BRITISH SAFETY COUNCIL

British Safety Council –
A company limited by guarantee

Trustees' Report and Financial Statements
For the year ended 31 December 2021

Company number: 04618713
Charity number: 1097271
Scottish charity number: SC037998

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British Safety Council

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CHAIR AND CHIEF EXECUTIVE'S REPORT

2021 was the year that British Safety Council's founder, James Tye, would have celebrated his 100th birthday. In fact, James died a quarter of a century ago, though his legacy endures to this day, both in terms of what he achieved in his lifetime and the way British Safety Council continues to take forward what he began.

It is difficult to know what James would have thought of the current world state. We believe he would have spoken up for everyday people's needs right now. He would not have allowed the impact and risks of Covid to be absorbed by those who can least afford it, just to save money or cut costs. He would undoubtedly have been proud that during British Safety Council's lifetime and through its influence, health and safety practices have been transformed for the better. In the UK there are now few serious accidents and injuries due to bad practice in the workplace; a significant legal, cultural and professional maturity has evolved in support of workplace health and safety; and other nations are pursuing their own pathways to better practice, albeit with a wide variation of development.

Commercially, 2021 was another difficult year for British Safety Council, as we grappled with a reduced workforce, fluctuating demand for our services as well as more permanently moving to hybrid working. It was equally rewarding though, as we continued our support for members and customers through the provision of Covid specific services including the Covid Assurance Assessment service. Launched in 2020, many more clients took advantage of this service during 2021 and particularly in India.

Commercial performance is one thing, and we couldn't survive without it as we don't fundraise but our reason for existence is our charitable purpose. During 2021, we provided free mental health eLearning to India clients as well as campaigning around air pollution. One of the key highlights of our campaigning work was our attendance at COP26. We also launched our wellbeing campaign called Keep Thriving. This kicked off in May 2021 with a round table event involving high profile political and industry figures.

We also started to embed Theory of Change as the methodology guiding our campaigning activities. This helps provide structure to our approach, with more clearly defined goals and outcomes, enabling our trustees and other stakeholders to see more clearly the impact we are having.

Covid was never far away though. First, we had the Beta variant, then Delta and more recently Omicron emerged, with governments around the world taking drastic containment measures. Many countries banned arrivals or put in place quarantine requirements, which limited British Safety Council's ability to meet with clients as well as complete our usual events programme.

As we had throughout the pandemic, we took a measured risk-based approach, with the information that was available to us and keeping a very close eye on developments. This meant keenly focusing on delivery methods such as Live Online training and remote audits, first introduced in 2020. Successful as they were, they weren't enough to offset the decline in income as organisations held back on spend whilst they tried to work out the impact of the pandemic on their organisations and their people.

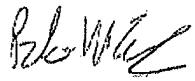
Despite Covid, 2021 was also a time for celebration as we announced winners of our Sword of Honour, Globe of Honour and International Safety Awards. That included, 80 Sword of Honour and 11 Globe of Honour winners who demonstrated to an independent adjudication panel their proven track record of excellence in managing risks to workers' health and safety and/or to the environment.

It was also a record-breaking year on the events front. Despite the inability to provide face to face interaction due to pandemic restrictions, our webinar programme went from strength to strength. The highlight was the Wellbeing in the Workplace webinar which attracted c. 1,000 attendees.

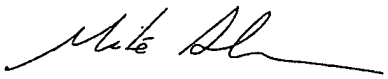
During the year, Mates in Mind continued to address the pressing challenge of mental ill-health within the construction sector and related industries. The ongoing global pandemic added to the existing mental health challenges faced by those who remained at work, were working remotely, furloughed and

those out of work. Unfortunately, due to the lockdown restrictions, we saw a direct reduction in individual fundraising together with a steep decline in donations as organisations focused on dealing with the ongoing global situation. Despite this, through 2021 Mates in Mind empowered 82 new Supporters, a significant number who were from the SME section of construction, in tackling the issue and embedded positive steps towards creating mentally healthy workplaces and reached more than 35,000 new workers with advice, training and support. This brings the total number of Mates in Mind supporter organisations to over 550 reaching more than 400,000 workers.

So, although Covid did its best to throw us off track, we are pleased to report that in 2021 British Safety Council really delivered on its charitable purpose. Drawing on our experience and knowledge, we continued to work with members and customers to support their efforts and continued to deliver the services that they needed, wanted and expect from us.



.....
Peter McGettrick
28 September 2022



.....
Mike Robinson
28 September 2022

The Trustees' report is also a Directors' report as required by chapter 5 part 15 of the Companies Act 2006, and all charity Trustees are company Directors.

1. OUR COMMITMENT TO HEALTH AND SAFETY

We are committed to promoting the health, safety and wellbeing of our staff, associates and others affected by our work, in line with legislation and best practice. Our health, safety and our quality management systems are subject to regular review by external auditors, and we maintained certification against ISO 9001 and ISO 45001, which keeps us in line with the best in market.

The Executive team monitor health, safety, wellbeing and quality management, reviewing performance weekly. The WATCH team, made up of representatives from departments around the organisation, continues to meet weekly to review the same. 2021 also marked the launch of our Building Better Belongings (BBB) group aimed at creating greater diversity and inclusion within the organisation.

Despite continuing to work predominantly remotely, new staff receive a comprehensive induction programme which includes health and safety training relevant to their role, and this is refreshed on at least an annual basis through digital learning. Staff also have an opportunity to undertake health and safety qualifications as part of their ongoing development.

As wellbeing became a greater part of our commercial offering, we also embraced this for our own staff, specifically joining the Being Well Together programme.

Due to the ongoing pandemic, our Sector Interest Group meetings, which form a core part of our membership benefits, moved to being virtual, which actually allowed a greater proportion of our international membership the opportunity to get involved. The India team also relaunched their health and safety forums, specifically aimed at India members. Running remotely in January, May and October, they attracted over 600 attendees.

Our COVID Assurance Assessment service was launched in 2020, alongside a comprehensive guidance document, aimed at helping organisations safeguard their staff as they returned from home working. This service was further rolled out in 2021, with particular interest from India clients.

2. OBJECTIVES AND ACTIVITIES

British Safety Council is one of the world's leading health, safety and environmental charities, increasingly becoming known for its wellbeing services too.

2.1. Our charitable objects

The charity's objects, as set out in its governing document, are to promote for the public benefit:

- The health and safety of people and the general public and the prevention of accidents, injury and disease;
- The protection of people and property from, and the prevention and solution of, criminal acts;
- Environmental protection and improvement; and
- Sustainable development.

2.2. Our vision, mission and strategy

Our vision is that *"no one should be injured or made ill through their work"*, whilst our mission is that *"we strive to keep people as safe and healthy as possible in their work through education and practical guidance"*.

Our strategy, which underpins both our vision and mission, is to:

- Undertake a range of charitable activities, aimed at both businesses and individuals, which seek to improve their occupational health and safety capabilities and performance; and
- Promote excellence in workplace health and safety management across the world by working with our member organisations and by influencing the health and safety agenda.

These activities are described in more detail in sections 2.3 and 3 below.

From a financial perspective, our strategy is to generate a surplus on our revenue generating activities (i.e., our primary purpose trading activities), and to use this surplus, together with our investment income, to fund our non-revenue generating activities, which largely comprise *Influencing the health, safety and wellbeing agenda.*

The charity Trustees believe that British Safety Council's vision, mission and strategy fully reflect our charitable objects.

2.3. Our activities

Our main activities, undertaken to further the charity's purposes for the public benefit, are grouped under the following headings:

Improving organisational performance through information and recognition
We are committed to sharing information and best practice techniques to support organisations in the continual improvement of health, safety and wellbeing performance across the world. Our magazine, Safety Management, continues to carry contemporary news features and information to our members and subscribers, and this is supported by a range of electronic newsletters and social media engagement.

We facilitate and co-ordinate member sector interest groups, bringing together senior health and safety professionals from a wide range of organisations to share ideas, information and experience, and to help shape our thought leadership and policy engagement. During 2021 these moved to a virtual format, which opened the possibility of attendance to international members.

In a normal year, we also host conferences in the UK and internationally, as well as contributing to conferences and events across the globe in collaboration with partner organisations. Similar to 2020, much of the planned face to face event activity was postponed or cancelled due to COVID-19 in 2021. We did carry out significant other virtual events with a particular focus on wellbeing.

Externally, we dipped our toe back into the Health & Safety event waters, continuing our partnership with 19 Group, as educational partner for the NEC event in September 2021. Although attendance was down on previous years, we had a good reception to our seminar sessions.

Our International Safety Awards and Sword / Globe of Honour Awards continue to recognise commitment and excellence in health, safety and environmental management, and we seek to promote learning from our award winners through the publication of case studies. The pandemic affected our ability to celebrate achievements at face-to-face events in 2021 but special efforts were made to make up for this through media activities and extensive promotion in our leading Safety Management magazine.

Improving individual's capability through qualifications and assessments, and widening reach through innovative and efficient delivery methods
British Safety Council recognise the value of measuring attainment from learning through assessment and offer a suite of qualifications and digital learning that are flexible, cost effective and inclusive in their delivery methods enabling employers and individuals to increase their knowledge and competence. Major innovations in 2021 included:

- Investment in our Learning Zone.

- Using technology to improve systems (interview bookings, exam bookings, student study appointments embedded into Learning Zone, introduction of Zendesk for education and customer experience).
- Increased margin in our products (using a venue sourcing company for our face-to-face classes, bringing better rates and terms/conditions, negotiating trainer rates, digitalising and producing our own material, as opposed to purchasing third party resources.
- Operating from new venues, extended beyond just London, Manchester and Birmingham.
- Social media campaigns e.g., Trustpilot scores moving from poor 2.2 to excellent 4.7.
- Redeveloped key tutor led products e.g., NEBOSH General Certificate and IOSH Managing Safely.
- Development of a new student hub on the Learning Zone, where students can access tutor support, book appointments and access a full on-line library of resources.

The practical challenges of managing health, safety and wellbeing within organisations didn't get any easier in 2021, as organisations tried to deal with staff at workplaces and working from home or a combination due to Covid waves. This situation continued to highlight the need for robust systems and processes to be in place, whether that's the legal requirements of safeguarding staff through to protecting physical property. Auditing and consultancy are also still vital services for many of our clients. To help in this process, we continued to offer our core audit and consultancy services on a flexible basis, providing as much of this on a remote basis as possible. Where local restrictions allowed and clients required it, face to face delivery was provided subject to individual risk assessment.

Enhancing organisations' performance through audit and advisory
We believe that continual improvement of health, safety and environmental management systems and practices is key to responsible and effective corporate governance, and we continue to offer a range of auditing and accreditation services to provide independent verification in these areas for business across the world.

Our Five Star Audit Programmes for health, safety and environmental management audit remain best in class. We also provide audit certification services aligned to ISO 45001 and ISO 14001. Embracing the challenges brought on by the pandemic we have adapted our services to meet clients' needs through the provision of remote services. This allows clients to be audited remotely to the ISO 45001 and 14001 standards, together with our unique suite of 5-star best practice audit services, without compromising on the high standards clients expect. Clients receive all the benefits of a structured auditing process but with the benefits of the initial stages carried out remotely. This is being made possible by advances in technology that allow our auditors to carry out much of the initial assessment remotely. It enables organisations to obtain and maintain certification standards thereby helping to protect their workforce as well as win new business and retain clients.

Improving individuals' performance through education and training
Our education team is committed to supporting competence development, utilising the very latest in educational strategies and technologies both online and in the classroom, enhancing the learning experience in a safe environment. During 2021, we invested significantly in our Learning Zone, used technology to improve the booking process, as well as redeveloping our key tutor led products. A new student hub in our Learning Zone allowed students to access tutor support, book appointments and access a full online library of relevant content.

Influencing the health, safety and wellbeing agenda
We continue to drive and shape the health, safety and wellbeing agenda, working with our members and stakeholders across the world to gather information, evidence and ideas to shape our policy positions and guide development of thought leadership material. We also keep members in the UK and internationally updated on the latest thinking via our monthly policy newsletter.

The charity Trustees have assessed and are satisfied that each of our activities are for public benefit. We are satisfied that we have complied with the duties placed upon us under section 17 of the Charities Act 2011 having due regard to the general guidance on public benefit published by the Charity Commission.

3. ACHIEVEMENTS AND PERFORMANCE

3.1. Financial performance

The charity Trustees measure the financial performance of the group against a budget set by them for the year. The main performance indicators are total income and net income for the year compared with the corresponding budgeted amounts.

During 2021, the group's total income for the year of £8,162,000 was over the budget of £7,453,000 by £709,000. Similarly, the group's net income (before gains/losses on investment assets and actuarial losses on defined benefit pension) of £348,000 was more than the budgeted net expenditure of £299,000 by £647,000. The performance reflects a recovery in income following the release of COVID-19 restrictions and an increasing contribution from India.

3.2. Promoting the importance of health and safety

British Safety Council continues to engage with a range of stakeholders, including Government, regulators, politicians, business, trade and professional bodies, academic and research organisations and charities, both in the United Kingdom and internationally, to promote sensible and proportionate regulation and management of workplace health, safety and wellbeing, as well as environmental protection.

3.2.1 Air pollution

Our Time to Breathe campaign aimed at protecting outdoor workers from the effects of poor air quality, launched in March 2019. We held a publicity stunt in Central London and developed the Canairy Air Pollution App for London. While a range of activity was planned for 2020, this was put on hold due to COVID. 2021 marked the refocus on Time to Breathe campaigning.

During 2021, we developed a Theory of Change model for our Time to Breathe campaign to ensure we have clear goals, outcomes and measurement in place. We chose four pillars of underpinning outcomes and activities needed to achieve our goal.

Push to get UK adopting WHO exposure limits for the main pollutants
We pressed both Secretary of State for Environment, Food and Rural Affairs and the Minister for Agri-Innovation and Climate Adaptation for support in protecting outdoor workers from air pollution, including giving HSE a role in this respect. Activity was timed ahead of a Private Members Bill being tabled in the House of Commons in December 2021 by Christine Jardine MP, calling on the Government to match the WHO's clean air targets. Our demands were combined with press activity around the same.

COP26
The stand-out Time to Breathe campaign activity in 2021 was our work at COP26, where we had high profile on the ground activity and our journalist attending the main event. The UN's COP26 conference has taken place for over 30 years, bringing together representatives from around the world for a 'Conference of the Parties', or COP. 2021 was the 26th annual summit, with the UK acting as President and the conference taking place in Glasgow.

We used this massive opportunity, to reach the 39,000 people who physically attended the event, generating coverage through Glasgow Live, Glasgow World and the STV website. We published five articles on Safety Management's website during the conference. Further, a feature piece and two news articles were published in Safety Management's December issue. Additional coverage and impact was achieved across Politics Home, our own website and social media channels.

Creating clean air zones in more UK cities
During March we launched an Air Pollution Manifesto, which called on all candidates standing for election as a Metro Mayor in May 2021 to commit to our Time to Breathe 7-Point Plan.

Getting workers to start raising the issue with employers
We ran a social media campaign on air pollution in May and June, focused on outdoor workers in the UK. The aim was to increase awareness of our Time to Breathe initiative with outdoor workers themselves.

Exposing air pollution as a serious risk to health
We developed a Time to Breathe 'white board' video to support our campaign and this was promoted to industry, the press and through social media.

Partnerships in place with key allies
Partnership working is a key component of our Time to Breathe campaigning approach, both supporting others with related interests and gaining support for our work. During 2021, we joined the Westminster Commission for Road Air Quality. We started supporting Idle Action London including speaking at the 2021 Engines Off Campaign webinar. We started supporting the Healthy Air Campaign and their drive for amendments to the Environment Bill. British Safety Council, along with the Healthy Air Campaign, supported an amendment tabled by Baroness Hayman of Ullock, to establish a legal limit for PM2.5 that is equal to or stricter than the current WHO limit. The amendment was subsequently agreed.

3.2.2 Wellbeing

During 2021, we launched a wellbeing campaign aimed at supporting and improving the health and wellbeing of workers. Our goal is for workers to thrive, that they feel in a good place and that employers are equipped to make this happen. Workers include all permanent employees as well as self-employed workers and those on fixed term and zero-hour contracts. We are taking an inclusive and holistic approach to wellbeing, leaving no workers behind.

Our approach
Our road map was developed using a Theory of Change methodology to ensure we had clear goals, outcomes and measurement in place. We chose four pillars of underpinning outcomes and activities needed to achieve our goal. These were employers, regulation and Government policy, social change and cross industry wellbeing measures.

Partnerships developed to aid influencing
Our first activity was holding a round table event in May 2021. The purpose of the round table was to discuss and seek wider support for British Safety Council's wellbeing campaign and to help inform our positioning statements. The round table discussion was structured around the four pillars of the campaign. Participants included a number of high profile political, trade and private sector individuals.

The outputs from the round table were invaluable in providing guidance and support for the next steps in the campaign, which included our political approach. Combined with feedback from British Safety Council staff, it also provided the foundation for the campaign name, Keep Thriving. The round table event also allowed us to formulate thinking around our positioning statements.

Driving political support
A key part of our strategy is campaigning, and our next major step was a Parliamentary drop-in planned for November 2021. To enable this to happen, we gained early support from Dean Russell MP who agreed to sponsor the event. Dods were brought on board to manage the mechanics of making the event happen. Unfortunately, due to Covid restrictions, the event ultimately had to be postponed until 2022. However, over 20 MPs and Peers applied to attend and will be invited to the rearranged event.

Growth in employer interest in wellbeing
With Covid restrictions limiting our ability to organise face to face activity, like many other organisations, our focus moved to the virtual world. The key wellbeing highlight was our first ever wellbeing conference, held in January 2021, called Wellbeing in the Workplace. This proved to be a step change in member and customer engagement, as well as attracting many people British Safety Council had not previously engaged with. The event generated record attendee levels of nearly 1,000. The event also provided a springboard into later wellbeing webinars with each generating significant interest.

3.2.3 Other campaign work

Alongside our main campaign work, we also carried out tactical activities during 2021 designed to promote member interests and protect the health, safety and wellbeing of workers.

Support for Justice for injured workers campaign driven by USDAW
Prior to 2021, we had already been supporting an USDAW campaign related to justice for injured workers for 3 years, with specific help from our Chair and technical personnel. The crux of the campaign was to stop an increase in small claims court limits that would have meant more worker injury cases going to the small claims courts without the injured party having legal representation. In February 2021, we learnt that the proposed increase had been dropped, which was a major win for worker rights.

Complaint to ASA about Government Covid ad
In March 2021, the UK Government released a COVID-19 advert urging the nation to "stay home, protect the NHS, save lives", with the strapline 'every online meeting is making a difference'. But the advert inappropriately used a picture of a woman sitting on a sofa cross-legged using a laptop. We took decisive action and urged the Government to withdraw this advert immediately, as it implied that people working from home should be working from their sofas. We also registered a complaint with the Advertising Standards Authority. The advert was subsequently dropped.

3.2.4 Public relations

The quantity and quality of our PR activities remained extremely high in 2021. In fact, due to our activities around COVID-19, awards/events and campaigning, we had our fourth successive record year of coverage, with levels increasing more than 190% compared to 2020.

Key highlights:

- Coverage up 197% compared to 2021 target
- Reach up 449% compared to 2021 target
- Proactive press releases up 143% compared to 2021 target
- 12% more members aware of ISA awards PR activity compared to 2020
- Similar levels of members to 2020 aware of Covid PR activity (up 7% for customers).

3.3. Building understanding and capability

We continued to deliver products and services to our members and other organisations, individuals and stakeholders, both in the United Kingdom and internationally to help build awareness and knowledge, to support the development of capability and competence. This is facilitated through the delivery of health, safety, environmental and wellbeing information (publications and events/webinars), advice, audits, training and awards.

Our education team continued to develop training resources and technological solutions to support learner development, with significant investment in our Learning Zone.

Our magazine, Safety Management, and the supporting topic guides and posters, continued to be a major component of communication with our member organisations and subscribers, continuing in a digital only format. We continue to use our UK / Indian magazines and accompanying electronic newsletters, social media platforms and videos to share information, knowledge, expertise and thought leadership to help promote proportionate and effective management of health, safety, environmental protection and wellbeing as a key enabler for business, social and community activity.

3.4. Committing to leadership and worker engagement

British Safety Council continues to promote strong visible leadership on health, safety and wellbeing and the active engagement of the workforce as core components of effective risk management. We

use our own knowledge and expertise and that of our member organisations to inform, educate and share best practice.

Our two award schemes continue to play an important role in encouraging and rewarding health, safety and environmental management excellence. To be successful in our International Safety Award scheme and/or our Sword of Honour and Globe of Honour award schemes, applicants must demonstrate that effective leadership and commitment, together with active workforce participation, are prominent within their respective organisations.

Various promotional activities have ensured that the awards maintain a key role in the yearly calendar, despite the pandemic and the cancellation of the face-to-face celebrations. Our Sword of Honour / Globe of Honour awards are wholly dependent on organisations achieving a Five Star outcome from the audit process and then submitting successful applications. As such, our plans have continued to include supporting clients who have achieved Four Star outcomes in the audit process onwards on their journey to winning awards.

British Safety Council is constantly revising and developing the International Safety Awards to keep them relevant to businesses worldwide and to motivate companies to achieve highest standards in health, safety and wellbeing. The awards, in their 63rd year, recognise and reward organisations that have demonstrated a true commitment to achieving high standards of health and safety during the 2021 calendar year. The awards are now open to organisations of all sizes, types and sectors – both members of British Safety Council and non-members, in the UK and internationally.

Our audit and consultancy products and services continued to develop predominantly driven in 2021 by the pandemic. We continue to utilise the array of expertise in the full-time staff and Associate pool as well as subject experts, to develop leading and well-respected products.

Our Five Star Audit products remain best in class, assuring high performance and supporting continual improvement in health, safety, environmental management and wellbeing.

3.5. Sharing knowledge and experience

Similar to 2020, much of the planned face to face event activity was postponed or cancelled due to COVID-19 in 2021. We once more had to cancel our face-to-face internal events such as the Sword and Globe of Honour Awards, International Safety Awards and Annual Conference. We did carry out significant other virtual events with a particular focus on wellbeing. Activities included:

- Wellbeing in the workplace (January)
- India Safety Leadership Forum (January)
- COVID-19 workplace management and resilience (March)
- COVID-19 workplace management and resilience - India (April)
- Managing stress in the workplace (April)
- Financial wellbeing webinar (May)
- India Health and Safety Leadership Forum (May)
- Diabetes at work (June)
- Best Practice Audit: Five-Star SHE Specifications (June)
- Supporting the mental health of your hybrid and lone workers (July)
- India Health and Safety Leadership Forum (October)
- A strategic approach to wellbeing in the workplace (November)
- Launching membership onboarding webinars for the first time
- Continuing to run virtual Sector Interest Group meetings across: Retail, Stadia, Manufacturing, transport & logistics, Construction, Housing and local authority and Healthcare. The new format meant that more international members had the option to participate.

Externally, we dipped our toe back into the Health & Safety event waters, continuing our partnership with 19 Group, as educational partner for the NEC event in September 2021. No one, including the organisers, really knew what footfall would be like but it was great to finally get back out seeing

members and customers face to face. Although attendance was down on previous years, we had a good reception to our seminar sessions in the main theatre.

We also attended the Air Quality News Conference North event in September. The event serves as a platform for business, local authorities and the third sector to learn, network and celebrate as an industry. It was originally due to take place in late 2020 and we were going to link our participation with a Time to Breathe stunt in Manchester. Due to COVID it was pushed back to 2021. Our involvement included sponsorship of the evening drinks reception and an exhibition stand at the reception.

Our monthly magazine Safety Management was published in 11 monthly editions albeit it moved to a digital only format as many staff continued working from home. British Safety Council staff continued to contribute regularly to trade press across the sector.

3.6. Scottish activities

The British Safety Council retains a strong and active membership in Scotland drawn from numerous sectors.

3.7. Fundraising activities

Section 162a of the Charities Act 2011 requires charities to make a statement regarding fundraising activities. Although we do not undertake widespread fundraising from the general public, the legislation defines fund raising as "soliciting or otherwise procuring money or other property for charitable purposes." Such amounts receivable are presented in our financial statements as income from charitable activities under "Improving individual's performance through education and training" and includes donations and grants.

In relation to the above, we confirm that all solicitations are managed internally, without involvement of commercial participators or fund-raisers, or third parties. The day-to-day management of all income generation is delegated to the Executive team, which is accountable to the Trustees.

The charity is not bound by any regulatory scheme and, given the small scale of our fund raising, the charity does not consider it necessary to comply with any voluntary code of practice.

We have received no complaints in relation to fundraising activities. Our terms of employment require staff to behave reasonably at all times; we do not approach individuals for funds nor do we consider it necessary to design specific procedures to monitor such activities.

3.8. Disabled employees

The Group welcomes applications for employment from disabled persons and appoints where the candidate's aptitudes and abilities are consistent with adequately meeting the requirements of the job. Opportunities are available to disabled employees for training, career development and promotion.

Where existing employees become disabled, it is the group's policy to provide continuing employment wherever practicable in the same or an alternative position and to provide appropriate training to achieve this aim.

4. FINANCIAL REVIEW (including Strategic Report)

4.1. Performance of the group and charity

The principal funding sources of the group in the reporting period were income from its primary purpose trading activities and investment income.

The group's income for the year totalled £8,162,000 which was 12% more than the £7,267,000 achieved in 2020. This largely reflects a recovery from the group's primary purpose trading activities as

COVID-19 restrictions eased. Income includes government grant income support under the Coronavirus Job Retention Scheme ("furlough support") of £3,000 (2020: £448,000). The group's expenditure in the year totalled £7,814,000 which represents a decrease of 4% on the £8,119,000 incurred in 2020. This decrease largely reflects the savings from the restructuring undertaken in 2020.

The group incurred a net surplus (before impact of investments and the legacy pension scheme) of £348,000 which represents a favourable movement £1,200,000 on the deficit of £852,000 in 2020. With gains in investment funds of £823,000 (2020: £114,000 loss), an actuarial gain in the legacy pension scheme of £735,000 (2020: £697,000 loss) and tax payable of £161,000 (2020: £nil), the overall increase of funds in the year was £1,750,000 compared with a decrease of £1,672,000 in 2020.

To fairly present the activities of the British Safety Council we have summarised our financial results into five categories:

- Improving organisational performance through information and recognition;
- Improving individual capability through qualifications and assessments;
- Enhancing organisational performance through auditing and advice;
- Improving individual performance through education and training; and
- Influencing the health and safety agenda.

These categories represent all the activities outlined earlier in this document.

The summary of the financial results, as set out below, should be read in conjunction with the financial statements and related notes:

Net income/(expenditure) by activity

	Unrestricted funds 2021 £000	Restricted funds 2021 £000	Total funds 2021 £000	Total funds 2020 £000
Income from donations and grants	-	139	139	109
Improving organisation performance through information and recognition	356	-	356	431
Improving individual's capability through qualifications and assessments	(79)	-	(79)	(498)
Enhancing organisations performance through auditing and advisory	19	-	19	(490)
Improving individual's performance through education and training	157	(133)	24	(734)
Influencing the health and safety agenda	(323)	-	(323)	(333)
Other grant income	3	-	3	448
Investment income	255	-	255	262
Investment management costs	(46)	-	(46)	(47)
Gain/(loss) on investment assets	823	-	823	(114)
Tax payable	(161)	-	(161)	-
Net income/(expenditure)	**1,004**	**6**	**1,010**	**(966)**
Transfers between funds	(55)	55	-	-
Actuarial gains/(losses) on defined benefit pension scheme	735	-	735	(697)
Other gains/(losses) - currency translation	5	-	5	(9)
Net movement in funds	**1,689**	**61**	**1,750**	**(1,672)**

Improving organisations performance through information and recognition generated income of £1,774,000 from membership subscriptions, our events and awards and publications. This was £104,000 higher than the £1,670,000 achieved in 2020. Overall expenditure on these activities increased by £179,000 to £1,418,000 (2020: £1,239,000).

Income from *Improving individual capability through qualifications and assessments* has decreased by £143,000 to £142,000 (2020: £285,000). Expenditure was £221,000 in 2021 (2020: £783,000), which is £562,000 less than the previous year.

Income from *Enhancing organisational performance through auditing and advisory* come from the fees charged for the provision of audit and consultancy services. Income of £2,035,000 (2020: £1,362,000) represents an increase of £673,000. Expenditure increased from £1,852,000 in 2020 to £2,016,000 in 2021.

Income from activities relating to our aim of *Improving individual performance through education and training* is from the fees charged for the provision of training and e-learning solutions. Income of £3,814,000 (2020: £3,131,000) was up by £683,000 and expenditure decreased by £75,000 to £3,790,000 from £3,865,000 in 2021.

Expenditure incurred to support *Influencing the health and safety agenda* decreased to £323,000 (2020: £333,000).

Other income includes government grant income support under the Coronavirus Job Retention Scheme ("furlough support") of £3,000 (2020: £448,000). The British Safety Council received investment income of £255,000 (2020: £262,000). The net gains on our investment portfolio were £823,000 (2020: loss of £114,000) which reflected market conditions.

The FRS102 actuarial gain on our legacy pension was £735,000 (2020: £697,000 loss). The last triennial actuarial review of the scheme was completed as of 1 October 2018. The next triennial valuation is to be performed effective 1 October 2021.

4.2. Assets

The British Safety Council owns the freehold of its head office building in West London. The land and buildings have been included in the financial statements at a carrying value of £1,737,000 (2020: £1,769,000).

The British Safety Council has invested in equities and fixed interest stocks. On 31 December 2021, the value of the portfolio was £9,813,000 (2020: £10,004,000).

4.3. Reserves

The group's reserves are those unrestricted funds that are freely available to spend on any of the charity's purposes. They therefore exclude tangible and intangible fixed assets held for the group's own use, amounts designated for essential future spending and amounts set aside to match the amount of the group's defined benefit pension liability. They also exclude reserves held by Mates in Mind, a subsidiary of the charity, which are restricted.

The charity Trustees designated funds totalling £2,174,000 (2020: £2,363,000), which match the net book value of the group's tangible and intangible fixed assets excluding those held by Mates in Mind. Remaining unrestricted funds (excluding the pension reserve) amount to £9,586,000 (2020: £9,690,000). The charity's free reserves amount to £9,586,000 (2020: £7,708,000).

The reserves provide financial and operational stability. This in turn enables the group to better meet its charitable objects. The reserves policy is reviewed annually by the Board of Trustees. It has three elements:

- Part of the charity's reserves shall be designated in respect of the charity's fixed assets;
- The charity shall maintain free reserves at a level no less than a minimum level approved by the Board. This minimum level is set at £5 million and is intended to provide support for the charity's obligations and its pension scheme in adverse circumstances; and
- The charity shall continue to maintain free reserves at a level in excess of the minimum for the following reasons:
  - The investment fund, which essentially backs all of the minimum level of free reserves, may fluctuate in value; and

- The charity desires to maintain organisational stability and the ability to respond rapidly to major opportunities and challenges.

Note 12 provides further information about the designated and unrestricted reserves.

4.4. Subsidiaries

The charity has three 100% owned subsidiaries:

a) British Safety Council Sales Ltd, which trades in the United Arab Emirates
b) Mates in Mind, which is a charitable company; and
c) British Safety Council (India) LLP.

Except for British Safety Council (India) LLP, which is incorporated in India, all subsidiaries are registered in England and Wales. Summary results of the subsidiaries are set out in note 8.

4.5. Investment policy

Our investment policy is established in accordance with the charity's articles of association. Under these, the charity enjoys wide investment powers, specifically to:

- Invest funds;
- Employ a professional fund manager; and
- Arrange for the investments or other property of the charity to be held in the name of a nominee.

In the same manner and subject to the same conditions as the Trustees of a trust are permitted to do by the Trustee Act 2000.

These powers are exercised by the Investment Committee, which under its terms of reference, acts for, advises and reports to the Board on all matters concerning the management of the charity's investments. Day to day management of our investments has been delegated to the professional fund manager.

The overall objectives set out in our investment policy are to create sufficient income and capital growth to enable the charity to carry out its purposes consistently year by year with due and proper consideration of future needs and the maintenance of and, if possible, enhancement of the value of the invested funds while they are retained.

The long-term objective of the portfolio is a total return of RPI plus 3.5% per annum. underpinned by an income yield of approximately 3% per annum. The portfolio delivered a total return of 2.3% versus a benchmark return of 0.4%. The objective is to be achieved by investing in a mix of equities, bonds, commercial property and other asset classes.

4.6. Pension liabilities

The charity is the principal employer of a defined benefit scheme, which is closed to new entrants and no future benefits are accruing. The charity's liability for the scheme's obligations (net of scheme assets), as determined by an independent actuary, at the year-end amounted to a net surplus of £256,000 which has capped at £Nil for recognition in these financial statements (2020: £1,982,000 liability). The charity Trustees' policy is to maintain a pension reserve equal in value to any net defined benefit liability recognised in the financial statements, and to maintain free reserves at a level of at least £5 million, in part to provide support for the charity's obligations to the pension scheme.

4.7. Principal risks and uncertainties facing the group

At the time of approving the Trustees' report and financial statements, the top organisational risk was the impact of global economic changes on our primary purpose trading activities. Other risks include:

- **Financial risk management**
  Our activities expose us to several financial risks including price risk, credit risk, market risk, foreign exchange risk, cash flow risk and liquidity risk. We did not use any financial derivatives during the year under review.

- **Credit risk**
  Our credit risk is attributable to trade receivables, which is managed through credit control processes.

- **Market risk**
  Our investments are subject to market movements that may result in realised and unrealised losses. We manage this risk through the use of professional fund managers. Our investment policy is explained above.

- **Foreign exchange risk**
  Our primary purpose trading activities, including our Indian subsidiary, expose us to the risk of changes in foreign currency exchange rates. We generally create a natural hedge by denominating our income and expenditure in the same currency, specifically, where possible we denominate income contracts in British pounds. We did not use foreign exchange forward contracts during the year.

- **Liquidity risk**
  The group maintains significant reserves, which are largely backed by our investment fund. A significant proportion of our investments are held in cash and bonds, which are available to meet our liabilities as and when they fall due.

4.8. Going concern

The charity Trustees consider that there are no material uncertainties about the group's ability to continue. After making enquiries, the charity Trustees have a reasonable expectation that the group and charity have adequate resources to continue in operational existence for the foreseeable future. Accordingly, they continue to adopt the going concern basis in preparing the Trustee report and financial statements.

5. FUTURE PLANS

COVID-19 continues to have a huge impact on our organisation, whether that's financial or people related. Although we have weathered the continuing storm well due to strong, quick and decisive action taken in 2020, there are actions that we still need to take in 2022/23 and beyond to ensure that the organisation continues to recover. The firm platform that we developed in 2020/21, together with deliverables due in 2022, will ensure that the organisation continues its path back to previous income levels.

The following strategic investments are planned across UK and Indian operations in 2022:

- India - We will accelerate our growth in India through increased investment in sales resources. We will develop a suite of safety culture change services to meet local market needs and we will deliver the services utilising in-country resources.
- Wellbeing - Wellbeing is the collective term for multiple activities and products across the Group, including the Being Well Together programme, the 5 Star Wellbeing audit and a suite of Wellbeing training products. We will focus on the proper launch of Wellbeing internally (with upskilling of our

staff and cultural change); and externally, in order to continue to increase brand awareness through our marketing, events and policy work; and realise budgeted income. Our commercial activities will be aligned with our engagement and policy activities, Keep Thriving.

- Data / Process / Systems - Salesforce have announced a number of features (workflows) from Classic that are to be retired and so we have limited choice but to upgrade to Lightning on a comparable scope to that envisaged and approved in 2019. We therefore consider that we should prioritise the investment in this critical technology during 2022 and resource-up to ensure successful delivery.

In addition to investments made in the areas above, the following are further key areas that have been identified as areas of opportunity to research, develop and capitalise on in 2022 and beyond.

- Efficiencies from the significant investment we are making in 2022 on systems/data/processes - Although we have assumed some efficiencies from the Data / systems / processes project e.g., by growing income without requiring additional resources, further specific cost savings will be identified in 2022.
- Reinstating our physical presence in the Middle East - We will start to look at this in late 2022 with a view to starting to implement mid-2023 with benefits starting to be delivered in 2024.
- Engagement work / corporate patronage - Our engagement work will continue throughout 2022 and we would plan for this time next year to be building its output (in respect of leveraging engagement for value – perhaps through corporate patronage) in our budgets for 2023 and 2024.
- Fully utilising the opportunity of using our Indian operation to support the UK business – Although started in 2021 and we are looking at some small increases in use of India in 2022/2023, there are likely to be further opportunities to do so in the future.
- The geographic expansion of our wellbeing products and services - We will start to look at the potential during 2022, taking any opportunities that arise but mainly start to plan the extension of our wellbeing offering for implementation in 2023.

6. STRUCTURE, GOVERNANCE AND MANAGEMENT

6.1. Governing document

The governance arrangements are set out in the British Safety Council's articles of association as updated on 19 April 2011.

6.2. Structure

The British Safety Council group comprises the British Safety Council and three wholly owned subsidiaries, British Safety Council (India) LLP, British Safety Council Sales Ltd, and Mates in Mind. The report of the charity Trustees, strategic report and consolidated financial statements cover the charitable entity and the three subsidiaries.

The charity is a company limited by guarantee not having a share capital incorporated in England and Wales. The charity and its subsidiary charity Mates in Mind are registered charities in England and Wales with the Charity Commission and with the Office of the Scottish Charity Regulator in Scotland. The members are the charity Trustees of the company. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

6.3. Our Board and Management

Our Board of charity Trustees is currently made up of 12 Trustees who are also members and Directors of the charitable company (the charity). They set our strategic direction and are responsible for making sure we uphold our values and governance and deliver our objectives. They guide, advise and support the Chief Executive, decide how we spend our money and approve our budgets. They review a schedule of matters reserved to them and delegate certain responsibilities to Board committees and the Executive team, outlined below.

The charity Trustees have delegated management of the group to the Chief Executive who reports on performance against the strategic plans and budget approved by the charity Trustees. The Chief Executive is supported by the Executive team, each member of which is responsible for discrete organisational functions. The names of the Chief Executive and Executive team members are set out on the last page of this document.

The Board of charity Trustees exercise its oversight and assurance role through a range of means. Our Board is structured as follows:

- **Board of Trustees**
  The main Board of charity Trustees meets at least quarterly to review performance and to shape the longer-term future of the organisation in partnership with the Chief Executive and Executive team.

- **Audit and Risk Committee**
  The audit and risk committee meets at least twice each year to review the group's system of internal control and its risk register. The committee also oversees the audit of the group's report and financial statements.

- **Investment Committee**
  The investment committee meets at least once a year to review the charity's reserves policy, investment strategy and performance of the investment fund.

6.3. Our Board and Management (continued)

- **Campaigns Committee**
  The campaigns committee meets three times per year to agree policy positions to underpin our influencing and engagement activities and all public pronouncements in our own publications or the media.

- **Qualifications and Awards Committee**
  The qualifications and awards committee meets three times per year to oversee the activities of our Ofqual recognised awarding body. The administration of the International Safety Award and best practice award schemes (Sword, Globe and Shield of Honour) are also be overseen by this committee.

- **Being Well Together Committee**
  The being well together committee meets as required and works with the Executive Team on strategic planning, reviewing overall progress against the BWT strategic plan and its objectives, overview of the composition, purpose and contribution of the wellbeing Technical Panel and oversight and management of specific health and wellbeing related risks.

- **Operations Committee**
  The operations committee meets as required and works with the Executive Team on the periodic review and discussion on commercial updates, opportunities and proposals.

- **India Committee**
  The India committee meets as required and works with the Executive Team to update on India strategic progress, consider budgets and plans for future development.

- **Remuneration and Nomination Committee**
  The remuneration and nomination committee meets in January and November and additionally as required. With regards to remuneration, the role of the committee is to agree the framework or broad policy for the remuneration of the Chief Executive, and, with the advice of the Chief Executive, the terms and conditions of those who report directly to him. In addition, the committee reviews and notes annually the remuneration trends across the organisation and oversees any major changes in employee benefits structures. It also monitors Executive performance.

  With regards to nomination, the role of this committee is to regularly review the structure, size and composition including the skills, knowledge and experience required of the Board compared to its current position, and to make recommendations to the Board regarding any changes. All the charity Trustees have been appointed through personal recommendation or public advertisements, followed by interview.

On appointment, charity Trustees undergo an induction process to brief them on their legal obligations under charity and company law, the content of the memorandum and articles of association, the committee and decision-making processes, the strategic plan and recent key decisions by the Board. Induction also includes a presentation, a meeting with key staff and the provision of company documents and Charity Commission publications. All the charity Trustees have experience at senior levels in other professional and voluntary capacities. Charity Trustees are encouraged to attend further training.

6.4. Risk Management

The charity Trustees are responsible for the group's risk management and the effectiveness of internal control systems. As part of the group's regular procedures the charity Trustees and Executive team examine and review the major risks to which the group is exposed. It is recognised that systems can only provide reasonable, but not absolute, assurance that major risks have been adequately managed. To this end the risk analysis schedules are presented at least annually at the audit and risk committee and to the Board of Trustees.

An impact analysis has been undertaken, responsibilities defined, and actions taken to manage those risks, wherever possible. The charity Trustees are satisfied that those major risks as identified have been adequately managed, where necessary. The biggest risk to the charity is the economic and market risk and uncertainty created by COVID-19. With businesses looking to cut their discretionary spend and membership and training considered discretionary spend these areas of the charity are considered to be more at risk by a prolonged economic impact.

The financial risk of the charity not being able to meet its business plan in light of COVID-19 has been mitigated through the restructuring to reduce fixed costs and tracking and monitoring of the business through forecasting. The financial risk of adverse impacts to the charity's investment fund are considered high. The investment fund's free reserves are considered crucial to the charity from a rainy-day perspective, to give the charity the ability to pursue its charitable causes and invest in furthering the objectives of the charity in the future.

7. REFERENCE AND ADMINSTRATIVE DETAILS

Reference and administrative details of the charity are set out on the last page of this document.

Trustees' responsibilities for the consolidated financial statements

The charity Trustees (who are also Directors of the British Safety Council for the purposes of company law) are responsible for preparing the Trustees' report, strategic report and the financial statements in accordance with applicable law and regulations.

Company law requires the charity Trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable laws). Under company law the charity Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period.

In preparing the financial statements, the charity Trustees are required to:
- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable group will continue in business.

The charity Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the group and parent charity and enable them to ensure that the financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended) and with the requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the group and parent charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the charity Trustees are aware:
- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The charity Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Auditors

BDO LLP were re-appointed as auditors in accordance with section 485 (4) of the Companies Act 2006.



Peter McGettrick on behalf of the Board
The annual report and strategic report were approved by the Board and signed on its behalf on 28 September 2022.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF BRITISH SAFETY COUNCIL

Opinion on the financial statements

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Parent Charitable Company's affairs as at 31 December 2021 and of the Group's incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006, as amended.

We have audited the financial statements of British Safety Council ("the Parent Charitable Company") and its subsidiaries ("the Group") for the year ended 31 December 2021 which comprise the consolidated statement of financial activities (incorporating an income and expenditure statement), the consolidated and parent charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We remain independent of the Group and the Parent Charitable Company in accordance with the ethical requirements relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions related to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group and the Parent Charitable Company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Trustees' Report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based

on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Other Companies Act 2006 reporting
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report, which includes the Directors' Report and the Strategic report prepared for the purposes of Company Law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic report and the Directors' Report, which are included in the Trustees' Report, have been prepared in accordance with applicable legal requirements.

In the light of the knowledge and understanding of the Group and the Parent Charitable Company and its environment obtained in the course of the audit, we have not identified material misstatement in the Strategic report or the Trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- proper and adequate accounting records have not been kept by the Parent Charitable Company, or returns adequate for our audit have not been received from branches not visited by us; or
- the Parent Charitable Company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees
As explained more fully in the Trustees' responsibilities for the consolidated financial statements, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the Parent Charitable Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the Parent Charitable Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- enquiry of management and Those Charged with Governance regarding known or suspected instances of non-compliance with laws and regulation and fraud;
- reading minutes of meetings of Those Charged with Governance; reviewing correspondence with regulatory bodies and from legal advisors to identify indications of non-compliance with laws and regulations;
- assessing the design and operating effectiveness of controls and procedures relevant to the preparation of the financial statements and the detection and prevention of irregularities and fraud;
- determining whether the accounting policies and presentation adopted in the financial statements are in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice) and the Statement of Recommended Practice for Charities;
- performing analytical procedures to identify unusual or unexpected relationships that may indicate risks of material misstatement due to fraud. Areas of identified risk are then tested substantively;
- addressing the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments, with particular focus on unusual account combinations and postings by unexpected users or senior management;
- challenging the assumptions and judgements made by management for key estimates, in particular the valuation of investments, the recoverability of debtors and assumptions used to value the defined benefit pension scheme;
- incorporating unpredictability into our testing approach through amending the nature and extent of audit procedures; and
- carrying out detailed testing, on a sample basis, of transactions and balances agreeing to appropriate documentary evidence to verify the completeness, existence and accuracy of the reported financial statements.

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

A further description of our responsibilities for the audit of the financial statements is located at the Financial Reporting Council's ("FRC's") website at:
https://www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report
This report is made solely to the Charitable Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the Charitable Company's trustees, as a body, in accordance with the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the Charitable Company's members and trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charitable Company, the Charitable Company's members as a body and the Charitable Company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

DocuSigned by:
Jill Halford
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Jill Halford (Senior Statutory Auditor)
For and on behalf of BDO LLP, Statutory Auditor
London, UK
Date: 29 September 2022

BDO LLP is a limited liability partnership registered in England and Wales (with registered number OC305127).

British Safety Council

Consolidated Statement of Financial Activities
(incorporating an Income and Expenditure Statement)
For the year ended 31 December 2021

	Note	Unrestricted funds 2021 £ 000	Restricted funds 2021 £ 000	Total funds 2021 £ 000	Unrestricted funds 2020 £ 000	Restricted funds 2020 £ 000	Total funds 2020 £ 000
INCOME							
Income from donations and grants		-	139	139	-	109	109
Income from charitable activity							
Improving organisation performance through information and recognition		1,774	-	1,774	1,670	-	1,670
Improving individual's capability through qualifications and assessments		142	-	142	285	-	285
Enhancing organisations performance through auditing and advisory		2,035	-	2,035	1,362	-	1,362
Improving individual's performance through education and training		3,520	294	3,814	2,855	276	3,131
Other income							
Other grant income	2	3	-	3	392	56	448
Investment income	2	255	-	255	262	-	262
Total income		**7,729**	**433**	**8,162**	**6,826**	**441**	**7,267**
EXPENDITURE							
Expenditure on charitable activities							
Improving organisation performance through information and recognition		(1,418)	-	(1,418)	(1,239)	-	(1,239)
Improving individual's capability through qualifications and assessments		(221)	-	(221)	(783)	-	(783)
Enhancing organisations performance through auditing and advisory		(2,016)	-	(2,016)	(1,852)	-	(1,852)
Improving individual's performance through education and training		(3,363)	(427)	(3,790)	(3,310)	(555)	(3,865)
Influencing the health and safety agenda		(323)	-	(323)	(333)	-	(333)
Costs of raising funds							
Investment management costs		(46)	-	(46)	(47)	-	(47)
Total Expenditure	3	**(7,387)**	**(427)**	**(7,814)**	**(7,564)**	**(555)**	**(8,119)**
Net Income/(expenditure) before investment value changes		**342**	**6**	**348**	**(738)**	**(114)**	**(852)**
Net gains/(losses) on investment assets	8	823	-	823	(114)	-	(114)
Tax payable	17	(161)	-	(161)	-	-	-
NET INCOME/(EXPENDITURE)		**1,004**	**6**	**1,010**	**(852)**	**(114)**	**(966)**
Transfer between funds		(55)	55	-	(123)	123	-
Actuarial gains/(losses) on defined benefit pension scheme	16	735	-	735	(697)	-	(697)
Other gains/(losses) - currency translation		5	-	5	(9)	-	(9)
NET MOVEMENT IN FUNDS		**1,689**	**61**	**1,750**	**(1,681)**	**9**	**(1,672)**
RECONCILIATION OF FUNDS							
Total funds brought forward at 1 January		10,071	(25)	10,046	11,752	(34)	11,718
Total funds carried forward at 31 December		**11,760**	**36**	**11,796**	**10,071**	**(25)**	**10,046**

All of the above results are derived from continuing and unrestricted activities. The parent company gain for the year for Companies Act purposes was £1,558,000 (2020: £1,628,000 loss).

The accompanying accounting policies and notes form an integral part of these financial statements.

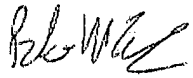
British Safety Council

Consolidated and Parent Charity Balance Sheets
For the year ended 31 December 2021

	Note	Group 2021 £ 000	Group 2020 £ 000	Charity 2021 £ 000	Charity 2020 £ 000
Fixed assets					
Intangible assets	6	312	89	140	30
Tangible assets	7	2,037	2,338	2,029	2,330
Investments	8	9,813	10,004	10,074	10,265
		12,162	12,431	12,243	12,625
Current assets					
Debtors	9	1,259	1,205	1,496	1,214
Bank & Cash		1,902	1,819	1,135	1,474
		3,161	3,024	2,631	2,688
Creditors: amounts falling due within one year	10	(3,527)	(3,427)	(3,094)	(3,042)
Net current liabilities		(366)	(403)	(463)	(354)
Total assets less net current liabilities		**11,796**	**12,028**	**11,780**	**12,271**
Net assets excluding pension liability		**11,796**	**12,028**	**11,780**	**12,271**
Defined benefit pension scheme liability	16	-	(1,982)	-	(1,982)
NET ASSETS		**11,796**	**10,046**	**11,780**	**10,289**
Funds	12				
Unrestricted funds - designated		2,174	2,363	2,169	2,360
Unrestricted funds - undesignated		9,590	9,699	9,611	9,911
Unrestricted funds - pension reserve		-	(1,982)	-	(1,982)
Restricted Mates In Mind		36	(25)	-	-
Currency translation difference		(4)	(9)	-	-
TOTAL FUNDS		**11,796**	**10,046**	**11,780**	**10,289**

The charitable company has elected to take exemption under section 408 of the Companies Act 2006 not to present the charitable company statement of financial activities. The net surplus for the charitable company for the year was £1,491,000 (2020: £1,702,000 deficit).

The financial statements were approved by the Board and authorised for issue on 28 September 2022.



Peter McGettrick, Chair

The accompanying accounting policies and notes form an integral part of the financial statements.

Company number: 04618713

British Safety Council

Consolidated Cash Flow Statement
For the year ended 31 December 2021

	2021 £000	2020 £000
Reconciliation of net movement in funds to net cash outflow from operating activities:		
Net movement in funds	1,750	(1,672)
Actuarial (gains)/losses on defined benefit pension scheme	(735)	697
Other (gains)/losses - currency translation	(5)	9
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	**1,010**	**(966)**
Investment income	(255)	(262)
(Gains)/losses on investments	(823)	114
Amortisation charge	40	-
Depreciation charge	347	444
Difference between pension contributions and FRS102 charge	(1,247)	(334)
(Increase)/decrease in debtors	(54)	907
Increase/(decrease) in creditors	100	(821)
Other gains/(losses) - currency translation	5	(9)
Decrease in stock	-	6
Net cash outflow used in operating activities	**(877)**	**(921)**
Cash flows from investing activities:		
Investment income	255	262
Purchase of intangible fixed assets	(263)	(89)
Purchase of tangible fixed assets	(46)	(45)
Purchase of investments	(1,089)	(1,569)
Proceeds from sale of investments	2,103	3,326
Net cash inflow from investing activities	**960**	**1,885**
Change in cash for the year	83	964
Cash in bank and at hand at 1 January	1,819	855
Cash in bank and at hand at 31 December	**1,902**	**1,819**

Analysis of changes in net debt

A reconciliation of net debt has not been disclosed as the group and charity holds no borrowings, derivatives or obligations under financial leases.

1. PRINCIPAL ACCOUNTING POLICIES

Significant judgements, key assumptions and estimates
The preparation of the financial statements in conformity with generally accepted accounting practice requires the charity Trustees to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results may differ from these estimates. The key estimates and assumptions used in these consolidated financial statements are set out below:

Deferred income
Income is recognised in accordance with the accounting policies, with a deferral made for income which has been invoiced before its recognition criteria are met. Income received in advance, relating to future periods, is carried forward in the balance sheet as deferred income and released over the membership period.

Defined benefit pension obligations
The financial statements include costs in relation to, and provision for, defined benefit pension obligations. The costs and the present value of any related pension assets and liabilities depend on such factors as life expectancy of the members, the returns that scheme assets generate, and the discount rate used to calculate the present value of the liabilities. The charity Trustees use impartial actuarial advice to select the values of critical estimates.

Impairment of investments in subsidiaries
Investments in subsidiaries are held at cost. Impairment reviews are undertaken annually to ensure the carrying value at the balance sheet date is lower than the recoverable amount. The recoverable amount has been assessed using estimations of sales growth and profitability. On that basis the Trustees believe the carrying value should not be impaired.

Provision for bad and doubtful debts
An allowance has been made for bad and doubtful debts based on the expected recoverability of trade debtors. The assessment of this is based on expectations of future recovery which has been informed by past collection experience and the aging of the debts.

Basis of preparation
The financial statements have been prepared:

a) Under the historical cost convention, except for investments, which are included at fair value.
b) In Pounds Sterling, which is the functional currency of the group.
c) In accordance with FRS102, the statement of recommended practice 'Accounting and Reporting by Charities' (SORP 2019) and applicable company and charitable law in the UK. The charity is a public benefit entity, as defined by FRS102. The accounting policies adopted by the charity Trustees are described below.
d) On the going concern basis.

The Trustees have given consideration to the use of the going concern basis in the preparation of these financial statements. It is noted that there is a degree of inherent variability in forecasts, but the Trustees do not consider there to be a material uncertainty in respect of the Group's ability to meet its liabilities as they fall due.

The Trustees have reviewed the organisations ongoing forecasts to ensure the charity remains financially viable. They receive regular information to allow them to assess actual trading performance against financial budgets. They have also reviewed the cash forecast for at least 12 months from the signing of these financial statements. This assessment includes consideration of the strength of the balance sheet, which includes significant investment holdings.

Having taken all of these factors into account, the Trustees have a reasonable expectation that BSC has adequate resources to continue operating for the foreseeable future and, for this reason, has continued to adopt the going concern basis for preparation of the financial statements.

1. PRINCIPAL ACCOUNTING POLICIES (continued)

The charity has taken advantage of the exemption from presenting its unconsolidated Statement of Financial Activities (SOFA) under section 408 of the Companies Act 2006 and its unconsolidated Statement of Cash Flows under section 1.12 of FRS102.

Basis of consolidation
The consolidated financial statements incorporate the results of British Safety Council, and all its subsidiary undertakings on a line-by-line basis.

Fund accounting
Unrestricted funds are funds which are available for use at the discretion of the charity Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Restricted funds are funds held on specific trusts.

Designated funds are unrestricted funds which are to be used in accordance with specific decisions made by the charity Trustees. They are reviewed annually. The charity Trustees designate funds to match the net book value of tangible and intangible fixed assets.

Intangible assets
Intangible assets are stated at cost less accumulated amortisation. Amortisation is calculated, using the straight-line method, to allocate the depreciable amount of the assets to their residual values over their estimated useful lives (typical technological useful life), as follows:

Website development costs	3 – 5 years

Amortisation commences once the asset is brought into use. The carrying values of intangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. An impairment loss is recognised immediately in the SOFA.

Tangible fixed assets and depreciation
Property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Such cost includes costs directly attributable to making the asset capable of operating as intended. Depreciation is provided on all property, plant and equipment, at rates calculated to write off the cost, less estimated residual value, of each asset on a systematic basis over its expected useful life as follows:

Freehold buildings - 70 Chancellors Road	over 40 years
Office refurbishment	12.5 years
Office furniture and fittings	4 – 12.5 years
Computer hardware and software	4 - 8 years

Freehold land is not depreciated.

Depreciation commences once the asset is brought into use. The carrying values of tangible fixed assets are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable. An impairment loss is recognised immediately in the SOFA.

1. PRINCIPAL ACCOUNTING POLICIES (continued)

Investments in subsidiaries
Investments in subsidiaries are carried in the charity's balance sheet at cost less any provision for impairment.

The charity assesses investments for impairment whenever events or changes in circumstances indicate that the carrying value of an investment may not be recoverable. If any such indication of impairment exists, the charity makes an estimate of the recoverable amount. An impairment loss is recognised immediately in the SOFA.

Investments other than in subsidiaries
Equity investments are recognised initially at the transaction price. Subsequently, they are measured at fair value, which is taken as the stock exchange bid price value at the balance sheet date.

Any gain or loss on revaluation is recognised in the SOFA.

Trade debtors
Trade debtors are recognised at the undiscounted amount of cash receivable from the customer, less any appropriate provision for estimated irrecoverable amounts. A provision is established for irrecoverable amounts when there is objective evidence that amounts due under the original payment terms will not be collected.

Cash and cash equivalents
Cash and cash equivalents in the balance sheet comprise cash at banks and in hand and short-term deposits with an original maturity date of three months or less.

Income
Income is recognised to the extent that the group obtains the right to consideration in exchange for its performance. Revenue is measured at the fair value of the consideration received, excluding discounts, rebates, VAT and other sales taxes or duty. The following criteria must also be met before revenue is recognised.

Income from the rendering of services, including training courses, audit services, qualifications and publications is recognised by reference to the stage of completion. Fees received in advance, relating to future periods are carried forward in the balance sheet as deferred income.

Licence fee income is recognised on a receivable basis and subscriptions, receivable on varying dates throughout the year, are apportioned on a time basis, the proportion received in advance being carried forward in the balance sheet.

Donations and grants (including government grants) are recognised when received or when the charity is entitled to the income and receipt is probable and measurable. Gifts in kind (representing donations of services) is the fair value of the gift, usually the cost to the donor.

Investment income is recognised on a receivable basis.

Expenditure
All resources expensed are accounted for on an accruals basis and are allotted directly to the activity to which they relate. Support costs including governance, management, finance, information technology, human resources and the cost of our defined contribution pension scheme are apportioned between our activities. Product development expenditure is written off as incurred. Irrecoverable VAT is included in the expense item to which it relates.

1. PRINCIPAL ACCOUNTING POLICIES (continued)

Trade creditors
Trade creditors are recognised at the undiscounted amount owed to the supplier.

Operating leases
Rentals payable under operating leases are charged in the SOFA on a straight-line basis over the lease term.

Termination benefits
Termination benefits are payable when employment is terminated by the group. The group recognises termination benefits as a charge in the SOFA when it is demonstrably committed to terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal.

Defined contribution pension scheme
A group personal pension is available to staff with an employer contribution depending on the employee's age. The cost of providing this benefit is charged to the SOFA in the year.

Defined benefit pension scheme
Scheme assets are measured at fair values. Scheme liabilities are measured on an actuarial basis using the projected unit credit method and are discounted at appropriate high quality corporate bond rates. The net surplus or deficit, adjusted for deferred tax, is presented separately from other net assets on the balance sheet. A net surplus is recognised only to the extent that it is recoverable by the group/charity.

The current service cost and costs from settlements and curtailments are charged against expenditure on charitable activities. Past service costs are spread over the period until the benefit increases vest. Interest on the scheme liabilities and the expected return on scheme assets are included in income / expenditure on charitable activities. Actuarial gains and losses are reported separately on the face of the SOFA as part of the net movement in funds.

The pension asset is only considered realisable on sufficient funding and subsequent orderly wind-up of the pension scheme which would be many years in the future and then subject to the discretion and approval of the pension scheme trustees. As there is no unconditional right to a refund and that there can be no certainty that a refund of contributions will be forthcoming, the asset has not been recognised in the balance sheet as the charity has capped the pension asset to nil.

Taxation
The charitable members of the Group are exempt from Income Tax and Corporation Tax on income and gains to the extent that they are applied to their charitable objects. The Charity's trading subsidiaries do not generally pay UK Corporation Tax because their policy is to pay taxable profits to the Charity as Gift Aid where they have sufficient reserves to do so. Foreign tax incurred by overseas subsidiaries is charged as incurred.

Foreign currencies
Transactions in foreign currencies are translated at the exchange rate ruling at the date of the transaction. Monetary assets and liabilities in foreign currencies are translated at the rates of exchange ruling at the balance sheet date. Any exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were initially recorded are recognised in the income statement in the period in which they arise.

2. OTHER INCOME

Other grant income - Coronavirus Job Retention Scheme ("furlough support")
During the year the group received government grant income support under the Coronavirus Job Retention Scheme ("furlough support") in contribution to staff costs. This grant income is presented as Other income in the Consolidated Statement of Financial Activities and amounted to £3,177 (2020: £447,625).

Investment income

	2021 £000	2020 £000
From UK Investments		
Equities	136	130
Unit and investment trusts	8	5
Fixed interest bonds	29	56
Alternatives	57	54
	230	245
UK quoted securities		
Overseas investment trusts	25	17
	255	262

Geographical analysis

	2021 £000	2020 £000
UK	5,891	5,150
India	1,516	679
Rest of World	755	1,438
	8,162	**7,267**

3. BREAKDOWN OF RESOURCES EXPENDED (GROUP)

	2021			2020		
	Activities undertaken directly £000	Support costs £000	Total £000	Activities undertaken directly £000	Support costs £000	Total £000
Charitable activities						
Improving organisation performance through information and recognition	1,045	373	**1,418**	732	507	**1,239**
Improving individual's capability through qualifications and assessments	192	29	**221**	536	247	**783**
Enhancing organisations performance through auditing and advisory	1,596	420	**2,016**	1,305	547	**1,852**
Improving individual's performance through education and training	2,836	954	**3,790**	2,717	1,148	**3,865**
Influencing the health and safety agenda	228	95	**323**	203	130	**333**
Investment management costs	46	-	**46**	47	-	**47**
Total resources expended	**5,943**	**1,871**	**7,814**	**5,540**	**2,579**	**8,119**

Support cost allocations

2021

	Improving organisation performance through information & recognition £000	Improving individuals' through qualifications & assessments £000	Enhancing organisations performance through auditing & advisory £000	Improving individual's performance through education & training £000	Influencing the H&S agenda £000	Total costs £000
Governance	42	3	47	109	11	**212**
Management and administration	7	-	7	15	1	**30**
Human resources	30	2	34	79	8	**153**
Finance	131	11	148	343	34	**667**
IT	83	6	94	218	21	**422**
Amortisation	8	1	9	20	2	**40**
Depreciation	72	6	81	170	18	**347**
Total	**373**	**29**	**420**	**954**	**95**	**1,871**

2020

	Improving organisation performance through information & recognition £000	Improving individuals' through qualifications & assessments £000	Enhancing organisations performance through auditing & advisory £000	Improving individual's performance through education & training £000	Influencing the H&S agenda £000	Total costs £000
Governance	46	22	49	104	12	**233**
Management and administration	115	56	124	266	30	**591**
Human resources	27	13	29	62	7	**138**
Finance	149	73	161	344	38	**765**
IT	79	39	86	183	20	**407**
Depreciation	91	44	98	189	23	**445**
Total	507	247	547	1,148	130	**2,579**

Support costs were all allocated based on percentage allocation of direct costs.

Total expenditure has been arrived at after charging:

	2021 £000	2020 £000
Staff costs (note 4)	4,267	4,897
Expenses reimbursed to trustees or paid directly to third parties (note 5)	1	3
Amoritsation of intangible assets	40	-
Depreciation of owned tangible assets (note 7)	347	445
Operating lease payments recognised as an expense	-	12
Auditor's remuneration - additional fees in respect of prior audit	-	37
Auditor's remuneration - auditing the group accounts	48	48
Auditor's remuneration - auditing the subsidiary accounts	18	12
Auditor's remuneration - tax compliance services	3	8

4. STAFF COSTS (GROUP)

Staff costs during the year were as follows:

	2021 £000	2020 £000
Wages and salaries	3,701	4,077
Redundancy costs	-	115
Social security costs	363	440
Expense for defined contribution pension schemes	183	235
Expense for defined benefit pension schemes (note 16)	20	30
	4,267	**4,897**

The average number of persons employed by the group during the year was 80 (2020: 104).

The number of employees whose emoluments exceeded £60,000 was as follows:

	2021 Number	2020 Number
£60,001 - £70,000	2	2
£70,001 - £80,000	3	3
£80,001 - £90,000	-	2
£90,001 - £100,000	2	-
£100,001 - £110,000	1	1
£110,001 - £120,000	-	-
£120,001 - £130,000	1	-
£130,001 - £140,000	-	1
£140,001 - £150,000	-	-
£150,001 - £160,000	-	-
£160,001 - £170,000	1	-
	10	**9**

One employee earning £60,000 or more (2020: one) was a deferred member of the defined benefit pension scheme and was a key management personnel.

10 employees earning £60,000 or more (2020: Nine) were members of the defined contribution pension scheme and contributions amounting to £62,632 (2020: £57,574) were paid on their behalf.

Nine key management personnel (2020: Seven) were members of the defined contribution pension scheme and contributions amounting to £54,298 (2020: £48,542) were paid on their behalf.

Total benefits (including social security costs) in respect of key management personnel during the year were £897,640 (2020: £757,051).

5. TRUSTEES' EXPENSES

The charity Trustees incurred travel, accommodation, subsistence and venue costs in fulfilling their duties. These costs were either reimbursed to the charity Trustees or paid directly to third parties. The total amount of expenses reimbursed to charity Trustees or paid directly to third parties during the year amounted to £574 (2020: £2,552). The number of charity Trustees reimbursed for expenses or who had expenses paid directly by the charity was five Trustees (2020: Five).

Indemnity insurance is provided for the charity Trustees. The premium paid during the year amounted to £2,602 (2020: £2,296).

6. INTANGIBLE FIXED ASSETS

GROUP

	Website Development £000
Cost	
At 1 January	89
Additions	263
At 31 December	**352**
Amortisation	
At 1 January	-
Provided in year	40
At 31 December	**40**
Net book value	
At 31 December	**312**
At 1 January	**89**

CHARITY

	Website Development £000
Cost	
At 1 January	30
Additions	135
At 31 December	**165**
Amortisation	
At 1 January	-
Provided in year	25
At 31 December	**25**
Net book value	
At 31 December	**140**
At 1 January	**30**

7. TANGIBLE FIXED ASSETS

GROUP

	Freehold land and buildings £000	Office refurbishment £000	Office furniture and equipment £000	Computer equipment £000	Total £000
Cost					
At 1 January 2021	3,013	1,405	423	2,832	**7,673**
Additions	-	-	13	33	**46**
At 31 December 2021	**3,013**	**1,405**	**436**	**2,865**	**7,719**
Depreciation					
At 1 January 2021	1,244	1,370	348	2,373	**5,335**
Provided in year	32	35	20	260	**347**
At 31 December 2021	**1,276**	**1,405**	**368**	**2,633**	**5,682**
Net book value					
At 31 December 2021	**1,737**	**-**	**68**	**232**	**2,037**
At 31 December 2020	**1,769**	**35**	**75**	**459**	**2,338**

Freehold land with a carrying value of £1,712,500 is not depreciated.

CHARITY

	Freehold land and buildings £000	Office refurbishment £000	Office furniture and equipment £000	Computer equipment £000	Total £000
Cost					
At 1 January 2021	3,013	1,405	423	2,815	**7,656**
Additions	-	-	13	29	**42**
At 31 December 2021	**3,013**	**1,405**	**436**	**2,844**	**7,698**
Depreciation					
At 1 January 2021	1,244	1,370	348	2,364	**5,326**
Provided in year	32	35	20	255	**342**
At 31 December 2021	**1,276**	**1,405**	**368**	**2,619**	**5,668**
Net book value					
At 31 December 2021	**1,737**	**-**	**68**	**225**	**2,030**
At 31 December 2020	**1,769**	**35**	**75**	**451**	**2,330**

Freehold land with a carrying value of £1,712,500 is not depreciated.

8. INVESTMENTS

Movements on listed investments	Group 2021 £ 000	Group 2020 £ 000	Charity 2021 £ 000	Charity 2020 £ 000
Fair value of 1 January	10,004	11,875	10,004	11,875
Acquisitions at cost	1,089	1,569	1,089	1,569
Disposal proceeds	(2,103)	(3,326)	(2,103)	(3,326)
Net gains/(losses) on investment assets	823	(114)	823	(114)
Fair value at 31 December	**9,813**	**10,004**	**9,813**	**10,004**
Equity investments in group undertakings			**261**	**261**
UK quoted securities				
Equities	3,024	3,297	3,024	3,297
Fixed interest bonds	1,152	1,659	1,152	1,659
Investment and unit trusts - UK	943	754	943	754
Public sector fixed interest	118	125	118	125
Alternative assets	1,550	1,519	1,550	1,519
Total UK quoted securities	**6,787**	**7,354**	**6,787**	**7,354**
UK quoted overseas securities				
Investment and unit trusts	3,026	2,650	3,026	2,650
Total UK quoted overseas securities	**3,026**	**2,650**	**3,026**	**2,650**
Investment in subsidiaries			**261**	**261**
Total value at 31 December	**9,813**	**10,004**	**10,074**	**10,265**
Historical cost at 31 December	**6,312**	**6,858**	**6,573**	**7,119**

There were no security holdings with a market value of greater than 5% of the total portfolio at 31 December 2021 (2020: none).

British Safety Council (India) LLP, British Safety Council Sales Ltd (company number: 1236862) and Mates in Mind (company number: 10338868, charity number: 1172460) are wholly owned subsidiaries of the British Safety Council.

The results of the charity's wholly owned subsidiaries for the year ended 31 December 2021:

	British Safety Council (India) LLP 2021 £000	British Safety Council Sales Ltd 2021 £000	Mates in Mind 2021 £000
Income and expenditure			
Turnover	1,313	196	504
Cost of sales & administrative expenses	(924)	(193)	(443)
Tax on profit	(161)	-	-
Net movement in funds/net profit	**228**	**3**	**61**
Balance sheets			
Intangible fixed assets	-	-	172
Tangible fixed assets	5	-	3
Debtors	286	51	19
Cash at bank and in hand	678	2	86
Creditors: amounts falling due less than one year	(705)	(66)	(244)
Net assets/(liabilities)	**264**	**(13)**	**36**

The results of the charity's wholly owned subsidiaries for the year ended 31 December 2020:

	British Safety Council (India) LLP 2020 £	British Safety Council Sales Ltd 2020 £	Mates in Mind 2020 £
Income and expenditure			
Turnover	553	218	594
Cost of sales & administrative expenses	(556)	(259)	(585)
Tax on profit	-	-	-
Net movement in funds/net (loss)/profit	**(3)**	**(41)**	**9**
Balance sheets			
Intangible fixed assets	-	-	58
Tangible fixed assets	3	-	5
Debtors	204	61	51
Cash at bank and in hand	111	3	232
Creditors: amounts falling due less than one year	(358)	(79)	(371)
Net liabilities	**(40)**	**(15)**	**(25)**

9. DEBTORS

	Group 2021 £000	Group 2020 £000	Charity 2021 £000	Charity 2020 £000
Trade debtors	851	798	560	486
Other debtors	43	48	42	39
Due from subsidiary undertaking	-	-	590	424
Prepayments and accrued income	365	359	304	265
	1,259	**1,205**	**1,496**	**1,214**

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2021 £000	Group 2020 £000	Charity 2021 £000	Charity 2020 £000
Trade creditors	809	916	792	896
Other creditors	17	67	13	55
Due to subsidiary undertaking	-	-	1	-
Taxation and social security	295	326	286	377
Accruals	563	236	518	206
Deferred income	1,843	1,882	1,484	1,508
	3,527	**3,427**	**3,094**	**3,042**

11. DEFERRED INCOME

	Group 2021 £000	Group 2020 £000	Charity 2021 £000	Charity 2020 £000
Deferred income as at 1 January	1,882	2,367	1,508	2,047
Deferred incoming resources	5,710	4,711	4,151	3,895
Release of deferred income	(5,749)	(5,196)	(4,175)	(4,434)
Deferred income as at 31 December	**1,843**	**1,882**	**1,484**	**1,508**

Income is recognised in accordance with the principal accounting policies. Income received in advance, relating to future periods are carried forward in the balance sheet as deferred income.

12. SUMMARY OF MOVEMENTS IN FUNDS (GROUP)

Movements in funds during the year ended 31 December 2021 were as follows:

	1 January 2021 £000	Income £000	Expenditure £000	Pension Deficit Payment £000	Actuarial gain £000	Investment gain £000	Tax Payable £000	Transfers £000	At 31 December 2021 £000
Unrestricted funds									
Undesignated funds	9,699	7,729	(6,995)	(1,267)	-	823	(161)	(238)	9,590
Intangible asset designated funds	30	-	(25)	-	-	-	-	135	140
Tangible asset designated funds	2,333	-	(347)	-	-	-	-	48	2,034
Currency translation difference	(9)	5	-	-	-	-	-	-	(4)
Unrestricted funds	12,053	7,734	(7,367)	(1,267)	-	823	(161)	(55)	11,760
Restricted	(25)	433	(427)	-	-	-	-	55	36
Pension reserve	(1,982)	-	(20)	1,267	735	-	-	-	-
Total funds	10,046	8,167	(7,814)	-	735	823	(161)	-	11,796

Movements in funds during the year ended 31 December 2020 were as follows:

	1 January 2020 £000	Income £000	Expenditure £000	Pension Deficit Payment £000	Actuarial loss £000	Investment loss £000	Transfers £000	At 31 December 2020 £000
Unrestricted funds								
Undesignated funds	10,636	6,826	(7,089)	(364)	-	(114)	(196)	9,699
Intangible asset designated funds	-	-	-	-	-	-	30	30
Tangible asset designated funds	2,735	-	(445)	-	-	-	43	2,333
Currency translation difference	-	-	(9)	-	-	-	-	(9)
Unrestricted funds	13,371	6,826	(7,543)	(364)	-	(114)	(123)	12,053
Restricted	(34)	441	(555)	-	-	-	123	(25)
Pension reserve	(1,619)	-	(30)	364	(697)	-	-	(1,982)
Total funds	11,718	7,267	(8,128)	-	(697)	(114)	-	10,046

Restricted funds

Funds held by Mates in Mind, which is itself a charitable company, are classed as restricted funds, as these cannot be spent or applied at the discretion of the British Safety Council's Trustees. The deficit on restricted funds arises from expenditures in the establishment and trading of the subsidiary charity. The subsidiary charity Trustees aim to increase primary purpose trading activities and use any surpluses generated to build modest reserves.

Designated funds

The Board's policy is to designate funds to match the value of the group's tangible and intangible fixed assets and for essential future spending. The transfers from undesignated to designated funds is to reflect the net book value of the tangible and intangible fixed assets at the year end.

13. ANALYSIS OF NET ASSETS BETWEEN FUNDS (GROUP)

Fund balances at 31 December 2021 are represented by:

	Undesignated funds £000	*Designated funds* £000	*Restricted funds* Mates in Mind £000	*Pension reserve* £000	Total funds £000
Intangible assets	-	140	172	-	**312**
Tangible assets	-	2,034	3	-	**2,037**
Investments	9,813	-	-	-	**9,813**
Current assets/(liabilities)	(227)	-	(139)	-	**(366)**
Pension liability	-	-	-	-	**-**
Total funds	**9,586**	**2,174**	**36**	**-**	**11,796**

Fund balances at 31 December 2020 are represented by:

	Undesignated funds £	Designated funds £	Restricted funds Mates in Mind £	Pension reserve £	Total funds £
Intangible fixed assets	-	30	59	-	**89**
Tangible fixed assets	-	2,333	5	-	**2,338**
Investments	10,004	-	-	-	**10,004**
Current assets/(liabilities)	(314)	-	(89)	-	**(403)**
Pension liability	-	-	-	(1,982)	**(1,982)**
Total funds	**9,690**	**2,363**	**(25)**	**(1,982)**	**10,046**

14. CAPITAL COMMITMENTS (GROUP AND CHARITY)

At the year-end, the group had entered into capital commitments amounting to £Nil (2020: £175,000). The charity has entered into no capital commitments.

15. PROVISIONS FOR LIABILITIES, CONTINGENT ASSETS AND LIABILITIES (GROUP AND CHARITY)

At the year-end, the group and charity had no provisions for liabilities or contingent assets (2020: Nil).

Ofqual's investigation into BSC's regulated qualification business, which commenced in February 2019, is not yet concluded. Based on recent correspondence, Ofqual are progressing with regulatory action which may result in withdrawal of recognition as a regulated awarding organisation and also a fine (including costs). BSC has since withdrawn from providing all regulated qualifications to new applications, with regulated qualifications business expected to end by June 2023 and majority of qualifications have now passed their operational end date and are fully withdrawn. The income from the regulated qualifications business has been declining since the decision to withdraw in 2020 and future income will be minimal from any re-sit income. It is not possible to estimate reliably the potential liability arising from the investigation and therefore no provision for any fine is included at the balance sheet date (2020: Nil).

16. POST EMPLOYMENT BENEFITS (GROUP AND CHARITY)

The charity participates in two retirement benefit schemes, a defined contribution scheme and a defined benefit scheme.

Defined contribution scheme

The charity operates a defined contribution group personal pension scheme. All eligible employees are automatically enrolled into the scheme in accordance with current legislation. The amount recognised in the SOFA as an expense for the defined contribution scheme is disclosed in note 4.

Defined benefit scheme

The old British Safety Council charity operated a defined benefit scheme for all qualified employees. The assets of the scheme are held in a separately administered fund. On 1 July 2003, the liabilities in respect of this scheme were transferred to the charity. The scheme is closed, and no future benefits are accruing.

The scheme Trustees' policy is to ensure that the statutory funding objective is met by holding sufficient and appropriate assets to cover the value of benefits accrued up to the triennial valuation date. The scheme Trustees and the charity had agreed a deficit recovery plan under which the charity would contribute £336,000 to the pension scheme in each accounting period through to June 2021, when it was estimated that the deficit on the pension scheme would be eliminated with a £1.1m lump sum payment.

The most recent triennial actuarial valuation of the scheme was carried out as at 1 October 2018. This has been updated for the purposes of these financial statements to 31 December 2021 by a qualified actuary. In doing so the actuary made approximate allowance for: a) the payment of benefits; b) the different effective date of the calculations; and c) several different actuarial assumptions.

	2021	2020	2019	2018	2017
	(%)	(%)	(%)	(%)	(%)
Discount rate	2.1	1.5	2.0	2.9	2.4
Retail Price Inflation	3.5	3.1	3.2	3.4	3.4
Consumer Price Inflation	2.8	2.4	2.3	2.5	2.5
Pension escalation in payment					3.0
- Pension earned before 01/10/92	3.0	3.0	3.0	3.0	n/a
- Pension earned after 30/09/92	3.5	3.0	3.2	3.4	n/a

Assumed life expectancy in years, on retirement, at 65:

	2021	2020
Retiring today	(years)	(years)
Males	20.2	20.2
Females	22.5	22.4
Retiring in 20 years		
Males	21.5	21.5
Females	23.9	23.8

Defined benefit scheme (continued)

Amounts recognised in the SOFA are as follows:

	2021	2020
	£000	£000
Included in expenditure:		
Interest on obligations	91	112
Expected return on assets	(71)	(82)
	20	30

Amounts recognised in the SOFA are as follows:

	2021	2020
	£000	£000
Actual return less interest income included in net interest income	563	2
Experience gains or losses arising on scheme liabilities	194	(114)
Changes in assumptions underlying the present value of scheme liabilities	234	(585)
Change in effect of asset ceiling, excluding interest	(256)	-
Actuarial gains/(losses) on defined benefit pension scheme	735	(697)

	2021	2020
Equities	57%	73%
Property	0%	0%
Corporate bonds	12%	11%
Gilts	28%	9%
Cash	3%	7%
Total	100%	100%

	2021	2020
	£000	£000
Actual return on scheme assets	634	84

The deficit in the scheme was:

	2021	2020
	£000	£000
Fair value of scheme assets	5,893	4,238
Present value of defined benefit obligation	(5,637)	(6,220)
Net defined benefit asset/(liability)	256	(1,982)
Effect of asset ceiling	(256)	-
Recognised defined benefit liability	-	(1,982)

The pension asset is only considered realisable on sufficient funding and subsequent orderly wind-up of the pension scheme which would be many years in the future and then subject to the discretion and approval of the pension scheme trustees. As there is no unconditional right to a refund and that there can be no certainty that a refund of contributions will be forthcoming, the asset has not been recognised in the balance sheet as the charity has capped the pension asset to nil.

The defined benefit obligation in respect of 22 pensioners (2020: 22) is shown net of the annuity asset value as the impact on the net defined benefit asset/(liability) is nil.

Defined benefit scheme (continued)

The movement in the deficit for the period was:

	2021 £000	2020 £000
Deficit in the scheme at the beginning of the period	(1,982)	(1,619)
Movement in the period:		
Employer contributions	1,267	364
Expected return on assets	71	82
Interest expense on obligations	(91)	(112)
Actuarial gain/(loss)	735	(697)
Deficit in the scheme at the end of the period	**-**	**(1,982)**

Changes in the present value of the defined benefit obligations are as follows:

	2021 £000	2020 £000
Opening defined benefit obligation at 1 January	(6,220)	(6,220)
Interest expense	(91)	(112)
Remeasurement arising from changes in assumptions	234	(585)
Remeasurement arising from experience	194	(114)
Benefits paid	246	811
Closing defined benefit obligation at 31 December	**(5,637)**	**(6,220)**

Changes in the fair value of scheme assets are as follows:

	2021 £000	2020 £000
Assets at beginning of year	4,238	4,601
Expected return on assets	71	82
Actual return on scheme assets, excluding interest income	563	2
Employer contributions	1,267	364
Benefits paid	(246)	(811)
Assets at end of year	**5,893**	**4,238**

The amounts for the current and previous four periods are as follows:

	2021 £000	2020 £000	2019 £000	2018 £000	2017 £000
Present value of defined benefit obligation	(5,637)	(6,220)	(6,220)	(5,472)	(5,838)
Fair value of scheme assets	5,893	4,238	4,601	3,785	3,776
Net defined benefit asset/(liability)	**256**	**(1,982)**	**(1,619)**	**(1,687)**	**(2,062)**
Effect of asset ceiling	(256)	-	-	-	-
Recognised defined benefit liability	**-**	**(1,982)**	**(1,619)**	**(1,687)**	**(2,062)**
Experience adjustment arising from scheme liabilities	194	(114)	2	(155)	124
Experience adjustment arising from scheme assets	563	2	408	(389)	9

17. TAXATION

	2021 £000	2020 £000
Foreign subsidiary current tax	82	-
Foreign subsidiary adjustments in respect of prior years	83	-
Total foreign subsidiary current tax charge	**165**	**-**
Foreign subsidiary deferred tax credit	(4)	-
Foreign subsidiary total tax charge	**161**	**-**

18. LEASING COMMITMENTS (GROUP AND CHARITY)

At the year-end, total of future minimum lease payments under non-cancellable operating leases, due not later than one year, were £Nil (2020: £3,228).

19. TRANSACTIONS WITH TRUSTEES AND OTHER RELATED PARTIES

Trustees
The charity Trustees received no remuneration for their services to the charity during the year (2020: Nil).

Key management personnel
All senior employees who have authority and responsibility for planning, directing and controlling the activities of the group are key management personnel. The names of those individuals who served as key management personnel are set out on the last page of this document. Total benefits (including social security costs) in respect of key management personnel during the year was £897,640 (2020: £757,051).

Intra-group transactions
During the year the charity charged Mates in Mind fees of £11,940 (2020: £29,862) in respect of management services provided by the charity to Mates in Mind, and £Nil licence fees (2020: Nil) in respect of Mates in Mind's use of the charity's Start the Conversation training materials.

The charity also granted Mates in Mind core funding amounting to £Nil (2020: £97,452). The charity incurred referral fees amounting to £70,391 (2020: £55,250) payable to Mates in Mind. The charity charged BSC Sales Limited fees of £72,883 (2020: £76,480) in respect of management services provided. The charity also charged BSC India LLP fees of £461,193 (2020: £184,756) in respect of management services provided.

At the year end the net balance due between the charity and each of its subsidiaries was:

	Due to / (from) charity 2021 £	2020 £
British Safety Council (India) LLP	570	289
British Safety Council Sales Ltd	20	40
Mates In Mind	(1)	95

The above are services delivered in line with charitable objects.

Other related party transactions

During the year, the income was recorded from sales made to organisations where certain of the trustees or the subsidiary company charity trustees undertake their employment duties. These transactions were undertaken on normal commercial terms and amounted to £20,900 in aggregate (2020: £25,750). Income per related party can be analysed as follows: Turner & Townsend Limited £Nil (2020: £4,150), Balfour Beatty Plc £9,340 (2020: £7,342), Bazalgette Tunnel Ltd (t/a Tideway) £4,980 (2020: £13,663) and Seddon Construction Ltd £Nil (2020: £595).

Financial Instruments - Group

	2021 £000	2020 £000
Financial assets - at amortised cost:		
Debtors	1,109	968
Cash	1,902	1,819
	3,011	2,787
Financial liabilities - at amortised cost:		
Creditors: amounts falling due within one year	(1,389)	(1,292)

With the exception of investments of £9,813,000 held at fair value, the group's basic financial instruments are measured at amortised cost. All financial liabilities are of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at amortised cost.

Company number:	04618713
Charity numbers:	1097271 in England and Wales SC037998 in Scotland
Principal and registered office:	70 Chancellors Road Hammersmith London W6 9RS
The Board of Trustees:	Peter McGettrick David Collins Lawrence Waterman Philip White Samantha Peters Stephen Grix Jennie Armstrong Prasad Bangalore Arun Muttreja Ian Bucknell (appointed 25 April 2022) Jonathan Gawthrop (appointed 25 April 2022) Rupert Thompson (appointed 25 April 2022) Mark Hardy (retired 25 October 2021) Alex Hutchings (resigned 20 May 2022) Simon Phillips (resigned 29 June 2022)

Key management:		
	Michael Robinson	Chief Executive
	Paul Fakley	Policy and Engagement Director
	Sarah Casemore	Managing Director Mates in Mind (from 18 June 2021)
	Roni Kotecha	Chief Commercial Officer
	Jigna Patel	Wellbeing Director
	Adil Bhatti	Chief Operating Officer (from 5 July 2021)
	Steve Ward	IT Director
	Nicola Richards	Director of Finance (to 12 February 2021)
	James Rudoni	Managing Director Mates in Mind (to 18 June 2021)

Company secretary:	Michael Robinson
Banker:	Barclays Bank plc, 75 King Street, London, W6 9HY
Investment adviser:	Investec Wealth and Investment Ltd, 30 Gresham Street, London, EC2V 7QN
Solicitor:	Russell-Cooke Solicitors, 2 Putney Hill, London, SW15 6AB
Auditor:	BDO LLP, 55 Baker Street, London, W1U 7EU