

THE PREAMBLE

Alcoholics Anonymous is a fellowship of men and women who share their experience, strength and hope with each other that they may solve their common problem and help others to recover from alcoholism.

The only requirement for membership is a desire to stop drinking.

There are no dues or fees for AA membership; we are self-supporting through our own contributions.

AA is not allied with any sect, denomination, politics, organization or institution; does not wish to engage in any controversy, neither endorses nor opposes any causes.

Our primary purpose is to stay sober and help other alcoholics to achieve sobriety.

© Copyright the AA Grapevine Inc. 1947

CONTENTS

The Preamble of Alcoholics Anonymous

Introduction – Chairperson of the Board

Personnel – Retirements; resignations; appointments

Report of the Trustees

Financial Statements

Members of the General Service Board

Auditors; Bankers; Solicitors; Investment Managers

The Twelve Traditions of Alcoholics Anonymous

Annual Report of the General Service Board of Alcoholics Anonymous (Great Britain) Limited - 1 OCTOBER 2018 – 30 SEPTEMBER 2019

Introduction

Chairperson's Introduction to Annual Report

Once again, it is my pleasure and privilege to present the Annual Report on behalf of the General Service Board of Alcoholics Anonymous, Great Britain.

The main purpose of the General Service Board is to support the Fellowship in its primary purpose of carrying the message of recovery from alcoholism to all who seek its help, to those who are in some way associated with people with alcohol problems, and to the public at large. The charity is also concerned with the proper governance of its affairs and the most effective use of its finances. In this, we adhere to the requirements of the Charity Commission, the Twelve Traditions of Alcoholics Anonymous, and the Concepts for World Service. This annual report sets out to show how the charity has worked towards realising its aims during the last year.

Trustees, who have commitments to their specific Regions are also responsible for the various Board disciplines. This year has seen an increase in Non-Alcoholic Trustees, with three new members joining us at our Annual Conference in April bringing our current total to four, and one new nomination who we look forward to joining us formally at Conference 2020. Our Non-Alcoholic trustees provide immeasurable help in ensuring some balance to the Board and have worked hard to help inform the public about what we do without having to adhere to the constraints of personal anonymity.

This year, as in the past, the Board has had some vacancies for trustees both alcoholic and non-alcoholic. Despite this, we have supported all our service disciplines and external events, with individual trustees managing the resulting increased workload.

To assist in the development of AA in other countries, we have contributed to the International Literature Fund and provided financial assistance from our Development Fund. We have also attended as delegates the European Service Meeting in York, to which we also provide the administrative and secretarial support. Our trustees have also participated as observers the annual general service conferences of several European countries, and invited observers to our General Conference upon a reciprocal basis.

During the year, we have attended 23 professional conferences. The Board with the help of the Fellowship has also arranged events at House of Commons and both the Scottish and Welsh parliaments.

Nigel Patience
Chairperson

GSB PERSONNEL

The following trustees retired from the Board this year:

Peter Sivewright

The following trustees were appointed to the Board:

Thomas Baldwin

Eric Carlin

Andrew Wetherell

Report of the Trustees

The primary purpose of Alcoholics Anonymous (AA) is to pass the message of recovery from alcoholism to those who seek help, making that information available to professionals, the media and the public. The General Service Board (GSB) of Alcoholics Anonymous Great Britain works to support the Fellowship of Alcoholics Anonymous and to raise awareness of AA's message of recovery.

Our Tradition of Self Support, underpinned by the Alcoholics Anonymous (Dispositions) Act of 1986, ensures that AA is supported solely through the voluntary contributions of members. The charity continues to achieve a stable financial position and has been able to undertake initiatives that the Fellowship of AA has requested.

Each trustee takes responsibility for a particular area of work within the Board activities, all of which are geared towards raising awareness of all that AA can offer those who seek help. The trustees stay abreast of developments and co-operate with the authorities in these professional areas by communicating on a regular basis, attending conferences and exhibitions and by developing projects for each professional body.

AA Service News continues to be published quarterly, carrying details of Conference Questions, Parliamentary events in England, Scotland and Wales and news of other notable service events. Thanks to all contributors.

The Archives Sub-Committee met 4 times this year. The Network Meeting and first ever Archives Seminar were well attended with several new Archivists. Our Fellowship Archivist is settling into his role very well. The Borthwick Institute cataloguing, and digitisation project continues to make great progress. The Kelvingrove event showed Archives working well with PI to carry AA's message more effectively.

Armed Services: We have had a busy and fruitful year, attending many Health Fairs with ASLO's and RASLO's. We have been contacted by senior staff in the Armed Services, which has led to work with other Disciplines such as Employment to look at a Blue Light initiative: Police, Fire Brigade and Ambulance where many Service personnel work upon discharge from the forces.

Electronic Communications: Our updated website www.alcoholics-anonymous.org.uk was launched in May 2019 and is very popular. Help requests to our email-based Online Response Service and our one-to-one live ChatNow Service showed a sharp increase following the launch of the new site. Each of these services is in contact with some 10,000 people each year. The Meeting Finder now includes local Helpline numbers and a convenient shortcut to be added to mobile phone home screens so that meetings close-by can be found with a single tap. To preserve anonymity and to comply with GDPR, we continue to offer generic email addresses for all posts at Intergroup and Region levels.

Employment: There has been considerable activity with workshops and attendance at National Conventions, one day Conventions and Regional workshops. The Seminar for all Liaison Officers at York was well attended with efforts to improve involvement at intergroup level where there is a shortage. The Newsletter continues to be published and is on the website and we have linked with the Armed Service discipline to liaise with a Police and Crime Commissioner in the Nottingham area, which is a good example of how the different disciplines work together.

The Health Sub-Committee met four times during 2019. Each Sub-Committee member is responsible for two Regions, assisting in work with NHS, Blue light and Health Education services. The University of Edinburgh has joined the long list of participating campuses with a new event planned at the University of Chester in early 2020. In

several Regions efforts are ongoing to take the very successful and motivating Open Meeting Workshops to GP practices.

The Literature Sub-Committee produced one new piece of literature and worked on revising existing pieces as per Conference 2019 which are now available: **1)** Now that I'm a GSR (Group Service Representative) What do I do? pamphlet; **2)** Revisions to the 12th Step Starter Pack including the Who Me leaflet and The Newcomer Asks leaflet. We have also been working on the following new and revised pieces for Conference 2020: **1)** Growing into Service leaflet, **2)** 15 Points: Now that you have stopped leaflet (from the 12th Step AA Starter Pack) **3)** Hard of Hearing leaflet.

Our Northern National Convention: The 45th Northern National Convention at the Norbreck Castle Hotel, Blackpool saw 983 people in attendance (1056 in 2018). There was a full programme of meetings, a service seminar on Sponsorship and Al-Anon meetings. Entertainment on the Friday and Saturday evenings included a DJ and open mic sessions, the cinema showed a selection of AA-related films and the Archivist produced a magnificent showcase of wonderful memoirs of years past.

Public Information: The Sub Committee met four times this year with a Seminar in York for the Regional Liaison Officers' in September. We ran a well-attended PI Roadshow for Scottish PILOs in Glasgow in March and continued our annual PI Parliamentary Events at Westminster, Holyrood and Cardiff. The PI Newsletter goes from strength to strength and press releases / media information are provided on the AA website. PI Groups reported considerable activity during the AA GSB's Alcohol Awareness Month including a two hour Programme for AA on Radio Lancaster with six AAs telling their personal stories and choosing their favourite record!

Prisons: The Sub-Committee are improving communications with the Ministry of Justice as they start to understand our message and how the Twelve-Step programme helps in the rehabilitation of inmates suffering from Alcoholism. There are still some problems with vetting and clearance, which we hope to eradicate by producing guidelines. A successful Criminal Justice seminar was held this year and we are getting better at carrying the message to inmates incarcerated in prison suffering from ALCOHOLISM.

Probation: There have been huge changes in the probation services in England which will take time to settle. We have welcomed new members to the Sub-Committee and are updating and improving our web presence. We are encouraging groups to implement the chit system and hope to have a National chit approved in due time. We have developed a good relationship with Public Health England who work in similar fields. The Seminar at York was well attended, and zonal meetings are planned for 2020. We are fortunate that Tom Fox, a new Non-Alcoholic Trustees professional career was in the penal system and we strive to expand our knowledge and list of contacts in 2020.

Roundabout: This year has been a good one with our new Editor well settled. Our Sub-Committee has gained two new Proof-Readers and worked well together leading to an increase in circulation. Our Workshop in March was excellent, well attended and allowed us to look more closely at the relationships between our Roundabout Group, Intergroup and Regional Liaison officers. We held our first Liaison officers meeting, for many years during November in Edinburgh. To finish on a sad note, one of our Committee, Moira, passed away suddenly which was a great shock. She will be greatly missed and remembered fondly for her great service to our Fellowship.

The Scottish Convention was held for the second time in Stirling this May. We have a new Chair and lessons learned from the previous year led to a better experience for all who attended. All Scottish Regions are now actively participating in the convention.

The Scottish Parliamentary event hosted by John Mason MSP, focussed on Young People with each of Scotland's five Regions represented by one of their YPs. We had 3 Sheriff's from the Glasgow Courts, the Scottish Prison Service was well represented, and the Scottish Fire Service sent a Fire station Chief who said he would be submitting a written report to his bosses. Addiction nurses from Glasgow and their colleges from Edinburgh also attended as for the past few years through NSO, AAs have been engaged in 12 Step Service at the 2 main hospitals in Glasgow.

The 75th Anniversary Working Group met 4 times during the year. It has received some draft Regional Histories and it is hoped that all 16 Regional histories will be received by June 2020 along with brief service discipline histories, working towards a deadline of June 2021 for the publication to be finalised and ready for the 75th Anniversary Convention in June 2022.

Share magazine had another successful year. We have implemented *The Interview*, a new feature which has been well received. The innovation of digital payment is a requested change in progress. We say farewell to some of our time served members and welcome new members including an assistant editor. The calendar and Diary sold out in record time. GSO has received favourable comments for the magazine, calendar and diaries, well deserved by all involved with their production. Share is remains traditional whilst embracing the changes to carry out its primary purpose.

The Southern National Convention 30th Aug to 1st Sep at Mill Rythe, Hayling Island saw attendance (875) up on 2018. A Dance, disco and Raffle were held on Saturday evening. Al-Anon fully supported the event as in previous years.

The Survey Sub-Committee has met 3 times this year and had a Skype meeting. It has been a busy and productive year with the questionnaires being finalised recently. Articles publicising the 2020 Survey have also been produced for AA Service News. Share and Roundabout.

Telephone Sub-Committee (NTSC): Each week there are over 1800 calls to the 0800 Helpline number and an increasing number to the local helpline numbers which are now on the website Find a Meeting page. The NTSC aims to offer suggestions and support to the Regional Telephone Liaison Officers (RTLO), Telephone Liaison Officers, 12th steppers and support the helpline carry the message to the still suffering alcoholic. Every August we hold a forum for RTLOs and next year we will have a seminar for all TLOs.

Young Peoples: The Sub-Committee have produced new posters and a new video, held an excellent Roadshow in Winchester and welcomed one new member.

Our Non-Alcoholic Trustees have had a very busy year. In addition to attending Board meetings (4 per year) and a workshop in July. They have attended Sub-Committee meetings, and a number of events around the Country, made contacts with the media, been involved with appointing members to Sub-Committees, and spoken at our Conference and Conventions.

The ongoing purpose behind all of AA's activities, to carry the AA message of recovery from alcoholism, continues. Our principle of personal anonymity is of vital importance to us and especially to a newcomer to the Fellowship as it offers the assurance that personal confidences remain just that. Trustees have worked tirelessly over the last year to ensure that the message of recovery is available and to thereby keep Alcoholics Anonymous 'anonymous but not invisible'.

Financial Statement

General Service Office Funds

Charity Fraud

Following the police investigation and the Criminal Prosecution Service decision not to continue with the case. The Charity took advice from their Solicitors and Accountants. After discussions by the Executive Board, they came to the conclusion that to pursue this matter further through the civil claims court would be financially unwise as the cost of taking this action would far outweigh the financial return. As the General Service Office (GSO) has introduced new measures seeking to prevent similar actions occurring in the future, a proposal was put to the board to write off this loss. The board agreed with the arguments put forward by the Chairman of the Board & Executive Committee, so this matter is considered closed.

The General Service Office (GSO) and the two satellite offices in Glasgow and London continue to operate efficiently and provide services to members, professionals and those seeking help.

Investments

Our investment portfolio is operated by a company called, Churches, Charities & Local Authorities (CCLA). The Charity invests within their Ethical Fund.

The Charity hold 537653 units in the Fund. Which at 30th September 2019 had a market value of £2.54 / unit. This gives the Charities investment a market value £1,367,090.

Due to normal fluctuations within the Stock Market and a certain amount of volatility due to Brexit and another General Election. We have seen the total value of our investment fluctuate over the past 12 months from a value at:

30 th Sept 2018: -	£1,287,033.
30 th Sept 2019: -	£1,367,090.
Giving an increase of	£ 80,057.

Contributions

Once again contributions have fluctuated monthly throughout the year with this year's total being £702,057 that being down on last year's total by £86,372.

The deficit this year has increased to £152,097 an increase from £13,574 on last year. This was mainly due to a fall in donations. Literature sales continued on the upward financial trend over the past 10 years. GSO have acquired further licenses to print Alcoholics Anonymous World Service material in GB, which will in time reduce our costs. The new Structure and Service Handbooks are free of charge and available on application.

When planning future projects, the Board of Trustees of Alcoholics Anonymous Great Britain is always mindful the value of its investments and the potential fluctuations of funds coming from Fellowship members.

Expenditure for the year showed an increase over 2018 and includes new and ongoing initiatives. The GSB continues to fund the AA National Telephone Helpline; professional conferences and awareness raising events have been held at national and local levels with increased attendances. New initiatives to carry the AA message into places of work have been undertaken in several areas of AA service, where appropriate cooperating with private, Governmental and Local Authority structures.

A Young Persons Liaison Officer position is now available throughout the service structure with a trustee chairing a GSB Young Persons sub-committee.

Prudent Reserve

In line with the AA tradition that the charity should be self-supporting and following the Charity Commissions financial advice, GSB sets a Prudent Reserve of last year's expenditure plus 1/4 of that expenditure for GSO's operating costs.

2019's expenditure was £1,658,272 plus 1/4: - £414,568 giving a Prudent Reserve requirement for 2019-2020 of £2,072,840, in-line with the principle of AA's Concept 12 – Warranty 2: "Sufficient operating funds plus an ample reserve should be its prudent financial principle". Unfortunately, this figure does not give the full picture for GSB's spending requirements. It covers only the requirement for GSO's to run the Charity on the Fellowships behalf. It fails to take into account the costs of projects asked for by the Fellowship at Conference. These projects are financed using any monies given to the Charity over and above the Warranty 2 level.

Over the past three years the GSB has encouraged the Fellowship to spend more of your contributions in the local Intergroup and Regional areas. This recommendation has led to the misguided belief that GSO does not want or need your money. This has resulted in the amount of money reaching GSO to fall to a problematic level. This is not a criticism of the Fellowship but the reality of your enthusiasm to carry out the Primary Purpose of the Fellowship to carry the message to the still suffering alcoholic in your local areas. Notwithstanding the statement above the money held by the Charity is £177,243 above the Warranty 2 level.

This is a substantial amount of money but it will only cover the projects already undertaken by the GSB. The two main projects are the 2022 Convention and the Archive digitalisation which has a combined total spend of approximately £230,000, leaving no money available for 2020/1 projects which will occur at the 2020 Conference.

This leads to what action needs to be taken, this I believe falls into various categories

1. A prioritisation of the projects carried out by GSB.
2. Further refining of the GSO structures and operations.
3. Trustee and Sub Committee expenditure
4. A reduction on the Primary Purpose work carried out in the local areas.
5. An increase in contributions by individual members.
6. Forwarding money to GSO by alternative avenues

Looking at these categories more closely and in no particular order

- Item 2. The refining work at GSO is ongoing with streamlining of all the processes and procedures and many cost cutting measures being undertaken. See annual report for details
- Item 3. The trustee/ sub-committee expenditure is being closely monitored by the management accountant with only the essential persons sent to cover the necessary events covered by the board and extra nights' accommodation only being granted in exceptional circumstances. See annual report for details
- Items 1 & 4. should not be compromised, as they are concerned with the Primary Purpose.
- Item 5. Contributions. It was suggested many years ago that a £1.00 in the pot was ideal, now that is an unrealistic amount as inflation has reduced this level of contribution to an almost zero value. Coupled with the cost of room hire and additional expenses rising well above the level of inflation a, £2.00 contribution would be more in line with today's group expenditure.

- Item 6. Money can be sent to GSO direct in the form of Gift Aid this would mean the Charity could reclaim the tax on your money / donation from the government. A form can be obtained from GSO via the Management Accountant, complete and return to your own bank. The Terms and conditions of Gift Aid are contained within the form itself. The drawback with this method is that if you donate all your contributions this way your local group, Intergroup and Region receive no funds reducing their ability to carry out their necessary Primary Purpose work. So, if donating by this method, money should also be put into the local pot.

AAGB contributed £10,000 to the International Literature Fund supporting the World Service Meeting, and the Sub-Sahara Africa Service Meeting as well as supporting Fellowships in other countries through initiatives to assist their development.

In October 2019 the European Service Meeting (ESM) was held in York. This was funded via the ESM Restricted fund, which has a balance of £88,930 at 30th Sept 2019.

The overall picture is positive and stable. The Board keeps members informed about the financial position of the Charity through various media and the implications for our primary purpose. Throughout the year the Board has maintained all Conference requested internal services to the Fellowship. Developing new pamphlets and continuing the work of passing our message of recovery from alcoholism to professionals, the public and those who need help.

The month of November will once again be AA awareness month and Groups, Intergroups, Regions and Board Trustees will be initiating a range of activities. Work at professional events, seminars and conferences will be further developed, and the charity hopes to see increased attendance at these events as they continue into next year. The Non-Alcoholic Trustees continue to work together to help transmit AA's message of recovery in a way that AA members cannot - as AA Traditions state that members need always maintain anonymity at the level of press, radio and films. Emphasis on the training and development of all trustees continues through internal systems and external programmes.

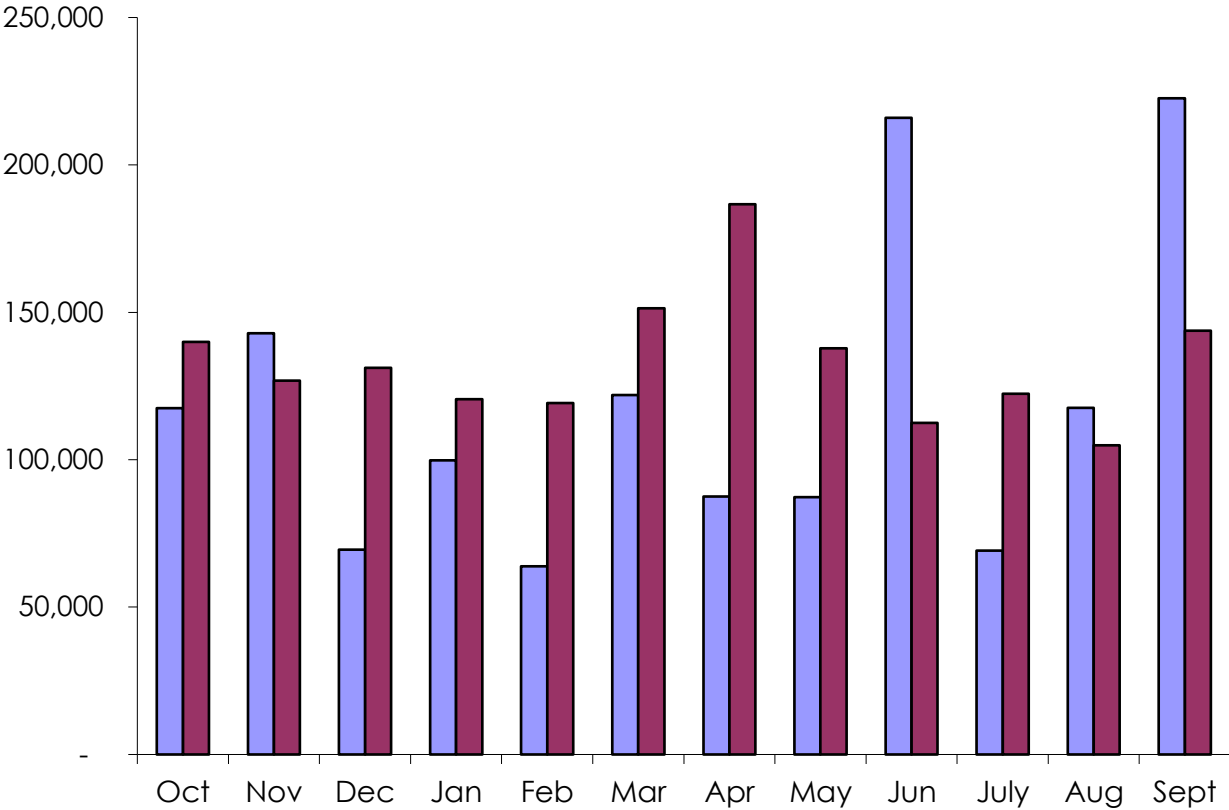
The website continues to be developed and now gives access to the use of a 'Chat Now' line to carry the AA message of recovery.

The coming year will see the development of new initiatives and the expansion of current projects. The Board will continue to exercise judicious self-governance when considering the future deployment of resources.

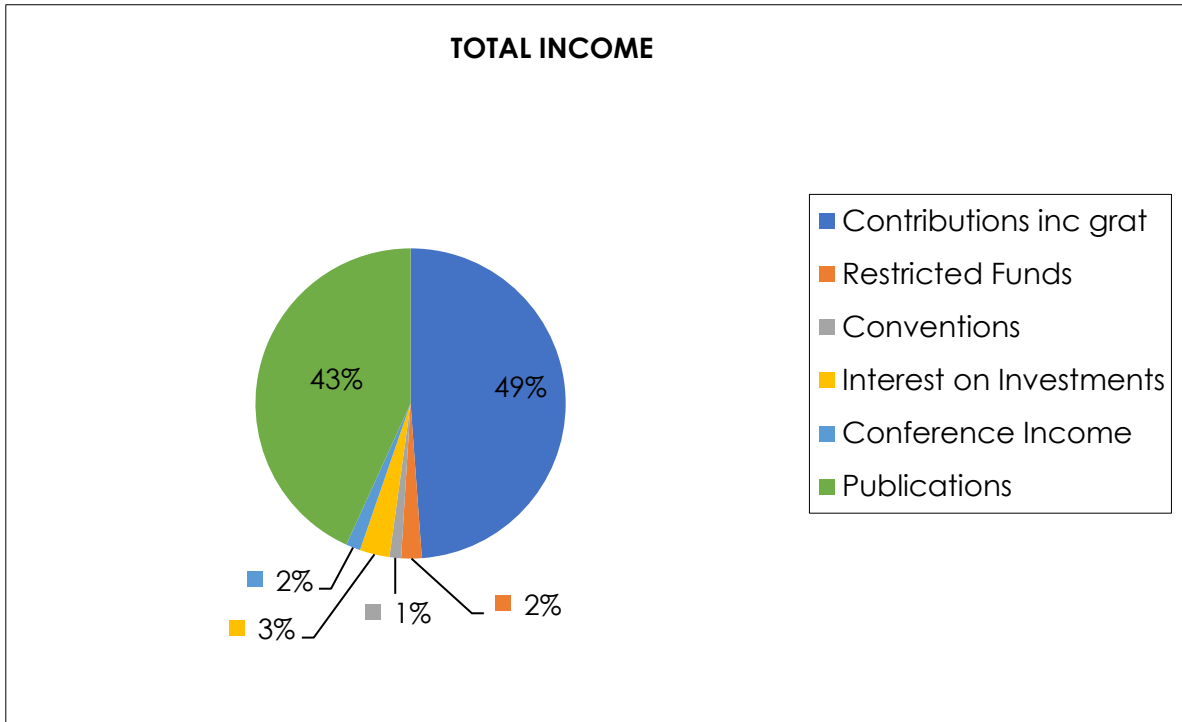
The final accounts show a deficit (before any unrealised revaluation gains on our investments) of £232,154 with our total assets (Inc. Restricted Funds) standing at £2,360,194

INCOME AND EXPENDITURE 2018/2019

Income Expenditure



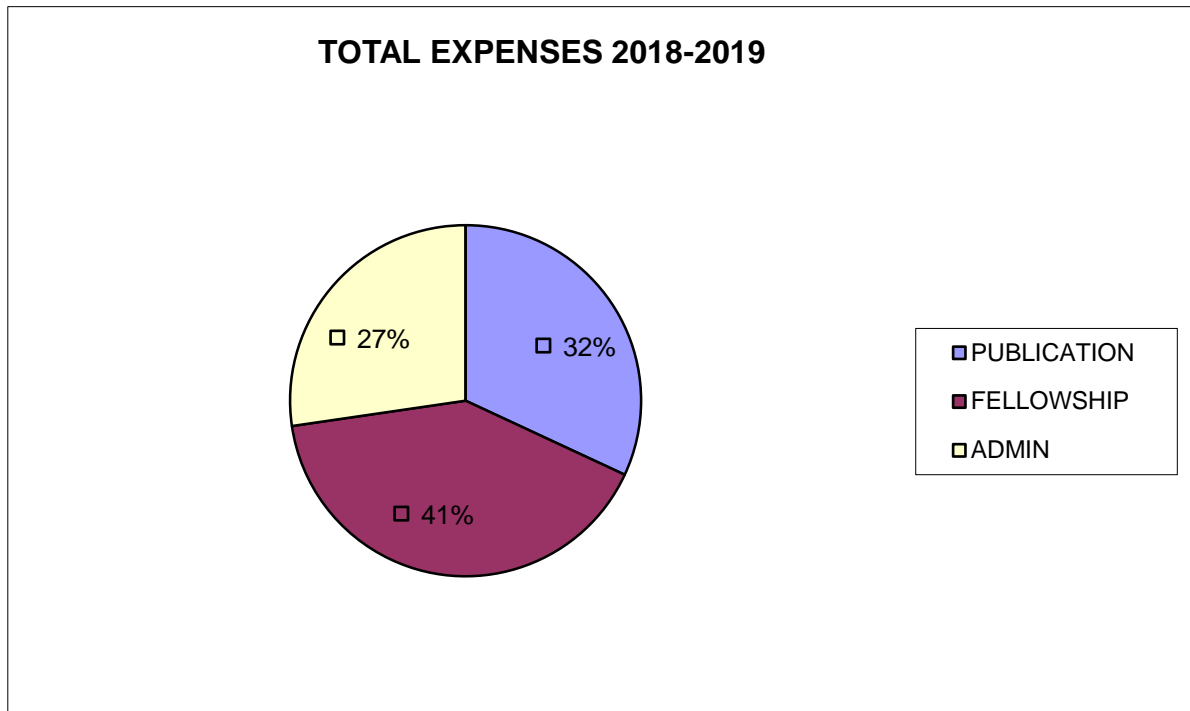
WHERE THE MONEY COMES FROM (ALL FUNDS) 2018/19



Contributions Inc Gratitude	Publications	Investments	Conventions	Conference	Restricted Funds
£696,637	£616,196	£44,454	£17,167	£21,468	£30,496

Total Income all Funds: **£1,426,418**

WHERE THE MONEY GOES (ALL FUNDS) 2018/19



Publications
£529,572

Fellowship Services
£676,132

Administration
£452,868

Total Expenditure all Funds: **£1,658,572**

FINANCIAL STATEMENT FOR PERIOD ENDED 30TH SEPTEMBER 2019
BALANCE SHEET

	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
FIXED ASSETS				
Tangible Assets	576	-	576	1,728
Investments	1,367,090	-	1,367,090	1,287,033
	1,367,666	-	1,367,666	1,288,761
CURRENT ASSETS				
Stocks	112,360	-	112,360	124,658
Debtors	78,400	-	78,400	79,33
Cash at Bank	967,093	-	967,093	1,108,855
	1,157,853	-	1,157,853	1,312,846
CREDITORS				
Amounts falling due within one year	(165,325)	-	(165,325)	(89,316)
TOTAL ASSETS				
Less Current Liabilities	2,250,083	110,111	2,360,194	2,512,291
NET ASSETS				
	2,250,083	110,111	2,360,194	2,512,291
FUNDS				
Unrestricted Funds £			2,250,083	2,431,129
Restricted Funds £			110,111	81,162

This information has the approval of the auditors and comprises extracts from the full accounts which have been audited by HPH Accountants and delivered to the Registrar of Companies. The auditors' opinion was unqualified. A copy of the complete audited accounts may be obtained on request from The General Service Office, PO Box 1, 10 Toft Green, York, YO1 7NJ

STATEMENT of FINANCIAL ACTIVITIES
(INCORPORATING INCOME & EXPENDITURE ACCOUNT)
for YEAR ENDED 30TH SEPTEMBER 2019

	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
INCOME RESOURCES				
Income & Endowments from				
Donations & legacies	735,273	13,641	748,914	856,171
Other Trading Activities	616,196	16,823	633,019	596,294
Investment Income	44,453	32	44,485	42,670
Insurance Claim Receipt	-	-	-	25,000
Total Incoming Resources	1,395,922	30,496	1,426,418	1,520,135
EXPENDITURE ON				
Raising Funds	720,364	-	720,364	735,738
Charitable Activities	936,661	1,547	938,208	1,381,235
Total	1,657,025	1,547	1,658,572	1,635,880
Net Gains / (Losses) on Investments	80,057	-	80,057	102,171
Net (Expenditure) / Income	(181,046)	28,949	(152,097)	(13,574)
RECONCILIATION of FUNDS				
Total funds brought forward	2,431,129	81,162	2,512,291	2,525,865
Total funds carried forward	<u>2,250,083</u>	<u>110,111</u>	<u>2,360,194</u>	<u>2,512,291</u>

CONTINUING OPERATIONS

All incoming resources and resources expended arise from continuing activities

NOTES to the FINACIAL STATEMENTS for the YEAR ENDED 30th SEPTEMBER 2019

DONATIONS & LEGACIES	2019 £	2018 £
Fellowship Contributions	702,057	788,429
Gift Aid	8,222	15,289
Convention Contributions	17,167	27,373
Conference Contributions	21,468	25,080
	<u>748,914</u>	<u>856,171</u>
OTHER TRADING ACTIVITIES	2019 £	2018 £
Sales of Literature	633,019	596,294
Literature is sold at surplus to assist in support of the Primary Purpose		
INVESTMENT INCOME	2019 £	2018 £
Fixed Asset Income	42,797	41,937
Deposit Account Income	1,688	733
Insurance Claim receipt	-	25,000
	<u>44,485</u>	<u>67,670</u>
TOTAL INCOME	1,426,418	1,520,135
EXPENDITURE -Raising Funds	2019 £	2018 £
Purchase of Literature	212,464	254,645
Staff Costs	51,417	44,698
Premises Costs	36,658	36,712
Office Expenses	78,693	79,480
Public Information & Publication Costs	118,936	127,742
Conference Costs	47,861	48,409
Website	25,010	19,681
PI Video Project	15,000	1,615
Irrecoverable VAT	66,844	56,358
Financial Expenses	11,417	6,909
General Expenses – Archives	56,064	59,489
	<u>720,364</u>	<u>735,738</u>
Charitable Activities -		
Fellowship Services	2019 £	2018 £
Staff Costs	267,369	232,424
Premises Costs	73,056	73,332
Office Expenses	34,256	29,285
General Expenses – travel, meetings, funds	110,659	121,939
	<u>485,340</u>	<u>456,980</u>
GOVERNANCE COSTS	2019 £	2018 £
Trustee Expenses	33,098	75,208
Professional Fees	25,096	21,784
	<u>58,194</u>	<u>96,992</u>
MANAGEMENT COSTS	2019 £	2018 £
Staff Costs	195,386	175,974
Premise Costs	55,578	5,744
Office Expenses	43,653	38,960
Financial Expenses	55	22
General Expenses	100,002	75,470
	<u>394,674</u>	<u>346,170</u>

The Twelve Traditions

1. Our common welfare should come first; personal recovery depends upon AA unity
2. For our group purpose there is but one ultimate authority – a loving God as He may express Himself in our group conscience. Our leaders are but trusted servants; they do not govern.
3. The only requirement for AA membership is a desire to stop drinking.
4. Each group should be autonomous except in matters affecting other groups or AA as a whole.
5. Each group has but one primary purpose – to carry its message to the alcoholic who still suffers.
6. An AA group ought never endorse, finance, or lend the AA name to any related facility or outside enterprise, lest problems of money, property and prestige divert us from our primary purpose.
7. Every AA group ought to be fully self-supporting, declining outside contributions
8. Alcoholics Anonymous should remain forever non-professional, but our service centres may employ special workers.
9. AA as such, ought never be organised; but we may create service boards or committees directly responsible to those they serve.
10. Alcoholics Anonymous has no opinion on outside issues; hence the AA name ought never to be drawn into public controversy.
11. Our public relations policy is based on attraction rather than promotion; we need always maintain personal anonymity at the level of press, radio and films.
12. Anonymity is the spiritual foundation of all our traditions, ever reminding us to place principles before personalities.