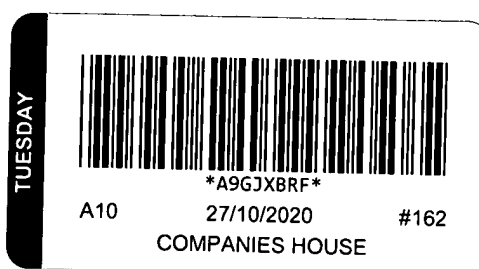


Charity Registration No. 1084466

Company Registration No. 02901456 (England and Wales)

FAIR PLAY (WORKFORCE) LIMITED
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020



FAIR PLAY (WORKFORCE) LIMITED

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FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2020

The trustees present their report and financial statements for the year ended 31 March 2020.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "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

Fairplay (Workforce) Limited, trading as Chwarae Teg, declared object is to expand the role of women in the Welsh economy and in the Welsh workforce by all appropriate means including:

- raising the awareness of the barriers facing women in fulfilling their potential in the labour and economic market;
- identifying and publicising the existence of good practices implemented by employers and agencies involved in economic development which encourage and assist women to fulfil their economic potential;
- providing guidance, information, advice and assistance to employers to enable and assist them to implement changes in working practices;
- providing guidance, information, advice and assistance to other agencies involved in economic development to enable and assist them to implement change to their practices which will assist women to fulfil their economic potential; and
- providing a forum to enable all agencies and organisations involved in the economic development of Wales to work together towards the objective of increasing the role of women in the economic development of Wales.

The charitable trust was constituted with the following aims and objectives:

- to promote the equality of opportunity in the workplace by the provision of education and training and by the provision of other facilities to enable there to be equality and opportunity in the workplace;
- to conduct research into the equality of opportunity and to publish the useful results; and
- the relief of unemployment.

The charity continues to deliver under these themes through sound research and policy advice and practical delivery in the fields of employment, education and skills, and enterprise.

Public benefit

The trustees confirm that they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties. They have referred to the guidance when reviewing the charity's aims and objectives and in planning future activities. In particular the trustees consider how planned activities will contribute to the charity's aims and the objectives they have set.

How Chwarae Teg's activities deliver public benefit

The charity's declared object is to expand the role of women in the Welsh economy and in the Welsh workforce by all appropriate means, with the aims and objectives as stated above.

The charity's main activities, achievements and beneficiaries are described below. All the charitable activities focus on women's economic development in Wales. These are delivered by working with individual women, on projects and activities as described below, and also by providing advice and assistance to government, educators and employers to enable them to develop an economic environment in which women can achieve their full potential for the public benefit.

The charity's activities deliver outcomes which contribute to education, the community and economic development, providing benefits which are clear, identifiable and related to the aims of the charity.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

Achievements and performance

This has been another busy and successful year for Chwarae Teg as we cement our position as Wales' leading gender equality charity. We have seen significant successes across the organisation as we: grow the breadth of businesses and employers we work with; help and support a diverse group of women; develop strong partnerships with our stakeholders and collaborators; and make a greater impact with our policy and research work. In this report we outline some of the highlights from the year, and our objectives to build on these successes in future years so we continue to: Inspire, Lead and Deliver

Vision, Mission and Purpose

Chwarae Teg celebrated its 25th birthday in 2017. Over those years, and since, we have delivered training to thousands of women, supported many hundreds of organisations and businesses, published high quality research and policy analysis, engaged women, girls and the wider public in issues relating to gender equality and the economic development of women and influenced government policy at the highest levels. As we look ahead to the next 25 years, we know that there will be different challenges ahead. These include:

- Brexit and the uncertain impact on women, businesses, organisations and the economy
- Funding security and the sustainability of third sector organisations
- Societal change including demographic change, shifting identities, changing gender and sexuality norms and attitudinal change
- Rising inequality and insecurity
- Technological change and the move to industry 4.0
- Changes in work patterns and pay reward structures
- Need for new skills and changes in the education system

But there will also be opportunities to continue to deliver on our charitable objectives and as we can plan ahead for the next phase of our development have a clear direction for the future for our staff, our stakeholders, our funders and all those who can benefit from the changes we want to bring. Our work as we move forward will reflect the changes in our external environment and enables us to do more, better and different work.

Strategic priorities

Our strategic priorities focus our efforts on the three areas of work which reflect the areas where Chwarae Teg can make the greatest impact

Women in Economy	Women at Risk	Women Represented
<ul style="list-style-type: none">• Aim: Women achieve and prosper across all sectors and at all levels in the economy	<ul style="list-style-type: none">• Aim: Women are empowered to achieve their potential, regardless of background, social status or geographic location	<ul style="list-style-type: none">• Aim: Women are visible & influential across all sectors of the economy, society and in public life

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

How we make a difference

Our mission is to expand the role of women in the Welsh economy and Welsh workforce

To fulfil this mission and deliver on our Strategic Objectives we need to work in new ways across the organisation. We aim to create an environment where bold and innovative ideas are welcome, where all staff feel empowered to make the most of their skills and experience, and where we embrace challenge rather than shy away from it. Specifically our work will focus on:

- Piloting new approaches and being at the forefront of innovation
- Research & evaluation of what works, being robust in our reflections and not shying away from change
- High quality policy advice & analysis
- Impactful events, conferences & training
- Developing our products and services in a commercial way
- Campaigning for change that moves us towards our vision
- Communicating the impact we make
- Working in partnership & collaboration for a better Wales

1. Our strategy

We deliver our priorities through our strategy specifically by:

- Working with women and girls to broaden horizons, build confidence and skills
- Working with employers to create modern workplaces that harness everyone's contribution
- Working with influencers, educators and decision makers to change attitudes and behaviours to create a society that values, supports and benefits women and men equally.

Women in the economy

We work in a number of ways to achieve our strategic objective for a fairer Wales where women achieve and prosper across all sectors and at all levels of the Welsh economy, both through commercial work and funded programmes.

Commercial work:

Fairplay Employer – We launched the Fairplay Employer service in December 2017 as an innovative and proactive approach to future proof and commercialise our income streams, given the lack of clarity over future funding streams following Brexit.

Now in its third year, Fairplay Employer gives businesses and organisations the support they need to identify areas of gender inequality in their workplaces and take action to tackle them, thus enabling them to tackle the gender pay gap and become an employer of choice. A review of the Fairplay Employer model this year enabled us to enhance the product offering while reviewing the commercial strategy in Chwarae Teg, leading to a restructure of the commercial team and the appointment of a Commercial Director, who will drive the commercial strategy forward and enable us to further grow our commercial activity and further diversify our income streams.

The service benchmarks employers in terms of gender equality with bronze, silver, gold and platinum awards available. We work with clients across the private, public and third sectors on a subscription basis including: Torfaen Leisure Trust, Pembrokeshire Coastal Forum, Deryn, Ford Bridgend, Open University, Dr Organic, NPT Council, General Dynamics, Wales Audit Office, IPO, ONS, Development Bank of Wales, Companies House, National Assembly, Food Standards Agency, Gwent Police and Welsh Government.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

Our ambition is to continue to grow these subscriptions and renew them so that Fairplay Employer becomes a sustainable income for Chwarae Teg, but more importantly enables us to work with more, and different, organisations to help them to deliver the changes we know are needed to achieve gender equality in workplaces across Wales. Employers report that work to tackle the gender gap and increase equality leads to reduced sickness absence, increased staff retention and improved employee wellbeing, which in turn all lead to a boost in productivity. Additional services were added to our Commercial offering, enabling us to support more businesses in achieving this goal as well as supporting women to upskill in leadership and management to bridge the gender gap.

Welsh Government funded work:

Not Just for Boys!

Our Research report Bright! explored young women's career aspirations, 87% of the survey participants felt that gender stereotypes continued to affect young women's careers. Women are still favouring traditionally female dominated sectors, despite the need for more women in sectors such as manufacturing which can offer higher salaries.

Our impactful 'Not Just for Boys' events, in line with our strategic objective to work with girls to broaden their horizons, gives girls an opportunity to find out more about different career options across a variety of industries and sectors before they set about choosing their GCSE subjects. The girls get a chance to meet role models from the different sectors and to try their hands at engineering, digital and other skills that they might never have tried before. Research shows that only 11% of the UK's engineering workforce is female and that the UK has the lowest percentage of female engineering professionals in Europe.

Over 250 girls attended and participated in three *Not Just for Boys* events during 2019/20. Events took place with GE Aviation, British Airways Maintenance Centre and Technocamps. During these interactive events girls had the opportunities to meet female role models from STEM industries, have a go at try-a-trade activities and take a 'day in a life' tour of the host workplace.

Stephen Diehl, Head Teacher, Bedwas High School, said:

"Events like Not Just for Boys are an excellent idea. It has played a vital role in broadening the horizons of our female pupils, providing them with information about choices they may not have previously considered and opening their eyes to very rewarding careers."

The father of one pupil from Crickhowell School, said:

"It's important for the girls to connect what they are learning in school and see how they could apply this to real life jobs."

Pupil, Mia, from St Cyres School, said:

"It's been great to learn about and explore different opportunities and feel enabled to do different careers."

Hive

Hive aims to be a community of employers who are working to enhance and improve working practices in their workplaces. Each year we hold a series of workshops for the Hive community of employers to help them create modern workplaces that harness everyone's contribution.

Over 60 businesses from across Wales joined Chwarae Teg for the innovative Fresh Air for Business session businesses outside to help improve staff health and well-being; making them happier, more focused and productive in work and their lives.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

Rhian Cosslett, Marketing Manager, Traveline Cymru said:

"Hive's Fresh Air for Business event gave me the opportunity to focus some of my working day on balance and focussing my mind when things feel a little overwhelming. The concept is simple but something I definitely need reminding of. It was a great opportunity to meet with a variety of people and talk through how we can improve the well-being of our teams and, in turn, productivity. We have already started to implement some learnings in to our day to day."

During 2019/20 we also delivered our first Hive webinar on '**Agile Working**'. 106 people registered for the webinar, with 68 people participating live on the day. Since the webinar an additional 30 people have viewed the recording.

The webinar gave an overview of what Agile Working is and top tips on how to implement it. The webinar also featured a live case study - Hoop Recruitment made the shift to Agile Working which has saved their business and allowed them to continue during these difficult times.

Policy and research

Our policy and research output places us at the forefront of thinking on gender equality in Wales and enables us to offer high quality policy advice and analysis, leading the campaign for change that moves us towards our vision of a gender equal Wales. Our policy and research team also works to influence policy and decision makers to evidence the need for change in order to create a society that values, supports and benefits women and men equally.

This year we have further strengthened our research activity to ensure we are producing well-evidenced advice and recommendations to advance gender equality policy. We have prepared and launched a range of reports and briefings and have increased our engagement with the research community in Wales. We have also undertaken substantial work to disseminate the findings and recommendations of our research, engaging with stakeholders and policy makers.

We published a number of research reports over the year:

State of the Nation report and event

The Welsh Government set out a clear ambition for Wales to become a world leader for gender equality in 2018, and the Gender Equality Review, completed by Chwarae Teg in 2019, outlines how this vision can be made a reality through changing not just what we do, but also how we do it. But we, in Wales, cannot achieve these ambitions without being honest about how we are currently performing as a nation. Our annual **State of the Nation** report seeks to answer these questions, outlining how Wales is performing in relation to key indicators on gender equality. These indicators are grouped under three main themes, which are the key strategic focus for Chwarae Teg's work:

1. **Women in the Economy:** a fairer Wales where women achieve and prosper across all sectors and at all levels of the economy
2. **Women Represented:** a fairer Wales where women are visible and influential across all sectors of the economy, society and in public life
3. **Women at Risk:** a fairer Wales where women are empowered to achieve their potential, regardless of their background, social status or geographic location

The indicators used in the report have been selected as robust and regularly updated data sources, to provide a broad, top-line assessment of gender equality in Wales. We hope that the data within our State of the Nation briefings can provide an important contribution to discussions about equality in Wales. However we are aware there are limitations, and it is crucial that the voices of women, particularly diverse women, are heard and used alongside this data to inform decision making.

Each year we revisit these key indicators in our State of the Nation reports to assess our progress towards a fairer Wales where women achieve and prosper.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

The second **State of the Nation report** was published on 28 January 2020 and showed that while there has been some positive progress, for instance, an increase in the representation of women, particularly within politics, there are dramatic inequalities in other areas and aspects of life for women.

The Gender Pay Gap has increased; women are still working for lower pay, in less secure sectors; they are under-represented in senior positions and dominate in part-time roles. There is a stark contrast in 'caring responsibilities' too with 28% of women stating this as the reason they are unable to work, compared to only 7.2% of men. As a result of these findings we are calling for more progress to reduce the burden on women, ensuring caring responsibilities are shared, and that women are able to progress in work.

The report makes clear that women's experiences in the economy, women's representation and the greater risk women face are all interconnected. Women's position in the labour market leaves them at greater risk of abuse, financial hardship, poverty and social isolation. Also, experiences of sexual harassment and abuse remain worryingly prevalent. With this in mind, Chwarae Teg is concerned that without women's voices in positions of power, particularly the voices of diverse women, these issues and experiences will not be highlighted and there will be no change in how decisions to tackle inequality are made.

The second **State of the Nation event** was held on the 30 January at Community House in Newport, with over 50 attendees throughout the day. Delegates included representatives from government, local government, third sector, private sector and from the local community. At the event, the latest data from the State of the Nation report was presented and accompanied by a panel discussion with Rocio Cifuentes (EYST), Claire Cunliffe (Oxfam Cymru) and Rhian Davies (Disability Wales) to explore the intersectional issues in more detail. The second half of the event focused on discussion of the findings of our *Trapped* report, including how poverty rates among women can be reduced.

The feedback was overwhelmingly positive and enthusiastic. Participants engaged with the data in the report and commented on how they will make use of the 'State of the Nation' throughout the year. People who attended the event came away feeling inspired, and invigorated by the day's discussions:

"A great opportunity to gain a picture of gender issues today and how things have changed over the past year and to delve into the big barriers and effects relating to the data"

"Very informative and enjoyable. A great deal of data provided and this helped with subsequent debate"

"It has definitely highlighted the importance of flexible working within the organisation. Helped us to realise the need to support women who are particularly in low pay sectors"

Delegates stated they would take a number of things away from the day, with most referencing information and data, inspiration for future actions and new connections and networks.

Triple Glazed Ceiling - Barriers to Black, Asian and Minority Ethnic (BAME) Women participating in the economy

We launched our research report – "Triple Glazed Ceiling - Barriers to Black, Asian and Minority Ethnic (BAME) Women participating in the economy" on 22 August 2019.

Since Chwarae Teg was established, much progress has been made towards achieving gender equality in Wales. However, the picture of progress towards equality changes dramatically when we focus on the intersectional experiences of Black, Asian and Minority Ethnic (BAME) women living in Wales.

BAME women are increasingly marginalised; they are further away from the labour market, underrepresented in positions of power and influence, and are more likely to be living in poverty. While BAME women experience the well-documented gendered barriers to the workplace, such as access to childcare, they face additional racial inequalities and biases that make it increasingly difficult to access, enter and progress in work.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

However, the experiences of BAME women are not homogenous; they vary significantly on the basis of ethnicity, nationality, age, religion and migration status as well as other factors of identity. Therefore a one-size fits all approach to addressing barriers faced by BAME women will not work. It is crucial that the voices and experiences of different BAME women are heard, and used to inform policy and practice at Government level, in business, in trade unions and in wider civil society. These institutions should be more diverse, with fair representation of BAME women to ensure they are able to serve everyone equally.

To date, the experiences of BAME women have largely been overlooked in research, particularly in a Welsh context, with a lack of disaggregated and regularly collected data making it difficult to measure progress. This research, conducted by Chwarae Teg, aims to begin to correct this gap in knowledge about the experiences of BAME women in the Welsh economy, and start a discussion based on their own recommendations for Wales.

With this research we set out policy recommendations for Government, Business, Trade Unions and other agencies in order to address some of the barriers that BAME women face to employment. We also aimed to spark a wider conversation about the role of BAME women in the Welsh economy, to ensure that their voices are heard and that they are able to achieve their potential. Many of our findings and recommendations will be clearly felt and understood by BAME women themselves, but should be illuminating for others. We commit to using our position and influence for all women.

We would like to offer our special thanks to the participant organisations who made this research possible. We are grateful to all research participants for their invaluable contribution and support throughout the research.

Further activities around our Policy and research work over the year included:

- Attendance at a variety of Welsh Government roundtable events including:
 - New curriculum proposals
 - Street harassment
 - Diversity in democracy
 - Fair work
 - Regional Economic Framework for South East Wales
- Membership of a number of forums and advisory groups including:
 - Budget Advisory Group for Equality
 - Female Entrepreneurship Advisory Board
 - Strengthening and Advancing Equality and Human Rights Steering Group
 - Transform Cymru
 - Adult Learning for Offenders Steering Group
 - Third Sector Statistical Users Panel
- Providing written responses to a number of Welsh Government consultations including:
 - Draft Curriculum Guidance
 - Draft Strategic Equality Objectives
 - Ensuring access to the full curriculum
 - Social Partnerships Bill
 - Socio-economic duty
- Written briefing and presentation provided to Welsh Government on gender lensing of statistical releases
- Meetings with officials and Ministers including meeting with Lee Waters and officials to discuss procurement, Rebecca Evans and officials to discuss gender budgeting and Lindsay Kearton Child Poverty Lead.
- Analysis of the 2019 ASHE release to produce updated gender pay gap figures for Wales
- Presentation on the findings of two reports published in the previous year– *Men's Perceptions of Gender Equality* and *Bright: Young Women's Career Aspirations* – at Swansea University's International Women in Engineering Day event

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

- Providing evidence to National Assembly for Wales Economy, Infrastructure and Skills Committee inquiry into Regional Skills Partnerships (written and oral evidence)
- Presenting at the Brexit, Devolution and Civil Society Conference in Belfast in May 2019 on EU structural funds and post-Brexit funding
- Providing evidence to the Public Accounts Committee Inquiry on Financial Support for Businesses
- Presentation and involvement in roundtable discussion to inform a four nations perspective in a Women's Budget Group report on social security and financial abuse
- Panel member at Brexit and Women conference organised by Jackie Jones MEP to discuss Welsh perspectives and key challenges for women in Wales post-Brexit
- Presentation to the Women's Budget Group Early Careers Network conference on gender budgeting in Wales
- Joined the Money and Pensions Service Gender Challenge Group to inform the development of the UK-wide and Welsh Financial Wellbeing Delivery Plans
- Continued membership of the UK Women's Budget Group Commission for a Gender Equal Economy

Our representatives delivered speeches at a number of events including:

- Wales Assembly of Women conference
- Foods Standards Agency Women's network event
- IPPR commission on Economic Justice event
- Federation of Master Builders conference
- City Deal conference at Swansea University
- Women in Policing conference
- Gwlad - 20 years of devolution event at the Senedd
- Wales Centre for Public Policy podcast
- CIPD event on tackling the Gender Pay Gap
- DVLA International Women's Day event

European funded work:

Programme delivery: Agile Nation 2

While Agile Nation 2 is a long-standing project, we have monitored and evaluated progress and outcomes on an ongoing basis and in a robust fashion. This ongoing research and evaluation has resulted in improvements and innovations in the way that we deliver and has ensured that we are maximising the impact of the programme not only for the women and businesses that we work with, but also for the Welsh economy as a whole.

Our flagship European funded programme Agile Nation2 works with business to identify and break down barriers to recruitment, retention & progression of women in the workforce, and works with individual women to deliver a Career Development Programme. We have also been successful this year in agreeing with funders an extension to the programme through to 2023. Highlights this financial year include:

Career Development Programme for Women

During this year we conducted a full continuous development review of our programme offer using feedback from all stakeholders and achievement data. This resulted in the creation of one clear Career Development Programme that delivers both the leadership skills needed for women to progress with the confidence, aspiration and motivation to do so. This improved delivery model was launched in September 2019 and has resulted in a growth in engagement, participant satisfaction, reduction in drop-out rates and increase in project outcomes.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

The programme has enrolled 709 women to the programme during this financial year (4,831 across both the West Wales & the Valleys and East Wales areas since 2015). The end of this financial year coincides with the end of the current project profiles across WW&V and EW (outcomes will continue to be gathered until the end of June 2020). Enrolments have achieved 104% of targets in West Wales and Valleys, and 100% of targets in East Wales operation.

Women completing the programme have reported some significant improvements in their labour market position, not least, supported women across Wales have collectively increased their salary by £3,744,379.

Improved labour market position (ILMP) is defined in a number of ways, we have categorised as follows:

277 received a promotion
191 received a pay increase (with additional responsibilities)
115 are now a team leader or manage staff for the first time
291 have moved to a new job role in their current or new organisation
61 have moved to a more flexible working pattern
22 have moved from under employment
34 have moved from precarious to stable employment
68 have increased the number of staff they're responsible for
32 have gained an additional promotion or change which further improves their labour market position, securing an additional pay-rise on top of their initial ILMP.
527 have reported significant changes, including increased confidence, pay increases and positive work changes as a result of taking part in the programme.

Positive feedback from our participants includes:

"I've had a double promotion over the last 18 months and will become Business Manager in September. I'm the first woman in my organisation to work at this level of seniority which is a great breakthrough and my salary has increased by £12,344. I have my own personal story of overcoming barriers and I featured in the recent TV documentary "Back to the Factory" which had a strong gender equality theme. I now want to put other team members through the programme."

"I received a promotion this week after working at the company for just over 18 months. This means that I've gone from PR, Communications and Marketing Assistant to PR and Communications Officer. Although this isn't a huge promotion, it comes with a significant pay rise for me that has also been backdated to the beginning of the financial year. This means no more borrowing money from friends and family to pay bills, which is just the best thing that has happened ever."

"I've got an internal promotion following completion of the programme. 18 months ago I didn't even get an interview, so this was massive for me. My current manager was recruiting for the new role and said 'the leadership course you did, that's what it's all about... you've got that knowledge now, you're using it here in your current team and you've shown you want to develop by doing it in the first place'."

Institute of Leadership and Management qualifications

A key part of the Career Development Programme is the Institute of Leadership and Management qualifications. The number of women registered for their qualification with our awarding body, The ILM, during this financial year was 873. The number of women on the programme who achieved their qualification during this period was 737, representing 84% of those registered as learners on programme gaining their qualification. This figure is anticipated to increase as a number of participants were impacted by the Covid-19 pandemic and have therefore required additional time and support to submit before assessment.

Feedback from women undertaking the programme is positive, 96% felt the programme fully/mostly met their expectation (66% said it fully met their expectations). 92% indicated that they would recommend the programme to others. 75% would be interested in attending further training with Chwarae Teg.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

Evaluation feedback from participants about the programme:

"I wasn't sure about it before starting, but I have to say 6 weeks later I have been totally inspired. I saw how it changed the other women in the room. I came away feeling much more confident and inspired and motivated to go after what I want. I would recommend it to anyone. I think it should be compulsory!!!"

"I did not know how much the course would change my perspectives on my life and workplace. I have grown more than I could have ever imagined from participating in the course."

"Although the topics covered have all been useful, it is the confidence I have gained over the last 10 weeks that has had the most impact. Working with a like-minded group of women has even encouraged me to apply for new jobs and seek out career development, something that I have had on hold for years."

"I enjoyed all parts of the course but in particular found the feedback gathered from my colleagues, and translating this into an action plan, to be incredibly valuable. "

"I have stopped comparing myself and my management style to those who are in the same position as me, what works for one team does not work for all. I have stopped doubting my abilities as a manager and have more confidence in myself".

To enhance the learning experience for our learners, we developed and launched our learning management system (Moodle), enabling a blended learning approach to delivery and creating a hub of support, advice and guidance information for our participants. The portal combines the ability to effectively manage a large training and development provision as well as providing accessible access to support that meets participants varied needs of support, information or stretch opportunities.

Evaluation feedback from participants about the e-learning elements:

"I like how the content was released in stages, this made it seem more manageable and we didn't get bogged down with the upcoming content. Good layout, good assignment/feedback submission method, great resources".

"I liked that the modules are summarised on the e-learning website - it was a great way to remind myself of the theoretical parts."

"I thought it was brilliant. There was so much information there to refer to, particularly useful when you can't read your own notes back because they have been scribbled! There was also additional information that wasn't covered in the classroom, which was really interesting".

Culture Change Programme for Businesses

During this year we have focussed on improving our work in relation to the implementation support offered to businesses. Developing our workshop materials to be able to be delivered by webinar, resulting in improved workshop attendance rates and the ability to reach more remote businesses.

174 businesses have been supported through this programme during this financial year, this is a significant increase on the previous year's figures (143). The increase can be attributed to the improved programme as well as the growing reputation of the Programme.

161 of these businesses adopted or improved their Equality and Diversity Strategy. Demonstrating their commitment to addressing these issues within their organisations, with a view to making positive changes to their business.

35 businesses have achieved our Fair Play Employer award which showcases businesses which exhibit best practice and commitment towards creating equitable and flexible workplaces.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

24 businesses are now benefiting from better sustainability, knowledge, policy and processes.

Positive feedback from businesses participating in the programme:

"With the Business Programme's help and guidance we have been able to recruit and employ a new member of staff. This process would have been a lot more work without their guidance and help. We are turning over more profit and improving the client experience we offer by having more staff employed, which in turn allows us to spread the work load.

They also reviewed our policies and procedures. Without their help we would be exposed and potentially at risk.

Flexible working has enabled us as a firm to have the option of recruiting new staff on a job share basis and thus allowing them a flexible place to work to suit both their family commitments and our business needs. By implementing a more flexible working environment it also allowed us to retain staff who may well have left due to their home life commitments. It has improved work life balance of staff and they are now working more effectively. Staff have also said they feel more valued as a result. They don't feel guilty about requesting time off. I am so pleased Chwarae Teg were at hand to guide us through the process and ensure that the company remained compliant always. I have no hesitation in recommending their services."

Danni Watts-Jones, Managing Director of DWJ Wealth Management

"Adra is now the proud owner of an Exemplar Employer Award thanks to the excellent support and guidance provided by Chwarae Teg. With their help, and based on the fascinating results of the staff survey, we updated the company's policies, adopted more formal recruitment and appraisal procedures, and produced a comprehensive staff handbook.

Even a small business like Adra should treat their staff like any other big company, and the results show in our employees' high morale and pride in their work."

Angharad Gwyn, Director for Adra Cymry Cyf

W2 were awarded the Leading Fair Play Employer Award in 2019; the highest possible award. Working with Chwarae Teg we were looking to further improve the working environment for all our people.

More than just workplace improvements however, we were also keen to hear feedback and advice on how we could improve our overall performance through effective recruitment, retention and the development of a diverse workforce. It was clear to the Senior Management team that the Fair Play Employer Award would also help better position us as an employer of choice in and across South Wales. So, with that being said, by achieving this award it shows we support equality within W2, giving us the benefit of a balanced workforce. W2 has and will continue its journey from where this programme left off as we gained an understanding of how our team feel within their employment, what they believe is working and what we need to improve. By working with Chwarae Teg, it has added value in the sense of utilising employee recognition, performance management and defining W2 through reviewing and updating the Company's core values. This has also enabled us to demonstrate to our people our transparency and fairness as an employer, highlighting our diverse culture and to encourage them that feedback is always welcome!

In thanking the Chwarae Teg team for the engagement to date, Warren Russell, W2 CEO commented "Equipping the team with a number of new tools, tips and techniques to ensure we have a truly balanced workforce, Chwarae Teg have become a trusted partner of W2. They continue to provide invaluable and ongoing support as we build upon our past successes and also, as they feed into our continuous improvement programme."

Kloë Rowlands, People Advisor, W2 Global Data

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

Partnership working and other funded work:

Chwarae Teg works with a number of partner organisations in order to deliver on our strategic aims of working with influencers, educators and decision makers to change Attitudes and behaviours and to pilot new approaches and be at the forefront of innovation. As part of our continued work to diversify our income streams and future proof the organisation, we have delivered on a number of grant funded projects to promote and improve gender equality in several areas notably:

Encon Construction – delivering Unconscious Bias, Mentoring & Career Development sessions on their Career Changers project.

Plan UK – delivering a piece of research into young women's (11-25) experiences of available services to them.

Community Impact Initiative – delivering a recruitment activity to engage women into their programme aimed at providing them with skills & experience to be able to consider a career in the construction industry

Future Female Founders – Together with partners Simply Do Ideas, we have been awarded funding of £40,000 from NatWest for a project to encourage more women to set up in business. The funding runs from December 2019 to December 2020. Work on the project in this financial year included the building of an online platform "Future female founders" by Simply Do Ideas, while Chwarae Teg developed plans for a series of workshops and events later in 2020.

Women at Risk

This strategic priority is for women to be empowered to achieve their potential, regardless of background, social status or geographic location. It runs through everything we do, from analysing the programmes we deliver to ensuring they are accessible to as wide a group of women as possible, to the way we design our marketing and engagement campaigns. In order to fully understand the lived experiences of different types of women we have conducted research in different areas. Last year we published a report on the experiences of BAME women, this year we looked at the experiences of women living in poverty. This work was funded by the Welsh Government.

Trapped – poverty amongst women in Wales today

Chwarae Teg's vision is a fairer Wales where women achieve and prosper. This vision is not achievable unless all women are able to thrive, and poverty represents a significant barrier to making this a reality.

Poverty rates in Wales have remained largely static for the past decade, hovering around 24%. It has become such a permanent feature of our society that perhaps we've become numb to how unacceptable this situation is.

We commissioned this research in recognition that the risk, experience and impact of poverty is different for women than men. Policy interventions will only be effective if they are designed with these differences in mind. Chwarae Teg worked with the Bevan Foundation to gather evidence of the lived experience of women in poverty and published this report on 19 December 2019.

Women Represented

Our third strategic priority is 'Women Represented', which again runs through our work. Ensuring women are able to be represented and participate in all sectors and parts of society is essential to a truly equal Wales. In order to deliver on this strategic aim we deliver a number of projects which are designed to broaden the horizons of women and girls; to campaign for change by showcasing the achievements of women; and to change the attitudes of influencers, decision makers and society as a whole.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

Welsh Government funded work:

Step to Non Exec - is an exciting opportunity provided by Chwarae Teg which is aimed at encouraging more women into Non-Executive Director roles, providing a programme of one to one mentoring, shadowing opportunities and skills training that takes place over 18 months. The programme is designed to give women practical experience and training of governance and the role of a Non-Executive Director. The third round of the 'Step to Non Exec' opened up to applicants this year with an unprecedented level of interest and 48 applications this year. Following a process of shortlisting and interviews, 11 women were placed with the 9 businesses taking part as follows:

Organisation	Number of participants	Start/Finish date
Chwarae Teg, Cardiff	1	Oct 2019 – Oct 2020
Pobl Group	1	Oct 2019 – Oct 2020
Bron Afon Housing Association,	1	Oct 2019 – Oct 2020
Merthyr Valleys Homes, Merthyr Tydfil	1	Oct 2019 – Oct 2020
Awen Cultural Trust, Bridgend	2	Oct 2019 – Oct 2020
Ateb, Haverfordwest	1	Oct 2019 – Oct 2020
Sport Wales, Cardiff	1	Oct 2019 – Oct 2020
Linc Cymru	1	Nov 2019 – Nov 2020
Building Communities Trust	1	Nov 2019 – Nov 2020

Since the programme began in October 2019, one participant has achieved full time employment with Pobl Group and Merthyr Valleys Homes have confirmed they would like to offer their participant an official Board position in September 2020.

Businesses still continue to show interest and support for the scheme with additional organisations signing up to take part during 2020, such as Wales Cooperative and Rhondda Housing Association. Using the current pool of applicants we are able to offer more places to the original 48 women who applied to take part in 2019.

Purple Plaques

Purple Plaques was launched on International Women's Day 2017, by a group of volunteers who wished to commemorate the late former Assembly Member, Val Feld. The campaign aims to improve the recognition of remarkable women in Wales, and award them with a Purple Plaque to commemorate their achievements and cement their legacy in Welsh history.

Chwarae Teg worked with the voluntary Purple Plaques steering committee to showcase and honour women across Wales who have had a long lasting impact on their communities and have previously gone uncelebrated or have been missed out from the history books altogether.

There are currently an estimated 250 mainly blue plaques commemorating notable figures in Wales, the overwhelming majority highlighting men's achievements, with only around a dozen female exceptions. Purple Plaques aims to address this inequality and give women a prominent place in history.

This year we unveiled 3 new Purple Plaques:

- Megan Lloyd George in Cricieth
- Angela Kwok in Cardiff
- Eunice Stellard in Ystradgynlais

As well as the plaques themselves providing a lasting memorial to the achievements of these women, the unveiling events attracted significant media and community interest, adding value and bringing the achievements of the women to a wider audience.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

Welsh Government Gender Equality Review

Chwarae Teg was commissioned to conduct the Gender Equality Review in 2018. Work on this took place over two phases, the first was based on exploring the current situation within Welsh Government, evaluating what works well, and identifying key challenges. The second phase, which was completed this year, explores these challenges in more detail and makes more in-depth recommendations for Welsh Government across a number of key areas of decision-making.

Two final reports submitted to WG in July. All recommendations have been accepted, committing the Welsh Government to a long-term programme of change that will embed gender equality into all of their work. Effective implementation of recommendations will see the mainstreaming of equality into all core processes, decision-making, resource allocation and their culture. This would make Wales the leading nation within the UK and align our practice with world leaders for gender equality, such as the Nordic nations.

Women's Budget Group (WBG) Commission for a Gender Equal Economy:

This year our Policy and Research lead has served as a Commissioner on the WBG Commission for a Gender Equal Economy. This group comprises representatives from the four nations of the UK and is exploring fundamental questions about how the UK economy needs to change to deliver fair, equal outcomes for women.

LeadHerShip

Through schemes such as *LeadHerShip* we continue to engage new cohorts of women and empower them to consider roles in public life and decision-making through exposure to role models, mentoring and training. We run three separate LeadHerShip programmes aimed at enabling women to gain insight into key leadership roles through shadowing opportunities. The three strands this year were: Senedd, business and local government. Due to the Covid 19 crisis and lockdown, this year's Senedd LeadHerShip and two of the council LeadHerShips sessions had to be postponed until the Autumn.

LeadHerShip – Business Leaders

1/3 of applications received were from BAME women.

We successfully arranged shadowing sessions with Business Leaders as follows:

Leader	Number of participants	Shadowing date
Claire Swindell, Spindogs, Cardiff	1	20 January 2020
Lynda Sagona, United Welsh, Caerphilly	2	20 and 21 January 2020
Sian Powell, Golwg, Lampeter	1	27 January 2020

Participant feedback from shadowing day with Claire Swindell, Spindogs:

"As a young Muslim woman trying to make it in the entrepreneurial world, when I saw a Facebook post opening applications to spend a whole day with a female CEO or company director, I knew I had to apply. A spark of opportunity flickered when I had received an email informing that I had been accepted onto #LeadHerShip, it was a chance to get my questions answered from a perspective I could relate to."

LeadHerShip Local government

Four applicants were scheduled to have shadowing sessions with the leader of Rhondda Cynon Taf council and two with the leader of Wrexham council. These sessions have been postponed until Covid 19 restrictions are lifted.

Council	Number of Participants	Shadowing date
RCT	4	to be rescheduled post CV19 restrictions
Wrexham	2	to be rescheduled post CV19 restrictions
Neath	2	one x 28 November 2019 one x 3 February 2020

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

Participant feedback from shadowing day with Neath Council Leader Cllr Rob Jones:

"My own volunteering work has made me realise the importance of communities, and how one person can make a difference to a space or a group of people. A shadowing day like this has enabled me to gain much needed insight into how decisions are made on a daily basis and what kinds of problems my local community are facing, therefore allowing me to focus my own personal efforts in restoring and helping these causes."

"This opportunity of shadowing Mr Jones has expanded my knowledge on how a leader effectively leads their team, I am very grateful for this opportunity and encourage many other young women to also take opportunities like these that will expand their horizons and knowledge of the endless possibilities that we can do in the future."

Wonderful Welsh Women - This campaign showcases female role models from history and the modern day across our digital media platforms. This year's Wonderful Welsh Women campaign was in collaboration with the Welsh Youth parliament. We worked with Youth Parliament Members from across the four regions who nominated women that they would like to see showcased and then voted to decide the final four. The four women selected were:

North Wales – Betsi Cadwaladr

Mid and West Wales – Senedd Presiding Officer, Elin Jones AM

South West Wales – singer-songwriter, broadcaster, actress, author and composer, Caryl Parry Jones

South East Wales – German-born Egyptologist and Welsh language writer Kâthe Bosse-Griffiths

Due to the Coronavirus crisis hitting soon after the four chosen women were announced, the digital media promotion of the campaign has been delayed until the Welsh parliament recommences public engagement.

Fundraising activity through corporate sponsorship and ticket sales:

Womenspire - We held our fourth annual Womenspire event in 2019 which attracted around 600 ticketed guests to the National Museum of Welsh Life at St Fagans in Cardiff to celebrate the remarkable achievements of 'ordinary extraordinary' women from all walks of life in Wales. ITV Wales were again the official media partners for the event, which was also supported by a number of corporate sponsors including Open University, GE Aviation, ABPI and Western Power Distribution. The event showcased the achievements of a variety of women, from those working in the creative and STEM sectors, community activists, adult learners, and businesses and business leaders who are making an impact in making the economy more gender equal.

"Being nominated was incredible, it came at a time when I was working incredibly hard and hadn't really taken stock of what I had achieved. It made me realise that I had built up a lot from nothing, and actually, I had achieved an awful lot."

Hannah Saunders, Entrepreneur award winner

"I walked up to the stage and I felt 10 feet tall – it was in this moment that I felt that I had not just been studying a subject I loved, but it was a big achievement and I embraced every single second. An unforgettable night!"

Andrea Garvey, Learner award winner

"Whenever I see my Womenspire award displayed proudly in my office, it reminds me of how each of us can make a difference by doing what we believe in, and of that day in 2019 when I was recognized for doing just that."

Tracy Myhill, Leader award winner

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

Financial review

During the year the charity raised 4,077,583 (2019: £3,781,455) from a combination of grants, income from training and consultancy and Fair Play Employer subscriptions.

The two principal funding sources for the charity comprise a grant of £351,508 from the Welsh Government to deliver our core charitable objectives (2019: £351,508) and a European grant to deliver the Agile Nation 2 project £3,408,729 (2019: £3,137,409)

The charity generated a surplus this year of £281,884 (2019: £93,409) This surplus has been achieved by reduced spend on overheads, and additional grant and project income. The charity's is planning to further diversify its income to deliver on its objectives.

Net assets as at 31 March 2020 were £1,051,181 (2019: £769,297) comprising a general reserve of £90,938 (2019: £114,281), Designated reserves which consist of a critical cost reserve of £350,000, (2019: £350,000), Strategic planning reserve £504,370 (2019: £230,000) an IT reserve of £50,000, (2019: £50,000). Total of restricted reserves of £55,873 (2019: £25,016).

To ensure long-term sustainability, Chwarae Teg continues to pursue commercial activity exploring alternate and diverse income streams. To that end the charity has set up a trading subsidiary, currently dormant, which from the new financial year be used specifically for all commercial activity, including promotion of the Fair Play Employer scheme, our consultancy solutions and training courses for women leaders. Fair Play Employer income amounted to £120,833 (2019: £100,529). The charity has invested this year in a review of the offering which has been funded by our reserves. As a result of the review we have employed a Commercial Director to head this activity and they will be looking at the pricing, positioning and marketing of the offering during the financial year.

To improve and build on the fundraising and grant income a dedicated post has been created, again to increase the charity's strategy in diversification of income.

During the year we generated income of £3,720 (2019: £5,921) in respect of our community co-working space. Designed to support and encourage female entrepreneurship, co-workers can rent a desk space from as little as £7 per day. Ad-hoc support is available as required on an hourly rate. Support includes bookkeeping, HR, marketing and IT.

Towards the end of the financial year the pandemic Covid-19 struck, all employees work in an agile way which enables us to work from anywhere at any time. We made the decision to work from home before the government introduced lockdown, we quickly set up the final two days of training online for our Agile Nation program so that candidates were able to complete their qualification. We have been using video technology internally and externally for all presentations and meetings.

As the pandemic will be with us for some time the Board and Senior Management Team have taken the decision to remain working from home so that staff and their families are safe; we won't make any further decisions until September and any decision will be based on government guidelines and taking staff feelings into account.

What does this mean for our work throughout the year? We are investing in training for all staff who will be delivering online delivery. Having virtual meetings with businesses is working well and we will continue this. On reviewing our budgets for the coming year, we feel that they are achievable due to the investment the charity has made and mix of activities. Additionally, we have not seen a drop of engagement with our activities and in some instances, we have seen an increase.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

Reserves policy

The trustees recognised the importance of an adequate and relevant reserves policy for effective governance and long term financial sustainability. The charity will retain unrestricted reserves, which are the free reserves of the charity, at a level which provides sufficient funds to maintain core management and support functions during periods of low income at a capacity sufficient to ensure its sustainability and in particular to support an income generation function to secure funds to enable the charity to pursue its objectives; and maintain sufficient resources to ensure that the charity operates an appropriate level of corporate governance. The following reserve policy sets out the levels of reserves that the organisation will maintain.

Critical Cost Reserve

The charity maintains £350,000 as a designated critical cost reserve which represents an allocation of core reserves. This fund is intended to meet the costs of winding up the charity if, in the opinion of the trustees, at any time it becomes inappropriate to continue operations. The amount maintained in this reserve is reviewed on a regular basis by the Finance and Risk Committee to ensure that it is sufficient to meet the potential obligations of a closure of the charity.

Upgrades of ICT System

The charity maintains £50,000 as a designated ICT and equipment fund which represents an allocation of core reserves towards the replacement of the ICT system. This reserve is released to match the ICT expenditure to which it relates.

Strategic Planning Reserve

The charity maintains a strategic planning reserve which represents an allocation of core reserves. This fund is intended to meet the cost of the future delivery of its approved strategic plans. The reserve is split into two sections:

Delivering AN2 obligations

The value maintained within the Delivering AN2 obligations reserve represents the potential costs to reserves to ensure the contractual obligations of the Agile Nation 2 project are met. This will cover any expenditure which the charity incurs in the delivery of Agile Nation 2 that is unable to be recovered from the funders of the project.

Income diversification

Diversification of income and the move away from high reliance on grant funding is a key strategic priority for the charity. This reserve represents the amount of money that the trustees are willing to commit to income diversification pilots in the coming year. This will be used to explore potential future commercial income streams as set out by the SMT and Board. The amount allocated is based upon the pilots that the trustees approve and the amount of undesignated funds available. It is approved by the trustees on an annual basis.

General Reserve

The general reserve represents the remaining reserves of the company that have not been designated for one of the funds as detailed above. The general reserve represents the charity's true spare reserves and is available for the general purposes of the charity as set out in its governing document.

The free reserves of the charity (unrestricted funds, less unrestricted fixed assets, less designated funds) totalled £50,487 (2019: £48,104).

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

Risks

1. Brexit – there is uncertainty relating to Brexit and potential destabilising effect on confidence of the businesses we work with, and uncertainty around future funding streams post-Brexit, once European Social Fund finishes in Dec 2023

Steps we are taking to mitigate this risk:

- Lobbying of UK Government through Welsh MPs and Welsh Government around future funding arrangements for Wales post-Brexit through regular briefings meetings with MPs and media and communications activity
- Positive marketing and focus on impact of funded programmes to prospective new businesses
- There is a fundraising strategy in place to limit the impact of cut to funding
- Public Affairs strategy in place for engaging with Assembly members

2. Covid 19 – the effect on our ability to meet our objectives, loss of income, reduction and morale of staff

Steps we are taking to mitigate this risk:

- Additional regular communications to all staff including guidance. Maintaining team meetings through virtual means
- Testing and refreshing of ICT systems and hardware to ensure robustness for prolonged working from home
- Secured bank overdraft to compensate for potential loss of income.
- Regular liaison with key funders, particularly, WEFO and Welsh Government to maintain stability of funding
- Review and re-focus delivery to enable remote delivery, ensuring our ability to continue to meet our targets and objectives
- Detailed contingency plans in place for all departments, reviewed regularly by the Senior Management Team

3. The products and services we provide do not respond to customer requirements or expectations – poor customer or stakeholder experience leading to losing our expert status. Chwarae Teg becomes irrelevant to our service users resulting in loss of income. The inability to develop income generating products, would have an effect on public profile, reputation and relationships.

Steps we are taking to mitigate this risk:

- Clearly defined vision and mission that is assessed on an annual basis through strategic plan review
- Clear strategy in place for the next four years to deliver our mission
- Continued focus on staff development around commercial awareness
- Robust quality control procedures implemented against recognised standards
- Quality monitoring team in place to monitor customer responses
- Commercial Director in place to review products and services on a regular basis
- Customer feedback requested and revised and fed into improvements to services

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

Plans for the future

In 2020-21 we will launch a new strategic plan, so much focus in the coming 12 months will be on reviewing our current strategy and ensuring we continue to meet our charitable objectives going forward. With the coronavirus pandemic, and a likely global economic recession to follow, the context in which we work is changing rapidly. We need to ensure we stay relevant, able to offer support to women and businesses and continue to make a difference. Our approach will be guided by a number of objectives including:

- **Securing the ongoing financial viability of Chwarae Teg through focus on delivery against all contracts and development of new income streams.** This is why as an organisation we have invested in developing new commercial products and services, appointed a Commercial Director and a Fundraising & Grants Officer to implement our fundraising strategy
- **Create and sustain a high performing organisational culture that puts us in the best position to respond to the challenges and opportunities we face.** We know that our staff are our biggest asset, and we are fortunate that our staff are passionate about what we do and the impact we make. We continue to push ourselves as an organisation to empower all staff to do their job as effectively as they can, and to develop their own career potential
- **To retain and enhance our position as the go-to trusted authoritative organisation for all issues related to women and the economy in Wales, shaping the policy agenda and influencing priorities ahead of the next election in Wales.** Working with policy makers to influence strategy, and with the press and media to ensure the widest possible reach.
- **To stretch the ambition of Chwarae Teg, establishing a new "business as usual" with increased focus, pace and energy while ensuring good governance and appropriate risk management is in place.**

Structure, governance and management

Chwarae Teg is a company limited by guarantee governed by its Memorandum and Articles of Association adopted on 30 November 2018 (company registration number 02901456) and became a registered charity (number 1084466) on 12 January 2001.

The directors of the company are also its charitable trustees, which applies where the trustees are referred to in the following text. The details of trustees who have served during the financial year and up until the date of signing the financial statements, unless otherwise stated, are shown in the Reference and Administrative details section.

Appointment of Trustees

Our governing document requires board membership to be between 8 and 14 trustees. New trustees are appointed through election by existing board members. When considering co-opting trustees, the Board has regard to the requirement of any specialist skills required now or as part of succession planning.

Trustee induction and training

New trustees receive a comprehensive induction pack containing information about the charity and its work for effective and informed decision-making. The induction pack also includes information on their legal obligations under charity and company law, a copy of the governing document, our strategic plan and recent financial performance of the charity. Each new trustee is offered an induction session with a member of the executive team to go through the induction pack and answer any questions they may have. Trustee training sessions are offered periodically to the whole Board.

The Board delegates the exercise of certain powers in connection with the management and administration of the charity as set out below. This is controlled by requiring regular reporting back to the Board so that all decisions made under delegated powers can be ratified by the full Board in due course.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

Finance and Risk Committee

The Finance and Risk Committee ("the F&R") comprises a minimum of four trustees from the Board as well as the Chief Executive, the Strategic Leads of the charity and the Finance Lead. The Committee meets quarterly. It is charged with reviewing the strategy, policy and management of the charity's finance and risk, and advising the Board accordingly. The Committee ensures proper procedures are in place to manage financial resources prudently and efficiently, also reviewing the Risk register regularly.

People and Organisational Development Committee

The People and Organisational Development Committee (POD) comprises a minimum of four trustees from the Board as well as the Chief Executive and the People Team Lead. It is charged with reviewing Chwarae Teg's People Strategy, performance against People KPI's, Health and Safety matters and also to ensure that People policies and procedures are in line with current legislation and good practice. The POD committee also supports Chwarae Teg's Executive team on discharging its statutory and other requirements relating to its responsibilities for equality and diversity.

Chief Executive

The Chief Executive is responsible for the day-to-day management of the charity's affairs and for implementing policies agreed by the Board.

Risk management

It is the Board's responsibility to identify the major risks to which the charity is exposed and to review the systems and internal controls that have been established to mitigate those risks.

The Board identifies any changes to these risks as part of its strategic planning responsibilities and considers the likelihood and potential impact of such risks on a regular basis when reviewing operational performance and progress against strategic aims.

The Board is satisfied that the necessary systems and internal controls are in place together with mechanisms to ensure that they continue to operate satisfactorily.

Arrangements for setting pay and remuneration of key management personnel and any benchmarks, parameters or criteria used.

All staff including the key personnel have an annual inflation increase on salary. This is approved by the Board when ratifying the budget.

Any other changes to pay and remuneration for the key management personnel is conducted externally. The role is sent to a specialist HR company "Reward Risk Management" who benchmark the role to region, sector and profession. The charity is committed to paying the median level across all roles. The final decision sits with the chair of the Board of Trustees and the chair of the People & Development Committee.

ORGANISATIONAL POLICIES

Employee engagement

Chwarae Teg recognises the importance of its employees in delivering our strategic aims and invests to assist our staff to achieve and prosper. A staff conference was held on 20 November 2019 which focused on continuous improvement and setting the scene for the organisation we want to be in the future. Flexible training and development options were also provided throughout the year. The Employee Forum continues to be an important mechanism to engage with staff around wellbeing, development and consultation.

Equality and Diversity Policy

Chwarae Teg is committed to a policy of equality of opportunity in its employment practices. It aims to ensure that no potential or actual employee receives more or less favourable treatment on the grounds of age, disability, ethnic or national origin, gender, marital or parental status, nationality, political belief, race, religion or sexual orientation. In particular, we are a Disability Symbol User.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

Environmental Policy

Chwarae Teg is committed to continual environmental improvement, carbon reduction and pollution prevention through careful purchasing and minimising the amount of waste generated. Wherever possible, Chwarae Teg re-uses and recycles materials; monitors energy and water consumption; uses public transport, car-sharing and avoids unnecessary journeys. We endeavour to purchase products which have minimal environmental and social impact, and keep staff up-to-date on environmental issues.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

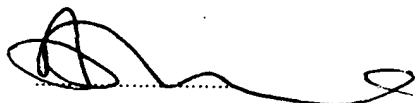
Reference and administrative details

Charity Name	Fair Play (Workforce) Limited
Trading Name	Chwarae Teg
Charity Number	1084466
Company Number	02901456
Registered Office	Anchor Court Keen Road Cardiff CF24 5JW
Company Secretary	Rachael Cunningham
Co-opted Trustees	Nicola Olsen Robert Lamb
Trustees	Alison Thorne (Chair) Wyn Pritchard Catherine Thomas Christopher Warner Shashikala Mansfield Joanne Hicks Sharon Williams Lynne Hamilton (Appointed 29/11/19) Dr Anita Shaw Oliver Jones (Appointed 29/11/19) Carolyn Bronwell (Appointed 29/11/19) Sarah Scotcher (Appointed 29/11/19) Rachael Cunningham (Treasurer)
Executive Officers	Cerys Furlong (Chief Executive) Hayley Dunne (Strategic Lead for Delivery) Helen Antoniazzi (Strategic Lead Policy and Communications) Liz Wilson (Strategic Lead Finance and Operations)
Bankers	NatWest 1 Taff Street Pontypridd CF37 4UL
Auditors	Azets Audit Services Ty Derw Lime Tree Court Cardiff Gate Business Park Cardiff CF23 8AB

The trustees report was approved by the Board of Trustees.

FAIR PLAY (WORKFORCE) LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) **FOR THE YEAR ENDED 31 MARCH 2020**



A Thorne - Chair

Dated: 21-09-2020

FAIR PLAY (WORKFORCE) LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2020

The trustees, who are also the directors of Fair Play (Workforce) Limited for the purpose of company law, are responsible for preparing the Trustees Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company Law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

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

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

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

FAIR PLAY (WORKFORCE) LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF FAIR PLAY (WORKFORCE) LIMITED

Opinion

We have audited the financial statements of Fair Play (Workforce) Limited (the 'charity') for the year ended 31 March 2020 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

FAIR PLAY (WORKFORCE) LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF FAIR PLAY (WORKFORCE) LIMITED

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 require us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

FAIR PLAY (WORKFORCE) LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF FAIR PLAY (WORKFORCE) LIMITED

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Azets Audit Services
Chartered Accountants
Statutory Auditor

27-10-2020

Ty Derw
Lime Tree Court
Cardiff Gate Business Park
Cardiff
CF23 8AB

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under of section 1212 of the Companies Act 2006.

FAIR PLAY (WORKFORCE) LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2020

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £	Unrestricted funds 2019 £	Restricted funds 2019 £	Total 2019 £
Income from:							
Charitable activities	3	131,897	3,879,106	4,011,003	103,062	3,618,312	3,721,374
Other trading activities	4	64,306	-	64,306	59,195	-	59,195
Investments	5	2,274	-	2,274	886	-	886
Total income		198,477	3,879,106	4,077,583	163,143	3,618,312	3,781,455
Expenditure on:	6						
Raising funds	7	2,016	-	2,016	-	15,835	15,835
Charitable activities	8	333,905	3,459,778	3,793,683	122,764	3,549,447	3,672,211
Total resources expended		335,921	3,459,778	3,795,699	122,764	3,565,282	3,688,046
Net (outgoing)/ incoming resources before transfers		(137,444)	419,328	281,884	40,379	53,030	93,409
Gross transfers between funds		388,471	(388,471)	-	-	-	-
Net income for the year/ Net movement in funds		251,027	30,857	281,884	40,379	53,030	93,409
Fund balances at 1 April 2019		744,281	25,016	769,297	703,902	(28,014)	675,888
Fund balances at 31 March 2020		995,308	55,873	1,051,181	744,281	25,016	769,297

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

FAIR PLAY (WORKFORCE) LIMITED

BALANCE SHEET

AS AT 31 MARCH 2020

	Notes	2020 £	£	2019 £	£
Fixed assets					
Tangible assets	13		40,451		66,177
Current assets					
Debtors	14	381,228		477,527	
Cash at bank and in hand		817,610		392,683	
		<u>1,198,838</u>		<u>870,210</u>	
Creditors: amounts falling due within one year	15	<u>(188,108)</u>		<u>(167,090)</u>	
Net current assets			1,010,730		703,120
Total assets less current liabilities			<u>1,051,181</u>		<u>769,297</u>
Income funds					
Restricted funds	18		55,873		25,016
<u>Unrestricted funds</u>					
Designated funds	19	904,370		630,000	
General unrestricted funds		<u>90,938</u>		<u>114,281</u>	
			995,308		744,281
			<u>1,051,181</u>		<u>769,297</u>

FAIR PLAY (WORKFORCE) LIMITED

BALANCE SHEET (CONTINUED)

AS AT 31 MARCH 2020

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2020, although an audit has been carried out under section 144 of the Charities Act 2011.

The trustees acknowledge their responsibilities for ensuring that the charity keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its incoming resources and application of resources, including its income and expenditure, for the financial year in accordance with the requirements of sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

The members have not required the company to obtain an audit of its financial statements under the requirements of the Companies Act 2006, for the year in question in accordance with section 476.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on 21-09-2020



A Thorne - Trustee

Company Registration No. 02901456

FAIR PLAY (WORKFORCE) LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2020

	Notes	2020 £	£	2019 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	25		422,653		(692,326)
Investing activities					
Purchase of tangible fixed assets		-		(66,111)	
Interest received		2,274		886	
Net cash generated from/(used in) investing activities			2,274		(65,225)
Net cash used in financing activities			-		-
Net increase/(decrease) in cash and cash equivalents			424,927		(757,551)
Cash and cash equivalents at beginning of year			392,683		1,150,234
Cash and cash equivalents at end of year			817,610		392,683

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies

Charity information

Fair Play (Workforce) Limited is a private charitable company limited by guarantee incorporated in England and Wales. The registered office is Anchor Court, Keen Road, Cardiff, CF24 5JW.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "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)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

Consistency of presentation

The presentation of the financial statements has been adjusted during the year with allocations in both income and expenditure being affected. This has been done to provide additional transparency regarding the income and expenditure of the charity.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Designated funds comprise funds which have been set aside at the discretion of the trustees for specific purposes. The purposes and uses of the designated funds are set out in the notes to the financial statements.

Restricted funds are subject to specific conditions by donors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

1.4 Incoming resources

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Income from courses, conferences, training and consultancy is recognised when the respective event occurs. Any amounts received in advance of the service provided is deferred.

All income received for Fair Play Employer is within the charity objects and complies with primary purpose.

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies

(Continued)

Income from government and other grants, is recognised when the charity has entitlement to the funds, any performance conditions are met, it is probable that the income will be received and the amount can be measured reliably.

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

1.5 Resources expended

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required 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.

Raising funds expenditure are costs relating to marketing or publicity payments not directly related to a certain project, within the charitable activities.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities, both costs directly attributable and indirect support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Allocation and apportionment of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake the charitable activities. Support costs include office costs, finance, personnel, payroll and governance costs which support the charity's activities. These are allocated to each charitable activity based on revenue amount.

Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Fixtures and fittings	5 Years straight line
IT equipment	3 Years straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

All capital assets purchased with Agilt Nation 2 funding are expensed on receipt of the asset.

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies

(Continued)

1.7 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the charity transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

1 Accounting policies

(Continued)

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.12 Leases

Rentals payable under operating leases are charged as an expense on a straight line basis over the term of the relevant lease.

1.13 Taxation

As a registered charity, Fair Play (Workforce) Limited is entitled to the exemption from taxation in respect of income and capital gains received with sections 478-489 of the Corporation Tax Act 2020 and section 256 of Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects purpose only.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

3 Charitable activities

	2020 £	2019 £
Fair Play Employer	120,833	100,529
Other income	69,151	2,009
Grants	3,821,019	3,618,836
	<u>4,011,003</u>	<u>3,721,374</u>
Analysis by fund		
Unrestricted funds	131,897	103,062
Restricted funds	3,879,106	3,618,312
	<u>4,011,003</u>	<u>3,721,374</u>
Performance related grants		
Welsh Government	412,290	481,427
WEFO ESF Funding	3,408,729	3,137,409
	<u>3,821,019</u>	<u>3,618,836</u>

4 Other trading activities

	Unrestricted funds 2020 £	Unrestricted funds 2019 £
Event income	60,586	53,274
Rental income	3,720	5,921
Other trading activities	<u>64,306</u>	<u>59,195</u>

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

5 Investments

	Unrestricted funds	Unrestricted funds
	2020	2019
	£	£
Interest receivable	2,274	886

6 Income by activity

Income can be seen to be attributable to:

	2020	2019
Promoting equality in the workplace:	£3,950,756	£3,674,120
Other activities	£5,994	£6,806
Fair Play Employer:	£120,833	£100,529

7 Raising funds

	Unrestricted funds	Restricted funds
	2020	2019
	£	£
<u>Fundraising and publicity</u>		
Other fundraising costs	2,016	15,835
	<u>2,016</u>	<u>15,835</u>

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

8 Charitable activities

	2020 £	2019 £
Staff costs	2,738,435	2,570,961
Depreciation and impairment	25,726	14,444
Research, development and monitoring	100,141	59,373
Events and awards	57,900	60,013
Participant costs	137,815	113,488
Translation	23,539	13,408
Other staff costs	127,475	201,209
Premises costs	188,570	191,122
Printing, postage and stationery	15,154	10,737
Telephone	17,839	25,613
IT costs	85,370	94,955
Insurance	3,637	6,371
Meeting costs	1,808	3,168
Advertising and promotion	85,053	54,877
Bank charges	1,126	902
	<u>3,609,588</u>	<u>3,420,641</u>
Share of support costs (see note 10)	159,106	209,937
Share of governance costs (see note 10)	24,989	41,633
	<u>3,793,683</u>	<u>3,672,211</u>
Analysis by fund		
Unrestricted funds	333,905	122,764
Restricted funds	3,459,778	3,549,447
	<u>3,793,683</u>	<u>3,672,211</u>

9 Expenditure by activity

Expenditure can be seen to be attributable to:

	2020	2019
Promoting equality in the workplace:	£3,658,544	£3,595,470
Raising funds	£2,016	£15,835
Fair Play Employer:	£135,139	£76,741

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

10 Support costs

	Support costs £	Governance costs £	2020 £	Support costs £	Governance costs £	2019 £
Staff costs	113,279	-	113,279	174,711	-	174,711
Bank charges	1,427	-	1,427	900	-	900
IT costs	44,400	-	44,400	34,326	-	34,326
Audit fees	-	11,501	11,501	-	8,000	8,000
Legal and professional	-	12,976	12,976	-	33,633	33,633
Meeting costs	-	512	512	-	-	-
	<u>159,106</u>	<u>24,989</u>	<u>184,095</u>	<u>209,937</u>	<u>41,633</u>	<u>251,570</u>
Analysed between						
Charitable activities	<u>159,106</u>	<u>24,989</u>	<u>184,095</u>	<u>209,937</u>	<u>41,633</u>	<u>251,570</u>

Audit fees includes payments to the auditors for accountancy services totalling £500 (2019: £500).

11 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the current and prior year.

During the year no trustees were reimbursed expenses (2019: 2 trustees totalling £357 relating to travel and subsistence).

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2020 Number	2019 Number
Delivery of services	77	72
Management and administration	4	3
	<u>81</u>	<u>75</u>

Employment costs

	2020 £	2019 £
Wages and salaries	2,446,503	2,373,706
Social security costs	232,787	217,653
Other pension costs	172,424	154,313
	<u>2,851,714</u>	<u>2,745,672</u>

Key management personnel

During the year the total employee benefits received by key management personnel amounted to £281,245 (2019: £269,022).

Termination payment

During the year termination payments totalling £2,000 were made (2019: £6,533). There were no amounts outstanding during the current or prior year.

The number of employees whose annual remuneration was £60,000 or more were:

	2020 Number	2019 Number
£70,000 - £80,000	<u>1</u>	<u>1</u>

Pension contributions in respect of the above employee in relation to defined contribution schemes totalled £5,023 (2019: £4,974).

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

13 Tangible fixed assets

	Fixtures and fittings £	IT equipment £	Total £
Cost			
At 1 April 2019	17,917	149,766	167,683
At 31 March 2020	17,917	149,766	167,683
Depreciation and impairment			
At 1 April 2019	16,002	85,504	101,506
Depreciation charged in the year	825	24,901	25,726
At 31 March 2020	16,827	110,405	127,232
Carrying amount			
At 31 March 2020	1,090	39,361	40,451
At 31 March 2019	1,915	64,262	66,177

14 Debtors

	2020 £	2019 £
Amounts falling due within one year:		
Trade debtors	63,528	193,231
Other debtors	-	172
Prepayments and accrued income	317,700	284,124
	381,228	477,527

15 Creditors: amounts falling due within one year

	Notes	2020 £	2019 £
Other taxation and social security		12,903	17,074
Deferred income	16	84,640	82,667
Trade creditors		23,765	15,677
Other creditors		89	1,072
Accruals and deferred income		66,711	50,600
		188,108	167,090

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

16 Deferred income

	2020 £	2019 £
Other deferred income	84,640	82,667

Deferred income is included in the financial statements as follows:

	2020 £	2019 £
Balance brought forward	82,667	602,745
Amounts received	183,392	-
Amounts released	(181,419)	(520,078)
Balance carried forward	84,640	82,667

Deferred income relates to our Womenspire sponsorship and Fair Play Employer membership subscription.

17 Retirement benefit schemes

Defined contribution schemes

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £172,424 (2019: £154,313). Amounts outstanding at the year end totalled £nil (2019 £nil).

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

18 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			Transfers	Balance at 31 March 2020
	Balance at 1 April 2018	Incoming resources	Resources expended	Balance at 1 April 2019	Incoming resources	Resources expended		
	£	£	£	£	£	£	£	£
Agile Nation 2	(28,014)	3,136,885	(3,094,863)	14,008	3,408,729	(3,040,825)	(374,234)	7,678
Welsh Government AOP	-	351,508	(342,417)	9,091	351,506	(351,506)	(9,091)	-
Gender Equality Review	-	125,454	(122,924)	2,530	46,524	(46,524)	(2,530)	-
Purple Plaques	-	4,465	(5,078)	(613)	14,260	(11,047)	(2,600)	-
Plan UK	-	-	-	-	10,000	(4,036)	-	5,964
All Force Sexual Harassment	-	-	-	-	7,672	(5,075)	-	2,597
Econ Career Changers	-	-	-	-	8,550	(281)	-	8,269
Women Construct Wales	-	-	-	-	3,746	(55)	-	3,691
Rosa Project	-	-	-	-	14,929	-	-	14,929
NatWest - Back her Business	-	-	-	-	3,125	(20)	-	3,105
Women Budget Group	-	-	-	-	9,640	-	-	9,640
Swansea University	-	-	-	-	425	(409)	(16)	-
	(28,014)	3,618,312	(3,565,282)	25,016	3,879,106	(3,459,778)	(388,471)	55,873

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

18 Restricted funds

(Continued)

Agile Nation 2

ESF/Welsh Government Funds for delivery of the Agile Nation 2 project.

Link to objective

To promote equality of opportunity in the workplace by the provision of education & training.

Welsh Government AOP

Welsh Government funds to deliver annual operating plan. It enables the charity to influence policy makers and deliver projects such as Not Just for boys, LeadHerShip to give young women in Wales an opportunity to learn about Welsh Politics and business.

Link to objective

Raising awareness of the barriers facing women, providing a forum to enable all agencies involved in the economic development of Wales.

Gender Equality Review

Welsh Government funds to deliver Gender Equality Review. Work took place over two Phases, the first was based on exploring the current situation within Welsh Government, evaluating what works well, and identifying key challenges. The second Phase explored the challenges in more detail and gives more in depth recommendations for Welsh Government across a number of key areas of decision-making.

Link to objective

Conduct research into the equality of opportunity for Women in the Welsh economy.

Purple Plaques

Welsh Government funds to deliver Purple Plaques campaign. The Purple Plaque campaign was created to improve the recognition of remarkable women in Wales and award them with a Purple Plaque to commemorate their achievements and cement their legacy in Welsh history.

Link to objective

Raising awareness and promoting Women throughout Wales.

Plan UK

Project to establish gender specific activity with girls and young women existing in North Wales undertaking surveys and reporting on findings.

Link to objective

Raising awareness of the barriers facing women in fulfilling their potential and conducting research into the equality of opportunity.

All Force Sexual Harassment

To deliver All Force Sexual Harassment focus groups and report of findings to each Police force in Wales.

Link to objective

Providing guidance and assistance to employers to enable them to improve working practices.

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2020

18 Restricted funds

(Continued)

Econ Career Changers

Career Changers project to deliver mentoring and learning modules to address the need to increase women working in trade roles. Work with leaders and managers across the industry to challenge the status quo and long held notion of presenteeism equating to output for Women in Construction.

Link to objective

Raising awareness of the barriers facing women in fulfilling their potential in the labour and economic market.

Women Construct Wales

Pathways to Construction - Led by Community Impact Initiative C.I.C, 3 year project recruiting 72 women.

Link to objective

Raising awareness of the barriers facing women in fulfilling their potential in the labour and economic market.

Rosa Project

Project to campaign against sexual harassment in the workplace in the UK.

Link to objective

Providing awareness, guidance and assistance to enable change in the workplace.

NatWest - Back her Business

Empower future female entrepreneurs with events across Wales - Business start up programme for Women.

Link to objective

Promote equality of opportunity, women to fulfil their potential in the economic market.

Women Budget Group

4Nations - to deliver a report on gender-responsive budgeting within the UK..

Link to objective

To conduct research into the equality of opportunity.

Swansea University

Delivery of agile working training.

Link to objective

Raising awareness of the barriers facing women in fulfilling their potential in the labour and economic market.

Transfers

Relates to projects that came to an end during the financial year and the element of funding that relates to the central overheads of the charity.

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

19 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds					
	Balance at 1 April 2018	Incoming resources	Balance at 1 April 2019	Resources expended	Transfers	Balance at 31 March 2020
	£	£	£	£	£	£
Critical costs reserve	350,000	-	350,000	-	-	350,000
Upgrades of ICT system	50,000	-	50,000	-	-	50,000
Strategic planning reserve	230,000	-	230,000	(45,630)	320,000	504,370
	<u>630,000</u>	<u>-</u>	<u>630,000</u>	<u>(45,630)</u>	<u>320,000</u>	<u>904,370</u>

Reserves policy

The trustees recognise the importance of an adequate and relevant reserves policy for effective governance and long term financial sustainability. The charity will retain unrestricted reserves, which are the free reserves of the charity, at a level which provides sufficient funds to maintain core management and support functions during periods of low income at a capacity sufficient to ensure its sustainability and in particular to support an income generation function to secure funds to enable the charity to pursue its objectives; and maintain sufficient resources to ensure that the charity operates an appropriate level of corporate governance. The following reserve policy sets out the levels of reserves that the organisation will maintain.

Designated Funds

Critical Cost Reserve

The charity maintains £350,000 as a designated critical cost reserve which represents an allocation of core reserves. This fund is intended to meet the costs of winding up the charity if, in the opinion of the trustees, at any time it becomes inappropriate to continue operations. The amount maintained in this reserve is reviewed on a regular basis by the Finance and Resource Committee to ensure that it is sufficient to meet the potential obligations of a closure of the charity.

Upgrades of ICT System

The charity maintains £50,000 as a designated ICT and equipment fund which represents an allocation of core reserves towards the replacement of the ICT system. This reserve is released to match the ICT expenditure to which it relates.

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

19 Designated funds

(Continued)

Strategic Planning Reserve

The charity maintains a strategic planning reserve which represents an allocation of core reserves. This fund is intended to meet the cost of the future delivery of its approved strategic plans. The reserve is split into two sections:

- **Delivering AN2 obligations** - The value maintained within the Delivering AN2 obligations reserve represents the potential costs to reserves to ensure the contractual obligations of the Agile Nation 2 project are met. This will cover any expenditure which the charity incurs in the delivery of Agile Nation 2 that is unable to be recovered from the funders of the project.
- **Income diversification** - Diversification of income and the move away from high reliance on grant funding is a key strategic priority for the charity. This reserve represents the amount of money that the trustees are willing to commit to income diversification pilots in the coming year. This will be used to explore potential future commercial income streams as set out by the Commercial Innovation Committee. The amount allocated is based upon the pilots that the trustees approve and the amount of undesignated funds available. It is approved by the trustees on an annual basis.

General Unrestricted Fund

The general reserve represents the remaining reserves of the company that have not been designated for one of the funds as detailed above. The general reserve represents the charity's true spare reserves and is available for the general purposes of the charity as set out in its governing document.

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

20 Analysis of net assets between funds

	Unrestricted 2020 £	Designated 2020 £	Restricted 2020 £	Total 2020 £	Unrestricted 2019 £	Designated 2019 £	Restricted 2019 £	Total 2019 £
Fund balances at 31 March 2020 are represented by:								
Tangible assets	40,451	-	-	40,451	66,177	-	-	66,177
Current assets/(liabilities)	50,487	904,370	55,873	1,010,730	48,104	630,000	25,016	703,120
	<u>90,938</u>	<u>904,370</u>	<u>55,873</u>	<u>1,051,181</u>	<u>114,281</u>	<u>630,000</u>	<u>25,016</u>	<u>769,297</u>

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

21 Operating lease commitments

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2020 £	2019 £
Within one year	106,750	94,000
Between two and five years	189,000	59,500
In over five years	47,250	-
	<u>343,000</u>	<u>153,500</u>

22 Events after the reporting date

COVID-19

The impact of the pandemic during 2020 is described in the Trustees Report.

The trustees believe that the charity's reserves are sufficient to meet the demands of this exceptional situation.

23 Related party transactions

There were no disclosable related party transactions during the year (2019 - none).

24 Subsidiaries

These financial statements are separate charity financial statements for Fair Play (Workforce) Limited.

As the income of the group falls below the relevant thresholds consolidated accounts have not been prepared.

Details of the charity's subsidiaries at 31 March 2020 are as follows:

Name of undertaking	Registered office	Nature of business
Fair Play Trading Limited	England and Wales	Training and consultancy

The aggregate capital and reserves and the result for the year of subsidiaries excluded from consolidation was as follows:

Name of undertaking	Profit/(Loss) £	Capital and Reserves £
Fair Play Trading Limited	-	-

FAIR PLAY (WORKFORCE) LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2020

24 Subsidiaries

(Continued)

The company is a Private Limited Company by guarantee without share capital, company number 11961144. The company was incorporated on 24th April 2019 and has remained dormant throughout 2019/20. The registered office of the company is the same as its parent.

Transactions with trading company

There were no transactions with the trading company during 2019/20 financial year.

25 Cash generated from operations	2020 £	2019 £
Surplus for the year	281,884	93,409
Adjustments for:		
Investment income recognised in statement of financial activities	(2,274)	(886)
Depreciation and impairment of tangible fixed assets	25,726	14,444
Movements in working capital:		
Decrease/(increase) in debtors	96,299	(278,548)
Increase/(decrease) in creditors	19,045	(603,412)
Increase in deferred income	1,973	82,667
Cash generated from/(absorbed by) operations	<u>422,653</u>	<u>(692,326)</u>
26 Analysis of changes in net funds		

The charity had no debt during the year.