

Company registration number 00551817 (England and Wales)

**EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## COMPANY INFORMATION

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<b>Directors</b>	Dr Michael Galsworthy - Chairman	(Appointed 25 April 2023)
	Sir Nicholas Harvey - Chief Executive	(Appointed 25 November 2023)
	David Barrett	(Appointed 16 November 2024)
	Lisa Burton	(Appointed 16 November 2024)
	Barbara Callender	(Appointed 16 November 2024)
	David Clarke	(Appointed 16 November 2024)
	Cecilia Jastrzebska	(Appointed 16 November 2024 and resigned 26 April 2025)
	Emma Knaggs	(Appointed 16 November 2024)
	Richard Morris	(Appointed 16 November 2024)
	Peter Packham	(Appointed 16 November 2024 and resigned 21 January 2025)
	Sanjayan Ravindran	(Appointed 16 November 2024)
	Prof Molly Scott Cato	(Appointed 16 November 2024)
	Dr Charles Smith	(Appointed 16 November 2024)
	Yvonne Wancke	(Appointed 16 November 2024)
	Richard Wilson	(Appointed 16 November 2024)
	Gayle Darlington-Shaw	(Appointed 28 February 2025)
	Colin Gordon	(Appointed 28 February 2025)
	Julie Ward	(Appointed 28 February 2025)
	Magdalena Williams	(Appointed 28 February 2025)
	Alfred Quantrill	(Appointed 26 April 2025)
	David Edwards	(Appointed 8 January 2022 and resigned 17 May 2025)
<b>Secretary</b>	Sandra Lawman	
<b>Company number</b>	00551817	
<b>Registered office</b>	Audley House Palace Street Westminster London SW1E 5HX	
<b>Auditor</b>	Lindsey Francis Ferguson Ltd North House 198 High Street Tonbridge Kent TN9 1BE	

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# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## DIRECTORS' REPORT

### *FOR THE YEAR ENDED 31 MARCH 2025*

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The directors present their annual report and financial statements for the year ended 31 March 2025.

#### **Principal activities**

For 75 years, the European Movement UK has worked to build a closer relationship with the rest of Europe. The countries of the European Union, with which we share both deeply held values and a common history, are our closest neighbours and natural trading and cultural partners.

The European Movement UK is a cross-party campaigning organisation working to build closer relationships with the EU that we believe will benefit our country. We are powered by more than 26,000 members, some 250,000 supporters, over 100 local groups, and strong networks in the world of politics and in communities throughout the UK.

**Our Mission:** We embrace our country's European identity. We value the economic, social, cultural and personal benefits that had been our birthright for nearly 50 years through EU membership. We campaign for better access to the rest of Europe and to preserve our European values.

The European Movement believes that Brexit was a historic, national mistake. UK interests are best achieved by UK membership of the European Union. The European Movement will fight to re-join the EU as soon as it is politically possible.

**Our campaign:** Our objective is to campaign step by step towards re-joining the EU. We will work to rebuild our relationship and improve the current Brexit deal where there is clear evidence that closer cooperation with the EU will benefit the UK's citizens, economy, culture and international prestige. As we do so, we will seek to build new support for re-joining the EU amongst the UK public and within all political groups.

Our activity includes local community engagement, street stalls, protests and other local and national events together with online action including petitions, letter-writing, press and social media campaigns. Campaigns are coordinated by the national organisation, with much of the activity designed and delivered by local groups of activists, supported by the central office.

The European Movement is also investing to grow the Movement's size, strength and influence to deliver on our aim to return the UK to the heart of Europe. This includes fundraising and membership recruitment activity. Members receive a weekly newsletter, access to events, and the opportunity to participate in setting the direction of the Movement through voting in and standing for election to our governance bodies.

#### **Structure, Governance and Management**

Director meetings are held regularly, at which decisions are taken regarding matters of policy and finance, including the reviewing of financial and management accounts, budget plans, and the minutes of committee meetings.

The Directors and Senior Management meet regularly to oversee the day-to-day running of the company, with a separate Audit Committee set up to manage and oversee the year end audit process, as well as the implementation of recommendations relating to the financial systems and controls from the company's auditors.

#### **Auditor**

The auditor, Lindeyer Francis Ferguson Ltd, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## DIRECTORS' REPORT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2025**

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### Statement of directors' responsibilities

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- ✓ select suitable accounting policies and then apply them consistently;
- ✓ make judgements and accounting estimates that are reasonable and prudent;
- ✓ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

### Small companies exemption

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

On behalf of the board

.....  
Sir Nicholas Harvey  
**Director**

Date: .....

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

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#### Opinion

We have audited the financial statements of European Movement of the United Kingdom Limited (the 'company') for the year ended 31 March 2025 which comprise the statement of comprehensive income, the balance sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- ✓ give a true and fair view of the state of the company's affairs as at 31 March 2025 and of its surplus for the year then ended;
- ✓ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ✓ have been prepared in accordance with the requirements of the Companies Act 2006.

#### Basis for opinion

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

#### Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors 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 annual report other than the financial statements and our auditor's report thereon. The directors 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.

#### Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- ✓ the information given in the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ✓ the directors' report has been prepared in accordance with applicable legal requirements.

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED (CONTINUED)

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#### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Y adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- Y the financial statements are not in agreement with the accounting records and returns; or
- Y certain disclosures of directors' remuneration specified by law are not made; or
- Y we have not received all the information and explanations we require for our audit; or
- Y the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

#### **Responsibilities of directors**

As explained more fully in the directors' responsibilities statement, the directors 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 directors 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 directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

#### **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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. As part of an audit, in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit.

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. The extent to which our procedures are capable of detecting irregularities is detailed below.

We obtained an understanding of the legal and regulatory framework applicable to the preparation of the financial statements of the company and the procedures that management adopt to ensure compliance. We have considered the extent to which non-compliance might have a material effect on the financial statements, and in particular we identified the Companies Act 2006 and FRS102.

We have also identified other laws and regulations that do not have a direct effect on the amounts or disclosures within the financial statements, but for which compliance is fundamental to the company's operations and to avoid material penalties, including GDPR, data protection regulations, employment law, and fundraising regulations.

Having reviewed the laws and regulations applicable to the company, we designed and performed audit procedures to obtain sufficient appropriate audit evidence. Specifically, we:

- Y Selected a team with appropriate skills and experience to perform the audit;
- Y Obtained an understanding of the company's procedures for ensuring compliance with laws and regulations;
- Y Obtained and reviewed internal policies and procedures and external guidance;
- Y Made enquiries of management and the directors regarding whether they were aware of any actual or suspected incidences of non-compliance with laws and regulations;
- Y Obtained and reviewed meeting minutes;

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED (CONTINUED)

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- Y Reviewed legal expense accounts for indications of any possible non-compliance; and
- Y Reviewed the completeness and accuracy of associated disclosures made in the financial statements.

We assessed the susceptibility of the company's financial statements to material misstatement, including considering how fraud might occur. This was performed by:

- Y Making an assessment of the company control environment, systems and controls including identifying any weaknesses and considering the risk of management override of controls;
- Y Assessing the susceptibility of the company financial statements to material misstatement, including considering how fraud could occur;
- Y Considering whether there are any incentives or opportunities for management to manipulate financial results;
- Y Obtaining and evaluating the directors' assessment of the risk of fraud, and enquiring as to whether they are aware of any actual or suspected incidences of fraud;
- Y Reviewing the accounting policies and accounting estimates for signs of management bias; and
- Y Identifying key risks relating to irregularities as relating to revenue recognition including fraud, management override of controls, going concern and debtor overstatement.

We then designed audit procedures in response to the risks identified, including performing substantive testing on all material income streams and debtor balances, reviewing budgets, and reviewing journal entries.

The audit has been planned and performed in accordance with auditing standards, however, because of the inherent limitations of audit procedures there remains a risk that we will not detect all irregularities, including those that may lead to material misstatements in the financial statements. There are inherent difficulties in detecting irregularities, and irregularities that result from fraud may be more difficult to detect than irregularities that result from error, for example due to concealment, override of controls, collusion or misrepresentations. In addition, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less audit procedures are able to identify it.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://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 company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### Jonathan Healey FCA (Senior Statutory Auditor)

For and on behalf of Lindeyer Francis Ferguson Ltd, Statutory Auditor  
North House  
198 High Street  
Tonbridge  
Kent  
TN9 1BE  
Date: .....



# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## STATEMENT OF COMPREHENSIVE INCOME

*FOR THE YEAR ENDED 31 MARCH 2025*

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	2025 £	2024 £
Income	1,502,540	1,321,278
Administrative expenses	(1,439,866)	(1,359,643)
	<hr/>	<hr/>
Surplus/(deficit) before taxation	62,674	(38,365)
Tax	-	-
	<hr/>	<hr/>
Surplus/(deficit) for the financial year	<hr/> <hr/>	<hr/> <hr/>

The income and expenditure account has been prepared on the basis that all operations are continuing operations.

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
<b>Current assets</b>					
Debtors	6	49,458		43,140	
Cash at bank and in hand		526,803		524,141	
		<u>576,261</u>		<u>567,281</u>	
<b>Creditors: amounts falling due within one year</b>	7	(35,750)		(89,444)	
<b>Net current assets</b>			540,511		477,837
			<u>540,511</u>		<u>477,837</u>
<b>Reserves</b>					
Income and expenditure account	9		514,527		455,631
Members' deposits	9		25,984		22,206
			<u>540,511</u>		<u>477,837</u>
<b>Members' funds</b>			540,511		477,837
			<u>540,511</u>		<u>477,837</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the board of directors and authorised for issue on ..... and are signed on its behalf by:

.....  
Sir Nicholas Harvey  
**Director**

**Company Registration No. 00551817**

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 31 MARCH 2025**

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### **1 Accounting policies**

#### **Company information**

European Movement of the United Kingdom Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Audley House, Palace Street, Westminster, London, SW1E 5HX.

#### **1.1 Accounting convention**

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

The company has taken advantage of the exemption under section 399 of the Companies Act 2006 not to prepare consolidated accounts, on the basis that the group of which this is the parent qualifies as a small group. The financial statements present information about the company as an individual entity and not about its group.

European Movement of the United Kingdom Limited meets the definition of a public benefit entity under FRS 102.

#### **1.2 Income and expenditure**

Income is primarily from subscriptions and donations.

The Movement does not have any liability to provide members with services or other benefits and subscriptions are therefore included in income when received.

Donations are also included in income when received.

#### **1.3 Cash and cash equivalents**

Cash and cash equivalents are basic financial assets and include cash in hand, deposits held at call with banks.

#### **1.4 Financial instruments**

The company only has financial instruments which are classified as basic financial instruments.

Short-term debtors and creditors are included at the settlement value. Any losses in value are recognised in the profit and loss.

#### **1.5 Taxation**

The company does not carry on a trade with a view to make a profit. With this being the case, the company only accounts for corporation tax on any investment income or profits arising from the trading activities of the company.

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

### 1 Accounting policies (Continued)

#### 1.6 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

#### 1.7 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

#### 1.8 Leases

Amounts payable under operating leases, including any lease incentives received, are charged to profit or loss on a straight line basis over the term of the relevant lease except where another more systematic basis is more representative of the time pattern in which economic benefits from the leased asset are consumed.

### 2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

### 3 Income

	2025 £	2024 £
Members Subscriptions	1,136,884	972,496
Donations	344,236	326,178
Other income	21,420	22,604
	<u>1,502,540</u>	<u>1,321,278</u>

### 4 Employees

The average monthly number of people employed by the company during the year on a headcount basis was:

	2025 Number	2024 Number
Total	<u>17</u>	<u>16</u>

The average monthly number of people employed by the company during the year on a full-time equivalent basis was:

<u>15</u>	<u>14</u>
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# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2025**

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### **5 Fixed asset investments**

The company holds a 68.75% (2024 - 68.75%) investment in the issued share capital of Young European Movement Limited. As at 31 March 2025, the fair value of this investment was £Nil (2024: £Nil).

### **6 Debtors**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>		
Rent deposit	21,000	20,832
Prepayments and accrued income	24,064	19,750
Other debtors	4,394	2,558
	<u>49,458</u>	<u>43,140</u>

### **7 Creditors: amounts falling due within one year**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Cost and expenses payable	16,629	24,782
Accruals and deferred income	18,733	63,162
Other creditors	388	1,500
	<u>35,750</u>	<u>89,444</u>

### **8 Members' liability**

The company is limited by guarantee and does not have a share capital. In the event of a deficit in the winding up of the company each member may be required to contribute a maximum of £1.

In order to ensure that these contributions would be available the first £1 of each member's subscription is held in the Members' Deposits account.

The movements in Members' deposits can be seen in note 9. There were 25,984 members at the year end, and £25,984 of member's deposits.

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 9 Income and expenditure account

	2025 £	2024 £
At the beginning of the year	455,631	498,090
Surplus / (deficit) for the year	62,674	(38,365)
Transfer for net movement in members during the year	(3,778)	(4,094)
	<u>514,527</u>	<u>455,631</u>

#### Members deposits

At the beginning of the year	22,206	18,112
Transfer for net movement in members during the year	3,778	4,094
	<u>25,984</u>	<u>22,206</u>

#### 10 Operating lease commitments

##### As lessee

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

	2025 £	2024 £
Total commitments	<u>206,287</u>	<u>183,322</u>

#### 11 Other commitments

At the reporting end date the company had outstanding commitments, other than those under non-cancellable operating leases, as follows:

	2025 £	2024 £
	<u>-</u>	<u>54,990</u>

# EUROPEAN MOVEMENT OF THE UNITED KINGDOM LIMITED

## DETAILED INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

	2025 £	2025 £	2024 £	2024 £
<b>Income</b>				
Membership subscriptions		1,136,884		972,673
Other		5,840		6,070
Donations		338,396		326,000
Shop income		21,420		16,505
		<u>1,502,540</u>		<u>1,321,248</u>
 <b>Administrative expenses</b>				
AGM costs	15,265		12,434	
APPG costs	5,215		-	
Audit fees	6,930		6,800	
Bank charges	527		482	
Computer running costs	12,041		14,879	
Creative projects	1,754		3,668	
Fundraising collection fee	6,221		7,344	
Fundraising communication	1,298		-	
Fundraising projects	8,059		1,584	
Grassroots	31,175		28,906	
Insurance	6,336		5,862	
Legal and professional fees	35,077		3,331	
Membership communication	28,011		22,362	
Membership database	67,887		60,879	
Memberships collection fee	76,528		59,087	
Office equipment and furniture	2,072		564	
Other office supplies	2,219		2,156	
Party Conferences	9,442		45,966	
Polling	55,260		22,311	
Professional subscriptions	7,974		7,892	
Public Events	8,584		2,890	
Rent	91,239		85,143	
Salaries - Employees	636,319		594,180	
Salaries - Self-employed	116,431		125,459	
Shop costs	17,224		20,915	
Social media	73,801		82,643	
Social security costs	64,400		57,113	
Software	3,023		2,672	
Staff pension costs	13,934		13,142	
Staff recruitment costs	6,941		17,652	
Staff training	633		3,035	
Sundry expenses	6		-	
Telecommunication	6,547		4,461	
Thematic Campaigns	13,617		30,120	
Travelling	7,876		13,711	
		<u>(1,439,866)</u>		<u>(1,359,643)</u>
<b>Operating surplus/(deficit)</b>		<u>62,674</u>		<u>(38,365)</u>