

# Form AR27

Trade Union and Labour Relations (Consolidation) Act 1992

## Annual Return for an Employers' Association

Name of Employers' Association:	Federation of Master Builders Limited			
Year ended:	31 December 2021			
List No:	128E			
Head or Main Office:	David Croft House			
	25 Ely Place			
	London			
	United Kingdom			
Postcode	EC1N 6TD			
Website address (if available)	www.fmb.org.uk			
Has the address changed during the year to which the return relates?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/> ('X' in appropriate box)
General Secretary:	Crossley Secretaries Limited			
Contact name for queries regarding the completion of this return:	KatieMay Clarke			
Telephone Number:	01634 840066			
E-mail:	finance@fmb.org.uk			

**Please follow the guidance notes in the completion of this return**

Any difficulties or problems in the completion of this return should be directed to the Certification Office as below or by telephone to: 0330 1093602

You should send the annual return to the following address stating the name of the union in subject:

[returns@certoffice.org](mailto:returns@certoffice.org)

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## Return of Members

(see note 9)

Number of members at the end of the year				
Great Britain	Northern Ireland	Irish Republic	Elsewhere Abroad (Including Channel Islands)	Totals
6,897	294			7,191

## Change of Officers

Please complete the following to record any changes of officers during the twelve months covered by this return.

Position held	Name of Officer ceasing to hold office	Name of Officer appointed	Date of Change
Director		N C De Sousa	14 December 2021
Director		J Dunster	14 September 2021
Director	J G Barton	P Hall	18 May 2021
Director	A C Gay		01 September 2021
Director	R Housden		19 July 2021
Director	K A Ireland		22 September 2021

# Officers in post

(see note 10)

**Please complete list of all officers in post at the end of the year to which this form relates.**

Name of Officer	Position held
Christopher Stephen Carr	Director
Robert Joseph Clark	Director
Nicola Christine De Sousa	Director
John Dunster	Director
Janet May Etchells	Director
Mark Gribbin	Director
Phillip Hall	Director
Arthur James Mcardle	Director
Michael John Quickfall	Director
Michelle Lesley Radford	Director
Alastair Scott Raitt	Director
Anne Frances Summun	Director
Robert Graham Williams	Director
Crossley Secretaries Limited	Secretary

## Revenue Account / General Fund

(see notes 11 to 16)

Previous Year			£	£
	<b>Income</b>			
4,092,936	From Members	Subscriptions, levies, etc	4,300,601	4,300,601
	Investment income	Interest and dividends (gross)		
5,006		Bank interest (gross)	1,353	1,353
		Other (specify)		
212,086		Other Fixed Asset Investments	227,505	227,505
-60,180		Revaluation gain on investment property	55,501	55,501
156,912		Total Investment Income	284,359	284,359
	Other Income	Rents received		
756,638		Insurance commission	892,602	892,602
		Consultancy fees		
		Publications/Seminars		
		Miscellaneous receipts (specify)		
408,973		Inspection Fee + Admin	330,627	330,627
8,265		Sponsorship	43,306	43,306
329,575		Other Income	418,706	418,706
186,592		Government Grants Receivable	22,524	22,524
1,690,043		Total of other income		1,707,765
5,939,891		<b>Total income</b>		<b>6,292,725</b>
		<b>Interfund Transfers IN</b>		
	<b>Expenditure</b>			
2,735,419	Administrative expenses	Remuneration and expenses of staff	2,992,681	2,992,681
360,259		Occupancy costs	363,320	363,320
27,980		Printing, Stationery, Post	24,693	24,693
96,958		Telephones	87,110	87,110
338,350		Legal and Professional fees	419,084	419,084
		Miscellaneous (specify)		
80,967		Marketing & Advertising	106,422	106,422
328,408		Cost of Sales	538,110	538,110
696,365		Office Expenses	678,437	678,437
547,773		Software and Computer Expenses	441,937	441,937
		Subscriptions		
5,212,478		Total of Admin expenses		5,651,794
	Other Charges	Bank charges	73,711	73,711
61,555		Depreciation	188,224	188,224
194,970		Sums written off		
		Affiliation fees		
		Donations		
53,283		Conference and meeting fees	152,909	152,909
		Expenses		
		Miscellaneous (specify)		
		Insurance & Consumer Codes for NH		
		Tenant Decorations/Repairs		
		Credit Cards		
		Irrecoverable VAT		
309,808		Total of other charges		414,844
-9,981		Taxation	-39,762	-39,762
5,512,305		<b>Total expenditure</b>		<b>6,026,876</b>
		<b>Interfund Transfers OUT</b>		
427,586		Surplus/Deficit for year		265,849
5,811,050		Amount of fund at beginning of year		6,238,636
6,238,636		Amount of fund at end of year		6,504,485

**Accounts other than Revenue Account/General Fund**

(see notes 17 to 18)

Account 2		Fund Account	
Name of account:	Revaluation Reserve	£	£
<b>Income</b>			
	From members		
	Investment income		
	Other Income (specify)		
	Revaluation of tangible fixed assets	50,000	
	Tax relating to other comprehensive income	-234,753	
		-184,753	-184,753
		<b>Total Income</b>	-184,753
	<b>Interfund Transfers IN</b>		
<b>Expenditure</b>			
	Administrative expenses		
	Other expenditure (specify)		
		<b>Total Expenditure</b>	
	<b>Interfund Transfers OUT</b>		
		Surplus (Deficit) for the year	-184,753
		Amount of fund at beginning of year	1,908,450
		Amount of fund at the end of year (as Balance Sheet)	1,723,697

Account 3		Fund Account	
Name of account:		£	£
<b>Income</b>			
	From members		
	Investment income		
	Other income (specify)		
		<b>Total Income</b>	
	<b>Interfund Transfers IN</b>		
<b>Expenditure</b>			
	Administrative expenses		
	Other expenditure (specify)		
		<b>Total Expenditure</b>	
	<b>Interfund Transfers OUT</b>		
		Surplus (Deficit) for the year	
		Amount of fund at beginning of year	
		Amount of fund at the end of year (as Balance Sheet)	

**Accounts other than Revenue Account/General Fund**

(see notes 17 to 18)

Account 4		Fund Account	
Name of account:		£	£
<b>Income</b>			
From members			
Investment income			
Other income (specify)			
[Redacted]			
		<b>Total Income</b>	
<b>Interfund Transfers IN</b>			
<b>Expenditure</b>			
Administrative expenses			
Other expenditure (specify)			
[Redacted]			
		<b>Total Expenditure</b>	
<b>Interfund Transfers OUT</b>			
		Surplus (Deficit) for the year	
		Amount of fund at beginning of year	
		Amount of fund at the end of year (as Balance Sheet)	

Account 5		Fund Account	
Name of account:		£	£
<b>Income</b>			
From members			
Investment income			
Other income (specify)			
[Redacted]			
		<b>Total Income</b>	
<b>Interfund Transfers IN</b>			
<b>Expenditure</b>			
Administrative expenses			
Other expenditure (specify)			
[Redacted]			
		<b>Total Expenditure</b>	
<b>Interfund Transfers OUT</b>			
		Surplus (Deficit) for the year	
		Amount of fund at beginning of year	
		Amount of fund at the end of year (as Balance Sheet)	

**Accounts other than Revenue Account/General Fund**

(see notes 17 to 18)

Account 6		Fund Account	
Name of account:		£	£
<b>Income</b>	From members		
	Investment income		
	Other income (specify)		
	<b>Total Income</b>		
	<b>Interfund Transfers IN</b>		
<b>Expenditure</b>	Administrative expenses		
	Other expenditure (specify)		
	<b>Total Expenditure</b>		
	<b>Interfund Transfers OUT</b>		
		Surplus (Deficit) for the year	
		Amount of fund at beginning of year	
		Amount of fund at the end of year (as Balance Sheet)	

Account 7		Fund Account	
Name of account:		£	£
<b>Income</b>	From members		
	Investment income		
	Other income (specify)		
	<b>Total Income</b>		
	<b>Interfund Transfers IN</b>		
<b>Expenditure</b>	Administrative expenses		
	Other expenditure (specify)		
	<b>Total Expenditure</b>		
	<b>Interfund Transfers OUT</b>		
		Surplus (Deficit) for the year	
		Amount of fund at beginning of year	
		Amount of fund at the end of year (as Balance Sheet)	



**Balance Sheet as at [ 31 December 2021 ]**

(see notes 19 and 20)

Previous Year		£	£
4,615,783	<b>Fixed Assets</b> (as at Page 8)	4,456,010	4,456,010
	<b>Investments</b> (as per analysis on page 9)		
	Quoted (Market value £ ) as at Page 9		
2,435,518	Unquoted (Market value £ ) as at Page 9		2,675,101
2,435,518	<b>Total Investments</b>	2,675,101	2,675,101
	<b>Other Assets</b>		
538,020	Sundry debtors	525,121	525,121
2,877,157	Cash at bank and in hand	2,560,122	2,560,122
	Stocks of goods		
	Others (specify)		
742,516	Intangible Assets	585,091	
	<b>Total of other assets</b>	3,670,334	3,670,334
	<b>Total Assets</b>		10,801,445
6,238,636	Revenue Account/ General Fund	6,504,485	
1,908,450	Revaluation Reserve	1,723,697	
	Revaluation Reserve		
	<b>Liabilities</b>		
93,360	Trade Creditors	198,962	
	Corporation Tax Payable		
299,686	Other taxation and social security	178,153	
944,660	Other creditors	487,497	
1,088,721	Accruals and deferred income	844,072	
635,481	Other liabilities	864,570	
	<b>Total Liabilities</b>		2,573,254
	<b>Total Assets</b>		10,801,445

## Fixed Assets account

(see note 21)

	Land and Buildings	Fixtures & Fittings	Motor Vehicles & Equipment	Total £
<b>Cost or Valuation</b>				
At start of period	4,555,282	433,280		4,988,562
Additions during period		5,238		5,238
Less: Disposals				
Less: Depreciation	-137,682	-400,108		-537,790
Total to end of period	4,417,600	38,410		4,456,010
<b>Book Amount</b> at end of period	4,417,600	38,410		4,456,010
Freehold	4,417,600			4,417,600
Leasehold (50 or more years unexpired)				
Leasehold (less than 50 years unexpired)				
<b>Total of Fixed Assets</b>	4,417,600	38,410		4,456,010

# Analysis of Investments

(see note 22)

Quoted		Other Funds
	British Government & British Government Guaranteed Securities	
	British Municipal and County Securities	
	Other quoted securities (to be specified)	
	Total Quoted (as Balance Sheet)	
	Market Value of Quoted Investments	
Unquoted	British Government Securities	
	British Municipal and County Securities	
	Mortgages	
	Other unquoted investments (to be specified)	
	CCNH Shares	7,200
	Property	2,667,901
	Total Unquoted (as Balance Sheet)	2,675,101
	Market Value of Unquoted Investments	

\* Market value of investments to be stated where these are different from the figures quoted in the balance sheet

## Analysis of investment income (Controlling interests)

(see note 23)

**Does the association, or any constituent part of the association, have a controlling interest in any limited company?**

Yes	<b>X</b>	No	
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If Yes name the relevant companies:

Company name	Company registration number (if not registered in England & Wales, state where registered)
FMB Insurance Services	1520341
FMB Training Services (Dormant)	7712578
Build Assure Limited (Dormant)	7756335

### Incorporated Employers' Associations

**Are the shares which are controlled by the association registered in the association's name**

Yes	<b>X</b>	No	
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If NO, please state the names of the persons in whom the shares controlled by the association are registered.

Company name	Names of shareholders

### Unincorporated Employers' Associations

**Are the shares which are controlled by the association registered in the names of the association's trustees?**

Yes		No	<b>X</b>
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If NO, state the names of the persons in whom the shares controlled by the association are registered.

Company name	Names of shareholders

## Summary Sheet

(see notes 24 to 33)

	All Funds	Total Funds
	£	£
<b>Income</b>		
From Members	4,300,601	4,300,601
From Investments	284,359	284,359
Other Income (including increases by revaluation of assets)	1,523,012	1,523,012
<b>Total Income</b>	<b>6,107,972</b>	<b>6,107,972</b>
<b>Expenditure</b> (including decreases by revaluation of assets)		
<b>Total Expenditure</b>	<b>6,026,876</b>	<b>6,026,876</b>
<b>Funds at beginning of year</b> (including reserves)	8,147,086	8,147,086
<b>Funds at end of year</b> (including reserves)	8,228,182	8,228,182
<b>ASSETS</b>		
Fixed Assets		4,456,010
Investment Assets		2,675,101
Other Assets		3,670,334
<b>Total Assets</b>		<b>10,801,445</b>
<b>Liabilities</b>		
<b>Total Liabilities</b>		<b>2,573,263</b>
<b>Net Assets (Total Assets less Total Liabilities)</b>		<b>8,228,182</b>

## Summary Sheet

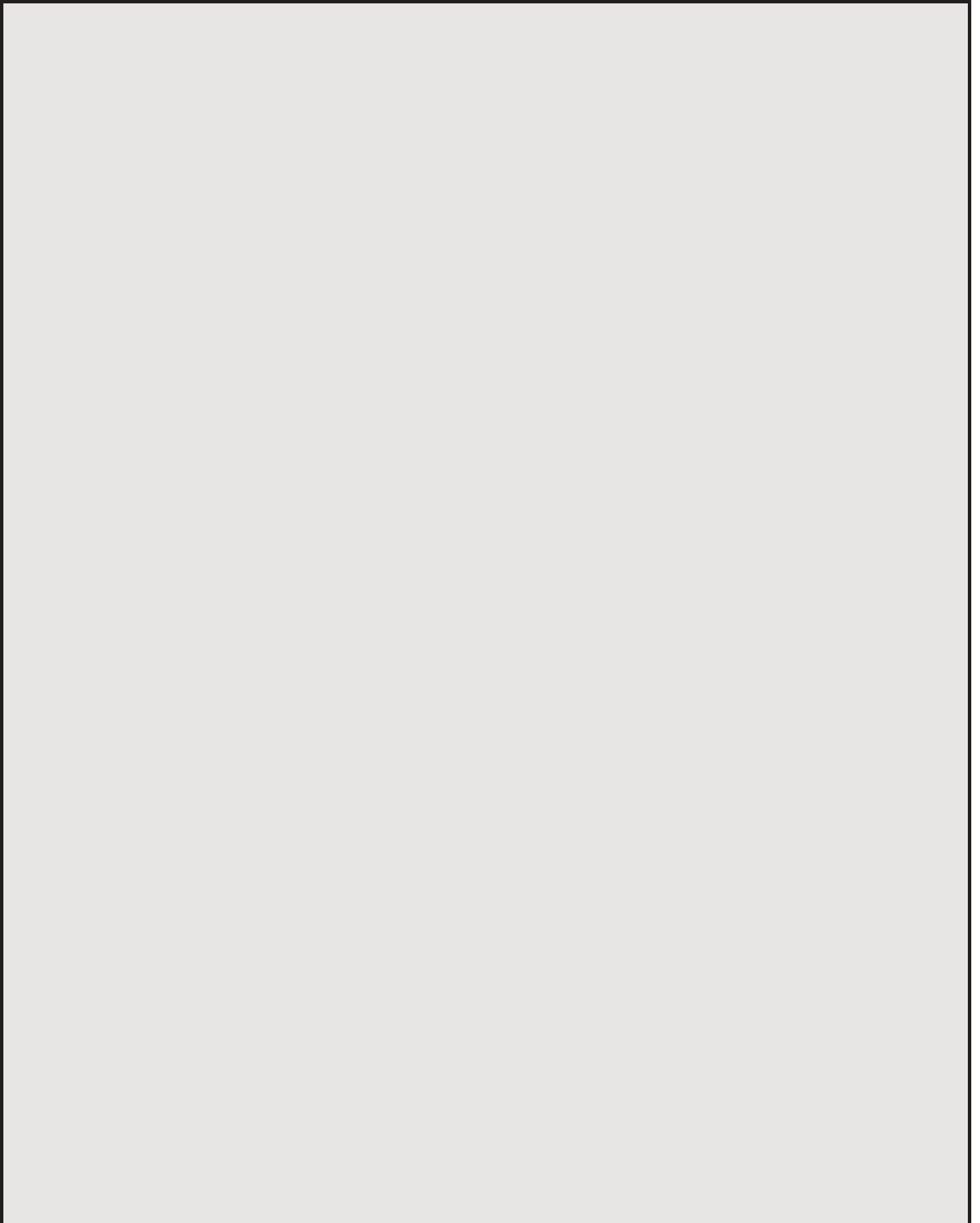
(see notes 24 to 33)

	All Funds	Total Funds
	£	£
<b>Income</b>		
From Members	4,300,601	4,300,601
From Investments	284,359	284,359
Other Income (including increases by revaluation of assets)	1,523,012	1,523,012
<b>Total Income</b>	<b>6,107,972</b>	<b>6,107,972</b>
<b>Expenditure</b> (including decreases by revaluation of assets)		
<b>Total Expenditure</b>	<b>6,026,876</b>	<b>6,026,876</b>
<b>Funds at beginning of year</b> (including reserves)	8,147,086	8,147,086
<b>Funds at end of year</b> (including reserves)	8,228,182	8,228,182
<b>ASSETS</b>		
Fixed Assets		5,041,101
Investment Assets		2,675,101
Other Assets		3,085,243
<b>Total Assets</b>		<b>10,801,445</b>
<b>Liabilities</b>		
<b>Total Liabilities</b>		<b>2,573,263</b>
<b>Net Assets (Total Assets less Total Liabilities)</b>		<b>8,228,182</b>

# Notes to the accounts

(see note 34)

All notes to the accounts must be entered on or attached to this part of the return.



# Accounting policies

(see notes 35 & 36)

## Signatures to the annual return

(see notes 37 and 38)

Including the accounts and balance sheet contained in the return.

Please copy and paste your electronic signature here

Secretary's Signature:	<i>Graeme Copestake</i>	CEO Signature	<i>Brian Foley</i>
			(or other official whose position should be stated)
Name:	Graeme Copestake	Name:	<i>Brian Foley</i>
Date:	05 December 2022	Date:	<i>5/12/2022</i>

## Checklist

(see note 39)

(please enter 'X' as appropriate)

Is the return of officers attached? (see Page 2)	Yes		No	
Has the list of officers been completed? (see Page 2A)	Yes		No	
Has the return been signed? (see Note 37)	Yes		No	
Has the auditor's report been completed? (see Note 41)	Yes		No	
Is the rule book enclosed? (see Note 39)	Yes		No	
Has the summary sheet been completed? (see Notes 6 and 24 to 33)	Yes		No	



## Checklist for auditor's report

(see notes 41 to 44)

**The checklist below is for guidance. A report is still required either set out overleaf or by way of an attached auditor's report that covers the 1992 Act requirements.**

1. In the opinion of the auditors or auditor do the accounts they have audited and which are contained in this return give a true and fair view of the matters to which they relate? (See section 36(1) and (2) of the 1992 Act and notes 43 and 44)

Please explain in your report overleaf or attached.

2. Are the auditors or auditor of the opinion that the union has complied with section 28 of the 1992 Act and has:

- a. kept proper accounting records with respect to its transactions and its assets and liabilities; and
- b. established and maintained a satisfactory system of control of its accounting records, its cash holding and all its receipts and remittances.

(See section 36(4) of the 1992 Act set out in note 43)

Please explain in your report overleaf or attached.

3. Your auditors or auditor must include in their report the following wording:


**In our opinion the financial statements:**

- **give a true and fair view of the matters to which they relate to.**
- **have been prepared in accordance with the requirements of the sections 28, 32 and 36 of the Trade Union and Labour Relations (consolidation) Act 1992.**

## Auditor's report (continued)

Please see attached Financial Statements and auditor's report therein. We have audited the financial statements in accordance with the requirements of sections 28 to 36 of the Trade Union and Labour Relations (Consolidation) Act 1992. In Our opinion the financial statements give a true and fair view of the Company's financial affairs at 31 December 2021 and of its transactions for the year then ended.

Please see our full audit report in the attached financial statements.

Signature(s) of auditor or auditors:		
Name(s):	Julia Poulter	
Profession(s) or Calling(s):	Statutory Auditor	
Address(es)	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW	
Date:	13th December 2022	
Contact name for enquiries and telephone number:	Julia Poulter 0207 842 5216	

N.B. When notes to the accounts are referred to in the auditor's report a copy of those notes must accompany this return.

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**FEDERATION OF MASTER BUILDERS LIMITED**  
(A company limited by guarantee)

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**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**COMPANY INFORMATION**

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<b>Directors</b>	J G Barton (resigned 18 May 2021) C S Carr R J Clark J M Etchells A C Gay (resigned 1 September 2021) M Gribbin R Housden (resigned 19 July 2021) K A Ireland (resigned 22 September 2021) A J McArdle M L Radford A S Raitt (appointed 18 September 2020) A F Summun R G Williams (appointed 18 September 2020) N C De Sousa (appointed 14 December 2021) J Dunster (appointed 14 September 2021) P Hall (appointed 18 May 2021)
<b>Company secretary</b>	Crossley Secretaries Limited
<b>Registered number</b>	00368163
<b>Registered office</b>	Star House Star Hill Rochester Kent ME1 1UX
<b>Business address</b>	David Croft House 25 Ely Place London EC1N 6TD
<b>Independent auditor</b>	Crowe U.K. LLP 55 Ludgate Hill London EC4M 7JW

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**GROUP STRATEGIC REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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The Directors present the strategic report for the year ended 31 December 2021.

### **The Federation of Master Builders**

The Federation of Master Builders (FMB) is the largest trade association in the UK construction industry representing over 7,000 small and medium sized (SME) construction companies in all four countries of the UK. Since our creation in 1941, the FMB has championed continuous improvement in the building industry.

FMB members are vetted and independently inspected on joining to ensure they meet our standards. The FMB also requires all existing members to undergo a continuous inspection cycle to ensure they meet the FMB's standards. We also provide a range of member services to help members grow, improve and protect their businesses. These include training, insurance services, our Find a Builder service, and a range of business helplines.

The FMB is committed to building trust with all those who engage in the building industry. For our members it means giving them the support they need to promote their businesses and for their clients it's about reassuring them that by employing Master Builders they will have the right people to deliver the right results.

### **Introduction**

In July 2021, the FMB Board approved a new three-year strategic plan called, 'Building for Success', with a focus on standards and growth.

### **FMB Vision**

Over the next three years the FMB's vision is to become the **'go-to organisation for all who value building quality'**.

### **FMB's Five Strategic Objectives**

The FMB will be focusing on five key strategic objectives:

- **Standards** - to ensure our standards can be verified and measured.
- **Services** - to ensure our services to members are relevant to their needs.
- **Voice** – to ensure our voice is effective and widespread within government, industry and the media.
- **People** - to ensure that staff are trained and supported to deliver the FMB's business objectives.
- **Commercial** - to develop the commercial offer in support of the FMB's business objectives.

### **FMB's Four Values**

The FMB's strategic objectives are underpinned by a culture that recognises certain core values. These include:

- **Integrity** - a commitment to ensuring the highest standards and to do the right thing.
- **Commercial** - to act in a way that provides good financial value for all business and work activities.
- **Positive** - to be proactively engaged and solutions focused.
- **Collaborative** - the commitment to work together as one team.

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**GROUP STRATEGIC REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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### **Evaluation**

Each of the five strategic objectives is supported by defined objectives which are measured and assessed by the Senior Management Team (SMT) and the FMB Board. Success is being defined by:

- All members compliant with the FMB's entry criteria.
- An increase in members' satisfaction about being a member of the FMB.
- An increase in members' awareness about what the FMB stands for and the services it provides.
- A new commercial strategy that supports both the membership offer and increases non-subscription income.

### **Review of FMB performance**

2021 was a challenging year for the construction sector with shortages of materials and skilled labour. Despite the difficult economic climate the FMB delivered a surplus of £276,084 in 2021 which was above the target set by the FMB Board at the end of 2019. Membership fell by 175 and was 7,191 at the end of December 2021. The retention rate held up well at 87% in 2021. FMB Insurance Services (FMBIS) delivered a deficit of £79,209.

### **Key performance indicators**

The FMB Finance Team, provided through Crossley, supports the FMB team to enable them to implement their business objectives. The Finance Team measures:

- Cashflow and credit control
- Performance against budget and reporting variances
- Overall business surplus
- Return on investment on assets.

### **Principal risks and uncertainties**

The FMB's Audit and Risk Committee meets regularly to ensure that the FMB Group consider risks and uncertainties affecting the business. The main risks are:

- Impact of Covid19 on the FMB and FMBIS.
- Impact of material and skills shortages on the construction sector and the wider economy.
- Impact of rising inflation.
- IT failure leading to business disruption.
- Ensuring all members meet the FMB's entry criteria.

### **Future Direction**

A successful implementation of this new strategic plan will allow the FMB to consolidate its position as the UK's largest trade association in the construction sector. Critically it affords the potential for stronger membership growth and commercial opportunities as the FMB logo becomes recognised and valued by all those who value quality.

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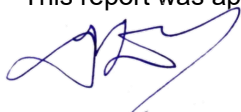
**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**GROUP STRATEGIC REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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This report was approved by the board and signed on its behalf.



**J M Etchells**  
Director

Date: 7th July 2022



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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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The directors present their report and the financial statements for the year ended 31 December 2021.

**Principal activity**

The principal activity of the company and group continued to be that of an employers' association in the construction industry.

**Results and dividends**

The profit for the year, after taxation, amounted to £265,849 (2020 - £427,586).

The results for the year are set out on the Group Statement of Comprehensive Income.

**Directors**

The directors who served during the year were:

J G Barton (resigned 18 May 2021)  
C S Carr  
R J Clark  
J M Etchells  
A C Gay (resigned 1 September 2021)  
M Gribbin  
R Housden (resigned 19 July 2021)  
K A Ireland (resigned 22 September 2021)  
A J McArdle  
M L Radford  
A S Raitt (appointed 18 September 2020)  
A F Summun  
R G Williams (appointed 18 September 2020)  
N C De Sousa (appointed 14 December 2021)  
J Dunster (appointed 14 September 2021)  
P Hall (appointed 18 May 2021)

**Disclosure of information to auditor**

Each of the persons who are directors at the time when this Directors' report is approved has confirmed that:

- so far as the director is aware, there is no relevant audit information of which the Company and the Group's auditor is unaware, and
- the director has taken all the steps that ought to have been taken as a director in order to be aware of any relevant audit information and to establish that the Company and the Group's auditor is aware of that information.

**Auditor**

The auditor, Crowe U.K. LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**DIRECTORS' REPORT (CONTINUED)**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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This report was approved by the board and signed on its behalf.



**J M Etchells**

Director

Date: 7th July 2022

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**DIRECTORS' RESPONSIBILITIES STATEMENT**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

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The directors are responsible for preparing the Group strategic report, the Directors' report and the consolidated financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'. Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and the Group and of the profit or loss of the Group for that period.

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

- select suitable accounting policies for the Group's financial statements and then apply them consistently;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

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

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FEDERATION OF MASTER BUILDERS LIMITED**

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**Opinion**

We have audited the financial statements of Federation of Master Builders Limited (the 'parent Company') and its subsidiaries (the 'Group') for the year ended 31 December 2021, which comprise the Group Statement of comprehensive income, the Group and Company Balance sheets, the Group Statement of cash flows, the Group and Company Statement of changes in equity and the related notes, 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 Group's and of the parent Company's affairs as at 31 December 2021 and of the Group's profit 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. And the 1992 Act

**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 Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

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

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

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

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FEDERATION OF MASTER BUILDERS LIMITED (CONTINUED)**

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**Other information**

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

We have nothing to report in this regard.

**Opinion on other matters prescribed by the Companies Act 2006**

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

- the information given in the Group strategic report and the Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Group strategic report and the Directors' report have been prepared in accordance with applicable legal requirements.

**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the Group and the parent Company and its environment obtained in the course of the audit, we have not identified material misstatements in the Group strategic report or the Directors' report.

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

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

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FEDERATION OF MASTER BUILDERS LIMITED (CONTINUED)**

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**Responsibilities of directors**

As explained more fully in the Directors' responsibilities statement set out on page 6, the directors 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 directors 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 directors are responsible for assessing the Group's and the parent 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 directors either intend to liquidate the Group or the parent Company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

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

Details of the extent to which the audit was considered capable of detecting irregularities, including fraud and non-compliance with laws and regulations are set out below.

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

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We identified and assessed the risks of material misstatement of the financial statements from irregularities, whether due to fraud or error, and discussed these between our audit team members. We then designed and performed audit procedures responsive to those risks, including obtaining audit evidence sufficient and appropriate to provide a basis for our opinion.

We obtained an understanding of the legal and regulatory frameworks within which the group and the parent company operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006 and financial reporting standards. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be fundamental to the group's and the parent company's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the group and the parent company for fraud. The laws and regulations we considered in this context for the UK operations were General Data Protection Regulation, employment legislation and taxation legislation.

Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the directors and other management and inspection of regulatory and legal correspondence, if any.

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF FEDERATION OF MASTER BUILDERS LIMITED (CONTINUED)**

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We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within recognition of income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management and the Audit and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates for biases, reviewing regulatory correspondence and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it. In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

**Use of our report**

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



**Julia Poulter**  
Senior statutory auditor

for and on behalf of  
**Crowe U.K. LLP**

Statutory Auditor

London (Statutory Auditor)  
Date: 5th September 2022

**FEDERATION OF MASTER BUILDERS LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	Note	2021 £	2020 £
Turnover	4	5,985,842	5,596,387
Cost of sales		(538,110)	(328,408)
<b>Gross profit</b>		<b>5,447,732</b>	<b>5,267,979</b>
Administrative expenses		(5,528,528)	(5,193,878)
Other operating income	5	22,524	186,592
<b>Operating (loss)/profit</b>	6	<b>(58,272)</b>	<b>260,693</b>
Income from fixed assets investments		227,505	212,086
Revaluation of gain/(loss) on investment property		55,501	(60,180)
Interest receivable and similar income	10	1,353	5,006
<b>Profit before taxation</b>		<b>226,087</b>	<b>417,605</b>
Tax on profit	11	39,762	9,981
<b>Profit for the financial year</b>		<b>265,849</b>	<b>427,586</b>
Unrealised (deficit)/surplus on revaluation of tangible fixed assets		50,000	(111,763)
Tax relating to other comprehensive income		(234,753)	-
<b>Other comprehensive income for the year</b>		<b>(184,753)</b>	<b>(111,763)</b>
<b>Total comprehensive income for the year</b>		<b>81,096</b>	<b>315,823</b>
<b>Profit for the year attributable to:</b>			
Owners of the parent Company		265,849	427,586
		<b>265,849</b>	<b>427,586</b>

The notes on pages 17 to 37 form part of these financial statements.



**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00368163**

**CONSOLIDATED BALANCE SHEET**  
**AS AT 31 DECEMBER 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Intangible assets	12	585,083	742,516
Tangible assets	13	4,456,009	4,615,783
Investments	14	7,200	10,800
Investment property	15	2,667,901	2,424,718
		7,716,193	7,793,817
<b>Current assets</b>			
Debtors: amounts falling due within one year	16	525,121	538,020
Cash at bank and in hand	17	2,560,122	2,877,157
		3,085,243	3,415,177
Creditors: amounts falling due within one year	18	(1,708,684)	(2,426,427)
		1,376,559	988,750
<b>Net current assets</b>		1,376,559	988,750
<b>Total assets less current liabilities</b>		9,092,752	8,782,567
<b>Provisions for liabilities</b>			
Deferred taxation	20	(864,570)	(635,481)
		8,228,182	8,147,086
<b>Net assets</b>		8,228,182	8,147,086
<b>Capital and reserves</b>			
Revaluation reserve		1,723,697	1,908,450
Profit and loss account		6,504,485	6,238,636
		8,228,182	8,147,086

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:



**J M Etchells**  
 Director

Date: 7th July 2022

The notes on pages 17 to 37 form part of these financial statements.

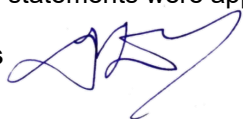
**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**  
**REGISTERED NUMBER: 00368163**

**COMPANY BALANCE SHEET**  
**AS AT 31 DECEMBER 2021**

	Note	2021 £	2020 £
<b>Fixed assets</b>			
Intangible assets	12	535,408	652,168
Tangible assets	13	4,439,834	4,585,865
Investments	14	5,002	5,002
Investment property	15	2,667,901	2,424,718
		<u>7,648,145</u>	<u>7,667,753</u>
<b>Current assets</b>			
Debtors: amounts falling due within one year	16	602,030	800,080
Cash at bank and in hand	17	1,974,627	1,611,615
		<u>2,576,657</u>	<u>2,411,695</u>
Creditors: amounts falling due within one year	18	(1,220,424)	(1,430,368)
		<u>1,356,233</u>	<u>981,327</u>
<b>Net current assets</b>		<u>1,356,233</u>	<u>981,327</u>
<b>Total assets less current liabilities</b>		<u>9,004,378</u>	<u>8,649,080</u>
<b>Provisions for liabilities</b>			
Deferred taxation	20	(864,570)	(629,817)
		<u>8,139,808</u>	<u>8,019,263</u>
<b>Net assets</b>		<u><u>8,139,808</u></u>	<u><u>8,019,263</u></u>
<b>Capital and reserves</b>			
Revaluation reserve		1,723,697	1,908,450
Profit and loss account brought forward		6,110,813	5,725,520
Profit for the year		305,298	385,293
Profit and loss account carried forward		6,416,111	6,110,813
		<u>8,139,808</u>	<u>8,019,263</u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by:

**J M Etchells**  
 Director



Date: 7th July 2022

The notes on pages 17 to 37 form part of these financial statements.

**FEDERATION OF MASTER BUILDERS LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	Revaluation reserve £	Profit and loss account £	Total equity £
<b>At 1 January 2020</b>	<b>2,020,213</b>	<b>5,811,050</b>	<b>7,831,263</b>
<b>Comprehensive income for the year</b>			
Profit for the year	-	<b>427,586</b>	<b>427,586</b>
Revaluation of tangible fixed assets	<b>(111,763)</b>	-	<b>(111,763)</b>
<b>Total comprehensive income for the year</b>	<b>(111,763)</b>	<b>427,586</b>	<b>315,823</b>
<b>At 1 January 2021</b>	<b>1,908,450</b>	<b>6,238,636</b>	<b>8,147,086</b>
<b>Comprehensive income for the year</b>			
Profit for the year	-	<b>265,849</b>	<b>265,849</b>
Revaluation of tangible fixed assets	<b>50,000</b>	-	<b>50,000</b>
Tax on fair value movement	<b>(234,753)</b>	-	<b>(234,753)</b>
<b>Total comprehensive income for the year</b>	<b>(184,753)</b>	<b>265,849</b>	<b>81,096</b>
<b>At 31 December 2021</b>	<b>1,723,697</b>	<b>6,504,485</b>	<b>8,228,182</b>

The notes on pages 17 to 37 form part of these financial statements.

**FEDERATION OF MASTER BUILDERS LIMITED**  
(A company limited by guarantee)

**COMPANY STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 31 DECEMBER 2021**

	Revaluation reserve £	Profit and loss account £	Total equity £
<b>At 1 January 2020</b>	<b>2,020,213</b>	<b>5,725,520</b>	<b>7,745,733</b>
<b>Comprehensive income for the year</b>			
Profit for the year	-	<b>385,293</b>	<b>385,293</b>
Revaluation of tangible fixed assets	<b>(111,763)</b>	-	<b>(111,763)</b>
	<u>(111,763)</u>	<u>385,293</u>	<u>273,530</u>
<b>Total comprehensive income for the year</b>			
<b>At 1 January 2021</b>	<b>1,908,450</b>	<b>6,110,813</b>	<b>8,019,263</b>
<b>Comprehensive income for the year</b>			
Profit for the year	-	<b>305,298</b>	<b>305,298</b>
Revaluation of tangible fixed assets	<b>50,000</b>	-	<b>50,000</b>
Tax on fair value movement	<b>(234,753)</b>	-	<b>(234,753)</b>
	<u>(184,753)</u>	<u>305,298</u>	<u>120,545</u>
<b>Total comprehensive income for the year</b>			
<b>At 31 December 2021</b>	<b>1,723,697</b>	<b>6,416,111</b>	<b>8,139,808</b>

The notes on pages 17 to 37 form part of these financial statements.

**FEDERATION OF MASTER BUILDERS LIMITED**  
(A company limited by guarantee)

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

	2021 £	2020 £
<b>Cash flows from operating activities</b>		
Profit for the financial year	265,849	427,586
<b>Adjustments for:</b>		
Amortisation of intangible assets	180,465	178,284
Depreciation of tangible assets	27,329	63,798
Impairments of fixed assets	-	60,180
Loss on disposal of tangible assets	-	(102,959)
Interest received	(1,353)	(5,006)
Taxation charge	(39,762)	(9,982)
(Increase)/decrease in debtors	(54,718)	248,942
(Decrease)/increase in creditors	(667,921)	710,293
Intangible assets write off	-	29,383
<b>Net cash generated from operating activities</b>	<b>(290,111)</b>	<b>1,600,519</b>
<b>Cash flows from investing activities</b>		
Purchase of intangible fixed assets	(23,040)	(24,960)
Purchase of tangible fixed assets	(5,237)	(35,536)
Interest received	1,353	5,006
<b>Net cash from investing activities</b>	<b>(26,924)</b>	<b>(55,490)</b>
<b>Net (decrease)/increase in cash and cash equivalents</b>	<b>(317,035)</b>	<b>1,545,029</b>
Cash and cash equivalents at beginning of year	2,877,157	1,332,128
<b>Cash and cash equivalents at the end of year</b>	<b>2,560,122</b>	<b>2,877,157</b>
<b>Cash and cash equivalents at the end of year comprise:</b>		
Cash at bank and in hand	2,560,122	2,877,157
	<b>2,560,122</b>	<b>2,877,157</b>

The notes on pages 17 to 37 form part of these financial statements.

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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

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**1. General information**

Federation of Master Builders Limited ("the company") is a private company, limited by guarantee, incorporated and domiciled in England and Wales. The registered office is Star House, Star Hill, Rochester, Kent, ME1 1UX.

**2. Accounting policies**

**2.1 Basis of preparation of financial statements**

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006.

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

The financial statements have been prepared under the historical cost convention, modified to include the revaluation of freehold properties and to include investment properties and certain financial instruments at fair value. The principal accounting policies adopted are set out below.

The company is a qualifying entity for the purposes of FRS 102, being a member of a group where the parent of that group prepares publicly available consolidated financial statements, including this company, which are intended to give a true and fair view of the assets, liabilities, financial position and profit or loss of the group. The company has therefore taken advantage of exemptions from the following disclosure requirements for parent company information presented within the consolidated financial statements:

- Section 7 'Statement of Cash Flows' – Presentation of a statement of cash flow and related notes and disclosures;
- Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instrument Issues' Carrying amounts, interest income/expense and net gains/losses for each category of financial instrument; basis of determining fair values; details of collateral, loan defaults or breaches, details of hedges, hedging fair value changes recognised in profit or loss and in other comprehensive income;
- Section 33 'Related Party Disclosures' – Compensation for key management personnel.

**2.2 Basis of consolidation**

The consolidated financial statements present the results of the Company and its own subsidiaries ("the Group") as if they form a single entity. Intercompany transactions and balances between group companies are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the Balance sheet, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the Consolidated statement of comprehensive income from the date on which control is obtained. They are deconsolidated from the date control ceases.

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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

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**2. Accounting policies (continued)**

**2.3 Going concern**

The Directors have assessed the appropriateness of the going concern concept in relation to these financial statements and consider that it is fair to prepare the accounts on a going concern basis. This conclusion is based on the Company having sufficient assets to meet its liabilities as they fall due for the twelve months from the date these financial statements are signed.

Directors assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the FMB to continue as a going concern. The Directors make this assessment in respect of a period of one year from the date of approval of the financial statements. In making this assessment the Directors have considered the remaining residual impacts of COVID-19, the impact of increase in cost of living and impact on costs faced by our members and whilst there remains uncertainty as to the impact of these situations on our membership any losses can be mitigated by anticipated cost savings. Annual budgets have been revised taking this into account with prudent figures for both income and expenditure. The FMB holds significant reserves in the form of unencumbered Freehold buildings and Investment properties and has liquid assets in the form of cash, which is readily available. For this reason, the Directors continue to adopt the going concern basis in preparing the financial statements.

**2.4 Revenue**

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

**Rendering of services**

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Group will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably; and
- the costs incurred and the costs to complete the contract can be measured reliably.

**2.5 Operating leases: the Group as lessee**

Rentals paid under operating leases are charged to profit or loss on a straight-line basis over the lease term.

**2.6 Government grants**

Grants are accounted under the accruals model as permitted by FRS 102.

Grants of a revenue nature are recognised in the Consolidated statement of comprehensive income in the same period as the related expenditure.

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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

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**2. Accounting policies (continued)**

**2.7 Pensions**

**Defined contribution pension plan**

The Group operates a defined contribution plan for its employees. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. Once the contributions have been paid the Group has no further payment obligations.

The contributions are recognised as an expense in profit or loss when they fall due. Amounts not paid are shown in accruals as a liability in the Balance sheet. The assets of the plan are held separately from the Group in independently administered funds.

**2.8 Current and deferred taxation**

The tax expense for the year comprises current and deferred tax. Tax is recognised in profit or loss except that a charge attributable to an item of income and expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the balance sheet date in the countries where the Company and the Group operate and generate income.

Deferred tax balances are recognised in respect of all timing differences that have originated but not reversed by the balance sheet date, except that:

- The recognition of deferred tax assets is limited to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits;
- Any deferred tax balances are reversed if and when all conditions for retaining associated tax allowances have been met; and
- Where they relate to timing differences in respect of interests in subsidiaries, associates, branches and joint ventures and the Group can control the reversal of the timing differences and such reversal is not considered probable in the foreseeable future.

Deferred tax balances are not recognised in respect of permanent differences except in respect of business combinations, when deferred tax is recognised on the differences between the fair values of assets acquired and the future tax deductions available for them and the differences between the fair values of liabilities acquired and the amount that will be assessed for tax. Deferred tax is determined using tax rates and laws that have been enacted or substantively enacted by the balance sheet date.



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**NOTES TO THE FINANCIAL STATEMENTS**  
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**2. Accounting policies (continued)**

**2.9 Intangible assets**

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

All intangible assets are considered to have a finite useful life. If a reliable estimate of the useful life cannot be made, the useful life shall not exceed ten years.

The estimated useful lives range as follows:

Software	-	3 - 5 years
CRM system	-	7 years

**2.10 Tangible fixed assets**

Tangible fixed assets under the cost model are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The Group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred, if the replacement part is expected to provide incremental future benefits to the Group. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to profit or loss during the period in which they are incurred.

Depreciation is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following basis:

Freehold property	- Not depreciated
Fixtures and fittings	- 15% straight line
Office equipment	- 20% straight line
Computer equipment	- 33% straight line

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in profit or loss.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**2. Accounting policies (continued)**

**2.11 Impairment of fixed assets**

At each reporting period end date, the group reviews the carrying amounts of its tangible and intangible 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). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

The carrying amount of the investments accounted for using the equity method is tested for impairment as a single asset. Any goodwill included in the carrying amount of the investment is not tested separately for impairment.

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

**2.12 Investment property**

Investment property is carried at fair value determined by external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. In the years where professional valuations are not obtained the fair value of the properties is estimated by use of retail office property indices to estimate the value based on the previous professional valuation. The indices used are those for the capital growth percentage of office properties.

No depreciation is provided. Changes in fair value are recognised in the Consolidated statement of comprehensive income.

Properties that are used for both operating and investment purposes are considered to be mixed use properties. The fair value of such properties is split between freehold and investment properties based on the square footage used by staff of the Group and tenants and the headcount.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**2. Accounting policies (continued)**

**2.13 Valuation of investments**

Investments in subsidiaries are measured at cost less accumulated impairment.

Investments in unlisted Group shares, whose market value can be reliably determined, are remeasured to market value at each balance sheet date. Gains and losses on remeasurement are recognised in the Consolidated statement of comprehensive income for the period. Where market value cannot be reliably determined, such investments are stated at historic cost less impairment.

**2.14 Cash and cash equivalents**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

In the Consolidated statement of cash flows, cash and cash equivalents are shown net of bank overdrafts that are repayable on demand and form an integral part of the Group's cash management.

**2.15 Provisions for liabilities**

Provisions are made where an event has taken place that gives the Group a legal or constructive obligation that probably requires settlement by a transfer of economic benefit, and a reliable estimate can be made of the amount of the obligation.

Provisions are charged as an expense to profit or loss in the year that the Group becomes aware of the obligation, and are measured at the best estimate at the balance sheet date of the expenditure required to settle the obligation, taking into account relevant risks and uncertainties.

When payments are eventually made, they are charged to the provision carried in the Balance sheet.

**2.16 Financial instruments**

The Group only enters into basic financial instrument transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or in case of an out-right short-term loan that is not at market rate, the financial asset or liability is measured, initially at the present value of future cash flows discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost, unless it qualifies as a loan from a director in the case of a small company, or a public benefit entity concessionary loan.

Financial assets that are measured at cost and amortised cost are assessed at the end of each reporting period for objective evidence of impairment. If objective evidence of impairment is found, an impairment loss is recognised in the Consolidated statement of comprehensive income.

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**2. Accounting policies (continued)**

**2.16 Financial instruments (continued)**

For financial assets measured at amortised cost, the impairment loss is measured as the difference between an asset's carrying amount and the present value of estimated cash flows discounted at the asset's original effective interest rate. If a financial asset has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

For financial assets measured at cost less impairment, the impairment loss is measured as the difference between an asset's carrying amount and best estimate of the recoverable amount, which is an approximation of the amount that the Group would receive for the asset if it were to be sold at the balance sheet date.

Financial assets and liabilities are offset and the net amount reported in the Balance sheet when there is an 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.

**3. Judgments in applying accounting policies and key sources of estimation uncertainty**

In the application of the group's accounting policies, the directors 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.

In preparing these financial statements, the directors have made the following judgements:

**Impairment of assets**

Determine whether there are indicators of impairment of the company's tangible & intangible assets. Factors taken into consideration in reaching such a decision include economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and the expected future performance of that unit.

**Useful economic life of assets**

Fixed assets are depreciated over their useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing the asset lives, factors such as technological innovation and maintenance programmes are taken into account. Residual values consist of things as future market conditions, the remaining life of the asset and projected disposal values.

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**4. Turnover**

An analysis of turnover by class of business is as follows:

	2021 £	2020 £
Membership income	4,300,601	4,092,936
Inspection fee and administrative income	330,627	408,973
Sponsorship income	43,306	8,265
Other income	418,706	329,575
Premiums	892,602	756,638
	<u>5,985,842</u>	<u>5,596,387</u>

Analysis of turnover by country of destination:

	2021 £	2020 £
United Kingdom	<u>5,985,842</u>	<u>5,596,387</u>

**5. Other operating income**

	2021 £	2020 £
Government grants receivable	<u>22,524</u>	<u>186,592</u>

**6. Operating (loss)/profit**

The operating (loss)/profit is stated after charging:

	2021 £	2020 £
Other operating lease rentals	<u>47,239</u>	<u>24,108</u>

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**7. Auditor's remuneration**

	2021 £	2020 £
Fees payable to the Group's auditor and its associates for the audit of the Group's annual financial statements	<u>18,400</u>	<u>17,500</u>
<b>Fees payable to the Group's auditor and its associates in respect of:</b>		
All other services	<u>3,200</u>	<u>3,000</u>

**8. Employees**

Staff costs were as follows:

	Group 2021 £	Group 2020 £	Company 2021 £	Company 2020 £
Wages and salaries	2,425,933	2,235,139	1,839,767	1,696,821
Social security costs	258,138	238,706	199,908	184,246
Cost of defined contribution scheme	204,968	189,111	158,585	147,608
	<u>2,889,039</u>	<u>2,662,956</u>	<u>2,198,260</u>	<u>2,028,675</u>

Included in the above are redundancy and termination payments in the year amounting to £nil (2020: £nil).

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

	Group 2021 No.	Group 2020 No.	Company 2021 No.	Company 2020 No.
Employees	<u>62</u>	<u>62</u>	<u>45</u>	<u>45</u>

**9. Income from investments**

	2021 £	2020 £
Income from fixed asset investments	<u>227,505</u>	<u>212,086</u>

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**10. Interest receivable**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Other interest receivable	<b>1,353</b>	<b>5,006</b>

**11. Taxation**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Corporation tax</b>		
Current tax on profits for the year	<b>(34,098)</b>	-
Adjustment for R&D claim prior years	-	<b>(29,382)</b>
<b>Total current tax</b>	<b>(34,098)</b>	<b>(29,382)</b>
<b>Deferred tax</b>		
Origination and reversal of timing differences	<b>(5,664)</b>	<b>19,401</b>
<b>Taxation on loss on ordinary activities</b>	<b>(39,762)</b>	<b>(9,981)</b>

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**11. Taxation (continued)**

**Factors affecting tax charge for the year**

The tax assessed for the year is the same as (2020 - the same as) the standard rate of corporation tax in the UK of 19% (2020 - 19%) as set out below:

	2021 £	2020 £
Profit on ordinary activities before tax	<b>226,087</b>	417,605
Profit on ordinary activities multiplied by standard rate of corporation tax in the UK of 19% (2020 - 19%)	<b>42,957</b>	79,345
<b>Effects of:</b>		
Expenses not deductible for tax purposes	<b>17,862</b>	1,547
Other differences	<b>(29,558)</b>	14,214
Adjustment for research and development claim in prior years	-	(29,382)
Unrelieved tax losses carried forward	<b>(46,409)</b>	(110,090)
Movement in deferred tax	<b>(5,664)</b>	19,401
Fixed asset timing differences	<b>(18,950)</b>	14,984
<b>Total tax charge for the year</b>	<b>(39,762)</b>	(9,981)

**Factors that may affect future tax charges**

There were no factors that may affect future tax charges.



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**12. Intangible assets**

**Group**

	CRM system £	Software £	Total £
<b>Cost</b>			
At 1 January 2021	817,294	338,789	1,156,083
Additions	-	23,040	23,040
At 31 December 2021	<u>817,294</u>	<u>361,829</u>	<u>1,179,123</u>
<b>Amortisation</b>			
At 1 January 2021	165,129	248,438	413,567
Charge for the year on owned assets	116,757	63,708	180,465
At 31 December 2021	<u>281,886</u>	<u>312,146</u>	<u>594,032</u>
<b>Net book value</b>			
At 31 December 2021	<u><u>535,408</u></u>	<u><u>49,683</u></u>	<u><u>585,091</u></u>
<i>At 31 December 2020</i>	<u><u>652,166</u></u>	<u><u>90,351</u></u>	<u><u>742,517</u></u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**12. Intangible assets (continued)**

**Company**

	CRM system £	Software £	Total £
<b>Cost</b>			
At 1 January 2021	817,294	9,923	827,217
At 31 December 2021	<u>817,294</u>	<u>9,923</u>	<u>827,217</u>
<b>Amortisation</b>			
At 1 January 2021	165,129	9,923	175,052
Charge for the year	116,757	-	116,757
At 31 December 2021	<u>281,886</u>	<u>9,923</u>	<u>291,809</u>
<b>Net book value</b>			
At 31 December 2021	<u><u>535,408</u></u>	<u><u>-</u></u>	<u><u>535,408</u></u>
<i>At 31 December 2020</i>	<u><u>652,166</u></u>	<u><u>-</u></u>	<u><u>652,166</u></u>

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**NOTES TO THE FINANCIAL STATEMENTS**  
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**13. Tangible fixed assets**

**Group**

	Freehold property £	Fixtures and fittings £	Office equipment £	Computer equipment £	Total £
<b>Cost or valuation</b>					
At 1 January 2021	4,555,282	85,544	66,679	281,057	4,988,562
Additions	-	-	-	5,237	5,237
Transfers between classes	(187,682)	-	-	-	(187,682)
Revaluations	50,000	-	-	-	50,000
At 31 December 2021	<u>4,417,600</u>	<u>85,544</u>	<u>66,679</u>	<u>286,294</u>	<u>4,856,117</u>
<b>Depreciation</b>					
At 1 January 2021	-	48,710	62,156	261,913	372,779
Charge for the year on owned assets	-	11,602	1,510	14,217	27,329
At 31 December 2021	<u>-</u>	<u>60,312</u>	<u>63,666</u>	<u>276,130</u>	<u>400,108</u>
<b>Net book value</b>					
At 31 December 2021	<u>4,417,600</u>	<u>25,232</u>	<u>3,013</u>	<u>10,164</u>	<u>4,456,009</u>
<i>At 31 December 2020</i>	<u>4,555,282</u>	<u>36,834</u>	<u>4,523</u>	<u>19,144</u>	<u>4,615,783</u>

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**13. Tangible fixed assets (continued)**

**Company**

	Freehold property £	Fixtures and fittings £	Office equipment £	Computer equipment £	Total £
<b>Cost or valuation</b>					
At 1 January 2021	4,555,282	34,394	66,679	217,094	4,873,449
Additions	-	-	-	4,399	4,399
Transfers between classes	(187,682)	-	-	-	(187,682)
Revaluations	50,000	-	-	-	50,000
At 31 December 2021	<u>4,417,600</u>	<u>34,394</u>	<u>66,679</u>	<u>221,493</u>	<u>4,740,166</u>
<b>Depreciation</b>					
At 1 January 2021	-	16,312	62,156	209,116	287,584
Charge for the year on owned assets	-	3,524	1,510	7,714	12,748
At 31 December 2021	<u>-</u>	<u>19,836</u>	<u>63,666</u>	<u>216,830</u>	<u>300,332</u>
<b>Net book value</b>					
At 31 December 2021	<u>4,417,600</u>	<u>14,558</u>	<u>3,013</u>	<u>4,663</u>	<u>4,439,834</u>
At 31 December 2020	<u>4,555,282</u>	<u>18,082</u>	<u>4,523</u>	<u>7,978</u>	<u>4,585,865</u>

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**14. Fixed asset investments**

**Group**

	<b>Investment other than loans £</b>
<b>Cost or valuation</b>	
At 1 January 2021	<b>18,000</b>
At 31 December 2021	<b>18,000</b>
<b>Impairment</b>	
At 1 January 2021	<b>7,200</b>
Charge for the period	<b>3,600</b>
At 31 December 2021	<b>10,800</b>
<b>Net book value</b>	
At 31 December 2021	<b>7,200</b>
<i>At 31 December 2020</i>	<b>10,800</b>

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**14. Fixed asset investments (continued)**

**Company**

	<b>Investments in subsidiary companies £</b>
<b>Cost or valuation</b>	
At 1 January 2021	<b>5,002</b>
At 31 December 2021	<b>5,002</b>
<b>Net book value</b>	
At 31 December 2021	<b>5,002</b>
<i>At 31 December 2020</i>	<b>5,002</b>

**Subsidiary undertakings**

The following were subsidiary undertakings of the Company:

<b>Name</b>	<b>Principal activity</b>	<b>Class of shares</b>	<b>Holding</b>
FMB Insurance Services Limited	Insurance	Ordinary	100%
FMB Training Services Limited	Dormant	Ordinary	100%

All the above subsidiaries have the same registered address as the Company: Star House, Star Hill, Rochester, Kent, ME1 1UX.

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**15. Investment property**

**Group and Company**

	<b>Freehold investment property £</b>
<b>Valuation</b>	
At 1 January 2021	2,424,718
Surplus on revaluation	55,501
Transfers between classes	187,682
	2,667,901
<b>At 31 December 2021</b>	<b>2,667,901</b>

The 2021 valuations were made by Cluttons LLP, on an open market value for existing use basis. Valuation for the New Castle property was derived separately and it was based on the agreed selling price as the property was sold in February 2022.

The Directors are satisfied that the carrying amount of investment property as at 31 December 2021 is materially consistent with fair value of investment property valued at £2,667,901.

**16. Debtors**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
Trade debtors	52,522	35,724	48,222	35,726
Amounts owed by group undertakings	-	-	383,761	558,701
Other debtors	259,801	256,993	1,002	3,234
Prepayments and accrued income	212,798	245,303	169,045	202,419
	<b>525,121</b>	<i>538,020</i>	<b>602,030</b>	<i>800,080</i>

**17. Cash and cash equivalents**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
Cash at bank and in hand	<b>2,560,122</b>	<i>2,877,157</i>	<b>1,974,627</b>	<i>1,611,615</i>

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**18. Creditors: Amounts falling due within one year**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
Trade creditors	198,962	93,360	187,666	87,746
Other taxation and social security	178,153	299,686	178,153	299,686
Other creditors	487,497	944,660	62,186	54,191
Accruals and deferred income	844,072	1,088,721	792,419	988,745
	<u>1,708,684</u>	<u>2,426,427</u>	<u>1,220,424</u>	<u>1,430,368</u>

**19. Financial instruments**

	<b>Group 2021 £</b>	<i>Group 2020 £</i>	<b>Company 2021 £</b>	<i>Company 2020 £</i>
<b>Financial assets</b>				
Debt instruments measured at amortised cost	330,958	444,746	438,985	633,041
Equity instruments measured at cost less impairment	7,200	10,800	-	-
	<u>338,158</u>	<u>455,546</u>	<u>438,985</u>	<u>633,041</u>
<b>Financial liabilities</b>				
Measured at amortised cost	874,229	1,409,146	376,188	429,346

**20. Deferred taxation**

**Group**

	<b>2021 £</b>	<i>2020 £</i>
At beginning of year	(635,481)	(616,080)
Charged to profit or loss	(229,089)	(19,401)
<b>At end of year</b>	<u>(864,570)</u>	<u>(635,481)</u>



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**20. Deferred taxation (continued)**

The deferred tax balance is made up as follows:

	<b>Group 2021</b>	<i>Group 2020</i>	<b>Company 2021</b>	<i>Company 2020</i>
	£	£	£	£
Tax losses carried forward	<b>864,570</b>	<i>635,481</i>	<b>864,570</b>	<i>629,817</i>
<b>Comprising:</b>				
Liability	<b>864,570</b>	<i>635,481</i>	<b>864,570</b>	<i>629,817</i>

**21. Company status**

The company is a private company limited by guarantee and consequently does not have share capital.

**22. Pension commitments**

The Group operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge represents contributions payable by the Group to the fund and amounted to £204,968 (2020: £189,111).

**23. Commitments under operating leases**

At 31 December 2021 the Group and the Company had future minimum lease payments due under non-cancellable operating leases for each of the following periods:

	<b>Group 2021</b>	<i>Group 2020</i>	<b>Company 2021</b>	<i>Company 2020</i>
	£	£	£	£
Not later than 1 year	<b>5,750</b>	<i>14,955</i>	<b>5,750</b>	<i>14,955</i>
Later than 1 year and not later than 5 years	<b>1,438</b>	<i>44,284</i>	<b>1,438</b>	<i>44,284</i>
	<b>7,188</b>	<i>59,239</i>	<b>7,188</b>	<i>59,239</i>

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**FEDERATION OF MASTER BUILDERS LIMITED**  
**(A company limited by guarantee)**

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

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**24. Related party transactions**

During the year, the directors of the company received emoluments of £12,000 (2020: £10,667) and Group £12,000 (2020: £10,667).

During the year, the key management personnel of the company received emoluments of £433,566 (2020: £429,815) and Group £523,153 (2020: £538,479).

Peter Matson, a director of the company, charged FMB Insurance Services Limited £30,000 (2020: £5,000) for management consultancy work. The amount due at the year-end by FMB Insurance Services Limited was £2,500 (2020: £nil).

During the year, 5 directors were customers of FMB Insurance Services Limited through their limited companies. The total premium paid by these companies was £64,109 (2020: £18,443).