THE UNION JACK CLUB

A Charitable Company Limited by Guarantee
governed by a Memorandum and Articles of Association

Registered Charity Number: 208731
Registered Company Number: 00080683

REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 DECEMBER 2025

The Union Jack Club

A Charitable Company Limited by Guarantee
governed by a Memorandum and Articles of Association

Sandell Street, Waterloo, London SE1 8UJ

Patron In Chief: His Majesty the King

Governing Council

President: Vice Admiral Sir David Steel KBE DL

Vice President: Brigadier J R H Stopford CBE

Honorary Treasurer: Mr B Wylie BFP FCA

Trustees

Mr D E P Albert
Mr P E Davidson FRICS
Mr C C Tite
Rear Admiral S Dainton CBE
Mrs R Garside
Air Commodore J Linter OBE MA
Air Commodore C Coton CBE
Mr R Smith

Chief Executive Officer:
Mr H H Player

Secretary:
Mrs Z Nield MIH

Solicitors:
Ashurst LLP
London Fruit and Wool Exchange
1 Duval Square
London
E1 6PW

Auditors:
Moore Kingston Smith LLP
6th Floor
9 Appold Street
London
EC2A 9AP

Bankers:
Barclays Bank PLC
UK Banking
1 Churchill Place
London
E14 5HP

Registered Office:
Sandell Street
Waterloo
London
SE1 8UJ

Investment Company:
Evelyn Partners
45 Gresham Street
London
EC2V 7BG

Company Registration Number: 00080683
Registered Charity Number: 208731

The Union Jack Club

A Charitable Company Limited by Guarantee
governed by a Memorandum and Articles of Association

Sandell Street, Waterloo, London SE1 8UJ

GENERAL COMMITTEE

(As at 31 December 2025)

Warrant Officer 1 R Buglass
Warrant Officer 1 S Martin
Warrant Officer 1 N Brownson
Warrant Officer 1 C Robson
Warrant Officer 1 G Head
Warrant Officer 1 M Hooper
Warrant Officer 1 S Clark
Warrant Officer 1 M Cowe MC RM
Warrant Officer 1 P McBride RE
Warrant Officer 1 J O'Neil
Warrant Officer 1 D Hunter
Warrant Officer 1 J Miller
Warrant Officer 1 W Biggar
Warrant Officer 1 T Stead
Warrant Officer 1 S Eardley
Warrant Officer 1 K Tomlinson
Warrant Officer 1 J Lightfoot
Warrant Officer 1 V Stokes OBE MVO DL

Warrant Officer 1 J Weaver
Warrant Officer 1 S Vono
Warrant Officer 1 ASM S Job
Warrant Officer 1 C Hastings
Warrant Officer P McGuire
Warrant Officer B Moore
Warrant Officer K Isaacs
Warrant Officer G Evans
Warrant Officer P Wilson MBE
Warrant Officer J Stewart
Warrant Officer M Dalziel
Warrant Officer J Smith
MAcr P Welsh
Warrant Officer A Thomas
Mr P Houldsworth
Mr J Ray
Mr V Silvester
Mr J Shepherd
Mr J Anderson

THE UNION JACK CLUB
COUNCIL'S REPORT and STRATEGIC REVIEW
FOR THE YEAR ENDED 31 DECEMBER 2025

The Council, as the Governing Body of the Union Jack Club and Trustees of the Charity, present their report and accounts for the year ended 31st December 2025 in accordance with applicable accounting standards, the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

STRUCTURE, GOVERNANCE AND MANAGEMENT

The Union Jack Club

The Union Jack Club consists of 13 Life Members, all of whom stand surety for the guarantee as required in the Memorandum of Association. The Articles of Association empower the Governing Council to elect new Members.

New Members are elected by recommendation based on their expertise and qualifications. Members are kept up to date on Trustee issues by the distribution of pamphlets and briefs.

Members of the Governing Council

The members of Council during the year are shown on page 1.

At the Annual General Meeting of the Union Jack Club held on 3rd June 2025, Air Commodore James Linter, being a Director of the Company retiring by rotation, was re-elected as a Director of the Company for a term of three years as defined in the Articles, notwithstanding the provision of article 32. Air Commodore Catherine Coton, Mr Ben Wylie and Mr Richard Smith were elected as Directors of the Company for a term of three years as defined in the Articles.

The daily operation of the Union Jack Club is delegated to the Chief Executive assisted by the Management Team. Members of the Council meet four times a year. They review the accounts for the previous year and deliberate on the budget proposals put forward by the Chief Executive for the following year. Members of the Council monitor the progress of the Budget throughout the year and assess the risks faced by the Union Jack Club, see below.

General Committee

Members of the General Committee are shown on page 2.

The General Committee's main duties under the overall control of the Council are to represent the membership and ensure that Members' views and opinions are conveyed to the Council and Officials of the Club. It advises the Council on entrance fees, annual subscriptions and accommodation charges, and decides on the election of ex-service members.

Investment Powers and Policy

During the year the investments of the Union Jack Club were managed by Evelyn Partners, under a Discretionary Investment Management Agreement. The objectives of the portfolio is to seek to maximise the total return on the portfolio while investing prudently and without exercising undue risk. The return objective of the main investment portfolio is to outperform RPI plus 3% pa.

In mid-December, Union Jack Club have decided to invest £1m with Evelyn Partners in a Blackrock ICS Sterling Liquidity Premier.

Additionally, the Union Jack Club invests in a Property Fund (PITCH), managed by Swiss Life Asset Management.

Remuneration Policy of Senior Management Personnel

In relation to deciding remuneration for the Charity's senior executives, the Charity considers the potential impact of remuneration levels and takes account of the following additional principles:

To ensure that the Charity can access the types of skills, experiences and competencies that it needs in its senior staff, the specific scope of these roles in the Charity, and the link to pay.

The nature of the wider employment offer made to senior employees, where pay is one part of a package that includes personal development, personal fulfilment and association with the public benefit delivered.

Remuneration for the year ended 31 December 2025 comprised salary, pension contributions, bonus award and healthcare benefit. There are no other pecuniary benefits for senior or other staff at the Charity.

OBJECTS AND ACTIVITIES

The objects of the Union Jack Club are to promote the welfare of serving and veteran enlisted members of the Regular, Reserve, and Auxiliary forces of the Crown, their spouses and partners, and their families, as defined by the Council of the Union Jack Club, in establishing, maintaining, and conducting a residential Club for their use and accommodation.

The principal activity of the Union Jack Club continues to be the provision of all the normal facilities of a residential Club in London for enlisted members and ex-members of the His Majesty's Armed Forces, their spouses / partners and families.

STRATEGIC REPORT

Risk Management

The Trustees have a risk management strategy which comprises:

- An annual review of principal risks and uncertainties that the Union Jack Club and trading subsidiary face.
- The establishment of policies, systems and procedures to mitigate those risks identified in a Annual review.
- The provision of an adequate portfolio of insurance covers.
- The implementation of procedures designed to minimise or manage any potential impact on the Union Jack Club and trading subsidiary, should those risks materialise.

The availability of sufficient financial resources has been identified as a main risk. The management of this is through regular review of available funds, active management of trade debtors, creditors and working capital to ensure there is adequate and appropriate maintenance of the building to allow the charity to meet its beneficiaries' needs and other objectives.

The non-financial risks arising from fire, health and safety, food hygiene, GDPR and safety of members, guests and staff are managed by robust policies, procedures and regular training of staff.

Governance and Internal Control

Risk assessment is the responsibility of Council.

The Council aims to ensure that:

- the Charity is operating efficiently and effectively;
- its assets are safeguarded against unauthorised use or disposition;
- proper records are maintained and financial information used within the Charity, or for publication, is reliable; and
- the Charity complies with relevant laws and regulations.

The systems of internal control are designed to provide reasonable, but not absolute, assurance against material mis-statement or loss. They include:

- a strategic plan and an annual budget approved by the Council;
- regular consideration by the Trustees of financial results, variance from budgets, non-financial performance indicators and benchmarking reviews;
- delegation of authority and segregation of duties; and
- identification and management of risks.

The Council has introduced a formal risk management process to assess business risks and implement risk management strategies. As part of this process the Council has reviewed the adequacy of the Charity's current internal controls.

The Union Jack Club (Trading) Limited

The Union Jack Club (Trading) Limited, a wholly owned subsidiary of the Union Jack Club, purchases, under strict controls, any accommodation that is not required for the beneficiaries of the Charity. The accounts of the company are consolidated with those of the Charity.

PUBLIC BENEFIT

The Trustees confirm that they have complied with the duty in section 17 (1) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit, 'Charities and Public Benefit'.
The Union Jack Club's charitable purpose is enshrined in its objects as described.

ACHIEVEMENTS AND PERFORMANCE

At the end of the year 2025, the Union Jack Club Group had a Net Operating Income of £1,226,000 (2024 Net Operating Income £1,350,882). There was a gain on investments of £1,322,499 (2024 gain £1,121,575) which increased Net Income to a surplus of £2,548,499 (2024 surplus £2,472,457).

Improvements to the Club in 2025 included a redesign of the 17th Floor. Passenger lifts 5,6 and 7 have had a complete refit, including internal car. The building has been re-wired to connect with new fire panel installed in 2024.

The Union Jack Club also received legacies for £12,498 (2024 £24,092) and voluntary donations of £11,534 (2024 £16,339) generously given by Members and guests during the year, which are used for the development and maintenance of the Club. All capital projects completed during the year represent the Club's fixed assets additions which are depreciated over 5, 10, 20 or 25 years.

FINANCIAL REVIEW

The financial statements consist of the consolidated results of The Union Jack Club and The Union Jack Club (Trading) Limited, and the consolidated and Charity balance sheets. Principle sources of income were: membership income of £948,935 (2024 £986,096); residential services to members of £9,193,289 (2024 £9,018,232) and income generated from non-members of £2,174,721 (2024 £1,986,861). Operating expenditure consisted mainly of the provision of membership and residential services of £10,065,936 (2024 £9,757,704) and the cost of servicing non-members of £1,189,543 (2024 £1,076,484). At the end of the year the Group had net income of £2,548,499 (2024 £2,472,457).

Land and buildings have been included in the accounts at net book value of £1.3 million (2024 £1.5 million). The Council considers that the market value of the freehold land and buildings is considerably in excess of the book values.

RESERVES POLICY

The Union Jack Club is a charity and also a company limited by guarantee and does not rely upon public subscription in order to achieve its charitable objectives.

The Club's reserves are represented by the buildings and contents, without which it could not function, one investment portfolio which is managed by professional investors under the direction of the Trustees, and a trading company of which the charity is the sole shareholder.
The Club achieves its objectives of providing, maintaining and continuously improving reasonably priced accommodation and all the amenities of a London Club for current and former enlisted members of the Armed Forces and their families. Where necessary income generated from investments will be used to improve the facilities of the Charity and sustain its long-term growth.
The Council has reviewed the Club's needs for reserves in line with the guidance issued by the Charity Commission. The review concluded that, in order to allow the Charity to be managed efficiently, and ensure the Club can continue to maintain and improve the accommodation and amenities, and cope through periods of changes in trading, and in the event of sudden major disruption or disasters. There is a general unrestricted spendable or free reserve (as defined by the Charity Commission) should aim to be no less than 6 months operating costs, which in a normal trading year would be expected to equate £ 5.2 million approximately.
At the 31st December 2025, the Club's total reserves amounted to £19,655,139 (2024 17,120,339) of which £4,879,455 was tied up in the Club's building and fixed assets, and as such was not freely spendable. In addition £2,816,703 is designated as the Infrastructure Fund and £3,433,928 as an Unrealised Revaluation Reserve Fund, leaving £8,285,053 free as unrestricted funds. The reserves policy is reviewed on an annual basis.
Note 16 includes the utilisation of the designated funds.

INVESTMENT PERFORMANCE

The Charity's funds are invested with Evelyn Partners and Swiss Life Asset Management (Property Investment Trust for Charities - PITCH). At the end of 2025, the combined portfolio value was £13,945,179. This represents a net unrealised gain for the year of £1,322,499 (2024: £1,121,575), a return of 11.0% (2024: 11.6%).

FUTURE PLANS

The Union Jack Club plan for 2026 is to continue the rolling programme of refreshing and upgrading bedroom accommodation. Planning expenditure will commence to change the kitchen and main bar.

STATEMENT OF COUNCIL'S RESPONSIBILITIES

The Trustees (who are also directors of The Union Jack Club for the purposes of company law) are responsible for preparing the Trustees' Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).
Company law requires Trustees to prepare Financial Statements for each financial year which give a true and fair view of the state of the affairs of the Charity and the Group, and of its income and expenditure 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 judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards, including FRS 102, have been followed, subject to any material departures disclosed and explained in the Financial Statements;
- state whether a Statement of Recommended Practice (SORP) applies and has been followed, subject to any material departures which are explained in the Financial Statements; and
- prepare the Financial Statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for ensuring proper accounting records, that disclose the financial position of the Charity with reasonable accuracy at any time, enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity, Company and the Group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

So far as the Trustees are aware:

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

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.

The Trustees' Annual Report is approved by the Trustees of the Charity. The Strategic Report, which forms part of the Annual Report, is approved by the trustees in their capacity as directors in the company law of the Charity

This report was approved by the Governing Council on 2 June 2026.



Z Nield MIH
Company Secretary

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE UNION JACK CLUB

Opinion

We have audited the financial statements of The Union Jack Club (the 'company') for the year ended 31 December 2025 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the Financial Statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 the parent charitable company's affairs as at 31st December 2025 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; and
- 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 Financial Statements section of our report. We are independent of the 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 the charitable company's ability to continue as a going concern for a period of at least twelve months from when the Financial Statements are authorised for issue.

Our responsibilities and the responsibilities of the 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 annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the Financial Statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the Financial Statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Financial Statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the Financial Statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF THE UNION JACK CLUB

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 strategic report and Trustees' annual report for the financial year for which the Financial Statements are prepared is consistent with the Financial Statements; and
- the strategic report and Trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or in the Trustees' annual report.
We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.

Responsibilities of Trustees

As explained more fully in the Trustees' responsibilities statement set out on page 6, the Trustees (who are also the directors of the 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 and 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 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

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of the accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 is detailed below.

The objectives of our audit in respect of fraud are; to identify and assess the risks of material misstatement of the Financial Statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the Financial Statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are some inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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. Our audit work has been undertaken so that we might state to the charitable company's members those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

Adam Fullerton (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

6th Floor
9 Appold Street
London
EC2A 2AP

Date: 5 June 2026

THE UNION JACK CLUB
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2025

2025	Note	Unrestricted astructure / Legacy Fund	Fund	Total 2025
INCOME + ENDOWMENTS		**£**	**£**	**£**
Donations and legacies	3	141,611	-	141,611
Trading activities	4	2,174,721	-	2,174,721
Other Income		24,827	-	24,827
Other Income - Insurance Claim	7	26,462	-	26,462
Investment Income	5	267,468	-	267,468
		2,635,089	-	2,635,089
Charitable Activities				
Subscriptions	6	948,935	-	948,935
Provision of residential services	6	9,193,289	-	9,193,289
Total Operating Income		12,777,313	-	12,777,313
EXPENDITURE				
Raising Funds				
Trading activities	4	1,189,543	-	1,189,543
Fundraising and publicity	8	53,028	-	53,028
Investment management fees	8	67,487	-	67,487
Finance costs	8	169,719	-	169,719
Finance cost of pension liability	15	5,600	-	5,600
Total cost of raising funds		1,485,378	-	1,485,378
Charitable Activities				
Provision of membership and residential services		10,065,936	-	10,065,936
Total Operating Expenditure	8	11,551,313	-	11,551,313
Net Operating Income/(Expenditure)		1,226,000	-	1,226,000
Net Gain on investment assets	10	1,322,499	-	1,322,499
Net Income		2,548,499	-	2,548,499
Transfer between Funds				
Actuarial Loss on pension scheme	15	(13,700)	-	(13,700)
Gross transfer between funds	16	-	-	-
Net Movement in Funds		2,534,799	-	2,534,799
Fund balances brought forward 1 January 2025		14,303,635	2,816,703	17,120,339
Fund balances carried forward at 31 December 2025	17 a)	16,838,434	2,816,703	19,655,139

The statement of financial activities, which incorporates the income and expenditure account, includes all gains and losses recognised in the year. All incoming resources and resources expended are derived from continuing activities.

* Comparative figures can be found on page 12

THE UNION JACK CLUB
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating Income and Expenditure Account)
FOR THE YEAR ENDED 31 DECEMBER 2024

2024	Note	Unrestricted astructure / Legacy Fund	Fund	Total 2024
INCOME + ENDOWMENTS		**£**	**£**	**£**
Donations and legacies	3	152,879	-	152,879
Trading activities	4	1,986,861	-	1,986,861
Other Income		38,105	-	38,105
Other Income - Insurance Claim	7	-	-	-
Investment Income	5	292,511	-	292,511
		2,470,357	-	2,470,356
Charitable Activities				
Subscriptions	6	986,096	-	986,096
Provision of residential services	6	9,018,232	-	9,018,232
Total Operating Income		12,474,684	-	12,474,684
EXPENDITURE				
Raising Funds				
Trading activities	4	1,076,484	-	1,076,484
Fundraising and publicity	8	65,954	-	65,954
Investment management fees	8	56,201	-	56,201
Finance costs	8	160,458	-	160,458
Finance cost of pension liability	15	7,000	-	7,000
Total cost of raising funds		1,366,097	-	1,366,097
Charitable Activities				
Provision of membership and residential services		9,757,704	-	9,757,704
Total Operating Expenditure	8	11,123,800	-	11,123,800
Net Operating Income / (Expenditure)		1,350,882	-	1,350,882
Net Gain on investment assets	10	1,121,575	-	1,121,575
Net Income		2,472,457	-	2,472,457
Transfer between Funds				
Actuarial Gain on pension scheme	15	35,400	-	35,400
Gross transfer between funds	16	-	-	-
Net Movement in Funds		2,507,857	-	2,507,857
Fund balances brought forward				
1 January 2024		11,795,778	2,816,703	14,612,481
Fund balances carried forward at				
31 December 2024	17 b)	14,303,635	2,816,703	17,120,339

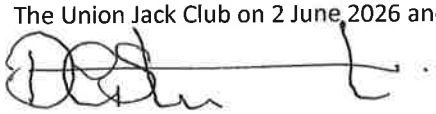
The statement of financial activities, which incorporates the income and expenditure account, includes all gains and losses recognised in the year. All incoming resources and resources expended are derived from continuing activities.

THE UNION JACK CLUB
BALANCE SHEET
AS AT 31 DECEMBER 2025

	Notes	Charity 2025 £	Charity 2024 £	Group 2025 £	Group 2024 £
Fixed Assets					
Tangible assets	9	4,879,455	4,606,632	4,879,455	4,606,632
Investments	10	13,945,181	12,089,682	13,945,179	12,089,680
		18,824,636	16,696,314	18,824,634	16,696,312
Current Assets					
Stocks	11	113,500	96,875	130,526	122,114
Debtors	12	1,576,808	1,492,805	1,648,224	1,529,507
Cash at bank and in hand		2,109,794	1,886,866	2,504,463	2,171,136
		3,800,102	3,476,547	4,283,212	3,822,757
Liabilities					
Creditors: Amounts falling due within one year	13	(3,801,578)	(3,818,119)	(3,301,048)	(3,253,949)
Net Current Assets		(1,476)	(341,573)	982,162	568,808
Total Assets less Current Liabilities		18,823,160	16,354,741	19,806,796	17,265,120
Creditors: Amounts falling due after more than one year:	14	(29,857)	(23,080)	(29,857)	(23,080)
Discretionary pension provision	15	(121,800)	(121,700)	(121,800)	(121,700)
Net Assets		18,671,503	16,209,962	19,655,139	17,120,339
Accumulated Funds					
Unrestricted Funds:					
Designated Revaluation Reserve	16	2,819,033	2,819,033	3,433,928	2,819,033
Designated Fixed Asset Reserve	16	4,879,453	4,528,632	4,879,453	4,528,632
Designated Infrastructure Fund	16	2,816,703	2,816,703	2,816,703	2,816,703
Income and Expenditure Reserve	16	7,179,543	6,045,593	8,525,055	6,955,971
	17 a)	18,671,503	16,209,962	19,655,139	17,120,339

As permitted by S408 of the Companies Act 2006, the Company has not presented its own statement of financial activities and related notes. The Charity surplus for the year was £2,461,541 (2024 surplus £2,393,041)

The financial statements were approved and authorised for issue by the Governing Council of The Union Jack Club on 2 June 2026 and were signed below on its behalf by:



President
Vice Admiral Sir David Steel KBE DL



Treasurer
Mr Ben Wylie FCA
Company No: 00080683

THE UNION JACK CLUB
CONSOLIDATED STATEMENT OF CASHFLOWS
AS AT 31 DECEMBER 2025

	2025 £	2024 £
Cash flow from operating activities		
Net cash provided by operating activities	1,887,528	1,957,403
Cash flows from investing activities		
Investment income and interest received	267,468	292,511
Finance costs	(169,719)	(160,458)
(Decrease) / Increase in cash held by investment manager	(4,456)	(23,425)
Proceeds from disposal of fixed asset investments	3,369,445	1,849,567
Acquisition of fixed asset investments	(3,897,989)	(3,076,950)
Payments to acquire tangible fixed assets	(1,118,949)	(951,265)
	(1,554,200)	(2,070,021)
Cash flows from financing activities		
Net Increase / (Decrease) in cash and cash equivalents	333,328	(112,618)
Cash and cash equivalents at beginning of year	2,171,135	2,283,754
Cash and cash equivalents at end of year	**2,504,463**	**2,171,135**

Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net Movement in Funds	2,534,799	2,507,857
Adjustments for:		
Less investment income	(267,468)	(292,511)
Add finance costs	169,719	160,458
Add depreciation and disposal of tangible fixed assets	835,301	756,852
Add Loss / Subtract Gain on investment assets	(1,322,499)	(1,121,574)
Add Loss / Subtract Gain Pension provision adjustment	100	(47,300)
Subtract loss on sale of tangible fixed assets	10,828	24,732
(Increase) / Decrease in stocks	(8,412)	(10,954)
(Increase) / Decrease in debtors	(118,717)	(16,280)
Increase / (Decrease) in creditors	47,099	(4,365)
Increase in long term creditors	6,777	488
Net cash provided by operating activities	1,887,528	1,957,403

Analysis of changes in net debt

	As at the 1st January 2025	Cash Flow	As at the 31st December 2025
Cash	£2,171,136	333,327	£2,504,463

THE UNION JACK CLUB
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

1 COMPANY INFORMATION

The Union Jack Club, a registered charity, is a company limited by guarantee, not having a share capital and is incorporated in England and Wales. In the event of a winding up, each member may be required to contribute an amount not exceeding £1 towards the settlement of the Club's liabilities. The registered office is Sandell Street, Waterloo, London, SE1 8UJ.

2 ACCOUNTING POLICIES

Accounting Convention

The Financial Statements are prepared under the historical cost convention, modified by the inclusion of fixed asset investments at market value (note 10), and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company and its subsidiary are a public benefit group for the purposes of FRS 102 and therefore the Charity also prepared its Financial Statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 [under the provision of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 (SI 2008/410)], and the Charities Act 2011.

The Financial Statements consolidate The Union Jack Club and its subsidiary, The Union Jack Club (Trading) Limited. A separate Statement of Financial Activities and Income and Expenditure Account are not presented for the Charity itself as the Charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

The Financial Statements are prepared in sterling, which is the financial currency of the charitable company. Monetary amounts in these financial statements are rounded to the nearest pound.

The principal accounting policies adopted in the preparation of the Financial Statements are set out below.

Going Concern

The Financial Statements have been prepared on a going concern basis which assumes the charity and trading company will continue in operational existence for the foreseeable future. The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charity and trading company to continue as a going concern. The Trustees have reviewed the forecasts and projections prepared by management for a period of at least twelve months from the date of approval of these financial statements. These show that the Club is projected to make a surplus for the year ending 31st December 2026. These forecasts have been prepared on a prudent basis, and the Trustees believe the assumptions and estimates used in their preparation are reasonable.

Following a review of the financial situation, the Trustees are confident that given its strong asset base, including its unrestricted investment portfolio, the charity and trading company has sufficient reserves to cover liabilities as they fall due and therefore the financial statements are accordingly prepared on a going concern basis.

2 **ACCOUNTING POLICIES (Continued)**

Tangible Fixed Assets

Tangible fixed assets with a cost of £5,000 or more are capitalised. Depreciation of tangible fixed assets is provided, on a straight line basis, at amounts estimated to write off the cost over their expected useful life as follows:

Freehold buildings	10 - 50 years
Major plant items	20 & 25 years (where appropriate)
Furniture, fittings and sundry equipment	5 & 10 years (where appropriate)
Computer equipment	3 & 5 years (where appropriate)

The Club's collection of paintings and clocks is carried at valuation and is not depreciated on the grounds that any depreciation charge would be immaterial. Certain fixed assets in Furniture & Fittings are now recognised as having 5 years of useful life.

Provision for Residential Services (Income and Expenditure)

This represents the amounts derived from the provision of services, which fall within the Club's ordinary activities, all of which are continuing.

Donations, Legacies and Gifts

All income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably.

Donations, legacies and gifts are included in incoming resources when receivable. When donors specify that donations, legacies or gifts are for particular purposes, they are treated as restricted income.

Subscriptions

Subscriptions income derives from subscription fees of members. The subscription period runs in conjunction with the financial year.

Trading Income

Trading income consists of income generated by the subsidiary from the provision of accommodation and catering to non members.

Investments

Interest receivable and income from investments are included on the basis of the amount earned during the year.

Investments are classified as fixed assets in accordance with the Charities SORP. Both realised and unrealised gains and losses are recognised in the Statement of Financial Activities.

Financial assets/liabilities measured at amortised cost

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

Debtors and creditors receivable or payable within one year of the reporting date are carried at their at transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

Operating Leases

Rentals under operating leases have been charged to the Statement of Financial Activities on a straight line basis.

Resources Expended

Resources expended are included in the Statement of Financial Activities on an accruals basis. Liabilities are recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably.

Certain expenditure is directly attributable to specific activities and has been included in those cost categories.

Certain other costs, which are attributable to more than one activity, are apportioned across cost categories on the basis of occupancy rates between the Charity and its subsidiary, and the proportion of time spent by staff on those activities.

Pension Contributions

The Union Jack Club pays defined contributions towards stakeholder pension schemes for qualifying employees. The annual cost is expensed in the Statement of Financial Activities.
Provision is made in the Financial Statements for the Council's estimated liability in respect of existing discretionary pensions directly paid by the Club within the Statement of Financial Activities, Balance Sheet and Cash Flow Statement in accordance with FRS 102 SORP module 'Retirement and post-employment benefits'.

The Union Jack Club contributes to money purchase schemes for certain senior employees; contributions are assessed on entry as a level monetary amount payable over the employee's expected career with the Club.
The Union Jack Club also provides the contributory Group Personal Pension Plan for all qualifying employees. The Plan is set up in line with the workplace pension scheme set up by the government under NEST (National Employment Savings Trust).

Stocks

Stocks are stated at the lower of cost and net realisable value.

Fund Accounting

Funds held by the Charity are either:

Unrestricted general funds - these are funds which can be used in accordance with the charitable objects at the discretion of the Council.

Restricted funds - these are funds that can only be used for particular purposes specified by the donor or when funds are raised for particular purposes within the objects of the Charity.

Unrestricted designated funds - these funds represent funds which have been separately designated by the Trustees of the Charity, as part of unrestricted funds.

Critical accounting estimates and areas of judgement

In preparing Financial Statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the Financial Statements.

In the view of the Trustees in applying the accounting policies adopted, apart from the estimate listed below, no judgements were required that have a significant effect on the amounts recognised in the Financial Statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year. Judgements included in these accounts: the pension estimate in Note 15a.

3 DONATIONS, GIFTS AND LEGACIES

a)

	Unrestricted £	Restricted £	2025 £
Individual Donations	11,534	-	11,534
Legacy	12,498	-	12,498
Gift Aid Reclaim On Subs & Donations	117,580	-	117,580
	141,611	-	141,611

b)

	Unrestricted £	Restricted £	2024 £
Individual Donations	16,339	-	16,339
Legacy	24,092	-	24,092
Gift Aid Reclaim On Subs & Donations	112,449	-	112,449
	152,879	-	152,879

4 NET INCOME FROM TRADING ACTIVITIES OF SUBSIDIARY (all unrestricted for current and prior year)

The Union Jack Club has one wholly owned subsidiary, The Union Jack Club (Trading) Limited, which operates the trading activity of the Club and gifts its taxable profit to the Club. A summary of the results of the subsidiary is shown below:

	2025 £	2024 £
Turnover	2,166,259	1,973,239
Cost of sales	(1,181,899)	(1,072,555)
Gross profit	984,360	900,685
Administration expenses	(7,644)	(3,929)
Operating profit	976,716	896,756
Other income	8,462	13,622
Profit on Ordinary Activities before taxation	985,177	910,378
Tax on Profit on Ordinary Activities	-	-
Retained earnings brought forward	910,378	795,561
Gift Aid Distribution to The Union Jack Club	(910,378)	(795,561)
Retained earnings carried forward	985,177	910,378

The Union Jack Club's trading activities include an amount of £1,164,266 (2024 £1,054,379) for rent and other services charged by the Club to its subsidiary which is eliminated on consolidation. The group's trading activities consist of the turnover of the subsidiary as shown above. Expenditure of £1,189,543 (2024 £1,076,483) is also included which comprises cost of sales and administration expenses.

5 INVESTMENT INCOME (all unrestricted for current and prior year)

	2025 £	2024 £
Shares UK listed	129,180	118,210
Property Portfolio UK listed	32,485	33,482
Shares Overseas listed	57,499	55,308
	219,164	207,000
UK bank deposit interest	48,304	85,511
Total for the Group	267,468	292,511

6 INCOMING RESOURCES FROM CHARITABLE ACTIVITIES (all unrestricted for current and prior year)

	2025 £	2024 £
Subscriptions	948,935	986,096
Provision of residential services:		
Accommodation	6,207,858	6,016,989
Catering and bar sales	2,985,431	3,001,243
	10,142,223	10,004,327

7 INSURANCE CLAIM

	2025 £	2024 £
Other Income - Insurance Claim	26,462	-
	26,462	-

8 EXPENDITURE

		Staff Costs £	Other £	Depreciation £	Total £
a) **EXPENDITURE ON RAISING FUNDS**	**2025**				
Trading activities		-	1,189,543	-	1,189,543
Fundraising and publicity		-	53,028	-	53,028
Investment management fees		-	67,487	-	67,487
Finance costs		-	169,719	-	169,719
Finance cost of pension liability		-	5,600	-	5,600
		-	1,485,378	-	1,485,378
EXPENDITURE ON CHARITABLE ACTIVITES					
Provision of membership and residential services		6,263,037	2,967,599	835,300	10,065,936
Total Operating Expenditure		6,263,037	4,452,977	835,300	11,551,314

Including auditor remuneration of £26,920 (2024 £20,650)

		Staff Costs £	Other £	Depreciation £	Total £
b) **EXPENDITURE ON RAISING FUNDS**	**2024**				
Trading activities		-	1,076,484	-	1,076,484
Fundraising and publicity		-	65,954	-	65,954
Investment management fees		-	56,201	-	56,201
Finance costs		-	160,458	-	160,458
Finance cost of pension liability		-	7,000	-	7,000
		-	1,366,097	-	1,366,097
EXPENDITURE ON CHARITABLE ACTIVITES					
Provision of membership and residential services		5,894,061	3,106,791	756,852	9,757,704
Total Operating Expenditure		5,894,061	4,472,888	756,852	11,123,801

All of the above were unrestricted expenditure for the current and in the prior year.

8 EXPENDITURE (Continued)

c) ANALYSIS OF SUPPORT COSTS

Provision of membership and residential services includes support costs as follows:

	2025	2024
	£	£
Administration staff costs	769,821	730,773
Legal and other professional	62,819	90,564
	832,640	821,337

Basis of allocation:
The above costs are fully allocated to the provision of membership and residential services.

d) STAFF COSTS

	2025	2024
	£	£
Wages and salaries	5,475,925	5,250,194
Pension contributions	176,521	168,033
Employer's National Insurance Contributions	610,591	475,834
Club staff costs	6,263,037	5,894,061

	2025	2024
	No.	No.
The number of employees receiving emoluments of £60,000 or more was as follows:		
£60,001 - £70,000	1	4
£70,001 - £80,000	4	3
£80,001 - £90,000	3	-
£130,001 - £140,000	-	1
£140,001 - £150,001	1	-
	9	8

	2025	2024
	No.	No.
The average monthly number of employees during the year was as follows:		
Management and Administration	9	11
Union Jack Club staff	157	151
	166	162

Note: On average 138 of the 166 employees were Permanent Staff (2024 137 of the 162 employees were Permanent staff)

e) TRUSTEES AND KEY MANAGEMENT PERSONNEL

No Trustee received emoluments in the period (2024 - £NIL). Total travel expenses of 2025 £1,548 (2024 £1,599) were paid to 4 Trustees (2024 - 3 Trustees) during the period.
Key management personnel included the Trustees, Chief Executive, Operations Director and Financial Controller. The total emoluments of the Charity's key management personnel were £367,524 (2024 £309,130).

9 TANGIBLE FIXED ASSETS

Group and Charity	Charity Freehold Land and Buildings	Furniture, Fittings and Equipment	Total
Cost	£	£	£
At 1 January 2025	6,855,920	5,218,759	12,074,679
Additions	-	1,118,949	1,118,949
Disposals	-	(45,210)	(45,210)
Removal of fully depreciated assets	-	(417,408)	(417,408)
At 31 December 2025	6,855,920	5,875,090	12,731,010
Depreciation			
At 1 January 2025	5,360,905	2,107,142	7,468,047
Charge for the year	190,176	645,124	835,301
Disposals	-	(34,384)	(34,384)
Removal of fully depreciated assets	-	(417,408)	(417,408)
At 31 December 2025	5,551,081	2,300,474	7,851,555
Net Book Value			
At 31 December 2025	1,304,839	3,574,616	4,879,455
At 31 December 2024	1,495,015	3,111,617	4,606,632

Fixed assets held by the Union Jack Club are as detailed above.

Freehold land and buildings comprise the Union Jack Club's premises at 91 Waterloo Road, Gascoigne Room and Sandell Street. The Union Jack Club's premises were built as part of a redevelopment, completed in 1975, for which the Union Jack Club provided the site but paid only a small part of the building costs. These premises were revalued in 1975 at £3.9m. It should be recognised that the value of the premises has substantially increased in value. The other costs represent additions since 1975. In accordance with the transitional arrangements of the original FRS 15, Tangible Fixed Assets, the valuation has not been updated.

10 FIXED ASSET INVESTMENTS

	2025 £	2024 £
Group		
Investments at market value:		
At 1 January 2025	12,022,190	9,673,233
Additions	3,897,989	3,076,950
Disposals	(3,369,445)	(1,849,567)
Net realised gain / (loss) on disposal	679,425	(55,604)
Net unrealised investment gain / (loss)	643,074	1,177,179
	13,873,233	12,022,190
Cash held by investment manager	71,946	67,490
At 31 December 2025	13,945,179	12,089,680
Investments comprise:		
UK equities and funds	5,954,870	5,222,569
Overseas equities	7,918,363	6,799,621
Cash held	71,946	67,490
	13,945,179	12,089,680
Historical cost at 31 December	10,511,251	9,281,156
Club		
As above	13,945,179	12,089,680
Investment in subsidiary undertaking	2	2
	13,945,181	12,089,682

11 STOCKS

	Charity		Group	
	2025 £	2024 £	2025 £	2024 £
Stocks - Cleaning/Fine Wines	59,218	48,788	59,218	48,788
Shop	-	-	17,025	25,239
Catering	20,671	19,240	20,671	19,240
Bar	33,611	28,847	33,611	28,847
	113,500	96,875	130,526	122,114

12 DEBTORS

	Charity		Group	
	2025	2024	2025	2024
	£	£	£	£
Trade debtors	20,312	6,802	91,728	43,503
Membership Debtors Account	1,076,234	1,026,203	1,076,234	1,026,203
Other debtors	16,624	14,555	16,624	14,555
Prepayments and accrued income	463,637	445,246	463,637	445,246
	1,576,808	1,492,805	1,648,224	1,529,507

13 CREDITORS: Amounts falling due within one year

	Charity		Group	
	2025	2024	2025	2024
	£	£	£	£
Trade creditors	256,874	237,365	260,225	241,581
Amount owed to subsidiary	626,741	679,237	-	-
Other creditors	40,114	40,244	99,685	96,126
Other tax and social security creditors	731,091	646,937	789,471	698,907
Accruals	494,709	523,461	499,619	526,461
Deferred Income	1,652,049	1,690,875	1,652,049	1,690,875
	3,801,578	3,818,119	3,301,048	3,253,949

14 CREDITORS: Amounts falling due after more one year

	Charity		Group	
	2025	2024	2025	2024
	£	£	£	£
Deferred income	29,857	23,080	29,857	23,080
	29,857	23,080	29,857	23,080

15 PENSION PROVISION

a) Discretionary Pensions

Discretionary pensions have been granted to certain former employees which are paid by the Club directly. Therefore, a provision of £121,800 (2024 - £121,700) has been made in these accounts for the future liability expected in respect of existing pensioners in line with the requirements of FRS102. No specific assets are held. The latest valuation of these liabilities was carried out as at 31 December 2025 by an independent qualified actuary.

Pension payments are charged against the provision which is re-assessed annually. Pensions payments for the year were £19,200. Interest on the provision and the liability arising on the granting of any new pensions is charged to the income and expenditure account. Actuarial experience gains and losses are recognised under other comprehensive income.

The key FRS102 assumptions used to value the liabilities are set out in the following table. The table also sets out the present value of FRS102 liabilities. This present value is equal to the gross pension liability.

Assumptions	2025	2024	2023
Discount rate	4.60%	5.0%	4.4%
Pension increases	3.50%	3.5%	3.5%
Life expectancy for a 65 year old female pensioner	88.6	88.4	88.3
Life expectancy for a 65 year old male pensioner	86.1	85.7	85.7

15 PENSION PROVISION (Continued)

The gross pension liability under FRS 102 moved as follows during the year to 31 December 2025

	2025	2024
	£	£
Gross pension liability at start of year	121,700	169,000
Pensions paid	(19,200)	(18,900)
Charge to finance income	5,600	7,000
Actuarial (gain) / loss recognised outside the income and expenditure account	13,700	(35,400)
Gross pension liability at year end	121,800	121,700

The following amounts are included as (charges)/credits to finance income under FRS 102:

Interest on gross pension liability	5,600	7,000
Actuarial (gain) / loss recognised outside the income and expenditure account	13,700	(35,400)

Other Pension Arrangements

The union Jack Club commenced paying defined contributions towards stakeholder pension schemes for certain existing employees from June 2001. the annual costs is expensed in the statement of financial activities.

The Union Jack Club provides a contributory pension scheme for all employees. At the end of 2025, there were 84 employees in the scheme. The Club contributed 5% and the employee 3% of the employee's salary. The remainder of employees decided to opt out of the scheme. The annual cost is expensed in the statement of financial activities.

The Union Jack Club also contributes 5% of employee's salary to other defined pension schemes. Employees are able to increase the employee's contribution if desired.

16 MOVEMENT ON RESERVES

	Designated Revaluation Reserve	Designated Fixed Asset Reserve	Designated Infrastructure Fund	Income and Expenditure Reserve	Total
	£	£	£	£	£
At 1 January 2025	2,819,033	4,528,632	2,816,703	6,955,971	17,120,339
Surplus / (Deficit) for the year	-		-	1,226,000	1,226,000
Net Gains and transfers	614,895	350,821	-	343,084	1,308,800
Utilisation of funds		-	-	-	-
At 31 December 2025	**3,433,928**	**4,879,453**	**2,816,703**	**8,525,055**	**19,655,139**

Included in the income and expenditure reserve is a pension liability of £121,800 (2024 £121,700)

Net gains and transfers represent the actuarial gain / (loss) on pension liabilities, realised and unrealised gains / (losses) on investments and any transfers to / from designated funds. It also includes a transfer between the revaluation reserve and the income and expenditure reserve of £78,000 which is the difference between the depreciation on the historic cost (£Nil) and the revalued amount (£3.9 million), of freehold buildings completed in 1975. The depreciation rate is 2% straight line.

In 2014 Trustees made the decision to formally recognise the monies tied up in the tangible fixed assets of the charity as a designated fund, to make it clear to the reader of the accounts that this money is not freely expendable on the Charity's activities. A transfer was made from unrestricted general funds to reflect this.

The Tangible Fixed Assets designated fund is utilised over the lifetime of the assets.

In 2018, the Trustees made the decision to cover any forthcoming major repairs externally or internally to the building by creating a major repair fund. The Trustees have decided to continue with the Designated Infrastructure Fund which was established in the 2019 accounts. During 2025, nil additions were made to the fund, whilst in 2024 additions were nil.

17 ANALYSIS OF NET ASSETS BY FUND

a) 2025

	Designated Revaluation Reserve	Designated Fixed Asset Reserve	Designated Infrastructure Fund	Income and Expenditure Reserve	2025 Total
	£	£	£	£	£
Tangible fixed assets	-	4,879,455	-	-	4,879,455
Investments	3,433,928	-	2,816,703	7,694,549	13,945,180
Net assets	-	-	-	982,161	982,161
Creditors > One Year	-	-	-	(151,657)	(151,657)
		-			-
	3,433,928	4,879,455	2,816,703	8,525,053	19,655,139

b) 2024

	Designated Revaluation Reserve	Designated Fixed Asset Reserve	Designated Infrastructure Fund	Income and Expenditure Reserve	2024 Total
	£	£	£	£	£
Tangible fixed assets	78,000	4,528,632		-	4,606,632
Investments	2,741,033		2,816,703	6,531,944	12,089,680
Net assets	-		-	568,808	568,808
Creditors > One Year	-		-	(144,780)	(144,780)
	2,819,033	4,528,632	2,816,703	6,955,972	17,120,339

18 COMMITMENTS

Capital commitments contracted for at the balance sheet date but not provided for in these financial statements were valued at nil (2024 - 87,786).

19 OPERATING LEASE COMMITMENTS

The Charity had annual operating lease commitments as follows:	2025	2024
	£	£
Within 1 year	24,355	15,502
Between 1 and 5 years	36,491	28,325

20 RELATED PARTY TRANSACTIONS

Accommodation sales between Charity and Trading company during the year were £417,791 (2024 £360,307). Room Hire sales between Charity and Trading company during the year were £359,974 (2024 £345,954). Food sales between Charity and Trading company during the year were £282,934 (2024 £267,525). Liquor sales between Charity and Trading company during the year were £103,568 (2024 £80,593). Gift Aid to be paid to the Charity for 2025, paid in 2026 is £985,177 (Gift Aid for 2024, paid during 2025 was £910,378). The intercompany balance for 2025 between the Charity and the Trading company is £626,741 (2024 £679,237)