



Company number: 06550164

Charity number: 1123946

Report and Financial Statements For the year ending 31 December 2020

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Chair's Introduction

2020 was a year where our agility, the can-do spirit and goodwill of our network, and the trust and collaboration that we have built over the years with our members served us well. We were able to pivot and react quickly so that young entrepreneurs had a fighting chance of survival and success during a crisis in scale and duration that no one could have imagined. We are grateful for partners, existing and new ones, for their trust, belief and flexibility to navigate these unprecedented times.

Our network, 52 members' strong, supported nearly 170,000 young people to develop the entrepreneurship skills they need to thrive. Our members, despite the challenges of a global pandemic, continued to deliver high quality, holistic support including training, mentoring, access to finance and other business development services and pivoted quickly to deliver virtually.

We launched the Rapid Recovery Programme with Google.org anchored by a \$5 million grant to YBI with the aim to support 200,000 underserved micro, small and medium businesses in 32 countries to respond to the COVID-19 crisis across Europe, the Middle East, Africa and Asia Pacific.

We continued to deepen our digital acceleration efforts and innovation across our network through our longstanding partnership with Accenture. Our partnership with IKEA Foundation drove digital solutions and COVID response in India and Bangladesh. We continued our work in Africa to support high potential entrepreneurs and a pan-African community of practice through the support of Argidius Foundation. We entered into a new partnership with Standard Chartered Foundation which will provide crucial support to over 33,000 underserved young entrepreneurs in six countries across Africa, Asia and Europe.

We ran successful campaigns for International Women's Day and Global Entrepreneurship Week profiling the work of our members and the positive impact of youth entrepreneurship. We published and launched a critical piece of research--Beating the odds: Supporting youth on the move to become successful entrepreneurs--which focusses on how to best support young refugees and migrants. We celebrated the determination, ingenuity and passion of young women Young Female Entrepreneur of the Year Award in collaboration with our partner Citi Foundation.

Throughout 2020 we convened our members online, including through our Global Youth Entrepreneurship Festival. Despite the challenges, we recognised that we had so much good practice and good news to share that we wanted to celebrate the resilience and spirit of our YBI community and the entrepreneurs we serve.

Young people will feel the economic shock of the COVID-19 pandemic more than most as opportunities for youth employment shrink. We remain steadfast in our belief and conviction that youth entrepreneurship is a critical lever for economic recovery, resilience and growth. My thanks go to all who make our work possible, especially our partners and

members, for their support and dedication and to the young entrepreneurs who inspire us on a daily basis.

Sir Malcom Williamson
Chair

25 June 2021

Reference and Administrative Information

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

Company number 06550164

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Registered office 21 Holborn Viaduct, London, EC1A 2DY. During this period the organisation also had offices in Bogota, Colombia.

The Trustees

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

Sir Malcolm Williamson (Chair)	Fadi Sarkis	Boris Tkachenko
Timothy Copnell	Marie Staunton	Meaghan Ramsey (Joined 03/12/2020)
Jeannie Arthur	Anita Tiessen	
Crispin Rapinet	Romeo Effs	
Andrew Smart	Caroline Adeyemi	

Chief Executive Anita Tiessen

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

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

Trustees' annual report

For the year ended 31 December 2020

The Trustees of Youth Business International have pleasure in presenting their report together with audited financial statements of the company and group for the year ending 31st December 2020.

The financial statements have been prepared in accordance with Statement of Recommended Practice 2015 (FRS102), Accounting and reporting by Charities issued by Charity Commission.

Youth Business International (YBI) is a global network of 52 independent, locally led organisations (our 'members') supporting underserved young entrepreneurs to turn their ideas into successful businesses, creating jobs and strengthening communities. The network is supported by a dedicated Network Team based in London.

Our Vision and Mission

Youth entrepreneurship creates decent work for young people, strengthens communities and drives inclusive economic growth, but for too many young people, entrepreneurship is out of reach.

We work as a global network of expert organisations to help young people to start, grow and sustain the microenterprises and SMEs that are vital to our economies.

Our Network Approach

As a network we develop and scale new solutions to the critical challenges facing underserved young entrepreneurs. Our members learn, innovate and influence together. As a result, they are able to deliver better quality support to more young people around the world.

Learn: Our members have diverse expertise across the full range of youth entrepreneurship support services. To support them in their work, we deliver capacity development services, facilitate member learning exchanges and connect members to partners with the relevant expertise.

Innovate: By convening the collective expertise of the network, we can identify gaps in support for young entrepreneurs around the world. Using these insights, we work with members to develop new solutions for youth entrepreneurship support.

Influence: As a global network we are well positioned to advocate the benefits of youth entrepreneurship. We work with members to generate and share evidence on priority themes, and use the insight generated to drive change in policy and practice.

Our Partners

To grow and nurture a sustainable network that drives impact for young entrepreneurs on a global scale, we partner with corporates, governments, international development agencies, charitable foundations and individuals. In 2020, our partners included Accenture, Argidius Foundation, Citi Foundation, the European Union, Google.org, IKEA Foundation and Standard Chartered Foundation.

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

Accenture

YBI's three-year programme with Accenture (2018-2021) anchored our ability to deliver critical support—including leveraging the digital accelerator work to deliver virtually, supporting young entrepreneurs with Growth and Performance Skills, and delivering an S.O.S. mentoring programme. The partnership with Accenture has helped us evolve the innovation and digital capability of YBI at a global and member level and to connect our members and collaborate together. As a result, our members supported 72,048 young people with the skills to start or grow a business. They went on to start over 8,000 businesses and over 10,000 businesses were strengthened.

Argidius Foundation

Our partnership with Argidius Foundation, which began in late 2018 continued through 2020, and despite a pause in delivery, our members ICCO Uganda and Enterprise Uganda continued to support high potential young entrepreneurs. In 2020, 510 young entrepreneurs in Uganda were supported through training and 245 were matched with mentors. Our pan-African community of practice which met in early 2020, pivoted to learning and sharing online.

Citi Foundation

In 2020, we brought our partnership with Citi Foundation to a conclusion. This programme had a specific focus on supporting young female entrepreneurs across Europe. This programme brought together a consortium of eleven YBI members and built regional collaboration and support for young people to start and strengthen businesses. In 2020, our capstone event was the Young Female Entrepreneur of the Year Europe awards which were hosted online. By the end of 2020, our partnership overall had supported 38,000 young people to develop their entrepreneurship skills.

European Union

In September 2020, we concluded our partnership with the M-UP Network for Migrant Entrepreneurs to Scale Up and Grow, funded by the European Union's COSME programme. Over three years, we worked with M-UP to build a thriving network of European

organisations, entrepreneurs, practitioners, experts and policymakers who are passionate about empowering migrants in Europe to realise their full potential. From 2017 to 2020, M-UP's regular activities reached over 180,000 people. This made a positive impact on Europe's entrepreneurship ecosystem to better support migrant entrepreneurs.

European Economic Agreement and Norway Grants

YBI is part of the expert pool of partners of the 'Young Entrepreneurs Succeed (YES!)' programme. This programme is funded by Norway, Lichtenstein and Iceland as part of their European Economic Agreement. It supports peer learning so that partners in four countries¹ in Europe can identify shared challenges and inspire each other to debate, research and provide solutions for the pressing problem of youth unemployment.

Google.org

We onboarded 14 YBI members and 18 delivery partners to deliver the COVID-19 Rapid Response & Recovery programme to implement a holistic package of emergency support for entrepreneurs across Europe, the Middle East, Africa, and Asia-Pacific. In August 2020, we extended the initiative to Lebanon, in response to the catastrophic effects of the devastating explosion in Beirut. Since the start of the programme, members and delivery partners have provided a wide range of support services to over 197,000 entrepreneurs across the EMEA and APAC regions.

IKEA Foundation

In 2020, YBI continued its partnership with the IKEA Foundation to accelerate youth-led businesses in the digital era in Bangladesh and India with our members B'YEAH and BYST. This year the delivery focussed on supporting young entrepreneurs through the pandemic and 1,000 young people were directly supported through entrepreneurship and business skills training and digital training. We delivered Digital Accelerator-driven solutions to B'YEAH and BYST, leveraging our partnership with Accenture. We also researched and developed a decent work curriculum for young entrepreneurs.

Standard Chartered Foundation

This project, kicked off in late 2020, is part of Futuremakers by Standard Chartered, a global initiative to tackle inequality. YBI will provide crucial support to over 33,000 underserved young entrepreneurs in Botswana, Germany, Japan, Nigeria, Turkey, and Uganda. The programme will provide a range of support to help young entrepreneurs with business model adaptation, entrepreneurial leadership, crisis management, financial risk management, digital transformation, marketing and more. The aim of the programme is to ensure that a diverse range of young entrepreneurs will contribute towards a richer, more varied and more resilient economy for everyone.

¹ Greece, Italy, Spain and Poland

Objectives, activities and performance

YBI's objectives for the public benefit are:

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

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

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

- d) The relief of poverty and the improvement of the conditions of life in socially and disadvantaged communities
- e) The promotion of sustainable means of achieving economic growth and regeneration

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

At the Network level, we saw strong performance: 96% of 45 respondent members reported that the network was 'useful' or 'very useful' in 2020 and of those 82% connected with at least one other member to share knowledge and engage in peer learning.

Driving change for young people and their communities is YBI's mission. In 2020 our Network supported nearly 170,000 young people to develop their entrepreneurship skills. We are also able to report that 18,190 young people started a business, 13,439 young people strengthened a business and 9,223 young people secured employment. Of the 89,000 young people trained in 2020, over 22,000 have businesses still trading in early 2021.

2020 Highlights

The following are a few selected highlights:

Global Youth Entrepreneurship Festival

Over the course of the year, we supported our members to come together online and learn from each other and sector experts to enhance their support services for young

entrepreneurs. The highlight was our Global Youth Entrepreneurship Festival which involved 315 attendees from 52 countries and featured sessions around the themes of the power of entrepreneurship and opportunities for the future, the importance of innovation and digital and what great youth entrepreneurship support looks like.

Beating the odds: Supporting youth on the move to become successful entrepreneurs

Our report 'Beating the odds: Supporting youth on the move to become successful entrepreneurs' explores how entrepreneurship support organisations (ESOs) and other stakeholders can help youth on the move (refugees and other migrants and displaced youth) fulfil their entrepreneurial dreams and ambitions –creating decent work, driving inclusive economic growth, strengthening communities, and transforming prospects and livelihoods. This report was launched in a webinar in December 2020 and serves as a blueprint for those supporting youth on the move.

Campaigns: International Women's Day & Global Entrepreneurship Week

In March, we celebrated International Women's Day showcasing the extraordinary work our network is doing to empower young women around the world to fulfil their entrepreneurial potential. In November, we leveraged Global Entrepreneurship Week to highlight inclusivity, women's entrepreneurship day and digital innovation.

Driving Innovation & Scale

In 2020, YBI members Faten Palestine, Spark Rwanda, FATE Foundation (Nigeria), and Youth Business Spain completed the second round of the Digital Accelerator and identified digital solutions as a priority for their respective organisations. Five members; Manq'a Bolivia, Fundación Paraguaya, Jinishan Memorial Foundation (Armenia), Fate Foundation (Nigeria) and Keren Shemesh (Israel), identified business model innovations to and designed first tests.

Accrediting our Network

In 2020, nine members completed full accreditation assessments, 10 members had update reports and one member had a midterm review. Through our work with delivery partners, we have laid the groundwork for expansion and bringing on high quality members in 2021 and beyond.

Plans for the year ahead

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

In 2021 and beyond, we will focus our efforts on:

Leading the sector as an authority on effective, inclusive youth entrepreneurship services and sharing our learning over twenty years or practice. We will define an

evidence-based "gold standard" for comprehensive, inclusive youth entrepreneurship programmes and use this to guide our service delivery.

Promoting green and social businesses, as a contribution to a sustainable and equitable world which will include developing and delivering a programme approach for social and green businesses.

Driving innovation and digital transformation of youth entrepreneurship services. This will include continuing to facilitate an innovative-led approach to digital acceleration of members and integrating effective virtual delivery methods for YBI's services and quality assurance systems.

Delivering services through a high-quality impactful network of entrepreneurship support organisations, including growing our membership.

Impact of COVID-19 on the organisational activities

We quickly pivoted our plans in 2020 to meet the needs of our members and provide the best support during these challenging times. We also began the design of what we think a recovery phase looks like and how to build resilience for our members, networks and young entrepreneurs.

We were fortunate that our 2020 business plan, including the existing objectives of activities planned under delivery grants, aligned with the needs of members and entrepreneurs navigating the crisis. The support and flexibility of our partner Accenture allowed us to support members with pivots to virtual approaches, and to adapt YBI's core support to the network through new virtual programmes. We were fortunate to secure our partnership with Google.org in April 2020 which provided \$5m for response and recovery efforts and for the start of our partnership with Standard Chartered Foundation which also considers those most affected by the pandemic.

We have had to make adjustments, mainly in delivery mechanisms and timelines as some of our face-to-face events have been cancelled or moved to digital delivery, but we have been able to maintain the spirit of our mission and indeed even accelerate the speed at which we are moving forward with longer term goals around innovation and developing a digital mindset. This included moving our annual member's convening online, transforming our growth and performance skills training to an online offer, and launching our SOS Mentoring Programme.

We were fortunate to maintain all our current employees and added a number of new positions in 2020, but in 2021 have taken prudent steps to streamline staffing numbers in light of the uncertain economic climate.

The pandemic context presented both challenges and opportunities in terms of fundraising and sustainability for the organisation and our network in 2020. We were responsive,

adaptive, and seized the opportunities that were presented quickly. In response we organized our 2020 activities around four areas:

- 1) **Global, integrated offers:** we are developing global offers for our members, largely around virtual/digital, that integrate our different services, including mentoring and soft skills training, addressing priority needs and help to propel us further.
- 2) **Going digital:** the imperative of going digital/virtual was a huge opportunity for YBI to become more of a digital delivery organisation and to have a broader, integrated approach to our digital support to members. We had the opportunity to put into action the idea of working with technology providers and move forward quickly.
- 3) **YBI positioning:** the crisis offered an opportunity to profile the incredible work of our members in supporting young entrepreneurs affected by the crisis and to leverage our collective insight to help shape broader policy and practice. We delivered dynamic communications highlighting our rapid response and recovery effort and will continue to build on this.
- 4) **Finance and Funding:** In uncertain times, we undertook regular review of our finances. This included engaging with existing and new partners and laying strong foundations for future funding.

Financial performance

Income

The Group's total incoming resources for the year were £6.6m (2019: £4.2m) of which £0.5m was unrestricted (2019: £0.5m) and £6.1m (2019: £3.7m) was restricted. All income is recorded in the Charity. The Group's incoming resources were higher than the previous year due to successfully bringing on board two new corporate partners, Google.org and Standard Chartered Bank.

During 2020 grant funds were received as follows: Accenture £1.1m (2019: £1.7m), IKEA £0.5m (2019: £0.8m), Google.org £3.6m, Standard Chartered Bank £0.5m) made up 90% of total income. Most of these grants are multi-year and multi-project grants demonstrating success in our strategy towards long-term partnerships.

The main sources of funds in 2020 were Charitable foundations and trusts 57% and Corporate Donors at 34% (2019: 76%). The remainder was received from a mixture of individual giving, donated services, multilateral grants and training and mentoring income.

Expenditure

The Charity's total resources expended for the year were £6.2m (2019: £3.5m), of which £0.3 (2019: 0.5m) was unrestricted and £5.9m (2019: £3m) was restricted.

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

During 2020 expenditure on charitable activities is comprised of:

- Cost of raising funds which forms 2.8% of our overall expenditure
- The Membership Services and Engagement team innovate and deliver services for the network members including the successful organisation of online Global Youth Entrepreneurship Festival in November 2020. Their cost forms 16% of the overall 2020 expenditure
- The Learning and influence team are focused on several communications campaigns during the year and produced the flagship research Beating the odds: Supporting youth on the move to become successful entrepreneurs and our COVID rapid response learning report. This expenditure totalled 12%
- The Development and Programmes team work on both new partnership development and delivery of current programmes. The expenditure totalled 69% and includes a disbursement of subgrants to network members of £3.3m
- Support and governance cost in 2020 added up to 11% of the overall expenditure

Our expenditure in 2020 is higher than our expenditure in 2019 due to number of factors but primarily bringing on board two new partnerships; Google.org providing \$5m emergency funding to back businesses and sustain livelihoods and Standard Chartered Bank providing £0.5m recovery and resilience funding for youth-led business. Unrestricted expenditure decreased from £0.5m in 2019 to £0.3m in 2020 due to full cost recovery on all grants and reduction in overhead cost from 20% in 2019 to 11% in 2020.

Reserves Policy and Going Concern

The charity holds unrestricted reserves in order to continue to operate in the event of a downturn in income. In 2020, the charity's aim was to maintain unrestricted free reserves equivalent to between three and nine months of unrestricted committed expenditure, which based on the expenditure in the year to 31 December 2020 amounts to £450k lower target and £1,350k upper target.

In 2020 the charity increased its unrestricted resources due to full cost recovery and various cost saving initiatives. As at 31 December 2020 unrestricted free reserves came to £887k and are comfortably within the reserve target range.

Trustees have taken a number of steps to ensure the charity's financial sustainability, particularly noting the changed circumstances due to the pandemic. These are:

- Agile fundraising approach in the pandemic context to seize immediate opportunities, and adoption of strategic propositions on economic recovery and sustainable futures that align us with member and funder priorities
- Detailed expenditure review and reduction of ongoing operating expenses, including reduction in staffing costs
- Diversification of income, in particular the future introduction of membership fees and a strategic review of the potential for other earned income sources

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

Risk Management

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

During 2020, the three main risks to the organisation were as follows:

- ***Strategic: Risk that the charity is unable to diversify and grow unrestricted funding in short and long term.*** The new Development and Programmes Team has been created and strengthened and they are developing a number of proposals for new partnerships and other fundraising opportunities.
- ***Operational: Risk of COVID-19 and lockdowns effecting employee mental health and motivation.*** We have implemented number of initiatives to help with stress and workloads and various social events to connect teams over the period.
- ***Financial: Exchange rate fluctuations and effect of Brexit on value of sterling.*** Treasury, cashflows and reserves are reported to the Trustees on quarterly basis and with careful treasury management we are able to accrue bank interest income and mitigate some of the ex/rate losses.

A review of all risks, and progress against mitigating these, is completed quarterly by the Senior Management Team, and reviewed by the Audit & Risk Committee and the Board. Where appropriate, risks are covered by insurance.

Structure, Governance and Management

Trustee and organisational structure

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

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

There are three further sub-committees;

- Accreditation Committee to define and review accreditation status of the Members of YBI Network. The committee comprises two Trustees and two non- YBI members or staff. Chair: Crispin Rapinet
- Remunerations committee to determine the remuneration of Chief Executive Officer and the organisation's remuneration policy. The Remunerations committee comprises three Trustees including the Chairman of the Board. Chair: Timothy Copnell
- Audit and Risk Committee (ARC) to provide assurance to the Board that an effective internal controls and risk management system is maintained and that finances are being managed effectively. ARC comprises three Trustees, Chief Executive Officer and Director of Finance and Operations (non - voting). Chair: Timothy Copnell

Trustee Recruitment and Training

New trustees are recruited for their skills in areas relevant to organisational strategy and objectives. They are recruited in a variety of ways including public advertisements and/or by recommendations from those working with YBI, or from existing trustees. Candidates are scrutinised by the Nominations and Remuneration Committee supported by the CEO as necessary.

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

Related parties

Any connection between a trustee or senior manager of the charity or any other contractual relationship with a related party, must be disclosed to the full Board of Trustees. The

organisation has the control of the Fundación YBI Latinoamérica y Caribe, based in Columbia, which has been dormant since July 2020 and will be closed in March 2021. Youth Business International Foundation (Stichting) was incorporated in Netherlands on 17 December 2020. The YBI Stichting has no share capital and the Directors appointed to the board are Anita Tiessen, Crispin Rapinet and Elwin Groenevelt.

Public Benefit

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

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

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

Core Policies

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

People

Network Support Team based in London and Bogota totalled 26 people during the year. In addition, the charity has benefited greatly from the help of volunteers, both experienced professionals and interns.

Income recognition

YBI income is partly raised by project-based grants and contracts. Income on these projects is recognised in line with performance and at the same time as the expenses, meaning in the same fiscal period. The method used by YBI to recognise income from project- based grants is by using the proportion of cost incurred for work performed to date.

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

Since the latter type of income is almost always received in advance of expenditure occurring, it results in surplus or deficits showing in the organisations statement of financial

activity. Deficits signify that income for expenses incurred in current fiscal period were recognised in the year prior and surpluses are carried over as part of reserves for use in the next fiscal period.

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

Fundraising Standards Information

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

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

Fundraising performance was as expected in raising the necessary income for our activities. The fundraising cost in 2020 relates to income for current and future years and is largely related to multi-year grants.

Remuneration policy for key management personnel

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

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

Trustees' Responsibilities Statement

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

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

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

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

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

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

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

Internal controls

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

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

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

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

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

Disclosure of Information to the Auditor

As so far as each of the Trustees in office at the date of the Trustee report is aware

- there is no relevant audit information of which the company's auditor was unaware
- they have taken all steps that the trustee ought to have taken to make themselves aware of any relevant audit information and to establish that the company's auditor was aware of that information

The Trustees' Report was approved and signed on behalf of the Board of Trustees on 25th June 2021 by:

Timothy Copnell

Trustee and Chairman of the Audit and Risk Committee

Independent Audit Report

Independent auditor's report to the members of Youth Business International

Opinion

We have audited the financial statements of Youth Business International (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 December 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011

Basis for opinion

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

Conclusions relating to going concern

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

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

doubt on Youth Business International's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report, including the strategic report, other than the group financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the group financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the group financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the group financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements
- The trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report, including the strategic report.

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

- Adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or

- The parent charitable company financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

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

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

Capability of the audit in detecting irregularities

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

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We reviewed compliance with the internal policies on due diligence and monitoring of grant recipients.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.
- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed any reports made to regulators.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and 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 charitable company's members as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and section 144 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano (Senior statutory auditor)

5 July 2021

for and on behalf of Sayer Vincent LLP, Statutory Auditor

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

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

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

For the year ended 31 December 2020

	Note	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Income from:							
Donations and legacies	2	514,385	–	514,385	451,061	–	451,061
Charitable activities	3	24,321	6,067,137	6,091,458	59,795	3,674,144	3,733,939
Investments		5,295	–	5,295	27,112	–	27,112
Total income		544,001	6,067,137	6,611,138	537,968	3,674,144	4,212,112
Expenditure on:							
Cost of raising funds	4	151,990	21,203	173,193	52,268	225,327	277,595
Charitable activities							
Membership services & Engagement	4	68,477	917,242	985,720	148,459	553,211	701,670
Programme & Business Development	4	1,654	4,276,289	4,277,943	196,150	1,744,206	1,940,356
Learning & Influence	4	83,640	678,959	762,599	132,704	492,809	625,512
Total expenditure		305,760	5,893,694	6,199,454	529,581	3,015,553	3,545,133
Net income for the year	6	238,241	173,443	411,684	8,387	658,592	666,979
Transfers between funds		–	–	–	(3,123)	3,123	–
Net income before other recognised gains and losses		238,241	173,443	411,684	5,264	661,715	666,979
Net movement in funds		238,241	173,443	411,684	5,264	661,715	666,979
Reconciliation of funds:							
Total funds brought forward		649,658	2,555,601	3,205,259	644,394	1,893,886	2,538,280
Total funds carried forward		887,899	2,729,044	3,616,942	649,658	2,555,601	3,205,259

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

Balance sheets

Company no. 06550164

As at 31 December 2020

	Note	The group 2020 £	2019 £	The charity 2020 £	2019 £
Fixed assets:					
Tangible assets	11	6,689	16,285	6,689	16,285
		6,689	16,285	6,689	16,285
Current assets:					
Debtors	14	331,872	253,786	587,178	457,920
Cash at bank and in hand		3,668,851	3,194,383	3,668,499	3,192,888
		4,000,723	3,448,169	4,255,677	3,650,808
Liabilities:					
Creditors: amounts falling due within one year	15	(390,470)	(250,780)	(390,442)	(250,420)
Net current assets		3,610,253	3,197,389	3,865,235	3,400,388
Total assets less current liabilities		3,616,942	3,213,674	3,871,924	3,416,673
Creditors: amounts falling due after one year		–	(8,414)	–	(8,414)
Total net assets		3,616,942	3,205,259	3,871,924	3,408,259
Funds:	17				
Restricted income funds		2,729,044	2,555,601	2,729,384	2,538,218
Unrestricted income funds:					
General funds		887,899	649,658	1,142,540	870,040
Total unrestricted funds		887,899	649,658	1,142,540	870,040
Total funds		3,616,942	3,205,259	3,871,924	3,408,259

Approved by the trustees on 25 June 2021 and signed on their behalf by

Timothy Copnell
Trustee and Chairman of the Audit and Risk Committee

Consolidated statement of cash flows

For the year ended 31 December 2020

	Group 2020 £	2019 £
Cash flows from operating activities		
Net income for the reporting period (as per the statement of financial activities)	411,684	666,979
Depreciation charges	13,087	11,247
Dividends, interest and rent from investments	(5,295)	(27,112)
Purchase of property, plant or equipment	(3,491)	(3,822)
(Increase)/decrease in debtors	(78,086)	415,750
Increase / (decrease) in creditors	131,274	(103,418)
Net cash provided by operating activities	469,173	959,624
Cash flows from investing activities:		
Dividends, interest and rents from investments	5,295	27,112
Net cash provided by investing activities	5,295	27,112
Change in cash and cash equivalents in the year	474,468	986,736
Cash and cash equivalents at the beginning of the year	3,194,383	2,207,646
Change in cash and cash equivalents due to exchange rate movements	–	–
Cash and cash equivalents at the end of the year	3,668,851	3,194,383

1 Accounting policies

a) Statutory information

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

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

b) Basis of preparation

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

These financial statements consolidate the results of the charity and its wholly-owned subsidiary Fundación YBI Latinoamérica y Caribe (company number 900785397, incorporated in Colombia) on a line by line basis. Transactions and balances between the charity and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two entities are disclosed in the notes of the charity's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charity itself is not presented as a summary of the result for the year is disclosed in the notes to the accounts. Youth Business International Foundation (Stichting) was incorporated in Netherlands on 17 December 2020. The Foundation has no share capital and the Directors appointed to the Foundation board are Anita Tiessen, Crispin Rapinet and Elwin Groenevelt.

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

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

c) Public benefit entity

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

d) Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have made this assessment for a period of at least one year from the date of approval of the financial statements. As part of their assessment, the trustees have considered the impact of COVID-19. The trustees have concluded that there is a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future.

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

e) Income

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

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

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

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

1 Accounting policies (continued)

f) Donations of gifts, services and facilities

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

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

g) Interest receivable

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

h) Fund accounting

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

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

i) Expenditure and irrecoverable VAT

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

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

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

j) Grants payable

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

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

k) Allocation of support costs

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

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

Cost of raising funds	6%
Memberships Services & Engagement	34%
Programme & Business Development	33%
Learning & Influence	27%

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

1 Accounting policies (continued)

l) Operating leases

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

m) Tangible fixed assets

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

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

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

● Office improvements	life of lease
● Fixtures and fittings	five years
● IT equipment	three years

n) Debtors

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

o) Cash at bank and in hand

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

p) Creditors and provisions

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

q) Financial instruments

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

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

r) Pensions

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

2 Income from donations and legacies

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Individuals	63,883	–	63,883	70,204	–	70,204
Donated services	450,502	–	450,502	380,857	–	380,857
	514,385	–	514,385	451,061	–	451,061

Donated services in 2020 are valued as 75% of £600,669 which is the full value of pro-bono services received (2019: £380,857) and are recognised within incoming resources as donated services. An equivalent charge is included within outgoing expenses.

The charity is grateful to:

- Hogan Lovells for their general legal advice. Their contribution is valued at £ 68,010 (2019: £99,859).
- The Worshipful Company of Management Consultants whose members have continued to undertake all the independent accreditations. Their contribution is valued at £112,500 in 2020 (2019: £121,500).
- Accenture have provided several consultants over the course of 2020 to YBI as part of Digital Accelerator project. Their contribution is valued at £157,491 (2019: £159,498).
- Brunswick PR who provided Brand and PR services. Their contribution is valued at £ 112,500 (2019: Nil).

3 Income from charitable activities

	Unrestricted £	Restricted £	2020 Total £	Unrestricted £	Restricted £	2019 Total £
Corporate donors	10,000	2,255,189	2,265,189	44,257	3,131,014	3,175,271
Multilaterals	–	56,535	56,535	–	543,130	543,130
Charitable foundations and trusts	–	3,755,413	3,755,413	11,000	–	11,000
Other income	14,321	–	14,321	4,538	–	4,538
Total income from charitable activities	24,321	6,067,137	6,091,458	59,795	3,674,144	3,733,939

4a Analysis of expenditure (current year)

	Cost of Raising funds £	Charitable activities			2020 Total £
		Membership services & Engagement £	Programme & Business Development £	Learning & Influence £	
Staff costs (Note 7)	129,617	370,608	233,922	328,850	1,062,996
Direct activity costs*	1,133	373,546	480,067	246,862	1,101,608
Grants to members (note 5)	–	–	3,332,180	–	3,332,180
	130,749	744,154	4,046,169	575,712	5,496,785
Network support costs**	41,393	235,584	226,034	182,259	685,270
Governance costs	1,051	5,982	5,739	4,628	17,400
Total expenditure 2020	173,193	985,720	4,277,942	762,599	6,199,454

*Direct staff cost includes donated services valued at £450,502.

**Network support costs include £17,400 external audit fee.

Analysis of the Network support costs

	Cost of Raising funds £	Charitable activities			2020 Total £
		Membership services & Engagement £	Programme & Business Development £	Learning & Influence £	
Management and admin staff costs (Note 7)	19,983	113,730	109,120	87,987	330,820
Office, IT & business support	20,527	116,827	112,092	90,383	339,829
Travel & relationship building	93	528	506	408	1,534
Depreciation	790	4,499	4,317	3,481	13,087
	41,393	235,584	226,035	182,259	685,270

4b Analysis of expenditure (prior year)

	Raising funds £	Charitable activities			2019 Total £
		Membership services & Engagement £	Programme & Business Development £	Learning & Influence £	
Staff costs (Note 7)	196,279	390,105	171,482	200,305	958,172
Direct activity costs*	26,190	172,225	804,705	300,991	1,304,111
Grants to members (note 5)	–	–	578,847	–	578,847
	222,469	562,330	1,555,034	501,296	2,841,130
Support costs	54,045	136,609	377,766	121,783	690,204
Governance costs	1,081	2,731	7,553	2,435	13,800
Total expenditure 2019	277,595	701,670	1,940,353	625,514	3,545,134

*Direct staff cost includes donated services valued at £380,857

**Support costs include £13,800 external audit fee.

Analysis of the support costs

	Cost of Raising funds £	Charitable activities			2019 Total £
		Membership services & Engagement £	Programme & Business Development £	Learning & Influence £	
Management and admin staff costs (Note 7)	26,142	66,079	182,730	58,907	333,859
Office, IT & business support	25,021	63,246	174,894	56,382	319,543
Travel & relationship building	2,001	5,058	13,986	4,509	25,554
Depreciation	881	2,226	6,156	1,985	11,249
	54,045	136,609	377,767	121,783	690,205

5 Grant making

	2020 £	2019 £
Cost		
ACT Group (Croatia)	53,378	–
Action Finance Initiative (Greece)	48,267	–
ADIE (France)	148,466	39,144
Anje Assoc national Jovens Empresarios (Portugal)	42,175	–
Associazione PerMicroLab Onlus (Italy)	98,526	35,942
Bangladesh Youth Enterprise Advice Helpcenter BYEAH	310,559	–
BerryTech Foundation (Lebanon)	24,257	–
Bharatiya Yuva Shakti Trust (India)	309,783	–
Enterprise Uganda	8,397	–
ETIC (Japan)	67,568	–
Expara (Thailand)	38,627	–
Fate Foundation (Nigeria)	64,291	–
Hatch Enterprise (UK)	71,796	–
IBLF–Youth Business Russia	–	104,911
ICCO (Burundy)	–	9,000
ICCO (Uganda)	84,921	30,979
IDEMA (Turkey)	60,068	–
Inner City Enterprise (ICE) Ireland	17,137	46,754
Institute for information (Taiwan)	46,792	–
Instituto Mexicano De Investigation De Familia y Poblacion	–	27,255
KIZ Sinnova (Germany)	150,329	30,851
Korea Startup Forum	52,178	–
Mann Deshi Foundation (India)	71,967	–
Manq'a Sostenible Sociedad Civil Bolivia	–	18,870
Many Rivers Microfinance (Australia)	131,661	–
MicroStart Support (Belgium)	121,911	27,663
MOST Kazakhstan	–	33,388
NyforetagarCentrum Sverige	150,979	39,839
Onow Myanmar Co Ltd	62,864	–
PE Plotkina Mariya Dimitrevna (Russia)	3,798	–
Positive Planet (France)	98,088	39,591
QBO Philippines (IdeaSpace Foundation Inc)	75,427	–
Qredits (Netherlands)	169,528	52,104
Startup Malaysia (Global Entrepreneurship SDN BHD)	26,223	–
Support Her Enterprises Co Ltd (Cambodia)	64,340	–
The Hong Kong Federation of Youth Groups	79,068	–
The Icehouse Limited (New Zealand)	73,215	–
The Indus Entrepreneurs Singapore	45,605	–
The Karen Shemesh Foundation for Young Entrepreneurs (Israel)	105,641	–
The Somo Project (Kenya)	8,150	–
Yayasan Cinta Anak Bangsa (Indonesia)	71,652	–
Young Africa Botswana	45,582	–
Youth Business Poland	79,743	–
Youth Business Spain	149,222	42,556
At the end of the year	3,332,180	578,847

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

6 Net income for the year

This is stated after charging / (crediting):

	2020 £	2019 £
Depreciation	13,087	11,247
Operating lease rentals:		
Property	–	68,500
Auditor's remuneration (excluding VAT):		
Audit	13,000	13,000
Legal services	–	1,800
Foreign exchange losses	86,069	58,811

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

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	1,187,034	1,072,866
Redundancy and termination costs	–	18,635
Social security costs	146,506	143,728
Employer's contribution to defined contribution pension schemes	60,276	56,802
	1,393,816	1,292,031

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

	2020 No.	2019 No.
£70,000 – £79,999	1	2
£80,000 – £89,999	2	1
£90,000 – £99,999	1	1
£100,000 – £110,000	–	1

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £ 522,994 (2019: £525,664).

Anita Tiessen, CEO and Trustee, was paid £100,800 (2019: £96,390) in her role as an employee and CEO of YBI. No other charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £79 (2019: £1,426) incurred by one (2019: one) trustee in the course of management duties.

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was 26 (2019: 26)

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

	2020 No.	2019 No.
Management, administration and raising funds	8.0	8.0
Direct charitable activities	18.0	18.0
	26.0	26.0

9 Related party transactions

There are no related party transactions to disclose for 2020 further to those disclosed in note 7 (2019: none).

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties. Aggregate donations from related parties totalled £ 50,000 (2019: £50,000).

10 Taxation

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

11 Tangible fixed assets

The group and charity

Cost

	Office Improvement £	Fixtures and fittings £	Computer equipment £	Total £
At the start of the year	92,118	10,420	38,334	140,872
Additions in year	–	–	3,491	3,491
Disposals in year	–	–	–	–
At the end of the year	92,118	10,420	41,825	144,363

Depreciation

At the start of the year	79,082	10,420	35,085	124,587
Charge for the year	10,674	–	2,413	13,087
Eliminated on disposal	–	–	–	–
At the end of the year	89,756	10,420	37,498	137,674

Net book value

At the end of the year	2,362	–	4,327	6,689
At the start of the year	13,036	–	3,249	16,285

All of the above assets are used for charitable purposes.

12 Subsidiary undertaking

The charity owns the whole of the issued ordinary share capital of Fundación YBI Latinoamérica y Caribe, a company registered in Colombia. The company number is 900785397.

YBI has the power to appoint or remove trustees and as such controls the Foundation. The Fundación was closed in March 2021.

The charity has controlling power of Youth Business International Stichting incorporated on 17 December 2020 in The Netherlands. The Foundation had no activity in 2020.

A summary of the results of the subsidiary is shown below:

	2020 £	2019 £
Incoming resources	761	5,667
Incoming resources through contribution from YBI	50,474	190,505
Operating expenditure	(50,910)	(195,037)
Cost of sales related to purchases from parent undertaking	–	–
Surplus in the year	325	1,135
Total net assets brought forward	–	–
Total net assets carried forward	325	1,135
The aggregate of the assets, liabilities and reserves was:		
Assets	352	1,495
Liabilities	27	360
Reserves	325	1,135

Amounts owed to/from the parent undertaking are shown in note 13.

13 Parent charity

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

	2020 £	2019 £
Gross income	6,610,379	4,206,446
Result for the year	463,665	870,040

14 Debtors

	The group		The charity	
	2020 £	2019 £	2020 £	2019 £
Trade debtors	255,924	325	255,924	325
Other debtors	–	148,145	–	148,145
Amounts due from group undertakings	–	–	255,306	204,134
Gift Aid	13,751	19,373	13,751	19,373
Prepayments and accrued income	62,197	85,943	62,197	85,943
	331,872	253,786	587,178	457,920

15 Creditors: amounts falling due within one year

	The group		The charity	
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	117,403	25,480	117,376	25,120
Taxation and social security	38,098	35,968	38,098	35,968
Grants payable	53,617	–	53,617	–
Other creditors	2,214	4,513	2,214	4,513
Accruals	179,137	184,819	179,137	184,819
	390,470	250,780	390,442	250,420

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

	General unrestricted £	Restricted funds £	Total funds £
GROUP			
Tangible fixed assets	6,689	–	6,689
Debtors	16,899	314,973	331,872
Cash at Bank	1,083,095	2,585,756	3,668,851
Creditors falling due within one year	(218,786)	(171,684)	(390,470)
Creditors falling due after more than one year	–	–	–
Net assets at 31 December 2020	887,897	2,729,045	3,616,942
	General unrestricted £	Restricted funds £	Total funds £
CHARITY			
Tangible fixed assets	6,689	–	6,689
Debtors	272,205	314,973	587,178
Cash at Bank	1,083,095	2,585,404	3,668,499
Creditors falling due within one year	(219,449)	(170,993)	(390,442)
Net assets at 31 December 2020	1,142,540	2,729,384	3,871,924

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

	General unrestricted £	Restricted funds £	Total funds £
GROUP			
Tangible fixed assets	16,285	–	16,285
Debtors	212,165	41,621	253,786
Cash at Bank	625,810	2,568,573	3,194,383
Creditors falling due within one year	(196,187)	(54,593)	(250,780)
Creditors falling due after more than one year	(8,414)	–	(8,414)
Net assets at 31 December 2019	649,658	2,555,601	3,205,259
	General unrestricted £	Restricted funds £	Total funds £
CHARITY			
Tangible fixed assets	16,285	–	16,285
Debtors	416,299	41,621	457,920
Cash at Bank	641,290	2,551,598	3,192,888
Creditors falling due within one year	(195,420)	(55,000)	(250,420)
Creditors falling due after more than one year	(8,414)	–	(8,414)
Net assets at 31 December 2019	870,040	2,538,218	3,408,259

17a Movements in funds (current year)

	At 1 January 2020 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2020 £
Restricted funds:					
Accenture Grant 5 (2018 – 2021)	1,355,420	1,120,296	1,312,149	–	1,163,567
Argidius Foundation	139,418	113,130	195,224	–	57,324
Citi Foundation	297,328	–	297,328	–	–
IKEA Foundation	758,497	591,302	833,695	–	516,104
EEA Active Youth	13,863	36,618	50,481	–	–
EC COSME (Secured)	(8,925)	19,917	10,991	–	–
Google.Org	–	3,642,284	2,941,817	–	700,467
Standard Chartered Bank	–	543,591	252,008	–	291,583
Total restricted funds	2,555,601	6,067,138	5,893,693	–	2,729,045
Unrestricted funds:					
General funds	649,658	544,002	305,760		887,899
Total unrestricted funds	649,658	544,002	305,760	–	887,899
Total funds	3,205,259	6,611,139	6,199,453	–	3,616,944

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

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

17b Movements in funds (prior year)

	At 1 January 2019 £	Income & gains £	Expenditure & losses £	Transfers £	At 1 January 2020 £
Restricted funds:					
Accenture Grant 5 (2018 – 2021)	1,211,921	1,727,524	(1,583,902)	(122)	1,355,420
Accenture Innovation	31,522	–	(31,644)	122	–
Argidius Foundation	247,279	–	(107,861)	–	139,418
Citi Foundation	410,288	554,148	(667,108)	–	297,328
IKEA Foundation	–	849,342	(90,845)	–	758,497
EEA Active Youth	(2,653)	51,664	(35,148)	–	13,863
EC COSME (Secured) *	(4,470)	21,613	(26,068)	–	(8,925)
IADB MIF (Secured)	–	469,853	(472,976)	3,123	–
Total restricted funds	1,893,886	3,674,144	(3,015,552)	3,123	2,555,601
Unrestricted funds:					
General funds	644,394	537,969	(529,583)	(3,123)	649,658
Total unrestricted funds	644,394	537,969	(529,583)	(3,123)	649,658
Total funds	2,538,280	4,212,113	(3,545,135)	–	3,205,259

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

Purposes of restricted funds

Accenture Grant 6 (2018 – 2021)– strategic grant to enable young entrepreneurs to thrive in a digital economy

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

Citi Foundation–supporting and celebrating young entrepreneurs across Europe

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

EC COSME (Secured), developing a network for migrant entrepreneurs to scale up and grow

IKEA – Accelerating youth-led businesses in South Asia

GOOGLE– Rapid response and recovery programme backing businesses and sustaining livelihoods

Standard Chartered Bank –Supporting the survival and recovery of youth-led micro and SME's in the wake of the pandemic

18 Operating lease commitments payable as a lessee

The group's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Charity and Group Operating lease rentals – other	
	2020 £	2019 £
Less than one year	–	68,500
One to five years	–	13,700
	<u>–</u>	<u>82,200</u>

Our office lease was terminated early on 30 September 2020.

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £5.