

# THE BRIDGE GROUP

England & Wales · Charity number 1162144

## Details

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**Status** Registered

**Legal form** CIO

**Registered** 2015-06-11

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** c/o University Of London  
Senate House  
Malet Street  
London  
WC1E 7HU

**Phone** 02035091275

**Email** [enquiries@thebridgegroup.org.uk](mailto:enquiries@thebridgegroup.org.uk)

**Website** [www.thebridgegroup.org.uk](http://www.thebridgegroup.org.uk)

## Activities

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**Objects:** For the public benefit, the advancement of education and the relief of people who are in need as a consequence of their social and/or economic circumstances by: o Carrying out, collating and translating research, and disseminating the useful results into how to enable people to achieve their full academic potential and to prevent them from becoming disengaged with education and learning;o Providing advocacy, advice and information to schools, colleges, universities (and other recognised places of learning or training), employers and policymakers to help to prevent people from becoming disengaged with education and learning, and to promote equal access to higher education, and successful progression;o Supporting people's capabilities, competencies, skills and understanding to enable them to achieve their full academic potential to promote equal access to higher education, and successful progression.

**Activities:** Advancing social equality and the relief of socio-economic disadvantage, with a focus on access and progression in higher education and the professions.

## Classification

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- **How:** Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training
- **Who:** Children/young People, Other Charities Or Voluntary Bodies

## Geography

- Throughout England

## Finances

Period end	Income	Expenditure	Assets	Employees
2025-07-31	£434,556	£433,119	-	-
2024-07-31	£465,318	£359,027	-	-
2023-07-31	£338,690	£366,579	-	-
2022-07-31	£405,242	£350,046	-	-
2021-08-01	£280,295	£318,023	-	-
2020-08-01	£358,779	£315,810	-	-

## Trustees

Name	Role	Appointed
Andre Flemmings		2020-05-16
Andrea Rose Waugh		2021-04-21
Ann Easwary Swampillai		2021-04-21
Deborah Leigh Finkler		2026-05-18
Dr Simon Christopher Picot		2026-05-18
Emma Jodie Baylis		2026-05-18
Laura Kate Alyssa Yeates		2017-03-13
Lydia Miranda Nicola		2026-05-18
Rev Joshua Lloyd Harris		2026-05-18
Ross Matthew Murdoch		2026-05-18
Samuel Fraine		2026-05-18
Timothy John Smith		2021-04-21

**THE BRIDGE GROUP**

England & Wales - Charity number 1162144

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# Accounts

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**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2025  
FOR  
THE BRIDGE GROUP**

UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbalwick  
York  
North Yorkshire  
YO19 5UW

**THE BRIDGE GROUP**

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FOR THE YEAR ENDED 31 JULY 2025**

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## THE BRIDGE GROUP

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 JULY 2025

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The trustees present their report with the financial statements of the charity for the year ended 31 July 2025. The trustees have adopted the provisions of 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) (effective 1 January 2019).

#### Objectives and Activities

The Bridge Group is an independent research charity promoting socio-economic inclusion through evidence, insight and collaboration. We work with organisations across sectors, asking the right questions, uncovering what works, and using data-led recommendations to strengthen educational and career outcomes.

Our vision is an education system and a labour market where background is no barrier - and everyone, wherever they started in life, has the chance to realise their potential.

What defines the Bridge Group?

**Experts in socio-economic inclusion:** Creating impact is at the heart of everything we do. From pioneering research to designing practical solutions, we work with partners and policy makers to deliver change.

**Trusted for robust, independent insight:** Our evidence is rooted in rigorous quantitative and qualitative research. We inform the national conversation and support organisations in finding and nurturing talent, regardless of background.

**A strategic convenor and partner:** We bring organisations together and facilitate collaboration to break down barriers to opportunity, helping partners turn ambition into measurable progress.

Our charitable objects are as follows:

- Carrying out, collating and translating research, and disseminating the useful results into how to enable people to achieve their full academic potential and to prevent them from becoming disengaged with education and learning;
- Providing advocacy, advice and information to schools, colleges, universities (and other recognised places of learning or training), employers and policy makers to help to prevent people from becoming disengaged with education and learning, and to promote equal access to higher education, and successful progression;
- Supporting people's capabilities, competencies, skills and understanding to enable them to achieve their full academic potential to promote equal access to higher education, and successful progression.

The charitable objects above were agreed in September 2022 and will be reviewed in the summer of 2026 in light of the Charity's forward-looking strategy.

The trustees confirm that they have complied with their duty under section 4 of the Charities Act 2006 and have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing The Bridge Group's aims and objectives and in planning future activities. Consistent with our charitable objects, our work invariably focuses on the advancement of education and the relief of disadvantage. The trustees' definition of "disadvantaged people" is consistent with that used by academic researchers, practitioners, and as advised by government bodies including the Office for Students.

More specifically, this includes:

- Those from low socio-economic groups (as identified through e.g. National Statistics Socio-Economic Classification data and eligibility for free school meals);
- Young people who live in areas of high deprivation where participation in education is significantly low identified through IDACI, IMD, and POLAR3 indicators);
- Looked-after young people and care leavers.

We collate, commission, undertake, and analyse relevant research to provide insights and learning on social mobility, and to build the evidence base underpinning policy design and implementation. The trustees' definition of "promoting social mobility" is used to capture the range of activities to further our charitable purposes, i.e. the relief of disadvantaged people by developing their capabilities, competences, skills and understanding to enable them to achieve their full potential.

Employing this analysis, we publish briefings and reports to influence policy and system-wide reform for the benefit of those facing disadvantage. These outputs are invariably made publicly available and are sometimes published in partnership with other charitable organisations. In relation to this activity, we have carefully studied the Charity Commission's guidance, research by Higher Education Institutions, and our understanding of this is referenced in greater detail in the local policies upheld by the charity to guide its work in this area.

To support this process, we host events (e.g. policy seminars, research briefings - primarily online) to promote understanding about the key educational and workplace barriers affecting people from lower socio-economic backgrounds, to help stakeholders understand their roles in furthering our charitable objectives, and to access a wide range of expertise. These events are open to all and the outputs from them are publicly shared via the website and the e-newsletter. We maintain an informal network of professionals through which colleagues share information, experience and good practice relating to our charitable objectives, and how they can most effectively collaborate to realise them.

We undertake non-party political activities to promote awareness of the barriers facing individuals from a lower socio-economic background by speaking at conferences and events, engaging with the media, and responding to requests for information, advice and guidance. In relation to this activity we have carefully studied the Charity Commission's guidance, Speaking Out, and our understanding of this is referenced in greater detail in the local policies upheld by the charity to guide its work in this area.

**Achievements and performance**

Our research and policy work is undertaken independently and driven by guidance from the Charity Commission. Find out more about our approach as a charity at <http://www.thebridgegroup.org.uk>.

Our key research themes are:

Learner progression from school and college to higher education

- University and employer outreach with schools and colleges
- Information, advice and guidance in schools and colleges, and for mature learners
- The influence of geography on access and participation
- University admissions practices

Equality of student outcomes in higher education

- Being a commuter student
- Being a mature student
- The impact of university careers services in narrowing the gap in graduate outcomes
- Employer practices for attracting and recruiting graduates

Socio-economic inclusion in the workplace

- The business case for greater inclusion with respect to socio-economic background
- Employer practice in attracting and hiring at all levels
- Progression, pay and performance by socio-economic background
- Employer practice in socio-economic inclusion

The Bridge Group conducts all research in accordance with our Ethics policy. Data gathered through our research is managed and stored in accordance with our Information Security policy. The Bridge Group has been awarded Cyber Essentials and Cyber Essentials Plus certification. Further information is available on our website.

During this reporting period, the Charity undertook several exciting organisational developments:

- After a successful ten-year tenure, co-founder Nik Miller left the Bridge Group as Chief Executive but continues to work closely with the Charity as Fellow. Jenny Baskerville joined as the new Chief Executive on 28 April 2025 after an 18-year career at KPMG in the UK.
- In June 2025, The Bridge Group celebrated ten years since registering as a Charity.
- The anniversary was marked through a stakeholder consultation, the insights of which fed into a strategy day with staff and trustees in the Autumn and an anniversary report launched at an event at Slaughter and May in November 2025.
- The Charity undertook a Skills Audit for the Board of Trustees, which informed the appointment of a Deputy Chair, Lead trustees for specific areas and open recruitment for new trustees to join in 2026.
- The Bridge Group became an accredited Living Wage employer, ensuring the Charity's internal practices reflect the values of fairness it advocates for externally.

A variety of research, evaluation and advisory projects were completed, including but not limited to:

- Sector-wide research exploring socio-economic diversity and inclusion in real estate and financial services. In our latest report for Progress Together, we analysed data across 40 financial services firms representing over 210,000 employees: the largest dataset on class and careers in finance globally.
- Publishing 'Roadblocks or Roadmaps' on behalf of The Brilliant Club, exploring the undergraduate student experience. We found that the first year of study is crucial for building belonging and confidence in academic studies, and that financial pressures have a negative impact on both areas.

## THE BRIDGE GROUP

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 JULY 2025

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- Continuing our extensive work across the legal sector, including evaluating solicitor apprenticeships with City Century, advising the Legal Services Regulatory Authority Ireland on introducing socio-economic background data collection, analysing data for a leading law firm on attrition and undertaking the fieldwork for a collaborative research project with eight law firms identifying effective practices in improving socio-economic inclusion in the legal sector.
- Evaluating the medium to long-term impact of The Sutton Trust's Pathways to Banking and Finance programme and widening access to the sector, published in March 2026.

More broadly, we helped launch the new Social Mobility Alliance in Parliament with other leading social mobility charities, and delivered presentations to a wide range of organisations from the Department of Culture, Media & Sport, Institute of Student Employers Student Conference, to Just Group and Morgan Stanley.

#### FINANCIAL REVIEW

##### Principal funding sources

The Charity's principal sources of funds in this period are from commissioned research, evaluation and advice, with revenue received from:

- Access Accountancy
- A&O Shearman Sterling LLP
- Archbishop's Council
- Ashurst LLP
- The Cabinet Office
- City Century
- CILEx Regulation
- Clifford Chance
- Department for Culture, Media & Sport
- Freshfields Bruckhaus Deringer LLP
- Greater London Authority
- Irish Legal Services Regulatory Authority
- JLL Foundation
- Just Group Plc
- Keble College Oxford
- KPMG LLP
- Linklaters
- Milbank LLP
- Morgan Stanley
- Norton Rose Fulbright LLP
- Ocean & Coastal Futures
- Progress Together
- Shepherd & Wedderburn
- Slaughter & May
- The Sutton Trust
- Universities Superannuation Scheme (USS)

## THE BRIDGE GROUP

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 JULY 2025

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#### FINANCIAL REVIEW

##### Reserves policy

The trustees' policy is to build up unreserved funds to represent at least four months' running costs, planning for adverse economic conditions and other potential threats, safeguarding the long-term future of the Charity.

At 31 July 2025, the reserves of the Charity not attached to restricted or designated funds, stood at £168,382.

Four months' running costs for the Charity, including the payroll costs of staff delivering paid commissioned work, were in the region of £144k net of VAT.

In 2025-26, the cost pressure on businesses and political and legal pressures surrounding Diversity, Equity and Inclusion work presented funding challenges for the Charity. As the Charity develops its new strategy for 2026 onwards, including an expansion of advisory services and the strengthening of governance and insights through additional trustees, an Advisory Board and new Lead Partners, the Charity's executive and trustees remain focused on financial resilience and a re-set of its foundations for growth. The trustees have considered all available information at the date of approving the accounts and consider that the charity is a going concern.

##### Funds in deficit

There are no funds in deficit.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

Constitution

##### Charity constitution

Charitable Incorporated Organisation

##### Recruitment and appointment of new trustees

Appointed by current Board members by nomination and majority vote, driven by the Charity's needs with respect to experience and skills.

##### Decision making

The trustees determine the strategic direction of the Charity and delegate responsibility for the day-to-day management and operations to the Chief Executive and the senior team. The Board meets on a quarterly basis to review the Charity's performance, consider reports from the Chief Executive, and to decide other matters of policy.

##### Induction and training of new trustees

New trustees undergo a thorough induction into the workings of the Charity.

##### Risk management

The trustees have examined the major strategic, business and operational risks which the Charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks.

#### REFERENCE AND ADMINISTRATIVE DETAILS

##### Registered Charity number

1162144

##### Principal address

C/o University of London  
Senate House  
Malet Street  
London  
WC1E 7HU

**THE BRIDGE GROUP**

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 JULY 2025**

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**Trustees**

Hephzibah Ayomide Adeosun – Trustee (Chair until 11 December 2025 and retired 16 March 2026)  
Deborah Conner - Trustee (retired 16 March 2026)  
André Flemmings - Trustee  
Jude Heaton – Trustee (retired 13 January 2025)  
Timothy John Smith - Trustee (Chair from 11 December 2025)  
Ann Easwary Swampillai - Trustee (Deputy Chair from 23 September 2025)  
Andrea Rose Waugh - Trustee  
Laura Yeates – Trustee

**Independent Examiner**

Hayden Priest  
UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbaldwick  
York  
North Yorkshire  
YO19 5UW

Approved by order of the board of trustees on 20/03/2026 ..... and signed on its behalf by:

*Tim Smith*

.....508F0000-DF35-A243-703D-00DE867233C6.....  
Timothy John Smith - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
THE BRIDGE GROUP**

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**Independent examiner's report to the trustees of The Bridge Group**

I report to the charity trustees on my examination of the accounts of The Bridge Group (the Charity) for the year ended 31 July 2025.

**Responsibilities and basis of report**

As the charity trustees of the Charity, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Charity's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Charity as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



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Hayden Priest  
The Institute of Chartered Accountants in England and Wales

UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbalwick  
York  
North Yorkshire  
YO19 5UW

Date: **23/03/2026**  
.....

**THE BRIDGE GROUP****STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 JULY 2025**

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		<b>2025</b>	2024
		<b>Unrestricted</b>	Total
		<b>fund</b>	funds
		<b>£</b>	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies	Notes	<b>1,005</b>	-
<b>Charitable activities</b>			
Research		<b>432,943</b>	465,318
Other income		<u>608</u>	-
<b>Total</b>		<u><b>434,556</b></u>	<u>465,318</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>			
Research	3	<u><b>433,119</b></u>	<u>359,027</u>
<b>NET INCOME</b>		<b>1,437</b>	106,291
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		<u><b>166,945</b></u>	<u>60,654</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><b>168,382</b></u>	<u>166,945</u>

The notes form part of these financial statements

**THE BRIDGE GROUP**

**BALANCE SHEET  
31 JULY 2025**

	Notes	2025 Unrestricted fund £	2024 Total funds £
<b>FIXED ASSETS</b>			
Tangible assets	7	5,603	3,332
<b>CURRENT ASSETS</b>			
Debtors	8	174,017	41,362
Cash at bank		<u>31,897</u>	<u>143,595</u>
		<b>205,914</b>	184,957
<b>CREDITORS</b>			
Amounts falling due within one year	9	<b>(43,135)</b>	(21,344)
		<u>162,779</u>	<u>163,613</u>
<b>NET CURRENT ASSETS</b>			
		<b>168,382</b>	166,945
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<u>168,382</u>	<u>166,945</u>
<b>NET ASSETS</b>			
		<b>168,382</b>	166,945
<b>FUNDS</b>			
Unrestricted funds	10	<u>168,382</u>	<u>166,945</u>
<b>TOTAL FUNDS</b>			
		<u>168,382</u>	<u>166,945</u>

The financial statements were approved by the Board of Trustees and authorised for issue on **20/03/2026**..... and were signed on its behalf by:

*Tim Smith*

.....  
Timothy John Smith - Trustee

**1. STATUTORY INFORMATION**

The Bridge Group is a Charitable Incorporated Organisation (CIO), registered with the Charity Commission for England and Wales and governed by its constitution. Details of the charity's operations and principal activities are given in the Trustees' Report.

**2. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the Charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Invoices for commissioned work are raised once the work is completed. The charitable activity of research on the face of the SOFA comprises commissioned research, analysis, and advice in relation to the objectives of the charity.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Fixed assets are measured at cost less depreciation.

Computers and office equipment - 25% Reducing balance basis.

**Taxation**

The Charity is exempt from tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

The charity had no restricted funds during the year ended 31 July 2025 nor in the preceding year.

**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2025

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 4) £	Totals £
Research	<u>280,262</u>	<u>152,857</u>	<u>433,119</u>

4. SUPPORT COSTS

	Office overheads £	Depreciation £	Governance costs £	Totals £
Research	<u>136,799</u>	<u>1,674</u>	<u>14,384</u>	<u>152,857</u>

Support costs, included in the above, are as follows:

**Office overheads**

	2025	2024
	Research £	Total activities £
Wages	98,462	85,870
Social security	6,858	3,125
Pensions	1,533	1,351
Insurance	1,342	1,449
Travel and subsistence	9,520	6,173
Computer expenses	7,685	4,883
Venue hire	3,375	1,449
Recruitment	7,532	1,125
Loss on foreign exchange	68	112
Postage and stationery	424	163
	<u>136,799</u>	<u>105,700</u>

**Depreciation**

	2025	2024
	Research £	Total activities £
Depreciation of tangible fixed assets	1,436	1,000
Loss on sale of tangible fixed assets	238	649
	<u>1,674</u>	<u>1,649</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2025

4. SUPPORT COSTS - continued  
Governance costs

	2025	2024
	Research	Total
	£	activities
		£
Independent examiner's fees	1,260	1,200
Accountancy fees	1,050	1,000
Professional fees	<u>12,074</u>	<u>7,215</u>
	<u>14,384</u>	<u>9,415</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 July 2025 nor for the year ended 31 July 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 July 2025 nor for the year ended 31 July 2024.

6. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	325,033	283,558
Social security costs	36,967	31,246
Other pension costs	<u>4,865</u>	<u>4,823</u>
	<u>366,865</u>	<u>319,627</u>

The total remuneration of the key management personnel, inclusive of pension and employer social security costs, was £168,979 (2024:£147,048).

The average monthly number of employees during the year was as follows:

	2025	2024
	<u>10</u>	<u>9</u>
Average number of employees		

No employees received emoluments in excess of £60,000.

<b>7. TANGIBLE FIXED ASSETS</b>		Computer & office equipment £
	<b>COST</b>	
	At 1 August 2024	<b>6,801</b>
	Additions	<b>4,247</b>
	Disposals	<b><u>(1,649)</u></b>
	At 31 July 2025	<b><u>9,399</u></b>
	<b>DEPRECIATION</b>	
	At 1 August 2024	<b>3,469</b>
	Charge for year	<b>1,436</b>
	Eliminated on disposal	<b><u>(1,109)</u></b>
	At 31 July 2025	<b><u>3,796</u></b>
	<b>NET BOOK VALUE</b>	
	At 31 July 2025	<b><u>5,603</u></b>
	At 31 July 2024	<b><u>3,332</u></b>
<b>8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		
	<b>2025</b>	2024
	<b>£</b>	<b>£</b>
Trade debtors	<b><u>174,017</u></b>	<b><u>41,362</u></b>
<b>9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>		
	<b>2025</b>	2024
	<b>£</b>	<b>£</b>
Trade creditors	<b>155</b>	1,138
Taxation and social security	<b>37,686</b>	17,098
Other creditors	<b><u>5,294</u></b>	<b><u>3,108</u></b>
	<b><u>43,135</u></b>	<b><u>21,344</u></b>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2025

10. MOVEMENT IN FUNDS

	At 1.8.24 £	Net movement in funds £	At 31.7.25 £
<b>Unrestricted funds</b>			
General fund	166,945	1,437	168,382
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<b><u>166,945</u></b>	<b><u>1,437</u></b>	<b><u>168,382</u></b>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	434,556	(433,119)	1,437
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<b><u>434,556</u></b>	<b><u>(433,119)</u></b>	<b><u>1,437</u></b>

Comparatives for movement in funds

	At 1.8.23 £	Net movement in funds £	At 31.7.24 £
<b>Unrestricted funds</b>			
General fund	60,654	106,291	166,945
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<b><u>60,654</u></b>	<b><u>106,291</u></b>	<b><u>166,945</u></b>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	465,318	(359,027)	106,291
	<hr/>	<hr/>	<hr/>
<b>TOTAL FUNDS</b>	<b><u>465,318</u></b>	<b><u>(359,027)</u></b>	<b><u>106,291</u></b>

**11. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 July 2025 nor the year ended 31 July 2024.

**THE BRIDGE GROUP**

England & Wales - Charity number 1162144

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# Accounts

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**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2024  
FOR  
THE BRIDGE GROUP**

UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbaldwick  
York  
North Yorkshire  
YO19 5UW

**THE BRIDGE GROUP**

**CONTENTS OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2024**

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The trustees present their report with the financial statements of the charity for the year ended 31 July 2024. The trustees have adopted the provisions of 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) (effective 1 January 2019).

## **OBJECTIVES AND ACTIVITIES**

### **Objectives and Activities**

- Carrying out, collating and translating research, and disseminating the useful results into how to enable people to achieve their full academic potential and to prevent them from becoming disengaged with education and learning;
- Providing advocacy, advice and information to schools, colleges, universities (and other recognised places of learning or training), employers and policy-makers to help to prevent people from becoming disengaged with education and learning, and to promote equal access to higher education, and successful progression;
- Supporting people's capabilities, competencies, skills and understanding to enable them to achieve their full academic potential to promote equal access to higher education, and successful progression.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing The Bridge Group's aims and objectives and in planning future activities. Consistent with our charitable objects, our work invariably focuses on the advancement of education and the relief of disadvantage. The trustees' definition of "disadvantaged people" is consistent with that used by academic researchers, practitioners, and as advised by government bodies including the Office for Students.

More specifically, this includes:

- Those from low socio-economic groups (as identified through e.g. National Statistics Socio-Economic Classification data and eligibility for free school meals);
- Young people who live in areas of high deprivation where participation in education is significantly low (identified through IDACI, IMD, and POLAR3 indicators)
- Looked-after young people and care leavers;

We collate, commission, undertake, and analyse relevant research to provide insights and learning on social mobility, and to build the evidence base underpinning policy design and implementation. The trustees' definition of "promoting social mobility" is used to capture the range of activities to further our charitable purposes, i.e. the relief of disadvantaged people by developing their capabilities, competences, skills and understanding to enable them to achieve their full potential.

Employing this analysis, we publish briefings and reports to influence policy and system-wide reform for the benefit of those facing disadvantage. These outputs are invariably made publicly available, and are sometimes published in partnership with other charitable organisations. In relation to this activity we have carefully studied the Charity Commission's guidance, Research by Higher Education Institutions, and our understanding of this is referenced in greater detail in the local policies upheld by the Charity to guide its work in this area.

To support this process, we host events (e.g. policy seminars, research briefings - all online in this period) to promote understanding about the key educational issues affecting disadvantaged people, to help stakeholders understand their roles in furthering our charitable objectives, and to access a wide range of expertise. These events are open to all and the outputs from them are publicly shared via the website and the e-newsletter. We maintain an informal network of professionals through which colleagues share information, experience and good practice relating to our charitable objectives, and how they can most effectively collaborate to realise them.

We undertake non-party political activities to promote awareness of the educational inequalities facing disadvantaged young people by speaking at conferences and events, engaging with the media, and responding to requests for information, advice and guidance. In relation to this activity we have carefully studied the Charity Commission's guidance, Speaking Out, and our understanding of this is referenced in greater detail in the local policies upheld by the charity to guide its work in this area.

### **Achievements and performance**

Our research and policy work is undertaken independently and driven by guidance from the Charity Commission. Find out more about our approach as a charity at <http://www.thebridgegroup.org.uk>.

Our key research themes are:

Learner progression from school and college to higher education

- University and employer outreach with schools and colleges
- Information, advice and guidance in schools and colleges, and for mature learners
- The influence of geography on access and participation
- University admissions practices

Equality of student outcomes in higher education

- Being a commuter student
- Being a mature student
- The impact of university careers services in narrowing the gap in graduate outcomes
- Employer practices for attracting and recruiting graduates

Diversity and inclusion in the workplace

- The business case for greater diversity with respect to socio-economic background
- Employer practice in attracting and hiring at all levels
- Progression, pay and performance by socio-economic background
- Employer practice in diversity and inclusion

The Bridge Group conducts all research in accordance with our ethics policy. Data gathered through our research is managed and stored in accordance with our data security and confidentiality policy. The Bridge Group has been awarded the Cyber Essentials and Cyber Essentials Plus certification.

During this reporting period, the Charity has achieved the following highlights:

- Trustees, working with the CEO and Bridge Group team finalised a new strategy for the period Aug 2024 – Aug 2026. The priorities are: growing philanthropy; developing strategic partnerships; and measuring and communicating impact. This has been translated into our annual budget (approved by Trustees), our annual operational plan and risk register.
- In April 2024, we published our Impact Report. It includes case studies from a selection of clients: the Sutton Trust, Progress Together, the Social Mobility Foundation, and the Civil Service Fast Stream. We look at how we have driven impact through regulatory practice and how we have equipped and supported employers such as Slaughter and May and KPMG. It highlights that during January 2020 - December 2023 we have advised 133 organisations, analysed 22 million datapoints and undertaken more than 630 interviews. It also showed that of the 1010 people who have joined our (free to attend) events, 96% said attendance will impact positively on their practices.

- We published pioneering guidance, with the Social Mobility Foundation, on how to measure and close the 'class pay gap'. The guidance follows the established best practices in reporting gender pay gaps, but with recommendations tailored to socio-economic background. The guide includes examples of best practice from organisations that measure their class pay gap, and precisely describes the steps that need to be taken to calculate a class pay gap.
- Our study for the Cabinet Office investigates the experiences of Fast Stream trainees, focusing on socio-economic background diversity, progression, and career outcomes. This research builds on findings from our 2016 report and will provide insights into the barriers and opportunities for social mobility within the program.
- In partnership with Linklaters, we have developed a groundbreaking global social mobility strategy for the legal sector. The project includes analysing workforce data, performance metrics, and conducting interviews with employees across various levels of seniority.
- This year's Progress Together data analysis included 34 financial services firms, representing 200,000 employees, focusing on SEB diversity and progression patterns. It explored intersections between SEB, gender, and ethnicity, offering valuable insights into firm-specific and industry-wide trends. The report, to be published in September 2024, is expected to drive further engagement from financial institutions eager to enhance inclusion efforts.
- The JLL Foundation commissioned the Bridge Group to revisit socio-economic background diversity in the real estate sector, involving ten leading firms that participated in previous research. The project includes data-sharing, analysis, and identifying best practices for fostering inclusion. Findings will be published in February 2025, providing a benchmark for SEB diversity in real estate and encouraging cross-sector collaboration.
- Our work with Morgan Stanley focused on collecting and analysing socio-economic data for its UK workforce. Achieving a 66% response rate in the first data collection exercise, the results were presented at senior executive meetings. This collaboration sets a precedent for U.S.-based firms and is expected to inform future work with other large corporations, reinforcing our expertise in advising global firms on SEB matters.
- Our Retail and Logistics report, commissioned by Amazon UK and focused on social mobility within these sectors, was launched in October 2023. This study identifies how companies in these industries can enhance social mobility and improve inclusion practices. The report's insights have sparked discussions about establishing a consortium, similar to Progress Together, to drive ongoing improvements in these sectors.
- The evaluation of the Sutton Trust's 2022-23 Pathways and UK Summer Schools programs marked a successful partnership. Three concise reports were submitted, and the Trust is now reviewing its evaluation process.
- London Business School research
- Launch of SIGN
- Our work with Slaughter and May involved detailed analysis of hiring, progression, and retention data, leading to the publication of their socio-economic background targets in July 2023. This was the first law firm globally to publicly commit to such targets. The project sparked widespread interest in the legal sector, with other firms approaching the Bridge Group for advisory services on setting similar targets, further solidifying its influence in advancing SEB diversity.
- We continued our central role in Access Accountancy, completing an analysis of work experience programs and entry-level hiring data across the sector. The annual report, launched in October 2023, provides a critical overview of SEB diversity at different career stages and progression rates.

**FINANCIAL REVIEW**

**Principal funding sources**

The Charity's principal sources of funds in this period are from commissioned research, analysis and advice, with revenue received from:

- Access Accountancy
- Amazon
- The Association of Accounting Technicians
- AXA
- The Cabinet Office
- Clifford Chance
- Diageo
- Keble College, Oxford
- KPMG
- Linklaters
- London Business School
- Milbank LLP
- Morgan Stanley
- Nationwide
- Progress Together
- Slaughter & May
- Social Mobility Foundation
- The Sutton Trust

**Reserves policy**

The trustees' policy is to build up unrestricted funds to represent at least three months' running costs, planning for adverse economic conditions and other potential threats, safeguarding the long-term future of the Charity.

At 31 July 2024, the reserves of the Charity not attached to restricted or designated funds, stood at £166,945.

Four months' running costs for the Charity, including the payroll costs of staff delivering paid commissioned work, were in the region of £114,000 net of VAT. The trustees have considered all available information at the date of approving the accounts and consider that the charity is a going concern.

**Funds in deficit**

There are no funds in deficit.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

Constitution

**Charity constitution**

Charitable Incorporated Organisation

**Recruitment and appointment of new trustees**

Appointed by current Board members by nomination and majority vote, driven by the Charity's needs with respect to experience and skills.

**Decision making**

The trustees determine the strategic direction of the Charity and delegate responsibility for the day-to-day management and operations to the Chief Executive and the senior team. The Board meets on a quarterly basis to review the Charity's performance, consider reports from the Chief Executive, and to decide other matters of policy.

## THE BRIDGE GROUP

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 JULY 2024

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#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Induction and training of new trustees

New trustees undergo a thorough induction into the workings of the Charity.

##### Risk management

The trustees have examined the major strategic, business and operational risks which the Charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks.

#### REFERENCE AND ADMINISTRATIVE DETAILS

##### Registered Charity number

1162144

##### Principal address

C/o University of London  
Senate House  
Malet Street  
London  
WC1E 7HU

##### Trustees

Hephzibah Ayomide Adeosun – Trustee, Chair  
Deb Conner - Trustee  
Andre Flemmings - Trustee  
Jude Heaton - Trustee  
Timothy John Smith - Trustee  
Ann Easwary Swampillai - Trustee  
Andrea Rose Waugh - Trustee  
Laura Kate Alyssa Yeates – Trustee

##### Independent Examiner

Hayden Priest  
UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbalwick  
York  
North Yorkshire  
YO19 5UW

Approved by order of the board of trustees on 14 March 2025 and signed on its behalf by:



Hephzibah Adeosun - Trustee

## INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE BRIDGE GROUP

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### Independent examiner's report to the trustees of The Bridge Group

I report to the charity trustees on my examination of the accounts of The Bridge Group (the Charity) for the year ended 31 July 2024.

### Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

### Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Hayden Priest  
The Institute of Chartered Accountants in England and Wales

UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbalwick  
York  
North Yorkshire  
YO19 5UW

Date: 18 March 2025

THE BRIDGE GROUP

STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 JULY 2024

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	Notes	2024 Unrestricted fund £	2023 Total funds £
<b>Charitable activities</b>			
Research		<u>465,318</u>	<u>338,690</u>
<b>Total</b>		<u>465,318</u>	<u>338,690</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>	3		
Research		<u>359,027</u>	<u>366,579</u>
<b>NET INCOME/(EXPENDITURE)</b>		<b>106,291</b>	<b>(27,889)</b>
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		<u>60,654</u>	<u>88,543</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><b>166,945</b></u>	<u><b>60,654</b></u>

The notes form part of these financial statements

**THE BRIDGE GROUP****BALANCE SHEET  
31 JULY 2024**

		<b>2024</b>	2023
		<b>Unrestricted</b>	Total
		<b>fund</b>	funds
	Notes	<b>£</b>	£
<b>FIXED ASSETS</b>			
Tangible assets	8	<b>3,332</b>	3,410
<b>CURRENT ASSETS</b>			
Debtors	9	<b>41,362</b>	62,670
Cash at bank		<b><u>143,595</u></b>	<u>30,573</u>
		<b>184,957</b>	93,243
<b>CREDITORS</b>			
Amounts falling due within one year	10	<b>(21,344)</b>	(35,999)
		<u>163,613</u>	<u>57,244</u>
<b>NET CURRENT ASSETS</b>			
		<b>166,945</b>	60,654
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<b>166,945</b>	60,654
<b>NET ASSETS/(LIABILITIES)</b>			
		<b><u>166,945</u></b>	<u>60,654</u>
<b>FUNDS</b>	11		
Unrestricted funds		<b><u>166,945</u></b>	<u>60,654</u>
<b>TOTAL FUNDS</b>		<b><u>166,945</u></b>	<u>60,654</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 14 March 2025 and were signed on its behalf by:



Hephzibah Adeosun - Trustee

The notes form part of these financial statements

**1. STATUTORY INFORMATION**

The Bridge Group is a Charitable Incorporated Organisation (CIO), registered with the Charity Commission for England and Wales and governed by its constitution. Details of the charity's operations and principal activities are given in the Trustees' Report.

**2. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the Charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Invoices for commissioned work are raised once the work is completed. The charitable activity of research on the face of the SoFA comprises commissioned research, analysis, and advice in relation to the objectives of the charity.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Fixed assets are measured at cost less depreciation.

Computer equipment - 25% Reducing balance basis.

**Taxation**

The Charity is exempt from tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

The charity had no restricted funds during the year ended 31 July 2024 nor in the preceding year.

**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2024

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 3) £	Totals £
Research	<u>242,263</u>	<u>116,764</u>	<u>359,027</u>

4. SUPPORT COSTS

	Office overheads £	Fixed asset loss & Depreciation £	Governance costs £	Totals £
Research	<u>105,700</u>	<u>1,649</u>	<u>9,415</u>	<u>116,764</u>

Support costs, included in the above, are as follows:

**Office overheads**

	2024	2023 Total activities
	£	£
Wages	85,870	70,247
Social security	3,125	6,526
Pensions	1,351	1,467
Insurance	1,449	1,915
Travel and subsistence	6,173	1,753
Computer expenses	4,883	2,243
Venue Hire	1,449	-
Recruitment	1,125	-
Loss on foreign exchange	112	-
Postage and stationery	<u>163</u>	<u>-</u>
	<u>105,700</u>	<u>84,151</u>

**Depreciation and Loss on sale of tangible fixed assets**

	2024	2023 Total activities
	£	£
Depreciation of tangible fixed assets	1,000	917
Loss on sale of tangible fixed assets	<u>649</u>	<u>-</u>
	<u>1,649</u>	<u>917</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2024

4. SUPPORT COSTS - continued

Governance costs

	2024	2023
	Research	Total
	£	activities
	£	£
Independent examiner's fees	1,200	2,100
Accountancy fees	1,000	860
Professional fees	<u>7,215</u>	<u>11,443</u>
	<u>9,415</u>	<u>14,403</u>

5. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 July 2024 nor for the year ended 31 July 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 July 2024 nor for the year ended 31 July 2023.

6. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	283,558	290,493
Social security costs	31,246	34,838
Other pension costs	<u>4,823</u>	<u>6,298</u>
	<u>319,627</u>	<u>331,629</u>

The key management personnel of the charity comprise Penelope Jane Griffin, Nicholas Miller and Bonita Edwards. The total remuneration of the key management personnel, inclusive of pension and employer social security costs, was £147,048 (2023: £137,502).

The average monthly number of employees during the year was as follows:

	2024	2023
Average number of employees	<u>9</u>	<u>9</u>

No employees received emoluments in excess of £60,000.

7. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES	Unrestricted fund £
<b>Charitable activities</b>	
Research	<u>338,690</u>
<b>Total</b>	<u>338,690</u>
<b>EXPENDITURE ON Charitable activities</b>	
Research	<u>366,579</u>
<b>NET INCOME/(EXPENDITURE)</b>	(27,889)
<b>RECONCILIATION OF FUNDS</b>	
Total funds brought forward	88,543
	<hr/>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>60,654</u></u>
<b>8. TANGIBLE FIXED ASSETS</b>	
	Computer equipment £
<b>COST</b>	
At 1 August 2023	<b>6,957</b>
Additions	<b>1,601</b>
Disposals	<b><u>(1,757)</u></b>
At 31 July 2024	<b><u>6,801</u></b>
<b>DEPRECIATION</b>	
At 1 August 2023	<b>3,547</b>
Charge for year	<b>1,000</b>
Eliminated on disposal	<b><u>(1,078)</u></b>
At 31 July 2024	<b><u>3,469</u></b>
<b>NET BOOK VALUE</b>	
At 31 July 2024	<b><u><u>3,332</u></u></b>
At 31 July 2023	<b><u><u>3,410</u></u></b>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2024

9. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade debtors	<u>41,362</u>	<u>62,670</u>

10. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Trade creditors	1,138	-
Taxation and social security	17,098	31,723
Other creditors	<u>3,108</u>	<u>4,276</u>
	<u>21,344</u>	<u>35,999</u>

11. MOVEMENT IN FUNDS

	At 1.8.23	Net movement in funds	At 31.7.24
	£	£	£
<b>Unrestricted funds</b>			
General fund	60,654	106,291	166,945
	<u>60,654</u>	<u>106,291</u>	<u>166,945</u>
<b>TOTAL FUNDS</b>	<u>60,654</u>	<u>106,291</u>	<u>166,945</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	465,318	(359,027)	106,291
	<u>465,318</u>	<u>(359,027)</u>	<u>106,291</u>
<b>TOTAL FUNDS</b>	<u>465,318</u>	<u>(359,027)</u>	<u>106,291</u>

Comparatives for movement in funds

	At 1.8.22	Net movement in funds	At 31.7.23
	£	£	£
<b>Unrestricted funds</b>			
General fund	88,543	(27,889)	60,654
	<u>88,543</u>	<u>(27,889)</u>	<u>60,654</u>
<b>TOTAL FUNDS</b>	<u>88,543</u>	<u>(27,889)</u>	<u>60,654</u>

11. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	338,690	(366,579)	(27,889)
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>338,690</u>	<u>(366,579)</u>	<u>(27,889)</u>

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 July 2024 nor the year ended 31 July 2023.

**THE BRIDGE GROUP**

England & Wales - Charity number 1162144

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# Accounts

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**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2023  
FOR  
THE BRIDGE GROUP**

UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbalwick  
York  
North Yorkshire  
YO19 5UW

**THE BRIDGE GROUP**

**CONTENTS OF THE FINANCIAL STATEMENTS  
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### **Objectives and Activities**

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- Providing advocacy, advice and information to schools, colleges, universities (and other recognised places of learning or training), employers and policy-makers to help to prevent people from becoming disengaged with education and learning, and to promote equal access to higher education, and successful progression;
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More specifically, this includes:

- Those from low socio-economic groups (as identified through e.g. National Statistics Socio-Economic Classification data and eligibility for free school meals);
- Young people who live in areas of high deprivation where participation in education is significantly low (identified through IDACI, IMD, and POLAR3 indicators);
- Looked-after young people and care leavers.

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To support this process, we host events (e.g. policy seminars, research briefings - all online in this period) to promote understanding about the key educational issues affecting disadvantaged people, to help stakeholders understand their roles in furthering our charitable objectives, and to access a wide range of expertise. These events are open to all and the outputs from them are publicly shared via the website and the e-newsletter. We maintain an informal network of professionals through which colleagues share information, experience and good practice relating to our charitable objectives, and how they can most effectively collaborate to realise them.

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We undertake non-party political activities to promote awareness of the educational inequalities facing disadvantaged young people by speaking at conferences and events, engaging with the media, and responding to requests for information, advice and guidance. In relation to this activity we have carefully studied the Charity Commission's guidance, Speaking Out, and our understanding of this is referenced in greater detail in the local policies upheld by the charity to guide its work in this area.

## **ACHIEVEMENT AND PERFORMANCE**

### **Achievements and performance**

Our research and policy work is undertaken independently and driven by guidance from the Charity Commission. Find out more about our approach as a charity at <http://www.thebridgegroup.org.uk>.

Our key research themes are:

Learner progression from school and college to higher education

- University and employer outreach with schools and colleges
- Information, advice and guidance in schools and colleges, and for mature learners
- The influence of geography on access and participation
- University admissions practices

Equality of student outcomes in higher education

- Being a commuter student
- Being a mature student
- The impact of university careers services in narrowing the gap in graduate outcomes
- Employer practices for attracting and recruiting graduates

Diversity and inclusion in the workplace

- The business case for greater diversity with respect to socio-economic background
- Employer practice in attracting and hiring at all levels
- Progression, pay and performance by socio-economic background
- Employer practice in diversity and inclusion

The Bridge Group conducts all research in accordance with our [ethics policy](#). Data gathered through our research is managed and stored in accordance with our [data security and confidentiality policy](#). The Bridge Group has been awarded the [Cyber Essentials and Cyber Essentials Plus certification](#).

During this reporting period, the Charity has achieved the following highlights:

- We have significantly developed the Charity's capacity and operations, including the recruitment of additional staff and developing our processes, IT and infrastructure. More specifically our policies around data protection and security have been further strengthened as our data analytical work with global employers has increased. This included re-accreditation with Cyber Essentials as outlined above.
- We have undertaken research and analysis, and delivered commissioned advice in pursuit of our charitable objectives, including with Amazon UK, Sage Gateshead, Diageo, Slaughter and May, and with various universities through our work with partners. Many pieces of research stand out in terms of impact. For example, influencing positive reforms to the approaches of the legal regulators, advising Amazon UK on understanding more about the socio-economic diversity of their workforce, and continuing to evaluate and shape the Pathways and summer school programmes supported by the Sutton Trust.
- We continued our partnership with the Sutton Trust, evaluating the impact of the Trust's UK Summer Schools and Pathways programmes. 2022 marked the end of Covid-related restrictions and we explored the relative impact of face-to-face and online summer school provision, thus helping to inform the mode of delivery of the Trust's future outreach. We ran an online seminar, sharing our broader findings on mode of delivery with a wider audience of outreach practitioners in universities, firms and charities.
- Our research for the Judicial Diversity Forum reviewed the aims and impact of members' current diversity and inclusion initiatives, then proposed a high-level framework for their future design and evaluation.
- Our inclusive recruitment toolkit for the screen industries offers organisations in the sector a step-by-step approach to improving diversity. This covers hiring, progression, outreach, culture, data collection and geography; and tailors options to organisational size. The Screen Industries Growth Network (SIGN) commissioned the toolkit.
- The Bridge Group led the analysis of the effects of socio-economic background on progression at KPMG. This was the first time an organisation published this 'progression gap' analysis, alongside a practical action plan in response to the findings. The report was widely covered in the national media and has catalysed other firms to think similarly, including provoking a range of approaches to the Bridge Group for advice and research.
- Over the last eight years, the Bridge Group has been evaluating the impact of Access Accountancy work experience and analysing the diversity of applications and hires and membership of professional bodies. The most recent report considered data from twelve firms and professional bodies. We have made additional, practical recommendations in our most recent report to address patterns in work experience.
- During this period, we were appointed Data Partner to Progress Together, the consortium of financial services organisations that were convened in response to the government-backed taskforce on socio-economic diversity in the sector (to which the Bridge Group Chief Executive was appointed). This involved supporting many firms to collect socio-economic data from their workforce for the first time, and interrogating the data in aggregate and at firm level. The analysis also explored the relationship between specific diversity and inclusion practices and the findings in the data. The resultant report was published in the subsequent financial year (Sep 2023).
- Our partnership with Progress Together has also provoked some financial services firms to want to work with us in more detail. In this period, this has included AXA and Morgan Stanley. We have supported the former with in-depth qualitative work to understand the experiences of employees from different socio-economic backgrounds; and with the latter we have supported the first data collection exercise on socio-economic background.

## THE BRIDGE GROUP

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 JULY 2023

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#### FINANCIAL REVIEW

##### Principal funding sources

The Charity's principal sources of funds in this period are from commissioned research, analysis and advice, with revenue received from:

- Access Accountancy
- Amazon
- AXA
- Cognizant (via Cappfinity)
- Diageo
- Independent Cinema Office
- Institute of Student Employers
- Keble College Oxford
- KPMG
- Legal Services Board
- Morgan Stanley
- Penningtons Manches Cooper
- Progress Together
- Sage Gateshead (via Northern Music Trust)
- Screen Industries Grown Network (SIGN) (via University of York)
- Social Mobility Foundation
- Slaughter & May
- The Sutton Trust

##### Reserves policy

The trustees' policy is to build up unreserved funds to represent at least four months' running costs, planning for adverse economic conditions and other potential threats, safeguarding the long-term future of the Charity.

At 31st July 2023, the reserves of the Charity not attached to restricted or designated funds, stood at £60,654.

Four months' running costs for the Charity, including the payroll costs of staff delivering paid commissioned work, were in the region of £117,314 net of VAT. The trustees have considered all available information at the date of approving the accounts and consider that the charity is a going concern.

##### Funds in deficit

There are no funds in deficit.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

Constitution

##### Charity constitution

Charitable Incorporated Organisation

##### Recruitment and appointment of new trustees

Appointed by current Board members by nomination and majority vote, driven by the Charity's needs with respect to experience and skills.

##### Decision making

The trustees determine the strategic direction of the Charity and delegate responsibility for the day-to-day management and operations to the Chief Executive and the senior team. The Board meets on a quarterly basis to review the Charity's performance, consider reports from the Chief Executive, and to decide other matters of policy.

## **THE BRIDGE GROUP**

### **REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 JULY 2023**

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#### **Induction and training of new trustees**

New trustees undergo a thorough induction into the workings of the Charity.

#### **Risk management**

The trustees have examined the major strategic, business and operational risks which the Charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks.

#### **REFERENCE AND ADMINISTRATIVE DETAILS**

##### **Registered Charity number**

1162144

##### **Principal address**

The Bridge Group  
C/O University of London  
Senate House  
Malet Street  
London  
WC1E 7HU

##### **Trustees**

Hephzibah Ayomide Adeosun – Trustee, Chair (Chair role from 28 September 2023)  
Anne-Marie Canning MBE – Trustee (resigned as trustee 20 September 2023)  
Deborah Conner - Trustee  
Andre Flemmings - Trustee  
Professor Sir John Holman - Trustee, Chair (resigned as trustee and chair 28 September 2022)  
Jude Heaton - Trustee  
Timothy John Smith - Trustee  
Ann Easwary Swampillai - Trustee  
Nathalie Trott – Trustee (retired as trustee 13 June 2023)  
Andrea Rose Waugh - Trustee  
Laura Yeates – Trustee

##### **Independent Examiner**

Hayden Priest  
UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbalwick  
York  
North Yorkshire  
YO19 5UW

Approved by order of the board of trustees on 20 February 2024 and signed on its behalf by:

Hephzibah Adeosun - Trustee

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE BRIDGE GROUP**

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### **Independent examiner's report to the trustees of The Bridge Group**

I report to the charity trustees on my examination of the accounts of The Bridge Group (the Trust) for the year ended 31 July 2023.

### **Responsibilities and basis of report**

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under Section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under Section 145(5)(b) of the Act.

### **Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the Trust as required by Section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Hayden Priest  
ICAEW  
UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbalwick  
York  
North Yorkshire  
YO19 5UW

20 February 2024

**THE BRIDGE GROUP**

**STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 JULY 2023**

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		<b>2023</b>	2022
		<b>Unrestricted</b>	Total
	Notes	<b>fund</b>	funds
		<b>£</b>	<b>£</b>
<b>Charitable activities</b>			
Research		<u>338,690</u>	<u>405,242</u>
<b>Total</b>		<u>338,690</u>	<u>405,242</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>	2		
Research		<u>366,579</u>	<u>350,046</u>
<b>NET INCOME/(EXPENDITURE)</b>		<b>(27,889)</b>	55,196
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		<u>88,543</u>	<u>33,347</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>60,654</u></u>	<u><u>88,543</u></u>

The notes form part of these financial statements

**THE BRIDGE GROUP****BALANCE SHEET  
31 JULY 2023**

---

		<b>2023</b>	2022
		<b>Unrestricted</b>	Total
		<b>fund</b>	funds
		<b>£</b>	£
<b>FIXED ASSETS</b>	Notes		
Tangible assets	7	<b>3,410</b>	3,332
<b>CURRENT ASSETS</b>			
Debtors	8	<b>62,670</b>	76,427
Cash at bank		<b><u>30,573</u></b>	<u>63,706</u>
		<b>93,243</b>	140,133
<b>CREDITORS</b>			
Amounts falling due within one year	9	<b>(35,999)</b>	(54,922)
		<b><u>57,244</u></b>	<u>85,211</u>
<b>NET CURRENT ASSETS</b>			
		<b>60,654</b>	88,543
<b>NET ASSETS</b>		<b><u>60,654</u></b>	<u>88,543</u>
<b>FUNDS</b>	10		
Unrestricted funds		<b><u>60,654</u></b>	<u>88,543</u>
<b>TOTAL FUNDS</b>		<b><u>60,654</u></b>	<u>88,543</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 20 February 2024 and were signed on its behalf by:

Hephzibah Adeosun - Trustee

The notes form part of these financial statements

**1. ACCOUNTING POLICIES**

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the Charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Invoices for commissioned work are raised once the work is completed. The charitable activity of research on the face of the SoFA comprises commissioned research, analysis, and advice in relation to the objectives of the charity.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Fixed assets are measured at cost less depreciation.

Computers and Office equipment - 25% Reducing balance basis.

**Taxation**

The Charity is exempt from tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

The charity had no restricted funds during the year ended 31 July 2023 nor in the preceding year.

**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2023

2. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 3) £	Totals £
Research	<u>267,108</u>	<u>99,471</u>	<u>366,579</u>

3. SUPPORT COSTS

	Office overheads £	Depreciation £	Governance costs £	Totals £
Research	<u>84,151</u>	<u>917</u>	<u>14,403</u>	<u>99,471</u>

Support costs, included in the above, are as follows:

**Office overheads**

	2023	2022 Total activities
	Research £	£
Wages	70,247	73,488
Social security	6,526	6,238
Pensions	1,467	1,266
Insurance	1,915	1,808
Travel and subsistence	1,753	2,883
Computer expenses	<u>2,243</u>	<u>11,498</u>
	<u>84,151</u>	<u>97,181</u>

**Finance costs**

	2023	2022 Total activities
	Research £	£
Interest on late payment of PAYE	-	2,566
VAT surcharge	<u>-</u>	<u>1,780</u>
	<u>-</u>	<u>4,346</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 JULY 2023**

**3. SUPPORT COSTS - continued****Depreciation**

	<b>2023</b>	2022
	Research	Total
	£	activities
		£
Depreciation of tangible fixed assets	<u>917</u>	<u>940</u>

**Governance costs**

	<b>2023</b>	2022
	Research	Total
	£	activities
		£
Independent examiner's fees	<b>2,100</b>	<b>1,950</b>
Accountancy fees	<b>860</b>	<b>800</b>
Professional fees	<u>11,443</u>	<u>4,306</u>
	<u>14,403</u>	<u>7,056</u>

**4. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 July 2023 nor for the year ended 31 July 2022.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 July 2023 nor for the year ended 31 July 2022.

**5. STAFF COSTS**

	<b>2023</b>	2022
	£	£
Wages and salaries	<b>290,493</b>	259,043
Social security costs	<b>34,838</b>	31,603
Other pension costs	<u>6,298</u>	<u>5,184</u>
	<u>331,629</u>	<u>295,830</u>

The key management personnel of the charity comprise Penelope Jane Griffin, Nicholas Miller and Bonita Edwards. The total remuneration of the key management personnel, inclusive of pension and employer social security costs, was £137,502 (2022: £131,218).

The average monthly number of employees during the year was as follows:

	<b>2023</b>	2022
Average number of employees	<u>9</u>	<u>10</u>

No employees received emoluments in excess of £60,000.

<b>6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES</b>	Unrestricted fund £
<b>Charitable activities</b>	
Research	<u>405,242</u>
<b>Total</b>	<u>405,242</u>
 <b>EXPENDITURE ON Charitable activities</b>	
Research	<u>350,046</u>
 <b>NET INCOME</b>	55,196
 <b>RECONCILIATION OF FUNDS</b>	
Total funds brought forward	33,347
	<hr/>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>88,543</u></u>
 <b>7. TANGIBLE FIXED ASSETS</b>	
	Computer equipment £
<b>COST</b>	
At 1 August 2022	<b>5,962</b>
Additions	<u>995</u>
At 31 July 2023	<u><b>6,957</b></u>
 <b>DEPRECIATION</b>	
At 1 August 2022	<b>2,630</b>
Charge for year	<u>917</u>
At 31 July 2023	<u><b>3,547</b></u>
 <b>NET BOOK VALUE</b>	
At 31 July 2023	<u><b>3,410</b></u>
At 31 July 2022	<u><u>3,332</u></u>

THE BRIDGE GROUP

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2023

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Trade debtors	<u>62,670</u>	<u>76,427</u>

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Taxation and social security	31,723	51,034
Other creditors	<u>4,276</u>	<u>3,888</u>
	<u>35,999</u>	<u>54,922</u>

10. MOVEMENT IN FUNDS

	At 1.8.22	Net movement in funds	At 31.7.23
	£	£	£
<b>Unrestricted funds</b>			
General fund	88,543	(27,889)	60,654
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>88,543</u>	<u>(27,889)</u>	<u>60,654</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	338,690	(366,579)	(27,889)
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>338,690</u>	<u>(366,579)</u>	<u>(27,889)</u>

Comparatives for movement in funds

	At 1.8.21	Net movement in funds	At 31.7.22
	£	£	£
<b>Unrestricted funds</b>			
General fund	33,347	55,196	88,543
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>33,347</u>	<u>55,196</u>	<u>88,543</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2023

10. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	405,242	(350,046)	55,196
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>405,242</u>	<u>(350,046)</u>	<u>55,196</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.8.21 £	Net movement in funds £	At 31.7.23 £
<b>Unrestricted funds</b>			
General fund	33,347	27,307	60,654
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>33,347</u>	<u>27,307</u>	<u>60,654</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	743,932	(716,625)	27,307
	<u>          </u>	<u>          </u>	<u>          </u>
<b>TOTAL FUNDS</b>	<u>743,932</u>	<u>(716,625)</u>	<u>27,307</u>

**11. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 July 2023 nor the year ended 31 July 2022.

**THE BRIDGE GROUP**

England & Wales - Charity number 1162144

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# Accounts

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**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2022  
FOR  
THE BRIDGE GROUP**

UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbalwick  
York  
North Yorkshire  
YO19 5UW

**THE BRIDGE GROUP**

**CONTENTS OF THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2022**

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**THE BRIDGE GROUP**

**REPORT OF THE TRUSTEES  
FOR THE YEAR ENDED 31 JULY 2022**

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The trustees present their report with the financial statements of the charity for the year ended 31 July 2022. The trustees have adopted the provisions of 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) (effective 1 January 2019).

## OBJECTIVES AND ACTIVITIES

### Objectives and Activities

- Carrying out, collating and translating research, and disseminating the useful results into how to enable people to achieve their full academic potential and to prevent them from becoming disengaged with education and learning;
- Providing advocacy, advice and information to schools, colleges, universities (and other recognised places of learning or training), employers and policy-makers to help to prevent young people from becoming disengaged with education and learning, and to promote equal access to higher education, and successful progression;
- Supporting young people's capabilities, competencies, skills and understanding to enable them to achieve their full academic potential to promote equal access to higher education, and successful progression.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing The Bridge Group's aims and objectives and in planning future activities. Consistent with our charitable objects, our work invariably focuses on the advancement of education and the relief of disadvantage amongst young people. The trustees' definition of "disadvantaged people" is consistent with that used by academic researchers, practitioners, and as advised by government bodies including the Office for Students.

More specifically, this includes:

- Those from low socio-economic groups (as identified through e.g. National Statistics Socio-Economic Classification data and eligibility for free school meals);
- Young people who live in areas of high deprivation where participation in education is significantly low (identified through IDACI, IMD, and POLAR3 indicators)
- Looked-after young people and care leavers;

We collate, commission, undertake, and analyse relevant research to provide insights and learning on social mobility, and to build the evidence base underpinning policy design and implementation. The trustees' definition of "promoting social mobility" is used to capture the range of activities to further our charitable purposes, i.e. the relief of disadvantaged young people by developing their capabilities, competences, skills and understanding to enable them to achieve their full potential.

Employing this analysis, we publish briefings and reports to influence policy and system-wide reform for the benefit of disadvantaged young people. These outputs are invariably made publicly available, and are sometimes published in partnership with other charitable organisations. In relation to this activity we have carefully studied the Charity Commission's guidance, *Research by Higher Education Institutions*, and our understanding of this is referenced in greater detail in the local policies upheld by the Charity to guide its work in this area.

To support this process, we host events (e.g. policy seminars, research briefings - all online in this period) to promote understanding about the key educational issues affecting disadvantaged people, to help stakeholders understand their roles in furthering our charitable objectives, and to access a wide range of expertise. These events are open to all and the outputs from them are publicly shared via the website and the e-newsletter. We maintain an informal network of professionals through which colleagues share information, experience and good practice relating to our charitable objectives, and how they can most effectively collaborate to realise them.

We undertake non-party political activities to promote awareness of the educational inequalities facing disadvantaged young people by speaking at conferences and events, engaging with the media, and responding to requests for information, advice and guidance. In relation to this activity we have carefully studied the Charity Commission's guidance, *Speaking Out*, and our understanding of this is referenced in greater detail in the local policies upheld by the charity to guide its work in this area.

## ACHIEVEMENT AND PERFORMANCE

### Achievements and performance

Our research and policy work is undertaken independently and driven by guidance from the Charity Commission. Find out more about our approach as a charity at <http://www.thebridgegroup.org.uk>.

Our key research themes are:

Learner progression from school and college to higher education

- University and employer outreach with schools and colleges
- Information, advice and guidance in schools and colleges, and for mature learners
- The influence of geography on access and participation
- University admissions practices

Equality of student outcomes in higher education

- Being a commuter student
- Being a mature student
- The impact of university careers services in narrowing the gap in graduate outcomes
- Employer practices for attracting and recruiting graduates

Diversity and inclusion in the workplace

- The business case for greater diversity with respect to socio-economic background
- Employer practice in attracting and hiring at all levels
- Progression, pay and performance by socio-economic background
- Employer practice in diversity and inclusion

The Bridge Group conducts all research in accordance with our [ethics policy](#). Data gathered through our research is managed and stored in accordance with our [data security and confidentiality policy](#). The Bridge Group has been awarded the [Cyber Essentials and Cyber Essentials Plus certification](#).

The effects of the pandemic continue to expose and exacerbate the charitable needs that we work to address. Our experience has been that our work is increasingly valuable and impactful in this environment. The Bridge Group team have operated remotely since inception, and adapted positively to restrictions; and the trustees and senior staff at the Charity have given attention to caring for staff and responding to their needs. During this reporting period, the Charity has achieved the following highlights:

- We have significantly developed the Charity's capacity and operations, including the recruitment of additional staff and developing our processes, IT and infrastructure. We are working to our refreshed 2021-2024 strategy (with the process for this led by trustees), to inform measures of success, to focus the Charity's work in the areas of greatest effect, and to support our decisions about prioritising commissioned projects.
- We have undertaken research and analysis, and delivered commissioned advice in pursuit of our charitable objectives, including with the Institute of Student Employers, the BBC, the British Council, Access Accountancy, and with various universities through our work with partners. Many pieces of research stand out in terms of impact. For example, influencing positive reforms to the approaches of the legal regulators, advising Amazon UK on understanding more about the socio-economic diversity of their workforce, and continuing to evaluate and shape the Pathways and summer school programmes supported by the Sutton Trust.

- The Bridge Group again evaluated the impact of key outreach programmes run by leading universities and supported by the Sutton Trust. These included the Pathways programmes and Apprenticeship Summer Schools, as well as the Trust's flagship UK Summer Schools. These programmes engage several thousand young people from less advantaged backgrounds annually, with the aim of supporting their progression to leading universities or degree apprenticeships. Our evaluations identify the relative impact of various aspects of the programmes and/or of university partners' respective approaches. This year we also explored the relative impact of online vs face-to-face provision. We thus facilitate continuous improvement of the activities offered and the benefits gained by the young people participating.
- The Bridge Group led the analysis that enabled KPMG to be the first firm to publish a socio-economic pay gap report, and a target to aim for 29% lower SEB representation by 2030. The new data measures pay gaps between colleagues from different socio-economic backgrounds and has inspired
- We were commissioned by the Social Mobility Foundation to further develop the criteria and marking scheme for the Social Mobility Employers Index, to which over 100 employers submit their practices for evaluation to support social equity.
- Over the last seven years, the Bridge Group has been evaluating the impact of Access Accountancy work experience and analysing the diversity of applications and hires and membership of professional bodies. The most recent report considered data from twelve firms and professional bodies. We have made additional, practical recommendations in our most recent report to address patterns in work experience.
- We collaborated with the Independent Cinema Office in the design and analysis of the UK film exhibition workforce survey. Our report gives an overview of the results from that survey, which provide a snapshot of who is working in film exhibition, what needs to change, and what skills and training the sector requires to achieve greater social equity in this profession. This type of data had not been collected for over a decade and was the most comprehensive survey ever undertaken of the UK film exhibition sector.
- We published research on social equity in the Engineering profession. While professional roles in engineering are more diverse than many other sectors, pathways to entering the profession can still be difficult for those from lower socio-economic backgrounds. While professional roles in engineering are more diverse than many other sectors, pathways to entering the profession can still be difficult for those from disadvantaged backgrounds. Barriers include disparities in GCSE attainment and differences in access to subjects like triple science and physics. To support access to and progression within engineering, this report makes several recommendations for the sector.
- The Bridge Group published a report exploring the value of graduate retention for social equality. It found that graduate retention benefits local economies and communities – and that 51% of graduates stay in their region of study. However, the report also finds that the current narrative of success, which emphasises high salaries as the most important measure, is neither accurate nor inclusive. Nor does it help graduate retention: with most regions unable to compete with London on graduate pay, there is an assumption that graduates will 'move out, to move up'. The report also identifies universities' contributions to levelling-up in their regions and recommends that government better utilise this in policy.
- The Bridge Group completed research for the Social Mobility Foundation and JP Morgan Chase, exploring graduate employment outcomes and experiences of recent graduates from a range of social backgrounds. Our report showed that effective outreach programmes to support students from less advantaged backgrounds gives them a successful start in their careers. But high salaries do not compensate for the daily challenges these graduates experience in the workplace. The report illustrated that outreach alone will not affect social equality; action from employers is required to create an inclusive working environment. We included recommendations for outreach providers as well as employers.

## THE BRIDGE GROUP

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 JULY 2022

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#### FINANCIAL REVIEW

##### Principal funding sources

The Charity's principal sources of funds in this period are from commissioned research, analysis and advice, with revenue received from:

- Access Accountancy
- Amazon
- BBC
- Clifford Chance LLP
- Cognizant (via Cappfinity)
- Independent Cinema Office
- Institute of Student Employers
- Interpath
- Kingston University
- KPMG
- Legal Services Board
- London South Bank University
- PRIME (Law Firm Alliance)
- Smart Energy
- The British Council
- The Social Mobility Foundation
- The Sutton Trust
- University of York
- UPP Foundation

##### Reserves policy

The trustees' policy is to build up unreserved funds to represent at least four months' running costs, planning for adverse economic conditions and other potential threats, safeguarding the long-term future of the Charity.

At 31st July 2022, the reserves of the Charity not attached to restricted or designated funds, stood at £88,621.

Four months' running costs for the Charity, including the payroll costs of staff delivering paid commissioned work, were in the region of £106,358 net of VAT. The trustees have considered all available information at the date of approving the accounts and consider that the charity is a going concern.

##### Funds in deficit

There are no funds in deficit.

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing document

Constitution

##### Charity constitution

Charitable Incorporated Organisation

##### Recruitment and appointment of new trustees

Appointed by current Board members by nomination and majority vote, driven by the Charity's needs with respect to experience and skills.

## THE BRIDGE GROUP

### REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 JULY 2022

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#### Decision making

The trustees determine the strategic direction of the Charity and delegate responsibility for the day-to-day management and operations to the Chief Executive and the senior team. The Board meets on a quarterly basis to review the Charity's performance, consider reports from the Chief Executive, and to decide other matters of policy.

#### Induction and training of new trustees

New trustees undergo a thorough induction into the workings of the Charity.

#### Risk management

The trustees have examined the major strategic, business and operational risks which the Charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks.

### REFERENCE AND ADMINISTRATIVE DETAILS

#### Registered Charity number

1162144

#### Principal address

The Bridge Group  
Kings College London  
James Clerk Maxwell Building  
57 Waterloo Road  
London  
SE1 8WA

#### Trustees

Hephzibah Ayomide Adeosun - Trustee  
Anne-Marie Canning MBE - Trustee  
Deborah Conner - Trustee  
Andre Flemmings - Trustee  
Professor Sir John Holman - Trustee, Chair (resigned 28 September 2022)  
Jude Heaton - Trustee  
Timothy John Smith - Trustee  
Ann Easwary Swampillai - Trustee  
Nathalie Trott - Trustee  
Andrea Rose Waugh - Trustee  
Laura Yeates – Trustee

#### Independent Examiner

Hayden Priest  
ICAEW  
UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbaldwick  
York  
North Yorkshire  
YO19 5UW

Approved by order of the board of trustees on 7 December 2022 and signed on its behalf by:

Hephzibah Adeosun (Acting Chair)

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE BRIDGE GROUP**

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### **Independent examiner's report to the trustees of The Bridge Group**

I report to the charity trustees on my examination of the accounts of The Bridge Group (the CIO) for the year ended 31 July 2022.

### **Responsibilities and basis of report**

As the charity trustees of the CIO you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

### **Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Hayden Priest  
ICAEW  
UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbalwick  
York  
North Yorkshire  
YO19 5UW

16 December 2022

THE BRIDGE GROUP

STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 JULY 2022

	Notes	2022 Unrestricted fund £	2021 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies		-	1,000
<b>Charitable activities</b>			
Research		<u>405,242</u>	<u>279,295</u>
<b>Total</b>		<u>405,242</u>	<u>280,295</u>
<b>EXPENDITURE ON</b>			
<b>Charitable activities</b>	2		
Research		350,046	318,023
<b>NET INCOME/(EXPENDITURE)</b>		55,196	(37,728)
<b>RECONCILIATION OF FUNDS</b>			
<b>Total funds brought forward</b>		<u>33,347</u>	<u>71,075</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u><u>88,543</u></u>	<u><u>33,347</u></u>

The notes form part of these financial statements

**THE BRIDGE GROUP****BALANCE SHEET  
31 JULY 2022**

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		<b>2022</b>	2021
		<b>Unrestricted</b>	Total
		<b>fund</b>	funds
	Notes	<b>£</b>	£
<b>FIXED ASSETS</b>			
Tangible assets	7	<b>3,332</b>	3,632
<b>CURRENT ASSETS</b>			
Debtors	8	<b>76,427</b>	42,163
Cash at bank		<b><u>63,706</u></b>	<u>150,466</u>
		<b>140,133</b>	192,629
<b>CREDITORS</b>			
Amounts falling due within one year	9	<b>(54,922)</b>	(162,914)
		<b><u>85,211</u></b>	<u>29,715</u>
<b>NET CURRENT ASSETS</b>			
		<b>88,543</b>	33,347
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			
		<b><u>88,543</u></b>	<u>33,347</u>
<b>NET ASSETS/(LIABILITIES)</b>			
		<b><u>88,543</u></b>	<u>33,347</u>
<b>FUNDS</b>	10		
Unrestricted funds		<b><u>88,543</u></b>	<u>33,347</u>
<b>TOTAL FUNDS</b>		<b><u>88,543</u></b>	<u>33,347</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 7 December 2022 and were signed on its behalf by:

Hephzibah Adeosun - Trustee

The notes form part of these financial statements

1. ACCOUNTING POLICIES

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the Charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably. Invoices for commissioned work are raised once the work is completed. The charitable activity of research on the face of the SoFA comprises commissioned research, analysis, and advice in relation to the objectives of the charity.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Fixed assets are measured at cost less depreciation.

Computers and Office equipment - 25% Reducing balance basis.

**Taxation**

The Charity is exempt from tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

The charity had no restricted funds during the year ended 31 July 2022 nor in the preceding year.

**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 3) £	Totals £
Research	<u>240,523</u>	<u>109,523</u>	<u>350,046</u>

3. SUPPORT COSTS

	Office overheads £	Finance costs £	Depreciation £	Governance costs £	Totals £
Research	<u>97,181</u>	<u>4,346</u>	<u>940</u>	<u>7,056</u>	<u>109,523</u>

Support costs, included in the above, are as follows:

**Office overheads**

	2022	2021
	Research	Total activities
	£	£
Wages	73,488	55,469
Social security	6,238	2,839
Pensions	1,266	918
Insurance	1,808	940
Travel and subsistence	2,883	1,718
Computer expenses	<u>11,498</u>	<u>11,252</u>
	<u>97,181</u>	<u>73,136</u>

**Finance costs**

	2022	2021
	Research	Total activities
	£	£
Interest on late payment of PAYE	2,566	-
VAT surcharge	<u>1,780</u>	<u>627</u>
	<u>4,346</u>	<u>627</u>

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 JULY 2022**

**3. SUPPORT COSTS - continued****Depreciation**

	<b>2022</b>	2021
	Research	Total
	£	activities
		£
Depreciation of tangible fixed assets	<u><b>940</b></u>	<u><b>1,211</b></u>

**Governance costs**

	<b>2022</b>	2021
	Research	Total
	£	activities
		£
Independent examiner's fees	<b>1,950</b>	<b>1,800</b>
Accountancy fees	<b>800</b>	<b>750</b>
Professional fees	<u><b>4,306</b></u>	<u><b>8,435</b></u>
	<u><b>7,056</b></u>	<u><b>10,985</b></u>

**4. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 July 2022 nor for the year ended 31 July 2021.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 July 2022 nor for the year ended 31 July 2021.

**5. STAFF COSTS**

	<b>2022</b>	2021
	£	£
Wages and salaries	<b>259,043</b>	230,718
Social security costs	<b>31,603</b>	12,850
Other pension costs	<u><b>5,184</b></u>	<u>4,488</u>
	<u><b>295,830</b></u>	<u>248,056</u>

The key management personnel of the charity comprise Penelope Jane Griffin, Nicholas Miller and Bonita Edwards. The total remuneration of the key management personnel, inclusive of pension and employer social security costs, was £131,218 (2021: £141,989).

The average monthly number of employees during the year was as follows:

	<b>2022</b>	2021
	<u><b>10</b></u>	<u>9</u>
Average number of employees		

No employees received emoluments in excess of £60,000.

<b>6. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES</b>	Unrestricted fund £
<b>INCOME AND ENDOWMENTS FROM</b>	
Donations and legacies	1,000
<b>Charitable activities</b>	
Research	<u>279,295</u>
<b>Total</b>	<u>280,295</u>
<b>EXPENDITURE ON</b>	
<b>Charitable activities</b>	
Research	318,023
<b>NET INCOME/(EXPENDITURE)</b>	<u>(37,728)</u>
<b>RECONCILIATION OF FUNDS</b>	
<b>Total funds brought forward</b>	71,075
	<hr/>
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u><u>33,347</u></u>
<b>7. TANGIBLE FIXED ASSETS</b>	Computer equipment £
<b>COST</b>	
At 1 August 2021	<b>5,441</b>
Additions	<b>718</b>
Disposals	<u><b>(197)</b></u>
At 31 July 2022	<u><b>5,962</b></u>
<b>DEPRECIATION</b>	
At 1 August 2021	<b>1,809</b>
Charge for year	<b>936</b>
Eliminated on disposal	<u><b>(115)</b></u>
At 31 July 2022	<u><b>2,630</b></u>
<b>NET BOOK VALUE</b>	
At 31 July 2022	<u><u><b>3,332</b></u></u>
At 31 July 2021	<u><u><b>3,632</b></u></u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2022

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade debtors	<u>76,427</u>	<u>42,163</u>

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Trade creditors	-	3,575
Taxation and social security	51,034	144,451
Other creditors	<u>3,888</u>	<u>14,888</u>
	<u>54,922</u>	<u>162,914</u>

10. MOVEMENT IN FUNDS

	At 1.8.21	Net movement in funds	At 31.7.22
	£	£	£
<b>Unrestricted funds</b>			
General fund	<u>33,347</u>	<u>55,196</u>	<u>88,543</u>
<b>TOTAL FUNDS</b>	<u>33,347</u>	<u>55,196</u>	<u>88,543</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
<b>Unrestricted funds</b>			
General fund	<u>405,242</u>	<u>(350,046)</u>	<u>55,196</u>
<b>TOTAL FUNDS</b>	<u>405,242</u>	<u>(350,046)</u>	<u>55,196</u>

Comparatives for movement in funds

	At 1.8.20	Net movement in funds	At 31.7.21
	£	£	£
<b>Unrestricted funds</b>			
General fund	<u>71,075</u>	<u>(37,728)</u>	<u>33,347</u>
<b>TOTAL FUNDS</b>	<u>71,075</u>	<u>(37,728)</u>	<u>33,347</u>

10. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	280,295	(318,023)	(37,728)
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>280,295</u>	<u>(318,023)</u>	<u>(37,728)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.8.20 £	Net movement in funds £	At 31.7.22 £
<b>Unrestricted funds</b>			
General fund	71,075	17,468	88,543
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>71,075</u>	<u>17,468</u>	<u>88,543</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	685,537	(668,069)	17,468
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>685,537</u>	<u>(668,069)</u>	<u>17,468</u>

**11. RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 July 2022 nor the year ended 31 July 2021.

**THE BRIDGE GROUP**

England & Wales - Charity number 1162144

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# Accounts

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**REPORT OF THE TRUSTEES AND  
UNAUDITED FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 JULY 2021  
FOR  
THE BRIDGE GROUP**

UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbaldwick  
York  
North Yorkshire  
YO19 5UW

**THE BRIDGE GROUP**

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

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**THE BRIDGE GROUP**

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

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The trustees present their report with the financial statements of the charity for the year ended 31 July 2021. The trustees have adopted the provisions of 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) (effective 1 January 2019).

**OBJECTIVES AND ACTIVITIES**

**Objectives and Activities**

- Carrying out, collating and translating research, and disseminating the useful results into how to enable people to achieve their full academic potential and to prevent them from becoming disengaged with education and learning;
- Providing advocacy, advice and information to schools, colleges, universities (and other recognised places of learning or training), employers and policy-makers to help to prevent young people from becoming disengaged with education and learning, and to promote equal access to higher education, and successful progression;
- Supporting young people's capabilities, competencies, skills and understanding to enable them to achieve their full academic potential to promote equal access to higher education, and successful progression.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing The Bridge Group's aims and objectives and in planning future activities. Consistent with our charitable objects, our work invariably focuses on the advancement of education and the relief of disadvantage amongst young people. The trustees' definition of "disadvantaged people" is consistent with that used by academic researchers, practitioners, and as advised by government bodies including the Office for Students.

More specifically, this includes:

- Those from low socio-economic groups (as identified through e.g., National Statistics Socio-Economic Classification data and eligibility for free school meals);
- Young people who live in areas of high deprivation where participation in education is significantly low (identified through IDACI, IMD, and POLAR3 indicators)
- Looked-after young people and care leavers;

We collate, commission, undertake, and analyse relevant research to provide insights and learning on social mobility, and to build the evidence base underpinning policy design and implementation. The trustees' definition of "promoting social mobility" is used to capture the range of activities to further our charitable purposes, i.e., the relief of disadvantaged young people by developing their capabilities, competences, skills and understanding to enable them to achieve their full potential.

Employing this analysis, we publish briefings and reports to influence policy and system-wide reform for the benefit of disadvantaged young people. These outputs are invariably made publicly available and are sometimes published in partnership with other charitable organisations. In relation to this activity, we have carefully studied the Charity Commission's guidance, Research by Higher Education Institutions, and our understanding of this is referenced in greater detail in the local policies upheld by the Charity to guide its work in this area.

To support this process, we host events (e.g., policy seminars, research briefings - all online in this period) to promote understanding about the key educational issues affecting disadvantaged people, to help stakeholders understand their roles in furthering our charitable objectives, and to access a wide range of expertise. These events are open to all and the outputs from them are publicly shared via the website and the e-newsletter. We maintain an informal network of professionals through which colleagues share information, experience and good practice relating to our charitable objectives, and how they can most effectively collaborate to realise them. We undertake non-party political activities to promote awareness of the educational inequalities facing disadvantaged young people by speaking at conferences and events, engaging with the media, and responding to requests for information, advice, and guidance. In relation to this activity, we have carefully studied the Charity Commission's guidance, Speaking Out, and our understanding of this is referenced in greater detail in the local policies upheld by the charity to guide its work in this area.

## ACHIEVEMENT AND PERFORMANCE

### Achievements and performance

Our research and policy work is undertaken independently and driven by guidance from the Charity Commission. Find out more about our approach as a charity [here](#).

Our key research themes are:

Learner progression from school and college to higher education:

- University and employer outreach with schools and colleges
- Information, advice and guidance in schools and colleges, and for mature learners
- The influence of geography on access and participation
- University admissions practices

Equality of student outcomes in higher education:

- Being a commuter student
- Being a mature student
- The impact of university careers services in narrowing the gap in graduate outcomes
- Employer practices for attracting and recruiting graduates

Diversity and inclusion in the workplace:

- The business case for greater diversity with respect to socio-economic background
- Employer practice in attracting and hiring at all levels
- Progression, pay and performance by socio-economic background
- Employer practice in diversity and inclusion

The Bridge Group conducts all research in accordance with our **ethics policy**. Data gathered through our research is managed and stored in accordance with our data security and confidentiality policy which can be found [here](#). The Bridge Group has been awarded the **Cyber Essentials and Cyber Essentials Plus certification**.

During this reporting period, the Charity has achieved the following highlights. The effects of the pandemic continue to expose and exacerbate the charitable needs that we work to address. Our experience has been that our work is increasingly valuable and impactful in this environment. The Bridge Group team have operated remotely since inception and adapted positively to restrictions; and the trustees and senior staff at the Charity have given attention to caring for staff and responding to their needs.

- Significantly developed the Charity's capacity and operations, including the recruitment of additional staff and developing our processes, IT and infrastructure. We have been working to our refreshed 2019-2022 strategy (with the process for this led by trustees), to inform measures of success, to focus the Charity's work in the areas of greatest effect, and to support our decisions about prioritising commissioned projects.
- Undertaken research and analysis and delivered commissioned advice in pursuit of our charitable objectives, including with the Cabinet Office, consortia of legal and financial firms, and Access Accountancy, and with London Higher and various universities through our work with partners. Many pieces of research stand out in terms of impact. For example, informing reforms to the approaches of the legal regulators, advising the Department for Education on how education and employers can collaborate to promote greater social equality, and continuing to evaluate and shape the Pathways and summer school programmes supported by the Sutton Trust.

- Activities within the Sutton Trust programmes are run by 23 leading universities and engage several thousand young people from less advantaged backgrounds annually, with the aim of supporting their progression to leading universities. Our evaluations identify the relative impact of various aspects of the programmes and/or of university partners' respective approaches. We thus facilitate continuous improvement of the activities offered and the benefits gained by the young people participating. Our portfolio of work with the Sutton Trust continues to expand.
- We have worked closely with the Social Mobility Foundation and been commissioned by the organisation to develop the Social Mobility Employers Index, and to deliver research in specific sectors, including in 'Professions for Good' covering areas such as sustainability and corporate responsibility.
- Over the last six years, the Bridge Group has been evaluating the impact of Access Accountancy work experience and analysing the diversity of applications and hires and membership of professional bodies. The most recent report, considering data from 2019-20, included quantitative data analysis of over five million coded data-points across 14 firms and professional bodies and interviews across eight firms. Progress regarding the diversity of applicants and hires was modest and we have made practical recommendations, in our most recent report, to address this pattern in attraction and selection processes to improve diversity in the future.
- We continued to lead a consortium of legal firms to drive reforms to advance the progression of people from lower socio-economic backgrounds. The initial report (Sep 2018) was widely covered in the national press and has provoked a wide range of changes across seven law firms - the research was featured in our Impact Report. This has now led to a larger consortium working to take action to promote a more diverse partner-level population by socio-economic background - this was published in September 2020, and we are exploring with the participating firms how we build on this impact, including with the various legal sector regulators.
- Our evaluation of London Healthcare Evaluation Group universities' Covid-19 response in allied healthcare described the efforts made by healthcare students, university staff, NHS staff and the broader higher education community in London during the first wave of Covid-19. Drawing on in-depth interviews, it illustrates the experiences of those on the frontline, the challenges that they faced, the sacrifices that they made, and the immense impact that their efforts had.
- Twelve leading real estate firms collaborated with the Bridge Group to understand how socio-economic background affects access to, and success in, the industry. The research was funded by the JLL UK Foundation, a charity focused on supporting young people from low socio-economic backgrounds into the property industry. The report reveals that the sector is deeply lacking in diversity, particularly by socio-economic background.
- We were commissioned by the Arts Council, the National Theatre, and Inc Arts to launch a new report about who gets ahead and how in UK arts management. The study included over half a million quantitative data-points, more than 500 survey responses and 60 hours of qualitative interviews - and made practical recommendations for change. Hundreds of people working in a range of roles shared demographic information and occupational data, alongside their perceptions of opportunity, progression, diversity, and inclusion across the arts sector.
- We published research commissioned by ten leading financial services firms to investigate socio-economic background and access to, and progression in, the financial services sector. This involved collating data from these organisations pertaining to this, for the first time, and interviews with over 100 employees. The work was supported by the City of London Corporation and was launched in 2020 by the Minister for Business.

**FINANCIAL REVIEW**

**Principal funding sources**

The Charity's principal sources of funds in this period are from commissioned research, analysis, and advice, with revenue received from:

- Access Accountancy
- Blackrock International
- The Cabinet Office
- Cambridge Associates
- City of London Corporation
- Deloitte
- DLA Piper
- First Sentier Investors
- Hayes Macintyre (via We Are Wiser)
- Inc Arts UK
- JLL UK Foundation
- Legal Services Board
- London South Bank University
- Legal & General
- London Higher
- PWC Foundation
- Reynolds Porter Chamberlain
- The Social Mobility Foundation
- The Sutton Trust
- UPP Foundation

**Reserves policy**

The trustees' policy is to build up unreserved funds to represent at least three months' running costs, planning for adverse economic conditions and other potential threats, safeguarding the long-term future of the Charity. At 31st July 2021, the reserves of the Charity not attached to restricted or designated funds, stood at £33,347. Three months' running costs for the Charity, including the payroll costs of staff delivering paid commissioned work, were in the region of £68,000 net of VAT.

The trustees note that during this year the Charity has successfully navigated a range of challenges relating to the effects of the pandemic, including reduced revenue, and staffing absences due to caring responsibilities. It has therefore been a strategic decision to draw on a small proportion of our reserves to ensure the continued effective operation of the organisation, and to build the staffing base with confidence as the Charity looks to the opportunities for increased revenue and impact in the year ahead. Therefore, the trustees have considered all available information at the date of approving the accounts and consider the charity a going concern.

**Funds in deficit**

There are no funds in deficit.

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Governing document**

Constitution

**Charity constitution**

Charitable Incorporated Organisation

**Recruitment and appointment of new trustees**

Appointed by current Board members by nomination and majority vote, driven by the Charity's needs with respect to experience and skills.

**Decision making**

The trustees determine the strategic direction of the Charity and delegate responsibility for the day-to-day management and operations to the Chief Executive and the senior team. The Board meets on a quarterly basis to review the Charity's performance, consider reports from the Chief Executive, and to decide other matters of policy.

**THE BRIDGE GROUP**

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

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**STRUCTURE, GOVERNANCE AND MANAGEMENT**

**Induction and training of new trustees**

New trustees undergo a thorough induction into the workings of the Charity.

**Risk management**

The trustees have examined the major strategic, business, and operational risks which the Charity faces and confirm that systems have been established to enable regular reports to be produced so that the necessary steps can be taken to lessen these risks.

**REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered Charity number**

1162144

**Principal address**

Mr N Miller  
Lambourne house  
Orchard Lane  
York  
North Yorkshire  
YO10 3TX

**Trustees**

Professor Sir John Holman - Trustee, Chair  
Deb Conner - Trustee  
Nathalie Trott - Trustee  
Laura Yeates - Trustee  
Jude Heaton - Trustee  
Anne-Marie Canning MBE - Trustee  
Andre Flemmings - Trustee (Appointed 16/05/2020)  
Ann Easwary Swampillai - Trustee (Appointed 21/04/2021)  
Hephzibah Ayomide Adeosun - Trustee (Appointed 21/04/2021)  
Andrea Rose Waugh - Trustee (Appointed 21/04/2021)  
Timothy John Smith - Trustee (Appointed 21/04/2021)

**Independent Examiner**

Hayden Priest  
ICAEW  
UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbaldwick  
York  
North Yorkshire  
YO19 5UW

18 April 2022

Approved by order of the board of trustees on ..... and signed on its behalf by:



.....  
Prof Sir J Holman - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF  
THE BRIDGE GROUP**

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**Independent examiner's report to the trustees of The Bridge Group**

I report to the charity trustees on my examination of the accounts of The Bridge Group (the CIO) for the year ended 31 July 2021.

**Responsibilities and basis of report**

As the charity trustees of the CIO, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

**Independent examiner's statement**

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ICAEW which is one of the listed bodies.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

1. accounting records were not kept in respect of the CIO as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report to enable a proper understanding of the accounts to be reached.



Hayden Priest  
ICAEW  
UHY Calvert Smith  
Chartered Accountants  
Heritage House  
Murton Way  
Osbaldwick  
York  
North Yorkshire  
YO19 5UW

Date: ..... 19<sup>th</sup> April 2022

THE BRIDGE GROUP

STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 JULY 2021

		<b>2021</b>	2020
		<b>Unrestricted</b>	Total
		<b>fund</b>	funds
		<b>£</b>	£
<b>INCOME AND ENDOWMENTS FROM</b>			
Donations and legacies		<b>1,000</b>	2,902
<b>Charitable activities</b>			
Research		<b>279,295</b>	355,877
<b>Total</b>		<b>280,295</b>	358,779
<b>EXPENDITURE ON</b>			
Raising funds	2	-	11,534
<b>Charitable activities</b>			
Research	3	<b>318,023</b>	304,276
<b>Total</b>		<b>318,023</b>	315,810
<b>NET INCOME/(EXPENDITURE)</b>		<b>(37,728)</b>	42,969
<b>RECONCILIATION OF FUNDS</b>			
Total funds brought forward		<b>71,075</b>	28,106
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b><u>33,347</u></b>	<u>71,075</u>

The notes form part of these financial statements

**THE BRIDGE GROUP**

**BALANCE SHEET  
31 JULY 2021**

	Notes	<b>2021 Unrestricted fund £</b>	2020 Total funds £
<b>FIXED ASSETS</b>			
Tangible assets	9	<b>3,632</b>	1,378
<b>CURRENT ASSETS</b>			
Debtors	10	<b>42,163</b>	18,225
Cash at bank		<b><u>150,466</u></b>	<u>161,780</u>
		<b>192,629</b>	180,005
<b>CREDITORS</b>			
Amounts falling due within one year	11	<b>(162,914)</b>	(110,308)
		<b><u>29,715</u></b>	<u>69,697</u>
<b>NET CURRENT ASSETS</b>			
		<b>33,347</b>	71,075
<b>NET ASSETS</b>		<b><u>33,347</u></b>	<u>71,075</u>
<b>FUNDS</b>	12		
Unrestricted funds		<b><u>33,347</u></b>	<u>71,075</u>
<b>TOTAL FUNDS</b>		<b><u>33,347</u></b>	<u>71,075</u>

The financial statements were approved by the Board of Trustees and authorised for issue on .....23 March 2022..... and were signed on its behalf by:



.....  
Prof Sir J Holman - Trustee

The notes form part of these financial statements

**1. ACCOUNTING POLICIES**

The charity is a CIO, registered in England and Wales. The CIO's registered office address can be found on page 6 and details of the charity's operations and principal activities are given in the Trustees' Report.

**Basis of preparing the financial statements**

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

**Income**

All income is recognised in the Statement of Financial Activities once the Charity has entitlement to the funds, it is probable that the income will be received, and the amount can be measured reliably. Invoices for commissioned work are raised once the work is completed. The charitable activity of research on the face of the SoFA comprises commissioned research, analysis, and advice in relation to the objectives of the charity.

**Expenditure**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

**Tangible fixed assets**

Fixed assets are measured at cost less depreciation.

Computers and Office equipment - 25% Reducing balance basis.

**Taxation**

The Charity is exempt from tax on its charitable activities.

**Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the Charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

The charity had no restricted funds during the year ended 31 July 2021 nor in the preceding year.

**Pension costs and other post-retirement benefits**

The charity operates a defined contribution pension scheme. Contributions payable to the charity's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. RAISING FUNDS

Raising donations and legacies

	2021 £	2020 £
Events expenses	<u>-</u>	<u>11,534</u>

3. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 4) £	Totals £
Research	<u>232,064</u>	<u>85,959</u>	<u>318,023</u>

4. SUPPORT COSTS

	Office overheads £	Finance costs £	Depreciation £	Governance costs £	Totals £
Research	<u>73,136</u>	<u>627</u>	<u>1,211</u>	<u>10,985</u>	<u>85,959</u>

Support costs, included in the above, are as follows:

Office overheads

	2021 £	2020 Total activities £
Wages	55,469	49,544
Social security	2,839	4,356
Pensions	918	925
Insurance	940	940
Postage and stationery	-	1,229
Travel and subsistence	1,718	5,124
Computer expenses	<u>11,252</u>	<u>7,611</u>
	<u>73,136</u>	<u>69,729</u>

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 JULY 2021

## 4. SUPPORT COSTS - continued

## Finance costs

	2021	2020
	Research	Total
	£	activities
	£	£
VAT surcharge	<u>627</u>	<u>-</u>

## Depreciation

	2021	2020
	Research	Total
	£	activities
	£	£
Depreciation of tangible fixed assets	<u>1,211</u>	<u>457</u>

## Governance costs

	2021	2020
	Research	Total
	£	activities
	£	£
Independent examiner's remuneration	1,800	3,750
Accountancy fees	750	2,100
Professional fees	<u>8,435</u>	<u>2,415</u>
	<u>10,985</u>	<u>8,265</u>

## 5. INDEPENDENT EXAMINER'S REMUNERATION

	2021	2020
	£	£
Independent examiner's remuneration	<u>1,800</u>	<u>3,750</u>

**6. TRUSTEES' REMUNERATION AND BENEFITS**

There were no trustees' remuneration or other benefits for the year ended 31 July 2021 nor for the year ended 31 July 2020.

**Trustees' expenses**

There were no trustees' expenses paid for the year ended 31 July 2021 nor for the year ended 31 July 2020.

**7. STAFF COSTS**

	<b>2021</b>	2020
	£	£
Wages and salaries	<b>230,718</b>	211,328
Social security costs	<b>12,850</b>	19,922
Other pension costs	<b><u>4,488</u></b>	<u>4,402</u>
	<b><u>248,056</u></b>	<u>235,652</u>

The key management personnel of the charity comprise Nicholas Miller, Marianne Blattes, Bonita Edwards, and Penelope Jane Griffin. The total remuneration of the key management personnel, inclusive of pension and employer social security costs, was £141,580 (2020: £144,117)

The average monthly number of employees during the year was as follows:

	<b>2021</b>	2020
Average number of employees	<b><u>9</u></b>	<u>8</u>

No employees received emoluments in excess of £60,000.

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £
<b>INCOME AND ENDOWMENTS FROM</b>	
Donations and legacies	2,902
<b>Charitable activities</b>	
Research	355,877
	_____
<b>Total</b>	358,779
<b>EXPENDITURE ON</b>	
Raising funds	11,534
<b>Charitable activities</b>	
Research	304,276
	_____
<b>NET INCOME/(EXPENDITURE)</b>	42,969
<b>RECONCILIATION OF FUNDS</b>	
<b>Total funds brought forward</b>	28,106
	_____
<b>TOTAL FUNDS CARRIED FORWARD</b>	<u>71,075</u>

9. TANGIBLE FIXED ASSETS

	Computer equipment £
<b>COST</b>	
At 1 August 2020	1,971
Additions	<u>3,470</u>
At 31 July 2021	<u>5,441</u>
<b>DEPRECIATION</b>	
At 1 August 2020	593
Charge for year	<u>1,216</u>
At 31 July 2021	<u>1,809</u>
<b>NET BOOK VALUE</b>	
At 31 July 2021	<u><u>3,632</u></u>
At 31 July 2020	<u><u>1,378</u></u>

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	<u>42,163</u>	<u>18,225</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	3,575	-
Taxation and social security	144,451	102,002
Other creditors	<u>14,888</u>	<u>8,306</u>
	<u><u>162,914</u></u>	<u><u>110,308</u></u>

12. MOVEMENT IN FUNDS

	At 1/8/20 £	Net movement in funds £	At 31/7/21 £
<b>Unrestricted funds</b>			
General fund	<b>71,075</b>	<b>(37,728)</b>	<b>33,347</b>
	_____	_____	_____
<b>TOTAL FUNDS</b>	<b><u>71,075</u></b>	<b><u>(37,728)</u></b>	<b><u>33,347</u></b>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	<b>280,295</b>	<b>(318,023)</b>	<b>(37,728)</b>
	_____	_____	_____
<b>TOTAL FUNDS</b>	<b><u>280,295</u></b>	<b><u>(318,023)</u></b>	<b><u>(37,728)</u></b>

Comparatives for movement in funds

	At 1/8/19 £	Net movement in funds £	At 31/7/20 £
<b>Unrestricted funds</b>			
General fund	28,106	42,969	71,075
	_____	_____	_____
<b>TOTAL FUNDS</b>	<b><u>28,106</u></b>	<b><u>42,969</u></b>	<b><u>71,075</u></b>

12. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	358,779	(315,810)	42,969
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>358,779</u>	<u>(315,810)</u>	<u>42,969</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/8/19 £	Net movement in funds £	At 31/7/21 £
<b>Unrestricted funds</b>			
General fund	28,106	5,241	33,347
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>28,106</u>	<u>5,241</u>	<u>33,347</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	639,074	(633,833)	5,241
	_____	_____	_____
<b>TOTAL FUNDS</b>	<u>639,074</u>	<u>(633,833)</u>	<u>5,241</u>

13. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 July 2021.

**THE BRIDGE GROUP****DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 JULY 2021**

---

	2021 £	2020 £
<b>INCOME AND ENDOWMENTS</b>		
<b>Donations and legacies</b>		
Donations	1,000	2,902
<b>Charitable activities</b>		
Commissioned work	<u>279,295</u>	<u>355,877</u>
<b>Total incoming resources</b>	<b>280,295</b>	358,779
<b>EXPENDITURE</b>		
<b>Raising donations and legacies</b>		
Events expenses	-	11,534
<b>Charitable activities</b>		
Wages	175,249	161,784
Social security	10,011	15,566
Pensions	3,570	3,477
Consultant and other direct costs	<u>43,234</u>	<u>44,998</u>
	<b>232,064</b>	225,825
<b>Support costs</b>		
<b>Office overheads</b>		
Wages	55,469	49,544
Social security	2,839	4,356
Pensions	918	925
Insurance	940	940
Postage and stationery	-	1,229
Travel and subsistence	1,718	5,124
Computer expenses	<u>11,252</u>	<u>7,611</u>
	<b>73,136</b>	69,729
<b>Finance costs</b>		
VAT surcharge	627	-
<b>Depreciation</b>		
Computer equipment	1,211	457
<b>Governance costs</b>		
Independent examiner's remuneration	1,800	3,750
Carried forward	1,800	3,750

This page does not form part of the statutory financial statements

**THE BRIDGE GROUP**

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 JULY 2021**

---

	2021	2020
	£	£
<b>Governance costs</b>		
Brought forward	<b>1,800</b>	3,750
Accountancy fees	<b>750</b>	2,100
Professional fees	<b>8,435</b>	2,415
	<b><u>10,985</u></b>	<u>8,265</u>
Total resources expended	<b><u>318,023</u></b>	<u>315,810</u>
<b>Net (expenditure)/income</b>	<b><u>(37,728)</u></b>	<u>42,969</u>

This page does not form part of the statutory financial statements