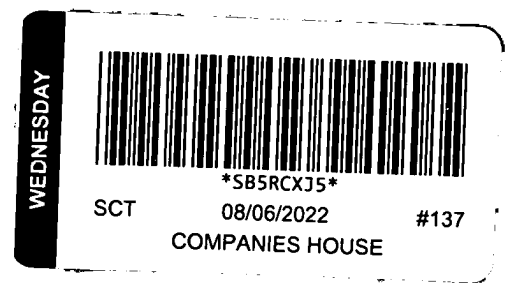




Beatson Institute for Cancer Research

Report and financial statements
Year to 31 March 2022

Limited by guarantee
Company No SC084170
Scottish Charity No SC006106



Directors' Report

The Directors are pleased to submit the Annual Report and audited financial statements of Beatson Institute for Cancer Research for the year ended 31 March 2022.

The financial statements comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended), the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

None of the Directors, who are the Trustees of the Charity and, for the purposes of the Companies Act 2006, Directors of the company, have a financial interest in the company.

Mission

Our mission is to deliver scientific cancer discoveries for patient benefit.

Research Objectives & Strategy

The principal object of the Institute is to carry out research and investigation into the causes, mechanisms and treatment of cancer. As a subsidiary of Cancer Research UK (CRUK), the Institute's present research strategy is:

1. To find novel ways to treat cancer by targeting **protein synthesis** and **energetic stress pathways**;
2. To reduce **cancer recurrence** by developing biomarkers for primed **metastatic niches**, and strategies to target metastatic organs;
3. To build a **cancer prevention agenda** in Scotland starting with hepatocellular carcinoma (HCC) and colorectal cancer (CRC).

To realise our and CRUK's objectives we continue to develop and build on:

- World leading basic research programmes in our key areas of focus, led by a cohort of world class scientists
- A cohesive and interactive environment that fosters ambitious, significant and field changing research.
- A coordinated strategy for basic and clinical cancer
- Research to bring together scientists and clinicians in a common cause
- State-of-the-art technologies in selected areas (preclinical imaging, mouse models and metabolomics) to underpin our strategic research themes
- An outstanding training structure to cultivate the basic and clinical cancer research leaders of tomorrow
- Active and vibrant interactions with the local and global cancer research communities
- Strong core services, effective and efficient administrative support
- Strong links with, and participation in, the broader CRUK mission, such as fundraising and funding committees

Strategic Report

Achievements, Performance and Plans for Future Periods

Our portfolio of research activity has been developed to provide a key component of CRUK's research objectives and our future plans are aimed at solving the most important emerging biological questions and clinical problems facing oncologists worldwide. Our mission is to maintain our lead as a centre of excellence for discovery cancer research and to maximise the translation of our findings and expertise for the benefit of cancer patients. Driven by CRUK's principal strategic aim of increasing our understanding of cancer, we focus on two main areas of cancer research: energetic stress/cancer metabolism and microenvironment/metastasis. We are building a third area aimed at understanding the biology of early disease in order to develop a precision prevention approach that aligns closely with CRUK's strategy and thereby facilitate a major shift in early detection.

Sophisticated cancer models remain central to our research strategy and this year we have continued to maintain our leadership in the advance and application of mouse models of cancer. The National Mouse Genetics Network, directed by Owen Sansom, received final approval from the MRC Strategy Board, which will provide £20M of funding over the next 5 years, including £3M for the Director and £3M for the Cancer Cluster led by Karen Blyth (Beatson) and Louis Chesler (ICR).

Closely aligned with our strategic theme of understanding and targeting metastatic disease, we are utilising part of the McNab legacy to create a 'McNab Centre for Cancer Innovation', a laboratory initially consisting of 6–7 researchers plus collaborators. The principal scientific focus will be to develop human organoid and organ-on-a-chip approaches to study how KRAS-driven colorectal and pancreatic cancers instruct the microenvironment of the liver, thus enabling us to identify the metabolic vulnerabilities of metastases.

One of our strategic priorities continues to be to support and build on our investment in disease positioning and spatial imaging following the recruitment of John Le Quesne to the University of Glasgow. The equipment for this is mostly in place and we will be pump-priming some 'exemplar' projects that are central to our research themes. Several of our faculty have also been successful in obtaining external funding to help support the rollout of this technology, including Jen Morton (Pancreatic Cancer UK), Seth Coffelt (Cancer Research Institute) and Nigel Jamieson (College of Surgeons). As these analyses will produce a large amount of sequencing and imaging data, we will support 50% of salary for Ke Yuan (Computer Science, University of Glasgow) to work with Rob Insall in his new AI-digital pathology centre.

Highlights of 2021/22

	2022	2021
No of Research Groups	<u>16</u>	<u>16</u>
No of Primary Research Papers	146	133
No of Reviews	43	27
TOTAL PUBLICATIONS	189	160

Highlights of 2021/22 (continued)

	2022	2021
Value of income, excluding CRUK Core grant	<u>£14.6M</u>	<u>£27.5M</u>

Non-Core income decreased by 47% in the year (2021: 15% increase) mainly due to the receipt of a disbursement of USD\$14m from the estate of Ms Annie McNab in the previous year. Underlying non-core research income decreased by 8% to £13.2M (2021: £14.3M) mainly due to the ending of the Drug Discovery Unit's KRAS collaboration.

Achievements

Despite the problems of COVID-19, we have continued to make considerable advances in our areas of strategic focus. These advances are highlighted by the number of ground-breaking primary papers (146) we have published this year. Our hybrid seminars and meetings, including the virtual Beatson International Cancer Conference held in July, were also well-attended and kept us connected with the wider community and moving forward with our strategy.

We have made good progress this year in targeting additional external funding to support our key research areas. Jen Morton and Sara Zanivan were each awarded a CRUK Early Detection and Diagnosis Project Award, while Daniel Murphy was awarded a CRUK Early Detection and Diagnosis Programme Award with Marion MacFarlane (Cambridge). Project grants were awarded to Seth Coffelt (Worldwide Cancer Research), Daniel Murphy (British Lung Foundation) and Kirsteen Campbell (Prostate Cancer Research Centre), while more recently Junior Group Leaders Payam Gammage and Seth Coffelt (again) were successful in important fellowship applications to the ERC and CRUK, respectively. In terms of our wider network activities, the CRUK Scotland Centre, which aligns closely with our ambition to maximise the translation of our findings for the benefit of patients, was funded in full.

Key personnel changes

Dr Tom McVicar (previously Max Planck Institute for Ageing Research, Cologne) joined us as a Junior Group Leader with a CRUK Career Development Fellowship in December. Tom is an expert in mitochondrial metabolism and a key addition to our energetic stress theme. Following the end of the financial year, the Drug Discovery Unit joined with CRUK's Therapeutic Discovery Laboratories (TDL) to form a CRUK wide biotechnology entity (see note 28).

Reviews

We continued to monitor the performance of our scientific groups. This year, Owen Sansom scored 'Forefront/Outstanding' following his QQR with the review panel highlighting him as an 'internationally recognised leader in the field of colorectal cancer biology'. Laura Machesky's and Kevin Ryan's QQRs were held in March 2022. Both went extremely well, and we are confident that their final scores will rank very high but will not be known until later this year.

Funding

CRUK provides an annual core grant that covers staff costs, laboratory running costs and overheads of the Institute, grants to enable the purchase of particular items of equipment and smaller grants, competitively awarded to particular scientists within the Institute, in support of particular research projects.

Other funding sources also provide much needed support for research programmes. These include: The Medical Research Council, the Biotechnology and Biological Sciences Research Council, the Wellcome Trust, the Royal Beatson Endowment Funds of NHS Greater Glasgow & Clyde, Novartis, DEBRA, Breast Cancer Now, AstraZeneca UK, Pancreatic Cancer UK, BMS, the CRT Pioneer fund, Engineering and Physical Sciences Research Council, Tenovus Scotland, Sanofi, the British Skin Foundation, Redx Immunology, Prostate Cancer Research, Glasgow Children's Hospital Charity, Cancer Research Institute and the Kay Kendall Leukaemia Fund. The Institute is also very grateful for the financial contributions it continues to receive from many individuals and other charitable organisations. These funds are used to promote new research through the funding of salaries and laboratory expenses and equipment.

Key management personnel remuneration

The Board of Directors and the Senior Management Team comprise the key management personnel of the charity in charge of directing and controlling, running and operating the Institute on a day to day basis. All Trustees / Directors give of their time freely and no Director received remuneration in the year. Details of Directors' expenses are disclosed in note 12 to the financial statements.

The pay of the senior staff is reviewed annually by the Remuneration Committee and normally increased in line with CRUK pay guidelines. In addition, the Directors benchmark pay scales against other CRUK core funded Institutes to ensure we are competitive.

Financial Review

The Institute's charitable activity is primarily funded in the form of grants from CRUK.

During the year, the Institute continued to access support from the government through the Coronavirus Job Retention Scheme. The total claimed during the year was £0.21M, set against the cost of staff on furlough of £0.45M. The difference represents the cost of maintaining salaries at 100%, irrecoverable on-costs (pension and Employers' NI) and the threshold at which the scheme was capped.

Total income in the year decreased to £27.4M (2020/21: £33.2M) mainly due to the receipt of the McNab legacy in the prior year. The value of income to be recognised in future years from research grants and contracts awarded directly to the Institute is £6.4M (2020/21: £6.1M) – see note 19.

Financial Review (continued)

Excluding the movement in the USS pension scheme deficit recovery plan and the cost of staff on furlough, 78% of expenditure (£21.8M; 2020/21: £22.2M) was invested directly in core research staff, projects and facilities. The remaining 22% represents essential support costs of the Institute's operations.

Expenditure in the year has decreased to £29.9M (2020/21: £30.2M), despite an increase in the USS pension scheme deficit (£1.6M increase in provision in the current year compared to a £0.1M increase in the previous year due to market conditions at the date of the scheme valuation i.e. a net swing of £1.5m).

As a result, the Institute is reporting a decrease in funds for the year of £2.5M (2020/21: increase £3.0M).

The net book value of fixed assets has decreased by £1.7M (2020/21: decrease £1.2M) to £9.5M (2020/21: £11.2M) as investment was restricted to strategic purchases or replacement of obsolete equipment.

Investment policy and objectives

In accordance with the Institute's Articles, the Directors have the power to invest in such stocks, shares, investments and property in the UK as they see fit.

The Investment policy supports the Reserves policy, and as a result, cash in excess of the Institute's working capital requirement is retained in the form of interest bearing bank deposits.

The Directors' overarching investment objective in the current economic climate is to ensure that funds are invested in an appropriate manner to ensure their security and liquidity. Accordingly, the Directors decided that such deposits should be spread over a number of major UK clearing banks with appropriate credit ratings from which the funds are readily accessible.

Foreign currency settlement

The Institute procures goods and services in a number of foreign currencies, principally US dollars and Euros. Where likely future spend can be reasonably predicted, forward currency contracts are occasionally used to ensure certainty of outflows and not for speculative purposes.

Key Employment Policies

Disabled employees

The Institute is committed to employment policies, which follow best practice, based on equal opportunities for all employees, irrespective of sex, race, colour, disability or marital status. The Institute gives full and fair consideration to applications for employment from disabled persons, having regard to their particular aptitudes and abilities. Appropriate arrangements are made for the continued employment and training, career development and promotion of disabled persons employed by the Institute. If members of staff become disabled the Institute continues employment, either in the same or an alternative position, with appropriate retraining being given if necessary.

Employee involvement:

The Institute systematically provides employees with information on matters of concern to them, consulting them or their representatives regularly, so that their views can be taken into account when making decisions that are likely to affect their interests. Employee involvement in the Institute is encouraged, in part by means of a regular staff forum.

Pay Differential Relative to Gender

The Institute published its Pay Differential Relative to Gender (PDR2G) for 2021 at the end of March 2022. Compared to 2020, the mean hourly pay gap between females and males decreased by 2.96% points and the median hourly pay gap decreased by 1.02% points in 2021, though disappointingly PDR2G (both mean and median) has increased since 2019.

The figures shown here do not include Group Leaders who are employed by the University of Glasgow and who will feature in its Gender Pay Data:

PDR2G	2021	2020	2019
Mean	10.24%	13.2%	9.9%
Median	10.08%	11.1%	7.1%

The Institute is committed to reducing its PDR2G through actions identified in our gender pay action plan, which is regularly reviewed by our Board of Directors. In 2022/23 the following actions will be continued or implemented:

- We will conduct another detailed review of our grades to identify where any PDR2G issues exist and take what financial and other measures we can to address these.
- We will continue to breakdown attitudes to flexible working patterns for more senior scientific researchers.
- We will continue to review our senior level recruitment practices and aim for 50% female applicant shortlists.
- We will report more widely with respect to Equality, Diversity and Inclusion by collating the necessary data, identifying gaps and initiating an action plan to ensure equity in our recruitment, retention and development practices. We believe this will be part of a cultural shift at this Institute, which will encompass bridging our gender pay gap.

Principal Risks and Uncertainties

Risk framework

The Board of Directors has overall responsibility for risk management and have established the risk appetite of the organisation. It monitors the effectiveness of its risk management systems and internal control processes. The Directors review key risks on an on-going basis, seeking assurance from management that key risks are being managed appropriately and that mitigation measures are operating effectively.

Risk framework (continued)

The Institute's risk management strategy comprises the following elements:

- Systems and processes to identify and assess risks, including clear and easily accessible whistleblowing procedures
- Effective processes to treat and mitigate risks in accordance with risk appetite
- Proactive monitoring and review of the risk management process, as well as the effectiveness of risk mitigation measures
- Communication of risk information appropriate to the requirements of internal and external stakeholders

Risk summary

The Institute is continuing to recover from the operational disruption caused by the coronavirus pandemic. Whilst on a practical level there are few remaining restrictions, a common theme amongst many of our major risks is the uncertainty around medium to long-term funding, which is (at least in part) a legacy of the pandemic. This coupled with the ongoing implications of Brexit tend to be the focus of our current risk management activities. Despite the negative impact of these events, a determination remains that the Institute will achieve its strategic objectives.

Risk events

Coordination of the movement of goods into the UK continues to be challenging. However, the increased experience over time has helped to mitigate this to some extent. These challenges, as well as other inflationary pressures, are cumulatively placing increased financial pressure on the Institute.

The research science-funding environment remains challenging. The Institute's Core award remains at a suppressed level and other sources of funding are increasingly competitive. Nevertheless, given the ongoing drive for efficiencies, as well as the financial good fortune of the Institute during 2020/21 and 2021/22, we remain in a strong financial position to withstand a difficult funding environment in the coming period. Current forecasts give the Directors confidence that it is appropriate to prepare the financial statements on a going concern basis.

An increasingly competitive recruitment market has emerged post-pandemic and post-Brexit. This has resulted in many teams and research labs struggling to recruit candidates. Efforts are being made to mitigate the effects of this and enhance the attractiveness of the Institute as an employer. These include the Institute bearing immigration costs and supporting candidates through the immigration process, as well as a review of pay and grading for current post docs and Junior Group Leaders.

Principal risks

Aside from COVID-19 and Brexit related issues, the Institute's principle risks have been identified in the context of Institute strategy. The drivers of the Institute's strategic success are as follows:

- Delivery of world leading cancer research
- Development and maintenance of strong research partnerships
- Support for translation of research to clinical benefit
- Maintenance of an excellent reputation
- Attraction and retention of outstanding talent
- Maintenance of financial sustainability and operational stability

The Institute's principle risks and mitigation measures are as follows:

Risk	Mitigation Measures
Strategic Outcome Risks	
Failure to deliver world leading cancer research	<ul style="list-style-type: none"> ▪ Ensure alignment of Institute vision/strategy with that of core funders ▪ Establish and maintain an optimum balance between basic science, interactions with drug discovery and clinical programmes ▪ Maintain an outstanding/world-class standard of research ▪ Maintain and utilise the strategic advantages provided by operating as an independent research Institute ▪ Actively promote the Institute vision/strategy to ensure that research projects and external funding are aligned with Institute strategy
Failure to develop and maintain strong research partnerships	<ul style="list-style-type: none"> ▪ Maximise the potential of local partnerships (University of Glasgow/ Institute of Cancer Sciences/ Glasgow Cancer Centre/ NHS / University of Edinburgh) ▪ Establish and maintain productive research partnerships (collaborators/ funding bodies/commercial partners) ▪ Avoid research relationships with inappropriate (reputationally damaging) partners
Failure to support the translation of research to clinical benefit	<ul style="list-style-type: none"> ▪ Actively facilitate translation of the Institute's research into effective new cancer treatments ▪ Establish and maintain a strong clinical research capacity and capability ▪ Integrate BICR research programmes into a co-ordinated Scotland-wide cancer prevention strategy
Strategic Enablement Risks	
Failure to maintain an excellent reputation	<ul style="list-style-type: none"> ▪ Maintain high standards of research integrity that minimise likelihood of scientific misconduct ▪ Establish and enforce policies/procedures that address ethical misconduct and breach of legislation (bullying/harassment, financial fraud, data protection, health & safety, the Animals (Scientific Procedures) Act 1986) ▪ Maintain high standards of equality, diversity and inclusion (including gender pay and ethnicity employment gaps) ▪ Prepare for, and mitigate against, the Institute becoming the subject of negative animal rights protests/activism/publicity campaign
Failure to attract and retain outstanding talent	<ul style="list-style-type: none"> ▪ Actively promote positive factors (and address the negative factors) with a view to attracting and retaining outstanding research talent ▪ Maintain high levels of staff engagement and morale by offering competitive remuneration/ employee benefits, opportunities for advancement, effective communication ▪ Establish clear succession plans for key members of staff (Institute Director, Group Leaders, Service Managers and others)
Failure to maintain financial sustainability and operational stability	<ul style="list-style-type: none"> ▪ Manage funding to ensure that strategic outcomes can be delivered ▪ Effective processes that monitor and control expenditure (inflation, pension scheme liability, FX rate exposure) ▪ Provide and maintain the high standard of research infrastructure necessary for achievement of strategic outcomes (buildings, equipment, research services, administrative functions) ▪ Plan for and mitigate against operational disruption events that could result in prolonged interruption to research activities (pandemic, fire, flood, loss/failure of key supplier, etc) ▪ Maintain an effective organisational management framework (structure, decision making, internal communication)

Reserves policy

The Institute reports Total Funds amounting to £28.9M (2020/21: £31.3M). Of these, £8.0M (2020/21: £9.3M) relate to capital funds arising from grants recognised as income. A further £4.0M (2020/21: £2.6M) of Restricted Funds represents funds donated for specific research projects and recognised as income, but which have yet fully to be spent.

The Directors have reviewed the Institute's need for reserves in line with the guidance issued by the Charity Commission. The Reserves policy considers the need for working capital to allow for variations in timing of grant receipts and to allow the Directors to embark on particular projects in advance of the receipt of external funding. In order to maintain sufficient reserves to manage such considerations and support on-going operations, the Directors seek to maintain unrestricted reserves within a range of one to three months total running costs. However, the McNab legacy has provided additional short term reserves above the level normally held. The balance of unrestricted reserves of £21.6M (2020/21: £22.6M) includes £20.1M (2020/21: £20.7M) of current assets which are liquid funds. Excluding the McNab legacy, the value of liquid funds is £5.7M (2020/21: £5.7M), which is within the range of one to three months running costs. Given the current financial outlook, the Trustees consider it prudent to hold this level of reserves, whilst considering plans to utilise the remainder of the McNab funds.

The reserves policy is reviewed on an annual basis.

Structure, Governance and Management

Beatson Institute for Cancer Research is a company limited by guarantee and registered as a charity with the Office of the Scottish Charities Regulator (OSCR).

Directors

There are two distinct categories of Director – Partner Directors and Independent Directors. Partner Directors are those Directors appointed by Cancer Research UK (CRUK). Independent Directors are appointed on the basis of their having skills, experience and/or local connections which allow them to make a substantial contribution to the work of the board.

The Articles provide that there shall be no maximum number of Directors, but at any given time at least half of the Directors must be Partner Directors, and at least one must be an Independent Director. The minimum number of Directors is set at 3.

The Articles provide that each Director will vacate office at the conclusion of the first financial statements sign-off board meeting which follows the expiry of a period of three years from the date when the Director was first appointed. The Director will then be eligible for re-appointment for a further three-year term. Independent Directors who have held office for three consecutive three-year terms are not normally eligible for re-appointment as a Director.

The Chair of the Board is nominated by Cancer Research UK in consultation with the Board.

New Directors undergo an orientation briefing on their legal obligations under charity and company law, the content of the Articles of Association, the committee and decision making processes, the business plan and recent financial performance of the Institute. During induction they meet the Chair, the Chief Executive, other Directors and key employees. Directors are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role and information regarding developments relating to their responsibilities as Directors of the Institute is provided to them.

Members' liability

As a company limited by guarantee each of its members commits to contribute up to one pound sterling (£1) to the company's debts, liabilities and costs in the event of the company being wound up and for one year after ceasing to be a member.

Organisation

The Board meets quarterly and there is also a Scientific Advisory Board (SAB) to assist the Chief Executive on matters of scientific strategy. The Chief Executive, Owen Sansom, is appointed by the Directors to manage the day to day strategy and operations of the Institute. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the Directors, for operational matters including finance, employment and research activity.

The Directors have developed and approved a Governance Code of Practice, incorporating and adapting existing best practice to the Institute's particular circumstances. The Governance Code of Practice covers such matters as the role and structure of the Board, primary responsibilities, delegated powers and conflicts of interest. It is intended to guide present and future Directors of the Institute in the proper discharge of their duties and to help them exercise a high standard of governance of the Institute.

Audit Committee

The Audit Committee appointed by the Board consists of two members. One member is a Partner Director and one member is an Independent Director. A quorum shall be two members. The Chair of the Committee is appointed by the Board.

The Head of Finance and a representative of the external auditors attend meetings. Other Board members also have the right of attendance. The Company Secretary is the Secretary of the Committee.

The Audit Committee meets three times a year. There is an audit planning meeting usually held in January; a financial statements review and sign off meeting usually in May and a risk and internal control review meeting in November. The Secretary circulates the minutes of meetings of the Audit Committee to all members of the Board.

Remuneration Committee

The Remuneration Committee appointed by the Board consists of three members. Two members are Independent Directors and one member is a Partner Director. A quorum shall be two members, one of whom must be the Chair of the Committee. The Chair of the Committee is appointed by the Board.

The Chair of the Board will normally be invited to attend. The Head of HR, and others as appropriate, attend meetings. The Head of HR is the Secretary of the Committee.

The Remuneration Committee meets twice a year and at other such times as the Committee Chair shall require.

Ultimate parent undertaking and controlling party

The Institute works closely with CRUK whose vision the Institute shares and which is a significant provider of core and project grant funding to the Institute. Cancer Research UK is considered to be the Institute's ultimate controlling parent undertaking and controlling party as Partner Directors must form at least half of the board. CRUK, a company incorporated in England, is the parent undertaking of the largest group of undertakings to consolidate these financial statements at 31 March 2022. The consolidated financial statements of CRUK are available from its registered address at 2 Redman Place, London, E20 1JQ. (www.cancerresearchuk.org)

Beatson Technology Ltd

Beatson Technology Ltd is a wholly-owned subsidiary company, registered in Scotland (Company No SC192461) and established to undertake commercial developments arising as a by-product of the Institute's charitable medical research activities. Currently, the company receives small amounts of income from time to time arising from the exploitation of intellectual property. It also undertakes any non-charitable activity, such as pharmaceutical company collaborations, where the contractual terms would not pass the conditions of the charity test.

In accordance with s400 of the Companies Act 2006, the Institute has taken advantage of the exemption available not to prepare and deliver group financial statements. Accordingly, the company's financial statements present information about it as an individual undertaking and not about it as a group.

Reference and administrative information

Scottish Charity Number:	SC006106
Company Registration Number:	SC084170
Principal & Registered Office:	Beatson Institute for Cancer Research Garscube Estate Switchback Road Bearsden Glasgow G61 1BD
Trustees (Directors):	Professor John Iredale (chairman) (re-appointed 6 June 2022) Mr Craig Anderson (resigned 6 June 2022) Dr Iain Foulkes (re-appointed 7 June 2021) Ms Samantha Horne Ms Rosalie Chadwick (re-appointed 7 June 2021) Professor Iain McInnes Mr James Kergon (appointed 6 June 2022)
Director (Chief Executive)	Professor Owen Sansom FRSE
Company Secretary:	Mr Gary Niven
Independent Auditors:	PricewaterhouseCoopers LLP 141 Bothwell Street Glasgow G2 7EQ
Principal Bankers:	HSBC 2 Buchanan Street Glasgow G1 3LB
Solicitors:	Burness Paull LLP 120 Bothwell Street Glasgow United Kingdom, G2 7JL

Statement of trustees' responsibilities

The trustees (who are also directors of Beatson Institute for Cancer Research for the purposes of company law) are responsible for preparing the Trustees' (Directors') Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have prepared the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state that applicable UK Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

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

Directors' indemnities

As permitted by the Articles of Association, the Directors have the benefit of an indemnity which is a qualifying third party indemnity provision as defined by Section 234 of the Companies Act 2006. The indemnity was in force throughout the last financial year and is currently in force. The Company also purchased and maintained throughout the financial year Directors' and Officers' liability insurance in respect of itself and its Directors.

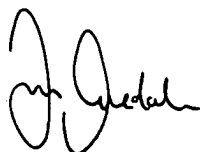
Disclosure of information to the auditors

So far as each person who was a Director at the date of approving this report is aware, there is no relevant audit information, being information needed by the auditors in connection with preparing their report, of which the Institute's auditors are unaware. Having made enquiries of fellow Directors and the company's auditors, each Director has taken all the steps that they are obliged to take as a Director in order to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Independent Auditors

PricewaterhouseCoopers LLP are deemed to be reappointed in accordance with an elective resolution made under section 386 of the Companies Act 1985, which continues in force under the Companies Act 2006.

The Directors' Report and Strategic Report are approved by the Directors and signed on their behalf:

A handwritten signature in black ink, appearing to read 'John Iredale', with a stylized, cursive script.

PROFESSOR JOHN IREDALE
Director

6 June 2022

Beatson Institute for Cancer Research

Independent Auditors' Report to the members and trustees of Beatson Institute for Cancer Research

Report on the audit of the financial statements

Opinion

In our opinion, Beatson Institute for Cancer Research's financial statements (the "financial statements"):

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, including its income and expenditure, and cash flows for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law); and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of The Charities Accounts (Scotland) Regulations 2006 (as amended).

We have audited the financial statements, included within the Report and financial statements (the "Annual Report"), which comprise: the Balance Sheet as at 31 March 2022; the Statement of Financial Activities (incorporating the Income and Expenditure Account and Statement of Total Recognised Gains & Losses) and the Statement of Cash Flows for the year then ended; and the notes to the financial statements, which include a description of the significant accounting policies

Basis for opinion

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

Independence

We remained independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, which includes the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements.

Conclusions relating to going concern

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

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

However, because not all future events or conditions can be predicted, this conclusion is not a guarantee as to the charitable company's ability to continue as a going concern.

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

Independent Auditors' Report to the members and trustees of Beatson Institute for Cancer Research

Reporting on other information

The other information comprises all of the information in the Annual Report other than the financial statements and our auditors' report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except to the extent otherwise explicitly stated in this report, any form of assurance 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 an apparent material inconsistency or material misstatement, we are required to perform procedures to conclude whether there is a material misstatement of 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 based on these responsibilities.

With respect to the Strategic Report and Director's Report, we also considered whether the disclosures required by the UK Companies Act 2006 have been included.

Based on our work undertaken in the course of the audit, the Companies Act 2006 and The Charities Accounts (Scotland) Regulations 2006 (as amended) require us also to report certain opinions and matters as described below.

Strategic Report and Directors' Report

In our opinion, based on the work undertaken in the course of the audit the information given in the Directors' Report, including the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and the Strategic Report and the Directors' Report have been prepared in accordance with applicable legal requirements.

In addition, in light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we are required to report if we have identified any material misstatements in the Strategic Report and the Directors' Report. We have nothing to report in this respect.

Responsibilities for the financial statements and the audit

Responsibilities of the trustees for the financial statements

As explained more fully in the Statement of Trustees' Responsibilities, the trustees are responsible for the preparation of the financial statements in accordance with the applicable framework and for being satisfied that they give a true and fair view. The trustees are also responsible for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Independent Auditors' Report to the members and trustees of Beatson Institute for Cancer Research

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditors under section 44(1) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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.

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

Based on our understanding of the charitable company/industry, we identified that the principal risks of non-compliance with laws and regulations related to UK tax legislation, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the financial statements such as the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of The Charities Accounts (Scotland) Regulations 2006 (as amended). We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to manipulation of revenue recognition. Audit procedures performed included:

- Enquiries of management around known or suspected instances of non-compliance with laws and regulations, claims, litigation, and instances of fraud;
- Understanding of management's controls designed to prevent and detect irregularities;
- Review of board minutes;
- Identifying and testing journal entries to assess whether any of the journals appeared unusual, for example unexpected account combinations impacting revenue; and
- Incorporating an element of unpredictability into our testing plan.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

Independent Auditors' Report to the members and trustees of Beatson Institute for Cancer Research

Use of this report

This report, including the opinions, has been prepared for and only for the charitable company's members and trustees as a body in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and the Companies Act 2006 and regulations made under those Acts (regulation 10 of The Charities Accounts (Scotland) Regulations 2006 (as amended) and Chapter 3 of Part 16 of the Companies Act 2006) and for no other purpose. We do not, in giving these opinions, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

Other required reporting

Matters on which we are required to report by exception

Under the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) we are required to report to you if, in our opinion:

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

We have no exceptions to report arising from this responsibility.



Matthew Kaye (Senior Statutory Auditor)

for and on behalf of PricewaterhouseCoopers LLP

Chartered Accountants and Statutory Auditors

Edinburgh

6 June 2022

Beatson Institute for Cancer Research

Statement of Financial Activities for the year ending 31st March 2022 (incorporating the Income and Expenditure Account and Statement of Total Recognised Gains & Losses)

		<u>Unrestricted</u> <u>Funds</u>	<u>Restricted</u> <u>Funds</u>	<u>Endowment</u> <u>Funds</u>	<u>Total</u> <u>2022</u> <u>£'000</u>	<u>Total</u> <u>2021</u> <u>£'000</u>
	Note	£'000	£'000	£'000		
Income and endowments from:						
<u>Donations and legacies</u>	3	948	-	-	948	12,043
<u>Charitable activities</u>						
Research grants	4	182	21,891	-	22,073	14,157
Research contracts and services	5	203	3,765	-	3,968	5,876
Conference grants and fees		12	-	-	12	(6)
<u>Other</u>						
Interest receivable and similar income	6	9	-	-	9	71
Other income	7	184	211	-	395	1,084
Total		1,538	25,867	-	27,405	33,225
Expenditure on:						
<u>Charitable activities</u>						
Research projects	8	2,560	26,884	-	29,444	28,331
Conference	8	(1)	-	-	(1)	(6)
Other expenditure	10	-	451	-	451	1,878
Total		2,559	27,335	-	29,894	30,203
Net (expenditure)/ income before other recognised gains and losses		(1,021)	(1,468)	-	(2,489)	3,022
<u>Other recognised gains and losses</u>						
Release of provision for impairment of bank deposits	15	10	-	-	10	12
Net movement in funds		(1,011)	(1,468)	-	(2,479)	3,034
Reconciliation of funds						
Fund balances brought forward at the beginning of the year	21	22,648	8,664	25	31,337	28,303
Fund balances carried forward at the end of the year	21	21,637	7,196	25	28,858	31,337

There is no material difference between the net (expenditure) / income for the year stated above and the historical cost equivalents.

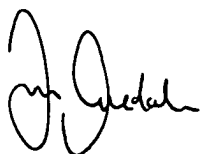
The statement of financial activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities. The notes on pages 22 to 37 form part of these financial statements.

Balance Sheet

as at 31 March 2022

	Note	2022 £'000	2021 £'000
Fixed assets			
Intangible assets	13	42	41
Tangible assets	13	<u>9,465</u>	<u>11,208</u>
		<u>9,507</u>	<u>11,249</u>
Current assets			
Debtors	14	4,313	4,528
Cash at bank and in hand	16	<u>23,071</u>	<u>23,040</u>
Total current assets		27,384	27,568
Creditors: amounts falling due within one year	17	<u>(3,202)</u>	<u>(4,332)</u>
Net current assets		<u>24,182</u>	<u>23,236</u>
Provision for liabilities	18	<u>(4,831)</u>	<u>(3,148)</u>
Net assets		<u>28,858</u>	<u>31,337</u>
The funds of the charity:			
Endowment funds	21	25	25
Restricted income funds	21	7,196	8,664
Unrestricted income funds	21	21,637	22,648
Total charity funds		<u>28,858</u>	<u>31,337</u>

The financial statements on pages 19 to 37 were approved by the Board of trustees on 6 June 2022 and signed on its behalf by:



Prof John Iredale
Director

The notes on pages 22 to 37 form part of these financial statements

Statement of Cash Flows for year ending 31 March 2022

	Note	2022 £'000	2021 £'000
Cash flows from operating activities	27	413	4,411
Cash flows from investing activities			
Interest income		9	71
Purchase of intangible fixed assets		(21)	(37)
Purchase of tangible fixed assets		(385)	(1,104)
Proceeds from the sale of fixed assets		5	-
Dividend received from impaired deposit account		10	12
Cash used in investing activities		<u>(382)</u>	<u>(1,058)</u>
Increase in cash and cash equivalents in the year		<u>31</u>	<u>3,353</u>
Cash and cash equivalents at the beginning of the year		<u>23,040</u>	<u>19,687</u>
Total cash and cash equivalents at the end of the year	16	<u>23,071</u>	<u>23,040</u>

1. Accounting policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Statement of compliance

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Institute meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The Institute satisfies the criteria of being a qualifying entity as defined in FRS 102. As such, advantage has been taken of the disclosure exemptions available in respect of financial instruments under paragraph 1.12 of FRS 102.

Going concern

A Memorandum of Understanding with CRUK endorses the latter's intention to provide the Institute with major long term financial support. In addition, the Institute holds significant cash balances and has undertaken forward forecasts (including the remainder of the McNab legacy), which show positive cash balances beyond twelve months from now. On these assumptions, the financial statements are prepared on a going concern basis.

Income

Income including donations and legacies, grants for capital items, grants that provide core funding, or grants of a general nature are recognised where there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Such income is only deferred when the donor:

- specifies that the grant or donation must only be used in future years; or
- has imposed conditions which must be met before the Institute has unconditional entitlement.

Accordingly, grants given for capital equipment are not deferred, but recognised in full when the above criteria are met as restricted income funds (see note 21). Depreciation on the assets acquired is charged annually to that fund.

Government grants are recognised under the Performance model set out in FRS 102 (24), whereby income is recognised when the grant proceeds are received or receivable, unless performance-related conditions are specified, in which case income is recognised only when the performance-related conditions are met.

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the estate that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution.

1. Accounting policies (continued)

Investment income derived from cash and short-term deposits is recognised on an accruals basis and treated as unrestricted funds.

Income received under contract or where entitlement to grant funding is subject to specific performance conditions is recognised as the related research work is undertaken. Income is deferred when funds are received in advance of the income being recognised. Grants and fees with regard to conference activities are recognised when receivable by the Institute.

Where grant awards or legacies have been notified to the charity, or the charity is aware of the granting of probate (in the case of legacies), and the criteria for income recognition have not been met, then the income is treated as a contingent asset and disclosed if material.

Expenditure

Expenditure is recognised when a liability is incurred.

Costs of raising funds are those costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds. The Institute does not actively raise funds and, as a result, incurs no such costs.

Charitable activities include expenditure associated with both research and conference activities and include both the direct costs and support costs (including Governance costs) relating to these activities.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources.

Pensions

The Institute participates in the Universities Superannuation Scheme (USS), a defined benefit scheme which is externally funded and contracted out of the State Second Pension (S2P). The assets of the scheme are held in a separate trustee-administered fund. The Institute is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reliable basis and therefore, as required by FRS 102 (28), accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the income and expenditure account represents the contributions payable to the scheme and any movement on the deficit recovery plan in respect of the year.

Certain staff are members of the National Health Service Pension Scheme, a national unfunded, defined benefit scheme administered by the Scottish Public Pensions Agency. Pensions costs charged to the Statement of Financial Activities are the net employer contributions made in the year.

1. Accounting policies (continued)

Fixed assets and depreciation

Intangible assets

Intangible assets are stated at cost less accumulated amortisation and accumulated impairment losses. Amortisation is calculated, using the straight-line method, to reduce the depreciable amount of the assets to their residual values over their estimated useful lives, as follows:

Software – 3 to 5 years

Amortisation is included in expenditure on charitable activities in the Statement of Financial Activities. Costs associated with maintaining computer software are recognised as an expense as incurred.

Tangible assets

All assets costing more than £2,500 are capitalised at cost and depreciated on a straight-line basis over their expected useful lives as follows:

Laboratory/Service equipment: 5 to 15 years (average 6.5 years)

Computer equipment: 3 to 5 years

Leasehold Property & Improvements 25 years or length of lease, if shorter

Any realised gains or losses on disposals of fixed assets are taken to the Statement of Financial Activities in the year in which they occur. The realised gains on disposal are included in the other income source and losses are included as an additional depreciation charge which is included in the particular fund in which the investment or other asset concerned was held at the time of disposal.

Impairment of fixed assets and investments

Fixed assets and investments are subject to review for impairment when there is an indication of a reduction in their carrying value. Any impairment is recognised in the year in which it occurs.

Premises

Premises are leased by the Institute from the University of Glasgow at a nominal rent. An in-kind benefit based on the value to the Institute is incorporated within Donations and Legacies and the corresponding notional rental cost included in Expenditure under Charitable Activities.

Stocks

The value of stock held for research purposes is not considered material and any purchases are charged to revenue in the year in which the expenditure takes place.

Short-term deposits

Short-term deposits are current asset investments that are readily convertible into cash at or close to their carrying amount.

1. Accounting policies (continued)

Leasing commitments

Rentals paid under operating leases are charged in the year in which they occur.

Funds

Restricted Income Funds relate to the CRUK annual core grant and grants receivable in respect of particular research projects whose purpose is defined by or agreed with the awarding body either explicitly in its offer of award or by reference to the application by the Institute upon which the award is based. Restricted Income Funds also relate to other income the purpose of which is similarly defined by or agreed with the awarding body – particularly with regard to laboratory equipment and other capital projects. Amounts received on the condition that only the income generated is to be expended are treated as Endowments.

Foreign currency

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date, and the gains and losses on translation are included in the Statement of Financial Activities.

Derivative financial instruments

Derivatives, including forward foreign exchange contracts, are not basic financial instruments.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently re-measured at their fair value. Changes in the fair value of derivatives are recognised in the Statement of Financial Activities.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled or expires.

Group financial statements

In accordance with s400 of the Companies Act 2006, the company has taken advantage of the exemption available not to prepare and deliver group financial statements. Accordingly, the company's financial statements present information about it as an individual undertaking and not about it as a group.

Taxation

The Charity is a registered charity, and as such is entitled to certain tax exemptions on income and profits from investments, and surpluses on any trading activities carried on in furtherance of the charity's primary objectives, if these profits and surpluses are applied solely for charitable purposes.

2. Legal status of the Institute

The Institute is a company limited by guarantee incorporated in Scotland (SC084170) and has no share capital. As a company limited by guarantee each of its members commits to contribute up to one pound sterling (£1) to the company's debts, liabilities and costs in the event of the company being wound up and for one year after ceasing to be a member.

Beatson Institute for Cancer Research
Notes to the financial statements for year ending 31 March 2022

	2022	2021
	£'000	£'000
3. Donations and legacies		
Donations	900	1,177
Legacies	<u>48</u>	<u>10,866</u>
	<u>948</u>	<u>12,043</u>

The income from donations and legacies for the charity was £948k (2020/21: £12,043k), all of which was unrestricted.

An assessment of the annual rental value of the Beatson Institute for Cancer Research building indicates that value to be in the region of £920k. Prior to occupancy, the Institute paid a lease premium and advance rental of £1.5M, which is amortised to Costs of Charitable Activities at the rate of £60k per annum. Consequently an in-kind benefit from the University of Glasgow of £860k (2020/21: £860k) for the year to 31 March 2022 has been included within Donations with notional rent of £860k (2020/21: £860k) being included within Costs of Charitable Activities (note 8 and 9).

4. Research Grants

	2022	2021
	£'000	£'000
Grants for research projects:		
Grants from Cancer Research UK	16,797	9,564
Grants from other charities	1,416	1,580
Grants from governmental bodies	75	1
Grants through the University of Glasgow	<u>3,785</u>	<u>3,012</u>
	<u>22,073</u>	<u>14,157</u>

The income from research grants for the Institute was £22.1M (2020/21: £14.2M), of which £0.2M was unrestricted (2020/21: £0.1M) and £21.9M was restricted (2020/21: £14.1M).

Grants from governmental bodies represent monies received from the European Commission through awards from the European Research Council (ERC) and the Marie-Sklodowska-Curie (MSC) Research Fellowship programme.

5. Research contracts and services

	2022	2021
	£'000	£'000
Research contracts and performance grants	3,697	5,582
Research services	<u>271</u>	<u>294</u>
	<u>3,968</u>	<u>5,876</u>

The income from research contracts and services for the Institute was £3,968k (2020/21: £5,876k), of which £203k was unrestricted (2020/21: £270k) and £3,765k was restricted (2020/21: £5,606k).

Income from research services represents charges made to the University of Glasgow and other research bodies for accessing the Institute's research facilities. Research service income from the University of Glasgow for the year to 31 March 2022 was £271k (2020/21: £285k).

Beatson Institute for Cancer Research
Notes to the financial statements for year ending 31 March 2022

6. Interest receivable and similar income	2022	2021
	£'000	£'000
Interest on bank deposits	<u>9</u>	<u>71</u>

The Institute's investment income arises from money held in interest bearing deposit accounts and is credited to unrestricted reserves.

7. Other income	2022	2021
	£'000	£'000
Sundry income	–	22
Coronavirus Job Retention Scheme	211	1,062
Foreign exchange gains	<u>184</u>	<u>–</u>
	<u>395</u>	<u>1,084</u>

Sundry income for the year was £nil (2020/21: £22k) all of which was unrestricted (2020/21: £22k).

Income from the Coronavirus Job Retention Scheme for the year was £211k (2020/21: £1,062k), all of which was restricted.

Foreign exchange gains for the year were £184k (2020/21: £nil) all of which was unrestricted (2020/21: £nil).

8. Analysis of expenditure on charitable activities

Costs directly allocated to activities

	Research Projects £'000	Conference £'000	2022 £'000	2021 £'000
Scientific and technical staff including student fees	11,122	–	11,122	10,816
Increase in pension scheme deficit recovery plan	1,648	–	1,648	124
Laboratory supplies	6,848	–	6,848	7,711
Equipment maintenance and depreciation	3,783	–	3,783	3,662
Conference venue and catering costs	–	(1)	(1)	(6)
Governance costs (see note 9)	87	–	87	85
Support costs (see note 9)	5,956	–	5,956	5,933
	<u>29,444</u>	<u>(1)</u>	<u>29,443</u>	<u>28,325</u>

9. Analysis of support and governance costs

The Institute initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Having identified its governance costs, the remaining support costs together with the governance costs are apportioned between the charitable activities undertaken (see note 8) in the year. Refer to the table below for the basis for apportionment and the analysis of support and governance costs.

<u>Allocation of support costs</u>	<u>Basis</u>	General	Governance	2022	2021
		Support			
		£'000	£'000	£'000	£'000
Administration staff	Staff time	955	66	1,021	858
Support Staff	Usage	1,857	–	1,857	1,813
Property rental	Floor area	920	–	920	920
Power and building maintenance	Floor area	1,649	–	1,649	1,467
Communications, stationery and other costs	Head-count	156	–	156	16
Staff travel, recruitment, etc.	Usage	266	–	266	98
Legal and professional fees	Usage	109	–	109	25
Other Governance expenses	Governance	–	3	3	5
Auditors' remuneration	Governance	–	18	18	17
Finance costs	Usage	44	–	44	799
		5,956	87	6,043	6,018

10. Other expenditure

	2022	2021
	£'000	£'000
Staff costs – Coronavirus Job Retention Scheme	451	1,878

Other expenditure represents the cost of staff furloughed under the Coronavirus Job Retention Scheme. The costs have been funded from the Coronavirus Job Retention Scheme income and other restricted funds.

11. Net outgoing resources before transfers are stated after charging:

	2022	2021
	£'000	£'000
Depreciation	2,148	2,309
Gain on sale of fixed assets	(5)	–
External auditors' remuneration – audit services	18	17
Rentals payable under operating leases – equipment	9	5
land & buildings (note 3)	860	860

12. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	2022	2021
	£'000	£'000
Wages and salaries	11,631	11,966
Social security costs	990	994
Other pension costs	1,955	2,039
	<u>14,576</u>	<u>14,999</u>

The monthly average number of employees during the year, including the Chief Executive, was as follows:

	2022	2021
	Number	Number
Scientific	184	190
Technical	47	47
Secretarial and Administrative	21	20
Scientific Support	61	64
	<u>313</u>	<u>321</u>

The number of employees during the year, whose total remuneration (excluding employer pension contributions) fell within the following bands, was:

	2022	2021
	Number	Number
£60,001 – £70,000	5	8
£70,001 – £80,000	6	5
£80,001 – £90,000	4	1
£90,001 – £100,000	1	2
£100,001 – £110,000	3	3
£120,001 – £130,000	1	1
£160,001 – £170,000	–	1
£190,001 – £200,000	1	–

Pension benefits accrued at 31 March 2022 to the above staff as members of the multi-employer pension schemes are detailed in note 23.

The majority of the Institute's scientists are employed by the Institute and their employment costs paid by the Institute and funded by grants. Seventeen (2020/21: eighteen) senior scientists have been transferred to the University of Glasgow as part of the Institute's increasing commitment to the development of the Institute of Cancer Sciences and a joint cancer research strategy. These scientists continue to work exclusively on the Institute's cancer research programmes. Their employment costs are recharged to the Institute by the University and continue to be paid by the Institute from grants that it receives. Their employment costs for the year to 31 March 2022 amounted to £1,878k (2020/21: £1,888k) and are included within Staff Costs above.

12. Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel (continued)

The employee benefits, including and excluding employer pension contributions, of the Chief Executive and other key management personnel were:

	Incl. pension contributions		Excl. pension contributions	
	2022	2021	2022	2021
	£'000	£'000	£'000	£'000
Key management personnel (2021/22: 9 people, 2020/21: 8 people)	1,192	1,001	1,000	832

Key management personnel of the Charity have been defined as members of the Senior Management Team.

No (2020/21: none) Director receives remuneration from the Institute or from Cancer Research UK in his/her capacity in respect of their role as trustee of the Institute. Two Partner Directors (Dr Iain Foulkes and Ms Samantha Horne) were paid by CRUK in respect of their roles on the Executive Board of CRUK.

During the year £nil (2021: £nil) travelling expenses were paid to Directors in connection with their attendance at Board meetings.

13. Fixed assets

	Leasehold improvements	Leasehold Property	Laboratory /Service equipment	Computer equipment	Software	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<u>At cost</u>						
Balance at 1st April 2021	8,986	1,516	26,848	2,176	636	40,162
Additions	13	-	284	88	21	406
Disposals	-	-	(15)	-	-	(15)
Balance at 31st March 2022	8,999	1,516	27,117	2,264	657	40,553
<u>Accumulated Depreciation and Amortisation</u>						
Balance at 1 April 2021	3,367	803	22,584	1,564	595	28,913
Charged in year	365	61	1,409	293	20	2,148
Eliminated on disposal	-	-	(15)	-	-	(15)
Balance at 31 March 2022	3,732	864	23,978	1,857	615	31,046
<u>Net book value</u>						
At 31 March 2022	5,267	652	3,139	407	42	9,507
At 31 March 2021	5,619	713	4,264	612	41	11,249

13. Fixed assets (continued)

<u>Prior Year</u>	Leasehold improvements	Leasehold Property	Laboratory /Service equipment	Computer equipment	Software	Total
	£'000	£'000	£'000	£'000	£'000	£'000
<u>At cost</u>						
Balance at 1st April 2020	8,948	1,516	26,070	1,888	599	39,021
Additions	38	-	778	288	37	1,141
Disposals	-	-	-	-	-	-
Balance at 31st March 2021	8,986	1,516	26,848	2,176	636	40,162
<u>Accumulated Depreciation and Amortisation</u>						
Balance at 1 April 2020	3,004	743	20,956	1,330	571	26,604
Charged in year	363	60	1,628	234	24	2,309
Eliminated on disposal	-	-	-	-	-	-
Balance at 31 March 2021	3,367	803	22,584	1,564	595	28,913
<u>Net book value</u>						
At 31 March 2021	5,619	713	4,264	612	41	11,249
At 31 March 2020	5,944	773	5,114	558	28	12,417

14. Debtors

	2022	2021
	£'000	£'000
Grant income receivable	1,795	2,038
Amounts owed by Cancer Research UK	1,353	1,210
Amounts owed by Beatson Technology Ltd	245	248
Prepayments and accrued income	920	1,032
	<u>4,313</u>	<u>4,528</u>

15. Bank term deposits

	2022	2021
	£'000	£'000
Term Deposits at cost	522	532
Provision for impairment	<u>(522)</u>	<u>(532)</u>
	<u>-</u>	<u>-</u>
a) Term deposit		
Balance at beginning of year	532	544
Transfer of dividends received during year	<u>(10)</u>	<u>(12)</u>
Balance at end of year	<u>522</u>	<u>532</u>
b) Provision for impairment		
Balance at beginning of year	(532)	(544)
Release of provision during year	<u>10</u>	<u>12</u>
Balance at end of year	<u>(522)</u>	<u>(532)</u>

The provision for impairment was made against an initial term deposit of £4M (2021: £4M).

16. Cash at bank and in hand

	2022	2021
	£'000	£'000
Cash and short-term deposits	<u>23,071</u>	<u>23,040</u>

17. Creditors: amounts falling due within one year

	2022	2021
	£'000	£'000
Trade creditors	771	859
Accruals and deferred income	2,147	3,179
Other creditors	<u>284</u>	<u>294</u>
	<u>3,202</u>	<u>4,332</u>

Within Accruals and deferred income above, deferred income represents grant income and payments to account for research contracts received in advance of research work being undertaken. £1,154k (2020/21: £1,518k) deferred income at 31st March 2021 has been released to incoming resources. A further £491k (2020/21: £1,154k) of income received during the year in advance of costs being incurred with regard to research projects and contracts has been deferred as at 31 March 2022. Within this amount, £nil (2020/21: £nil) is with regard to CRUK core grant, £3k (2020/21: £309k) to other CRUK grants and £nil (2020/21: £628k) to Beatson Technology Ltd.

18. Provision for liabilities

	2022	2021
	£'000	£'000
<u>USS defined benefit pension scheme deficit recovery plan</u>		
Opening balance	3,148	2,963
Movement in year	<u>1,683</u>	<u>185</u>
Closing balance	<u>4,831</u>	<u>3,148</u>

The movement in year represents the unwinding of the discount factor, the deficit contributions paid and any adjustment in respect of changes to the underlying assumptions. The assumptions used in calculating the provision were as follows:

	2022	2021
Current year employer's contribution level	21.4%	21.1%
Average salary inflation over funding plan period	1.50%	2.00%
Funding plan end date	30/04/38	31/03/28
Discount rate	<u>2.6%</u>	<u>1.1%</u>

19. Contingent assets

As at 31 March 2022, the Institute was in receipt of, or party to, a number of research grants and contracts with performance-related or other conditions attached. Where these conditions are not wholly within the control of the Institute and have not been met, no income has been accrued. As at 31 March the value of income to be recognised once the conditions are met was £6.4M (2020/21: £6.1M).

20. Share capital

The Institute has no share capital (2021: none) and is limited by guarantee.

21. Funds

Unrestricted Funds

Unrestricted funds represent the accumulated net incoming resources from unrestricted income funds which are available to the Institute to be expended at the Directors' discretion in furtherance of any of the Institute's objectives.

Restricted Income Funds

Research grants fund – represents the unspent amounts of grants awarded to the Institute in support of its research activities and previously recognised as income.

Capital grants fund – Grants given for capital projects and equipment are not deferred, but recognised in full as restricted income funds when the relevant criteria are met (Note 1). Depreciation on the assets acquired is charged annually to that fund together with any other amounts written off as revenue expenditure. The balance of Capital grants funds represents the net book value of fixed assets purchased with those funds together with funds recognised as income but remaining unspent at the balance sheet date.

Other restricted funds comprise the John Paul Career Development Revenue Fund – the income derived from the investment of the John Paul Career Development Fund (below) and the Staff Amenity Fund – a fund created from income derived from intellectual property to provide amenities for Institute staff.

Endowment Funds

John Paul Career Development Fund – was contributed to the Institute in order that it be invested with the resultant income being used to provide a prize for the graduate student judged best by a panel of scientists in each year. The prize should be of such a nature as will help the student in the furtherance of his or her career as a scientist.

Analysis of fund movements

	Balance at 1 April 2021 £'000	Transfer between funds £'000	Incoming resources £'000	Resources expended £'000	Other recognised gains £'000	Balance at 31 March 2022 £'000
<u>Unrestricted Funds</u>	22,648	–	1,538	(2,559)	10	21,637
<u>Restricted Funds</u>						
Research grants funds						
CRUK	1,835	1,683	17,648	(17,987)	–	3,179
Other funders	712	–	7,813	(7,692)	–	833
Others	9	–	–	–	–	9
	<u>2,556</u>	<u>1,683</u>	<u>25,461</u>	<u>(25,679)</u>	<u>–</u>	<u>4,021</u>
Capital grants funds –						
CRUK	8,469	–	378	(1,516)	–	7,331
Other funders	787	–	28	(140)	–	675
	<u>9,256</u>	<u>–</u>	<u>406</u>	<u>(1,656)</u>	<u>–</u>	<u>8,006</u>
Pension provision	(3,148)	(1,683)	–	–	–	(4,831)
<u>Total restricted funds</u>	<u>8,664</u>	<u>–</u>	<u>25,867</u>	<u>(27,335)</u>	<u>–</u>	<u>7,196</u>
<u>Endowment Funds –</u>						
John Paul	25	–	–	–	–	25
<u>Total Funds</u>	<u>31,337</u>	<u>–</u>	<u>27,405</u>	<u>(29,894)</u>	<u>10</u>	<u>28,858</u>

21. Funds (continued)

Analysis of fund movements – prior year

	Balance at 1 April 2020 £'000	Transfer between funds £'000	Incoming resources £'000	Resources expended £'000	Other recognised gains £'000	Balance at 31 March 2021 £'000
<u>Unrestricted Funds</u>	17,857	(4,833)	12,537	(2,925)	12	22,648
<u>Restricted Funds</u>						
Research grants funds						
CRUK	2,393	5,018	11,012	(16,588)	-	1,835
Other funders	250	-	9,270	(8,808)	-	712
Others	9	-	-	-	-	9
	2,652	5,018	20,282	(25,396)	-	2,556
Capital grants funds –						
CRUK	9,802	-	395	(1,728)	-	8,469
Other funders	930	-	11	(154)	-	787
	10,732	-	406	(1,882)	-	9,256
Pension provision	(2,963)	(185)	-	-	-	(3,148)
<u>Total restricted funds</u>	10,421	4,833	20,688	(27,278)	-	8,664
<u>Endowment Funds –</u>						
John Paul	25	-	-	-	-	25
<u>Total Funds</u>	28,303	-	33,225	(30,203)	12	31,337

Analysis of net assets between funds – as at 31 March 2022

	Tangible fixed assets £'000	Current assets £'000	Liabilities £'000	Total Net Assets £'000
Unrestricted Funds	1,502	20,135	-	21,637
Restricted Funds	8,005	7,224	(8,033)	7,196
Endowment Funds – John Paul	-	25	-	25
	9,507	27,384	(8,033)	28,858

Analysis of net assets between funds – as at 31 March 2021

	Tangible fixed assets £'000	Current assets £'000	Liabilities £'000	Total Net Assets £'000
Unrestricted Funds	1,993	20,655	-	22,648
Restricted Funds	9,256	6,888	(7,480)	8,664
Endowment Funds – John Paul	-	25	-	25
	11,249	27,568	(7,480)	31,337

22. Leasing commitments

At 31 March the Institute had future minimum rentals payable under non-cancellable operating leases as follows:

	2022 £'000	2021 £'000
Equipment		
Within 1 year	8	5
In 2 to 5 years	19	–

As explained in Note 3, the rent charged with regard to the cancer research centre is a notional charge.

23. Pensions

Universities Superannuation Scheme

The Institute participates in Universities Superannuation Scheme (USS). The assets of the scheme are held in a separate trustee-administered fund. Because of the mutual nature of the scheme, the assets are not attributed to individual institutions and a scheme-wide contribution rate is set. The Institute is therefore exposed to actuarial risks associated with other institutions' employees and is unable to identify its share of the underlying assets and liabilities of the scheme on a consistent and reasonable basis.

As required by Section 28 of FRS 102 "Employee benefits", the Institute therefore accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the income and expenditure account represents the contributions payable to the scheme. Since the Institute has entered into an agreement (the Recovery Plan) that determines how each employer within the scheme will fund the overall deficit, the Institute recognises a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) with related expenses being recognised through the income and expenditure account.

Critical accounting judgements

FRS 102 makes the distinction between a group plan and a multi-employer scheme. A group plan consists of a collection of entities under common control typically with a sponsoring employer. A multi-employer scheme is a scheme for entities not under common control and represents (typically) an industry-wide scheme such as Universities Superannuation Scheme. The accounting for a multi-employer scheme where the employer has entered into an agreement with the scheme that determines how the employer will fund a deficit results in the recognition of a liability for the contributions payable that arise from the agreement (to the extent that they relate to the deficit) and the resulting expense in profit or loss in accordance with section 28 of FRS 102. The Directors are satisfied that Universities Superannuation Scheme meets the definition of a multi-employer scheme and have therefore recognised the discounted fair value of the contractual contributions under the recovery plan in existence at the date of approving these financial statements.

Past service funding position

The latest available complete actuarial valuation of the Retirement Income Builder is at 31 March 2020 (the valuation date), which was carried out using the projected unit method. Since the institution cannot identify its share of USS Retirement Income Builder (defined benefit) assets and liabilities, the following disclosures reflect those relevant for those assets and liabilities as a whole. The 2020 valuation was the sixth valuation for the scheme under the scheme-specific funding regime introduced by the Pensions Act 2004, which requires schemes to adopt a statutory funding objective, which is to have sufficient and appropriate assets to cover their technical provisions. At the valuation date, the value of the assets of the scheme was £66.5 billion and the value of the scheme's technical provisions was £80.6 billion indicating a shortfall of £14.1 billion and a funding ratio of 82.5%.

23. Pensions (continued)

Correcting the shortfall

A new deficit recovery plan was put in place as part of the 2020 valuation, which requires payment of 6.2% of salaries over the period 1 April 2022 to 31 March 2024 at which point the rate will increase to 6.3%. The deficit recovery provision reflects this plan. The Trustee estimated that, if experience is borne out in line with assumptions made for the recovery plan, contributions at this level would be expected to clear the deficit by 30 April 2038. As a result, the Employers' total contribution rates over the period are as follows:

- 21.6% – 1 April 2022 to 31 March 2024
- 21.4% – 1 April 2024 to 30 April 2038

Details of the Institute's liability under the current deficit recovery plan, and the assumptions used in its calculation, are provided in note 18.

The total pension contributions paid by the Institute in respect of USS was £1,879k (2020/21: £2,043k).

Scottish National Health Service Superannuation Scheme

The Institute, on behalf of certain support staff, also participates in the Scottish National Health Service Superannuation Scheme. This Scheme is notionally funded, guaranteed by statute, and provides members with defined benefits based on final pensionable salary. The scheme is a multi-employer scheme and, being notionally funded, it is not possible to identify underlying assets and liabilities. It is also contracted out of the State Second Pension (S2P). The employer's contributions are assessed every five years by an actuary, the current employer's rate being 20.9%.

The pension cost net of the Scottish Government rebate in respect of this scheme for the Institute was £19k (2020/21: £30k) and represents a fair estimate of the annual pension cost as defined by FRS 102 and, accordingly, this is the amount charged in the financial statements.

Defined contribution scheme

During the year, the Institute opened a defined contribution scheme operated by Legal & General. The pension cost for the Institute was £98k (2020/21: £10k) and represents a fair estimate of the annual pension cost as defined by FRS 102 and, accordingly, this is the amount charged in the financial statements.

24. Parent Company

The Company's immediate / ultimate parent undertaking and controlling party is Cancer Research UK, a company limited by guarantee and not having a share capital, and registered in England and Wales (Company No 4325234, Charity No 1089464). The smallest and largest undertaking for which the company is a member and for which group financial statements are prepared is Cancer Research UK. The consolidated financial statements of Cancer Research UK are available from Cancer Research UK, 2 Redmond Place, London, E20 1JQ. (www.cancerresearchuk.org).

25. Members' liability

As a company limited by guarantee each of its members commits to contribute up to one pound sterling (£1) to the company's debts, liabilities and costs in the event of the company being wound up and for one year after ceasing to be a member.

26. Related party transactions

Related party disclosures concerning transactions with Cancer Research UK, as ultimate parent undertaking, are set out in notes 4, 12, 14, 17 and 21. These represent operational transactions, including grant funding received.

Amounts due to and from Beatson Technology Ltd are set out in notes 14 and 17 and represent amounts paid by the Institute on behalf of Beatson Technology Ltd or received in advance of research contracts being undertaken.

A Director of the Company holds an executive position with the University of Glasgow. Related party disclosures concerning the University are set out in Notes 3, 4 and 5. Such transactions are conducted on an arm's length basis. As at 31 March 2022, £496k was included in Debtors under Grant income receivable (2020/21: £489k).

27. Reconciliation of net movement in funds to net cash flow from operating activities

	2022	2021
	£'000	£'000
Net (expenditure) / income before tax and other recognised gains and losses (as per the statement of financial activities)	(2,489)	3,022
Less: Interest receivable and similar income	<u>(9)</u>	<u>(71)</u>
Net (expenditure) / income for the reporting period	(2,498)	2,951
Adjustments for:		
Depreciation charges	2,148	2,309
Gain on sale of fixed assets	(5)	–
Decrease / (increase) in debtors	215	(516)
Decrease in creditors	(1,130)	(518)
Increase in provisions	<u>1,683</u>	<u>185</u>
Net cash generated by operating activities	<u>413</u>	<u>4,411</u>

28. Events after the end of the reporting period

On 1 April 2022, the Institute transferred its Drug Discovery Unit to Cancer Research Technology Ltd, a trading subsidiary of Cancer Research UK. Thirty six members of staff transferred under a TUPE arrangement and the assets and remaining service contracts of the unit transferred for £788k.

29. Guarantees

The Company is party to a Group registration for VAT purposes and is jointly and severally liable for any VAT liabilities of the companies that are part of the same VAT registration.