





UNITED GRAND LODGE OF ENGLAND











ANNUAL REPORT 2020

INTEGRITY • RESPECT • FRIENDSHIP • CHARITY

UNITED GRAND LODGE
OF ENGLAND

ANNUAL REPORT 2020

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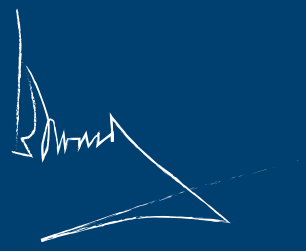


Amandeep Bansel is a member of Caribbean Lodge No. 4826 in London and has been a Freemason for three years

"We are a unique members' organisation which has thrived for over 300 years. Having no political or religious affiliations, we comprise members of all ages, races, religions, cultures and backgrounds. We gather in our individual Lodges throughout the country where we have ceremonial traditions which encourage us both to be more tolerant and respectful and actively to fulfil our civic and charitable responsibilities; we also make time to eat, drink and meet together, and form lifelong friendships."

THE GRAND MASTER OF THE UNITED GRAND LODGE OF ENGLAND

I welcome you to this, the first Annual Report of the United Grand Lodge of England. Some years ago a decision was taken to tell people our history, to begin to explain who Freemasons are and to speak to people about what it is that we do. It seems entirely right and proper that our members should know more about the organisation to which they belong, and how proud they should feel about its many accomplishments. Similarly, the public should be able to learn about our historical place in the world, and the context and purpose of Freemasonry in modern society. From the earliest days of our foundation, Freemasonry has had a profound effect on its members, drawing people together and celebrating the very best of humanity. The basic teachings of Freemasonry – that we should look after those less fortunate than ourselves; that we should improve ourselves as people; and that we should use our one life wisely and be remembered for the right reasons – are just as important today, as a pattern for a well lived and happy life, as they were to our forebears over three centuries ago. These principles have stood the test of the ages and continue to inspire us today. I welcome the publication of this Report and the transparency it brings to our organisation. This year, I am enormously proud of the efforts of our members in their support of the national fight against Covid-19, and the succour and comfort that they have brought to some of those suffering its aftermath. I hope that, having read this Report, you will agree that we are a most unique institution and, more than that, a real force for good in society.



Edward



UNITED GRAND LODGE OF ENGLAND: AT A GLANCE



The United Grand Lodge Of England (UGLE) is the governing body for Freemasons in England, Wales, the Channel Islands, the Isle of Man and a number of Districts overseas.

Freemasonry is one of the world's oldest social and charitable organisations. Its roots lie in the traditions of the medieval stonemasons who built our cathedrals and castles.

For Freemasons, there are four important values that help define their path through life: Integrity, Respect, Friendship and Charity. In today's world filled with uncertainty, these principles ring as true as they have at any point in the organisation's history.

OUR VALUES:

INTEGRITY: BUILDING GOOD PEOPLE

Freemasons are focused on building themselves as people of integrity, and membership provides the structure to help achieve that goal.

RESPECT: BUILDING UNITY

Freemasonry brings people together irrespective of their race, religion, background or any other perceived differences that can divide us as a society.

FRIENDSHIP: BUILDING TOGETHER

Freemasonry provides the common foundation for friendships between members, many of which will last a lifetime.

CHARITY: BUILDING COMPASSION

Kindness and charitable giving are deeply ingrained within the principles of Freemasonry. The organisation provides the structure for members to make positive contributions to their communities and many other charitable causes.

MEMBERSHIP (UGLE)

172,889
Members in the UK

19,919
Members in Districts, NUDs and Inspectorates

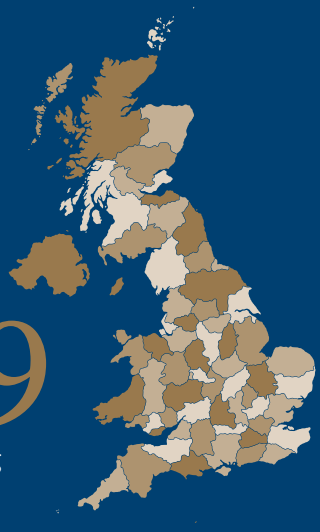
192,818
Total members

OUR CHARITABLE GIVING IN 2020

£42 MILLION
collected in charitable donations by Freemasons

18.5 MILLION
hours of unpaid voluntary work benefiting thousands of voluntary organisations

MEMBERS IN THE UNIVERSITIES SCHEME



3,429
Current Subscribing

PROVINCES, DISTRICTS AND INSPECTORATES

48
Provinces

8
Lodges Not Under Districts (NUD)

32
Districts Overseas

4
Inspectorates (Malta, Montreal and Halifax, Portugal and South West Pacific)

THE PRO GRAND MASTER

At first, I thought it a bit odd to launch our very first annual report in respect of a year marked by the suspension of most Masonic activity.

I soon came to realise, however, that it was only our meetings in person that were actually suspended in 2020. Freemasonry, of course, means so much more than the social side and the joy of conducting our ceremonies together - and that is what 2020 has so powerfully demonstrated.

You, our members, kept the business agenda of Lodges going by meeting online; you kept the social flame alive similarly, offering continued support and comradeship, especially to those members who are less active, more isolated in lockdown, more vulnerable; you maintained a programme of talks on our history and our values to keep us engaged. Indeed, one of the unexpected benefits of online meetings was the renewed engagement of members who had, for whatever reason, not been attending physical meetings so frequently. The newly utilised communications media will surely continue as part of Lodge life even after the restoration of normality.

You also demonstrated, in so many positive actions, our calling to be fully engaged members of civic society - we are exhorted to give service in our communities and to relieve the needs of others. Those qualities were so amply demonstrated by our individual members, by Lodges and by our Provinces and our Districts overseas, mobilising to help our fellow citizens in these difficult times. I, like the Grand Master, am proud and immensely impressed by the magnificent response of our members around the world. Freemasons' charitable actions in 2020 were, and continue to be, very visible in our communities.

I also realised that, whilst our meetings were suspended, the work of the Board, its Committees and its several project Working Parties continued and, if anything, was intensified. Several programmes and initiatives were progressed, designed for the better running of the Craft now, after the pandemic and well into the future to ensure that our organisation delivers excellent and improving service for our members. Our CEO, a finalist in the 'Investors in People' Leader of the Year awards, and his headquarters team, similarly responded commendably to the disruption caused by the pandemic and have also had a very productive and positive year.

You have demonstrated by your resilience, generosity of spirit and embodiment of our core values that there is an overwhelming desire to make our organisation even stronger and more united going forward and thus to make it even more attractive and relevant to our current members and to those drawn to it by the example we set.

LOOKING AHEAD

I cannot deny that I have sorely missed the camaraderie of our physical meetings and social gatherings. I firmly believe that, when we are able to meet again, properly and unconstrained,


Peter Lowndes, Pro Grand Master

we shall experience a joyful surge in our appreciation of and enjoyment in the institution that has helped form the people we are.

We have so much to look forward to, not only with the resumption of our regular meetings, our ceremonies, our initiation of new members, our ability to advance and promote enthusiastic and capable Lodge officers, but also both in terms of the rolling out the initiatives mentioned above and in terms of significant dates and events to celebrate in the near future. These are more fully described below.

A distinguished academic historian and writer, Professor John Dickie of University College London, published a book in 2020 called "The Craft. How the Freemasons Made the Modern World," which was widely and extremely well reviewed. In one Chapter, on Masonic rituals and secrecy, he ultimately reveals (no doubt to the disappointment of many) that our "secrets" really turn out only to consist of invocations to lead a better life.

"You have demonstrated by your resilience, generosity of spirit and embodiment of our core values that there is an overwhelming desire to make our organisation even stronger and more united"

When we fully resume our Masonic activities, then, let us resolve to tell people much more openly what we as Freemasons do, what we are taught, what good things Freemasonry has inspired throughout history, here and throughout the world – and thereby why we will continue to rejoice in membership of a confident and thriving organisation which people will justifiably aspire to join.

I warmly commend this Report to you. It is arguably overdue as an important step in our journey, not only towards greater transparency and public engagement, not only towards greater professionalism as befits a large members' organisation, but also as a means of reminding our members and the wider world of how Freemasonry has been a hugely influential and benevolent force from its very beginnings and how its teachings today, largely unchanged over the past three centuries, shape us to be better citizens and better people.

PRESIDENT'S REPORT

It is my great pleasure to present this, our first Annual Report, for the year to 31 December 2020. As the Pro Grand Master has indicated, it was an extraordinary year, in which our physical meetings and social gatherings were suspended and yet those qualities and actions we are charged to demonstrate and perform as Freemasons shone all the more brightly. It was also a year in which, whilst coping with the challenges and difficulties occasioned by Covid-19, your Board remained focused on the future, continuing and increasing the pace of a number of initiatives and programmes that will benefit the organisation and its members when more normal conditions return.

THE BOARD

My aim here is to give an overview of the scope of the activities undertaken by the Board in the year, to report on its various Committees and to demonstrate that its members are collectively possessed of the requisite skills to continue effectively to discharge its remit.

The Book of Constitutions states: "The Board has the administration and control of the property of the Grand Lodge, and has also the regulation of all the affairs of the Grand Lodge. Generally the Board shall take cognizance of all matters in any way relating to the Craft". Thus, our remit runs from the the day to day management of UGLE to long term strategic decision making. This is both challenging and absorbing, never more so than in 2020.

The Standing Committee meets fortnightly to conduct the detailed business that necessarily occurs between formal Board Meetings. The CEO, who reports to the Board, is also a member of the Standing Committee, thus enabling us to ensure that the Board and the central staff functions work closely together in implementing agreed strategies, policies and other Board decisions. Other Committees, which include both Board members and other suitably qualified co-opted members from a wide range of disciplines, geographical locations and ages, meet regularly throughout the year. Collectively, the members of the Board and its Committees have extensive and current experience in a wide range of financial, investment, strategic, commercial and legal affairs, both domestically and internationally, as well as experience in running significant Masonic units across the country. With an agenda ranging from framing our financial and tactical responses to the current pandemic to managing our relations with foreign Grand Lodges, the Board meets six times a year and reports formally to each Quarterly Communication, where its Report and any specific recommendations are voted upon by Grand Lodge.

Paul Copsey and David Macey retired from the Board in 2020 and we thank them warmly for their service. Steven Varley joined the Board: a qualified solicitor and Provincial Grand Master for Derbyshire, he sits on the Membership Working Party.

The CEO's Report contains extensive detail about the activities of the Communications Committee and a number of Working Parties established to drive momentum in a number of ›

"Those qualities and actions we are exhorted to demonstrate and perform as Freemasons shone all the more brightly"



Geoffrey Dearing,
President of the Board
of General Purposes

THE BOARD

The current members of the Board, together with a list of their Committees and Working Parties are:

Geoffrey Dearing,
President
Standing Committee, External Relations, Risk*

James Long
Deputy President
Standing Committee, External Relations*, Risk, Investment*

Quentin Humberstone
Grand Treasurer
Standing Committee, Investment, Property*

Sir Michael Snyder
Metropolitan Grand Master

Ian Chandler
ProvGM Surrey
Communications*, Hermes Working Party

Stephen Blank
ProvGM Cheshire
Hermes Working Party

Professor Stephen Tucker
PGSwdB

Adrian Marsh
PAGDC
Audit*, Risk

Steven Varley
ProvGM Derbyshire
Membership Working Party

** Committee Chairman*

areas such as Membership and IT.

The Financial Report on 2020 is also contained herein, consisting of Financial Highlights extracted from the audited Accounts of UGLE, together with a commentary by the Grand Treasurer.

FOCUS ON THE FUTURE: ALIGNING THE ORGANISATION

Much of what we undertook and accomplished in 2020, as described below and more fully in the CEO's Report, was with the express aim of improving our organisational capability and preparing us for the future. Our activities and our ambitions are underpinned by a strong belief, held by the Rulers and the Board, that Freemasonry continues to have an important and valuable role to play in society and by a concomitant determination to ensure that UGLE shall make that case by becoming more effective in communicating our values and by inspiring our own members.

"Alignment" is a word I am often accused of overusing, but I shall explain what it means with respect to UGLE, why it is important to our organisation, how we seek to achieve it and what we did to improve it in 2020. This is not vacuous management speak: it is fundamental to making UGLE more effective so that it will be recognised as a force for good in society and to appeal to new members, attracted both by our message and by what they see of Freemasonry, and Freemasons, in action.

UGLE is an incredibly diverse organisation, arguably like no other, and we also have an organisational structure which is itself unique. This diversity springs in part from the fact that our members, from all backgrounds, are spread across the globe and all belong to at least one Lodge, which is itself a sovereign entity. Lodges have different histories, characters and even raisons d'être and our members belong to them for a host of different reasons, prioritising different aspects of their overall Masonic experience.

One key challenge, therefore, is to ensure that all members have some common understanding

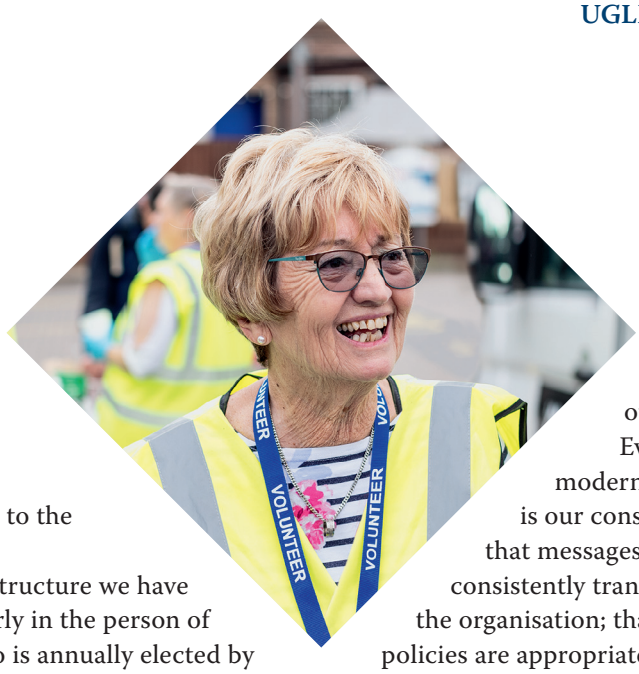


Image: Chris Terry

of Freemasonry's core and distinctive values, which bind us together and can be clearly articulated and tangibly demonstrated to the wider world.

In our governance structure we have Rulers, most particularly in the person of the Grand Master, who is annually elected by Grand Lodge and who in turn appoints a Pro, Deputy and Assistants. They lead the organisation and, indeed, hold it in trust for future generations. There is then the Board, as stated above, which has the general management of the Craft and has the CEO and his staff reporting to it. There are also the dozens of Metropolitan (London), Provincial (County) and District (Overseas) Grand Lodges into which our 7,000 or so individual Lodges are grouped. These Lodges, as stated above, are the essential building blocks of the Masonic structure and are each sovereign bodies. The other key challenge therefore, in terms of alignment, is to ensure that all parts of the organisation understand their own discrete and interlocking roles in communicating and exemplifying our values.

Even with the speed of modern communications, it is our constant task to ensure that messages are accurately and consistently transmitted throughout the organisation; that decisions and policies are appropriately discussed and explained; that feedback on implementation of any initiative is sought and considered - in other words that UGLE, in all its diversity, acts in as aligned a manner as possible.

We also work closely with other partners within our Masonic family, most notably the various Masonic Charities and the Museum of Freemasonry. Here again, the overriding aim is to ensure that we are acting in a co-ordinated fashion and are pursuing those objectives we have communicated to our members and to the world. When it comes to charity, this is defined to our Initiates as "the distinguishing characteristic of a Freemason's heart". It is UGLE and our members who make the charitable contributions and do the voluntary work: 2020 was a year in which we harnessed many of the parts of the organisation listed above to deliver a massively successful, co-ordinated response to the Covid-19 pandemic.

Alignment, then, is vital if an organisation is to translate ambition into action and to communicate effectively, with one voice.

In 2020, in pursuit of enhanced alignment and to ensure that we did not slacken in delivery of key aspects of our ambition and plans:

- We made far more use of our Regional Communication Groups (RCGs), consisting of clusters of neighbouring Provinces around the country. Rather than have some 47 Provinces separately implementing ideas to help their communities respond to the pandemic, these larger regional groups were able to share ideas, pool resources and were thus able to implement larger, more impactful programmes at local level. The idea having ›

"The Membership Working Party was particularly active, focusing on the perennial issue of attracting and engaging members"





proved successful, other aspects of Masonic activity are now being actively discussed in RCGs, with best practice being shared across Provinces.

- The Membership Working Party was particularly active, focusing on the perennial issue of attracting and engaging members and it continued to propose and implement a number of new initiatives. Much of our focus and investment in IT, as more fully explored by the CEO in his Report, continued to be in the creation and delivery of more accurate and timely data, which will enable Provinces and other units to track performance in this regard.
- We further refined training programmes for new Provincial Grand Masters, as we move to much clearer definition of what we expect of our leaders and divert resources to train them appropriately.

"Talented and skilled people who care enough about the organisation and its future to make real and valuable contributions"



- As noted elsewhere, we continued to maintain close working relationships with our own Charities, most particularly The Masonic Charitable Foundation - The Freemasons' Charity – whose enthusiastic support, resources and expertise were invaluable in helping us achieve our Covid-19 response across the country.
- We continued to involve more Provincial Grand Masters and other Metropolitan and Provincial officers on the many central Committees and Working Parties: the scale and breadth of the issues to be addressed can only be contemplated by harnessing the talents of a broad spectrum of our members, encouraging them to greater involvement in development of important strategic and tactical initiatives.
- We continued to prioritise investment in Communications, both internally and externally. Internally, this embraced, inter alia, mobilising the strength of the Provincial Communications Officer network; advising on Provincial Websites, Social Media and Press Releases; launching the "First Rising", an e-newsletter, the first time that UGLE has provided regular and direct updates directly to our members. Externally, the amount of positive media comment on Freemasons' activities during the pandemic has been most encouraging and we shall continue momentum here by launching our new website later in the year and rolling out other programmes further to enhance our public profile.

COVID-19 RESPONSE AT FREEMASONS' HALL

Whilst talk so far has been of UGLE's civic and charitable response to the national pandemic, I must also talk of the actions which the Board, working with the CEO and his staff, took to mitigate the financial and human impact of Covid-19 on UGLE itself. The financial impact is







more fully analysed in the Grand Treasurer's Report, but the pandemic also made other demands of us.

- We had to make some redundancies and cancel vacancies in the central staff, as well as moving many into the Government furlough scheme.
- We had to reduce funding to the Museum, which itself had to make redundancies and cancel a major and promising Exhibition.
- We had to close and/or severely restrict access to Freemasons' Hall itself for several months throughout the year, with the consequent cancellation of Lodge meetings and of the Quarterly Communications and Annual Investiture of Grand Lodge.
- Working within the Rules in the Book of Constitutions, we dealt with those elements of UGLE business that require to be presented to and voted on in Grand Lodge.
- We formulated clear responses to the various, changing states of national and regional lockdown, advising Provinces and Lodges on how, if at all, Masonic meetings and dining could be held.
- We used the "First Rising", described above, to communicate directly with all our members in order to give advice and explain our responses to changing legislative measures.

In addition, the CEO mobilised his staff for the new state of "working from home". His ambition, to provide an undiminished level of service to our members in Registration, Legal, Communications and other areas of Masonic support, was achieved and I would like to thank him, his Directors and their staff for so cheerfully and effectively adapting to the new mode of working. The CEO, from when he joined in 2017, has committed himself tirelessly to modernising the organisation and to enhancing all aspects of service delivery. I speak for all my colleagues in saluting the progress he has made and thanking him and all his staff for the dedication and professionalism which they display.

The CEO will explain how we were also able to use the closure of Freemasons' Hall to move ahead with various building maintenance and other projects. This included some necessary remedial work, such as repairs to the beautiful ›



Tercentenary Celebration at the Royal Albert Hall, 2017

mosaics on the ceiling of the Grand Temple, as well as rehousing the central staff functions and moving the Metropolitan Grand Lodge office. On a more exciting note, the Shop at Freemasons' Hall was moved and considerably upgraded in its facilities and I am delighted to note that a new public area is being created in the space formerly occupied by the central staff: a bar and dining facilities will greet members and the public when we re-open.

LOOKING AHEAD

The opening of a stylish bar in the centre of our wonderful HQ building is but one thing to look forward to upon our eventual resumption of normal Masonic business. There are other events on the horizon which are also worthy of note and which will perhaps give a glimpse into how UGLE will follow the example it set in 2017 at the Royal Albert Hall in the Tercentenary Celebration: proudly showing both the richness and importance of our own history and heritage and the essential benevolence of our core values and teachings - whilst unashamedly enjoying ourselves. Masonry must also be fun, lest we forget that.

One important milestone to be celebrated is the Consecration of Lodge No 10,000 on the Register of Grand Lodge. That itself deserves a celebration, but much more important than the

number itself is the type of Lodge it will be - its very ethos. The Lodge is defined as being for and run by younger members, who will gradually fill the principal and progressive offices, whilst a solid cadre of more senior Masons will beam in avuncular support. UGLE has done much in recent years to encourage younger men, such as establishing the Universities Scheme and New and Young Masons Clubs. Now, our newest Lodge, with an iconic number, will be a Lodge that is young at heart, run by young members and attracting young Initiates.

2022 will see the Platinum Jubilee of Her Majesty The Queen, which will occur during the 56th year of the Duke of Kent's Rule as our Grand Master. We shall be celebrating the Jubilee in several ways, but one notable way is that the Prestonian Lecture in 2022 will be devoted to the theme of The Royal Family in English Freemasonry, from King Edward VII to our Grand Master today and thus including of course, Her Majesty's own father, the late King George VI.

Looking slightly further ahead, 2023 will mark the Tercentenary of the publication of what are often known as "Anderson's Constitutions", a document that contains the "Charges" (the core principles of Freemasonry, which we still recognise today) and a set of Regulations for the government of the then recently established Grand Lodge in London and of its subordinate Lodges.

This remarkable document not only supplied the moral and intellectual foundations of modern Freemasonry, based on the principles of the Enlightenment, but also gave a framework for governance that was adopted by virtually all associations and societies that followed. The 1723 Constitutions spread the ideas of the Enlightenment throughout England, Europe and the early American Colonies. Together with other Grand Lodges overseas, we shall be celebrating the Tercentenary by holding or sponsoring a number of events and initiatives, such as Seminars, the Prestonian Lecture 2023 and a dedicated website.

"Externally, the amount of positive media comment on Freemasons' activities during the pandemic has been most encouraging"



It is inevitable that 2020 will be year that will be remembered principally for the awful effects of a global pandemic. I am proud, therefore, to be able to report that the Board and staff at Freemasons' Hall met the challenges, our focus remaining firmly on continuing to progress delivery of actions and programmes which will further strengthen UGLE in the long term and improve our members' experience.

Finally, then, it remains for me to thank my Board colleagues and all the other Freemasons, who, as volunteers, give so generously of their time, skills and experience on the many Committees and Working Parties here at UGLE. This work is in turn mirrored at Provincial and Lodge level up and down the country and overseas: there is an enormous amount of work to be done on the administrative and communications side of Freemasonry and we are fortunate indeed to have talented and skilled people who care enough about the organisation and its future to make real and valuable contributions.

CHIEF EXECUTIVE OFFICER'S REPORT

UGLE is an organisation which is proud of the integrity of its members, the friendships and connections that they will make, the good they do for the communities from which they are drawn, and the fun we have along the journey.

In this, our first ever Annual Report, we celebrate who Freemasons are and what they do. Freemasons are taught, through centuries old ceremonies, the importance of the duties they owe to each other and to society; that everyone is born equal, yet some do better in life than others and it is our duty to look after the less fortunate; that one should improve oneself through education; and that we have but one life to live and it should be lived well, not wasted – fundamental truths which have stood the test of the centuries.

These teachings have a profound effect on our behaviours. A recent study has shown that 75% of Freemasons take part in civic or charitable activities compared to only 31% of non-Freemasons in a matched geodemographic profile. This year we have raised over £42 million for charity and donated more than 18.5 million hours of our time in unpaid social and civic volunteering. I am enormously proud to serve an organisation with such a story to tell.

In this most challenging of years, when our meetings have been curtailed or forbidden by lockdown and the pandemic, Freemasonry has been far from quiet. In cities, towns and villages across the country UGLE members have played their part in the nation's fight against Covid-19, and we have taken advantage of the enforced pause to re-examine where the organisation's efforts should be focused, to improve the facilities at our headquarters in Covent Garden, and to consolidate and safeguard our financial position for the benefit of generations of future Freemasons in the face of a very challenging investment environment.

As Chief Executive and Grand Secretary, I act as head of the central staff, a Masonic quasi-civil service, implementing the will of the Rulers and the Board of General Purposes. The challenges I have set myself are to improve the public perception and understanding of Freemasonry, and to improve the administration of the organisation, modernising our systems and processes within this context. There are six areas which I should like to highlight to you.

1. COMMUNICATIONS

We want you to be proud not only of your Lodges and Provinces, but also of your membership of UGLE, the Premier Grand Lodge in the world. Proud also, of course, of being a Freemason. By significantly restructuring our communications apparatus, UGLE has spent less of your dues, but achieved significantly more in the areas of internal (staff) communications, communicating with you, our members, and with the wider world though the press and social media.

You will all have received our new electronic newsletter, First Rising. For the first time, Grand Lodge is able to talk directly and regularly with you, and a planned membership survey will ensure that you have the ability to speak directly back to us. ›

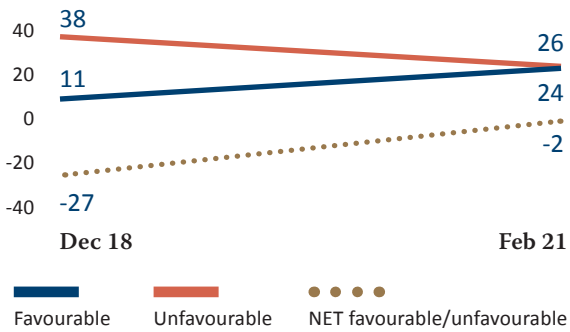


"We have secured an estimated £1.35 million pounds worth of national media coverage this past year with over 53 million people seeing coverage of our Covid-19 response efforts"

"bUGLE", a weekly update, ensures that important administrative announcements are received by all Provincial Leaders and their secretaries each week, and the creation of the role of Provincial Communications Officer (who works both for the Provincial Executives and for UGLE directly) helps to ensure that we act as one organisation with coherent and consistent approaches and messages, for the first time managing national press releases in co-ordinated campaigns. We have secured an estimated £1.35 million pounds worth of national media coverage this past year with over 53 million people seeing coverage of our Covid-19 response efforts.

Our support to Provinces has been unstinting – training media spokespeople, providing digital workshops to further best practice online, creating the customisable 'Discover Freemasonry' booklet and members toolkits, providing weekly media monitoring statistics and building a new Brand Centre to help populate Provincial websites, social media posts and press releases.

TRACKED FAVOURABILITY (%)





Changing perceptions

Our 'Time to Toast' campaign went global and was emulated by many foreign Grand Lodges, with #Timetotoast trending at no. 20 on Twitter. Our UGLE webinar series has been very successful, with over 1,000 attendees on average per lecture, and our Remembrance Day programme and projections on FMH were seen and reported as far afield as Hong Kong and Argentina.

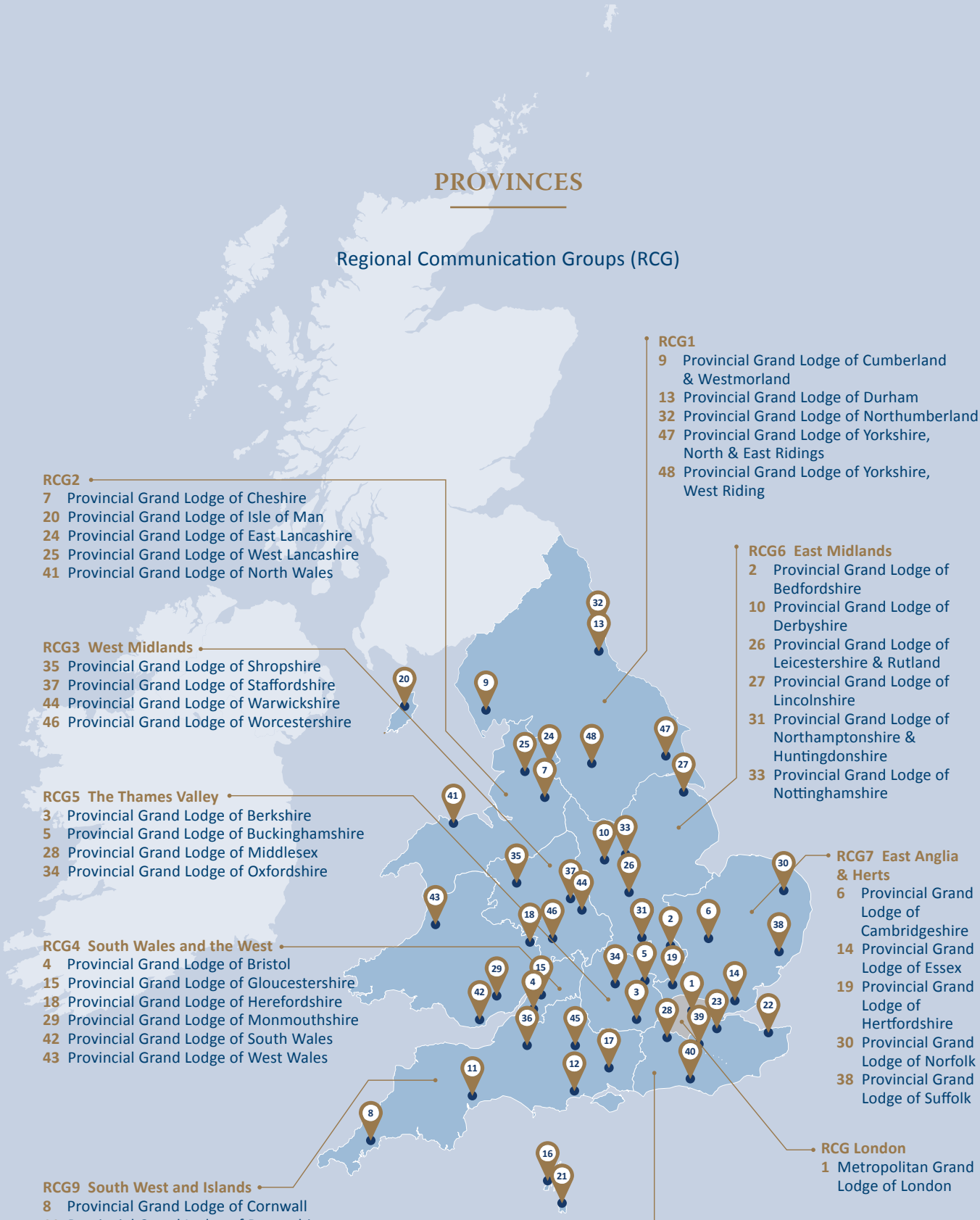
Internal communications to staff have been thoroughly improved which allows me to ensure that my staff are fully engaged in serving our organisation. A weekly staff newsletter, as well as senior team meetings, monthly department staff meetings and all-staff 'Town Hall' meetings allow our employees to question me about issues they care about, and they give a voice to those who know how things really work. It allows them to point out those things which do not work and to suggest ways to improve them. The efforts put in over the last year by the Communications Department, the Provincial Communications Officers and the Communications and Marketing Working Party under the Chairmanship of Bro Ian Chandler have all helped change how people think of us as Freemasons.

We are increasingly seen as a force for good in the community - and quite rightly so.

Furthermore, since 2018 the public's perception of Freemasonry has increased significantly, according to external agency opinion surveys. Our net favourability ratings have improved by fully 25 points (see chart). ›

PROVINCES

Regional Communication Groups (RCG)



RCG1
9 Provincial Grand Lodge of Cumberland & Westmorland
13 Provincial Grand Lodge of Durham
32 Provincial Grand Lodge of Northumberland
47 Provincial Grand Lodge of Yorkshire, North & East Ridings
48 Provincial Grand Lodge of Yorkshire, West Riding

RCG2
7 Provincial Grand Lodge of Cheshire
20 Provincial Grand Lodge of Isle of Man
24 Provincial Grand Lodge of East Lancashire
25 Provincial Grand Lodge of West Lancashire
41 Provincial Grand Lodge of North Wales

RCG3 West Midlands
35 Provincial Grand Lodge of Shropshire
37 Provincial Grand Lodge of Staffordshire
44 Provincial Grand Lodge of Warwickshire
46 Provincial Grand Lodge of Worcestershire

RCG5 The Thames Valley
3 Provincial Grand Lodge of Berkshire
5 Provincial Grand Lodge of Buckinghamshire
28 Provincial Grand Lodge of Middlesex
34 Provincial Grand Lodge of Oxfordshire

RCG4 South Wales and the West
4 Provincial Grand Lodge of Bristol
15 Provincial Grand Lodge of Gloucestershire
18 Provincial Grand Lodge of Herefordshire
29 Provincial Grand Lodge of Monmouthshire
42 Provincial Grand Lodge of South Wales
43 Provincial Grand Lodge of West Wales

RCG6 East Midlands
2 Provincial Grand Lodge of Bedfordshire
10 Provincial Grand Lodge of Derbyshire
26 Provincial Grand Lodge of Leicestershire & Rutland
27 Provincial Grand Lodge of Lincolnshire
31 Provincial Grand Lodge of Northamptonshire & Huntingdonshire
33 Provincial Grand Lodge of Nottinghamshire

RCG7 East Anglia & Herts
6 Provincial Grand Lodge of Cambridgeshire
14 Provincial Grand Lodge of Essex
19 Provincial Grand Lodge of Hertfordshire
30 Provincial Grand Lodge of Norfolk
38 Provincial Grand Lodge of Suffolk

RCG London
1 Metropolitan Grand Lodge of London

RCG9 South West and Islands
8 Provincial Grand Lodge of Cornwall
11 Provincial Grand Lodge of Devonshire
12 Provincial Grand Lodge of Dorset
16 Provincial Grand Lodge of Guernsey & Alderney
17 Provincial Grand Lodge of Hampshire & Isle of Wight
21 Provincial Grand Lodge of Jersey
36 Provincial Grand Lodge of Somerset
45 Provincial Grand Lodge of Wiltshire

RCG8 South East
22 Provincial Grand Lodge of East Kent
23 Provincial Grand Lodge of West Kent
39 Provincial Grand Lodge of Surrey
40 Provincial Grand Lodge of Sussex

MEMBERSHIP WORKING PARTY

The work of the Membership Working Party has been in seven main areas:

1. To identify successful Provincial initiatives as exemplars of 'good practice' in attracting new members and engaging our current membership, and then sharing this information with all Provincial Grand Masters for consideration, having regard to local priorities and needs.

2. To define one trusted source of membership data with a focus on 'subscribing members' in each Province. This then provides a meaningful baseline against which membership strategies can be developed and progress assessed.

3. To update the Members' Pathway, which is the essential guide for Lodges to help attract, develop and retain the interest and active longterm involvement of all members.

4. To explore the reasons why people join or leave and therefore how best to help set expectations.

5. To build on the success of the Learning and Development Team by continuing to add to the information maintained on Solomon, our online learning service.

6. To capitalise on the opportunities to attract students and others connected with Universities to join and enjoy Freemasonry in one of the many Universities Scheme Lodges.

7. To put in place a support programme to assist our members when they re-locate, for work or family reasons, to find new Lodges in their new locations.

2. MEMBERSHIP

One of the most striking changes over my time at Grand Lodge has been the increase in two-way communications between the 47 Provinces, Metropolitan Grand Lodge, our overseas Districts and the Centre. Most of the UGLE Committees or Working Parties now comprise one Provincial leader representing each of the nine areas into which the Provinces are grouped (Regional Communications Groups), together with a representative from Metropolitan Grand Lodge.

Under the Chairmanship of Bro Michael Ward, the Membership Working Party, which reports to the Board of General Purposes, has identified common issues and opportunities regarding membership matters and has recommended programmes and actions that will help to attract new members and enhance the enjoyment in Freemasonry of all of our members.

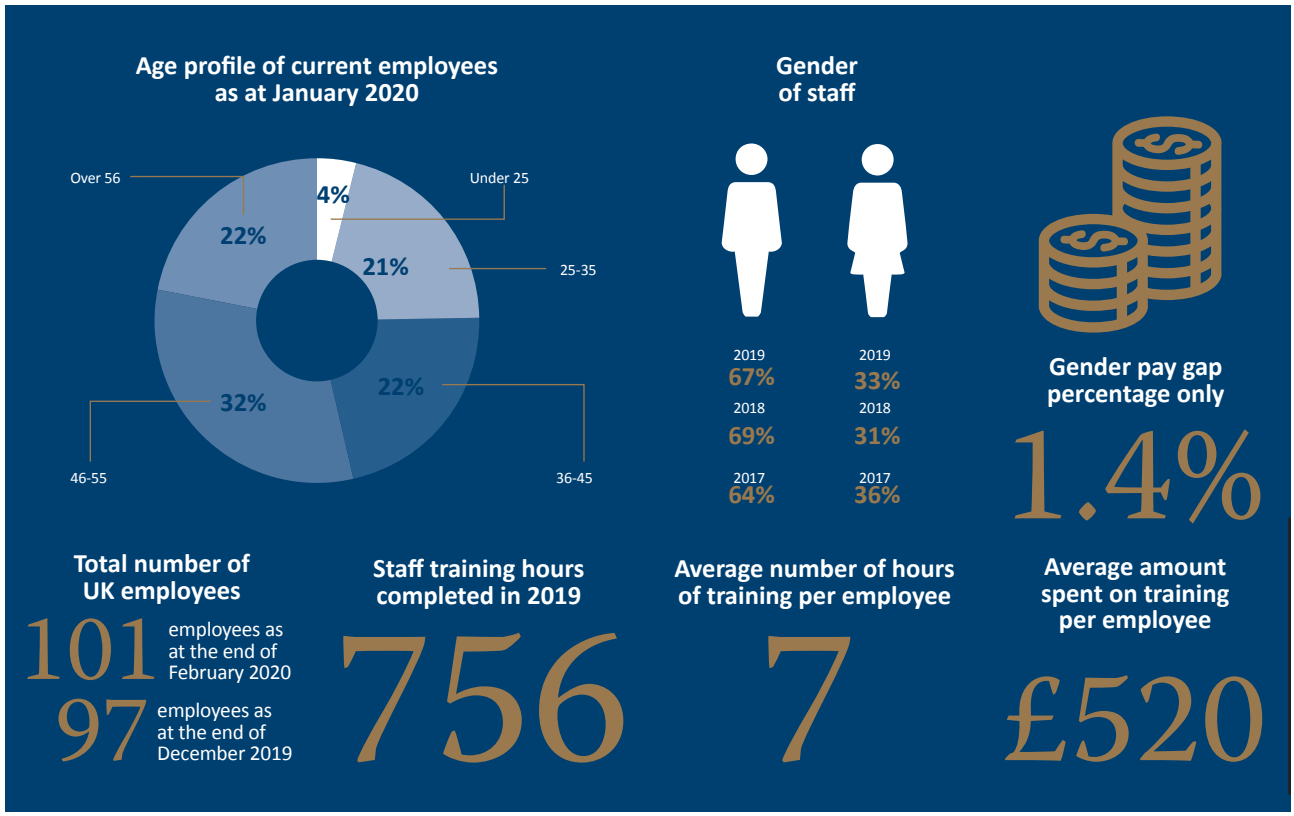
This highly effective group has already championed the introduction of Provincial and Lodge Membership Officers and reduced the minimum age for membership without the need for a dispensation – bringing it into line with the national age of majority. By listening to our members more, we hope to respond rapidly to the opportunities presented at the end of the pandemic, working as one to portray a coherent and consistent image of our organisation both to our members and to the outside world.

3. MODERNISATION

I have sought to develop a professional, fit for purpose, efficient central office, held in high esteem by you, the membership. It should engender pride and a desire to perform to an excellent standard in its staff, which also communicates an appealing, confident, relevant and consistent message to the outside world.

One of the most exciting projects in our drive to

"We are the same organisation, with the same values and traditions that have served us well for over three centuries"



modernise the administration of Freemasonry and to meet the expectations of its members is Project Hermes. For the last year we have been meticulously examining the intricate administrative processes known only to a few long-standing members of staff. Having reviewed the current processes, we have re-designed and greatly simplified them in order to make them fit for the digital age. These are now being coded into the Hermes infrastructure, which will allow all Lodge and Chapter secretaries to update details about their members online, complete Annual and Installation Returns at the touch of a button, apply for dispensations quickly and easily and make clearance certificates a thing of the past.

Hundreds of metres of shelf space containing our historical files have been digitised, allowing instant access to staff who need to see them, from wherever they are working, and allowing the originals to be stored off site (in a Welsh salt mine).

Meeting new challenges

It has also been an interesting journey changing the culture of your headquarters from a rather top-down hierarchy to a more matrixed organisation, able to meet the challenges presented in a fast-moving world. Each business function now has a named Director accountable for its performance in their area, and each committee and subcommittee of the Board has a dedicated business function to support it, implementing the direction and instruction of the Board and Rulers in a professional and timely manner.

I have never sought to change FMH and its staff into a clone of so many faceless corporations, but we have been on a journey to professionalise and improve the service that we offer to you, our members, and that has involved a great deal of change, both in terms of individual staff and in organisational culture. A great deal of this journey has stemmed from listening to those who work for us, paying heed to their ideas about how we can improve, and to listening to our Provinces and Districts as they tell us what they need. We have been recognised as an "Investor in People" organisation and I am immensely proud that we were finalists in two separate categories of the National Investors in People awards 2020. Staff appraisals, 360 degree reviews of senior roles, pay progression policies, flexible working policies and the creation of a ›



new Staff Committee have all served to underline our commitment to attracting and retaining the very best people.

Our new offices in the old Lodge Rooms 18 and 19 (originally a shower suite servicing the needs of grimy Masons in the 1930s and '40s!) have just been completed, and will rehouse the majority of the office staff, freeing up valuable commercial space in the heart of the building.

We are the same organisation, with the same values and traditions that have served us well for over three centuries, but your organisation has come a long way over the last year, despite lockdown, the pandemic and the challenges that they have brought. I thank you for your forbearance in this most difficult of years.

4. COMMUNITY ENGAGEMENT

Charity is in a Freemason's DNA. It is the focus of our First Degree ceremony and its importance and virtues are the first lesson a newly made Freemason learns. Our joint response to the Covid-19 pandemic with the MCF has been widely praised, and is detailed elsewhere in this Report, but one thing that has become clear is that the pandemic has enabled many members actively to demonstrate their charitable tendencies, not simply by donating money, but also by donating their time and expertise.

Our support for Care Homes in the early days of the pandemic by sourcing, manufacturing and supplying tens of thousands of pieces of PPE, cooking and delivering over 300,000 meals to the needy, donating more than 3,000 tons of food to local foodbanks, providing tablets for hospital departments to help relatives stay in touch with loved ones, giving support for young carers, homeless people and women seeking solace from domestic abuse – all of these actions by our members, which are described in more detail in a later section of this Report, have been generous, timely and sorely needed.

5. SAFEGUARDING THE ORGANISATION

As the pandemic hit, our commercial property income and our investment income fell significantly. It has long been our financial policy to fund the operational costs of the organisation from member dues, and capital projects from investment and other income. In the early days, it was not at all clear what effects the pandemic would have on our long-term finances and urgent research was commissioned to examine the possible effects on our membership. We planned for a worst case 25% drop in membership, combining both those leaving because of financial hardship and those sadly dying. It was gratifying to find out that fewer than 2% of our members were actively considering leaving and that the vast majority were greatly looking forward to things returning to normal and to resuming their Masonic lives. Even more gratifying was the fact that, whilst

we estimate that some 300 of our members succumbed to the effects of Covid-19 in 2020, this was far fewer that our initial fears. Despite this, belts had to be tightened and an immediate freeze was placed on capital projects, as many staff as was practicable were furloughed and, regrettably, some 10% of our office staff were made redundant. In total, over £4.5 million was taken off the 2020 operating budget and, as staff adjusted to a new way of working from home, the 2021 budget was also scaled back to reflect the new financial climate.

Throughout the pandemic, the Board has steered the organisation according to two guiding principles. First, to follow the law and guidance set down by the Government and secondly, to allow individual Freemasons and Lodges the freedom to meet, should they so wish, within the rules. This threw up a number of challenges as we grappled within a framework never foreseen to deal with a global health emergency, but we believe that we have steered a sensible path in response to the emergency legislation that has been introduced, safeguarding our fundamental tenets and principles, whilst keeping our members engaged and interested in their organisation.

6. IMPROVING FACILITIES FOR MEMBERS AND VISITORS AT FREEMASONS' HALL

Freemasons' Hall is not just the Headquarters of the United Grand Lodge of England, but a fabulous resource for bringing Freemasonry to new audiences. It is the jewel in the crown of Masonic Halls, providing accommodation for hundreds of Lodge and Chapter meetings and tens of thousands of our members. This year we were awarded a TripAdvisor Certificate of Excellence for attaining an average 5-star review from our visitors for 5 years running. Each year over 40,000 members of the public look around our stunning art deco masterpiece. For two years running we have been the second most popular venue (after the Foreign and Commonwealth Office) at "Open House London", and our organ concerts from the Grand Temple have been viewed over 15,000 times online.

"We believe that we have steered a sensible path in response to the emergency legislation that has been introduced"

The pandemic and the absence of meetings allowed us the opportunity to complete the restoration of the Mosaic in the Grand Temple ahead of schedule which, with the addition of new lighting, is ready and waiting to amaze both members and the public alike when we re-open our doors later in the year.

We have built on our first tentative steps towards providing 'in house' dining opportunities for individual Lodges and Chapters, as well as replacing our regular set piece dining events after Quarterly Communications with a wholly better, in-house experience. By the time things return to normal, there will be a new café and bar at the heart of FMH, with a floor area equivalent to that of the Grand Temple. In addition, our new shop, housed in the old Drawing Room, whose opening featured in *The Times*, will further enhance our visitors' experience as well as providing vastly improved facilities for our members.

I hope that this Report has given you a flavour of everything going on in your organisation and reinforces the point that UGLE has been extremely active in the past year. The impact of Freemasonry in the wider community, the manner in which we have drawn together to look after our more vulnerable members and the precautions and preparations we have been making over the long months of lock down stand us in very good stead for the long wished for return to normality. I look forward to meeting with you all soon.

UNITED GRAND LODGE
OF ENGLAND

COVID-19 RESPONSE
FREEMASONS HELPING THEIR COMMUNITIES



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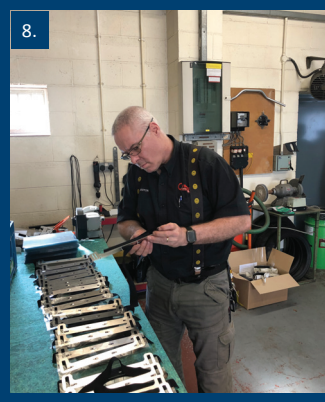
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Faced with the greatest global pandemic in living memory, Freemasons donated a total of £3 million to help those in need


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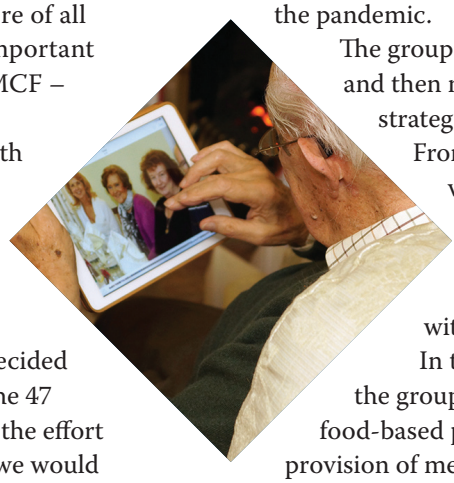
1. Matt Felgate 2. Wiltshire Freemasons Nurses 3. Kennet Lodge, Berkshire 4. Abadare Homes 5. Rob Pulford and Phil Blacklaw 6. South Wales 7. David Medlock with Margi Jenkins outside Bath Royal Hospital 8. Scunthorpe Freemason Mark Hooton repurposed his engineering company to produce 1,000 visors. 9. A meeting of St John's Lodge No.492ER. This was the first initiation held in the District of Barbados and the Eastern Caribbean 10. Members of the public were invited to Freemasons' Hall London in September 2020 as part of Open House London weekend 11. Horsham Freemasons have funded and delivered two course hot meals to the vulnerable throughout November, December, January and February

OUR STRATEGY IN ACTION: RESPONSES TO COVID-19

In this section we seek to highlight the money raised by our members and distributed to good causes, as well as their time given voluntarily to help the vulnerable during the pandemic.

As has been pointed out elsewhere in this Report, charity is at the core of all we do. In light of this, it was important that, in conjunction with the MCF – the Freemasons' Charity – we responded to the pandemic both swiftly and effectively in order to provide financial and non-financial support to our communities.

As the scale of the challenge became apparent, we quickly decided that, rather than have each of the 47 Provinces separately managing the effort to support their communities, we would structure our response using the larger RCGs of neighbouring Provinces. This enabled us to share both best practice and resources, and to implement larger scale projects more cost effectively.



"Our members responded magnificently in raising £1m for those in need by way of the Covid Community Fund"

The Covid-19 Response Group was therefore formed in March 2020 to oversee the distribution of an initial £1 million to aid those in need during the initial stages of the pandemic. Each RCG was allocated £100,000 to spend on local, high impact, grass-roots projects which would make a difference to people's lived experience of the pandemic.

The group identified promising projects and then moved swiftly to fund strategically important areas of need. From the outset the response was very rapid, with applications being submitted via the lead Provincial Grand Masters and payments being made within a few weeks.

In the early days of the pandemic, the group prioritised the need for PPE, food-based projects (foodbanks and provision of meals) and the supply of tablets to hospitals and nursing homes to enable Covid-19 sufferers to have contact with family members.

ROUND 1: IMPACT

- More than 2,000 victims of domestic violence were helped to escape abuse during the lockdown
- More than 1,000 care packages were provided to women and families escaping domestic abuse
- Over 1,000 tablets were provided to enable contact between Covid-19 patients and their families

- More than 300,000 meals were supplied and 38 tons of food were donated to homeless people, women's refuges and the vulnerable, supporting more than 120,000 people in total
- £560,000 was donated to provide meals and help numerous foodbanks.

Individual Freemasons adapted their businesses' production lines to produce nearly 5,000 visors for healthcare settings and produced and distributed tens of thousands of pieces of additional PPE.

Our members responded magnificently in raising £1 million for those in need by way of the Covid Community Fund, which was matched by the MCF. In the summer of 2020, we moved to Round 2, which had a total spend of just over £2 million. It was decided by the group that we should concentrate on three distinct 'themes' and have RCGs submit project proposals around each of these themes.

The governance for Round 2 was altered slightly to comprise a panel which sifted the applications and worked to ensure due diligence was paid both to the robustness of the project, its potential for replication, and its relative merits and impact with regard to the relief of those struggling with the effects of Covid-19. The shortlisted applications were then discussed and approved by a steering committee. At the time of going to press, the first two themes in Round 2 have been completed with the following impact:

ROUND 2:
Theme 1: Homeless People

A total of 30 initiatives have been supported, with a total spend of £843,000.

- 39 charities have been supported, and of these 15 individual Emmaus organisations have received grants
- 1,381 individuals have been provided with accommodation and support
- 574 people are being given employment and training opportunities
- 40,816 homeless people and rough sleepers have been provided with essentials, transport and support to access services such as counselling, healthcare and benefits
- 196,900 meals have been provided to homeless people and rough sleepers.



Buckinghamshire Freemasons working during the pandemic to provide food to local food banks

Theme 2: Young Carers

A total of 32 initiatives have been supported, with a total spend of £716,000.

- 28,141 unpaid carers of all ages have received help and support
- A further 20,000 unpaid carers have been given access to crucial support online
- 2,926 adult carers will receive advice, support and information, including crisis support
- 1,863 young carers and young adult carers will receive advice, support and information
- 1,050 parent-carers will be supported with advice on their roles
- 872 young carers will be provided with respite through activities and breaks
- 760 young carers will be provided with essential items and life skills
- 520 unpaid carers will be given bereavement support and counselling
- 150 unpaid carers are being supported whilst dealing with Long Covid
- 84 schools are receiving assistance to identify hidden young carers to whom we can then provide support.

Theme 3: Mental Health and Wellbeing

The third theme, focused on mental health and wellbeing, launches later this summer.

OUR STRATEGY IN ACTION: CHARITABLE GIVING AND VOLUNTEERING

The essence of Freemasonry is Integrity, Respect, Friendship and Charity. Charitable giving and volunteering remains a cornerstone of our work as Freemasons and recent research shows that our members give over 18.5 million hours of their time to voluntary social and civic action each year. Our charitable ambitions are so much more than the £42 million that we donated in 2020 to such deserving causes.

It is most important to note that the vast majority of the beneficiaries of charitable grants from Masonic charities are not themselves Freemasons. In fact, only 10% of the total money disbursed goes to our membership, on a means tested basis. The rest is given to a range of thousands of projects and people across the country to provide relief from suffering, misfortune and poverty. The practice of charity is so inextricably linked with Freemasonry that every Lodge meeting includes a charity collection and every Lodge and Province has a charity steward who is responsible for coordinating the financial commitments and voluntary actions of the members.

"Our members give over 18.5 million hours of their time to voluntary social and civic action each year"

Much of the charitable effort of UGLE and its members is channelled through the MCF, the Freemasons' Charity – our primary charitable grant giving body. We are highlighting here, however, examples of two other charities that UGLE is actively supporting.

LIFELITES CASE STUDY:

One of the charities that UGLE supports is Lifelites, which gives life-limited and disabled children in hospices across the British Isles the chance to play, be creative, control something for themselves and communicate, through the magic of assistive technology.

Lifelites is a charity with its roots in Freemasonry as it was originally a millennium project of the Royal Masonic Trust for Girls and Boys. It started out as a provider of computers on desks for children using hospice services, but is now recognised as a partner for children's hospice care. Since it became a fundraising charity in its own right in 2006, Lifelites has worked to ensure that life-limited and disabled children using every children's hospice in the British Isles have a package of specialist technologies to help them – whatever their abilities – to play, to be creative, to control something for themselves and communicate for as long as it is possible.

All Lifelites equipment is provided free of charge along with dedicated procurement,



installation, hospice staff training, a help line and maintenance. So, whilst Lifelites seeks to make a difference to the young people's short lives by looking after the complex technology, the hospices and staff are able to remain focused on caring for the children and their families.

Lifelites technology includes:

- "Eyegaze", for those who have very restricted movements: a computer you can use with your eyes to paint pictures, make music, play games or communicate.
- Accessible equipment for video gaming, to help the children to escape the confines of their conditions and be like any other child of their age.
- "The Magic Carpet", which projects an image that responds to movements so the children can actually pop bubbles, kick up leaves or play football from the safety of the hospice.
- "Virtual Reality" technology helps them to do things they may never have thought possible: play on the beach, swim with fish, climb Everest or sit under the Northern Lights.
- And, thanks to Lifelites, the iPad takes on a whole new persona as an accessible tool to help children to play, learn, communicate and have fun.

It costs Lifelites in the region of £50,000 for all the equipment, installation, hospice staff training, helpline and maintenance over the four-year life cycle of each package at every hospice.

In common with everyone else, Lifelites has had to adapt to the challenges presented by the pandemic over the past year. Now more than ever, children with compromised immune systems using hospice services have needed Lifelites technologies during isolation.

Lifelites has been determined to deliver the equipment which will help to entertain the children in lockdown and have achieved that with social distancing, rapid flow tests and PPE. The charity has had to learn news ways of working and are now delivering hospice staff training via Zoom. They are also still managing to deliver their entertaining presentations about the Charity's work to Lodge meetings via video calls.

Some stats about Lifelites from 2019/20

- Current number of children's hospice projects – 57
- Number of children supported by Lifelites – 10,000
- Number of miles travelled delivering and maintaining equipment – 12,100
- Number of pieces of technology donated for children using hospice services – 1,350
- Number of days training delivered for hospice staff – 60
- Number of donations from Freemasons' Provinces, Lodges and individuals – 395
- And approximately 50% of funds raised for Lifelites work was from Freemasons – £352,000

UGLE provides IT and telecoms for Lifelites, whilst the MCF continues its in-kind support with the provision of offices, helping with financial processing and HR. This helps to ensure that all the funds Lifelites raises can be spent directly on providing magical equipment and services for the 10,000 children using hospices.

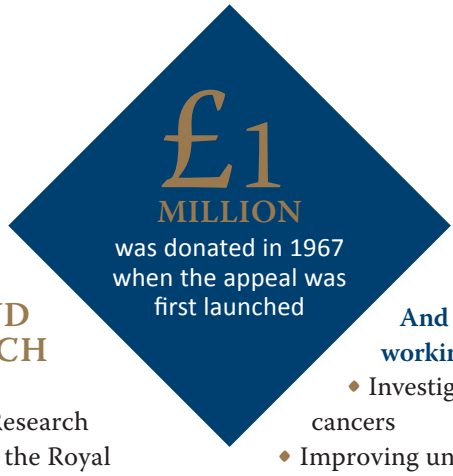

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THE FREEMASONS' FUND FOR SURGICAL RESEARCH CASE STUDY:

The Freemasons' Fund for Surgical Research (FFSR) provides Research Fellows of the Royal College of Surgeons (RCSE) with grants each year to pursue cutting edge research work, which might otherwise not have been funded. For over 50 years the FFSR has supported much groundbreaking research and many of the Fellows have gone on to distinguished careers.

Many of the Fellowships have been in the field of cancer research, but many other disciplines have been supported as well. From organ transplantation and robotic surgery to laparoscopic techniques and joint replacements, innovations in surgery continue to push the frontiers of patient care. Procedures that would have once been futuristic and unachievable are now changing the lives of patients thanks to research and technological progress enabled by major grants from the FFSR.

The Trustees meet regularly to select new Fellows and review past outcomes, guided by their surgically qualified members and assisted by senior members of the RCSE, including its President. Notably, in 2020 a device developed by a Fellow in 2018, Meera Joshi, was rolled out across hospitals to assist in the fight against Covid-19. It is a sensor which can easily be attached to patients. It operates wirelessly and vital signs can be monitored in real time. At a time when staffing in hospitals has been so stretched it has been a vital aid.

The work of recent Research Fellows in the last two years includes:

- Tackling deep infection following knee joint replacement surgery
- Improving the testing of prostate cancer biopsies
- Stem cell construction of cartilage for ear reconstruction
- Improving outcomes for sufferers of advanced bowel cancer
- Tackling bowel disease in premature babies
- Identifying women with greater risk of breast cancer.

And in the current year Fellows are working on:

- Investigating biomarkers in pancreatic cancers
- Improving understanding of the implications of frailty in emergency surgery
- Examining prospects for liquid biopsies when treating thyroid cancer
- Understanding the development of gastric cancers.

Some headline statistics:

- 100% of the fund has been donated by Freemasons
- Over £1 million was donated in 1967 when the appeal was first launched
- In 2014 Royal Arch Companions donated £2.4 million to mark their Bicentenary
- Since 1967 about £5,900,000 has been donated to the RCSE
- The current value of the fund is about £7 million
- In recent years the average annual donation to RCSE has been £220,000.
- In the last 10 years some 40 Fellows have been supported in their research.
- In 2020/21 a further 4 Fellows are being supported.

RCSE PRESENTATIONS TO LODGES AND CHAPTERS

In normal years teams from RCSE visit around 30 Lodges and Chapters throughout the country to give presentations on the research work of Freemasons Fellows upon receiving invitations from Lodges, but the pandemic derailed the plans for 2020 and 2021. In 2019 two Fellows gave an impressive presentation on their work at Grand Lodge. It is hoped that these promotional visits can be resumed later in 2021.

"Procedures that would have once been futuristic and unachievable are now changing the lives of patients"

OUR STRATEGY IN ACTION: PROJECT HERMES

Project Hermes is a modern and simple web-based system, utilised by Lodge and Chapter Secretaries, which will transform the way in which the organisation is administered and mark an end to lengthy, manual form-filling processes.

THE CHALLENGE

The ADelphi membership database used by UGLE has been developed internally over a number of years. As well as being used by the administrative teams at UGLE, ADelphi allows remote access from Provinces around the country and District centres around the world. However, individual Lodges and Chapters do not currently have access to the ADelphi system and manage their units by completing and submitting paper forms to their Provinces and UGLE. This inevitably introduces a variety of issues:

- It is time consuming for Lodge and Chapter administrators, causing some frustration and a lack of suitable candidates willing to take on these key roles.
- There is a considerable duplication of effort, with all levels needing to participate in the processing of transactions.
- Inaccurate and incomplete information on the forms need to be resolved before the transactions can be entered.
- Poor reliability of member contact information, which is so essential for a member's smooth journey through Freemasonry.
- Inadequate management information for Lodges, Chapters, Provinces and UGLE.
- Lodges and Chapters must retain their own membership records, which is difficult to guarantee in terms of its security and compliance with the General Data Protection Regulations.

THE HERMES SOLUTION

The solution to the challenge lies in addressing these issues as follows:

- To provide Lodges and Chapters with their own web-based system that links directly into our established systems. To ensure that the system is easy and intuitive to use and thereby remove the drudgery from the administration.
- To ensure that a single entry from Lodge or Chapter is immediately effective, wherever it applies throughout the organisation e.g., other Lodges and Chapters, Provinces, UGLE and Supreme Grand Chapter.
- To apply direct checks at the point of entry to ensure the data is accurate, complete and complies with the Constitutions.
- To use this improved quality of data to drive new systems to monitor a member's smooth journey through Freemasonry.
- To provide new levels of management information at all levels of administration, including the Lodges and Chapters themselves.
- As the source data remains within the ADelphi database, it is within existing security and GDPR arrangements.

So, while ADelphi will remain at the heart of our solution, the new Hermes system will provide a 'front end' to connect Lodges and Chapters to the ADelphi system.

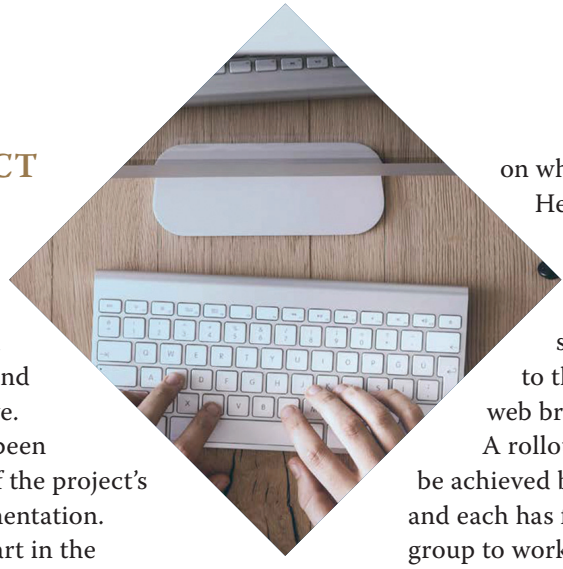
THE HERMES PROJECT

Hermes affects the whole membership organisation, and it is essential that all groups are fully engaged in the project. The project is managed by the Project Steering Group and is chaired by the Chief Executive. Strategic working parties have been charged to deliver definitions of the project's scope, its design and its implementation.

Six regions played a major part in the design of Hermes and this has resulted in two major software development projects. The first is to create the Hermes web system and after a selection process, this has been awarded to an external software development company who specialise in systems of this type. The second project is in the capable hands of the UGLE development team and this will extend ADelphi to support and interface with the new Hermes system. As early modules of the new system are now being delivered, the same six regions are fully involved in its early testing.

The functionality of Hermes is divided into five broad categories:

- Membership functions
- Masonic journey functions
- Workflow functions
- Financial functions
- Analysis functions.



Users will only require access to a computer with internet connectivity and use of a personal email address to administer the system

THE TRANSITION AND ROLLOUT OF HERMES

There are more than 10,000 Lodges and Chapters in the Constitution and each must make the transition from its paper-based system to the new online system. Each will be provided with its own unique login to the Hermes system, and each must have a suitable system on which to run it. However, as Hermes is completely web based, the requirements are essentially a modern computer or laptop, a secure and stable connection to the internet and a modern web browser.

A rollout of this magnitude can only be achieved by using the regional centres and each has formed its own local steering group to work in conjunction with the UGLE transition and rollout working party. One of the major design principles of Hermes is that it must be intuitive and easy to operate, perhaps equivalent in complexity to using an online banking system. Every task to be completed using a set of simple steps with entries being checked for validity, before proceeding to the next step.

UGLE is developing a comprehensive training package that can be delivered to users via the regional steering groups. In the first instance, key individuals in every regional centre will receive the training package and will become a local centre in Hermes excellence. This team will deliver the Hermes training to their own secretaries and be part of the first line support team when assistance with Hermes is required.

Each Hermes region will be assigned a position in the rollout schedule and all Lodges and Chapters in that region, will transition to Hermes at the same time.

Regions will provide the first line of support to their Hermes Lodges and Chapters. When necessary, regions will be able to escalate problems to the UGLE helpdesk.

"One of the major design principles of Hermes is that it must be intuitive and easy to operate"

QUALITY OF INFORMATION

Commenting on the system, Carlos Cruz, Chief Information Officer at UGLE, said: "The new system will greatly reduce duplication of work, and the errors which affect every level of the organisation. It will allow Lodge Secretaries to focus on value-adding tasks rather than onerous administration. It will also improve the quality of information at every level of the organisation, with a consequent enhancement in the quality of our decision-making".

OUR MEMBERSHIP


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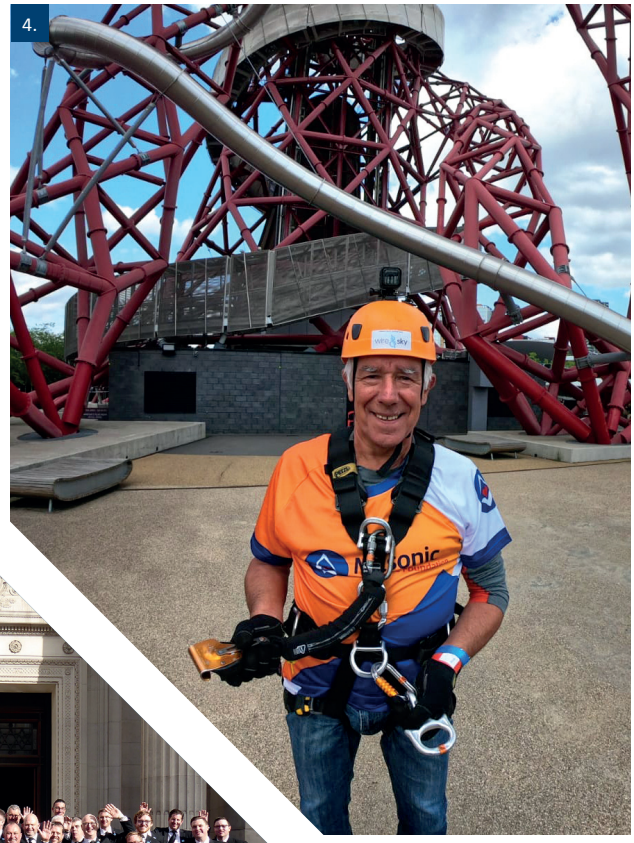
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7.

1. Dan Martin, Worshipful Master of The Lodge of St Cuthberga No. 622 in the Province of Dorset **2.** Members of Football Lodge No. 9921 in the Province of Hampshire & Isle of Wight (Image: Mark Harrison) **3.** Members of Square Wheels Lodge No. 9966 in the Province of Warwickshire (Image: Jude Edgington) **4.** Bob Hammett, a member of the Lodge of Three Principles No. 441 in the Province of Cambridgeshire after abseiling from The Orbit in July 2019 **5.** Freemason, Commonwealth gold medallist and Olympic cyclist Geoff Cooke (Image: Glen Burrows) **6.** Freemasons from the Province of Suffolk gather for a photo outside of Freemasons' Hall in London **7.** Dr Gareth Davies, former Medical Director of the London Air Ambulance, posing with the commemorative Tercentenary stamps inside a helicopter donated by London Freemasons (2017 photo) **8.** Durham Freemason Gary Roper - a Provincial Grand Steward **9.** Freemasons from the Province of Lincolnshire pose with a model railway that they have constructed **10.** Durham Freemason John Watts, a volunteer rider for Northumbria Blood Bikes (Image: Sam Christmas) **11.** Provincial Grand Master for Northumberland Ian Craigs alongside members of the Northumbria Unit of the Maritime Volunteer Service after a £15,000 donation (Image: James Winspear) **12.** Freemasons from Manchester in the Province of East Lancashire pose for a photo after conquering the Yorkshire Three Peaks and raising over £6,000 for charity.

FOCUS ON A PROVINCE – WEST KENT



MEMBERS

	MEMBERS	MEMBERSHIPS
CRAFT	circa 4,000	circa 4,800
RA	circa 1,500	circa 1,800

175	72	9
LODGES	CHAPTERS	MASONIC CENTRES

Provincial Grand Master, Bro Mark Estaugh, reports on a busy year.

WEST KENT IN A NUTSHELL

In 2020, West Kent saw a year of frenetic activity. A good proportion of this was planned – but the Covid-19 pandemic introduced a whole new dimension to our year.

Our key objectives from our three-year plan for 2019-2021 focus on the following areas.

MEMBERSHIP

West Kent has continued with the implementation of the Members' Pathway and we are much more aware of the need to attract new members and engage more fully those we already have.

All Lodges now have Membership Officers who are actively seeking new members; New and Young Masons Clubs and Universities Scheme Lodges are flourishing and several previously struggling Lodges

WEST KENT STRATEGIC OBJECTIVES

MORE MEMBERS

- Stem controllable losses
- Attract more members

MORE MONEY

- Raise more money for key local causes
- Ensure the success of the 2026 Festival

MORE COMMUNITY AWARENESS

- Engage with key community and civic events
- Work in partnership with local good causes
- Improve social media presence

WEST KENT IN 2020

40 virtual events delivered

12 ProvGMs' video messages

4 issues of West Kent News

£100,000 amount of emergency fund

66 separate donations made so far

£61,244 donated to date

are now re-invigorated. In the last year we have initiated 34 people and have 187 applications waiting to come in – a record. With a focus on improved member engagement and promoting an understanding of greater care and welfare amongst our members, as well as the retrieval of 24 former members through our outreach programme, we are stemming our controllable losses and we look forward to a much brighter post-Covid future.



Mark Estaugh, ProvGM, Roland Stokes, former Provincial Grand Charity Steward and now Chairman of the 2026 Festival Committee. With two former servicemen who were resident at the RBLI campus in Aylesford.

We have relaunched our Provincial website with a focus on membership attraction and this has helped to drive an even greater improvement in our social media statistics across all platforms.

MEMBER ENGAGEMENT

In 2020, member engagement was more important than ever before. We were acutely aware of the loneliness and isolation that many of our members were feeling.

Apart from the traditional means of keeping in touch, there was a series of ProvGM video messages issued, and some 40 Virtual Provincial Events held on "Zoom" – which proved so popular that a further 40 are planned for Q1/Q2 in 2021.

Our "Pastoral Care Team" continued to promote members' health and wellbeing – including a most timely "Weight Loss" programme. For members experiencing financial difficulties during the pandemic, the "West Kent Emergency Fund" also provided urgent support where it was most needed.

CHARITABLE ACTIVITY

During 2020, West Kent has further modernised and reformed its approach to charitable activity – to direct its efforts in a more targeted way – often working in partnership with local good causes, which can demonstrate collaborative working with the community.

COVID-19 AND THE WEST KENT EMERGENCY FUND

Immediately following the start of the COVID-19 pandemic, the Province launched its "West Kent Emergency Fund" with £100,000 – ›

SOCIAL MEDIA

1K
page likes

28K
post likes

158%
follower growth

1.8k
page likes

33k
Post likes

72%
follower growth

1.1k
page likes

38k
post likes

59%
follower growth





resulting in 66 separate donations, amounting to £61,244.

In addition to the work of the Fund, there has also been a huge amount of work to support those impacted upon by the Covid-19 pandemic.

West Kent supported the newly created "Invicta College", providing on-line teaching for children unable to attend school during the pandemic. This received coverage on ITV "This Morning", and "BBC Radio Kent".

The ProvGM visited local hospitals to make gestures of appreciation to the hard-working individuals in our local NHS Trust by donating the odd surprise to lighten some otherwise tough times.

More recently, two West Kent local Masonic Centres have been used as locations for Covid-19 vaccinations.

COMMUNITY AND CIVIC ENGAGEMENT

The Community Appeal for Local Mayors (CALM) Appeal set the foundations for a strong and lasting relationship with the Mayors of Boroughs and Districts in our Province, along with other Civic Dignitaries.

Notable achievements have included:

- Attending Mayoral and civic events
- Instigating and maintaining Literacy Awards at local schools
- Making donations and supporting two reading charities
- Match-funding monies raised for local charitable good causes – the cheques for which are presented at events held in Provincial Centres
- Forging relationships with the Scouting movement at Commissioner level
- Ensuring a presence at Remembrance Sunday memorial services across the Province
- Attending a number of key events in the Province driven by Freemasons' donations
- Supporting the funding of a statue and memorial to the First World War veterans who received facial reconstruction surgery at Queen Mary College – and attending a commemorative event alongside local dignitaries.

COMMUNICATIONS

Having established our internal and external communications principles, in 2020 we have put them into action with an enhanced and optimised provincial website.

We revisited our social media channels which resulted in West Kent heading the UGLE Performance Tables for Facebook, Twitter, and Instagram throughout 2020. A further focus on external





communications and PR led to a number of local media successes and we built on our already good relationships with our local Mayors, District Council Chairmen, and other Community Leaders.

We have also created a new West Kent External Events Team to work on future events in the Province.

2026 CHARITY FESTIVAL

West Kent took great care to ensure that it was in the best possible position for a successful launch of the 2026 Charity Festival on 1 Jan 2020.

We have agreed that our financial objective for the Festival will be £2,502,026 with the significance of the last four digits of the target making it a memorable figure for all.

There has been an outstanding start to the 2026 Appeal with over £500,000 transferred to the MCF - the Freemasons' Charity to date, and a similar amount pledged through regular donation mandates.

2021 AND BEYOND

Whilst 2020 was a challenge, we look forward to 2021 amd beyond with much optimism.

Some of our aspirational targets for the future are:

- The Province to consist of 150 Lodges, each with an average membership of 40 engaged members
- Attracting 250 new members per year
- Honorary memberships to be bestowed not just for commitment to the Lodge over a sustained period of time, but also for benevolent and / or compassionate reasons
- Working closely with 30 "At Risk" Lodges to develop their future, through themed Lodges
- Assisting the members of "At Risk" Lodges to join another West Kent Lodge
- 60% of Master Masons to be Royal Arch Companions
- Through encouragement and teamwork, to work towards a hugely successful 2026 Festival.

West Kent is a thriving Province whose members value their Freemasonry, do great things for the local community and above all have a huge amount of fun along the journey. We plan to make it even better.



FOCUS ON A DISTRICT – BOMBAY

District Grand Master, Bro Percy Driver, gives an update on the activities of our District in Bombay during 2020.

The District dates from 1848 with the Consecration of Lodge St George and today consists of 23 Lodges and 597 members across Western India.

As in England and Wales, 2020 largely began as a normal year, with our Lodges regularly meeting and the District Team conducting a busy schedule of official visits. One notable such visit was for the Installation Meeting of Lodge Silvery Dawn, No 7700, where a local power cut at the Temple meant that the District team was able to enjoy a unique Ceremony performed in the dark – this certainly added an element of mysticism to proceedings!

The onset of the Covid-19 pandemic, of course, changed everything, with India entering a full lockdown at the end of March. Despite all the difficulties brought about by the pandemic, I am proud to say that our Brethren responded to the "new normal" by demonstrating great resilience, empathy and courage throughout the year. This was especially shown in our charitable efforts in our local communities across the District.

CHARITY: MAKING A DIFFERENCE IN OUR COMMUNITIES

Our response to the pandemic saw our efforts fall into two broad categories: supporting our first responders in combatting Covid-19 and also continuing to support our local communities, particularly the most vulnerable groups.

Our direct efforts in the fight against Covid-19 included:

- Donating Rs. 200,000 to the Society of Friends of Sassoon Hospital for the purchase of PPE kits, face masks and disinfectant





- Donating 100 PPE kits, face masks and other protective gear to Tata Memorial Cancer Hospital
- Donating two ECG machines to Indira Gandhi Medical College at Nagpur
- Donating Rs. 600,000 to Police Welfare Funds.

In addition to the above, several of our members are front-line medical practitioners dealing directly with Covid-19 patients on a daily basis.

We also continued our efforts in support of vulnerable communities, including:

- Providing care for children: on reaching the age of puberty, girls from poorer families are often prevented from attending school because their parents cannot afford to provide them with proper sanitary pads. Brethren from the Leslie Wilson Lodge in Pune donated vending machines that provide hygienic sanitary pads at a very low price, together with incinerators which enable safe disposal.
- Donating collapsible wheelchairs with removable commodes to the Prem Nivas Home for the Aged, managed by Sisters from the Daughters of Charity of St Vincent de Paul.

MEETING IN 2020: A VIRTUAL EXPERIENCE

With physical meetings impossible for a large part of 2020, the District leadership team made use of virtual formats to stay in regular contact with our members. I was proud to play my part, leading the virtual toast to absent Brethren in March and April. Additionally, senior Brethren took time to ensure that our members continued their daily advancements in Masonic knowledge through a series of online workshops. These included lectures on the Charge in the North East Corner and the First Degree Tracing Board, as well as a presentation on how to make Lodge evenings more enjoyable and even a Masonic quiz.

Our virtual efforts also extended beyond engagement with just our own members to open house sessions for the general public, a virtual heritage walk and planting fruit trees at the Nagpur Residential Area for Senior Citizens.

REOPENING: A GRADUAL RETURN TO NORMALITY

As the government eased lockdown restrictions, we were able to see a gradual return to normality. I was pleased to be able to lead socially distanced Annual Meetings for both the Craft and Royal Arch at the beginning of October. A virtual meeting was then held for the benefit of those Brethren unable to attend in person.

The District Board approved the proposal to revamp our District website and discussed strategies to support Lodges weakened by Covid-19.

Happily, individual Lodges have now been permitted to resume their regular cycle of Meetings, whilst strictly adhering to local regulations and Covid-19 protocols.

The Pathway scheme has been implemented across the District and this is enabling us to attract and engage members. It is pleasing to note that a number of Candidates have already been proposed or are in the pipeline as a result of various membership initiatives.

The District and its Lodges have a very busy calendar of activities planned for 2021 and beyond and look forward to being able once again to welcome visiting Brethren from our fellow Districts in India as well as from across UGLE.



FINANCIAL HIGHLIGHTS

As was the case for many, if not most, organisations, 2020 was a highly unusual year for UGLE from a financial perspective. The Covid-19 pandemic caused our income to decline substantially. Although we were able to make significant cost savings to mitigate the impact, we ended the year with an operating deficit of £737k. Declines in the value of our investments, plus the impact of the annual actuarial revaluation of the pension scheme, resulted in an overall deficit of £10.8 million.

INCOME

Total income declined by 17% from £13.4 million to £11.1 million, with £0.5 million of the 2020 income coming in the form of grants from the Government's Covid-19 Job Retention Scheme. As Masonic Meetings were suspended for most of the year, our income from registration and dispensation fees largely disappeared. Our investment income declined by half, in line with market conditions. With Freemasons' Hall being closed for much of the year, income from room hire was substantially reduced. Trading income appears approximately constant, as 2019 contains three months of trading following the acquisition of the shop from the Museum and 2020 also contains roughly three months prior to the first lockdown in March, with a small level of online sales thereafter. Income from *Freemasonry Today* reduced as a number of our regular advertisers cut their advertising budgets, though that was beginning to recover by the end of the year.

COST CONTROL

In the face of this decline in income, we took prompt action to minimise our costs, but in doing so were careful not to impair our long-term operational capabilities. We took advantage of the generous Government assistance available, including the furlough scheme (the grants received, £0.5m, being included in income). While we were able to retain most of our staff, regrettably some of our valued team members had to leave us, and we are grateful to them for their work over the years. Discretionary spending was cut, and we either cancelled or deferred a number of planned projects. We continued our support for the Museum of Freemasonry, although at a slightly reduced level as their costs also reduced due to the shutdown.

PROJECTS

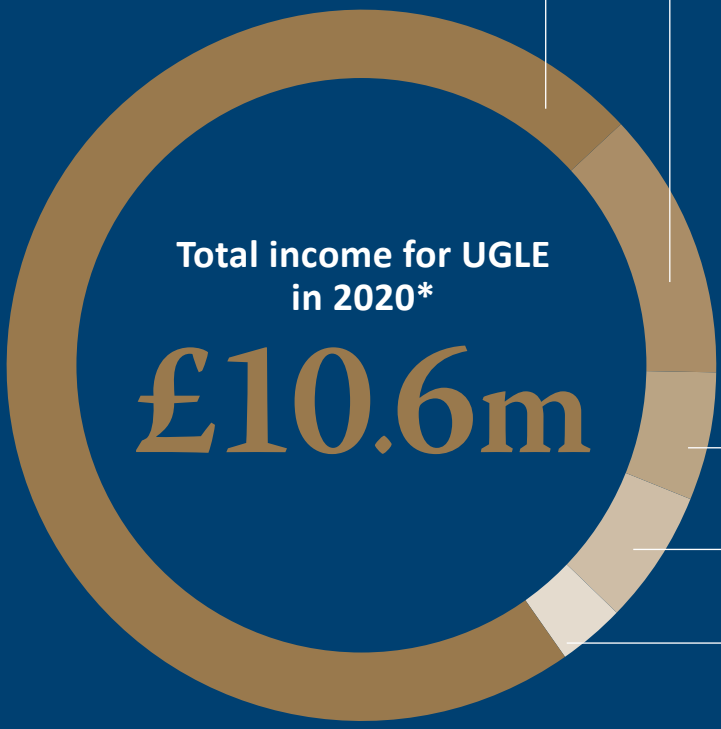
We were able to take advantage of the shutdown to accelerate a number of projects involving changes to Freemasons' Hall as part of our long-term strategy to bring more openness to Freemasonry. We completed essential repairs to the Grand Temple roof, which included a complete restoration of the Mosaic. The shop was refitted and relocated to create a modern and attractive retail offering adjacent to the Museum. UGLE's main office space was vacated in order to make space for a café, which we expect to open to visitors to FMH in 2021, with new office accommodation being created for our HQ staff and for the staff of Metropolitan Grand Lodge. We also made significant progress with Project Hermes, which will modernise the interactions between UGLE and individual Lodges. With all these projects being pursued, we had an overall increase in project and capital costs compared to 2019. Including the benefit from the furlough scheme, our regular operating costs reduced by £1.9m (16%); after allowing for project costs and the reduced levels of cost recharges to our tenants, overall costs on the same basis reduced by £0.8m.

Despite a very challenging year, we believe we were able to strike a fair balance between saving costs now and investing for the future. We remain committed to our long held policy to fund the ongoing administration costs of the organisation from member dues, and projects from our investment income.

Quentin Humberstone
Grand Treasurer

TOTAL INCOME

Our full audited accounts can be viewed at www.ugle.org.uk/ugle-accounts-2020



73%
£7.7m came from **annual dues**

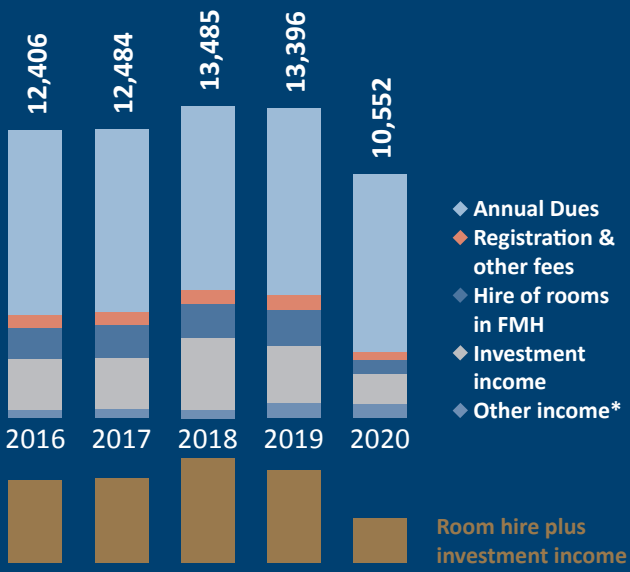
12%
£1.3m came from **investments**

6%
£0.6m came from **Other income**

6%
£0.6m came from **hire of rooms at Freemasons' Hall**

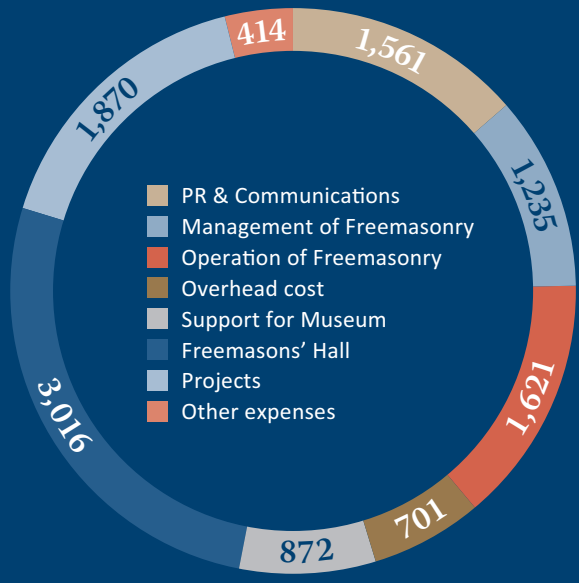
3%
£0.3m came from **registration and other fees**

INCOME: FIVE YEAR HISTORY



*Excluding £0.5m in Government Covid-19 related support.

OPERATING COSTS



Costs net of recharges and Government Covid-19 related support

THE FUTURE - 2022 AND BEYOND

The Deputy Grand Master, Jonathan Spence, has been chairing a small working group with a brief from the Pro Grand Master to consider the Strategy for UGLE for 2022 and beyond. James Long, Deputy President of the Board of General Purposes and a member of that working group, asked him to share some insights.

JL: A strategy? As in possible "change"? Is UGLE ready for that?

JS: There is a common but entirely wrong belief that Freemasonry, and more particularly UGLE, are somehow resistant to change. As described earlier in this Report, English Freemasonry was forged in the very heat of the Eighteenth Century Enlightenment. Its values and its early organisational principles represented ground breaking, even revolutionary statements of change and challenge to the accepted wisdom and order of the day. Those values, as we know, remain as relevant and powerful today, and it is incumbent on the leadership of UGLE to ensure that our message, that we run an efficient, effective and focused organisation, is clear and consistent.

JL: What were your first thoughts on taking on this exercise?

JS: I was impressed by the fact that nothing was defined as being off limits: you cannot credibly discuss future options without trust and transparency. We have worked over recent years on creating a culture which is open and respectful of challenge and differing opinions – and we certainly had those in the working party! I also recognised that this was not a new exercise, but rather one that follows



Jonathan Spence, Deputy Grand Master, UGLE

and builds on work that goes back nearly a decade, with the recommendations of the then Membership Focus Group and the subsequent work of the Improvement Delivery Group. Furthermore, we do actually have a current strategy: assessing our performance in its implementation and thereby learning from our experience was an obvious first step.

JL: Is really nothing off limits?

JS: I will simply quote what the Grand Master said at the Tercentenary Meeting at the Royal Albert Hall: "From time to time there are voices calling for change — and we do change, carefully and after due consideration — to meet the challenges of the times. But we adhere to our basic principles, tenets and essential nature, which Brethren from the Goose and Gridiron (the Founders of the first Grand Lodge in London in 1717) would still recognise as their own".

There is no perceived need or even appetite to change any of our fundamental values that have

"We will resume our normal meetings and other activities with a renewed sense of pride in our institution and a collective desire to let the world sense it"



James Long, Deputy President of the Board of General Purposes

been maintained and handed down to us over centuries. This point is strongly endorsed by our working group. Another thing we shall resist is the temptation to embrace faddish management and organisational theories. Apart from that, we will consider all options.

JL: How do we assess our performance against the current strategy?

JS: The strategy 2015-2020 had three main thrusts, namely a focus on Membership, on Communication and on Masonic Centres.

- The issue of membership was and remains at the heart of our strategic thinking. We are a members' organisation and, whilst people enjoy and derive pleasure and fulfilment from many different aspects of Freemasonry, we must ultimately focus on attracting new members and ensuring that all members enjoy their Freemasonry, thereby revitalising the organisation for future generations. The current strategy acknowledged the fact of a steady decline, shown by decreasing membership numbers over many years. It crystallised a determination to reverse the trend and represented our first formal attempt to measure and analyse membership data and to set our own challenges on improving the statistics, on attracting new members and retaining our current base. How have we done? Well, we have made a start by introducing many initiatives (some of them mentioned earlier in this Report) and we have galvanised the organisation at all levels to focus on this key issue. Nobody should underestimate the enormous dedication of resource, both financial and in terms of expertise, for example, that has gone into the ADeplhi 2 and Hermes platforms: the strategy focused on membership numbers, so it forced us to upgrade significantly our core information systems, which will be rolled out for the benefit of all Provincial and Lodge Secretaries over the next few months.
- Communications were identified – and remain – as another major area which we needed to improve: communicating within our organisation, so that there is a commonly shared idea of who we are, what we stand for and who is doing what – and communicating the same to the wider world. Again, I believe that we have made enormous strides in our capabilities in this area and numerous examples are also found in this Report. I am continually being told by our members that UGLE itself is much more visible and is seen to be giving leadership in important areas. We have invested heavily in communications and you will see further strides taken when we launch a new UGLE website later this year.
- It was clear that there are many and various ownership and governance structures for Masonic Centres around the country and that members' experiences of meetings and dining arrangements were similarly diverse. The work completed by the Committee tasked to review the issue, with significant support and advice from the Grand Superintendent of Works and his team, culminated in many practical recommendations and examples of sharing of best practice, all designed to ensure that members' experiences were enhanced and not adversely affected by inferior premises or unresponsive management. There are obvious local ›



"We are a members' organisation and... we must ultimately focus on attracting new members and ensuring that all members enjoy their Freemasonry"

legal and ownership issues which preclude a more direct steer from UGLE, but we can be proud that many practical improvements were, and still are being, carried out.

JL: The message, then, would appear to be "steady as she goes"? We are not succumbing to complacency, are we?

JS: Complacency in any organisation leads to oblivion and UGLE is not in the business of managing decline, however painless or comfortable. My analysis of our performance under the current strategy is certainly not complacent or over-generous: we embarked upon a journey in 2015, have made significant steps forward and are now ready to accelerate. We can and must accelerate now, both because the organisation has been strengthened in that period and because there is a steely determination within UGLE to lead Freemasonry to resume its proper place in society. As an example of how far we have come in recent years, let us remember that the office of CEO is only three years old. We have a Chief Executive who is quite young and certainly dynamic: he is ambitious for the organisation and has totally reshaped and reinvigorated the central staff functions. Organisational competence is an essential prerequisite for achieving our vision and is key to delivering the strategy for the future.

JL: What are the main themes underpinning the working group's thoughts on strategy?

JS: As I have said, the issue of membership remains absolutely central, measured by our ability both to attract new members and to enhance our existing members' enjoyment and pride in our organisation. The challenge we will set ourselves over the medium term is to enhance our reputation as a thriving organisation that people aspire to join, broadening our membership across all age groups. In order to meet that challenge, we know that we have to continue our emphasis on certain key areas:

- We will have a resilient infrastructure as an organisation with the right people, which we will need to support by targeted investment, intellectual and physical, to make us more responsive to our members' expectations and to the changing environment in the outside world.
- We will work even harder at the concept of "one organisation", or the "alignment", with a consistent and coherent approach, for which the President of the Board so persuasively argued.
- We will further improve our communications, both internal and external, so that the voice of one organisation is conveyed and understood.

The response of our members in all parts of the country has been truly inspiring as members have put something back into our society in these tragic and difficult circumstances for many in our communities and it has raised and enhanced awareness of the essence of Freemasonry. It means we will resume our normal meetings and other activities with a renewed sense of pride in our institution and a collective desire to let the world sense it.

JL: Can you perhaps give concrete examples of subjects that are being considered under those headings?



London Masons at the Lord Mayor's Show

JS: I would mention two specific areas.

- The first is in respect of the RCGs and how their role has developed during the pandemic. It is worth remembering our Provincial structure over the centuries has been anything but ossified, as Professor Aubrey Newman's Paper in the latest "Ars Quatuor Coronatorum", (the published Transactions of our premier Research Lodge), demonstrates. It has the subtitle "The Power Division between Provincial Grand Lodges and Grand Lodge" and examines a lively history, full of changes in dynamics, going back to the early eighteenth century. Furthermore, the Metropolitan Grand Lodge was only founded some seventeen years ago. The story is, therefore, not one of ever increasing central micro-management, but rather one of continuing improvement and embracing "what works best". This was perfectly demonstrated in respect of Covid-19, when, as explained in this Report, Freemasons' response was rendered much more effective by pooling knowledge and resources between groups of Provinces, through the RCGs, and the MCF. We shall continue to pursue a flexible organisational response when circumstances demand and expand the use of the RCGs to best effect.
- A second area in which UGLE undoubtedly needs to improve is in the whole area of talent management, training and rotation of people in key leadership roles. We must ensure that the right person (based on skills, merit and potential) for any particular role is identified, trained and appointed. We must then ensure that people remain effective and continue to support them so they can both do and, as importantly, enjoy doing their particular role. We will do more to help them succeed by means of mentoring and other direct support. We would expect this to be done in respect of paid staff in any well-run organisation – and indeed we do this at our own HQ – but have perhaps too often felt hampered by the idea that it is not an appropriate approach to take towards volunteers. If we are to be truly organisationally competent, however, and if we wish to encourage and motivate our talented cadre of members of all ages, we must make tangible progress here.

JL: Will the principal elements of the strategy be fully communicated throughout UGLE?

JS: Yes. They have to be if we are to act as one organisation and intend to achieve our vision.

There is only so much that can be done at Grand Lodge and Provincial Grand Lodge level. Ultimately, our members in individual Lodges have to share in our ambition to attract new members and be confident that we are supporting their efforts.

JL: Are you confident that we will achieve our vision?

JS: Yes. We all know how much Freemasonry has to offer members throughout their whole lives: our values and principles are challenging and uplifting, our social side is enormously enjoyable and our pride in belonging to an organisation that has stood for centuries as a force for good in society is tangible.

If we cannot manage to grow and further enhance the reputation of an organisation that has existed for over 300 years, has spread to every quarter of the globe, has for its core values Integrity, Respect, Friendship, Charity and which also emphasises sociability and fun, we should be ashamed of ourselves. That is simply not an option.

OUR EXECUTIVE TEAM



Graham Redman
DEPUTY GRAND SECRETARY

Graham joined UGLE in November 1987 and has been Deputy Grand Secretary since 2013. Before that he had been called to the Bar in July 1974 and had worked in the Legal Department of Dunlop Holdings from 1978.



David Bell
INTERIM FINANCE DIRECTOR

David joined UGLE in 2018 as interim Finance Director. He qualified as a Chartered Accountant in 1985, and worked for 30 years at Johnson Matthey.



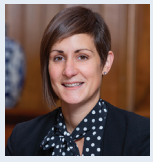
Shawn Christie
ASSISTANT GRAND SECRETARY, DIRECTOR OF DEVELOPMENT

Shawn joined UGLE in July 2013 and was appointed Assistant Grand Secretary in April 2014. In January 2019 he became Director of Development. Prior to joining UGLE, Shawn had a background in banking and finance.



Carlos Cruz
CHIEF INFORMATION OFFICER

Carlos joined UGLE in January 2019. He holds a Masters in Information Systems Management and has been working in IT for the past 20 years.



Liz Gay
DIRECTOR OF HR

Liz joined UGLE in 2014, having previously worked for law firms and Morgan Stanley.



Richard Jewitt
DIRECTOR OF FACILITIES

Richard started in hospitality at 17, and 20 years later left as a Director of Events to move into Facilities Management. He has worked for the private, public and third sectors, for organisations including Leith's.



Mark Kennedy
DIRECTOR OF MAINTENANCE

Mark is responsible for maintenance, portering and major building projects at Freemasons' Hall. He has worked for UGLE since October 1993 and took up his current position in 2015.



Prity Lad
DIRECTOR OF MEMBER SERVICES

Since studying law at university, Prity has had a varied career as a lecturer in law, progressing into IT training management and consultancy before taking up the role of Director of Member Services in 2019.



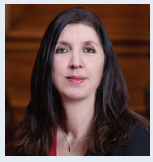
Donald Taylor
GENERAL COUNSEL

Donald joined UGLE in 2017 as Director of Legal Services. Having graduated from Cambridge University, he qualified as a solicitor in 2007 and worked in private practice and inhouse legal departments before joining UGLE.



John Tully
DIRECTOR OF MASONIC SERVICES

John joined UGLE in 2015. In March 2018 he stepped in as interim head of Secretariat and was promoted to Director of Masonic Services in January 2019. Prior to joining UGLE, he served with the Metropolitan Police Service for more than 30 years.



Michelle Worvell
DIRECTOR OF COMMUNICATIONS AND MARKETING

Michelle joined UGLE in March 2019; before this she was Director of Communications at the Chartered Insurance Institute. She started her career as a journalist and for many years was Editor of Insurance Age magazine.

GLOSSARY

Brethren/ Brother/ Bro
A Freemason becomes known as a Brother on joining. E.g. "Brother Smith", abbreviated to "Bro Smith" when written.

Chapters
Units in the Royal Arch (see below) – the equivalent of Lodges.

FMH/ Freemasons' Hall
The Headquarters of the United Grand Lodge of England – a Grade 2* listed art deco building in Covent Garden, London.

Grand Lodge/ United Grand Lodge of England/ UGLE
The United Grand Lodge of England ("Grand Lodge" or "UGLE") is the governing body for Freemasons in England, Wales, the Channel Islands, the Isle of Man and a number of "Districts" overseas.

The Grand Lodge is a representative body of all private Lodges and Grand Officers and Past Grand Officers, with the Grand Master at its head. Grand Lodge meets four times a year in "Quarterly Communications" to enact laws and regulations and to vote on the administrative agenda required to run the organisation.

Grand Master
The most senior Freemason in the constitution, elected annually by Grand Lodge. The Grand Master of the United Grand Lodge of England is HRH the Duke of Kent.

Grand Officers
Officers in Grand Lodge are called "Grand", e.g. the Grand Master, the Grand Treasurer. After retiring from active positions they are called "Past" Grand Treasurer etc.

Metropolitan Grand Lodge
The administrative body overseeing London Lodges. It is headed by the Metropolitan Grand Master.

Provincial Grand Lodge
The administrative body overseeing Lodges in a particular County or area. It is headed by a Provincial Grand Master (ProvGM).

District Grand Lodge
The equivalent of a Provincial Grand Lodge, but in one of UGLE's overseas Districts, headed by a District Grand Master (DistGM).

Initiation
The ceremony through which a candidate ("Initiate") is made a Freemason.

Installation
The ceremony at which a Freemason is made the Master of his Lodge.

Lodge
The basic unit in which Freemasons meet. To be regular it must have a Warrant or Charter from a Grand Lodge. It is sometimes referred to as a Private Lodge.

Master Mason
A Freemason who has been through all three basic ceremonies of Freemasonry.

Masonic Charitable Foundation/ MCF
The Freemasons' Charity, or UGLE's primary charitable grant giving body.

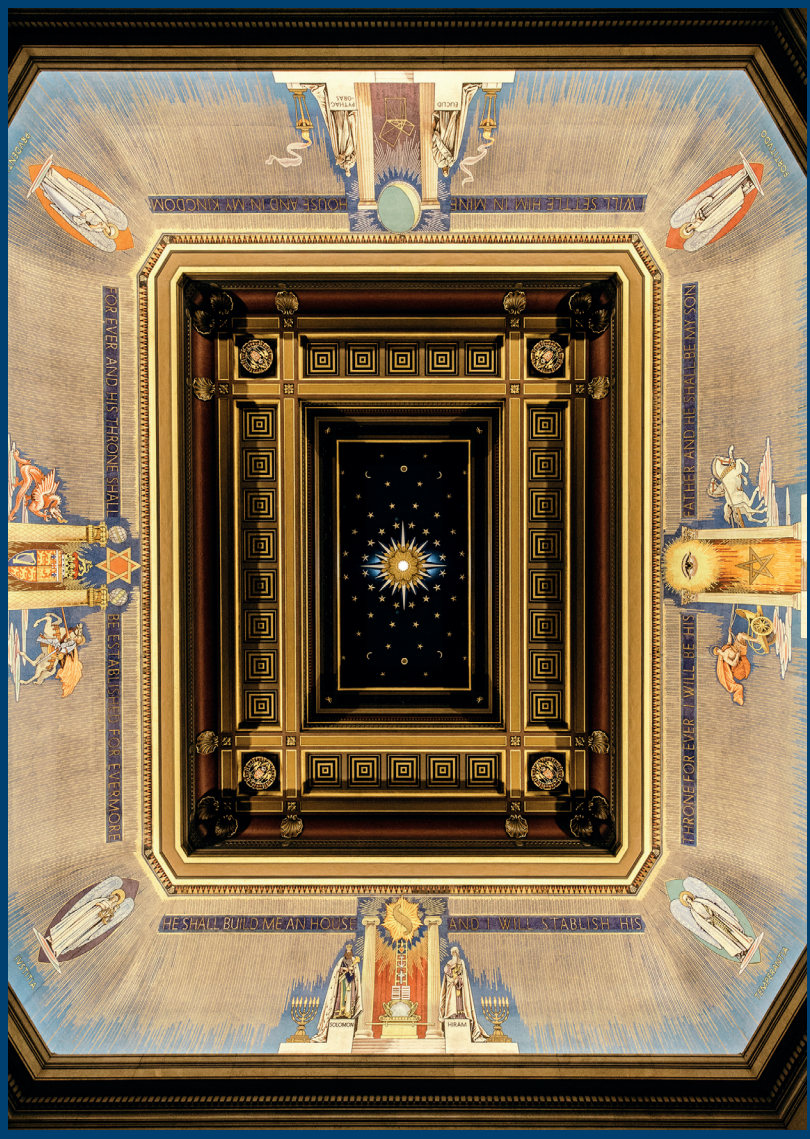
Museum
The Museum of Freemasonry, located at FMH and containing UGLE's archives and collection of artefacts.

Prestonian Lecture
An official annual lecture sponsored by UGLE and delivered in its Lodges.

Pro Grand Master
If the Grand Master is a member of the Royal Family, he is entitled to appoint a Pro Grand Master to stand in for him on most occasions.

Regional Communications Group
A group of neighbouring Provinces (see page 21)

Working Party
A sub-committee of the Board of General Purposes charged with progressing a particular portfolio, for example Membership or Communications.



The mosaic in the Grand Temple at Freemasons' Hall, London. Public tours available daily.

UNITED GRAND LODGE
OF ENGLAND

United Grand Lodge of England, Freemasons' Hall,
Great Queen Street, London WC2B 5AZ

ugle.org.uk

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