

Message from our CEO

The COVID-19 outbreak began in China in late December 2019 and spread rapidly around the world. The World Health Organisation declared a public health emergency on 30 January 2020 and the outbreak was declared a pandemic on 11 March. Public health restrictions imposed by the UK Government required the closure of our hospitality, retail and accommodation services, with consequent losses in income for the company.

All work on the accounts for 2019 and the operational planning contained within this review had been done prior to the closure.

The directors and I recognise that these are unprecedented times for you and for us. The directors, staff and myself are working hard on planning for the time when we can welcome you back safely.

May I take this opportunity to personally thank the team both at Friends House, London and Swarthmoor Hall in Cumbria for all of their outstanding work and hope that you enjoy our review of 2019.

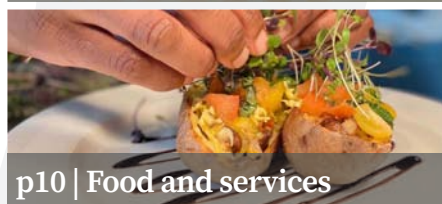
Paul Henderson-Grey
Chief Executive Officer



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Welcome

Quiet
company[®]
a Quaker enterprise

Welcome to the 2019 Quiet Company annual review, the first since we rebranded from being Friends House (London) Hospitality Ltd.

While the year has been challenging in terms of uncertainty surrounding Brexit, our customers and guests kept their faith in us. At Friends House, sales soared, and November ended up being our best month ever on record. The number of delegates, guests and visitors also increased at Swarthmoor Hall (Cumbria), which we manage on behalf of Britain Yearly Meeting (Quakers in Britain).

As a Quaker enterprise, we have continued to promote our values of being welcoming, responsible and pioneering. This year, we will be Gift Aiding £1.03m (2018 £1.27m) to support Britain Yearly Meeting (BYM)'s strategic priorities:

- Thriving Quaker communities,
- A peaceful and sustainable world,
- Simple structures and practices.

As an ethical company, we recognise that there is a climate emergency and that we can still do more to reduce our impact upon the world. In 2018, we announced our commitment to promoting compassionate eating. We became a Creature Kind institution and pledged to reduce the amount of animal products being served at Friends House by 20 per cent within two years.

Since then, we have:

- Opened the Seed Kitchen, a vegetarian and vegan restaurant at Friends House,
- Broadened our meat-free offer for conference customers and guests at Swarthmoor Hall,
- Included a minimum of 40 per cent vegetarian and vegan items in our event catering menus at Friends House.

Shaping a sustainable future is key. As a Board, we are guided by the principles of the triple bottom line economy. We consider the 3Ps – people, planet and profit – equally in our decision-making. We are also looking to integrate the United Nations Sustainable Development Goals into our business plan from 2021.

We believe our Company's ethos and values help put faith back in business. That's why we continue to be a company of choice for customers and guests.

Val Brittin
Clerk to the Board of Directors



Governance

Seven members sit on our Board of Directors. They are all Quakers, with various professional backgrounds. They set the vision and strategic priorities for the Quiet Company. The Board is currently working closely with senior managers to draw up a business plan for 2021–2025. The plan will incorporate the 3Ps and align with the UN Sustainable Development Goals.

2019 Board members

- Matt Baker
- Linda Batten, Britain Yearly Meeting Treasurer
- Miranda Bird
- Val Brittin, Clerk to the Board of Directors
- Nick Eyre, Britain Yearly Meeting Trustee
- David Olver, Britain Yearly Meeting Trustee
- Elizabeth Redfern

Quiet Company senior team

- Emre Cevik, Head of Commercial Services
- Paul Henderson-Grey, CEO of Quiet Company
- Lisa Kiew, Company Secretary
- Nicola Purdy, Head of Service Delivery

Meet a new Board member

What have you enjoyed most about your first year as a director?

“Getting to know the people who make it all happen – whether that was joining in the celebrations at the staff conference, chatting with the team at Swarthmoor Hall in November, or having lunch with two of the participants on the Bake the Difference programme at my first board meeting.



Matt Baker

Meet a Board member joining in 2020

What are your aspirations?

“I am looking forward to us exploring with how we build on our foundations as a faith-based company and ensure that these ethics underpin our client experience. Our values of sustainability and integrity are how we demonstrate our faith in the dynamic world where consumer conscience is increasingly prioritised.



Ellie Harding

Reflection of a Board member leaving at the end of 2020

How did you see the Company evolve since you first joined the Board?

“My first weeks saw the Board and company work to embed Quaker values at the heart of everything we do. The fruit of this can be seen in countless small ways today – how we welcome people, our ethical sourcing, and so on. The flagships of this approach have been Bake the Difference and Seed Kitchen. I’m looking forward to seeing how our work with UN Sustainable Development Goals helps us push ourselves even further.



Miranda Bird

A year of impact: reporting on 2019 aims

Food and Service

- Use more local and seasonal produce in our menus.
- Refurbish Friends House Restaurant and transform it into a vegetarian and vegan restaurant.



Actions

- ✓ We sourced more local and seasonal produce. p10
- ✓ We launched Seed Kitchen. p10
- ✓ We reduced the amount of meat in our catering menus. p10

Sustainability

- Reduce our use of plastic and reliance on packaging.
- Find new ways to reduce our environmental impact.



Actions

- ✓ We took the MIA #20PercentLess pledge. p17
- ✓ The Quaker Centre Bookshop switched to 100 per cent sustainable packaging.
- ✓ The Quaker Centre Café switched to glass bottled water only.

Bake the Difference

- Build on the success of the 2018/19 programme and use what we have learnt to deliver a second programme.



Actions

- ✓ We completed Year 1. p14
- ✓ We undertook an evaluation of the programme and implemented recommendations for Years 2 and 3. p14

Investment

- Offer solutions and investment opportunities to enhance customer experience, improve efficiency and increase our contribution to Britain Yearly Meeting.
- Continue to invest in our staff and expand their skill sets through our in-house training programme.



Actions

- ✓ We launched Seed Kitchen. p10
- ✓ All staff undertook the Diversity and Inclusion training. p12

Governance

- Identify and integrate the UN Sustainable Development Goals (SDGs) into our business planning.
- Consider the 3Ps – People, Planet, Profit – equally in our decision-making process.

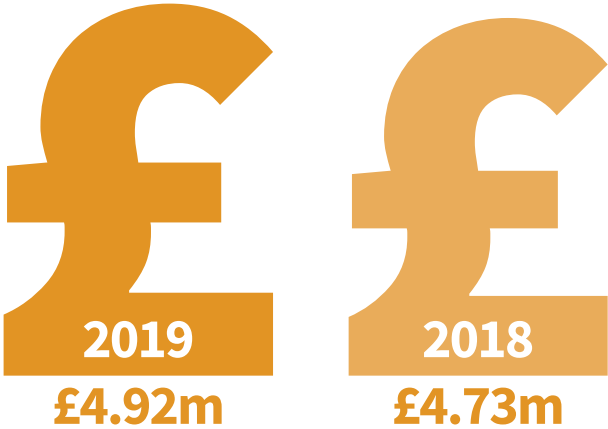


Actions

- ✓ We organised an all-staff conference which incorporated the SDGs. p17
- ✓ The Board of Directors and senior managers attended workshops around the SDGs and the 3Ps. p17

Company results

Total income



Figures for the Quiet Company income do not include Facilities, Swarthmoor Hall or the Quaker Centre Bookshop.

Sales record

£600k
total value of bookings achieved by the Friends House sales and events team in November 2019.

■ Gift-aided (pre-tax) income for BYM, generated from Quiet Company profits.

Gift-aided income to Quaker work

2019
£1.03 million

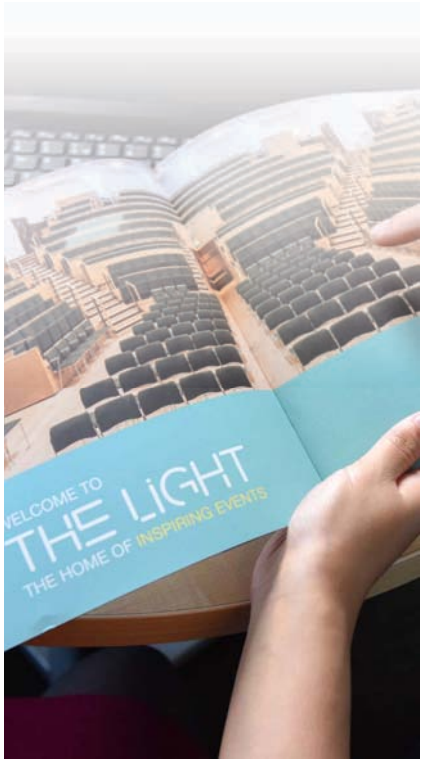
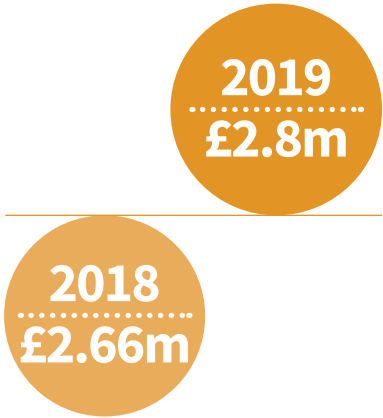
2018
£1.27m

Gift-aided income in 2019 is down compared to 2018 because we reinvested more of our gross profits into improving and maintaining our facilities.

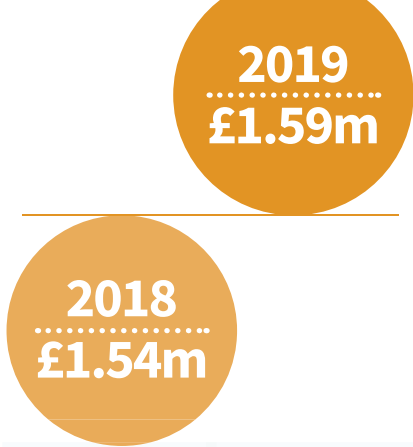
We believe investment is key to delivering excellent customer experience.

Friends House results

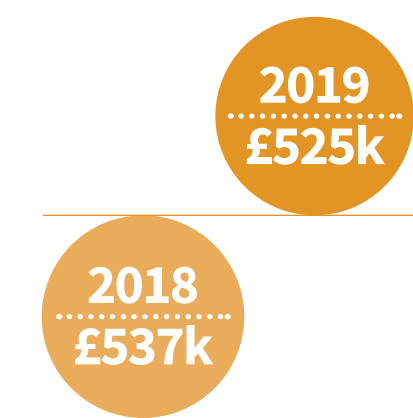
Room and audiovisual hire income



Conference catering income



Retail catering income



Managed Services results

Swarthmoor Hall

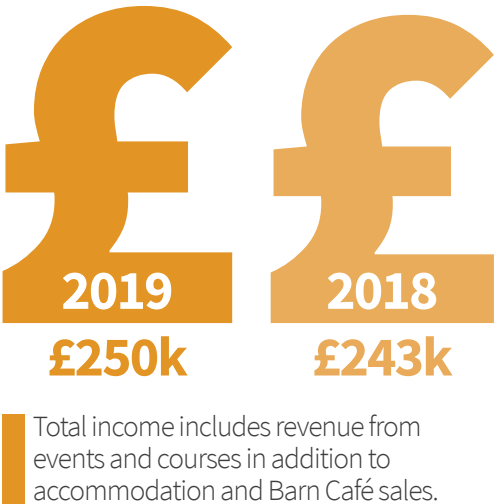
Barn Café income



Accommodation income



Total sales



Courses, retreats and pilgrimages

660
people participated in Quaker courses, pilgrimages, and spiritual and outreach day events at the Hall.

Reflecting on a pilgrimage

“I feel more rooted in my Quaker faith. I felt (perhaps for the first time) proud to be part of such a noble heritage. We really appreciate the warmth of the reception we received at all the meeting houses we visited. We loved the whole experience of Swarthmoor Hall; sitting in that dining room every night felt very special.

Pilgrimage participant

Quiet Company manages Swarthmoor Hall and the Quaker Centre Bookshop on behalf of BYM.

Quaker Centre Bookshop

Quaker and Quakerism books

7,000 +
were sold during 2019

Quaker Quicks

1,000 +
of this book series sold

Sustainability & the environment books

300%
increase in sales

Greetings cards

9,000 +
sold – a 22% increase on 2018

Events

14
events in the bookshop

300

people attended

1,400

live-stream views on Facebook

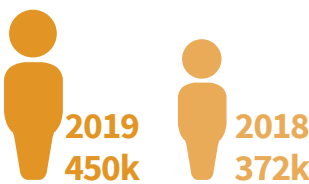
Speakers included Geoffrey Durham on his new introduction to Quakerism, Tim Gee on pacifism, and Jennifer Kavanagh on mysticism and spirituality.



Engaging with customers and Friends

Friends House

Visitors



Customer satisfaction

97%
down from 99% in 2018

Online presence

100k
unique visitors on the website – increase of 32% compared to 2018 (76k).

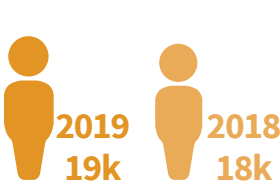
Social Media

Total followers for the whole of the Quiet Company, including:

@FriendsHouseLDN
@SwarthmoorHall
@QuakerCentre
@SeedKitchenLDN

Swarthmoor Hall

Visitors



Ratings

4.5 **9.2**
TripAdvisor Booking.com

Online presence

New website
Visitors can now book courses, retreats and pilgrimages directly online and easily find everything that the Hall has to offer.

Facebook
4,402
Instagram
1,776
Twitter
2,873
LinkedIn
151

Food and Service

As an ethical company, we recognise that there is a climate emergency and that we can still do more to reduce our environmental impact. In 2018, we signed up to become a CreatureKind institution; we committed to cut down the amount of animal products we served by 20 per cent within two years. This is what we did to meet our objective:

Greener event catering menus

We reduced the amount of meat and fish in all the event catering menus at Friends House. At a minimum, all the menus now include 40 per cent of vegetarian and vegan food items. The Wellbeing lunch also provides a lighter and greener alternative to traditional event catering food.

Swarthmoor Hall

Guests and visitors can enjoy a wide range of vegetarian and vegan choices at The Barn Café. Event catering for conference customers is meat-free by default.



Launching Seed Kitchen

We refurbished the Friends House Restaurant and reopened it as Seed Kitchen, a vegetarian and vegan restaurant. Removing all meat and fish from the menu seemed like the best way to reduce carbon emissions even further. Ingredients are locally-sourced, seasonal, and organic where possible.



- Seventy-one per cent of ingredients are UK supplied.
- Among UK supplied ingredients, 22 per cent come from the home counties.

“ Changing to a completely vegetarian and vegan menu has been a wonderful challenge for the team.

They’ve done a fantastic job, and all their hard work has been incredibly well-received by the customers.

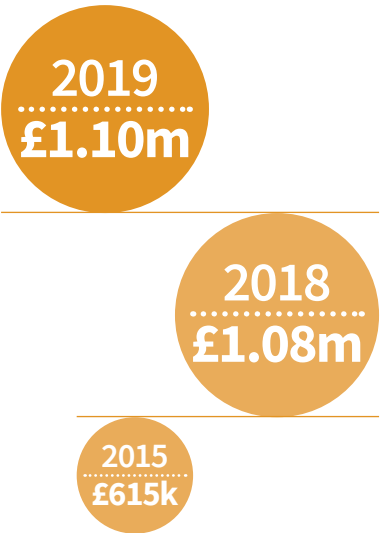
Andrew McKenna,
Catering Manager

Five years of The Light auditorium

The Light auditorium reached its fifth year of operation in 2019. Since its opening in November 2014, many delegates have attended events in the luminous auditorium.



The Light sales



The Light events

1,105
Including AGMs, conferences and graduations.

How do we put faith back into business?

When the Alliance of Independent Events Agencies (AIEA) contacted us to help them organise their 2019 Christmas charity event, we said yes straight away. The event supported Solace Women’s Aid and the nia Project. Women and children who have experienced domestic abuse were invited to enjoy a Christmas market and lunch in The Light auditorium at Friends House.

Our team was looking forward to this event, and they did a great job on the day. They helped set up the auditorium (including a beautiful grotto), supported the AIEA volunteers, and one staff member even dressed up as Father Christmas. We have had great feedback from the guests. That’s what putting faith back into business feels like.



Clothes on sale at the Christmas market

Our community of staff



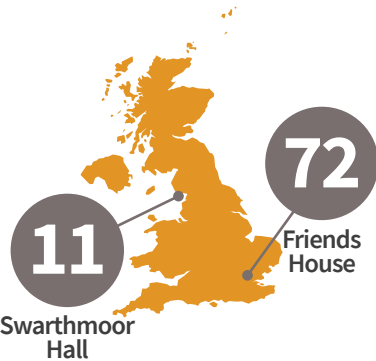
Staff gender

46 male 37 female

Employment

42 part-time 41 full-time

Where staff are based

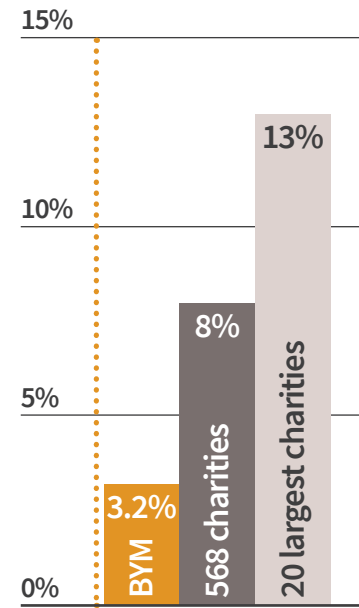


Training

100% of our staff attended the Diversity and Inclusion training

Mean gender pay gap

We believe transparency is key, and we are committed to publishing our mean gender pay gap every year. All Quiet Company staff are paid by BYM, and this is how the organisation compares to other charities.



Recent reports indicate that the pay gap at 568 charities is eight per cent in favour of men, but the figure is higher for the 20 largest charities at 13 per cent, which means that BYM is doing well in comparison to other charities.

Source: Third Sector website www.tinyurl.com/gender-pay-gap

Staff Survey

All Quiet Company and BYM staff were asked to respond to a survey about their work in October 2019. Questions covered wellbeing, health and safety, learning and development, values and more. Seventy-four per cent of our staff responded.

Here are the three statements staff scored the highest:

I understand how my work contributes to the success of the organisation

97%

The Quaker commitment to peace is strong in this workplace

97%

I feel I make a contribution to the performance of my team

100%



Meet Ivan Bilic Assistant Catering Manager

How long have you been working at Friends House?

I started two and a half years ago and already progressed to five different positions. I have been Assistant Catering Manager for a few months now.

What is the best part of your job?

I really feel that our work is making a difference in the world, and that gives me a great feeling of satisfaction. I have also got a lot of freedom as to how I organise my day. I feel trusted, and that is empowering.

What do you like the most about working at Friends House?

I have never worked for a more inspiring organisation, which is value-led and where we feel like a family. I feel that my skills are valued.

What training did you do?

I have had the opportunity to do the following trainings: dealing with difficult situations, helping people with disabilities, diversity and inclusion.

What is your best memory of working at Friends House?

I will never forget the day when my current manager asked me to join his team. I knew there would be a lot to learn, but I trusted my instinct, and it proved to be a very good decision. I have grown my skills immensely, and I really enjoy working in the catering team, alongside great team members.

Giving a chance

This year, we offered work experience at Friends House to four ex-offenders via the Douglas House Project (DHP), giving them the opportunity to get back into regular work. They worked closely with the Hospitality and Facilities team, doing general handyman duties or day-to-day portering. These placements proved to be very valuable, and one of the participants was able to share his experience with our Board of Directors during their away day.



DHP is a residential facility and an outreach service to men who have a diagnosis of personality disorder and a history of offending or antisocial behaviour. The objective of the service is to achieve people's integration into the community. The project is a collaboration between Turning Point, an NHS mental health trust and the probation service.



Meet Clare Dent Reservations and Administration Coordinator

What do you do at Swarthmoor Hall?

The role is varied and includes greeting and assisting visitors to the historic house, dealing with accommodation bookings, arranging group tours/pilgrimages and general administration.

How long have you been working here?

I started in January 2018, so two years.

What is the best part of your job?

I like meeting and engaging with a wide variety of people. I love the summer months when the site is busy, and we work well as a team to give all guests and visitors a wonderful experience.

What do you like the most about working at Swarthmoor Hall?

I love the fact the role is varied, and I am given the opportunity to contribute to/run individual projects in which I have a personal interest, like art exhibitions. A few colleagues and I studied Fine Art, so it is great to work together on events like that.

What training did you do?

I have completed the dealing with difficult situations, diversity and inclusion and working with Friends trainings.

What is your best memory of working at Swarthmoor Hall?

I arrange the Pilgrimages to Swarthmoor Hall, and it is rewarding to get lovely feedback from people who have enjoyed their time here.

Bake the Difference: Reflecting on Year 1

Quiet Company runs the Bake the Difference programme in conjunction with London Pathways Partnership (LPP).

Ex-offenders learn how to bake and much more in this life-changing experience.



Did you know?

The programme is primarily funded by Quiet Company, together with a grant from London Pathways Partnership. A few figures from 2019:

- 100 different items of food were produced,
- Trainees received 300 hours of learning,
- 10 trainees enrolled in the programme.

For Christmas, all trainees participated in producing, costing, wrapping and labelling 130 stollen cakes. Cake sales in the Quaker Centre Cafe generated £352 profit.

Ingredients to a new life

Over the year-long programme, trainees spent nine hours a week (the maximum allowed without affecting their benefits) at Friends House, and they were paid above the London Living Wage (£11.96 an hour).

Baked goods produced on the course were regularly sold on-site in the café and restaurant. Trainees even prepared a buffet of desserts for the food fair at Yearly Meeting, the annual gathering of Quakers, where more than 400 Friends could taste their handiwork.



A sense of achievement

Trainees were presented with their Bake the Difference certificates of achievement in a formal ceremony in July. As well as their in-house training, they were also awarded recognised certifications in Food hygiene, Control of Substances Hazardous to Health (COSHH) and barista training.

Knead for change

Adapting the course

For its second year, there are going to be a few changes to suit the needs of the trainees better. The number of participants will increase from six to twelve, and the programme length will reduce from twelve to six months. Participants will learn baking, front of house, barista and kitchen porter skills in the newly opened Seed Kitchen restaurant. Every day, they will prepare the desserts on the menu.

Introducing a peer mentor

One way to help reduce re-offending is to appoint ex-offenders as peer mentors. Those who have overcome adversity and stopped offending can act as positive role models for their peers. We interviewed and selected a trainee who has completed the course to be our peer mentor for 2020.



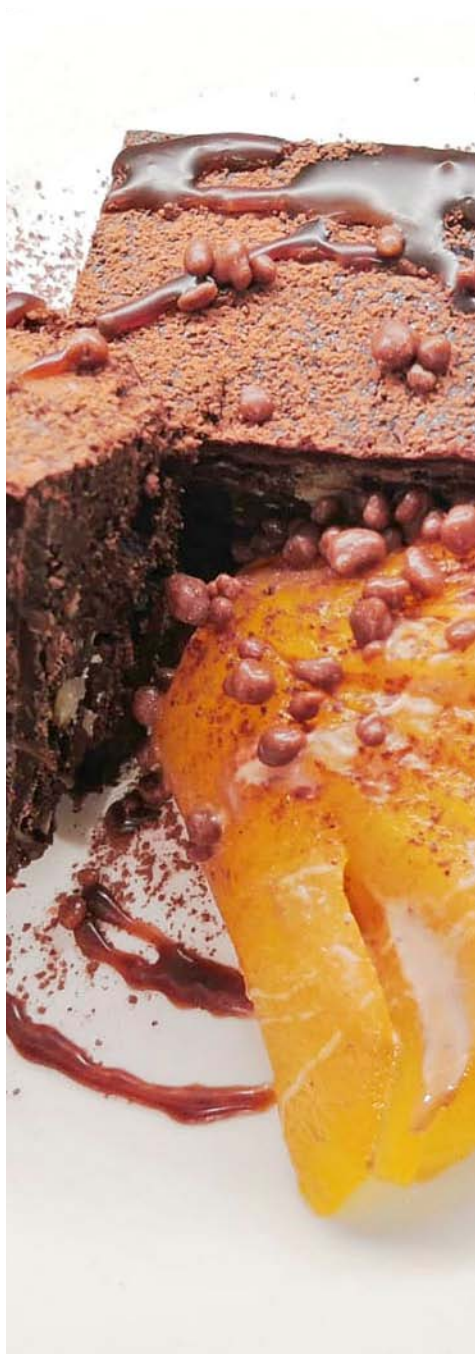
In their own words

“It has been amazing, really. To be honest, before I started I didn’t really have much hope for it. I was quite grumpy and didn’t have much trust or faith in any doors opening for me. But when it began, we were straight into the work. I have not stopped learning from that day to this. I love the cooking and have learnt so much – my family can see how much I have changed. Previously I was really isolated and had no structure to my day and was pretty depressed. This has given me purpose. I know I have to leave, but I believe I can get a job now. I would happily carry on working voluntarily if I can. I really, really appreciate everything from this year.

Trainee A

“Bake the Difference has done so much for my self-esteem, and respect in my household. My daughter’s respect most importantly. As soon as I am back out, I’ll bring all my family to Friends House to meet everyone. Although I am in hell being back here [in prison], I am glad I have managed to leave a good impression and reputation at Friends House. I have not had that experience before, and it means a lot to me.

Trainee B



Thanking our sponsors

We would like to thank the Rowan Family Trust (Charity No. 1121429) for their donation and support.

“I was invited to the presentation of certificates to the first group of trainees. I had the opportunity to speak to them, to their support workers, and to one proud father. The trainees spoke movingly about the way they were respected and trusted by the staff and what this meant to them, something they had never before experienced.

Elizabeth Robinson
Trust Board member



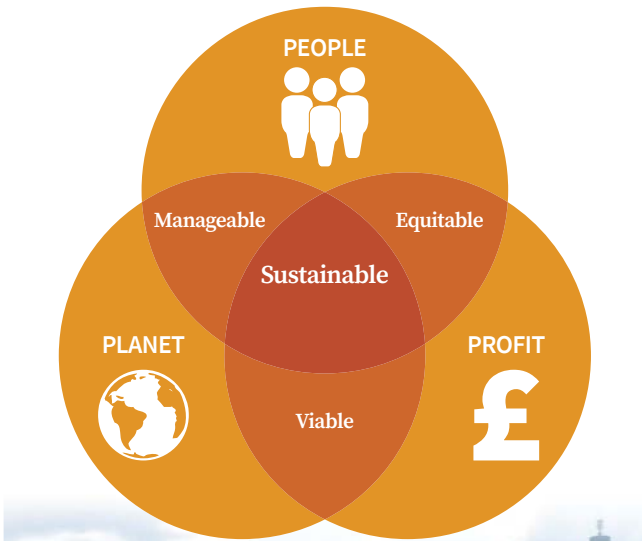
We would also like to thank the Henry and Christine Armitage Burt Trust (Charity No. 326126).

All sponsorship funds are paid to Britain Yearly Meeting (Charity No. 1127633).

Sustainability

The 3Ps are a guiding principle of our sustainability policies and initiatives. The profit we make should not have a negative impact on the people we work with and the planet we live on.

We continued to reduce our impact on the environment in 2019, and were recognised as a leading green business. Both Friends House and Swarthmoor Hall received Green Tourism accreditations.



Green Tourism

“ I had the pleasure of meeting Paul Grey and his team at Friends House and Swarthmoor Hall in Cumbria over 2019 and undertake their Green Tourism Audit.

As the founder of the programme and a lead assessor, I enjoy meeting the various green teams and sharing my knowledge with them, and discovering positive solutions to help improve the quality of the visitor experience whilst also saving the planet. Quakers have a long history of positive actions and concern for wellbeing and caring for the earth.

Jon Proctor,
Founder of Green Tourism



Friends House became a Green Tourism Gold accredited venue, achieving an overall score of 87 per cent.



Swarthmoor Hall became a Green Tourism Silver accredited venue, achieving an overall score of 69 per cent.

Carbon reduction

- We reduced our carbon footprint by 22% across the organisation.
- Our carbon footprint per delegate went down by 19% at Friends House.
- We received a Carbon Smart Gold Certification, recognising our efforts in carbon reduction.

Energy saving

- Electricity usage at Friends House went down by 3%.
- Electricity usage at Swarthmoor Hall went down by 10%.

Purchasing

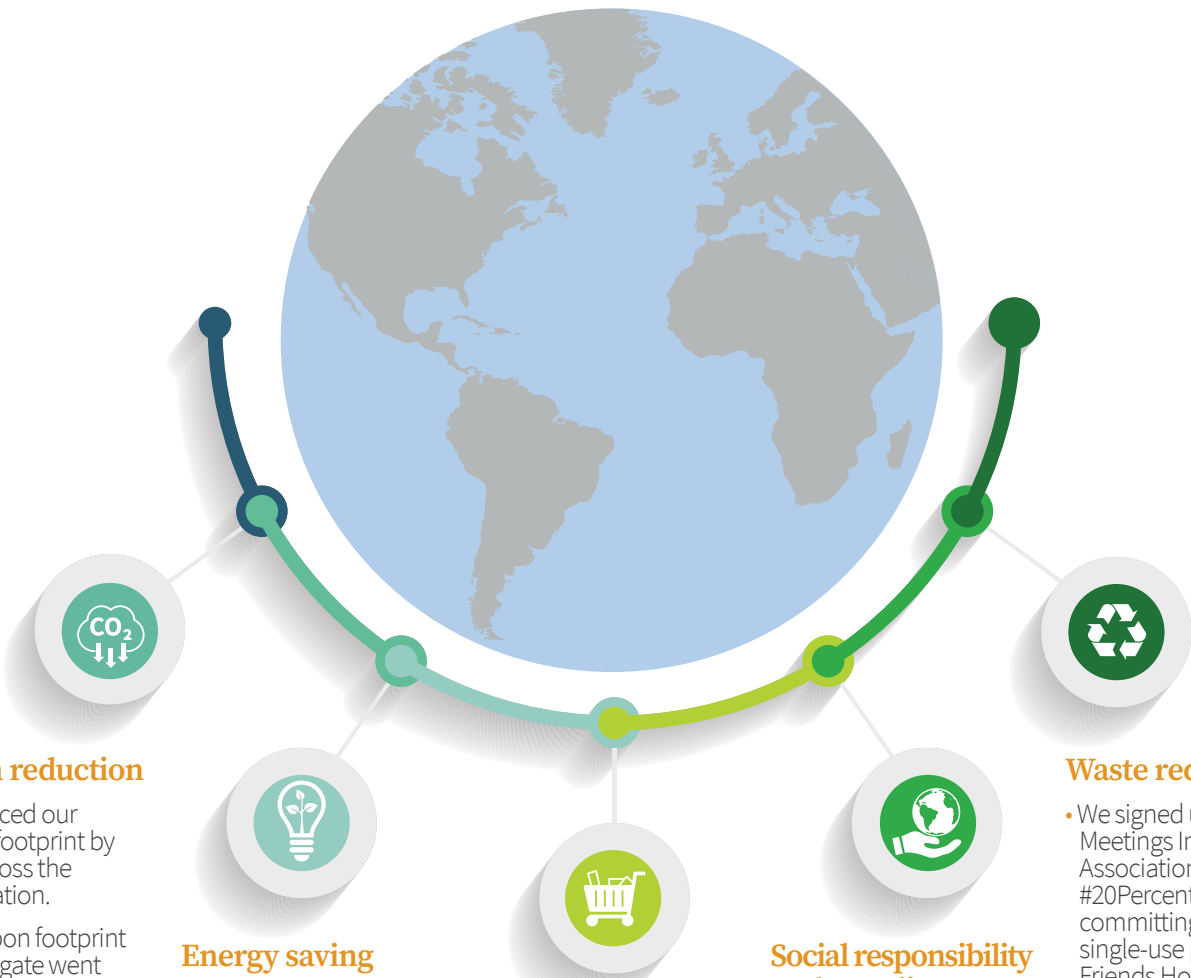
- We introduced new processes to ensure sustainable and ethical procurement of goods and services.
- We increased the amount of local sourcing for produce.

Social responsibility and equality

- We twinned our gender-neutral toilet with a latrine in Choma, Zambia via the Toilet Twinning charity, helping a community access safe sanitation.
- In the Quaker Centre Café, 619 suspended soup vouchers were purchased, enabling people in need to have a nutritious meal.

Waste reduction

- We signed up to the Meetings Industry Association's #20PercentLess pledge, committing to reduce single-use plastic at Friends House by a minimum of 20% each year, and aiming to be free of single-use plastic by 2025.
- The Quaker Centre Bookshop switched to 100 per cent sustainable packaging.
- The Quaker Centre Café switched to glass bottled water only.



Our priority aims for 2020

Reinforce our online presence



We will launch a website for Quiet Company, demonstrating how we put faith back into business from London to Cumbria. We will redesign the Friends House website to improve the user experience.

Reduce our carbon footprint



We will undertake a thorough audit of all our waste streams. We will investigate ways to reduce our current food wastage by three per cent across all our catering operations.

We will carry out a detailed study into the viability of renewable energy generation at Swarthmoor Hall.

Refurbish operations at Friends House



We will invest into refurbishments of:

- The Friends House kitchen – modernising the workstations, and increasing the space available.
- The Quaker Centre Café – refitting with new furniture, and expanding the seating capacity.

Refurbish Swarthmoor Hall



We will start vital work on the historic Hall and remove the render in 2020–21. The building will be returned to how it would have looked back in 1652 when George Fox visited for the first time.

A planning application will be submitted to extend parking facilities, and undertake the work in 2020–21.

Invest in our services



We will explore options to enhance our services at Friends House and Swarthmoor Hall, this includes:

- Diversifying our food offers, keeping in mind our objective to use less meat.
- Launching green evening receptions in the Seed Kitchen restaurant to our events customers.
- Improving our customer experience by hiring for key roles, such as the Welcome Host.

Relaunch our in-house training programme



Following feedback from our staff, we will relaunch our Hospitality training academy under a new name. It will be aligned with the new competency framework for Quiet Company.

Looking ahead: our SDG priorities 2020 to 2025

We believe that to be a successful business, we need to consider the 3Ps in our decision making.

“We are called to be patterns and examples in a 21st century campaign for peace and ecojustice, as difficult and decisive as the 18th and 19th century drive to abolish slavery. We are called to do justice to all and walk humbly with our God, to cooperate lovingly with all who share our hopes for the future of the earth.”

The Kabarak Call for Peace and Ecojustice at the Sixth World Conference of Friends in 2012.

We also think that we should align our priorities and aims with the UN Sustainable Development Goals (SDGs). There are 17 SDGs. While these are all important, they are not equally relevant to our business.

Following the Quiet Company all staff conference and workshops, the Board of Directors identified the following five SDG priorities:



Well-being



Decent work



Sustainability



Climate action



Land use

We feel these best reflect our values when set against our current business operations. These SDGs will be the backbone of our strategic business plan for 2021-25.



Visit www.sustainabledevelopment.un.org/sdgs to find out more about the SDGs.



Friends House

173-177 Euston Road
London, NW1 2BJ

www.friendshouse.co.uk



FriendsHouseLDN

Quiet Company

www.quietcompany.co.uk
(coming soon in 2020)

Swarthmoor Hall

Swarthmoor Hall Lane
Ulverston, LA12 0JQ

www.swarthmoorhall.co.uk



SwarthmoorHall

Friends House (London) Hospitality Ltd. t/a Quiet Company is wholly owned by Britain Yearly Meeting of the Religious Society of Friends (Quakers) and is registered in England and Wales.

Company number: 06204129.

Registered office: 173 Euston Road, London, NW1 2BJ.

