	-	163
EAPPI Fund	-	126	(64)	-	-	62
Gerald A J Hodgett Fund	306	4	(24)	-	-	286
The Outreach Fund	56	-	(6)	-	-	50
Sanctuary Everywhere	71	7	(10)	-	-	68
Kingsmead Income Fund	311	26	(7)	-	-	330
Kingsmead Close Income Fund	133	9	(2)	-	-	140
CB & HH Taylor Trust Fund	-	190	-	-	-	190
Other restricted funds	392	68	(100)	-	-	360
Quaker House Brussels	1,433	-	(30)	-	-	1,403
Total	6,637	803	(477)	-	(203)	6,760

Restricted funds comprise the unexpended income earmarked for specific purposes by donors together with those property funds whose assets are held subject to specific restrictions on use.

The main restricted funds are:

- The **Swarthmoor Hall Field Fund**, which is restricted to work at Swarthmoor Hall, including the estate. The fund is governed by a separate trust document.
- The **Swarthmoor Hall Fund** which exists to defray running expenses at Swarthmoor Hall
- The **Albert Moore Fund** which is held to acquire and maintain the heritage assets currently on display at Swarthmoor Hall. These assets are excluded from the Swarthmoor Hall Fund at the express wish of the original donor.
- The **QPSW Relief Fund**, which is held for the relief of poverty, the relief of suffering and general relief.
- The **Jordans Estate Fund**, which is held upon trust for the protection of the quiet, seclusion and amenities of the Jordans Friends Meeting House and burial grounds.
- The **Hope Fund**, which is held for providing grants connected with unemployment.
- The **Friends Educational Foundation (FEF) Joint Bursary Scheme**, which provides bursaries to pupils at Friends schools. These are managed in conjunction with the schools.
- **Friends Educational Foundation (FEF) Higher Education Awards**, which makes grants in higher education.
- The **EAPPI Fund** is for the Ecumenical Accompaniment Programme in Palestine and Israel, which BYM coordinates in UK and Ireland on behalf of 16 partners, working with the World Council of Churches.

- The **Gerald AJ Hodgett Fund** is to be applied in such proportions as the trustees decide for the benefit of the central library of the Religious Society of Friends, the Friends Historical Society and higher education awards and grants.
- The **Sawell Family Fund** is for the upkeep of all property including meeting houses.
- The **Outreach Fund** supports experiments in new ways to promote Quakerism.
- The **Wellcome Trust Fund** is funding a two-year project (Wellcome Grant Library Archives) which includes cataloguing of the Friends Ambulance Unit (WW2) and Friends Relief Service collections, preservation of both collections, conservation assessment, and promotional activities, along with elements of public and academic engagement.
- **Sanctuary Everywhere Fund** is applied to BYM's support to a network of local meetings that are responding to the migration crisis by acting in solidarity with refugees and migrants.
- **CB & HH Taylor trust** provides funding for work with children and young people.
- **Bader Philanthropies** provides funding for Local Development Workers.
- **WF Southall** provides funding for Local Development Workers.
- **Bristol Area Meeting** provides funding for the West Country Youth Worker.
- **Oliver Morland Trust** provides funds funding for work with children and young people.

30 other funds are restricted to various purposes. These include departmental funds whose income is earmarked for a particular department but which is not restricted to specific work within that department.

21a. Endowment funds

Group and Charity	At 1 January 2021 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2021 £'000
Friends Education Fund - Joint Bursary Scheme	2,040	-	(3)	278	-	2,315
Kingsmead	1,943	-	(2)	264	-	2,205
Friends Education Fund - Higher Education Awards Fund	1,499	-	(1)	107	-	1,605
Kingsmead Close	633	-	-	86	-	719
R Penney Fund	210	-	-	29	-	239
S & M Holt Memorial Fund	41	-	-	6	-	47
Wynn-Jones Library Fund	32	-	-	4	-	36
Richard Hawkins Charitable Fund	29	-	-	4	-	33
Wynn-Jones Garden Fund	2	-	-	4	-	6
Phillips Consultancy Fund	1	-	-	-	-	1
Total	6,430	-	(6)	782	-	7,206

21b. Endowment funds (prior year)

Group and Charity	At 1 January 2020 £'000	Income £'000	Expenditure £'000	Investment gains and (losses) £'000	Transfers £'000	At 31 December 2020 £'000
Friends Education Fund - Joint Bursary Scheme	1,945	-	-	96	-	2,041
Kingsmead	1,852	-	-	91	-	1,943
Friends Education Fund - Higher Education Awards Fund	1,429	-	-	71	-	1,500
Kingsmead Close	603	-	-	30	-	633
R Penney Fund	200	-	-	10	-	210
S & M Holt Memorial Fund	38	-	-	3	-	41
Wynn-Jones Library Fund	30	-	-	1	-	31
Richard Hawkins Charitable Fund	28	-	-	1	-	29
Wynn-Jones Garden Fund	-	-	-	1	-	1
Phillips Consultancy Fund	-	-	-	1	-	1
Total	6,125	-	-	305	-	6,430

Endowment funds comprise monies that must be held indefinitely as capital. Endowment income is credited to general funds and applied for general purposes unless under the terms of the endowment such income must be used for specific purposes, in which case it is credited to restricted funds.

- The **Kingsmead and Kingsmead Close Funds**: the income of which is restricted to providing training for Quaker Peace & Social Witness (QPSW) workers or, if the whole of the said income is not required for such purposes, then for the maintenance and support of QPSW workers.
- The **Friends Educational Foundation (FEF) Joint Bursary Scheme**: the income of which is restricted to providing bursary grants at Quaker schools.
- The **Friends Educational Foundation (FEF) Higher Education Awards**: the income of which is restricted to providing grants for higher education.
- The **R. Penney Fund** is held on trust with the income to be used for the general purposes of the Society.
- **Others**: the income of four small funds is restricted within the terms of the relevant fund.

During the year permission from the Charity Commission was obtained to transfer the Wynn-Jones Garden fund from an endowment fund to a restricted one.

22a. Analysis of net assets between funds

Group	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2021 £'000
Intangible fixed assets	218	-	-	218
Tangible fixed assets	31,274	1,634	-	32,908
Investments	45,809	980	6,577	53,366
Current assets	8,781	4,936	629	14,346
Creditors due within one year	(1,713)	-	-	(1,713)
Total	84,369	7,550	7,206	99,125

22b. Analysis of net assets between funds

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2021 £'000
Intangible fixed assets	218	-	-	218
Tangible fixed assets	31,274	1,634	-	32,908
Investments	45,809	980	6,577	53,366
Current assets	10,368	4,936	629	15,933
Creditors due within one year	(3,074)	-	-	(3,074)
Total	84,595	7,550	7,206	99,351

22c. Analysis of net assets between funds (prior year)

Group	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2020 £'000
Intangible fixed assets	21	-	-	21
Tangible fixed assets	30,503	1,399	-	31,902
Investments	40,839	848	5,695	47,382
Current assets	8,696	4,513	735	13,944
Creditors due within one year	(1,586)	-	-	(1,586)
Total	78,473	6,760	6,430	91,663

22d. Analysis of net assets between funds (prior year)

Charity	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total 2020 £'000
Intangible fixed assets	21	-	-	21
Tangible fixed assets	30,503	1,399	-	31,902
Investments	40,839	848	5,695	47,382
Current assets	10,397	4,513	735	15,645
Creditors due within one year	(3,048)	-	-	(3,048)
Total	78,712	6,760	6,430	91,902

Reference and administrative details

Trustees serving during 2021 and up to the date of this report

Georgina Bailey	London West Area Meeting
Linda Batten, Treasurer	Sheffield & Balby Area Meeting
Alison Breadon	Wirral & Chester Area Meeting
Jenny Brierley (to 6 March 2022)	York Area Meeting
Nick Eyre	Lincolnshire Area Meeting
Kit Fotheringham	Bristol Area Meeting
Kate Gulliver	West Scotland Area Meeting
Ellie Harding	Central England Area Meeting
Carolyn Hayman	North West London Area Meeting
Caroline Nurse, Clerk	London West Area Meeting
Silas Price (from 6 February 2021)	Norfolk & Waveney Area Meeting
Graham Torr, Assistant Clerk	York Area Meeting
Frances Voelcker	North Wales Area Meeting
Danielle Walker Palmour	York Area Meeting
Christine Willmore (to 31 December 2021)	Bristol Area Meeting

Management Meeting

Trustees delegate the responsibility for implementing decisions and managing work to senior staff (Management Meeting).

In 2021, Management Meeting comprised:

- Paul Parker, Recording Clerk
- Juliet Prager, Deputy Recording Clerk
- Paul Grey, Head of Operations
- Oliver Robertson, Head of Witness and Worship
- Maureen Sebanakitta, Head of Finance and Resources

Statutory information

Britain Yearly Meeting of the Religious Society of Friends (BYM) is an unincorporated charity registered with the Charity Commission for England and Wales.

Name and registered office

Britain Yearly Meeting of the
Religious Society of Friends (Quakers)
Friends House, 173 Euston Road, London, NW1 2BJ
Registered charity number 1127633

Professional advisers

Auditor

Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London EC1Y 0YL

Legal advisers

Bates Wells
10 Queen Street Place
London EX4R 1BE

Investment managers

Rathbone Greenbank Investments
10 Queen Square
Bristol BS1 4NT

Main banker

The Co-operative Bank
3rd Floor
10 Warwick Lane
London EC2 7BP

Quakers share a way of life, not a set of beliefs. Quaker unity is based on shared understanding and a shared practice of silent worship – a communal stillness.

Quakers seek to experience God directly – internally, in relationships with others, and with the world. Local meetings for worship are open to all who wish to attend.

Quakers try to live with honesty and integrity. This means speaking truth to all, including people in positions of power. The Quaker commitment to peace arises from the conviction that love is at the heart of existence and that all human beings are unique and equal.

This leads Quakers to put faith into action by working locally and globally to change the systems that cause injustice and violent conflict.

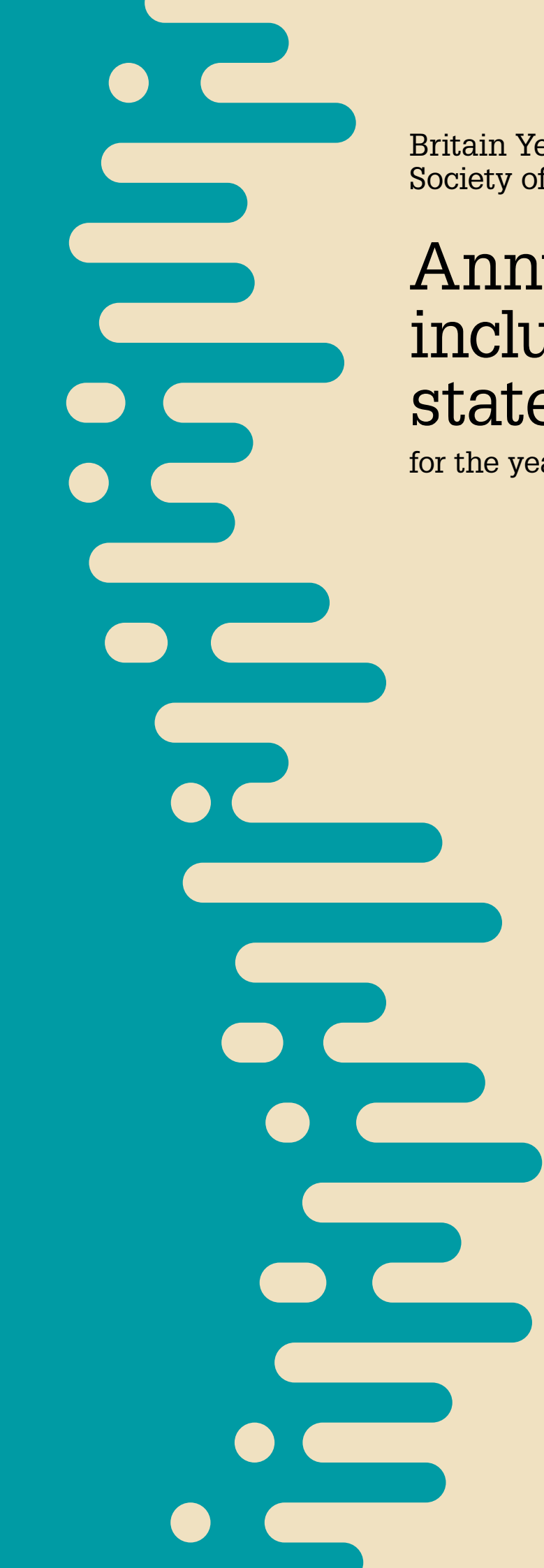
Britain Yearly Meeting of the Religious Society of Friends (Quakers)
Registered charity number 1127633

Friends House, 173 Euston Road, London, NW1 2BJ

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Accounts



Britain Yearly Meeting of the Religious
Society of Friends (Quakers)

Annual report, including financial statements

for the year ended 31 December 2020



Britain Yearly Meeting of the Religious Society of Friends (Quakers)

Registered charity number 1127633

Friends House
173 Euston Road
London
NW1 2BJ

Accessible versions of this document are available. Please contact the publications manager at publications@quaker.org.uk or call 020 7663 1162.

To read *Our faith, our work*, which contains information about the work of Quakers in Britain in 2020, visit www.quaker.org.uk/annualreview



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From the Clerk of Trustees and the Recording Clerk

We must look to our meetings, to our love for each other, and our corporate discipline. We must look to ourselves, to speak of our lives and to let our lives speak. Above all we must look to the Truth. We have an Inward Teacher who teaches, guides and commands us. When we know what we have to do, how to do it will come.

Meeting for Sufferings 1992 (*Quaker faith & practice* 29.02)

For Quakers, and our national organisation Britain Yearly Meeting (BYM), 2020 was a year like no other. The coronavirus pandemic kept BYM Trustees very busy. Our strategic priorities (agreed between BYM Trustees and Meeting for Sufferings in 2019 – see diagram on page 7) stood the test of 2020 well, helping us to focus our efforts for 2020 and beyond.

Coronavirus meant Quaker meetings needed new kinds of support delivered in new ways to help them thrive. The pandemic highlighted inequalities everywhere, reinforcing the need for work on peacebuilding and climate justice. Alongside this, we began work to recognise and address racism within the Society of Friends and beyond, and to support meetings in their efforts to become more diverse.

We remain committed to simplifying structures and practices in our national and local organisation to reduce pressure on finances and multiple demands on Friends. Experience has demonstrated that meetings for worship for business can work effectively online (at least for smaller meetings) and that we can evolve our governance structures.

Meanwhile, our premises at Friends House and Swarthmoor Hall closed for much of the year, meaning we lost the usual income from our trading subsidiary, Friends House (London) Hospitality Ltd (trading as Quiet Company). Trustees are confident it will return to profitability, contributing significant income in future. Nevertheless, we have taken steps so it remains solvent while it resumes normal trading.

BYM Trustees planned to achieve a balanced budget by 2025, but now aim for 2023. We accepted several requests for voluntary redundancy, and have started work on new structures for our teams. We used the Coronavirus Job Retention Scheme to furlough some staff. Others have worked safely from home until we can travel and meet in person again.

Against expectations, BYM finished 2020 with a financial surplus despite loss of income. Contributions from Friends and meetings were higher than usual; we hope this will be sustained. One very large legacy has made an unusual contribution albeit that most of the gift is designated for particular purposes as the Friend had wished.

We are grateful to all those Friends and others who have helped fund our work and held us in the light during the year. We thank our staff and all those who serve on committees for their work.

In a post-pandemic world, Quaker work will be needed more than ever. We know what we have to do. Let us look to ourselves, and let our lives speak.

Redacted

Caroline Nursey

Redacted

Paul Parker

About Britain Yearly Meeting

Quakers in Britain – also known as the Religious Society of Friends – is a faith community with worship at its heart. Founded in 1652, a period of religious turmoil, the Society welcomes people of all faith backgrounds who want to deepen their experience of God and find a way of living harmoniously in today's troubled world.

Quakers worship in local meetings (467), grouped together into area meetings (70), where individual membership (c.12,100, plus a further 7,000 attenders) is held. Local and area Quaker meetings manage their own affairs and own their own property; each area meeting is a separate charitable entity with its own trustees.

Members of these area meetings make up the membership of the Yearly Meeting of the Religious Society of Friends (Quakers) in Britain, a body that

meets annually and that has ultimate authority for church affairs. In the intervals between yearly meetings, Meeting for Sufferings – the standing representative body of Quakers in Britain – is entrusted with discernment and general care of matters affecting the Society.

Britain Yearly Meeting (BYM) is shortened name of the national charity that implements the Society's central policy, owns its property, employs its staff and directs its work. BYM works centrally to run the affairs of the Society as a whole and to support local meetings. We also work to raise awareness of the basic tenets of Quaker faith and to put Quaker thinking into practice for a just and peaceful world.

Public benefit statement

BYM is an umbrella organisation, guiding, supporting and sustaining the 70 area and 467 local Quaker meetings throughout England, Wales and Scotland.

The charity's resources come from members' contributions, legacies, grants, the gift-aided surplus of our trading company, and investment income. These resources are spent on deepening and sharing Quaker spiritual experience and on acts of witness that arise from our faith. For Quakers, belief and witness are indivisible. We work for peace and justice, environmental sustainability, the alleviation of suffering, and the upholding of victims of oppression.

Local meetings for worship are open to all: Quakers have no tests of belief; membership of the Society is open to anyone who is sincerely seeking truth. Our governance is spread widely within our membership. Our constitutional book of Christian discipline, *Quaker faith & practice*, guides our work and witness.

For over 360 years Quaker faith has led us to testify to equality, simplicity, peace and truth. Quaker social witness encompasses work for peace in Israel-Palestine and in Africa. It strives for environmental sustainability, a compassionate criminal justice system and for equality in Britain. It supports poorer people in society through bursaries, relief payments and grants. We provide central support to the witness of local

meetings, for example through servicing networks of prison chaplains.

Friends House, our central London base opposite Euston station, is a much-valued public building, made available for a wide variety of uses including worship by other faiths, education purposes and for open meetings organised by many third-sector organisations. Since 2009 Friends House has had a welcoming Quaker Centre, featuring a bookshop, café and worship space, open to all. However, the coronavirus pandemic meant we were forced to close the building for much of 2020.

We are transparent in what we do: we make minutes of BYM Trustees available and our website (www.quaker.org.uk) carries minutes of Meeting for Sufferings and Yearly Meeting itself. Our website also gives details of our work, and provides resources for local meetings and those wanting to learn more about Quakers.

This report shows how our resources have been applied and how the public benefits from our work.

The charity's trustees have complied with their duty under the Charities Act 2011 to have due regard to public benefit guidance published by the Charity Commission. All trustees give their time voluntarily and do not receive any personal financial benefit from the charity.

Governance and decision-making

For some of us this does not seem sufficiently religious. I remember an outburst in Meeting for Sufferings, when Friends felt that Britain Yearly Meeting was becoming 'just a well-run charity'. 'I don't want to be part of a well-run charity, I want to be part of a religious group, a church,' said a weighty Friend. The point is that we need to be an ordinary well-run organisation, with good structures and sensible practices, which we then make extraordinary by transcending, not discarding them.

Beth Allen, 2007 (*Quaker faith & practice* 8.25)

The trustees of BYM are responsible for ensuring that the governance of matters relating to the church and to the charity is carried out with integrity. Trustees are accountable to Quakers in Britain for the central work carried out in their name, and for ensuring that BYM complies with the law.

The Recording Clerk (Quaker-equivalent of a chief executive) and Management Meeting (senior staff) advise, and are accountable to trustees for the work that is undertaken. This work is contained within the operational plan and budget prepared annually for trustees by Management Meeting.

Our governance relies upon wide participation of members, and we depend on Friends to discover and exercise their gifts and to offer them in service to God and our community.

Governing document

The governing document of BYM was reviewed by Yearly Meeting in 2014. It is drawn largely from passages in *Quaker faith & practice*. In addition to governance, *Quaker faith & practice* contains advice and counsel, and encourages self-questioning and hearing each other in humility and love.

The book of discipline was first compiled in manuscript form in 1738 and is revised at intervals. The last complete revision was approved by the Society in 1994 and it has been amended regularly since then. A fifth edition was published in 2013. Yearly Meeting 2018 decided to begin a new complete revision of the book of discipline.

The terms of reference of BYM Trustees are reviewed every three years. The current terms of reference were accepted by Yearly Meeting in 2016. Yearly Meeting 2018 commissioned Quaker Stewardship Committee to carry out a review which concluded in 2020. Recommended changes will be brought to Yearly Meeting in 2021.

The duty of trustees

It is the duty of BYM Trustees to:

- ensure that the priorities for the work set out by Yearly Meeting and Meeting for Sufferings are taken forward with the right use of our resources
- ensure that the governance and management of the work carried out are in accordance with the objectives set out in the governing document and compliant with the law.

In addition, the board of directors of Friends House (London) Hospitality Ltd is appointed by, and reports annually to, BYM Trustees. Trustees have three subcommittees: Audit Committee, Employment Committee, and Finance & Property Committee.

Trustees are further supported by standing committees, whose work is included in this report. The trustees, together with the standing committees listed below, define policies and decide the work to be done:

- Quaker Committee for Christian & Interfaith Relations
- Quaker Life Central Committee
- Quaker Peace & Social Witness Central Committee
- Quaker World Relations Committee.

Trustees have established a pattern of annual reporting by standing committees designed to ensure they remain well-informed and the work of standing committees is well-scrutinised. Regular meetings of trustees and committee clerks are also held.



Developments in governance

In reflecting on the trustees' work in 2020, these areas of governance are noteworthy:

- Trustees acted to protect the future of the organisation and to support Friends House Hospitality Ltd in response to the coronavirus pandemic and a fall in resources. They also considered the longer-term effects and risks and how these could be mitigated.
- The organisation accelerated plans to be a dispersed organisation.
- In 2019 we adopted strategic priorities for centrally managed work for the next 5–10 years. In 2020 we changed our operational planning to show how work is delivering these priorities. We have begun to develop our planning so that it is increasingly impact-led. Trustees facilitated exploratory discussions involving central committees of the Society on simplifying our structures.
- We continued improvements to safeguarding practice. We introduced a new safeguarding case management system, which now contains digitised versions of our paper archive folders.

The conduct of business

All trustees' meetings and those of committees and subcommittees are held as meetings for worship for business in accordance with *Quaker faith & practice*. Trustees appoint two elders each year to sustain and support the right holding of the meeting. In 2020, Trustees held most of their meetings online following Charity Commission guidance on running charities during the pandemic, published in March.

Trustees receive copies of the full minutes of Management Meeting, thus ensuring that those matters which are under consideration by our officers are known, whilst also ensuring that the boundaries between operational and strategic direction are preserved. The Recording Clerk and members of Management Meeting attend all meetings of trustees and report to them on each occasion. Trustees also spend time without staff at each of their meetings.

Trustees have a good relationship with Meeting for Sufferings, the standing representative council of Quakers in Britain. All trustees are members of Meeting for Sufferings and attend its meetings regularly to participate in the discernment. There are regular opportunities for members of Meeting for Sufferings to engage with trustees to ask questions and seek explanation and clarification of aspects of trustees' business. Trust is central to all our relationships, and its preservation is a matter of vigilance and sensitivity.

Values and workplace culture

Quaker values are equally important in setting future targets and reviewing our progress. Decision-making is rooted in prayer and thought.

In developing strategic direction for Quakers' centrally managed work, trustees consider Yearly Meeting minutes; BYM's charitable objectives; *Our faith in the future*; the strategic plans of Quaker Life Central Committee and Quaker Peace & Social Witness Central Committee; feedback from meetings' role-holders and BYM staff; and the history of Quakers and tradition in Britain. Trustees are supported in their discernment by Meeting for Sufferings, and work closely and collaboratively with staff and committees.

We employ staff with the necessary knowledge, experience and skills to be able to work for the benefit of all who have a call upon our services and to support the achievement of the goals of BYM. The workplace culture is underpinned by the following values:

- **community** – openness, mutual understanding, courtesy, respect, trust, affirmation and accountability – to one another and to Friends for the whole of the yearly meeting's work
- **professional excellence** – supported by high standards, development and growth for the staff group collectively and individually
- **equality** – just and fair treatment and equal opportunities for each and every member of staff.

Quaker values inform the way staff work together, in partnership with other organisations, and with suppliers.

Transparency of Lobbying, Non-party Campaigning & Trade Union Administration Act 2014

This legislation, which requires any charity campaigning in ways that might be deemed to influence the outcome of an election to register with the Electoral Commission if its election-related campaigning expenditure exceeds certain limits, came into effect in the autumn of 2016. Following careful consideration, and consultation with Meeting for Sufferings, trustees decided to register when required as a non-party campaigner, but reaffirmed that, above all, our responsibility is to act and speak as we are guided by faith. There was no regulated activity in 2020.

Trustees continue to be concerned about the implications of this Act. BYM raises its concerns with the government, parliamentarians and relevant public bodies whenever possible. We continue to campaign for improvements to this area of regulation and convene a group of civil society organisations that work together to defend the space for civil society to engage with the democratic process.

Safeguarding procedures

BYM is committed to ensuring that all of our events and services are safe for everyone, and that everyone can worship safely within Quaker communities, including children, young people and vulnerable adults. We work to comply with legal and regulatory safeguarding requirements laid upon us as a charity. Our policies and procedures ensure that only appropriate staff and volunteers work with children and young people and that criminal records checks are undertaken as required. They are kept under review. In 2020 we continued to implement our improvement plan. We require all staff to undertake safeguarding awareness training, with advanced training for those working directly with children and vulnerable adults.

Volunteer involvement

BYM has a policy for volunteers who work alongside paid staff, based on four principles:

- The role of volunteers and the staff with whom they work must be clear.
- The work of volunteers should be seen as complementary to the work of staff, and volunteers should be supported in their work.
- Volunteers will not be used to replace staff posts.
- Staff and volunteers will work closely together.

Equal opportunities

In 2009 BYM adopted an equal opportunities policy:

"Britain Yearly Meeting is firmly committed to the principle of equality and to creating a working and service environment in which all employees, committee members, volunteers, Friends and other users of our buildings and services are treated with dignity and are free from unfair discrimination, victimisation or harassment on

the grounds of gender, marital status, race, ethnic origin, nationality, national origin, class, language, disability, sexual orientation, religion, appearance or age.

“We oppose all forms of discrimination and prejudice that disrespect the individual.”

Staff, committees and our trading company have developed procedures, appropriate to their areas, for implementing the policy.

BYM has an aspirational culture and its staff share a strong unity of purpose. BYM staff are loyal, committed, and proud of their workplace and its values.

Diversity and inclusion

BYM is firmly committed to the diversity of our staff, volunteers and stakeholders, and believes that we have an obligation to model the sort of changes we expect of others. We continue on a journey of development.

We continue our work to ensure that BYM has a diverse and inclusive workforce. Progress on the work during 2020 and other projects was impacted by the coronavirus pandemic. Despite this, the project group set up to work on diversity and inclusion developed a statement setting out BYM's commitments. It was approved by Management Meeting, shared with Employment Committee and communicated to staff. In 2021, work will begin on an action plan to take forward the commitments made in the statement.

In line with best practice, we review our diversity statistics annually, reporting these to Management Meeting and the Trustees' Employment Committee. At December 2020:

- 64% of staff were female (2019: 61%)
- 22% of staff were from black and minority ethnic communities (2019: 22%)
- 12% of staff considered themselves to be disabled (2019: 12%)
- 10% of staff identified themselves as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ) (2019: 11%)
- 24% of staff identified themselves as Quaker (2019: 24%)

BYM is dependent on service from Friends to carry out functions within the Society. Volunteers also assist in our offices, in the Quaker Centre, at Swarthmoor Hall and with our charitable activities.

The nominating committees of BYM are working on improving their diversity, with a particular focus on age at present.

Gender pay gap

In 2021 we will analyse and voluntarily publish our gender pay gap, which we have done since 2018, although there is no legal requirement to do so. Employers with more than 250 staff are required under legislation to publish their pay differences between men and women on an annual basis.

We were not in a position to do this in 2020 owing to the impact of the coronavirus pandemic on our work.

Previous analyses identified a small gender pay gap in favour of men.

Operating model and risks

We fund our work from contributions, grants, legacies and investment income. This year, due to the coronavirus pandemic, our wholly-owned trading subsidiary Friends House (London) Hospitality Ltd. made a loss due to the lockdown restrictions. The loss was mitigated by government grants from the Coronavirus Job Retention Scheme. Our goal is to have diverse sources of income to mitigate the high level of risk associated with depending on one source.

BYM owns properties alongside a portfolio of shares and securities. These generate income to support ongoing activities as well as capital returns above inflation in the longer term. Our properties and investments are one of the means we use to meet the commitments we have entered into, and to carry out our charitable purposes.

As well as generating financial returns to support current and future work, BYM aims to be an ethical and responsible investor in the way we choose to invest, exclude, engage and innovate. Our experience is that we do not need to sacrifice financial returns to invest ethically and responsibly. We do not allow financial costs to be the only consideration when making decisions about how money is spent and invested. Our use of money speaks about values, and is one of the tools we use to bring about the change we seek in the world.

BYM invests and plans for the long term. The charity exists to support Quakers to make change happen, both in our meetings and in the world, in order to realise the Kingdom of Heaven on earth. The financial sustainability of our structures depends on the active participation and upholding, materially and prayerfully, by Quakers.

Risk management

Quakers have historically been prepared to take risks if felt called to do so after careful discernment. Risks can be taken and managed because of the checks and balances of our robust decision-making processes. These also ensure that responsibility for actions and procedures are widely spread. The overall aim is to ensure that staff, committee members and trustees can manage the potential impact of risk.

Risk management policies and procedures

Trustees have paid increased attention to risk, both in their meetings and working with senior staff over recent years. The Deputy Recording Clerk, who holds strategic responsibility for risk management, has helped us develop our approach to risk assessment and management. In 2020, as a result of responding to the pandemic, trustees met more frequently to ensure risks were being managed appropriately. In addition to the operational and strategic risks (noted below), Management Meeting and trustees began to identify longer-term risks as a consequence of the impact of the pandemic and these will be integrated into BYM's Risk Register.

Risks are linked to the Operational Plan, which is a detailed outline of work programmes. Having identified relevant risks, operational managers analyse levels of risk, confirm mitigation, and, where appropriate, allocate resources. The Risk Register is reviewed and updated frequently during the year by operational managers, Management Meeting and trustees. Six risks have been identified as high/major risks and are managed at strategic level; Management Meeting manages these risks while trustees maintain oversight.

Trustees had identified falling membership and declining Quaker meetings as a strategic risk. Accordingly, in setting strategic priorities and making a commitment to serve Quaker communities more locally, BYM is changing its organisation and infrastructure. Trustees and Management Meeting have noted this change process, in turn, carries some risks; the trustees' Audit Committee has been asked to conduct period reviews of these risks.

The Audit Committee, constituted of one trustee and three external members, provides trustees with independent assurance that risk is being adequately managed. It also oversees a programme of internal audit work. The Employment Committee and Finance & Property Committee oversee policies and procedures to ensure that they are up to date, and to embed Quaker values in the workplace.

Main risks

The most significant risks in BYM's Risk Register and their management are:

Risk	Mitigation and management
Membership Reduction in membership leads to a decline in witness with a resulting impact on centrally managed work and a loss of support to BYM from Quaker communities	Trustees made a commitment with Woodbrooke Quaker Study Centre ('Woodbrooke') trustees to change radically the ways our organisations support Friends to build thriving Quaker meetings. This commitment includes a plan for a local development worker to be in reach of every meeting in Britain within five years. Other work is being reshaped to be more responsive to local Quaker communities' requirements, driven by an integrated strategy for meeting-centred support. The Engaging Young Adult Quakers project aims to build engagement of young adults with Quakers and to nurture and empower young adult Quakers. Two Youth Development Workers started to increase engagement of young Quakers in two pilot areas. In 2020, we provided support to Quaker meetings for maintaining their communities online while not being able to meet in person. A new outreach strategy has been adopted with wide involvement across BYM departments. Following a Yearly Meeting commitment, we are increasing our understanding of diversity and inclusion. A new fundraising team is in place to encourage further giving from Quakers and grant-makers.
Financial stability External shocks or trends impacting our income, cash flow or reserves could put our future financial stability at risk	Financial performance is closely monitored throughout the year. Members of Management Meeting review monthly reporting on income, expenditure, reserves, debt and cashflow positions to manage delivery of the strategic objectives. In 2020 Finance & Property Committee increased the frequency of its meetings to closely monitor the charity's finances and will continue to do so in 2021. In 2021 quarterly reforecasts will enable us to review and respond to changing financial circumstances as and when they arise. The operating business model of Friends House (London) Hospitality Ltd will also be reviewed.
Safeguarding confidential and sensitive information Loss or unauthorised access to data on our supporters, staff, volunteers or partners could cause harm to those individuals and lead to regulatory action against BYM	Mandatory training is in place on data protection and information security to support safe handling of data and compliance with the General Data Protection Regulation 2018. In 2020, a programme of activities continued to strengthen cyber security capabilities, including upgrades to our IT infrastructure.
Communications BYM fails to use appropriate communication tools to help Quakers be widely known and understood, contributing to the declining impact of work and engagement of Friends	Adoption of six overall objectives for communications work and development of a strategy to achieve them. Emphasis on: more effective messages; cutting confusion; digital communications; effective staff communications; removing bottlenecks and silos; and becoming a fundraising organisation. Integration of external and internal (to Quakers) communications, including impact of programmes and projects into reporting.

Structure, governance and management

Governance Failure of governance control, unsustainable governance structures, reputational risk of meeting governance failure	The overall goal of the strategic priorities is for a simple church supported by a simple charity to reinvigorate Quakerism. Trustees began work in 2020 to consider how governance structures could be simplified. Exploratory discussions involving central committees of the Society began and will continue. A review of support for governance is under way. An approach has been adopted by trustees and the review will commence in 2021. Risk management strategy implemented involving trustees, management meeting, operational managers and audit committee. A range of work to support central committees and encourage offers of service.
Safeguarding children and adults at risk of abuse Failure of safeguarding governance or management leads to increased risk of abuse to children, young people or adults at risk of abuse and reputational damage	We invest in our safeguarding arrangements, ensuring that they are robust and reflect the environments in which we work. We hold ourselves to the highest standards. We have clear policies and procedures to help ensure a safe environment, including pre-engagement checks for staff and volunteers, mandatory reporting requirements and a robust code of conduct. Our arrangements are routinely subject to independent audit and review. All our staff are subject to appropriate background checks. Safeguarding training is mandatory for all staff. In 2020, we continued to implement our plan to improve practice at BYM and to provide better resources and support to meetings. We have published a toolkit to help area meetings strengthen safeguarding policies and practice. We concluded the external review of historical case files and have established a case management system. All staff and trustees undertake safeguarding awareness training.

Sustainability

Quakers made a commitment in 2011 to become a sustainable, low-carbon community so as to reduce the risks associated with climate change and an unsustainable consumer-led lifestyle. As the climate crisis escalates, so does our resolve to meet this commitment.

The coronavirus pandemic has seen a major reduction in our travel and other carbon-producing activities. We are working to preserve some of these environmental gains, such as by holding more meetings virtually. Thirty staff – one in five of the workforce – have opted to work from home or a regional office, which should further reduce travel emissions.

Last year BYM signed up to the Meetings Industry Association's #20PercentLess pledge, committing to reduce reliance on single-use plastics by 20 per cent by 2025. The Quaker Centre Bookshop switched to 100

per cent sustainable packaging and the Quaker Centre Café switched to glass bottled water only.

BYM's economics & sustainability programme works to influence policy to ensure a just transition to a zero-carbon economy, a commitment reinforced by the new five-year strategy for our faith in action work. We are continuing to prepare for the delayed UN Climate Change Conference (COP26) in Glasgow in 2021, including liaising with Friends in Scotland and coordinating other non-Quaker groups. BYM continued to fund Quaker action on sustainability and the climate crisis, funding the Human Impacts of Climate Change programme at the Quaker United Nations Office (QUNO) in Geneva and the Sustainability Communications Officer at Friends World Committee for Consultation (FWCC). BYM is also funding a five-year project on the spiritual basis of sustainability and greening our lives and meetings that is being delivered by Woodbrooke.

Health and safety

BYM Trustees are responsible for the health and safety of BYM staff and for ensuring that the premises are safe places of work. Trustees received the annual health and safety report outlining the work carried out during the year at Friends House and Swarthmoor Hall.

The report contains a summary of our actions to ensure safe working conditions for all staff during the coronavirus period. Measures taken include arrangements for staff working at home, provision of training related to home working and Covid safety, and preparations to ensure staff can return to our buildings safely when it is permitted.

Data protection

BYM Trustees are responsible for data protection and for legal compliance matters. The Recording Clerk is

responsible for checking annually that BYM complies with the relevant data protection regulations. The BYM Data Protection lead ensures that staff, committees and other constituent parts of BYM receive regular updates on their responsibilities under data protection legislation. Trustees receive the annual report from the staff Data Protection Group. The group works to terms of reference agreed by Management Meeting and trustees.

Grant-making

Grants from restricted funds are made according to the criteria laid down by the donor. Grants from unrestricted funds are allocated by reference to criteria specified in 2010. We continue to develop standardisation and consistency in our grant making across BYM. A full list of grants given is available at www.quaker.org.uk/grants.

Trustees serving during 2020 and up to the date of this report

Georgina Bailey

Linda Batten, Treasurer

Alison Breadon

Jenny Brierley

Sam Challis (until 24 March 2020)

Sarah Donaldson (until 31 December 2020)

Nick Eyre

Kit Fotheringham (from 29 July 2020)

Kate Gulliver

Ellie Harding

Carolyn Hayman

Caroline Nurse, Clerk

Silas Price (from 6 February 2021)

Graham Torr, Assistant Clerk

Frances Voelcker

Danielle Walker Palmour

Christine Willmore

London West Area Meeting

Sheffield & Balby Area Meeting

Wirral & Chester Area Meeting

York Area Meeting

London West Area Meeting

Manchester & Warrington Area Meeting

Lincolnshire Area Meeting

Bristol Area Meeting

West Scotland Area Meeting

Central England Area Meeting

North West London Area Meeting

London West Area Meeting

Norfolk & Waveney Area Meeting

York Area Meeting

North Wales Area Meeting

York Area Meeting

Bristol Area Meeting

Recruitment, induction and training of trustees

Trustees are normally appointed for a term of three years, with a possible reappointment for a second term.

Trustees are appointed by Yearly Meeting on the nomination of the Central Nominations Committee. Meeting for Sufferings is empowered to make interim appointments between Yearly Meetings. The Clerk of Trustees and the Yearly Meeting Treasurer are appointed annually by Yearly Meeting on the nomination of the Yearly Meeting Committee on Clerks. These nominating committees draw on a database of offers of service from Friends in membership of the Society. In making nominations for service as trustees, the Central Nominations Committee ensures that the Friends approached are aware of the legal responsibilities of trustees and of the legal position on eligibility.

Trustees keep their collective strengths and weaknesses under constant review. Trustees use regular training to reinforce those strengths and to address any weaknesses. All trustees are offered training in a range of areas related to their responsibilities. New trustees receive induction and briefing materials. They take part in a reflective review at the end of their first year of service, and again when they complete their term. The findings of these reviews are reported back to the trustee body.

BYM Trustees are working on improving their diversity. At December 2020, of the serving and incoming trustees:

- 69% were female; 12% preferred not to say
- 6% were from black and minority ethnic communities; 6% preferred not to say
- 31% considered themselves to be disabled
- 12% identified themselves as Lesbian, Gay, Bisexual, Transgender, Queer/Questioning (LGBTQ); 19% preferred not to say
- 69% were under the age of 65.

BYM staff

In December 2020 BYM employed 146 staff (120.5 full-time equivalent) across its departments, including 41 (31.89 full-time equivalent) to undertake the work of Friends House (London) Hospitality Ltd.

Management Meeting

Trustees delegate the responsibility for implementing decisions and managing work to senior staff (Management Meeting).

In 2020, Management Meeting comprised:

Paul Grey, Head of Operations

Lisa Kiew, Head of Finance and Resources (until May 2020)

Maureen Sebanakitta, Head of Finance and Resources (from September 2020)

Paul Parker, Recording Clerk

Juliet Prager, Deputy Recording Clerk

Oliver Robertson, Head of Witness and Worship

Staff remuneration and support

The salaries for all staff, including the Recording Clerk and members of Management Meeting, are agreed on behalf of BYM Trustees by their Employment Committee, which negotiates these where required with the workplace union representatives. For several years a formula has been in place to propose a cost-of-living increase, which is agreed by trustees subject to certain affordability criteria.

It is a longstanding policy of BYM that no member of staff, either on our London or regional pay scale, should receive a full-time salary more than four times that of any other. That policy, which results in a 1:4.7 ratio across the two pay scales, is one of the ways in which Quakers are trying to put our faith into practice in the workplace. All staff are paid above the recommended Living Wage.

BYM is firmly committed to the personal and professional development of our staff, allocating £500 per employee per annum towards training and development. In 2020, five internal face-to-face courses were run over 13 sessions from January to March. A lot of face-to-face training sessions had to be cancelled due to the pandemic. Online training on Emergency Home Worker Assessments and Awareness has been delivered to all. Safeguarding Adults and Children and role-specific training for individuals is obtainable online. Direct expenditure on training was 1.6 per cent of total staff costs.

Staff are supported in other ways to maintain well-being with an employee assistance scheme, trusted listeners to support staff, mental health first aiders, and awareness days focusing on physical and mental health, as well as health and safety.

Communicating with staff

Our methods of communicating with staff continue to evolve, and this year we have faced the additional challenges of the pandemic. A large amount of information on lockdown and furloughing was distributed to staff, backed up by regular one-to-one phone calls and group video conferencing. Staff meetings were moved onto Zoom and reached far more staff than had ever been achieved in person. The meetings are recorded and available to listen to for those unable to attend live.

BYM is committed to open and accountable management of our staff, where development and recognition are acknowledged. Staff can raise concerns through their line-manager or Management Meeting, including the Recording Clerk, or anonymously through the whistleblowing policy. We use an external specialist supplier to conduct surveys on a wide range of workplace issues including, especially during the pandemic, individual wellbeing.

The most recent workplace survey identified a number of strengths and areas for development:

- 94% of staff are proud to tell people they work for BYM
- 93% would like to be working for BYM in 12 months' time
- People feel valued, with 90% agreeing that pay and benefits are fair and 89% stating BYM cares about health, safety and well-being.

We plan to invest further in staff engagement and leadership, and focus on our culture, commitments and behaviours, because those behaviours either reinforce or undermine our values.

Staff are encouraged to join the employer-recognised union, Unite. A member of Management Meeting meets with the union regularly. The union supports staff during key consultations and with employee relations.

Relationships between BYM and related parties

The charity works in close partnership with a number of other organisations.

Friends House (London) Hospitality Ltd (trading as Quiet Company) is the wholly owned subsidiary of BYM. The company shares the ethos and values of its parent and seeks to put those values into practice in the provision of hospitality services to all who visit Friends House. During the year BYM advanced a loan facility of £1.5m to the Company at an annual rate of interest of 3.6%.

Friends Trusts Ltd acts as custodian trustee or holding trustee, where the terms of trust permit, of property and investments held in trust for the benefit of or in connection with the Religious Society of Friends in Britain. Its directors are appointed by Meeting for Sufferings, and BYM provides secretarial support for its work.

Quaker Housing Trust is the national housing charity of the Religious Society of Friends in Britain, with trustees appointed by Meeting for Sufferings. BYM provides secretarial support for its work.

Woodbrooke Quaker Study Centre is an independent learning organisation that supports and informs Quakers, as individuals and as a community, to enable our work in the world and in local communities from a place of understanding and spiritual renewal. Woodbrooke is a key partner in the development and delivery of a number of BYM's programmes of work. BYM and Woodbrooke have an agreed memorandum of understanding to provide a framework for our working relationship.

The Quaker United Nations Office (QUNO) in Geneva works on behalf of Quakers worldwide on issues of sustainability, peace and human rights. It was formerly a part of BYM's work. It is now an independent charity registered in Switzerland. BYM makes a substantial grant towards the annual running costs of QUNO.

BYM works with and through a wide range of other like-minded organisations, including a number of other Quaker organisations, to deliver programmes of work rooted in Quaker concerns.

Fundraising practices

BYM raises funds within the Quaker community through the contributions given by area and local meetings. Individual Friends also make direct donations to BYM and we make applications to trusts and foundations for grant funding. Legacies are a crucial part of our fundraised income and we are grateful to all those who have left a gift for us in their will. We would like to thank all the local and area meetings, charitable trusts, foundations and individuals that support our work.

We adhere to data protection law and our privacy policy is accessible on our website. We do not exchange or sell individuals' data and supporters can change their communication preferences at any time. No professional third-party fundraiser or commercial participator carries out any fundraising activity on behalf of BYM.

We are registered with the Fundraising Regulator and abide by the Code of Fundraising Practice. We commit to the regulator's Fundraising Promise and aim to exceed these standards. In all our fundraising work we aim to:

- be transparent
- be respectful
- listen and respond
- commit to high standards
- be fair and responsible.

We received one complaint regarding our fundraising practices in 2020. This was from a donor who had been sent a communication from us in error. We apologised and have now ensured that his record on the database has been updated so his marketing preferences are clear.

Our trustees agree and review our fundraising strategy. In 2020, the new fundraising team was fully established and began to implement a more strategic approach to fundraising. For every £1 spent in 2020 on raising voluntary income for BYM centrally, £42 was received in donations and legacies.

Reference and administrative details

Name and registered office

Britain Yearly Meeting of the Religious Society of Friends (Quakers)
Friends House, 173 Euston Road, London, NW1 2BJ
Registered charity number 1127633

Professional advisers

Auditor

Sayer Vincent LLP
Invicta House
108-114 Golden Lane
London EC1Y 0YL

Legal advisers

Bates Wells
10 Queen Street Place
London EX4R 1BE

Investment managers

Rathbone Greenbank Investments
10 Queen Square
Bristol BS1 4NT

Main banker

The Co-operative Bank
3rd Floor
10 Warwick Lane
London EC2 7BP

Objectives and achievements

Many of our planned objectives were postponed or delayed due to the pandemic, while new priorities emerged in response to the national lockdowns and changing circumstances. Despite the necessary furloughing of around two thirds of staff, and the closure of all our premises, there is still a great deal of work to celebrate.

The charitable object of BYM is “the furtherance of the general religious and charitable purposes of the Religious Society of Friends in Britain and beyond”. This purpose is further defined in *Quaker faith & practice* under four headings, which underpin the organisation of our work and the allocation of funds.

Sustaining our church and faith

A Yearly Meeting has been held every year since 1668, with a larger triennial Gathering being held in recent years. The event, which is open to all members, functions as the ultimate decision-making body for Quakers in Britain. Inevitably, the pandemic meant Yearly Meeting Gathering 2020 could not go ahead as planned. Unable to gather in person, more than a thousand Quakers came together online instead for our very first virtual Yearly Meeting session. The session’s focus was kept to worship, receiving reports and managing required business. Remaining business was delegated to Meeting for Sufferings.

The Book of Discipline Revision Committee has been mapping the necessary topics and content. Seven key common themes have been identified to be reflected in the book of discipline, along with five key insights describing the unity of our Quaker way, which will run as threads through it. The committee has continued to engage with Friends on the subject. An online series of workshops, in collaboration with Woodbrooke, asked participants to consider “Prayerfully/ Joyfully/ Creatively/ Boldly revising *Quaker faith & practice*”. The launch of an online creative project, Open to new light, has proved a fruitful platform for Friends to share ideas and inspiration with the committee.

In 2020 we spent £1.1 million on sustaining our church and our faith (2019: £1.0 million).

Supporting meetings

Our Quaker Life team has been working closely with staff from Woodbrooke to respond to the needs of Quaker communities across Britain. We provided written guidance, online sessions and email support on worship, eldership and oversight, and using technology

in an ever-changing environment. We have seen new ways of being a community emerge through this support, including varieties of outdoor meetings, livestreaming, joining via WhatsApp or email – or even a blend of methods in a single meeting.

We communicated government guidance (in six jurisdictions) relevant to our worshipping communities and our role within local communities on everything from face masks to furloughing staff. Our local development workers have been busy supporting Friends in their regions, including running a nightly epilogue since mid-April. We continue to work towards placing more of these workers across Britain.

With schools and many youth services forced to close, it has been a particularly confusing and challenging year for children. Uncertain academic progress and social distancing comes at a key period of personal development. We adapted quickly, moving support groups for children and youth meetings online and holding weekly online groups so that more children could experience worship. We remained responsive to local and national needs, created virtual spaces to develop and maintain communities, and supported volunteers. Running virtual weekend ‘residentials’ allowed for more attendees by overcoming common barriers such as disability, finance or geography.

We received lots of messages from young people saying how much they valued having guaranteed, regular check-ins and safe spaces to explore the feelings and challenges they faced, without judgement. We intend to continue with online work even after face-to-face meetings are possible again – it has allowed young Quakers to meet with others more regularly and easily to build relationships and community.

Quaker Life Central Committee agreed new measures to be introduced to area meetings, to strengthen safeguarding of children, young people and vulnerable adults. These have been published along with a new toolkit, designed to help area meeting trustees adopt robust safeguarding policies and procedures. The guidance published to help Quaker meetings move online during the pandemic included safeguarding information.

After reviewing our archived safeguarding records in 2019, we commissioned an independent review of all case files. A total of 162 historic cases were thoroughly reviewed by highly experienced safeguarding practitioners. They concluded there had been no

Structure, governance and management

high-risk cases, recommended that 137 cases could be closed, and provided advice on continued management of 25 cases. The review has reassured us that the risks are being managed appropriately by BYM and area meetings.

Last year we reported that Quakers in Britain had submitted evidence to the Investigation into Child Protection in Religious Organisations and Settings, conducted by the Independent Inquiry into Child Sexual Abuse (IICSA). The investigation report has been delayed by the pandemic, and is now expected in 2021.

In 2020 we spent £2.5 million on supporting meetings (2019: 3.0 million).

Witness through action

The Quaker Peace & Social Witness Summer Series was held in response to the Quaker community – like so many others – being hit hard by the pandemic. Amid the shock, confusion and fear, it felt important to offer online spaces in which Friends could still gather and be together. Over ten well-attended weekly sessions, we brought Quakers and the Quaker-curious together to discuss where they felt led to act. Topics included spirituality, climate justice, peace activism, and building a new economy in the UK. Feedback was overwhelmingly positive. Almost all respondents were willing to recommend the workshop they had attended, while 72 per cent said they would be taking action or making a change in their lives as a result.

We hosted an online discussion in the spirit of the Quaker testimonies to equality and peace to discuss whiteness, allyship and the UK context of the Black Lives Matter movement. A collaboration with Woodbrooke, 'Black Lives Matter: Whiteness and racial justice learning for Quakers' challenged the assembled Friends' preconceptions, privileges and prejudices in five demanding weekly sessions. The combination of presentations, sharing in groups and worship aided powerful and reflective learning. As a result of the course, many Friends were inspired to act or make changes in their lives. Many of the local cluster groups are continuing to meet regularly to explore individual, local and international questions.

Turning the Tide (TTT) is an approach that links peacebuilding with nonviolent campaigning. In Kenya, Burundi and Rwanda, trained local facilitators help campaign groups to identify, analyse and address injustice while ensuring they use nonviolent methods.

Activities and programmes supported by TTT often rely on large gatherings, which haven't been possible due to the pandemic. East African TTT staff have

therefore worked with their community partners to shift much of their grassroots activism online. They have also been making sure that local groups have access to face masks and hand sanitiser so that community engagement and activism can continue safely. This has proved vital, especially with the alarming rise in gender-based violence during the pandemic.

Besides calling on East African governments to increase support to families during the crisis, TTT East Africa is backing campaigns aimed at sensitising communities to the pandemic. In Kenya alone, the programme succeeded in reaching 1,800 people and ensuring that 500 locally made face masks were distributed to vulnerable community members. Its work has also helped to identify the underlying causes of the rise in gender-based violence. TTT is now working with local campaign groups to call out the violence, amplify the voices of those affected, and develop ways to tackle the abuse.

EAPPI is an international programme that sends volunteer human rights monitors – ecumenical accompaniers (EAs) – to the West Bank. The pandemic led to all foreigners being evacuated from the West Bank to Jerusalem, with EAs returning to their home countries. A subsequent rise in abuses against Palestinian communities has starkly demonstrated the continuing need for EAs' protective presence.

In the UK and Ireland, meanwhile, we saw the results of our advocacy work. Together with other charities and activists, we supported the case against the UK government's ban on local authorities making ethical choices in their pension investments. The ban – an attempt to curb boycotts against the Israeli occupation of Palestine – was overturned by the UK Supreme Court in April.

New partnerships and a focus on online tools have greatly extended our reach. Talks given by EAs are now being heard in parts of the British Isles not yet visited by EAs, and by people from as far afield as Australia and the US. Our global #NoToAnnexation campaign, largely developed by EAPPI UK & Ireland staff, has reached over a quarter of a million people on social media. We are now backing a new campaign to raise awareness of the violence and destruction that disrupt Palestine's vital annual olive harvest.

Similarly, a social media campaign initiated by our Peace & Disarmament programme reached 1.3 million people on Twitter. The #UKDefundWar action was in opposition to the £24 billion increase in UK military spending.

We fostered more relationships with key

parliamentarians and civil servants, briefing peers ahead of debates on prisons and on coronavirus. Working with Detention Forum we persuaded a majority of peers to vote for a 28-day limit amendment to the Immigration Bill. We contributed to pressure on the government to review the Overseas Operations Bill, causing it to launch a judge-led inquiry. The Joint Committee on Human Rights also personally thanked Quaker Campaign for the Abolition of Torture for their evidence to its inquiry, which we helped to draft.

We spent £3.0 million on Quaker witness through action in 2020 (2019: £2.9 million).

Promoting Quakerism

To continue supporting Friends and meetings during lockdown, we needed to communicate more information than usual. With the challenges of staff on furlough, no access to Friends House and no distribution via meetings, we had to find a way to deliver the information Friends needed. We did this by bringing everything together in a weekly edition of our e-newsletter, *Quake!*. Between March and November, the number of subscribers to *Quake!* grew by 27 per cent. More than 11,000 Friends are now reading it every week.

The focus on digital communication continued into how we share publications and documents. With meeting houses unable to receive and share printed materials, we have considerably reduced the amount we produce. This includes our Annual Review of 2019, which was published online only in April. To acknowledge the drastically changed circumstances and what this meant for the organisation's operations, we produced an additional 'half-annual review' in time for Yearly Meeting in November. Published as a dynamic digital document, it is easier to read on large and small screens, to share on social media, and has since been opened over 1,800 times.

We are producing more varied multimedia content than ever. Our series of videos on Young Adult Quaker journeys has been popular on social media, and our podcast and blogs recorded new record figures. Podcast episode 'A Quaker take on sex' had over 5,370 listens and the blog '9 voices the Department for Education would ban from schools' became our most read blog at the time it was published.

In 2020 we spent £2.4 million promoting Quakerism (2019: £2.1 million).

Strategic report and review of financial activities for 2020

We would like to thank Friends for the commitment and generosity they have shown to sustain the centrally managed work carried out by our national charity in 2020. The coronavirus pandemic took hold early in the year, forcing us to change our ways of working to ensure that we continued to provide advice, resources, training and events to strengthen and empower Quaker meetings; uphold the structures and discipline that keep our church and our work spirit-led; operate a range of programmes in Britain and overseas that translates our faith into action; carry out outreach, media and advocacy work that builds public awareness of who Quakers in Britain are and about the things that matter to us.

Our main sources of income are contributions from individuals and Quaker meetings; legacies, grants, investment income and revenue from our charitable activities.

The total income for the year was £16.1 million, a decrease of 6% compared to the previous year (2019: £17.2 million).

Contributions in 2020 were £3.0 million (2019: 2.2 million). We are glad to record an increase in total contributions of 36% compared to 2019 and hope that this is the start of an increase in sustained giving from Friends in Britain.

This year we received £8.0 million in legacies (7.4 million). Included in the £8.0 million received this year is a gift of £6.0 million, of which 75% has been designated by the Trustees to be spent in accordance with the legator's wishes.

Friends House (London) Hospitality Ltd, trading as Quiet Company, generates income from conferences, meetings and catering provision at Friends House. The company also manages Swarthmoor Hall at Ulverston in Cumbria and the Quaker Bookshop on behalf of the charity. The company is an exemplar of an ethical business, considering people, the planet and profit equally.

This year, due to the coronavirus pandemic, the operation has been closed, with the majority of staff on furlough. There was limited activity during the summer months when the restrictions were lifted. The

result of the closure is a fall in revenue of 70%. For the first time in its history, the company has reported a net loss and will not have profits to donate to the charity. In addition, the charity suspended the annual overhead recharges for Friends House (London) Hospitality Ltd and advanced a loan of £1.5m at the rate of 3.6% per annum.

Total expenditure fell by 14% to £12.0 million (2019: £13.9 million). Expenditure on raising funds fell by 40%, as conferences and events were severely impacted by the coronavirus lockdown. We maintained the level of our charitable expenditure at £9 million.

At the end of the year, BYM recorded a net surplus of £5.8 million (2019: £8.5 million), a decrease of 32% compared to the previous year. The surplus includes net gains on investments and revaluation of functional assets of £1.7 million (2019: £5.3 million).

The market value of our investment portfolio at the end of 2020 was £28.9 million (2019: £27.3 million). These remarkable market returns reflect overall market movements, as well as the financial benefit to BYM of further investments in renewable energy and international funds run to socially responsible investment criteria. Holding diverse investments mitigates the high level of risk associated with a single sector or market. BYM invests for the long term, aiming to generate total returns to support present and future charitable work. We also aim to be a great example of an ethical and responsible investor in the way we choose to invest, exclude, engage and innovate. We monitor the carbon footprint of our portfolio. Just over 18% of the portfolio is invested in companies responding to the challenge of the climate emergency, either through the provision of renewable or low carbon-energy or the provision of other mitigation solutions.

The investment policy, together with a full listing of our investments as at 31 December 2020, is published on our website at www.quaker.org.uk.

We are grateful to these Friends and supporters for their bequests, which support the people, communities and concerns they care about into a future beyond their own lifetimes.

Reserves

The total value of funds held at 31 December 2020 was £92 million (2019: £86 million). There are restricted reserves of £6.8 million (2019: £6.6 million); unrestricted reserves of £79 million (2019: £73 million) and endowment reserves of £6.4 million (2019: £6 million).

The objective of our reserves policy is to ensure that BYM maintains sufficient cash and readily realisable assets to enable it to withstand any shortfall in income or unforeseen expenditure while any necessary adjustments are made to its operations. We have specific policies for the different fund types which are described below.

Endowments

Endowments are monies received by BYM with the requirement that the capital should be held permanently and the income used for various aspects of the charitable purposes. Trustees review each of these endowments to see whether the objectives might be achieved better by seeking Charity Commission permission to spend the capital in light of the increased demands in some areas of work and the levels of returns available.

Restricted funds

Restricted funds are monies received by BYM with a specified area of expenditure, within the general objectives but with limited application. Some are intended to be held for the long term to finance the named purposes and beneficiaries, in which case capital gains and income are attributed to these funds annually where applicable. Others are held for immediate expenditure over a shorter time horizon (normally no more than five years), in which case no addition is made for income or gains arising.

Designated funds

Designated funds are monies set aside by trustees to be spent or held to cover specific expenditure or projects. The designation may be cancelled by the trustees if they later decide that the charity should not proceed or continue with the project for which the funds were designated. Of the designated funds, £50 million represents the main functional and investment properties held for the long term by BYM. These include Swarthmoor Hall, Friends House, and Drayton House. The legacy-funded projects fund represents monies set aside for expenditure on approved projects over the next five years. Trustees continue to review these designated funds to ensure that the set purposes

remain valid and if not to ascertain if some can be released for more pressing needs.

General reserves

The general reserve represents monies accumulated after each year's financial accounts are completed and all necessary provisions and attributions to designated funds are implemented. These monies are available for the immediate use of BYM, subject to retaining such amounts as are prudent for the smooth running of the charity. Accordingly, general reserves are used to provide working capital cash needs and to finance short-term deficits where necessary. The trustees have indicated that BYM's expenditure should be fully covered by its income by 2023.

	2020	2019
	£'000	£'000
Total Funds as per Group balance sheet	91,663	85,866
Exclude:		
Endowment funds	6,430	6,125
Restricted funds	6,760	6,637
Designated funds tied up in fixed and heritage assets	50,434	47,261
Other designated funds	11,667	10,464
General reserves	16,372	15,379

Our reserves policy focuses on the level of BYM's general reserves. The general reserves enable BYM to make long-term commitments to projects, and to protect its work against adverse financial events, such as the ongoing pandemic. The Trustees' Finance & Property Committee reviews the reserves policy annually.

A key measure of sustainability is both current and future liquidity cover, rather than a surplus accounting position, as demonstrated by recent events. Until recently, BYM had robust and predictable income streams from both its trading activities and investment income. Other sources of income include donations and legacies. Legacy income, when received, is significant and prone to fluctuation. Therefore, in arriving at the target reserves policy, BYM has considered the risks pertaining to its main income streams as well as the relationship between readily realisable assets and the cash required to fulfil commitments and sustain operations for a given period.

The target for reserves level is within the range of 5.5 to 7 months' operating costs (£6–8 million). The general reserves balance as at 31 December 2020 is £16.4 million. In the event of unexpected adverse financial events these reserves would ensure that there is sufficient cash or near cash to enable operations to continue smoothly and without the disruption that might otherwise arise when a major source of cashflow is disrupted.

Going Concern

We have set out above a review of Britain Yearly Meeting's financial performance and the general reserves position for 2020. At the time of writing, we are still in the grip of the coronavirus pandemic and offices remain closed. While the situation is slowly evolving, our planning process, including financial and cashflow projections, has taken into consideration the current and forecasted economic climate and its potential impact on our various sources of income and planned expenditure. This includes the impact of the cancellation of events in the UK following Public Health England advice to avoid large gatherings from March 2020.

The overall position as at 31 December 2020 remains stable despite the uncertainties in the wider economy. Our net current assets (short-term bank deposits, monies owed to us, less monies owed by us and payable within one year) amount to £12 million. These provide a satisfactory level of cash resources for our planned activities and enable us to pay for capital projects during 2021.

As detailed in our general reserves policy, we hold general reserves to provide cover for unexpected changes in income and expenditure to allow us to adjust our cost base and continue activities. We will continue to monitor the situation as it unfolds and manage our finances accordingly. Although there are important uncertainties resulting from the coronavirus pandemic, taking into account all factors, we do not believe there are material uncertainties that call into doubt Britain Yearly Meeting's ability to continue in operation for the foreseeable future. Accordingly, the accounts have been prepared on the basis that Britain Yearly Meeting is a going concern.

Looking forward

BYM's aspiration is to have a diverse range of income streams. However, we note the reliance on large legacies to close up the funding gap, as well as the income from Friends House (London) Hospitality Ltd. To this end, the trustees have invested in the fundraising team to grow these income streams.

The trustees approved a deficit operational budget for 2021, with a plan to achieve a balanced budget by 2023. We will continue to work with and on behalf of Quakers for a sustainable and peaceful world, noting that the need for this in the wider world is pressing and growing. We need to invest in order to be well governed and effective, ensure we protect our children and vulnerable adults as well as we can whilst also operating securely. We will continue to develop work with children and young adults. To be able to meet these needs, BYM is changing its structures and practices. This will incur costs in the short term, whilst leading to simplification, increased effectiveness, efficiencies, and making a greater difference in the world. Quakers, our communities and the work we do together matter. Prudent stewardship involves prioritising our efforts in order to make the greatest difference in the world with finite resources.

Approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on 9 April 2021 and signed on their behalf by:

Redacted

Linda Batten, Treasurer

Future plans

In 2021 we will focus on preparing for November's UN Climate Change Conference and for our rescheduled Yearly Meeting Gathering, to be held online in July and August. As we move on to the next phase of our integrated strategy of meeting-centred support, we will be rolling out two new local development teams. We will also continue to explore privilege and work to ensure that Quaker communities are genuinely inclusive.

These and many other activities planned across the charitable organisation are informed by the strategic priorities for the next 5–10 years, defined by Trustees in 2019:

Thriving Quaker meetings

In order to support Quaker communities to be diverse, to thrive and to grow, we have embarked on a programme to place local development workers within reach of every Quaker community in Britain by 2025. Each worker will identify and respond directly to the needs of meetings in their region. In 2021 we will roll out our next two local development teams. And when public health advice allows, we will open our first regional staff hub, moving central work closer to Friends.

We want our Quaker communities to be inclusive, and to welcome people of any age, background and ethnicity. In 2021 we will be embedding the learning from our Engaging Young Adult Quakers, Diversity & Inclusion and Mental Health projects. The events of 2020 underlined the urgent need to address oppression, racism and the structures that sustain them. Across the organisation we will explore and challenge both explicit and implicit forms of prejudice.

Through improved communication, workshops and events, we will further engage Quakers with the work we do on their behalf and support them to take action locally. They are best placed to connect and collaborate with others working to build peace and achieve positive change in their communities.

Following the success of our very first online Yearly Meeting in November 2020, we are now preparing for our second. We look forward to welcoming Friends to a longer virtual event in late July 2021.

We expect to adopt a new safeguarding policy and related procedures.

A sustainable and peaceful world

We support Quakers to explore and take action on peace and climate justice. Following its postponement until November 2021, we will resume our work with Quakers in Scotland and an interfaith taskforce to develop a local response to the UN Climate Change Conference in Glasgow. We will also collaborate with other faiths to call for a national economy that meets both our climate targets and the needs of those most affected by climate change.

In 2021 our peace education programme will continue to empower children to resolve their own conflicts, explore the root causes of violence, and champion justice and human rights. We will be developing new peacebuilding work in communities in Britain suffering from physical and structural violence. And we will continue to support and learn from a thriving network of Quaker peacebuilders and peace projects in Kenya, Rwanda and Burundi.

We have long worked for an end to the occupation of Palestine. Although the pandemic has interrupted the training and placement of volunteer human rights monitors – ecumenical accompaniers – in the West Bank and Israel, we will strengthen our direct parliamentary advocacy in the UK and Ireland and encourage churches to invest responsibly in relation to Israel/Palestine.

In 2021 we will implement our chosen Sustainability Development Goals, set targets and begin reporting annually on our achievements. This will ensure that our organisation is ethical and becomes an exemplar of sustainability.

Simple structures and practices

We are working to simplify our organisation's structures and processes. This will help us make the most of our resources and better deliver our strategic priorities. Starting in 2021, we will simplify nominations, introduce online training for committees, improve communication between committees, and review committee cycles. We will support Quaker meetings to consider and implement simpler governance structures and complete and embed the learning from our Simpler Meetings Project.

Our IT team is putting in place the support, systems and technology needed to support dispersed staff. In

Statement of trustees' responsibilities

2021 it will be training staff on new ways of working, security and compliance, as well as rolling out a Service Desk Solution and a self-service portal.

We are developing a coordinated approach to managing and preserving our collections at Friends House and Swarthmoor Hall. In 2021 we will begin to review our collections against a new policy that focuses on enabling wider audiences to access and engage with our collections in a variety of ways.

Our communication with the public and funders needs to be simple, clear and accessible. This will help them

to better understand and engage with our faith and our work. We will start to address this in 2021 with a new communications strategy. Similarly, we need to better articulate the purpose and impact of our work to Friends to build understanding and support.

By 2023 we aim to operate with a balanced budget and be able to plan based on evidence of the difference our work makes. We want a simple and usable planning, monitoring and evaluation system that enables organisational learning, accountability and demonstrates impact.

Statement of trustees' responsibilities

Law applicable to charities in England and Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the period and of its financial position at the end of the period. In preparing financial statements giving a true and fair view, the trustees should follow best practice and:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SORP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records that 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 Charities Act 2011.

They are also responsible for safeguarding the assets of the charity and group 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 corporate 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.

Auditor

Sayer Vincent LLP was re-appointed as the charity's auditor during the year and has expressed its willingness to continue in that capacity.

The trustees' annual report has been approved by the trustees on 9 April 2021 and signed on their behalf by:

Redacted

Caroline Nursey, Clerk

Independent auditor's report to the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers)

Opinion

We have audited the financial statements of Britain Yearly Meeting of the Religious Society of Friends (Quakers) ('the parent charity') for the year ended 31 December 2020 which comprise the consolidated statement of financial activities, the group and parent charity balance sheets, the consolidated statement of cash flows and the 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 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 and parent charity's affairs as at 31 December 2020 and of the group's incoming resources and application of resources, 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 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 financial statements section of our report. We are independent of the group 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 Britain Yearly Meeting of the Religious Society of Friends (Quakers)'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 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 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the trustees' annual report is inconsistent in any material respect with the financial statements
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees 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 and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charity 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 as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of 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 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, the audit committee and the finance and property committee, which included obtaining and reviewing supporting documentation, concerning the group's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the group 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 group 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 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.

Use of our report

This report is made solely to the parent charity's trustees as a body, in accordance with 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 parent charity's trustees 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 parent charity and the parent charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Redacted

9 April 2021

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

Financial Statements

Year to 31 December 2020

		Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2020 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	2019 Total funds £'000
	Notes								
Income and endowments from:									
. Donations and legacies	2	12,107	703	-	12,810	9,740	400	-	10,140
. Charitable activities	3	70	-	-	70	287	20	-	307
. Other trading activities	4	1,527	(1)	-	1,526	5,076	-	-	5,076
. Investment income	5	1,580	101	-	1,681	1,513	140	-	1,653
Total		15,284	803	-	16,087	16,616	560	-	17,176
Expenditure on:									
. Raising funds	2,4,5	3,029	-	-	3,029	4,876	-	-	4,876
. Charitable activities	3,6	8,520	477	-	8,997	8,288	765	-	9,053
Total		11,549	477	-	12,026	13,164	765	-	13,929
Net income/ (expenditure) before gains/(losses) on investments		3,735	326	-	4,061	3,452	(206)	-	3,247
Net gains/(losses) on listed investments	15	1,196	46	305	1,547	4,069	160	1,032	5,261
Net gains/(losses) on revaluation of fixed asset properties	13	438	(249)	-	189	-	-	-	-
Net income/ (expenditure)		5,369	123	305	5,797	7,521	(46)	1,032	8,508
Transfers between funds		-	-	-	-	126	(100)	(26)	-
Net movement in funds		5,369	123	305	5,797	7,647	(146)	1,006	8,508
Reconciliation of funds:									
Total funds brought forward		73,104	6,637	6,125	85,866	65,457	6,782	5,119	77,358
Fund balances carried forward at 31 December		78,473	6,760	6,430	91,663	73,104	6,637	6,125	85,866

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derives from continuing activities.

Balance sheets as at 31 December 2020

	Notes	Group		Charity	
		2020 £'000	2019 £'000	2020 £'000	2019 £'000
Fixed assets:					
Property plant and equipment	13				
. Functional property		30,980	31,388	30,980	31,388
. Other		339	477	339	477
Heritage assets	14	604	604	604	604
Investments	15				
. Property		18,511	18,511	18,511	18,511
. Securities		28,871	27,305	28,871	27,305
Total fixed assets		79,305	78,285	79,305	78,285
Current assets:					
Stocks and work in progress		95	106	89	97
Debtors	17	7,255	3,933	8,984	3,820
Cash at bank and in hand		6,594	5,532	6,573	5,508
Total current assets		13,944	9,571	15,646	9,425
Liabilities:					
Payables: amounts falling due within one year	18	(1,586)	(1,990)	(3,048)	(2,874)
Net current assets		12,358	7,581	12,598	6,551
Total net assets		91,663	85,866	91,902	84,836
The funds of the charity:					
Capital funds:					
Permanent endowment funds	19	6,430	6,125	6,430	6,125
Income funds:					
Restricted funds	19	6,760	6,637	6,760	6,637
Unrestricted funds					
. Designated funds	19	62,101	57,725	62,101	57,725
. General reserve	19	16,372	15,379	16,611	14,349
		91,663	85,866	91,902	84,836

These accounts, which have been prepared in accordance with accounting policies on pages 31 to 36, were approved by the Trustees of Britain Yearly Meeting of the Religious Society of Friends (Quakers) on 9 April 2021 and signed on their behalf by:

Caroline Nursey, Clerk of Trustees

Linda Batten, Trustee

Consolidated statement of cash flow Year to 31 December 2020

	2020 £'000	2019 £'000
Cash flow from operating activities:		
Net income/(expenditure)	5,797	8,507
Adjustments for:		
Depreciation	825	866
(Gain)/loss on investments	(1,736)	(5,261)
Investment income and interest	(1,681)	(1,652)
Non cash donation (investments)	(11)	-
Trade and other debtors	(3,322)	(959)
Inventories	11	(6)
Trade and other creditors	(404)	339
Cash generated/(used) in operations	(521)	1,834
Interest-free loans repaid and converted to gifts	10	2
Net cash generated/(used) in operating activities	(511)	1,836
Cash flows from investing activities		
Purchase of property plant & equipment	(90)	(956)
Purchase of investments	(3,898)	(2,185)
Proceeds on disposal of investments	2,434	3,131
Investment income and interest	1,681	1,652
Cash generated from investment activities	127	1,642
Cash flows from financing activities		
Interest-free loans repaid	(10)	(2)
Cash used in financing activities	(10)	(2)
Net increase in cash and cash equivalents	(394)	3,476

Analysis of cash and cash equivalents

	2019 £'000	Cashflows £'000	2020 £'000
Cash at bank	5,532	1,062	6,594
Cash with investment managers	1,897	(1,456)	441
Total cash and cash equivalents at 31 December	7,429	(394)	7,035

Notes to financial statements

Statutory information

Britain Yearly Meeting of the Religious Society of Friends (Quakers) is an unincorporated charity registered with the Charity Commission for England and Wales. The registered office address is Friends House, 173 Euston Road, London NW1 2BJ.

1. Accounting policies

1.1 Basis of preparation

Britain Yearly Meeting of the Religious Society of Friends (Quakers) meets the definition of a public benefit entity under FRS102. The accounts have been prepared under the historical cost convention as modified by the inclusion of certain functional freehold properties at valuation, investments at market value and in accordance with the requirements of the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

1.2 Consolidation

Consolidated financial statements ("group financial statements") have been prepared in respect of Britain Yearly Meeting of the Religious Society of Friends (Quakers) and its wholly owned subsidiary, Friends House (London) Hospitality Ltd. The results of Friends House (London) Hospitality Ltd have been consolidated on a line-by-line basis. No separate income and expenditure of the charity has been presented, as permitted by Section 408 of the Companies Act 2006 and para 15.11 of the SORP. The gross income for the charity for the year was £14.3 million (2019: £12.4 million) and its gross expenditure was £10.0 million (2019: £10.2 million).

1.3 Income and endowments

Income is recognised in the period in which the charity is entitled to receipt and where the amount can be measured with reasonable certainty. Income is deferred only when the charity must fulfil conditions before becoming entitled to it or where the donor or funder has specified that the income be expended in a future accounting period.

1.4 Legacies income

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

1.5 Government grants including the Job Retention Scheme

Government grants are recognised when there is reasonable assurance that the charity will comply with the conditions attaching to the grant and the grant will be received.

Claims made through the UK Government's Coronavirus Job Retention and Support Schemes are recognised as income in the period during which the associated staff were furloughed. This income is considered to be unrestricted.

1.6 Expenditure

Expenditure is included in the statement of financial activities when incurred and includes any attributable but irrecoverable VAT. Resources expended comprise the following:

(a) **Raising funds.** These include salaries, direct costs and a share of support costs; they are analysed into three categories:

- Donations and legacies
- Other trading activities (including funds generated from hospitality)
- Investment income

(b) **Charitable activities.** These include salaries, direct costs and a share of support costs (or indirect overheads) and are analysed into the following four categories:

- **Sustaining our church and faith:** this is defined in *Quaker faith & practice* as organising and maintaining the Yearly Meeting itself as responsive to the leadings of the Holy Spirit; this entails calling, briefing and running decision-making meetings with all the facilities necessary for their efficient and effective functioning. It also includes conducting relations with other churches, faiths and ecumenical bodies.
- **Supporting meetings:** this is defined in *Quaker faith & practice* as supporting Friends in their local organisations by providing services and advice relevant to the current demands of the Quaker community; for example, such work may relate to children, elderly people, those about to be married, those with responsibility for meeting houses, and those raising funds.
- **Promoting Quakerism:** this is defined in *Quaker faith & practice* as raising awareness and developing understanding within and without BYM concerning the basic tenets of Quaker faith and practice such as spirituality, peace and human rights.
- **Witness through action:** this is defined in *Quaker faith & practice* as putting Quaker thinking into practice in relation to the problems and needs of people at home and abroad, for example through conference resources, restorative justice, lobbying both the European Union and the United Nations, working with those in positions of power, and supporting social and development projects.

1.7 Support and management costs

These include salaries and other costs and are analysed into the following three categories, the total being charged out to categories 1.5(a) and 1.5(b) above on the following bases:

- Support costs relating to the operation and maintenance of Friends House are allocated on the basis of area occupied.
- Support costs relating to finance, human resources, IT and office services are allocated to the functional departments on the basis of total gross salaries within those functional departments.
- Support costs relating to departmental administration within the functional departments are allocated on the basis of gross salary charged to each departmental activity.

1.8 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.

1.9 Operating leases

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

1.10 Land, property, plant and equipment

All tangible fixed assets costing more than £1,500 and with an expected useful life exceeding one year are capitalised at cost, including any incidental expenses of acquisition and irrecoverable VAT.

(a) Functional freehold property

Functional freehold properties are held at valuation. Professional valuers revalue the properties every five years to ensure that the carrying amount does not differ materially from the fair value of the asset at the end of the reporting period. Work to existing properties which is capable of extending the useful life or otherwise adding to the value of the property is capitalised. All other expenditure incurred in respect

of general repairs to functional assets is charged to the SOFA in the year it is incurred. Assets under construction are stated at cost and transferred to completed properties when ready for use.

There are three significant functional freehold properties:

- **Friends House**

Friends House comprises freehold land and buildings included at a valuation of £29.1m determined as at December 2020 by Carter Jonas Property Ltd, on an open market value basis for existing use, in accordance with guidelines issued by the Royal Institution of Chartered Surveyors, plus subsequent additions at cost and less depreciation.

- **Swarthmoor Hall Estate**

The Swarthmoor Hall Estate comprises freehold land and buildings included at a valuation of £2.3m as determined at December 2020 by Carter Jonas Property Consultants on an open market value basis for existing use, less depreciation. The valuation took account of the fact that (a) Swarthmoor Hall Farm comprises a stock-rearing and dairy farm run organically by a sitting tenant with further succession rights and that (b) Swarthmoor Hall Wood has been let on a 999-year lease, with effect from 30 December 1995, to the Woodland Trust at a peppercorn rent.

- **Quaker House Brussels**

Quaker House Brussels comprises freehold land and buildings included at a valuation of £1,493k determined as at August 2016 by Marc Panichelli, Expert Immobilier, on an open market basis, less depreciation. The trustees have reviewed the property for any material impairment at 31 December 2020 and based on its strategic location and robust maintenance programme, consider there to be no indication of any material impairment to the property.

(b) Other tangible fixed assets

Other tangible fixed assets are capitalised and depreciated in line with the policy over their estimated useful lives.

c) Depreciation

The depreciation expense is charged or apportioned to the relevant SOFA heading reflecting the asset's use on a straight line basis as follows:

Freehold land	nil
Freehold buildings	50 years
Computer equipment	3 years
Equipment furniture and fittings	5 years
General office equipment	5 years
Specialised building works	8 years

d) Impairment

An assessment is made at each reporting date of whether there are indications that a fixed asset may be impaired or that an impairment loss previously recognised has fully or partially reversed. The Trustees undertook such a review in respect of Friends House and Swarthmoor Hall in recognition of the impact of the coronavirus pandemic on the valuation of the properties. The updated valuations have been disclosed in Note 1.10 (a) above. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairment losses. Impairments of revalued assets are treated as a revaluation loss. All other impairment losses are recognised in the SOFA. Reversals of impairment losses are recognised in the SOFA or, for revalued assets, as a revaluation gain. On reversal of an impairment loss, the depreciation is adjusted to allocate the asset's revised carrying amount (less any residual value) over its remaining useful life.

1.11 Heritage assets

These comprise artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by or donated to the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.

These are included either at market value, if available, or at nil value where conventional valuation approaches lack sufficient meaning. No depreciation is charged as the assets are considered to have indefinite lives.

1.12 Investment properties

Investment properties are included in the accounts at a valuation. Every five years, professional valuers revise the values based on prevailing market conditions with the Trustees reassessing the valuations in the interim with professional assistance and making adjustments if they are deemed appropriate. The Trustees have assessed the possible impact of the coronavirus pandemic on

the investment properties and based on its location, current and projected rental values and robust maintenance programme the values have not been impaired.

Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

Investment properties include:

- Drayton House, which comprises freehold land and buildings, valued at £18m by Third Sector Property Ltd as at September 2017 on an open market basis. The use of the building has been changed from office to educational use for the specific period of the tenancy.
- Courtauld House, which comprises freehold land and buildings. On 7 March 2011 a long lease was granted on Courtauld House and its value was written down to £1.
- The Jordans Estate, which comprises freehold land and buildings, valued at £341k by Carter Jonas, property consultants, in August 2016 on an open market basis adjusted to reflect the fact that in excess of 15 acres of pasture land are let on an annual contract, 5 acres of pasture land are subject to a long lease and 4.61 acres of pasture land are subject to a different long lease. The valuation also reflects the fact that this land is held (inter alia) upon trusts for the protection of the quiet, seclusion and amenities of Jordans Friends Meeting House and burial grounds. The estate is also held as a programme-related investment that furthers Britain Yearly Meeting's aims in relation to sustainability.
- Two small properties valued by Britain Yearly Meeting with professional assistance, at a valuation of £170k based on open market value adjusted where necessary to reflect the existence of sitting or life tenants.

1.13 Other investments

Equity and bond investments are included in the accounts at their market value at the balance sheet date. Realised and unrealised gains (or losses) are credited (or charged) to the statement of financial activities in the year in which they arise.

1.14 Net current assets

Stocks and work in progress comprise stocks of publications and consumables for resale, valued at the lower of cost and net realisable value.

Debtors include loans advanced and sundry debtors. Interest-free loans are advanced to meetings for the

purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up to ten years; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

Creditors include loans received from Quakers or Quaker meetings, legacies received where Britain Yearly Meeting of the Religious Society of Friends (Quakers) is acting as agent for other Quaker organisations, and sundry creditors. Interest-free loans from Quakers or Quaker meetings are repayable on demand; these are treated as concessionary loans and are carried at cost rather than the net present value of future payments.

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.

1.15 Fund accounting

Endowment funds:

Endowment funds comprise monies that must be held indefinitely as capital. Endowment income is credited to general funds and applied for general purposes unless under the terms of the endowment such income must be used for specific purposes, in which case it is credited to restricted funds.

- The Kingsmead and Kingsmead Close Funds: the income of which is restricted to providing training for Quaker Peace & Social Witness (QPSW) workers or, if the whole of the said income is not required for such purposes, then for the maintenance and support of QPSW workers.
- The Friends Educational Foundation (FEF) Joint Bursary Scheme: the income of which is restricted to providing bursary grants at Quaker schools (note 22).
- The Friends Educational Foundation (FEF) Higher Education Awards: the income of which is restricted to providing grants for higher education (note 22).
- The R. Penney Fund is held on trust with the income to be used for the general purposes of the Society.
- Others: the income of four small funds is restricted within the terms of the relevant fund.

Restricted funds:

Restricted funds comprise the unexpended income earmarked for specific purposes by donors together with those property funds whose assets are held subject to specific restrictions on use.

The main restricted funds are:

- The Swarthmoor Hall Field Fund, which is restricted to work at Swarthmoor Hall, including the estate. The fund is governed by a separate trust document (note 21).
- The Swarthmoor Hall Fund (note 21) which exists to defray running expenses at Swarthmoor Hall
- The Albert Moore Fund which is held to acquire and maintain the heritage assets currently on display at Swarthmoor Hall. These assets are excluded from the Swarthmoor Hall Fund at the express wish of the original donor.
- The QPSW Relief Fund, which is held for the relief of poverty, the relief of suffering and general relief.
- The Jordans Estate Fund, which is held upon trust for the protection of the quiet, seclusion and amenities of the Jordans Friends Meeting House and burial grounds.
- The Hope Fund, which is held for providing grants connected with unemployment.
- The Friends Educational Foundation (FEF) Joint Bursary Scheme, which provides bursaries to pupils at Friends schools. These are managed in conjunction with the schools (note 22).
- Friends Educational Foundation (FEF) Higher Education Awards, which makes grants in higher education (note 22).
- The EAPPI Fund is for the Ecumenical Accompaniment Programme in Palestine and Israel, which BYM coordinates in UK and Ireland on behalf of 16 partners, working with the World Council of Churches.
- The Gerald AJ Hodgett Fund is to be applied in such proportions as the trustees decide for the benefit of the central library of the Religious Society of Friends, the Friends Historical Society and higher education awards and grants.
- The Sawell Family Fund is for the upkeep of all property including meeting houses.

- The Outreach Fund supports experiments in new ways to promote Quakerism.
- The Wellcome Trust is funding a two year project (Wellcome Grant Library Archives) which includes cataloguing of the Friends Ambulance Unit (WW2) and Friends Relief Service collections, preservation of both collections, conservation assessment, and promotional activities, along with elements of public and academic engagement.
- Sanctuary Everywhere Fund is applied to BYM's support to a network of local meetings that are responding to the migration crisis by acting in solidarity with refugees and migrants.

30 other funds are restricted to various purposes. These include departmental funds whose income is earmarked for a particular department but which is not restricted to specific work within that department.

Designated funds:

Designated funds comprise monies set aside by Britain Yearly Meeting of the Religious Society of Friends (Quakers) out of unrestricted general funds but designated for specific future purposes or projects. The main funds are:

- The Cadbury Staines Fund, which is held for items of major non-routine expenditure at the discretion of Meeting for Sufferings. The income from this fund is applied towards grants to associated Quaker bodies and for the relief of individuals through the Overseers Relief Fund.
- The Property Upkeep Fund, which is held to fund the structural maintenance and capital works of all the properties owned for the central work of Britain Yearly Meeting of the Religious Society of Friends (Quakers).
- The Meeting Houses Fund comprises interest-free loans made to meetings around the country in order that they may purchase or renovate local meeting houses.
- The legacy-funded Short Term Projects Fund supports development work in areas including peace and disarmament, non-violence, advocacy and supporting meetings.
- The Courtauld House Income Fund is held to fund any related costs which arise during the period of the long lease granted on this building.
- The Investment Property Fund, which comprises property held to provide an income. Drayton House is currently let to University College London.

- The Functional Property Fund, which comprises property held for specific work of the Society including Friends House and Swarthmoor Hall and Estate.
- The Heritage Assets Fund, which comprises artefacts, books, paintings and manuscripts relating to Quaker history, which have been purchased by, or donated to, the Society. These are made available to visitors, academics and researchers to promote an understanding of Quakerism.
- The Marsh Memorial Fund to foster the gifts of children (particularly of girls) in the UK and overseas.

General Reserves:

General Reserves represent those monies that are freely available for application towards achieving any charitable purpose that falls within the charitable objects of BYM. They are held to meet working capital needs, to equalise fluctuations in income and as a contingency against routine expenditure.

1.16 Foreign currencies

All transactions in foreign currencies are converted into sterling at the rate prevailing on the date of the transaction. Balances denominated in foreign currencies are translated at the rates of exchange ruling at the balance sheet date.

1.17 Pension costs

Employer contributions to defined contribution pension schemes and to employees' personal pension plans are charged as expenditure in the year in which they fall 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.

BYM has entered into two foreign exchange forward contracts to manage the risk associated with committed grants and programme-related transactions.

1.19 Going concern basis

BYM reported a group cash outflow of £393,000 for the year. Trustees are of the view that the high value of liquid investments and secured rental income from properties are sufficient for the immediate future of the

charity for the next 12 to 18 months and on this basis the charity is a going concern. There are no material uncertainties about the charity's ability to continue operating for at least 12 months from the date these financial statements are approved

1.21 Significant management judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgments about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Significant management judgements

The following are management judgements in applying the accounting policies of Britain Yearly Meeting that have the most significant effect on the amounts recognised in the financial statements.

Estimation uncertainty

Britain Yearly Meeting makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below.

Fair value measurement

Britain Yearly Meeting uses valuation techniques to determine the fair value of assets. This involves developing estimates and assumptions consistent with how market participants would price the instrument. The charity bases the assumptions on observable data as far as possible but this is not always available. In that case, Britain Yearly Meeting uses the best information available. Estimated fair values may vary from the actual process that would be achievable in an arm's length transaction at the reporting date.

2. Donations and legacies

Group	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Income						
. Contributions	2,563	404	2,967	2,115	109	2,224
. Legacies and gifts	7,889	-	7,889	7,381	11	7,392
. Grants	1,655	299	1,954	244	280	524
	<u>12,107</u>	<u>703</u>	<u>12,810</u>	<u>9,740</u>	<u>400</u>	<u>10,140</u>
Less						
Cost of raising funds						
. Direct costs	(331)	-	(331)	(377)	-	(377)
. Support costs	(263)	-	(263)	(234)	-	(234)
	<u>(594)</u>	<u>-</u>	<u>(594)</u>	<u>(611)</u>	<u>-</u>	<u>(611)</u>
Net voluntary income for charitable activities	<u>11,513</u>	<u>703</u>	<u>12,216</u>	<u>9,129</u>	<u>400</u>	<u>9,529</u>

Included in the contributions figure are interest-free loans converted to gifts totalling £4,000 (2019: £2,000). Included in the cost of raising funds is the cost of related support to meetings. The cost of raising funds directly for Britain Yearly Meeting totalled £272,000 in 2020 and consisted of staff costs and Fundraising Regulator Levy together with a share of support costs. For every £1 spent on raising funds for Britain Yearly Meeting, £42 was received in donations and legacies in 2019 (2019: £43).

3. Charitable activities

Group	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Income						
. Sustaining our church and faith	4	-	4	12	20	32
. Supporting meetings	50	-	50	178	-	178
. Promoting Quakerism	12	-	12	58	-	58
. Witness through action	4	-	4	39	-	39
	<u>70</u>	<u>-</u>	<u>70</u>	<u>287</u>	<u>20</u>	<u>307</u>
Less						
Cost of charitable activities (note 6)						
. Direct costs	(5,054)	(403)	(5,457)	(5,703)	(653)	(6,356)
. Support costs	(3,466)	(74)	(3,540)	(2,585)	(112)	(2,697)
	<u>(8,520)</u>	<u>(477)</u>	<u>(8,997)</u>	<u>(8,288)</u>	<u>(765)</u>	<u>(9,053)</u>
Net cost of charitable activities	<u>(8,450)</u>	<u>(477)</u>	<u>(8,927)</u>	<u>(8,001)</u>	<u>(745)</u>	<u>(8,746)</u>

Income from charitable activities arises mainly from event fees and subscriptions. Events fees from Yearly Meeting Gathering are included under Supporting Meetings.

4. Other trading activities (including Hospitality Company)

Group	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Income						
. Room lettings	1,089	(1)	1,088	3,051	-	3,051
. Equipment hire	59	-	59	249	-	249
. Restaurant	422	-	422	1,927	-	1,927
. Commercial discounts	(5)	-	(5)	(10)	-	(10)
. Discounts for Quaker organisations	(38)	-	(38)	(141)	-	(141)
	<u>1,527</u>	<u>(1)</u>	<u>1,526</u>	<u>5,076</u>	<u>-</u>	<u>5,076</u>
Less						
Cost of other trading activities						
. Direct costs	(2,002)	-	(2,002)	(2,777)	-	(2,777)
. Support costs	(372)	-	(372)	(1,372)	-	(1,372)
	<u>(2,374)</u>	<u>-</u>	<u>(2,374)</u>	<u>(4,149)</u>	<u>-</u>	<u>(4,149)</u>
Net surplus (deficit) for charitable activities	<u>(847)</u>	<u>(1)</u>	<u>(848)</u>	<u>927</u>	<u>-</u>	<u>927</u>

Direct costs consist of staff and other operating costs such as food. Support costs include the contribution to the costs of running Friends House.

5. Investment income

Group	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Rental income	1,139	-	1,139	1,029	-	1,029
Dividend income	408	101	509	470	140	610
Interest received	33	-	33	14	-	14
	<u>1,580</u>	<u>101</u>	<u>1,681</u>	<u>1,513</u>	<u>140</u>	<u>1,653</u>
Less						
Cost of managing investments						
. Direct costs	(53)	-	(53)	(111)	-	(111)
. Support costs	(9)	-	(9)	(5)	-	(5)
	<u>(62)</u>	<u>-</u>	<u>(62)</u>	<u>(116)</u>	<u>-</u>	<u>(116)</u>
Net investment income available for charitable activities	<u>1,518</u>	<u>101</u>	<u>1,620</u>	<u>1,397</u>	<u>140</u>	<u>1,537</u>

6. Expenditure on charitable activities

Group	Direct costs £'000	Support costs £'000	2020 Total costs £'000	Direct costs £'000	Support costs £'000	2019 Total costs £'000
Sustaining our church and faith (see below)	576	519	1,095	745	288	1,033
Supporting meetings (see below)	1,690	785	2,475	2,096	928	3,024
Promoting Quakerism (see below)	1,404	1,043	2,447	1,368	691	2,059
Witness through action (see below)	1,788	1,192	2,980	2,147	790	2,937
	<u>5,458</u>	<u>3,539</u>	<u>8,997</u>	<u>6,356</u>	<u>2,697</u>	<u>9,053</u>

Sustaining our church and faith	Direct costs £'000	Support costs £'000	2019 Total costs £'000	Direct costs £'000	Support costs £'000	2019 Total costs £'000
General	40	32	72	84	27	111
Within Yearly Meeting	221	181	402	367	121	488
Within other Quaker bodies	224	183	407	204	66	270
Within other faiths and denominations	91	75	166	90	30	120
Management oversight	-	48	48	-	44	44
	<u>576</u>	<u>519</u>	<u>1,095</u>	<u>745</u>	<u>288</u>	<u>1,033</u>

6. Expenditure on charitable activities (continued)

	Direct costs £'000	Support costs £'000	2020 Total costs £'000	Direct costs £'000	Support costs £'000	2019 Total costs £'000
Supporting meetings						
General	577	251	828	843	355	1,198
Spirituality and membership	496	216	712	464	196	660
Children and young people	368	161	529	515	218	733
Finance and property	227	99	326	244	102	346
Employment and wardenship	1	1	2	2	1	3
Witness of meetings	21	9	30	28	12	40
Management oversight	-	48	48	-	44	44
	1,690	785	2,475	2,096	928	3,024

	Direct costs £'000	Support costs £'000	2020 Total costs £'000	Direct costs £'000	Support costs £'000	2019 Total costs £'000
Promoting Quakerism						
General	186	132	318	252	119	371
Outreach	511	362	873	440	208	648
Web development	22	16	38	30	15	45
Publications	73	52	125	84	40	124
Library	131	92	223	136	64	200
Other	481	341	822	426	201	627
Management oversight	-	48	48	-	44	44
	1,404	1,043	2,447	1,368	691	2,059

	Direct costs £'000	Support costs £'000	2020 Total costs £'000	Direct costs £'000	Support costs £'000	2019 Total costs £'000
Witness through action						
General	3	2	5	18	7	25
Peace witness	877	561	1,438	1,207	419	1,626
Social witness	488	312	800	453	157	610
United Nations work	420	268	688	469	162	631
Oversight and management	-	49	49	-	45	45
	1,788	1,192	2,980	2,147	790	2,937

7. Friends House support costs

Group	2020 £'000	2019 £'000
Building services (including staff costs)		
Routine maintenance	272	332
Long-term maintenance (Friends House)	463	246
Reception and security	211	255
Cleaning	324	332
Utilities	111	166
Other	29	28
	1,410	1,359
Finance, human resources, IT and office services		
Finance	735	629
Information Technology	402	422
Office services	727	888
Human resources	298	467
Membership database	86	119
	2,248	2,525
Departmental administration		
Quaker Life	145	64
Quaker Communications	74	82
Recording Clerk's Office	23	96
Quaker Peace & Social Witness	283	182
	525	424
	4,183	4,308

Support costs are then analysed into three categories and apportioned to the 'expenditure' categories as follows:

- Support costs relating to the Friends House building are apportioned on the basis of area occupied.
- Support costs relating to finance, human resources, IT and office services are apportioned on the basis of total gross salaries within the functional departments.
- Support costs relating to departmental administration within the functional departments are apportioned on the basis of gross salary charged to each departmental activity.

Support costs are recharged to the 'expenditure' categories:

Group	2020 £'000	2019 £'000
Generating funds		
. Voluntary income	263	234
. Activities for generating funds	372	1,372
. Investment income	9	5
Charitable activities	3,539	2,697
	4,183	4,308

8. Expenditure

Group	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Staff costs (note 9)	7,901	133	8,034	7,554	169	7,723
Premises and equipment costs	1,691	86	1,777	1,992	72	2,064
Office and publicity costs	287	33	320	540	15	555
Event and trading costs	223	-	223	1,007	22	1,029
Travel and other costs	393	81	474	1,035	218	1,253
Grants paid (note 10)	1,054	144	1,198	1,036	269	1,305
	11,549	477	12,026	13,164	765	13,929

Governance costs for 2020 totalled £1,055,176 (2019: £1,141,584). They include the costs of servicing Quaker committees, Meeting for Sufferings and Trustee meetings together with the costs of producing the Annual Report including the financial statements, and audit.

9a. Staff costs

Group	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Recruitment	33	2	35	48	-	48
Basic pay (UK)	5,926	109	6,035	5,645	112	5,757
Basic pay (non-UK)	-	1	1	-	32	32
Employer's National Insurance	536	11	547	537	7	544
Employer's pension contributions	586	10	596	473	6	479
Other allowances	589	-	589	208	-	208
Agency and temporary staff	110	-	110	423	2	425
Staff training and debriefing	38	-	38	113	9	122
Other	83	-	83	107	1	108
	7,901	133	8,034	7,554	169	7,723

9b. Staff costs continued

The average number of employees during the year, analysed by function, was as follows:

Group	2020 Full-time headcount	2020 Part-time headcount	2020 Full-time equivalent	2019 Full-time headcount	2019 Part-time headcount	2019 Full-time equivalent
Raising income	30	32	46.5	39	46	61.3
Charitable activities	44	44	73.8	49	41	76.8
Governance	4	2	5.7	4	2	5.8
Support services	13	3	14.1	13	4	13.9
	91	81	140.0	105	93	157.8

9c. Analysis of redundancy or termination payments in the year

Redundancy payments totalling £860,268 were made in the year in respect of 31 employees (2019: 184,413 / 3). A voluntary settlement agreement was reached with one employee and a payment of £92,447 was made (2019: one employee: £34,649). All payments are accounted for and funded at the point of commitment. £257,381 of redundancy and termination costs were accrued at the balance sheet date.

Our policy regarding redundancy until September 2020 was to pay one month's salary for each complete year of service, and proportionate amounts based on the nearest month of service rounded up, subject to a maximum of 20 years and an additional sum in recognition of reduced pension expectations calculated as 1.5% of salary for each year and month of service (rounded up to the nearest month) up to a maximum of 20 years. This has informed our practice for settlement agreement.

From September 2020 an updated redundancy policy came into effect and Britain Yearly Meeting opened a voluntary redundancy scheme. Our policy regarding redundancy from September 2020 has been two weeks' normal rate of pay per full year, capped at a maximum of 15 years' service, subject to a minimum of £3k and a maximum of £50k. Additional months of service beyond the last full year worked will be calculated on a proportional basis. Where staff work hours in addition to their contracted hours, normal pay will be calculated using average hours worked over the previous 12 months worked (prior to any period of furlough).

Where voluntary redundancy was applied for on or before 5pm on 11 December 2020 and accepted, an enhancement of 3 months pay and payment of 1.5% of salary for each year of service up to 15 years in addition to the above. Where an individual applied for voluntary redundancy on or before 5pm on 13 October 2020 and was accepted, an additional amount of £1,000 was paid.

9d. The following number of employees (including those who joined or left in the course of the year) earned emoluments within the bands shown below

Emoluments include salaries, amounts in lieu of notice, compensation or redundancy payments, and exclude employer pension costs.

	2020 number	2019 number
£60,001-£70,000	2	3
£70,001-£80,000	6	1
£80,001-£90,000	2	1
£90,001-£100,000	1	1
£100,001-£110,000	2	1
£110,001-£120,000	3	-

9e. Remuneration and benefits received by key management personnel

In 2020 BYM considered the following posts to be key management personnel:

- Recording Clerk
- Deputy Recording Clerk
- Head of Witness and Worship
- Head of Operations
- Head of Finance and Resources

Total remuneration received by key management personnel was £342,296 (2019: £361,169).

The Recording Clerk acts as Chief Executive and earned a salary of £89,515. Salaries for other key management personnel ranged between £63,713 - £70,641.

All staff are auto-enrolled into a defined contribution pension scheme provided by Aviva with employer contribution of 8% subject to an employee contribution of 3% of gross salary.

Other key benefits available to staff are death-in-service benefit at twice annual salary and permanent health insurance with income protection up to 75% salary.

Britain Yearly Meeting of the Religious Society of Friends (Quakers) operates a 1:4.7 ratio between its lowest and highest paid posts across its London and regional pay scales.

10. Grants paid

Group	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Grants to individuals	-	55	55	-	36	36
Grants to Quaker bodies	817	54	871	754	182	936
Other grants	237	35	272	283	50	333
	1,054	144	1,198	1,037	219	1,305

No grants were made during the year to a Quaker meeting of which a Trustee was a member (2019: one).

Britain Yearly Meeting made 78 (2019: 115) grants and programme funding awards including reimbursement of expenses to individuals and organisations in 2020.

Organisations in receipt of over £10,000 in order of the total amount of funds awarded to recipients are listed below:

Recipient	2020 Total Funding £
Quaker United Nations Office (QUNO)	558,457
Africa Centre for Non-Violence (Kenya)	155,350
Friends World Committee for Consultation (FWCC)	69,393
Quaker Council for European Affairs (QCEA)	47,014
Woodbrooke (Quaker Study Centre)	34,812
MIPAREC (Burundi)	30,580
Evangelical Friends Church of Rwanda	30,565
Friends World Committee for Consultation: Europe and Middle East Section (FWCC: EMES)	23,254
World Council of Churches	21,799
The Friend Publication, Subscriptions Department	15,698
Hertford & Hitchin AM	15,000
Rookhow Friends Meeting House	15,000
Kendell LM	15,000
Meeting of Friends in Wales	12,245

Grants and awards of £10,000 or less totalling £110,239 were given to a further 28 organisations.

36 grants to individuals were given totalling £55,281

A full list of grants and programme funding awards given in 2020 to organisations is on our website at www.quaker.org.uk/grants.

I la. Trustees' remuneration

No trustee received any remuneration in respect of services given as trustee in 2020 or 2019.

Trustees are entitled to reimbursement of travelling, accommodation and out-of-pocket expenses incurred in the performance of their duties. The amount reimbursed to the trustees of BYM (14 Trustees in 2020 and 14 Trustees in 2019) and included in direct costs was £969 (2019: £2,315). Much of the work of governance is carried out through delegated authority although the trustees of BYM retain the ultimate responsibility for the work carried out. The direct costs of the governance structure include the cost of staff supporting the various committees.

Waived trustees expenses were nil (2019: £2,812).

I Ib. Related party transactions

By the nature of their role, charity trustees are deemed to be related parties.

Donations received by BYM without conditions from Trustees totalled £6,896 in 2020 (2019: £7,428).

I Ic. Transactions with subsidiary company

	2020	2019
	£	£
Distribution received from subsidiary company:	1,029,642	1,267,030
Payments received from subsidiary company:		
Rent	150,000	150,000
Interest on debenture loan	4,411	4,424
Payments made to subsidiary company:		
Staff discount in restaurant	7,242	30,005
Creditor: balance due to subsidiary	1,755,567	1,421,887

12. Expenditure

Group	Unrestricted funds £'000	Restricted funds £'000	2020 Total funds £'000	Unrestricted funds £'000	Restricted funds £'000	2019 Total funds £'000
Depreciation	585	56	641	814	52	866
Auditors' remuneration						
. Audit	30	-	30	30	-	30
. Other	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>	<u>-</u>	<u>1</u>

13. Property, plant and equipment

Group and charity	Functional freehold property £'000	Office equipment £'000	2020 Total £'000	Functional freehold property £'000	Office equipment £'000	2019 Total £'000
Cost or valuation						
At 1 January	32,669	1,023	33,692	31,944	891	32,835
Additions	7	83	90	725	231	956
Disposals	-	(243)	(243)	-	(99)	(99)
On revaluation	<u>189</u>	<u>-</u>	<u>189</u>	<u>-</u>	<u>-</u>	<u>-</u>
At 31 December	<u>32,865</u>	<u>863</u>	<u>33,728</u>	<u>32,669</u>	<u>1,023</u>	<u>33,692</u>
Depreciation						
At 1 January	1,281	546	1,827	637	423	1,060
Charge for year	612	221	833	644	222	866
Disposals	-	(243)	(243)	-	(99)	(99)
On revaluation	<u>(8)</u>	<u>-</u>	<u>(8)</u>	<u>-</u>	<u>-</u>	<u>-</u>
At 31 December	<u>1,885</u>	<u>524</u>	<u>2,409</u>	<u>1,281</u>	<u>546</u>	<u>1,827</u>
Net book values						
At 31 December	<u>30,980</u>	<u>339</u>	<u>31,319</u>	<u>31,388</u>	<u>477</u>	<u>31,865</u>

Friends House was revalued at £29.1m in December 2020 by Carta Jonas Property Ltd.

Swarthmoor Hall Estate was revalued at £2.3m in December 2020 by Carter Jonas Property Consultants Ltd.

Quaker House Brussels was revalued £1.5m in August 2016 by Marc Panichelli expert Immobilier.

Included in the office equipment figure are intangible assets consisting of IT software with a net book value of £21,296 (2019: £38,554)

14. Heritage assets

The pictures, paintings and sketches at Friends House and the historical artefacts at Swarthmoor Hall are recognised in the accounts at a professional valuation.

The pictures, paintings, sketches and prints were valued by Andrew Colvin, Fine Art Valuers, in February 2006. An updated inventory was done during the year and the total number is 278. The historical artefacts at Swarthmoor Hall were valued for insurance purposes by Tennants Auctioneers in September 2003.

Group and charity	2020 £'000	2019 £'000	2018 £'000	2017 £'000	2016 £'000
Historical artefacts at Swarthmoor Hall	425	425	425	423	423
Friends House picture collection	179	179	179	179	179
	604	604	604	602	602

The charity also holds manuscripts and printed materials in the Library at Friends House. These assets are acknowledged to be of historic importance to Quakers and must be held indefinitely in direct furtherance of the charitable objects, i.e. to promote the advancement and awareness of Quakerism.

These assets meet the definition of heritage assets in the charity Statement of Recommended Practice 2015 in that they are held in perpetuity as a permanent record of the charity's history. As reliable cost information is not available and conventional valuation approaches lack sufficient meaning, given that certain aspects of the manuscripts and their historical significance are irreplaceable, no value is included on the balance sheet in respect of them.

All expenditure incurred on the maintenance and preservation of these assets is accounted for through the statement of financial activities.

The following information regarding the heritage assets not included on the balance sheet is given to provide an understanding of their nature:

	2020	2019	2018	2017	2016
Books and pamphlets	98,310	98,107	96,472	95,487	91,133
Periodicals (titles)	2,300	2,300	3,000	3,000	3,000
Quaker archives*	325	325	325	301	301
Bound manuscripts	970	970	970	970	970
Other manuscripts*	271	269	266	251	244
Photographs, museum objects and medals	40,086	40,081	40,079	40,049	40,042

The figures above refer to the approximate number of volumes/items held, other than items marked * where the figures refer to metres of shelf space used for the collections.

The reduction in the number of periodicals is due to a fresh method of counting them by title rather than by quantity.

The archives and manuscripts dating from the 17th to 20th centuries are valued, for insurance purposes only, at £5.7 million, based on a valuation as at December 2009 by Robert Kirkman Limited, Antiquarian Booksellers. The books and other printed materials are valued, for insurance purposes only, at £1.8 million, based on a valuation as at November 2008 by Bertram Rota Antiquarian Booksellers.

The nature of each collection and, in particular, the type of material held by the Library, has remained unchanged over the past five years, in line with the charity's Collections policy (see our website www.quaker.org.uk).

15. Investments

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Listed investments (including cash)	28,871	27,305	28,871	27,305
Investment properties	18,511	18,511	18,511	18,511
Subsidiary undertaking	-	-	-	-
	47,382	45,816	47,382	45,816

Listed investments

	2020 £'000	2019 £'000
Group and charity		
Investment holdings		
Market value at 1 January	25,408	21,093
Additions at cost	3,898	2,185
Additions – donated	11	-
Disposals at book value (proceeds: £2,74k, realised loss £636k) (2019: proceeds £3,131k, realised gain £542k)	(2,810)	(2,588)
Unrealised gains / (losses)	1,923	4,718
Market value 31 December	28,430	25,408
Cash held by investment managers	441	1,897
	28,871	27,305

Listed investments and cash held by investment managers at 31 December 2020 are analysed by fund as follows:

	2020 £'000	2019 £'000
Group and charity		
General funds	20,318	19,215
Designated funds	2,010	1,901
Restricted funds	877	830
Endowment funds	5,666	5,359
	28,871	27,305

Listed investments held at 31 December 2020, all of which were dealt in on a recognised stock exchange, comprised the following

	2020 £'000	2019 £'000
UK fixed-income	1,433	1,274
UK equities	15,999	17,079
Overseas equities	9,636	5,823
Cash	442	1,897
Alternatives	1,361	1,232
	28,871	27,305

15. Investments (continued)**Individual holdings at 31 December 2020 (2019: Three/£4,168,000) which made up more than 5% of the portfolio were:**

	2020 £'000
Impax Environmental Markets PLC 10p Ords	1,924
Fund Partners Ltd IM WHEB Sustainability B Acc	1,657
Stewart Investors Asia Sustainability B Acc	1,474

The historic cost of investments including cash at 31 December 2020 was £17,977k (2019: £17,293k).

The investment policy and full listing of investments at 31 December 2020 are published on our website at www.quaker.org.uk.

Net gains/(losses) on listed investments comprised the following:

	2020 £'000	2019 £'000
Realised gains	(376)	543
Unrealised gains / (losses)	1,923	4,718
	1,547	5,261

Investment properties

Investment properties held at 31 December 2020 and their movements during the year were as follows:

	2020 £'000	2019 £'000
Group and charity		
Market value		
At 1 January	18,511	18,511
Disposals	-	-
Adjustments to valuation	-	-
At 31 December	18,511	18,511

	2020 £'000	2019 £'000
Group and charity		
Drayton House	18,000	18,000
Courtauld House	-	-
Woodland and pasture at Jordans	341	341
Land at Lakenheath	70	70
Lesser Slatters	100	100
	18,511	18,511

Drayton House was revalued at £18m in September 2017 by Third Sector Property Ltd.

16. Investment in subsidiary undertaking and related charity

BYM has one subsidiary company, Friends House (London) Hospitality Ltd. Trading as the Quiet Company, this company is incorporated in England and Wales; its registered office is located at Friends House, 173 Euston Road, London NW1 2BJ. The principal activities of the company are the provision of meeting rooms, conference facilities, hospitality and restaurant services. The investment of BYM in Friends House (London) Hospitality Ltd comprises two ordinary shares of £1 each, being the entire issued share capital of that company. Friends House (London) Hospitality Ltd donates its taxable profits to BYM by Gift Aid. A summary of the financial results of the company for the year to 31 December 2020 is shown below. Accounts of the company will be filed with the Registrar of Companies.

Profit and loss account	2020 £'000	2019 £'000
Turnover	1,950	4,916
Operating expenses and shared costs	(2,179)	(3,882)
Operating profit	(229)	1,034
Interest paid	(10)	(4)
Profit for the year before Gift Aid and taxation	(239)	1,030
Summarised balance sheet	2020 £'000	2019 £'000
Current assets	1,804	1,818
Creditors: amounts falling due within one year	(293)	(538)
Net assets	1,511	1,280
Called up share capital (£2)	-	-
Debenture	1,750	250
Profit and loss account	(239)	1,030
	1,511	1,280

This note is the company note. The group note (note 4: Other trading activities) includes the company's results but is shown before £150,000 rent and £4,000 debenture interest paid to BYM.

Note

BYM has advanced £1,750,000 to the company for the purposes of providing working capital. This loan is secured by a fixed and floating charge over the assets and undertaking of the company and is repayable on BYM giving 24 months' written notice. The terms of the loan agreement includes the payment of interest at an arm's length commercial rate of 1.00% above the Co-operative Bank base rate for the time being, calculated on a daily basis. The Trustees increased the facility by £1,500,000 due to the pandemic to ensure that it could continue to meet its ongoing obligations whilst the Directors worked on a recovery plan.

17. Debtors

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Receivable within one year				
Loans advanced to meetings (see below)	10	10	10	10
Other loans advanced	(14)	25	(14)	25
Trade debtors	42	419	21	56
Prepayments	159	197	159	197
Accrued income	6,785	2,927	6,785	2,927
Other debtors	207	285	207	285
	7,189	3,863	7,168	3,500
Receivable after more than one year				
Loans advanced to meetings (see below)	66	70	66	70
Subsidiary company	-	-	1,750	250
	7,255	3,933	8,984	3,820

Interest-free loans are made to meetings for the purchase and improvement of meeting houses. They are repayable in annual instalments over periods of up to ten years.

Interest-free loans, group and charity	2020 £'000	2019 £'000
Balance outstanding at 1 January	80	56
Loans advanced during the year	25	50
	105	106
Repayments made	(29)	(26)
Balance outstanding at 31 December	76	80
Due within one year	10	10
Due after one year	66	70
	76	80

18. Creditors: amounts falling due within one year

	Group 2020 £'000	Group 2019 £'000	Charity 2020 £'000	Charity 2019 £'000
Trade creditors	66	422	63	349
Event deposits	215	402	-	-
Interest free loans (see below)	58	68	58	68
Social security and other taxes	176	300	176	300
Pensions contributions	90	61	90	61
Due to subsidiary	-	-	1,756	1,422
Accruals	771	517	697	468
Canadian legacy	43	43	43	43
Other	167	177	165	163
	<u>1,586</u>	<u>1,990</u>	<u>3,048</u>	<u>2,874</u>

Interest-free loans - group and charity	2020 £'000	2019 £'000
Balance outstanding at 1 January	<u>68</u>	<u>70</u>
Repayments made	(10)	(2)
Converted to gifts	<u>-</u>	<u>-</u>
Balance outstanding at 31 December	<u>58</u>	<u>68</u>

All interest-free loans are repayable on demand.

19a. Reconciliation of movement in funds

	At 1 January 2020 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	At 31 December 2020 £'000
Group and charity					
Endowment funds					
. FEF Joint Bursary Scheme (note 22)	1,945	-	-	96	2,041
. QPS Kingsmead	1,852	-	-	91	1,943
. FEF Higher Education Awards (note 22)	1,429	-	-	71	1,500
. QPS Kingsmead Close	603	-	-	30	633
. R. Penny	200	-	-	10	210
. Other endowment funds	96	-	-	7	103
Total endowment funds	6,125	-	-	305	6,430

Details of the purposes of individual endowment funds are included in the accounting policies on page 34.

	At 1 January 2020 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	At 31 December 2020 £'000
Group and charity					
Restricted funds					
. Sawell Family Fund	529	-	(21)	-	508
. Swarthmoor Hall Field Fund (note 23)	890	13	(100)	(203)	599
. Swarthmoor Hall Fund (note 23)	1,283	5	(26)	-	1,261
. Albert Moore Fund	536	-	-	-	536
. QPSW Relief Fund	77	22	(45)	-	54
. Jordans Estate Fund	326	-	(1)	-	325
. Hope Fund	95	12	(12)	-	95
. FEF Joint Bursary Scheme (note 22)	39	297	(7)	-	330
. FEF Higher Education Awards (note 22)	160	25	(22)	-	163
. Children and Young People General Fund	-	15	-	-	15
. EAPPI Fund	-	126	(64)	-	62
. Gerald A J Hodgett Fund	306	4	(24)	-	286
. Outreach	56	-	(6)	-	50
. Wellcome Grant Library Archives	42	-	(41)	-	1
. Sanctuary Everywhere	71	7	(10)	-	67
. Kingsmead Income Fund	311	26	(7)	-	330
. Kingsmead Close Income Fund	133	9	(2)	-	139
. CB & HH Taylor Trust Fund	-	190	-	-	190
. Other restricted funds	351	52	(59)	-	343
. Functional property funds	1,433	-	(30)	-	1,403
Total restricted funds	6,637	803	(477)	(203)	6,760

Details of the purposes of individual restricted funds are included in the accounting policies on page 35.

19a. Reconciliation of movement in funds (continued)

Group and charity	At 1 January 2020 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	At 31 December 2020 £'000
Unrestricted funds					
Designated funds					
. Cadbury Staines Fund	1,762	31	(194)	108	1,707
. Property Upkeep Fund	5,612	1,089	(8)	-	6,693
. Meeting Houses Fund	80	-	-	(4)	76
. Legacy funded short term projects	1,051	74	(412)	-	713
. Marsh Memorial Fund	-	4,314	-	-	4,314
. Courtauld House Income Fund	174	-	-	-	174
. Investment Property Fund	18,511	-	-	-	18,511
. Functional Property Fund	29,931	-	(629)	7	29,309
. Heritage Assets Fund	604	-	-	-	604
Total designated funds	57,725	5,508	(1,243)	111	62,101
General Reserve	15,379	9,776	(10,306)	1,523	16,372
Total unrestricted funds	73,104	15,284	(11,549)	1,634	78,473
Total funds	85,866	16,087	(12,026)	1,735	91,663

Details of the purposes of the designated funds are included in the accounting policies on page 35.

19b. Reconciliation of movement in funds – prior year

Group and charity	At 1 January 2019 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	At 31 December 2019 £'000
Endowment funds					
. FEF Joint Bursary Scheme (note 22)	1,617	-	-	328	1,945
. QPS Kingsmead	1,540	-	-	312	1,852
. FEF Higher Education Awards (note 22)	1,188	-	-	241	1,429
. QPS Kingsmead Close	502	-	-	101	603
. R. Penny	166	-	-	34	200
. Other endowment funds	106	-	-	(10)	96
Total endowment funds	5,119	-	-	1,006	6,125

19b. Reconciliation of movement in funds – prior year (continued)

Group and charity	At 1 January 2019 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	At 31 December 2019 £'000
Restricted funds					
. Sawell Family Fund	584	-	(55)	-	529
. Swarthmoor Hall Field Fund (note 23)	865	20	(86)	91	890
. Swarthmoor Hall Fund (note 23)	1,408	3	(128)	-	1,283
. Albert Moore Fund	536	-	-	-	536
. QPSW Relief Fund	99	23	(45)	-	77
. Jordans Estate Fund	329	-	(3)	-	326
. Hope Fund	102	-	(7)	-	95
. FEF Joint Bursary Scheme (note 22)	40	41	(42)	-	39
. FEF Higher Education Awards (note 22)	149	31	(20)	-	160
. EAPPI Fund	-	121	(121)	-	-
. Gerald A J Hodgett Fund	338	-	(32)	-	306
. Outreach	62	-	(6)	-	56
. Wellcome Grant Library Archives	-	42	-	-	42
. Sanctuary Everywhere	-	71	-	-	71
. Kingsmead Income Fund	276	37	(2)	-	311
. Kingsmead Close Income Fund	122	12	(1)	-	133
. Other restricted funds	409	159	(187)	(31)	350
. Functional property funds	1,463	-	(30)	-	1,433
Total restricted funds	6,782	560	(765)	60	6,637

Group and charity	At 1 January 2019 £'000	Income £'000	Expenditure £'000	Transfers, gains and losses £'000	At 31 December 2019 £'000
Unrestricted funds					
Designated funds					
. Cadbury Staines Fund	1,355	44	(3)	366	1,762
. Property Upkeep Fund	5,332	982	(701)	(1)	5,612
. Meeting Houses Fund	57	-	-	23	80
. Legacy funded short term projects	2,054	-	(1,004)	1	1,051
. Courtauld House Income Fund	174	-	(1)	1	174
. Investment Property Fund	18,511	-	-	-	18,511
. Functional Property Fund	29,844	-	(614)	701	29,931
. Heritage Assets Fund	604	-	-	-	604
Total designated funds	57,931	1,026	(2,323)	1,091	57,725
General Reserve	7,526	15,590	(10,841)	3,104	15,379
Total unrestricted funds	65,457	16,616	(13,164)	4,195	73,104
Total funds	77,358	17,176	(13,929)	5,261	85,866

20. Consolidated trusts

The trustees of BYM are also the trustees for Swarthmoor Hall and Friends Educational Funds. These are treated as restricted funds within these accounts. Details of the movements on these funds are given in notes 21 and 22 below.

21. Friends Educational Funds

	Higher Education Awards funds		Joint Bursary Scheme			Higher Education Awards funds		Joint Bursary Scheme		
	Income fund	Endowment fund	Income fund	Endowment fund	Total 2020	Income fund	Endowment fund	Income fund	Endowment fund	Total 2019
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income										
From generated funds										
. Voluntary income	2	-	270	-	272	2	-	3	-	5
. Investment income	24	-	27	-	51	29	-	39	-	68
Total income	<u>26</u>	<u>-</u>	<u>297</u>	<u>-</u>	323	<u>31</u>	<u>-</u>	<u>42</u>	<u>-</u>	73
Expenditure										
Charitable activities	(23)	-	(7)	-	(30)	(20)	-	(43)	-	(63)
Net income / (expenditure)	3	-	290	-	293	11	-	(1)	-	10
Realised gains / (losses) on investments	-	(17)	-	(24)	(41)	-	25	-	34	59
Unrealised (losses) / gains on investments	-	88	-	120	208	-	216	-	294	510
Net movement in funds	<u>3</u>	<u>71</u>	<u>290</u>	<u>96</u>	460	<u>11</u>	<u>241</u>	<u>(1)</u>	<u>328</u>	579
Reconciliation of funds										
Funds brought forward at 1 January	160	1,429	39	1,945	3,573	149	1,188	40	1,617	2,994
Funds carried forward at 31 December	<u>163</u>	<u>1,500</u>	<u>329</u>	<u>2,041</u>	<u>4,033</u>	<u>160</u>	<u>1,429</u>	<u>39</u>	<u>1,945</u>	<u>3,573</u>
Represented by:										
Investments	-	1,322	-	1,799	3,121	-	1,250	-	1,702	2,952
Cash at bank and in hand	163	178	329	242	912	160	179	39	243	621
Net assets	<u>163</u>	<u>1,500</u>	<u>329</u>	<u>2,041</u>	<u>4,033</u>	<u>160</u>	<u>1,429</u>	<u>39</u>	<u>1,945</u>	<u>3,573</u>

22. Swarthmoor Hall Restricted Funds

	Swarthmoor Hall Field Fund £'000	Swarthmoor Hall Fund £'000	Total 2020 £'000	Swarthmoor Hall Field Fund £'000	Swarthmoor Hall Fund £'000	Total 2019 £'000
Income						
From generated funds						
. Voluntary income	-	5	5	-	3	3
. Investment income	13	-	13	20	-	20
. Other income	-	-	-	-	-	-
From charitable activities - programme	-	-	-	-	-	-
	<u>13</u>	<u>5</u>	<u>18</u>	<u>20</u>	<u>3</u>	<u>23</u>
Expenditure						
Charitable activities						
. Programme	-	-	-	(87)	(89)	(176)
. Estate	(100)	(26)	(126)	(63)	(33)	(96)
. Other	-	-	-	-	(6)	(6)
	<u>(100)</u>	<u>(26)</u>	<u>(126)</u>	<u>(150)</u>	<u>(128)</u>	<u>(278)</u>
Net income / (expenditure)	(87)	(21)	(108)	(130)	(125)	(255)
Unrealised (losses) / gains on investments	57	-	57	139	-	139
Realised gains / (losses) on investments	(19)	-	(19)	16	-	16
Net movement in funds	<u>(49)</u>	<u>(21)</u>	<u>(70)</u>	<u>25</u>	<u>(125)</u>	<u>(100)</u>
Reconciliation of funds						
Funds brought forward at 1 January	890	1,283	2,173	865	1,408	2,273
Funds carried forward at 31 December	<u>841</u>	<u>1,262</u>	<u>2,103</u>	<u>890</u>	<u>1,283</u>	<u>2,173</u>
Represented by:						
Fixed assets:						
Functional property	25	-	25	25	-	25
Other fixed assets	75	-	75	38	-	38
Investments	848	-	848	802	-	802
	<u>948</u>	<u>-</u>	<u>948</u>	<u>865</u>	<u>-</u>	<u>865</u>
Net current assets	(107)	1,262	1,155	25	1,283	1,308
Net assets	<u>841</u>	<u>1,262</u>	<u>2,103</u>	<u>890</u>	<u>1,283</u>	<u>2,173</u>

23. Analysis of net assets between funds

	General reserve	Designated funds	Restricted funds	Endow- ment funds	Total funds 2020 £'000	General reserve	Designated funds	Restricted funds	Endow- ment funds	Total funds 2019 £'000
Group and charity	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Fund balances at 31 December 2020 are represented by:										
Tangible fixed assets	507	29,913	1,503	-	31,923	438	30,535	1,496	-	32,469
Investments	20,318	20,521	877	5,666	47,382	19,215	20,412	830	5,359	45,816
Net current assets/ (liabilities)	(4,453)	11,667	4,380	764	12,358	(4,274)	6,778	4,311	766	7,581
Total net assets	16,372	62,101	6,760	6,430	91,663	15,379	57,725	6,637	6,125	85,866

24. Operating lease commitments

At 31 December 2020, BYM is committed to making the following payments under non-cancellable operating leases:

	2020 £'000	2019 £'000
Payments falling due:		
Within one year	20	67
Between two and five years	23	93
	43	160

The total expense for operating lease costs incurred in 2020 was £34,539 (2019: £72,306).

25. Operating lease income due

At 31 December 2020, BYM is due to receive rental income as follows under non-cancellable operating leases in respect of Drayton House:

	2020 £'000	2019 £'000
Rents falling due		
Within one year	1,083	1,083
Between two and five years	2,708	3,791
	3,791	4,874

Quakers share a way of life, not a set of beliefs. Quaker unity is based on shared understanding and a shared practice of silent worship – a communal stillness.

Quakers seek to experience God directly – internally, in relationships with others, and with the world. Local meetings for worship are open to all who wish to attend.

Quakers try to live with honesty and integrity. This means speaking truth to all, including people in positions of power. The Quaker commitment to peace arises from the conviction that love is at the heart of existence and that all human beings are unique and equal.

This leads Quakers to put faith into action by working locally and globally to change the systems that cause injustice and violent conflict.

Britain Yearly Meeting of the Religious Society of Friends (Quakers)
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