



Connecting children, young people and families with God through His Word across 120 countries worldwide

2020 ANNUAL REPORT



# DEAR FRIENDS AND SUPPORTERS OF SCRIPTURE UNION...

One of the most frequently heard phrases during the pandemic was, "We are all in the same boat". But this was not true. Some were trying to survive the storm by clinging on to life rafts; while others were comfortably sailing along on cruise ships, their livelihoods financed by their governments. And there was, of course, everything in between.

Some lived in countries with only limited Covid restrictions, while others had to close all their operations for more than a year. Some have lost family members, friends, staff members and volunteers – they are still suffering and mourning. Others have been spared. Some have been able to use digital resources for ministry, while others struggled to connect even with staff and volunteers due to extremely bad network coverage and costly data tariffs.

But in all the disparity that we could not resolve, we look back on a year of friendship, solidarity and care demonstrated amongst Scripture Union (SU) movements around the world. Many staff and volunteers contributed their knowledge and experience to the webinars that the Global Team hosted. Ministry ideas and resources were shared between SU movements across the globe. We prayed for each other – personally at home and in community at our virtual live events. God provided financial resources through our friends, donors and other SU movements.

Yes, 2020 was a very difficult year, but also a year full of miracles and togetherness. We are extremely grateful that God has carried us through the hard times, and we trust he will take care of us as we follow his lead and ministry calling in 2021.

We are delighted to present the Scripture Union International Annual Report to you, sharing stories of God's kindness and blessing in 2020. Thank you for standing with us in prayer and giving.



Monika Kuschmierz
International Director



**Christian Hellwig** International Chair

Scripture Union

### **AIMS**

Working with the churches, Scripture Union aims to:

- make God's Good News known to children, young people and families, and
- · encourage people of all ages to meet God daily through the Bible and prayer,

so that they may come to find personal faith in our Lord Jesus Christ, grow in Christian maturity and become both committed church members and servants to a world in need.

ANNUAL REPORT 2020



# 2020

#### A YEAR LIKE NO OTHER

Scripture Union International supported and encouraged Scripture Union movements around the world as they stepped up to respond and to continue their work with children, young people and families during the outbreak of a global pandemic.

#### We are actively:





#### SUPPORTING MINISTRY

Helping national Scripture Union movements to develop and make their ministries more effective.

"Your webinars gave us the knowledge and the motivation" – Ghana



### CONNECTING COMMUNITIES

Connecting national Scripture Union movements as members of a supportive, interdependent global community.

"What a blessing to be part of such a world family"

- South Africa



#### SECURING SUSTAINABILITY

Helping national Scripture Union movements to achieve sustainability and unlocking resources for further development.

"Due to the pandemic several SU staff lost the financial support they had been relying on. But due to the hard work and passionate advocating of our Field Development Directors, staff in many of the affected countries were able to continue their ministry through partial or new support."

a Restricted Country



#### NURTURING PARTNERSHIPS

Fostering partnerships and connections and acting as a trusted partner with international Christian agencies and churches.

"We'd been wondering how to engage families, which was very difficult for us... family.fit helped us have unfiltered inroads into families. We never believed this would happen!" – Nigeria

3 ANNUAL

REPORT

#### SUPPORTING MINISTRY



#### **CREATIVITY IN A CRISIS**

Although unable to travel, our global team actively supported Scripture Union ministry around the world in 2020. The international crisis sparked an array of creative solutions and resources which SUI helped deliver and share.



# AS VOLUNTEERS AND TEAMS REELED FROM THE EFFECTS OF LOCKDOWNS AND RESTRICTIONS...

Scripture Union International's ministry team reacted swiftly developing and releasing a fresh range of online resources and events.

When the pandemic first hit the global stage many found their lives and ministry reduced to communicating via the internet. But within six months, almost 70 per cent of Scripture Union movements had adapted the way they engage with the Bible to the online space.



Two resources were produced by Scripture Union International (SUI) exclusively during March and April 2020. Firstly, an inspirational 10-day series of Bible reading notes called, 'God's Word at times like these', was written by members of the Scripture Union Global Team. The aim was to bring hope and turn the focus to God's Word and his promises in the midst of the pandemic. The second resource, called 'Praying at times like these' became a lifeline in helping Scripture Union movements come together to pray very specifically for one another's needs. Other published and digital resources followed, including Bible reflections for families in partnership with other movements.

French, Spanish and Russian versions were made available digitally. They were also offered as Bible reading plans on the popular YouVersion app. On average all three sets of notes (God's Word, prayer and Families Together) achieved 4.5 out of 5 star ratings on YouVersion. More than 8,000 people subscribed to the Bible reflections in the first few weeks, and the family resources saw 16,000 subscribers in Spanish alone. They have since

been produced in Korean by Scripture Union Korea.

SUI was clearly one of the first Christian agencies to publish Bible reading resources for families with a focus on children during a pandemic.

In addition to published resources, the global team of SUI began to address the many questions some movements had about online ministry. What started as an attempt to help, took off with a series of SUI webinars focusing on digital ministry tools, keeping children safe online, supporting their wellbeing, including tackling anxiety, and the very popular, 'Creative Bible Engagement'. The SUI webinars attracted leadership, staff and volunteers and were resourced by staff and volunteers from various SU National Movements.

A total of eight webinars were run on Zoom – one running twice due to high demand – and close to 1,000 participants took part from 75 countries. A number of special online events during the year also helped connect teams together and enabled movements to share their stories and pray together.

4 ANNUAL REPORT

2020

### AS YOUNG PEOPLE FACED FEAR & ANXIETY...

Scripture Union Kenya reached out to those whose mental health was suffering because of the pandemic.

National Director, Nancy Kahuthia said, "Pain, grief, loss, anxiety and uncertainty – these are just some of the impacts from Covid-19 that have gripped many of our children, young people and families. Scripture Union of Kenya is continuing to bring hope to many by training staff members on trauma healing and mental wellness. These staff have now been able to run training and support those affected with information, skills and the message of hope from the Bible. One of the things we say is: "It's OK, not to be OK – and together we can work towards being OK."







# AS MANY COMMUNITIES FELT THE ECONOMIC IMPACT OF LOCKDOWNS...

Scripture Union in the **Republic of Côte d'Ivoire** was one of many movements who gave practical support to the vulnerable.

Working with Tearfund, who helped finance the project, SU Côte d'Ivoire was able to distribute health and food kits to more than 700 people in areas where communities were severely affected by the impact of Covid-19. As well as providing the practical kits, the project also helped raise awareness about the use of face masks, social distancing and the 10 steps of handwashing. The SU staff and volunteers, who worked with church and community leaders, were also able to raise awareness about violence against women and children and hand out grants to women to help them develop income generating activities. The project saw real change in the way these communities responded, with greater awareness about Covid-19 and how to protect themselves and their families.

ANNUAI
REPORT









# ANNUAL REPORT 2020

### AS CHILDREN AND FAMILIES BECAME ISOLATED AND RESTLESS...

Scripture Union movements were quick to adapt their activities and continue reaching out to children through online spaces.

Scripture Union in Australia's Capital Territory found an alternative to physical camps and launched their very own online camps. Supported by Scripture Union in Western Australia, who had also set up online camping on Zoom, they launched a week of online fun for the teenagers. Ali Boyce explained, "It was with hesitation and absolutely no experience that we put together a camp program, substituting an adventure camp that usually involves caving, mountain biking, canoeing and abseiling, to name a few." The camp included worship, a Bible talk and fun activities and challenges, from baking and building pyramids of paper cups to making videos of themselves in makeshift canoes.

"The games led to lots of laughing, people looking a bit silly and having lots of fun. Each day ended with campfire time to share testimonies, all drinking hot chocolate and eating marshmallows, and some families creating a real fire in their own backyards for them to sit round," Ali said.

> "We were blown away by how much God still used the camp experience, even though it was online, to do his work in the lives of these young people."

"We were so amazed that the camp community you get from being in a physical space together still happened in the online space, where campers felt really connected and God worked in their lives. The feedback from all the families has been really positive and they told us that the kids were excited about what they learned from the Bible talks and they loved hearing their children laughing, while they were sitting at their screens.

"We had no idea what we were doing, we had a try and we were blown away by how successful it was and by how much God still used the camp experience, even though it was online, to do his work in the lives of these young people."

In some countries they used the time to develop their online ministry further. In Germanspeaking Switzerland they decided to send out weekly e-newsletters to all their young readers, with ideas of what to try at home including crafts, baking and creative praying to all their young readers. One of the children wrote back to say, "Thank you so much for the job you're doing. We read our Bible every day with SU-Bible Notes. It helps us so much. The work you're doing for us is amazing, thank you for making Bible-study so easy! And a special thanks for all the creative Ideas in your weekly newsletter, we try all of them at home!"

#### AS POVERTY INCREASED...

Scripture Union Guatemala adapted their ministries in different ways, to bless others just as they had been blessed.

One of the team explained, "2020 was a difficult year for us all, but one thing that we are sure of is that God has blessed us so that we can bless others. During May, Scripture Union Guatemala and our team in the capital of Escuintla received donations that were used to deliver food baskets to many families in need. One of the main donors for Scripture Union in Escuintla usually donates for children's activities, but as the schools were

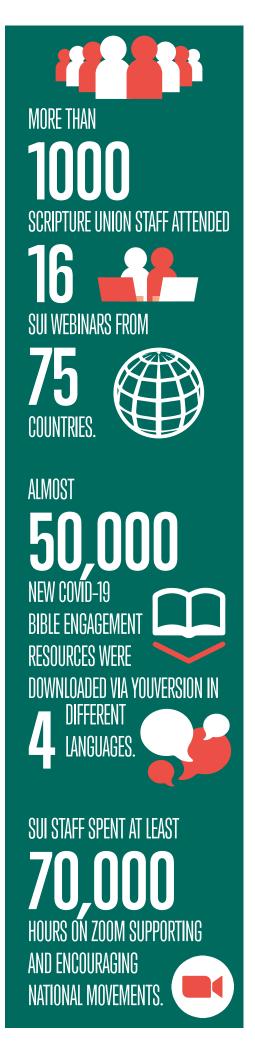
closed, this time they donated for a different cause. The SU Escuintla team was able to deliver grocery bags to 25 families, share passages of Scripture with them and pray for each family. Scripture Union Guatemala also received a donation during May, which was used to bless 15 families

"I'm thankful to God when I see how active and creative Scripture Union continues to be!"



with grocery bags. Further donations enabled us to deliver 50 grocery bags just this past week! We had the chance to talk to each family leader, and listen about the hardships they are going through, so that we are able to continue helping those who have been the most affected by this crisis. We have seen God at work through this ministry and we are hopeful for all that is to come."

"We have seen God at work through this ministry and we are hopeful for all that is to come."



ANNUAL REPORT 2020

#### THE YEAR OF ZOOM

Facing isolation and new challenges, our Community Groups and Field Development Directors played a crucial role in helping Scripture Union movements offer support and encouragement to one another during 2020.







"I am glad God helps us to inspire one another to serve Him in all circumstances" India



#### COMMUNITY GROUPS MOVE ONLINE

During 2020 there were 13 meetings of 11 community groups - most taking place via Zoom. The key focus was how to respond to the pandemic and learning how to move to online ministries.

Community Groups among Scripture Union movements enabled teams to support one another, sometimes financially, and also by praying and sharing their experiences. Field Development Director for **Asia** and the Pacific, Teck Boon said, "In 2020 the Asia Community Group Gathering went virtual for the first time and we expanded the event from national directors and chairs to include all Board members, staff and key volunteers. This was the first time that many Board members, staff and volunteers had ever attended a Community Group Gathering and we had almost 100 participants. Many were very encouraged and motivated about serving together through the difficult pandemic season."

The Community Group for the **Pacific Islands** saw the leaders growing closer and developing plans for their first emerging young leaders conference.

The **European** Community Group continued to meet in 2020 and was even able to continue running training. Field Development Director for Europe, Erzsébet Komlósi, said, "We ran online training during November and December, with the support of another partner. The main topic was how to build a sustainable publishing ministry, now in the 'new normal'. I had planned to have this training live in a conference setting, but with the pandemic we had to move it online. I think having a weekly online meeting with 'homework' in between worked well, and we found people were able to benefit from the training in a really practical way."

### SHARING STORIES ON SUI GLOBAL DAY

A special online event run by SUI in July enabled Scripture Union teams to share their experiences and encourage one other with ideas and activities they had set up in response to the pandemic restrictions. There were many encouraging stories...



#### BIBLE DEBATES ON WHATSAPP

Maxwell Ngove from **Scripture Union Zimbabwe** told the participants, "We were all asking ourselves, 'when will this end?' and 'what can we do as individuals, families and organisations to survive?' As we thought about our Godgiven mission to children and young people we identified our cell phone's WhatsApp platform as one of the channels we could explore. We created a WhatsApp group with high school students to tackle different topics and engage in discussions. Quite quickly we gathered almost 150 participants.

"I am glad these young people have appreciated the time we spend with them in discussions and even those who are not always online, due to data or network issues, can follow the discussions later. Sometimes individuals may choose a Bible character and share what lessons they draw from them. Some of the topics we've covered include career guidance, Bible study tips, staying safe online, relationships and other issues of interest to young people. A team of facilitators are always ready to give guidance and help the young presenters. The new group has proved very successful, although the cost of a mobile phone and the data has presented a challenge for some."



#### **VACATION BIBLE SCHOOLS ON ZOOM**

When lockdown hit India hundreds of children were disappointed at the cancellation of their annual Vacation Bible Schools (VBS), but after children asked for them to be run online Scripture Union India found they were able to reach even more young people. Some 26 different churches asked Scripture Union to host zoom VBS, in addition to the VBS camps the team were already planning. More than 5,500 children took part in these church linked Zoom programs, with many involving the whole family listening in. The previous year Scripture Union India had run seven programs reaching out to about 1,800 children. But in lockdown due to the Covid-19 conditions, the team was able to run 13 VBSs over nine weekends, reaching out to more than 3,000 children and their families. Many sent in testimonies about life changing experiences and the strength they received through studying God's Word.

"What a blessing to be part of such a world family." South Africa

### TOGETHER WE ARE STRONGER

Many Scripture Union movements faced the most severe financial difficulties as a result of the pandemic, and it was only through working in partnership to support one another that they were able to survive...

#### WALKING SIDE BY SIDE

Scripture Union International distributed £180,000 worth of grants to Scripture Union movements in Asia, Europe and the Pacific Islands. These funds, which come from donations and legacies from National Movements and international donors, were passed on to smaller National Movements to support them in their ministry.

One of the grants enabled **Scripture Union Romania** to set up a special Easter Choir project with 140 participants (see photo below). National Director, Cristi Maritan, said, "Even though Easter was very different due to the pandemic, and we could not go to church, we wanted to make something special for people at home. Together with 12 churches and two other organisations we gathered a virtual choir of 140 young adults and registered an Easter song available for everyone online." The project was well received with almost 10,000 views on Youtube and many shares.



ANNUAL REPORT 2020

Before a strict lockdown was imposed in November, Scripture Union Latvia was able to use their grant to organise an adventure program at their campsite. The 'School in Nature' camp, involving more than 30 students, helped them build relationships with one another and get to know God's Creation better. National Leader, Līga Cepurite, said, "The program helped us build closer relationships with Latvian schools and reach those children whose families don't usually go to churches or other Christian events."

In 2020, several National Movements contributed

additional funds to a new **Emergency Relief Fund**, created to support movements facing financial pressures due to the pandemic. More than £50,000 worth of this emergency fund relief was distributed to 41 Scripture Union Movements worldwide. Many movements were in crisis and unable to pay the salaries of their staff so the fund became a vital lifeline.

In **Kenya** the Scripture Union team reported that ministry was still happening through social media, but their traditional fundraising strategies were affected because their in person training programs had to stop. As donations hit an all-time

low and their rental income was cut to 30 percent, they were unable to pay staff. The emergency fund enabled them to offer reduced income to staff and continue reaching out and maintaining their presence and connection with young people and schools. In Indonesia the fund allowed them to continue their vital radio ministry and daily notes for prisoners, pastors and young people. While in Zambia the fund enabled the Scripture Union team to provide all their staff with Covid-19 protection including Scripture Union branded face masks, which also helped them to raise their profile and bring in funds.





2020

#### FITNESS, FAITH AND FUN FOR FAMILIES

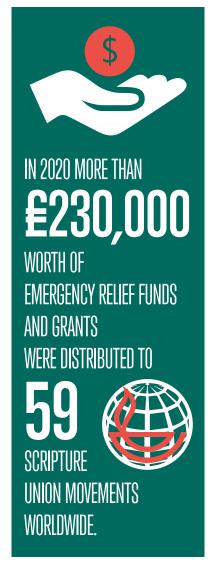
As families struggled with the isolation of 'lockdown' and home schooling became the norm for millions, Scripture Union's Children's ministry consultant, Terry Williams, was part of a group that launched an exciting new partnership resource for families in the midst of 2020. He explained, "In March 2020, as the global pandemic was announced, members of the Global Children's Forum were gathered in South Africa. We wondered what we could offer families with the world in lockdown. A free, online, home based, weekly discipleship and fitness strategy was birthed called Family.fit. Fifteen months later, homes in more than 70 per cent of the world are regularly using the website to combine fitness, fun and faith. Currently available in 25 languages – it caters for half the population of the world!"

One pastor in Nigeria wrote, "We'd been wondering how to engage families, which was very difficult for us... family.fit helped us have unfiltered inroads into families. We have families from the 'other faiths' who use family.fit. We never believed this would happen!" In Brazil 23 organisations (working together for the first time) are promoting family.fit as part of their discipleship strategies, resulting in 300,000 families using the Portuguese translation.

Terry leads the team of writers shaping the biblical content each week and other Scripture Union staff and volunteers around the world, have been contributing weekly material. Pedro, from Scripture Union Portugal, leads the production team overseeing the whole project.

"It is the depth of the relationship between our Scripture Union family leaders and the Lord Jesus as demonstrated in their prayers that sets us apart."

Canada



#### **BUILDING STRONG FOUNDATIONS**

Even in the midst of the pandemic, the global team was able to support and encourage movements in their efforts to become more firmly established...

#### SUPPORT FOR RESTRICTED COUNTRIES

In different parts of the world some Scripture Union teams operate in the most challenging situations. Many staff and volunteers have to put their own lives in jeopardy as practising their faith and supporting children and young people puts them at huge risk. Due to the pandemic several SU staff lost the financial support they had been relying on. But due to the hard work and passionate advocating of our Field Development Directors, staff in many of the affected countries were able to continue their ministry through partial or new support. SUI will continue to pray and work towards helping these hard-pressed teams find secure funding for the future.



#### ENABLING MORE SCHOOL OUTREACH IN TONGA

In the Pacific, Scripture Union Tonga has seen an expansion of its work with a new Scripture Union centre established in Tonga's second largest island. Field Development Director, Teck Boon, explained: "The new office building was provided free and the team collected contributions to fund the renovations that were needed. It's so encouraging to hear that new ministry is already happening in the area as the staff reach out to the various schools in the islands; they have already seen many new school fellowships starting."



REPORT

2020

# NEW CENTRE AND FRESH VISION FOR HONG KONG'S 60TH ANNIVERSARY

In the midst of a year of lockdowns and crisis, Scripture Union Hong Kong was also able to successfully achieve their 2020 fundraising target for a new building. National Director for SU Hong, Matthew, said: "Our new combined Scripture Union office centre is transforming the way we work as well as promoting a sense of unity and raising morale among staff. The easy access location, near to a subway, makes it more convenient for visitors too." The new centre, which brings together the 12 staff spread across two offices, combines working space with a resources centre, a conference room, a warehouse and a food store. Along with generous donations from supporters the fundraising campaign 'Light up my heart' encouraged people to support the exciting ministry of SU Hong Kong as it moves into its 60th year in 2022.



#### LOOKING FORWARD

For the coming three years we have identified two major ministry related priorities that we want to deliver within the framework of our focus areas.

### **Child Protection and Safeguarding**

In Scripture Union we believe that every person is a unique human being created in the image of God and deserving of love and respect. As a Scripture Union movement, we are committed to excellence in all our ministries. This means that we are passionate about Child Protection and Safeguarding. Following on from a decision by the Global Board, we have set an audacious goal to have fully implemented Child Protection Policies in all our movements. We believe our children, the reputation of Scripture Union, and the work of God's Kingdom require this priority.

The global team of SUI has created a plan to ensure every National Movement has the appropriate training for Child Protection and Safeguarding and is equipped to train their volunteers, and to implement the measures needed to enable children and young people to explore faith in a secure environment.

#### Bible Engagement Initiative

Scripture Union Bible Engagement programs have always been based on sound theology, while also being fresh and courageous in style. The culture of the younger generation has changed. What was once exciting and new, and still of value in the eyes of Christian adults, is not necessarily reaching today's children and young people. In such a scenario, we are asking what does it mean for Scripture Union to be effective in Bible Engagement and active discipling for such a time as this?

We are looking at a three-year initiative that will engage the global community in conversations around Bible engagement, transformation, and innovation. The outcomes will influence the development of culturally relevant new resources and methods that help young people to see a connection between their lives and God's Big Story.



**Monika Kuschmierz**International
Director

"The impact of Covid has been extensive as everyone has been experiencing, but through the kindness and mercy of God he continues to move us forward and we're grateful for the way Scripture Union International has helped us to do this. We're so grateful to be in this together." South Africa

13
ANNUAL
REPORT

#### FINANCE REPORT FOR THE YEAR ENDED 31ST DECEMBER 2020

As 2020 began we all hoped that Covid-19 and the related challenges would be history by the end of the year. However, even now we are all still affected by the pandemic, and in many different ways – personally, in terms of our ministry, and financially.

But the Lord has been good. Over the past year God has once again provided the resources we have needed to continue the ministry as he has called us to do, and we continue to reach out to children, young people, and their families around the world. He has done it through the faithful and sacrificial giving of Scripture Union's National Movements, of trusts, and of many individual donors. We are, as always, deeply grateful to all. This income has allowed Scripture Union International to continue to serve the National Movements in their ministry, supporting them through training, pastoral care, and financial support.

The Global Board is very conscious of the trust that has been placed in our hands, and we can assure you that we always remain committed to the highest standards of financial management and integrity. We carefully plan and manage the resources given to us as economically and efficiently as possible and strive always to be good stewards of the resources entrusted to us.

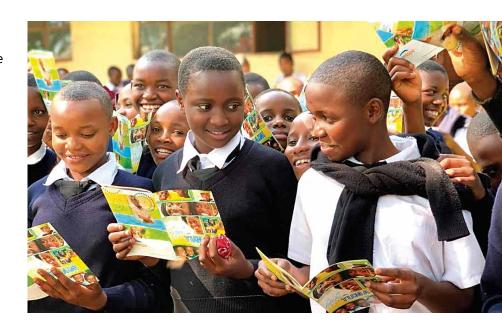
In faithful service,



**Dr Margaret Siwale** Scripture Union International Honorary Treasurer

| FINANCE REPORT FOR THE YEAR ENDED 31 DECEMBER 2020 |           |      |         |      |  |
|--|-----------|------|---------|------|--|
|  | 2020      | %    | 2019    | %    |  |
| Income   |           |      |         |      |  |
| Restricted income for movements                    | 773,164   | 52%  | 247,200 | 29%  |  |
| Donations and legacies                             | 654,754   | 44%  | 527,500 | 62%  |  |
| Restricted income for ministry activities          | 65,826    | 4%   | 66,800  | 8%   |  |
| Charitable activities                              | 515       | 0%   | 7,800   | 1%   |  |
| Investments and other income                       | 411       | 0%   | 900     | 0%   |  |
|  | 1,494,670 | 100% | 850,200 | 100% |  |
| Expenditure  |           |      |         |      |  |
| Ministry   | 255,135   | 25%  | 271,129 | 29%  |  |
| Community  | 189,766   | 19%  | 163,119 | 17%  |  |
| Sustainability                                     | 323,409   | 32%  | 295,152 | 32%  |  |
| Partnership  | 77,238    | 8%   | 70,788  | 8%   |  |
| Governance   | 169,041   | 17%  | 135,419 | 14%  |  |
|  |           |      |         |      |  |

| BALANCE SHEET            | 2020      | 2019      |
|--------------------------|-----------|-----------|
|                          |           |           |
| <b>Current Assets</b>    |           |           |
| Debtors                  | 130,632   | 201,909   |
| Cash at bank and in hand | 1,596,525 | 976,095   |
|                          | 1,727,157 | 1,178,004 |
| Current liabilities      | (74,532)  | (38,398)  |
| Net Assets               | 1,652,625 | 1,139,606 |
|                          |           |           |
| Income Funds             |           |           |
| Restricted Funds         | 927,305   | 576,214   |
| Designated Funds         | 245,738   | 250,914   |
| Unrestricted Funds       | 479,582   | 312,479   |
|                          | 1,652,625 | 1,139,607 |

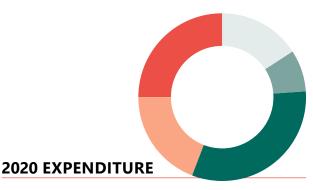


ANNUAL REPORT 2020

- Restricted Income for Movements (£773,164)
- Donations and Legacies (£654,754)
- Restricted Income for Ministry Activities (£65,826)
- Charitable Activities (£515)

2020 INCOME

Investments and Other Income (£411)



- Ministry (£255,135)
- Community (£189,766)
- Sustainability (£323,409)
- Partnership (£77,238)
- Governance (£169,041)

#### WHERE OUR INCOME COMES FROM

Our overall income in 2020 was £1,494,670, a significant increase over 2019. The principal source was an exceptional receipt from the sale of a property owned by the former African Region, which was brought into the SUI accounts restricted for use solely within Africa.

SUI remains heavily dependent upon two principal sources of income: 44% was represented by donations and legacies from National Movements and international donors – a large portion of this money is passed on to smaller National Movements to support them in their ministry; and 52% was received from National Movements to be used for clearly specified ministry purposes.

In 2020, several National Movements contributed additional funds to a new Emergency Relief Fund, created to support movements facing financial pressures due to the pandemic. Not all the money contributed was allocated in 2020 but at the time of writing, most of this Fund has been disbursed.

# ANNUAL REPORT

#### WHERE YOUR MONEY WAS SPENT

Our total expenditure for the year was £1,014,589. The chart opposite shows how expenditure was allocated during the year against our strategic objectives: over half was allocated to developing sustainability across the SU movement and to ministry activity, with the remainder divided principally between community activity and governance.

Total spending for SUI's own operations was 15% lower than in 2019 – travel restrictions around the world meant that no face-to-face meetings were possible – whilst the distribution of funds reserved for specific Movements and purposes was 70% higher, with increased payments from the Development Fund and the new Global Emergency Relief Fund. Overall, with God's grace, careful management and the extraordinary receipt mentioned above, we closed the year with a surplus. About 70% of the funds held by SUI at the year-end were for nominated purposes and not available to fund the day-to-day operations of the global team, and we continue to focus on reducing our administrative and support costs through system and process improvements. This will remain a key operational priority throughout 2021.

