

REGISTERED COMPANY NUMBER: 02849833 (England and Wales)
REGISTERED CHARITY NUMBER: 1025557

**REPORT OF THE TRUSTEES AND
AUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021
FOR
PROTECT (WHISTLEBLOWING ADVICE) LIMITED**

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

**CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Page
Reference and Administrative Details	1
Report of the Trustees	2 to 9
Report of the Independent Auditors	10 – 12
Statement of Financial Activities	13
Statement of Financial Position	14
Statement of Cash Flows	15
Notes to the Financial Statements	16 to 24

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 DECEMBER 2021**

TRUSTEES	P Boyle (Chair) G Dart (term of office ended 23 February 2021) A Gardiner S Gaysford J Graham (appointed 29 November 2021) K Jordan R Lloyd (appointed 12 May 2021) F Morris-Jones (Deputy Chair) R Passi (appointed 12 May 2021) D Widdowson
COMPANY SECRETARY	Nneka Egbuji
REGISTERED OFFICE	The Green House 244-254 Cambridge Heath Road London E2 9DA
REGISTERED COMPANY NUMBER	02849833 (England and Wales)
REGISTERED CHARITY NUMBER	1025557
AUDITORS	Azets Audit Services Statutory Auditor 2nd Floor, Regis House 45 King William Street London EC4R 9AN
BANKERS	CAF Bank Kings Hill West Malling Kent ME19 4TA

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

The Trustees, who are also Directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 December 2021. The Trustees have adopted the provisions of the Accounting and Reporting by Charities: statement of recommended practice applicable to the charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

COMPANY AND CHARITY DETAILS

Statutory information

Protect (Whistleblowing Advice) Limited is a registered charity (No. 1025557) and a company limited by guarantee (No. 02849833). Our registered address is The Green House, 244-254 Cambridge Heath Road, London, E2 9DA.

Charitable Objects and Principal Activity

Protect is the UK's whistleblowing charity, established in 1993.

Our **vision** is of a world where no whistleblower goes unheard or unprotected.

Our **mission** is to protect the public interest by helping workers to speak up to stop harm and wrongdoing. We support whistleblowers by providing free and confidential legal advice. We support employers to implement effective whistleblowing arrangements. We campaign for legal and policy reform to better protect whistleblowing.

Our **values** are: supportive, independent, expert and collaborative.

Public Benefit

When setting our objectives and planning all of our activities the Trustees have considered the Charity Commission guidance on public benefit. Through the activities described above we promote the role of whistleblowing in furthering organisational accountability, individual responsibility and public confidence. All our activities help to promote the public interest and are for the public good in that they protect the interests of citizens, consumers, patients, regulators, shareholders, tax payers and the vulnerable, both individually and collectively.

Mission, Vision, Values and Strategic Objectives

During 2021 we reviewed our mission, vision and values, through a process which involved all staff and whose results were then approved by the Board. The Board has set strategic objectives to meet the Charity's vision. The first objective recognizes that effective arrangements for identifying and addressing workers' concerns are a good thing ... and there should be more of them. We address this objective in our work with employers and through our policy work. The second is that Protect should be the 'go to' place for expert whistleblowing advice, and we demonstrate this with our support for whistleblowers calling our Advice Line, and our policy and campaigning work below. All of our activities are intended to further the achievement of these strategic objectives.

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

ACHIEVEMENTS AND PERFORMANCE

1 Supporting employers

From the outset, we knew that creating safe workplace cultures is as important as encouraging individuals to speak up. In our history we have worked with thousands of employers to help them develop effective whistleblowing arrangements and in 2021 we engaged with over 500 employers to deliver training, consultancy, benchmark support and webinars. We estimate that this work with employers has an impact on 1.3 million workers.

We welcomed 25 employers as new members of Protect's growing best-practice network, and held the first of our quarterly "Members' Forums" to encourage sharing of ideas.

Over the course of 2021 700 delegates attended our training, which continued online. We introduced and successfully delivered three entirely new specialist Masterclasses – Investigating a Whistleblowing Concern, Whistleblowing and Tackling Sexual Harassment, and Preventing Victimisation to the Whistleblower. We were grateful for the support of Gowling WLG law firm which provided the investigations training in partnership with Protect. We had an average feedback score of 9 out of 10 and delegates reported an average increase in understanding from 6 out of 10 to 9 out of 10, demonstrating real impact.

In 2018 we developed a benchmarking tool to help employers assess the effectiveness of their whistleblowing arrangements. In 2021 we reviewed and developed our Whistleblowing Benchmark to ensure it is compliant with the EU Whistleblowing Directive and new international whistleblowing standard ISO 37002:2021. We relaunched the Benchmark with a webinar on World Whistleblowing Day focusing on the importance of caring for staff who whistleblow, including recognising the mental health impacts and we are grateful to Linklaters law firm for sponsoring and contributing to the webinar.

Our work with the Charity Commission, providing an Advice Line service prior to callers contacting the Commission, continued in 2021. Calls from the charity sector continue to grow and over a fifth of all our calls in 2021 were from this sector.

We were grateful for the assistance from several Barclays managers, enabled by support from the charity Pilotlight, who contributed to our developing work for small and medium sized employers.

During National Food Safety Week, we held a webinar about food crime and were joined by the Head of Analysis and Futures at the National Food Crime Unit within the Food Standards Agency.

We also held a webinar for employers on the EU Directive, with the support of the Whistleblowing International Network (WIN) which was attended by over 100 employers. We worked with Eurocadres – the union for professionals and managers in Europe - to provide content for their online whistleblowing course.

In October 2021 we started a project bringing together employer members and experts to help write a "Preventing Whistleblower Victimization" guide to best practice. Over the course of a number of roundtables, the guide has been developed to explain the issues and highlight innovative practice and will be launched in April 2022. We are grateful to all the employers and others who took part.

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

ACHIEVEMENTS AND PERFORMANCE (continued)

2 Supporting whistleblowers

After a record-breaking year in 2020, the number of whistleblowing cases on our free, confidential legal Advice Line fell to 2,684 in 2021 as the previous spike in Covid-related concerns was not replicated in 2021. We estimate that the advice we give may affect over 10 million workers.

The sectors of the economy from which advice cases arose is shown in the table below:

Sector	2021	2020
Charities	21%	19%
Health	16%	15%
Care	13%	11%
Education	11%	10%
Financial Services	7%	8%
Local Government	5%	4%
Other	27%	33%

We supported the high-profile whistleblower Jonathan Taylor, who blew the whistle on international bribery and corruption in the oil industry and was detained in Croatia for almost a year. While 2021 saw Jonathan finally allowed to return to the UK, his plight continues as the authorities in Monaco continue to pursue a claim against him.

We made a concerted effort to allow whistleblowers to contact us in different ways including through the use of feedback and contact forms on the website. We continued to develop our website to support whistleblowers with information and templates, such as for interim relief.

We commissioned a YouGov survey to test the awareness of whistleblowing. Over 30% of workers polled did not know how to raise a whistleblowing concern at work and 46% did not know if their employer had a whistleblowing policy. A survey of our own callers conducted in 2021 found that 85% of workers did not know what they needed to prove to be protected under UK whistleblowing law. Our Advice Line survey also allowed us to identify the protected characteristics of our callers and it is noteworthy that 26% of our callers said that they had a disability while 67% have an annual income of below £30,000 meaning that they are unlikely to be able to afford to pay for legal advice.

Our Legal Support Network of law firms and chambers who offer pro bono advice to Protect and our clients has grown and we held our first regular Network meeting to share ideas and update on interesting cases. Our network will also be providing us with support with our intervention work in 2022.

We were delighted to be commended in the Law Society's Legal Excellence Awards for our work in upholding the rule of law during the pandemic.

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 DECEMBER 2021**

ACHIEVEMENTS AND PERFORMANCE (continued)

3 Legal reform and campaigning

Having been instrumental in the drafting of the original UK whistleblowing law (the Public Interest Disclosure Act 1998) and having advised 45,000 whistleblowers on their rights, we know the law better than most. We recognize that it has not kept pace with the modern workplace, and that what was once gold-standard law is now falling behind as countries across Europe introduce new legislation to meet the requirements of the EU Whistleblowing Directive.

In April 2021 we launched our legal reform campaign “Let’s Fix UK’s Whistleblowing Law” with an online webinar attended by MPs Dame Margaret Hodge and Kevin Hollinrake as well as whistleblower Chris Day. We were grateful for the support and contributions of Mukhtiar Singh and Garden Court Chambers. In the course of the year, we held two other webinars, on extending the scope of protection to more whistleblowers and on introducing standards for employers. We produced a short report setting out why employers should be required to have whistleblowing standards.

We responded to a wide range of government consultations:

- Department of Health White Paper introducing a Health Service Safety Investigations Body
- Public Administration and Constitutional Affairs Committee on propriety of governance in the light of Greensill
- Public Accounts Committee on lessons from the government’s response to the Covid-19 pandemic
- The UK Product Safety Review
- Department for Business, Energy and Industrial Strategy on restoring trust in audit and corporate governance
- The Home Office Legislation to Counter State Threats

We also produced Parliamentary briefings for debates on the Office of the Whistleblower Bill (a private members bill in the House of Lords), on a Non-Disclosure Agreements Bill, and on the Official Secrets Act- why we need a public interest defence.

We responded to the Law Commission’s 14th Programme of Law Reform and their paper on Corporate Criminal Liability.

Together with 28 Groups representing journalists, human rights and whistleblowing organisations we wrote to the Home Office expressing our concerns about proposed legislative reform to the Official Secrets Act and calling for a public interest defence to be included.

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

FINANCIAL REVIEW

Where does the money come from?

Our funds are mostly from subscriptions from organisations which are members of Protect together with the income we receive from our consultancy and training work. We received a small amount of charitable donations from individuals, and funding from Allen & Overy Foundation contributed to our income in 2021.

The Trustees ensure that our self-funding status does not result in conflicts which could undermine or constrain our independence and the charitable and public benefit purposes of our activities. In 2021 we developed a policy to determine how we will work in partnership with others without detracting from our independence.

Review of Financial Activity

After another uncertain year affected by Covid and with all our training continuing online, the charity ended with an operating surplus of £86,201. Further financial mitigation steps in 2021 included downsizing the office and developing new income streams through applying for funds from charitable trusts and foundations.

Review of Financial Position

The charity aims to retain sufficient reserves to allow it be resilient to normal operating risks (including the loss of a major employer member) and, in the unlikely event that it should be necessary, to allow for a solvent cessation or transfer of its activities to another organization. The Trustees keep the required level of reserves under review, and the reserves policy states that the charity should aspire to maintain reserves in the range of £200,001 to £300,000. The position at 31 December 2021 means that the charity is now in the comfortable operating range, which is a significant recovery over the past three years.

The charity has an adequate balance sheet at year end with net funds of £202,205 compared with £123,504 in 2020 and a good level of cash (£441,266 in all accounts at year end).

Risk Management

The charity maintains a risk register which is regularly reviewed by the Audit and Risk Committee and reported to the Board. During 2021 the following risks were deemed to have the biggest potential impact were:

- A shortfall of income: in another uncertain year with all training continuing online, Trustees monitored the charity's income at every meeting and received monthly sales reports. They agreed a reduced budget in April 2021 and approved the development of a fundraising stream to diversify Protect's income base;
- IT failures: in recognition of the risks of Protect's IT system, Trustees approved a move to a new Customer Relationship Management database and to Microsoft 365 email system which was successfully completed in 2021.
- Data security: all Protect staff were provided with work laptops and security was increased in 2021. A move onto a computer-based telephone system reduced the risks of staff handling calls on mobile phones. The importance of data security and GDPR continues to be highlighted to all staff.

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

FUTURE PLANS

The Trustees are convinced that the charitable company delivers useful public benefit through its various activities described in this report. They would like those benefits to be more widely available and have greater impact: too many workers, organisations and third parties are harmed when whistleblowers are ignored. The strategic objectives agreed by the Trustees will continue to shape the work of the charity in 2022.

At the end of 2021 Protect's project to upgrade its IT went live and staff now benefit from a new Customer Relationship Management System and a modern email platform. This will improve the ability of the charity to analyse the data that it collects from workers and from employer organisations which in turn should increase its output and influence.

In 2021 Trustees approved the introduction of a consultant fundraiser to develop a case for support and assist the charity in its aim to diversify its income streams.

Trustees were involved in putting together a successful bid to the Joseph Rowntree Charitable Foundation for additional resources starting in 2022 to allow the charity to develop further its lobbying for legal reform, and to develop new whistleblowing tools for small and medium sized enterprises. Campaigning to change the law, improving the charity's offer for employers, and developing new ways to advise whistleblowers continue to be the charity's priorities in 2022.

GOING CONCERN

After reviewing the charity's forecasts and projections and taking into account economic conditions and possible changes in sales performance, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

Covid-19

The Trustees have also reviewed the impact of the Covid-19 pandemic on the future viability of the charity. The charity has successfully moved to online courses for its training, both in-house and general "open" training, and this continues to be a viable option although increased demand for face-to-face training is likely in 2022. The office size has been reduced and hybrid working is now operating with staff attending the office at least once a week.

The position with subscribers has not changed significantly throughout the pandemic: a small number of businesses that pay for membership have indicated that they cannot afford to subscribe, and we have had less success in bringing larger organisations on board. While the initial predicted income forecasted had to be revised downwards in 2021, this was countered by sufficient cost savings to result in an overall increased surplus.

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

STRUCTURE, GOVERNANCE AND MANAGEMENT

Directors/Trustees

The Directors are also the charity Trustees for the purposes of charity law. Individually the Trustees bring expertise and experience from the various key areas in which the charity operates. The latest recruitment round of Trustees has improved the diversity on the Board as well as bringing additional whistleblowing experience. Trustees meet at least four times a year and have established Audit and Risk, Remuneration and Nomination committees.

The Trustees who served during the year were: Paul Boyle (Chair), Geoffrey Dart (term of office ended February 2021), Alex Gardiner, Simon Gaysford (Chair of the Remuneration Committee), Julia Graham (appointed November 2021), Karen Jordan (Chair of the Audit and Risk Committee), Rebecca Lloyd (appointed May 2021), Frances Morris-Jones (Deputy Chair), Ravinder Passi (appointed May 2021) and David Widdowson.

Trustees carried out a review of governance arrangements in 2021, measured against the Charity Governance Code, and drew up an action plan. Over the course of 2021 the gaps identified in the action plan were addressed by a review of stakeholders and competitors, by identifying and confirming the charity's values, by the introduction of an annual staff survey, by the development of a safeguarding policy, by the introduction of a register of gifts and by consideration of diversity matters. Trustees were keen to address diversity issues on the Board, and will continue to monitor Board and staff recruitment as well as the protected characteristics of advice line callers.

Executive Officers

Elizabeth Gardiner is the Chief Executive. Jon Cunningham is the Business Development Director and Sybille Raphael is the Legal Director.

Staff remuneration is delegated to the Remuneration Committee for consideration and subject to approval by the Board.

Staff

We saw a number of staffing changes on the Business Support team, saying farewell to Kushi Gujral, Stella Sutcliffe and Sukhbir Singh and welcoming Grace Wilkin and Alex Southworth to the team.

We welcomed new legal advisers in 2021 – Caitlin Comins, Emma Darlow-Stearn, Rebecca Durkin and Isaac Heather joined the team, while our longstanding legal officer Hari Raithatha, and advisers Burcak Dikmen and Kyran Kanda all left to pursue new roles. Bob Matheson, our Head of Advice and Advocacy, completed his training with us to become a solicitor, while Nneka Egbuji also started a training contract in 2021.

Rhiannon Plimmer-Craig took on the role of Parliamentary Officer in 2021.

Related Parties

During the year the charity entered into no transactions with any parties deemed to be related. The Trustees thank all those organisations, foundations and individuals that support Protect, whether by subscriptions, fee grants, donations or benefits in kind.

Sounds interesting?

If you would like to know more, further information is available on our website: www.protect-advice.org.uk

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also Directors of Protect (Whistleblowing Advice) Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP 2015 (FRS 102);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

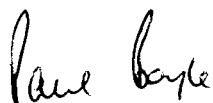
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

AUDITORS

The auditor, Azets Audit Services, is deemed to be reappointed under section 487(2) of the Companies Act 2006.

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

The Report of the Trustees was approved by the Board on 5 May 2022 and signed on their behalf by:



Paul Boyle
Chair

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF PROTECT (WHISTLEBLOWING ADVICE) LIMITED

Opinion

We have audited the financial statements of Protect (Whistleblowing Advice) Limited (the 'charitable company') for the year ended 31 December 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the CashFlow Statement and notes to the financial statements, including 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).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 December 2021, and of its incoming resources and application of resources, including its income and expenditure, 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.

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 are independent of the charitable company in accordance with the ethical requirements that are 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. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating 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 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 other information comprises the information included in the trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. 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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF PROTECT (WHISTLEBLOWING ADVICE) LIMITED

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 9, 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 determine 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 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 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

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. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the company through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

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.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/Our-Work/Audit/Audit-and-assurance/Standards-and-guidance/Standards-and-guidance-for-auditors/Auditors-responsibilities-for-audit/Description-of-auditors-responsibilities-for-audit.aspx>.

This description forms part of our auditor's report.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
PROTECT (WHISTLEBLOWING ADVICE) LIMITED**

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. Our audit work has been undertaken so that we might state to the charitable company's members 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 and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Azets Audit Services

John Howard (Senior Statutory Auditor)
For and on behalf of Azets Audit Services
Statutory Auditor
2nd Floor, Regis House
45 King William Street
London
EC4R 9AN

Date: *10 June 2022*

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 DECEMBER 2021

	Notes	2021 Unrestricted £	2021 Restricted £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	8,259	-	8,259	20,919
Charitable activities	4				
Business support and fundraising		230,626	-	230,626	208,002
Advice line		638,460	-	638,460	630,390
Investment income	5	262	-	262	332
Other income	6	-	-	-	10,625
Total		877,607	-	877,607	870,268
EXPENDITURE ON					
Charitable activities	7				
Business support and fundraising		255,559	2,422	257,981	269,908
Advice line		379,217	3,593	382,810	400,509
Public Education and Policy		123,655	1,172	124,827	130,600
Development and Growth		32,975	313	33,288	34,827
Total		791,406	7,500	798,906	835,844
NET INCOME		86,201	(7,500)	78,701	34,424
RECONCILIATION OF FUNDS					
Total funds brought forward		116,004	7,500	123,504	89,080
TOTAL FUNDS CARRIED FORWARD	17	202,205	-	202,205	123,504

CONTINUING OPERATIONS

All income and expenditure has arisen from continuing activities.

The notes form part of these financial statements

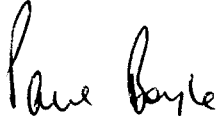
PROTECT (WHISTLEBLOWING ADVICE) LIMITED

**STATEMENT OF FINANCIAL POSITION
AT 31 DECEMBER 2021**

		2021	2020
		Total funds	Total funds
	Notes	£	£
FIXED ASSETS			
Tangible assets	13	3,509	7,783
CURRENT ASSETS			
Debtors	14	226,248	292,434
Cash at bank		<u>441,266</u>	<u>279,306</u>
		667,514	571,740
CREDITORS			
Amounts falling due within one year	15	(468,818)	(456,019)
NET CURRENT ASSETS		<u>198,696</u>	<u>115,721</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>202,205</u>	123,504
NET ASSETS		<u>202,205</u>	<u>123,504</u>
FUNDS	17		
Unrestricted funds		202,205	116,004
Restricted funds		<u>-</u>	<u>7,500</u>
TOTAL FUNDS		<u>202,205</u>	<u>123,504</u>

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Board of Trustees on 5 May 2022 and were signed on its behalf by:



 P V Boyle -Trustee

The notes form part of these financial statements

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

**STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021**

	Notes	2021 £	2020 £
Cash flows from operating activities:			
Cash generated from operations	19	<u>161,698</u>	<u>69,361</u>
Net cash provided by operating activities		<u>161,698</u>	<u>69,361</u>
Cash flows from investing activities:			
Purchase of tangible fixed assets		-	-
Current asset cash investments		-	-
Interest received		<u>262</u>	<u>332</u>
Net cash provided by (used in) investing activities		<u>262</u>	<u>332</u>
Cash flows from financing activities:			
Capital repayments in year		-	-
Net cash provided by (used in) financing activities		-	-
Change in cash and cash equivalents in the reporting period		<u>161,960</u>	<u>69,693</u>
Cash and cash equivalents at the beginning of the reporting period		<u>279,306</u>	<u>209,613</u>
Cash and cash equivalents at the end of the reporting period		<u>441,266</u>	<u>279,306</u>

The notes form part of these financial statements

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. STATUTORY INFORMATION

Protect (Whistleblowing Advice) Limited is a charitable company, limited by guarantee, registered in England and Wales. The company's registered number and registered address can be found on the Reference and Administrative Details page.

2. ACCOUNTING POLICIES

Basis of Preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2015.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity.

The significant accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented unless otherwise stated.

Public Benefit

The charitable company meets the definition of a public benefit entity under FRS 102.

Legal Status

The charity is a company limited by guarantee and has no share capital. The liability of each Trustee in the event of winding up is limited to £1.

Going Concern

After reviewing the charity's forecasts and projections and taking into account the economic conditions and possible changes in trading performance, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. The charity therefore continues to adopt the going concern basis in preparing its financial statements.

The trustees have also considered the potential impact of the COVID-19 virus on the future viability of the Charity, on page 7 of the Report of the Trustees.

Consequently, the trustees have a reasonable expectation that the company will have sufficient funds to continue to meet its liabilities as they fall due for the foreseeable future and therefore have prepared the financial statements on a going concern basis.

Fund Accounting

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

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements. The charity currently has no designated funds.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

PROTECT (WHISTLEBLOWING ADVICE) LIMITED

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2021**

2. ACCOUNTING POLICIES - continued

Income

All incoming resources are included in the Statement of Financial Activities (SoFA) when the charity is legally entitled to the income after any performance conditions have been met, the amount can be measured reliably and it is probable that the income will be received.

For donations to be recognised the charity will have been notified of the amounts and the settlement date in writing. If there are conditions attached to the donation and this requires a level of performance before entitlement can be obtained then income is deferred until those conditions are fully met or the fulfilment of those conditions is within the control of the charity and it is probable that they will be fulfilled.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted; the estate has been finalised and notification has been made by the executor(s) to the charity that the distribution will be made; or when a distribution is received from the estate. Receipt of a legacy, in whole or in part is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income from charitable activities represents net amounts receivable, excluding any value added tax. Where income relates to services to be provided over a number of years, income is matched to the service provision and income invoiced in advance is deferred to future years.

Donated professional services and donated facilities are recognised as income when the charity has control over the item; any conditions associated with the donated item have been met; the receipt of economic benefit from the use by the charity of the item is probable; and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the Trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Expenditure is recognised where there is a legal or constructive obligation to make payments to third parties, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. It is categorised under the following heading:

Expenditure on charitable activities which includes costs in relation to Business Support and Fundraising; Advice Line; Public Education and Policy and Development and Growth.

Allocation and apportionment of costs

Resources expended that relate directly to specific activity are allocated solely to that activity. All other resources expended are allocated based on total staff time. Other resources expended and support costs are allocated to charitable activities based on total staff time.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Fixtures and fittings	- 4 years straight line
Computer equipment	- 4 years straight line

Assets that are expected to be of continuing use to the charity are capitalised at either their cost to the charity or, if donated, at their estimated market value. Assets with a value of less than £1,000 are expensed at the point of purchase. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

PROTECT (WHISTLEBLOWING ADVICE) LIMITED
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2021

2. ACCOUNTING POLICIES - continued

Trade and other debtors

Trade and other debtors are measured at transaction price less any impairment.

Current asset investments

Current asset investments comprise cash deposits with an original maturity date of more than 3 months.

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. For the purpose of the consolidated cash flow statement, cash and cash equivalents consist of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

Trade and other creditors

Trade and other creditors are measured at their transaction price unless the arrangement constitutes a financing transaction in which case the transaction is measured at present value of future payments discounted at prevailing market rate of interest. Other financial liabilities are initially measured at fair value net of their transaction costs. They are subsequently measured at amortised cost using the effective interest method.

Leases

Assets acquired under finance leases are capitalised and depreciated over the shorter of the lease term and the expected useful life of the asset. Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding lease liability using the effective interest method. The related obligations, net of future finance charges, are included in creditors.

Rentals payable and receivable under operating leases are charged to the SoFA on a straight line basis over the period of the lease.

Employee benefits

When employees have rendered service to the charity, short-term employee benefits to which the employees are entitled are recognised at the undiscounted amount expected to be paid in exchange for that service.

The charity operates a defined contribution plan for the benefit of its employees. Contributions are expensed as they become payable.

Taxation

The charitable company is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Judgements and key sources of estimation uncertainty

The preparation of financial statements requires management to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on a continuing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The Trustees consider that there are no significant judgements or estimates in the preparation of these financial statements.

3. DONATIONS AND LEGACIES

	2021	2020
	£	£
Donations (unrestricted)	8,259	10,919
Donations (restricted)	<u>-</u>	<u>10,000</u>
	<u>8,259</u>	<u>20,919</u>

PROTECT (WHISTLEBLOWING ADVICE) LIMITED
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2021

4. INCOME FROM CHARITABLE ACTIVITIES

	Activity	2021 £	2020 £
Incoming resources from charitable activities	Business support and fundraising	230,626	208,002
Incoming resources from charitable activities	Advice line	638,460	<u>630,390</u>
		<u>869,085</u>	<u>838,392</u>

5. INVESTMENT INCOME

	2021 £	2020 £
Investment income	<u>262</u>	<u>332</u>

6. OTHER INCOME

	2021 £	2020 £
Furlough funding	<u>-</u>	<u>10,625</u>

7. CHARITABLE ACTIVITIES COSTS

	Direct costs (See note 8) £	Support costs (See note 9) £	Totals £
Business support and fundraising	232,284	25,697	257,981
Advice line	344,680	38,130	382,810
Public Education and Policy	112,395	12,432	124,827
Development and Growth	<u>29,972</u>	<u>3,316</u>	<u>33,288</u>
	<u>719,331</u>	<u>79,575</u>	<u>798,906</u>

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2021 £	2020 £
Staff costs	592,067	575,904
Non-staff costs	<u>127,264</u>	<u>138,014</u>
	<u>719,331</u>	<u>713,918</u>

PROTECT (WHISTLEBLOWING ADVICE) LIMITED
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2021

9. SUPPORT COSTS

	Management	Governance	Totals
	£	costs	£
Business support and fundraising	13,768	11,929	25,697
Advice line	20,428	17,702	38,130
Public Education and Policy	6,660	5,772	12,432
Development and Growth	1,777	1,539	3,316
	<u>42,633</u>	<u>36,942</u>	<u>79,575</u>

10. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2021	2020
	£	£
Depreciation - owned assets	4,274	3,682
Operating lease rentals	30,884	44,568
Auditor's remuneration - statutory audit	5,400	5,100
Auditor's remuneration - other services	<u>1,600</u>	<u>1,500</u>

Non-staff costs are made up of:

	2021	2020
	£	£
Premises	44,348	74,426
Communications	9,878	6,136
Depreciation	4,274	3,682
Training and library	10,950	13,229
Public relations and marketing	11,127	8,585
IT Upgrade	15,805	-
Office costs: Computer and photocopier	8,660	11,272
Other office expenses	6,272	4,169
Auditor's remuneration - statutory audit	5,400	6,600
Auditor's remuneration - non-audit services	1,600	1,500
Provision for bad debts	19,653	29,484
Other	<u>10,317</u>	<u>17,530</u>
	<u>148,284</u>	<u>176,613</u>

11. TRUSTEES' REMUNERATION AND BENEFITS

No Trustees received remuneration or other benefits during either the current or the prior year.

No Trustees received reimbursements for expenses during either the current or the prior year.

PROTECT (WHISTLEBLOWING ADVICE) LIMITED
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2021

12. STAFF COSTS

	2021 £	2020 £
Salaries and wages	556,032	549,744
Social security costs	52,148	50,794
Employer's contribution to defined contribution pension scheme	28,506	29,634
Other staff costs	<u>13,936</u>	<u>18,536</u>
	<u>650,622</u>	<u>648,708</u>

The average full-time employees' equivalent number during the year was 16.9 (2020: 17.4).

Employees remunerated in excess of £60,000 excluding employer's pension contributions are as follows:

	2021 No.	2020 No.
£60,001 to £70,000	<u>2</u>	<u>1</u>

The aggregate employer pension expense in relation to these employees was £7,034 (2020: £3,503).

Staff costs have been allocated on a percentage basis over the charitable activity cost headings.

The key management personnel comprises of the personnel given in the Report of the Trustees under Executive Officers. The total employee benefits of the key management personnel of the charitable company were £173,257 (2020: £139,192).

13. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 January 2021	30,791	37,534	68,325
Disposals	<u>(7,903)</u>	<u>(1,132)</u>	<u>(9,035)</u>
At 31 December 2021	<u>22,888</u>	<u>36,402</u>	<u>68,325</u>
DEPRECIATION			
At 1 January 2021	23,973	36,569	60,542
Charge for year	3,309	965	4,274
Depreciation on disposals	<u>(7,903)</u>	<u>(1,132)</u>	<u>(9,035)</u>
At 31 December 2021	<u>19,379</u>	<u>36,402</u>	<u>64,816</u>
NET BOOK VALUE			
At 31 December 2021	<u>3,509</u>	<u>-</u>	<u>3,509</u>
At 31 December 2020	<u>6,818</u>	<u>965</u>	<u>7,783</u>

PROTECT (WHISTLEBLOWING ADVICE) LIMITED
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2021

14. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade debtors	208,569	267,289
Other debtors	6,483	5,793
Prepayments and accrued income	11,196	19,352
	<u>226,248</u>	<u>292,434</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021	2020
	£	£
Trade creditors	19,870	13,497
Social security and other taxes	59,583	70,162
Accruals and deferred income	389,365	372,360
	<u>468,818</u>	<u>456,019</u>

Deferred income reconciliation:

	2021	2020
	£	£
Brought forward balance at 1 January	342,037	303,290
Amounts recognised as incoming resources in the year	(342,037)	(303,290)
Amount deferred at 31 December	<u>367,327</u>	<u>342,037</u>
	<u>367,327</u>	<u>342,037</u>

Deferred income consists of subscription income and income in relation to retainers and consultancy fees. An element of the income has been deferred at the year-end due to the subscription period spanning over the financial year end or the income having been received in advance.

16. LEASING AGREEMENTS

	2021	2020
	£	£
Within one year	32,772	37,214
Between one and five years	<u>106,366</u>	<u>133,545</u>
	<u>139,138</u>	170,759

17. MOVEMENT IN FUNDS

	At 1/1/21 £	Net movement in funds £	At 31/12/21 £
Unrestricted funds			
General fund	116,004	86,201	202,205
Restricted funds	7,500	(7,500)	-
	<hr/>	<hr/>	<hr/>
TOTAL FUNDS	123,504	78,701	202,205

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	877,607	(791,406)	86,201
	<hr/>	<hr/>	<hr/>
TOTAL UNRESTRICTED FUNDS	877,607	(791,406)	86,201

	Incoming resources £	Resources expended £	Movement in funds £
Restricted fund			
General fund	-	(7,500)	(7,500)
	<hr/>	<hr/>	<hr/>
TOTAL RESTRICTED FUNDS	-	(7,500)	(7,500)

Page 24

PROTECT (WHISTLEBLOWING ADVICE) LIMITED
NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 DECEMBER 2021

18. PENSION COMMITMENTS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund. The amounts payable at year end was £2,679 (2020: £2,824) and is included in creditors under other tax and social security.

	2021 £	2020 £
Contributions payable by the company for the year	<u>28,506</u>	<u>29,634</u>

19. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the reporting period (as per the statement of financial activities)	78,701	34,424
Adjustments for:		
Depreciation charges	4,273	3,682
Interest received	(262)	(332)
Decrease in debtors	66,187	13,241
Increase in creditors	<u>12,799</u>	<u>18,346</u>
Net cash provided by operating activities	<u>161,698</u>	<u>69,361</u>

20. RELATED PARTY DISCLOSURES

There are no related party transactions to disclose for the current or the prior year.

21. ULTIMATE CONTROLLING PARTY

The company is considered to have no ultimate controlling party.