At the beginning of his Report in this Review, the Warden of St George’s House pays tribute to our Founder, HRH Prince Philip Duke of Edinburgh who died in April 2021, just before his 100th birthday.

I do not know if Prince Philip was the author of what came to be embraced as the House’s manifesto. I do know however that he agreed that the essential task of St George’s House should be “to bring together people of influence from all levels of society - people who would not necessarily know each other or agree with each other - to discuss some issue of shared contemporary social concern, with a view to making the world a better place.” He was committed to the listening to, and the understanding of, other people that would constitute a major building-block of any worthwhile future.

Within the Castle walls, it always seemed that St George’s House would be a ‘safe space’ for that to happen while confidentiality would be respected. Moreover, under the shadow of St George’s Chapel, there was likely to be some sense of ‘Christian hope’, a hope not unfamiliar to those of other world faiths. The Founder’s initiative in Inter-Faith work at St George’s House was a striking witness to this, and an example of all that the House stands for.

Down through the years, St George’s House has had to struggle against the pressures (not least financial) to become, among other things, a fashionable ‘venue’ for corporate morale-boosting gatherings. It has however managed to resist those pressures, and has always worked hard to remain true to the serious ‘vision’ of its Founder.

Of course, in many ways things have moved on. Reading the Warden’s Report has reminded me of just how ready we must always be to adapt to changing circumstances, and of how astonishingly successful the House has been in doing this, especially in the course of the recent pandemic. Through it all however, commitment to the essence of our ‘vocation’ has remained.

As Dean of Windsor and Chair of the Board and the Council, I am enormously grateful to the Warden, Programme Director and all members of the staff of St George’s House for their continuing commitment to the championing of the values and ideals that have shaped its work from the very start. Such fidelity will be, for many years to come, our way of cherishing and honouring the memory of a remarkable man.
The Warden’s Report

As I wrote my last Warden’s Report, little did I think that the global pandemic would still be so disruptively with us a year later. The period from September 2020 to August 2021 has been perhaps the most difficult year in the history of St George’s House, marked sadly also by the passing of our founder HRH The Duke of Edinburgh in April 2021. His founding vision, his commitment to our work, and his steadfast support will long be remembered. May he rest in peace.

Our primary concern in the course of the pandemic has been to care for our staff. Supported by our Board we were able to avail of the government furlough scheme and by judicious use of reserves we were able to protect both posts and salaries.

In terms of the programme, we adhered to government advice throughout, which meant that in-person gatherings were not possible for most of the period under review. Our challenge therefore was to maintain a presence in other ways. This we did by generating a programme of online activity. We began with a very lively Elson Ethics Lecture in September 2021. Walter Schaub Jr, formerly head of the US government’s Office of Government Ethics, spoke to us from Washington DC on the theme, The Corruption Within: Donald Trump’s War on Government Ethics. We were delighted to have a significant audience tuning in on Zoom and were equally pleased by the number of people who subsequently listened to the lecture on our website.

Online work continued throughout the year with our series St George’s House: In Conversation in which our Programme Director interviewed a number of distinguished people from various walks of life. Interviewees included epidemiologist Professor Peter Piot, Dr Jane Goodall, primatologist and anthropologist; Rabbi Jonathan Romain, and Metropolitan Police Commissioner Dame Cressida Dick. Fiona Godlee, then editor of the British Medical Journal and David Nabarro, World Health Envoy on Covid-19, conducted a fascinating conversation on Health and Climate Change. The series also included British businessman Sir Mark Moody-Stuart and Sir David Omand, former director of GCHQ and first UK Security and Intelligence Coordinator. Dame Jayne-Anne Gadhia, former CEO of Virgin Money and the UK Government’s Business Diversity and Inclusion Group, was our guest in March. During the summer we hosted conversations with QC and author Philippe Sands, with Baroness Falkner of Margravine, new Chair of the Equalities and Human Rights Commission, and we rounded off the year under review with a conversation on food issues between Sue Pritchard of the Food Farming and Countryside Commission and Professor Tim Lang. The series generated a loyal audience on Thursday evenings and most of the conversations remain available on our website.

It was of course impossible to conduct our regular Clergy Courses in person but we were very pleased to offer three online courses, not aimed exclusively at clergy but which did attract clergy participants. Each four week course consisted of a weekly online tutorial lasting one hour. These were a Lenten Course on the Bible, a series on a Biblical interpretation of the Hebrew Bible, and a series on Pioneers of Modern Spirituality which looked at the work of Evelyn Underhill, Reginald Somerset Ward, Percy Dearmer, and Rose Macaulay.

In last year’s Annual Review, I welcomed the new directors of our Society of Leadership Fellows, Chris Blakeley and Karen Stefañyszyn. It is a credit to them both and to the rest of the Fellowship team, Nicola Pryer and Michael Pitfield that they have maintained such a forward-looking and imaginative programme of Leadership Conversations both online where necessary and in-person where possible once the government’s pandemic restrictions were eased. As you will see from the programme summary below, the themes covered in the 20-21 year ensured that our Leadership Fellows had many opportunities to explore their leadership needs.

The social and ethical programme was conducted almost entirely online in the course of the year, featuring work on Climate Change, Children in Care, and the Future of Cities. While these could not replicate gatherings in person, they did enable us to attract a significant range of international participants. The work on Climate Change and the Future of Cities drew participants from across the globe in ways that might otherwise have been difficult. We will continue to use online platforms where it is useful to do so. Of course, once government restrictions permitted, it was heartening to welcome groups back to the House, beginning in June with a long-delayed consultation in partnership with the Food, Farming and Countryside Commission. Again, you will find full details below.

In terms of governance, we said goodbye to Rabbi Neuberger who retired from the Council in November 2020. We are grateful to her for such a helpful contribution to our work. In February 2021, Baroness Blackstone PC joined the Council and in May 2021 Ms Katie Ghoose joined the Board and Council of St George’s House. Mr Richard Collier-Keywood took on the role of Chair of the House Finance and General Purposes Committee in November 2020.

In summary, it has been a highly unusual year for St George’s House as it has been for people and organisations across the world. We have learned a good deal from the impact of the pandemic and will carry that learning forward into future work. I remain grateful to all those on our Board, Council, staff and in the wider College community who have shared the journey with us.

The Reverend Canon Dr Hueston Finlay Warden, St George’s House
His Royal Highness
The Duke of Edinburgh
and St George’s House

St George’s House first opened its doors in 1966. The Duke of Edinburgh and the Dean of Windsor at the time, the Right Reverend Robin Woods, identified the need for a place where leaders in society might gather privately to grapple with issues of national and international importance. It was a time of rapid social and cultural change. Advances in science and technology were opening up new challenges and opportunities. St George’s House was a facility where closer communication might be forged between leaders from the professions, commerce, industry, the Trade Unions, the Civil Service, Charities, Government and the Church.

An appeal was organised with the support of the Duke of Edinburgh and on 23rd October 1966, Her Majesty The Queen formally opened St George’s House.

Since then the House has organised an annual programme of social and ethical consultations as well as a discrete clergy programme. The range of topics covered remains eclectic while participants are drawn from a broad cross-section of society. In 1978, the first St George’s House Annual Lecture took place. Since then, distinguished speakers have addressed a variety of topics, some of which drew on consultation themes while others provided the inspiration for consultations. In recent years, the House has developed a leadership programme under the auspices of the Society of Leadership Fellows. Further developments include the Elson Ethics Lecture, held annually each autumn, and a growing arts programme.

As in 1966, St George’s House today provides a safe physical and intellectual space where people who are prepared to make a difference in society come together to nurture wisdom. The House is a place that thrives on cogent argument and careful listening, a place where dialogue is pre-eminent.

The Duke was steadfast in his support for St George’s House throughout his life. His interest in the work of the House remained undiminished. He sat as a Trustee on the Council, attending meetings regularly and was as often as possible a welcome presence at the Annual Lecture.

St George’s House in the 21st century remains faithful to the original founding vision to which His Royal Highness was so committed.

May he rest in peace.
Mary Robinson is Adjunct Professor for Climate Justice in Trinity College Dublin and Chair of The Elders. She served as President of Ireland from 1990-1997 and UN High Commissioner for Human Rights from 1997-2002. She is a member of the Club of Madrid and the recipient of numerous honours and awards including the Presidential Medal of Freedom from the President of the United States Barack Obama. Between 2013 and 2016 Mary served as the UN Secretary General’s Special Envoy in three roles; firstly the Great Lakes region of Africa, then on Climate Change and most recently as his Special Envoy on El Niño and Climate. Her Foundation, the Mary Robinson Foundation – Climate Justice, established in 2010, came to a planned end in April 2019.

A former President of the International Commission of Jurists and former Chair of the Council of Women World Leaders she was President and founder of Realizing Rights: The Ethical Globalization Initiative from 2002-2010 and served as Honorary President of Oxfam International from 2002-2012.

Mary Robinson serves as Patron of the International Science Council and Patron of the Board of the Institute of Human Rights and Business, is an Ambassador for The B Team, in addition to being a board member of several organisations including the Ma’arat Jibreel Foundation and the Aurora Foundation. She was Chancellor of the University of Dublin from 1998 to 2019. Mary’s memoir, ‘Everybody Matters’ was published in September 2012 and her book, ‘Climate Justice: Hope, Resilience and the Fight for a Sustainable Future’ was published in September 2018.
Climate Change, 16th to 17th February 2021 Online
Over a day and a half, this consultation tackled three main topics: Carbon Net-Zero, How do we get there? Climate Change and COP26, and the UK Approach to Air Pollution.

St George’s House: In Conversation, 18th February 2021
Sir David Omard, former Director of GCHQ and first UK Security and Intelligence Coordinator.

The Bible, Packing and Setting Out, An Online Journey, 22nd February 2021
The first of five Lenten online sessions led by the Warden.

The Bible, Languages and Translation, 1st March 2021 Online
The second of five online Lenten sessions led by the Warden.

Leadership Fellows, Their Future in their Hands, Thursday 4th March, 2021 Online
A consistent theme in our dialogue with leaders from all walks of life has been their growing concern and desire to do what they can to support the emerging generations in these deeply challenging times – whether it is young people struggling to find a foothold in the harshness of the current climate, or emerging leaders seeking to get to grips with the enormity of the challenges they see ahead in refounding businesses, stimulating enterprise and renewing our social infrastructure to make these fit for the future.

The Bible, The Canon, 8th March 2021 Online
The third in the series led by the Warden.

St George’s House: In Conversation, 11th March 2021
Dame Jayne-Anne Ghadie, former CEO of Virgin Money and the UK Government’s Business Diversity and Inclusion Group.

The Bible, Books that Did Not Make It, 15th March 2021 Online
Number four in the Warden-led series.

The Bible, Unpacking, 22nd March 2021 Online
The final stage of the Lenten journey.

Climate Change, 23rd to 24th March 2021 Online
The second in the series, had as its main theme, The Economics of Climate Change, looking in particular at the Global Carbon Incentive Fund and the Circular Economy.

St George’s House, Arts Programme, 25th March 2021
Young prize-winning pianist George Harlison offered an online programme of Brahms, Chopin, Rachmaninoff and Liszt.

The Future of Urban Living (2), 9th April 2021 Online
This consultation drew on the discussion held in January. An expanded participant list developed the discussion about the ramifications for cities of the pandemic.

Leadership Fellows, Retrench or Reimagine, 20th April 2021 Online
It is said that we are living, and therefore leading, in one of the largest science experiments of the past 75 years and that the time and cost of recovery from COVID 19 is the crisis of our time. This Conversation explored the deeper forces underpinning our reactions and responses, decision points, and the impact and implications of our choices.

Leadership Fellows, Optimist or Realist, 5th May 2021 Online
One of the most significant themes that emerged during our leader to leader conversations during all the ups and downs of the pandemic in 2020 was the theme of sustaining hope. How do we sustain the positive energy of hope when our own, and others, emotions have us tippling into despair? How do we sustain a realistic perspective that enables people to engage purposefully with what is rather than basking in a false pretence that ‘all is well?’ This conversation helped us sharpen our awareness of these dynamics and enabled us to make wiser choices about how we show up as leaders.

St George’s House: In Conversation, 13th May 2021
Philippe Sands QC and author most recently of The Ratline.

A Family for Life: Rethinking our approach to older children in care, 14th May 2021 Online
We worked with the charity, Home for Good, in light of a recent government announcement of a Children’s Social Care Review to consider how the needs, experiences and outcomes of young people interacting with the system might be improved.

Leadership Fellows, Wisdom in Leadership, 23rd to 26th May 2021
This three-day Conversation aimed to deal with those times in our leadership journey when we sense something different is being called for from us: a sense of stepping up or stepping into something beyond ‘business as usual’ – maybe a sense of something not being as it should in the world, or a sense of expansion and radical new possibility.

Leadership Fellows, Connection and Community, 1st June 2021
The capacity to collaborate is crucial to survival in a threatening environment, and almost everyone we speak to refers to new connections and relationships opening up once the illusion of our self-dependence was shattered by Covid. This Conversation looked at working across boundaries, whether hierarchical, functional, demographic or cultural – particularly trying to sustain some of the generative practices and possibilities opened up during the pandemic where so much goodwill, initiative and innovation became possible. What deeper changes are we trying to make, within and across our organisations, to sustain new forms of collaboration and connection?

Food and Farming, Vicars’ Hall, 7th to 8th June 2021
The long-delayed third in a series of Consultations with the Food, Farming and Countryside Commission. The aim of this consultation was to bring together different parts of the system – from production, processing, foodservice, retailers and public health – to explore how to ensure the food system transition is fair and just for people and communities who rely on it for a living.

Leadership Fellows, Fostering Wisdom, 10th to 11th June 2021
This Conversation focused on the unique role of leaders in fostering in their organisations the quality of learning, insight, attention and reflection that we are able to access in this community here at St George’s. How do we create ‘safe space’ within our own systems for people to be able to pause and look more deeply at who they are and what is needed of them – not just in a developmental setting, but in the day to day running of a demanding organisational setting.

Character in Education, Vicars’ Hall, 30th June to 2nd July 2021
Originally scheduled for December 2020 as part of our ongoing work with the Jubilee Centre at the University of Birmingham.

Hebrew Bible Studies, 9th to 30th June 2021 Online
Four weekly one hour online tutorials exploring a biblical interpretation of the Hebrew Bible, led by Professor Stefan Bosman.

St George’s House: In Conversation, 1st July 2021
Baroness Falkner of Margravine, Chair of the Equalities and Human Rights Commission.

Pioneers of Modern Spirituality, 6th to 27th July 2021 Online
Four weekly one-hour tutorials led by author Jane Shaw and based on her book exploring the work of Evelyn Underhill, Reginald Somerset Ward, Percy Dearmer, and Rose Macaulay.

Leadership Fellows, Patience or Urgency, 7th July 2021 Online
Emerging out of Covid, there will be no shortage of urgent priorities for action and one of the immediate risks we will all face therefore is the possibility of a crippling overload of expectations, most likely placed upon a diminished pool of people. This takes us into one of the great arts of leadership – knowing when to act and when to wait, a theme that underpinned this Conversation.

Leadership Fellows, Leading in Climates of Love and Fear, 8th to 9th July 2021
This 24 hour Conversation explored what it means to lead not just with a focus on the usual leadership elements of task, process, people and culture etc., but with a subtle and profound awareness of the age old dynamics of love and fear as the deepest drivers of human activity.

St George’s House: In Conversation, 29th July 2021
Sue Pritchard of the Food Farming and Countryside Commission in conversation with Professor Tim Lang.
THE TRUSTEES’ REPORT YEAR ENDED 31 AUGUST 2021

St George’s House Trust (Windsor Castle) is a charitable company limited by guarantee.
Registered Company No. 3597496. Registered Charity No. 1071186

The Trustees, who are also the Directors for the purposes of company law, present their annual report together with the audited financial statements for the year ended 31 August 2021.

THE TRUSTEES
The Right Reverend D J Conner KCVO
The Reverend Canon Dr H E Finlay
The Reverend Canon M G Poll
The Reverend Canon Dr M Powell
Mr C Atken
Ms R Borthwick
Mr R Collier-Keywood OBE
Mr D Darsch
Mr L Elson
Ms K Ghose
Mr H Shah
Mr D Stern
Mr R Woods CBE

INDEPENDENT AUDITORS
MENZIES LLP, Chartered Accountants, Centrum House, 36 Station Road, Egham, Surrey, TW20 9LF

STRUCTURE, GOVERNANCE AND MANAGEMENT
St George’s House Trust (Windsor Castle) is a charitable company, company number 3597496, and registered charity number 1071186
Memorandum and Articles of Association, established under the Companies Act 1985, govern the House. New Articles of Association were adopted on 25 November 2013. The company is limited by guarantee without any share capital.
The Board consists of The Dean of Windsor, not more than four Canons of Windsor and at least seven but no more than 10 other Trustees, at least two and not more than four of whom shall be members of the Council of St George’s House. The Board meets as required to consider and advise the House on its programme of work. The Board of Trustees appoints the Finance and General Purposes Committee. The number of members of the company is unlimited but every member has to be approved by the Trustees. The Chairman, Board of Trustees and Warden may propose new trustees as required. These proposals are subject to discussion and approval by the Board.
The day to day operations of the House are controlled by the Warden and the Programme Director.
St George’s House Trust (Windsor Castle) forms part of the College of St George. In recognition of the large capital sum invested by the House into the buildings it occupies, St George’s Chapel continue to provide the premises on a rent free basis and in accordance with a mutually agreed license to occupy. The Chapel also provides a Canon to act as Warden of the House. Should an external appointment be made in future the costs of this would likely be substantially higher. Other than that which has already been noted, St George’s House Trust (Windsor Castle) is not materially dependent upon the support of any individual, corporation or class of donors.
Newly appointed Trustees undergo an orientation session to brief them on their legal obligations under charity and company law, the content of the Memorandum and Articles of Association, the Regulations of St George’s House, the business plan and recent performance of the company.
The Board is required to meet twice yearly although it is custom to meet more frequently.
The Board is responsible for strategic planning to meet the House’s objectives and develop strategy in relation to finance, administration and marketing. The College Finance and General Purposes Committee advise upon investments policy, monitors risk management and prepares business plans and annual budgets. The Programme Director and the Warden allocate Consultation support funds in line with the principles approved by the Board.
The Trustees are satisfied that the accounts comply with current statutory requirements and the Charity’s governing documents. Remuneration for key management personnel is determined by the Board on advice from the College Finance and General Purposes Committee. Our aim is to offer competitive salaries which will attract and keep appropriately qualified personnel to manage and deliver the aims and objectives of the Company. The pay of all staff is reviewed annually. Any increases are approved by the Board, taking into account inflation, the financial position of the House at the time and in accordance with average earnings.

OBJECTIVES AND ACTIVITIES
The charitable objectives of the Company as outlined in the Articles are as follows:
“The Objects for which the Company is established are primarily the provision of a residential study centre for those of the clergy or laity who wish to explore the moral, spiritual and practical implications of their various concerns and secondly other religious, educational and other purposes of the Company as the Trustees may from time to time decide.”
Pursuant to this the Company runs a residential study centre for clergy of all denominations; it is also a place where people of influence and responsibility in every area of society can come together to debate and discuss issues of national and international importance with the purpose of nurturing wisdom for the betterment of society.
These objectives are met by means of the provision of pertinent social and ethical Consultations. Such Consultations are designed after taking advice from a range of knowledgeable parties. Furthermore, the House provides an annual programme of Leadership Conversations which offer leadership development to participants drawn from a broad cross-section of public, private and third sector organisations.
The aim of the social and ethical Consultations is to enable key people to debate and discuss major issues of the day. Each Consultation involves a carefully calibrated programme of presentations, break-out groups and plenary discussion designed to encourage in-depth discussion. The success or otherwise of a consultation can be measured in a number of ways. Was the topic addressed in a cogent, intellectually robust and inclusive manner? Were the participants properly representative of the points of view pertinent to the topic? And, did the consultation, where appropriate, produce tangible outcomes? Our overriding intention is that all participants will leave a consultation fully versed in the nuances of a particular argument and in a position to bring any newly acquired knowledge, expertise, and newly-formed relationships to bear in their working lives.
Care is taken to ensure that Consultations involve a wide cross-section of society and themes. Participants are drawn from a wide range of sectors and every effort is made to reflect diversity in its various forms.
The Right Reverend DJ Conner KCVO, Trustee
Signed on behalf of the Board of Trustees
### Summary Balance Sheet

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<td>of funds</td>
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<td>at 1 September</td>
<td>1,413,944</td>
<td>813,298</td>
<td>4,722,003</td>
<td>6,597,990</td>
<td>6,766,715</td>
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<td>Total funds</td>
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<td>carried forward</td>
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<tr>
<td>at 31 August 2021</td>
<td>1,413,944</td>
<td>813,298</td>
<td>4,722,003</td>
<td>6,597,990</td>
<td>6,766,715</td>
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All of the above results are derived from continuing activities. All gains and losses recognised in the year are included above.
The House acknowledges the assistance which it receives from its many supporters and sponsors. In addition to the support of individual associates, the House is grateful for that given by trusts and corporate bodies. Those who have contributed to the work of the House in the past year include:

- The funds for the Annual Lecture were provided by the Trustees of the Sir Val Duncan and Sir Mark Turner Memorial Trust which was established by Rio Tinto plc in memory of Sir Val Duncan and Sir Mark Turner.
- The funds for the Elson Ethics Lecture were provided by Ambassador Edward Elson.

**House Administrative Staff as at 31 August 2021**

- **Warden:** The Reverend Canon Dr Hueston Finlay
- **Programme Director:** Mr Gary McKeone
- **Society of Leadership Fellows:** Mr Chris Blakeley & Ms Karen Stefaniyszn
- **Directors of Clergy Consultations:** Ms Jenna Tyer
- **Warden’s Administrator:** Mrs Patricia Birdseye, Ms Rebecca Fry & Ms Michelle McGinnis
- **Programme Administrators:** Ms Nicola Pryer
- **House Manager:** Mrs Catherine Morgan
- **Society of Leadership Fellows Membership Advisor (Voluntary):** Mr Michael Pitfield
- **Finance Manager:** Ms Fiona McNeile

**Honorary Fellows of St George’s House**

- **Honorary Fellows:** Dr Carolin Engelhorn, Sir Claude Hankes, KCVO
The website provides information on the concept of the House, its background and facilities. Regularly updated, the website includes reports on Consultations, as well as Clergy Consultations and other forthcoming events.