



ANNUAL REPORT & FINANCIAL STATEMENTS

For the year ended 31 December 2016

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FRONT COVER:
The Nissan Tsuru after
Global NCAP's crash test
with a Nissan Versa at
the IIHS

DESIGN BY



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TRUSTEES' ANNUAL REPORT

The Trustees present their report on the activities and results for the year ended 31 December 2016. This report describes the main highlights of the year including the progress made against objectives, the new challenges being undertaken and the goals being set for the future to achieve the aims of the Charity.

FOREWORD



In my capacity as Chairman of the Board of Trustees, I am pleased to present the Annual Report and Financial Statement for the Global New Car Assessment Programme (Global NCAP) for the year ending 31st December 2016. The report highlights Global NCAP's main activities in 2016 which have seen significant achievements in support of our objective to promote safer motor vehicles worldwide.

In 2016, we have again demonstrated our capacity to make real progress in making cars safer. Our support for consumer crash testing in South East Asia, in India and Latin America has again delivered positive results that serve as a catalyst for change by both vehicle manufacturers and governments. This is the kind of practical action that is urgently needed to contribute to meeting the ambitious target to halve road deaths and injuries by 2020 that is now included in the United Nation's Sustainable Development Goals. In recognition of our work, we were especially delighted and proud to be given the 2016 Premier Prince Michael International Road Safety Award.

Our work would not be possible without generous support from our major donors, the FIA Foundation and the Bloomberg Philanthropies with whom we have also concluded new multi-year grant agreements. We are pleased to acknowledge the strong support of our associated NCAPs and the Insurance Institute for Highway Safety; our technical partner, the ADAC; and our Stop the Crash partners. Together with my fellow trustees and our management team, we would like to express our thanks to all our partners for their significant contribution to making 2016 another productive and successful year for Global NCAP.

MAX MOSLEY
Chairman

INTRODUCTION



In 2016, we have continued to support our three main programme activities, Latin NCAP, ASEAN NCAP, and the Safer Cars for India project. All have shown continued momentum towards improvements in vehicle safety. This is evident from the increasing number of five star results achieved in both ASEAN and Latin NCAP and some improved ratings in India.

We were also very pleased that the United Nations (UN) General Assembly in April unanimously adopted a resolution that called for the most important crashworthiness and crash avoidance technologies to be fitted as standard. This is an unprecedented commitment by the UN to improve vehicle safety and is closely aligned with Global NCAP's 'Democratising Car Safety; Road Map for Safer Cars 2020' recommendations that we issued in 2015. We are also encouraged to see some progress by governments such as India, Malaysia and Mexico taking legislative action to mandate safer vehicles. We hope that by 2020 at the latest all major vehicle producing countries worldwide will be following our Road Map 2020 recommendations.

We have also highlighted the importance of occupational road safety. For many businesses, driving for work is the greatest risk faced by their employees. Both to meet their duty of care to their workforce and to promote their company's productivity there is a strong imperative to enhance occupational road safety. Organisations that have invested in road safety initiatives typically benefit from an improved safety culture and outcomes and lower operating costs. But achieving these positive results requires leadership and the application of management systems that prioritise good safety performance. To encourage fleet managers to choose safer vehicles, Global NCAP has updated its Fleet Safety Guide and Safer Car Purchasing Policy which recommends that fleet managers purchase NCAP rated five star models wherever possible and never buy vehicles that fail the UN's most important safety regulations.

In 2016, our Stop the Crash partnership has also made good progress with major events in Chile and Malaysia promoting the most important crash avoidance technologies, electronic stability control, autonomous emergency braking and motorcycle anti-lock braking systems. The Partnership also assisted at related demonstration events in China, Mexico, the UK and the USA. The latter consisting of a special Fleet Safety Open Day at our Annual Meeting hosted by our Associate Member, the Insurance Institute for Highway Safety at their impressive Vehicle Research Centre.

At our Annual Meeting, Global NCAP also initiated a strategy review to be completed in 2017. In consultation with our NCAP partners we will adopt a new strategic plan which will help us chart a course to 2020 and beyond with the aim that Global NCAP can continue to successfully play a leading role promoting safer vehicles worldwide.

Finally, it was an unexpected and much appreciated honour for Global NCAP to be given the 2016 Premier Prince Michael International Road Safety Award at a memorable gala event in London. The award is a fitting tribute to our dedicated trustees, staff and partners.

A handwritten signature in black ink that reads "David Ward". The signature is written in a cursive style and is positioned above a horizontal line.

DAVID WARD
Secretary General

OUR AIMS AND OBJECTIVES



HRH Prince Michael of Kent presenting his 2016 Premier Award to Global NCAP

Global NCAP aims to promote public safety and public health, the protection and preservation of human life and the conservation, protection and improvement of the physical and natural environment.

We encourage consumers to demand and manufacturers to supply safer vehicles by supporting independent testing programmes that assess the comparative safety performance of automobiles.

We provide an international platform for cooperation among New Car Assessment Programmes (NCAPs) and similar organisations to share best practice, exchange information, and promote the use of consumer information to encourage a market for safer motor vehicles worldwide.

We promote the development of NCAPs in emerging markets where vehicle growth is strong but consumer safety information is frequently unavailable. We do this by providing financial support and technical assistance to newly established NCAPs.

We carry out research on innovations in vehicle safety technologies, their application in global markets, and the range of policies that will accelerate their use and then track progress of vehicle safety across the globe.

We have also developed a global awards scheme to recognize achievement in vehicle safety, innovation in safety-related technologies and products.

Global NCAP has consultative status with the United Nations (ECOSOC), is a member of the UN Road Safety Collaboration, and supports the UN Decade for Action for Road Safety 2011-2020, the implementation of the Global Plan for the Decade, and the Sustainable Development Goals particularly its road safety target as part of an overall strategy to achieve a world free from road fatalities.







ACHIEVEMENTS IN 2016

This year has been a very busy year for Global NCAP but with continued and rewarding progress. Our three main programme activities, Latin NCAP, ASEAN NCAP, and the Safer Cars for India project have all continued to sustain positive improvements in vehicle safety.



(top left) UK Road Safety Minister Andrew Jones tries City AEB;
(top right) Global NCAP's Secretary General, David Ward with Latin NCAP's Chair Nani Rodriguez; Four star Toyota Etios



OVERVIEW

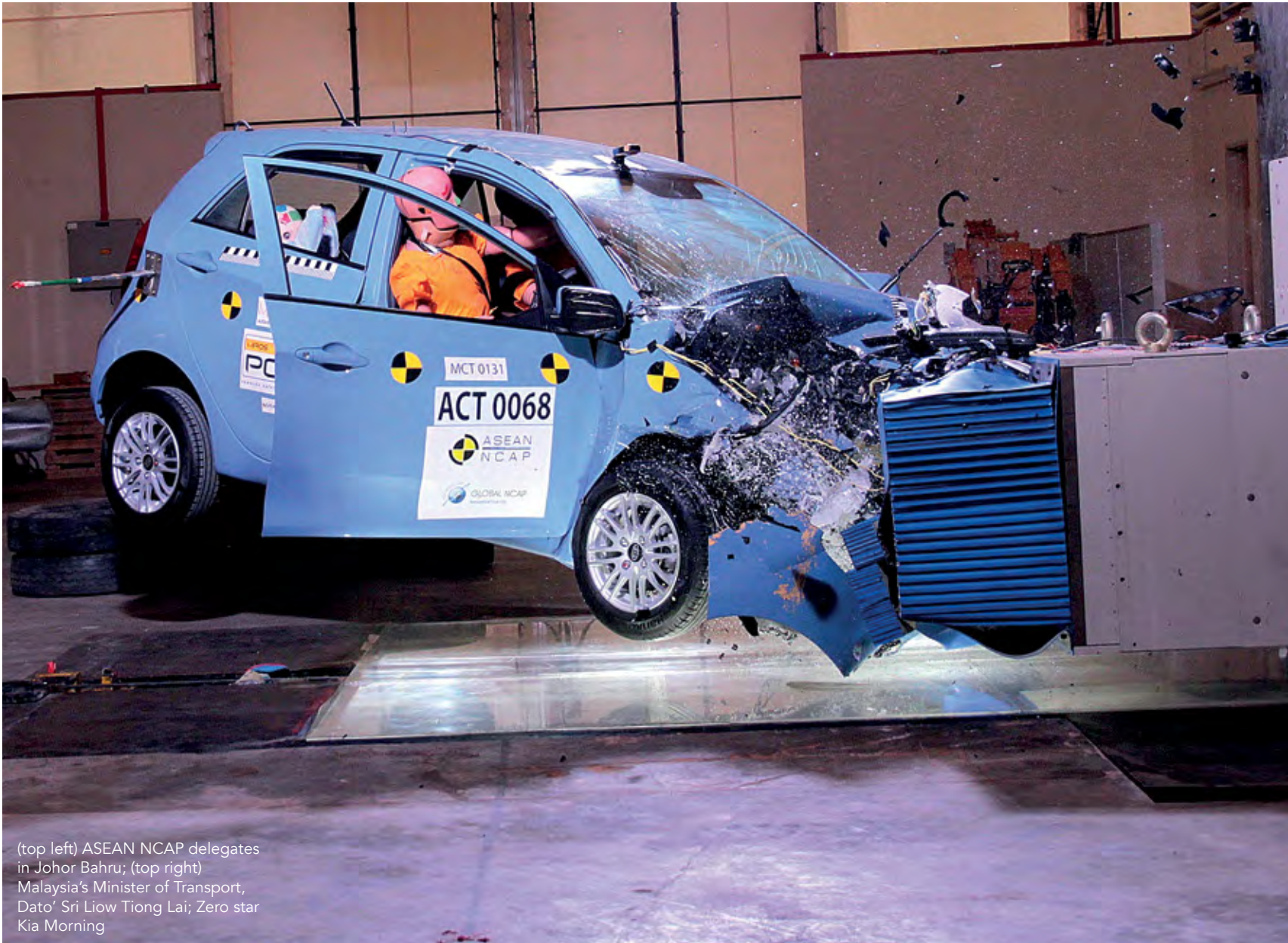
This year has been a very busy year for Global NCAP but with continued and rewarding progress. Our three main programme activities, Latin NCAP, ASEAN NCAP, and the Safer Cars for India project have all continued to sustain positive improvements in vehicle safety. This is evident from the increasing number of five star results achieved in both ASEAN and Latin NCAP. These performance levels far exceed minimum UN regulatory standards.

Our advocacy campaigns in combination with our crash testing programmes are also serving as a catalyst to regulatory action. For example, the Indian government has committed to apply the UN crash test standards from October 2017 and to develop their own NCAP initiative. The #nozerostarcars campaign is also continuing to sustain pressure on manufacturers to cease selling sub-standard vehicles and to encourage Governments to regulate to ban them.

In 2016, the Stop the Crash partnership has continued to encourage policy makers in governments and other agencies to consider the importance of the lifesaving crash avoidance technologies of electronic stability control (ESC), autonomous emergency braking (AEB) and anti-lock braking systems (ABS) in motorcycles in reducing road trauma in events held in Latin America, the UK, Mexico, China and Malaysia.

Finally, Global NCAP's participation in the Bloomberg Initiative for Global Road Safety 2015-2019 continues to enhance our ability to assist our key NCAP partner projects and diversify our funding base. We continue to be very grateful to the FIA Foundation as our largest donor and also to International Consumer Testing and Research (ICRT) for their additional support.

In the following pages, we give a summary of all our major projects and activities.



(top left) ASEAN NCAP delegates in Johor Bahru; (top right) Malaysia's Minister of Transport, Dato' Sri Liow Tiong Lai; Zero star Kia Morning



ASEAN NCAP

In March, ASEAN NCAP held a Safety Assist Workshop in Johor Bahru, Malaysia, attracting over 60 participants mainly from the vehicle manufacturing industry. The two-day workshop gave ASEAN NCAP the opportunity to engage with their stakeholders to improve its Safety Assist protocols, and to provide live demonstrations to promote the safety benefits of safety assist technologies. In conjunction with the workshop, two new ASEAN NCAP results were released; both were variants of the Honda BR-V and achieved 4 and 5 stars.

In May, ASEAN NCAP held its 4th ASEAN Automobile Safety Forum (AASF) in Ho Chi Minh City Vietnam. Participants, including vehicle manufacturers, gathered to hear about the latest road safety trends and management in Vietnam as well as vehicle safety technologies and development, and to witness a motorcycle anti-lock braking system (ABS) demonstration. In conjunction with the forum, ASEAN NCAP released seven new crash test results. These included the adult occupant protection results from the Kia Morning and Hyundai Eon, both of which scored 0 stars, the Nissan X-Trail which achieved 5 stars and Nissan Navara, Suzuki Ertiga, Suzuki Ciaz and Isuzu MU-X, all of which achieved 4 stars.

In July, ASEAN NCAP launched the new crash test result for the Perodua Bezza during a media test drive. The Bezza marked a historical milestone as the first ever sedan model produced by Perodua, Malaysia's second national car producer, since its establishment in 1993. Some variants of the Bezza are equipped with electronic stability control (ESC) and seat belt reminders (SBR), and is an example of a safe vehicle at an affordable price. The Bezza scored 5 stars – for variants equipped with ESC and both

driver and front passenger SBRs, and four stars for variants with SBR for the driver only and no ESC.

In August, ASEAN NCAP launched a new test result for the Proton Persona, which is the new sedan version of the Proton Iriz. The Persona scored 5 stars for adult occupant protection and 4 stars for child occupant protection.

In September, ASEAN NCAP, in collaboration with Automobile Association of Cambodia, held its fifth ASEAN Automobile Safety Forum (AASF) in Phnom Penh, Cambodia. The theme of the Forum was 'Reducing Non-Safe Cars on the Roads'. Our Programmes Director & Asia Pacific Coordinator, Jessica Truong, represented Global NCAP at the meeting. In conjunction with the forum, ASEAN NCAP released a new crash test result for the new model of the Proton Saga – the second generation of the Saga. The Proton Saga achieved 4 stars for adult occupant protection and also 4 stars for child occupant protection. These results are an improvement from the 3 star adult occupant protection and 2 star child occupant protection results achieved by the Proton Saga in 2013.

In November, ASEAN NCAP hosted the launch of the Stop the Crash Partnership in the ASEAN region in Kuala Lumpur at the Sepang International Circuit. Over 1600 people attended over two days to experience the latest crash avoidance technologies including blind spot detection, an important technology for the region due to the high number of motorcycle fatalities. The Minister of Transport of Malaysia, Dato' Sri Liow Tiong Lai, was guest of honour and announced at the launch that the anti-skid system, electronic stability control, will be mandatory on all new passenger models in Malaysia by June 2018.





(top left) Latin NCAP's Secretary General, Alejandro Furas;
(top right) Latin NCAP's Director of Communications, Carolina Pereira; Zero star Kia Picanto



LATIN NCAP

In April, Latin NCAP issued a report on the safety issues of the Nissan Tsuru which is manufactured in Mexico. The report estimated that the car which scored zero in a Latin NCAP test in 2014, has been involved in at least 4,000 deaths related to road incidents in the country between 2007 and 2012. Also in April, Latin NCAP, in conjunction with Global NCAP, held a press conference in Washington D.C. to launch a new set of Latin NCAP crash test results, the first to be launched since a more stringent Latin NCAP testing protocol was introduced at the end of 2015. The Chevrolet Sail achieved zero stars and the Ford Ranger achieved 3 stars.

In May, Latin NCAP and Global NCAP issued a press release in response to the new Mexican Government's publication of new vehicle safety standards. The release praised the steps taken by the Mexican authorities but also expressed disappointment in the long delay in fully implementing the new crash test regulations, which will not be fully applied to all new cars sold in Mexico until 2020.

In June, Latin NCAP released new crash test results for the Kia Picanto and Peugeot 208. Unfortunately, the results were disappointing, with a zero star result and a star reduction for a model previously tested in 2014. The Peugeot 208 was originally tested in 2014 under the previous Latin NCAP test protocol which only required a frontal crash test and scored 4 stars for adult occupant protection. In accordance with the new protocol a side impact was carried out in which the car obtained 2 stars for adult occupant protection, reflecting its weak side impact protection for the head and chest.

In June, Latin NCAP held its General Assembly in Santiago, Chile and adopted a declaration on accelerating vehicle safety in Latin America which recommends that:

- All governments in Latin America adopt the basic UN vehicle safety regulations to ensure that new vehicles meet minimum regulations for occupant and other road user protection by 2020 at the latest;
- Manufacturers, even in the absence of mandatory government regulations, voluntarily commit to only sell vehicles across the Latin America and Caribbean (LAC) region which at the very least meet basic UN safety regulations and are equipped with ESC;
- LAC governments adopt a mandatory requirement that at least the top thirty selling models in their countries be tested and rated by Latin NCAP;
- Fleet managers should, wherever possible, purchase vehicles with a 5 star (and never less than a 4 star) Latin NCAP rating; and
- That LAC regional organisations increase their commitment to road safety consistent with the casualty reduction target of the Sustainable Development Goals, the Brasilia Declaration and the UN General Assembly Resolution on Improving Global Road Safety.

In August, Latin NCAP released more results at the annual FIA Region IV American Congress held in Paraguay. The two cars tested were the First BYD (scoring zero stars for adult safety and only one star for child occupant protection) and the Fiat New Palio (scoring only one star for adult occupant and three stars for child occupant protection).

In September, Latin NCAP released a crash test result for the Chevrolet Spark GT (Classic). The most basic safety equipped version scored zero stars for adult and child occupant protection. The Spark GT is manufactured in India and is a popular model in Mexico and Colombia. It was a very disappointing result, especially given that its basic version in Europe is equipped with 6 airbags and was tested by Euro NCAP in 2009, scoring four stars.



(top left) India Transport Minister Nitin Gadkari tries an ESC simulator at the IRTE conference in Delhi; The first in a series of crash tests of the Renault Kwid



SAFER CARS FOR INDIA

In April, Global NCAP, in partnership with Euro NCAP, released new crash test results for quadricycles, including the Bajaj Qute from the Safer Cars for India Project. Quadricycles fall under the L7 category of the UN classification of vehicles and are weakly regulated compared to passenger cars which are classified as M1. Euro NCAP first tested a series of quadricycles in 2014 and the results revealed a high risk of injury at moderate crash severity for this class of vehicles. The second and latest set of quadricycle results show that there has been little improvement since the first series of tests. The Bajaj Qute, the Aixam Crossover GTR and the Microcar M.GO Family all scored 1 star. The Chatenet CH30 scored 2 stars. Global NCAP and Euro NCAP followed up the results launch with a presentation at the UN World Forum for Vehicle Harmonisation in June to advocate for more stringent and appropriate regulations for quadricycles.







In May, Global NCAP, in conjunction with the Ministry of Road Transport and Highways and the Institute of Road Traffic Education (IRTE), organised the Indian Automobile Safety Conference in Delhi, India. Keynote speaker at the conference was India's Minister of Road Transport & Highways Nitin Gadkari who confirmed the Indian government's commitment to introduce crash test standards for new models from October 2017 and to develop a Bharat NCAP.

At the Conference, seven new crash tests results were released. Disappointingly, all the results showed a zero star rating for adult occupant protection, including three versions of the Renault Kwid. The remaining cars tested were the Hyundai Eon, the Mahindra Scorpio, Maruti Suzuki Eeco and

the Maruti Suzuki Celerio. The results highlighted again how important it is for vehicles to have a body shell that can remain stable in a crash, as well as the fitment of, at the very least, frontal airbags. The launch attracted significant media attention, with coverage featuring prominently in all the major daily Indian newspapers. The new results led television news bulletins throughout the day with our hash tags trending in the top five Twitter topics in India. Since the launch, our campaign videos have been viewed more than 2 million times on YouTube.

In September, the Safer Cars for India project launched crash test results for India's 'car of the year', the Renault Kwid. After poor results earlier this year for its basic version without airbags, and following Renault's latest set of improvements, the Kwid was assessed again in the frontal impact test and was found to still offer only one star for adult occupant protection. This latest version which has the most highly equipped safety levels available for the car, includes an airbag only for the driver and a seatbelt pretensioner for the driver's seat. During the test, this version still showed high chest deflection, explaining the one star rating in the driver seat. Also released were the results for the Honda Mobilio. Its basic version showed a stable structure and scored zero stars for adult occupant protection. Honda then requested Global NCAP to test a unit with double airbags in order to show the benefits of these safety systems, the car achieved three stars for adult occupant protection. This was an encouraging result but shows that safety features such as air bags should not be optional features but mandatory requirements.



	Road Map for Safer Vehicles 2020 UN Regulations* for:	All New Models Produced or Imported	All Vehicles Produced or Imported
 CRASH TESTS	Frontal Impact (No.94) Side Impact (No.95)	2018	2020
 SEAT BELTS	Seat Belt & Anchorages (No.16 & 14)	2018	2020
 ELECTRONIC STABILITY CONTROL	Electronic Stability Control (No. 140 / GTR. 8)	2018	2020
 PEDESTRIAN SAFETY	Pedestrian Protection (No.127 / GTR. 9)	2018	2020
 ANTI-LOCK BRAKES	Motorcycle Anti-Lock Brakes (No.78 / GTR. 3)	2018	2020
 AUTONOMOUS EMERGENCY BRAKING	Autonomous Emergency Braking Systems	Highly Recommended	Highly Recommended

*or equivalent national performance requirements, with effective conformity of production



DEMOCRATISING CAR SAFETY: ROAD MAP FOR SAFER CARS 2020



UNECE Executive Secretary, Christian Friis Bach with David Ward; (bottom) Ralph Nader speaking up for safety at a Global NCAP press conference in Washington DC



In 2016, there has been further progress in building support for Global NCAP's campaign against 'zero star' cars and for democratising car safety worldwide. In April, the UN General Assembly met to discuss the outcome of the 2nd Global High Level Conference on Road Safety held in Brasilia on November 18-19, 2015. The General Assembly adopted a new resolution which represents the strongest ever commitment to road safety made by UN Member States. The resolution supports the ambitious road safety target to halve road deaths by 2020 included in the Sustainable Development Goals (SDGs) and also endorses the Global Plan of the UN Decade of Action for Road Safety (2011-2020) which provides an integrated and holistic framework for road injury prevention.

The UN resolution included specific recommendations on vehicle safety as follows:

Inviting Member States that have not already done so to consider adopting policies and measures to implement United Nations vehicle safety regulations or equivalent national standards to ensure that all new motor vehicles meet applicable minimum regulations for occupant and other road users' protection, with seat belts, air bags and active safety systems fitted as standard.

The UN resolution and the Global Plan for the Decade of Action provide a very clear statement of intent about the levels of safety that should be applied to all new passenger vehicles by 2020 at the very latest. These align closely with Global NCAP's recommended timelines for the adoption of the most important vehicle safety

regulations as published in our 2015 report 'Democratising Car Safety: A Road Map for Safer Cars 2020'.

Ahead of the UN General Assembly, David Ward and Christian Friis Bach, Executive Secretary and Under Secretary General of the UNECE, co-wrote an opinion piece for the Huffington Post, explaining the significance of the road safety resolution for vehicle safety. Global NCAP also hosted a press conference in Washington D.C. calling for car manufacturers worldwide to end production of any zero star cars. Speaking at the conference was Ralph Nader, long time consumer rights activist together with Global NCAP's Secretary General David Ward, Nani Rodriguez, Chairman of Latin NCAP, Alejandro Furas, Secretary General of Latin NCAP, and Stephan Brodziak of the Mexican Consumer organisation El Poder del Consumidor.

In October, Global NCAP supported the launch of a new report, 'Zero Road Deaths and Serious Injuries: Leading a Paradigm Shift to a Safe System' published by the International Transport Forum at the OECD (ITF/OECD). The report provides a framework for implementation of the Safe System approach to road injury prevention. It contains a section on vehicle safety which highlights the role of NCAPs, stresses the importance of the latest crash avoidance technologies, and includes Global NCAP's recommended vehicle safety regulations from our 'Democratising Car Safety: Road Map for Safer Cars' report published in 2015. Global NCAP's Secretary General David Ward was a member of the ITF Working Group that wrote the report serving on its editorial board.



(top left) Thumbs up from Malaysia's Minister of Transport, Dato' Sri Liow Tiong Lai for Electronic Stability Control;
(top right) HRH Prince Michael of Kent tries City AEB at the London Motor Show



'STOP THE CRASH' PARTNERSHIP

The Stop the Crash (STC) Partnership* continued to gather momentum in 2016 with a series of global events promoting the world's most effective crash avoidance technologies that can prevent tens of thousands of road crash fatalities and serious injuries.

In June, the Latin American launch of the STC Partnership was held in Santiago, Chile. The event was held during a week of road safety meetings taking place in the city, including the International Forum on Child Road Safety (FISEVI) and the Annual General Assembly of Latin NCAP. The launch had a strong regional focus, particularly aimed at policymakers among governments and agencies working across Latin America. Participants at the two-day event, attended by Chile's Minister of Transport and Communications Andrés Gómez-Lobo and over 120 stakeholders, were able to experience the lifesaving crash avoidance technologies of electronic stability control (ESC), autonomous emergency braking (AEB) and anti-lock braking systems (ABS) in motorcycles.

In May, at the London Motor Show Stop the Crash partners organised STC branded City AEB demonstrations for members of the public and visiting VIPs. The show was under the patronage of HRH Prince Michael of Kent and was held in Battersea Park in London. HRH Prince Michael of Kent and UK Road Safety Minister Andrew Jones MP were among those taking part in the vehicle safety demonstrations.

In September, our partner Bosch, undertook STC branded demonstrations in Mexico in conjunction with a Bosch hosted event to educate the government and media about the importance of vehicle safety, especially

as regards ESC which is not yet a mandatory requirement in the country.

In November, the China Automotive Technology and Research Centre, which hosts China NCAP, held STC branded demonstrations in conjunction with their 2016 UN Decade of Action China Leadership Summit. Demonstrations of AEB systems and ESC were featured together with motorcycle ABS.

In November, the second 2016 global STC event was held in Malaysia at the Sepang International Circuit, near Kuala Lumpur. The launch of STC in the ASEAN region was co-organised with ASEAN NCAP, and saw more than 1600 people attend over two days to experience ESC, AEB (city, pedestrian and inter-urban), motorcycle ABS, tyre safety as well as blind spot detection, an important technology for the region due to the high number of motorcycle fatalities.

At the launch the Minister of Transport of Malaysia, Dato' Sri Liow Tiong Lai, announced that ESC will be compulsory on all new passenger models by June 2018. In addition, four manufacturers (Ford, Mazda, Subaru and Volvo) pledged at the launch to equip all vehicles with ESC as standard by January 2017, ahead of the planned legislation. The Minister's commitment is a break through for crash avoidance making Malaysia the first country in the ASEAN region to make the life-saving system ESC mandatory.

*Partnership Members now include the ADAC, Autoliv, Bosch, Consumers International, Continental, Denso, ITT, Thatcham Research, the Towards Zero Foundation and ZF TRW.



Chile's Minister of Transport, Andrés Gómez-Lobo with the President of the Gonzalo Rodríguez Foundation, Nani Rodríguez





CHILD RESTRAINTS PROJECT

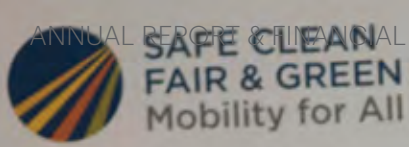
Global NCAP, in partnership with International Consumer Research and Testing (ICRT), have now been testing Child Restraint Systems (CRS) for the Latin American market for four years. The project is also supported by four other partners, the Fundación Gonzalo Rodríguez (FGR) based in Uruguay and the consumer organisations of Brazil, Chile, and Mexico. The CRS tests aim to:

- raise awareness amongst consumers,
- generate consumer information on safety performances and
- deliver input for the Latin NCAP reference list.

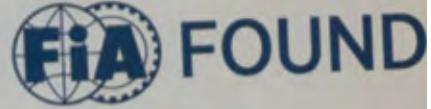
As in the 2013 - 2015 projects, CRS were tested in frontal and side impact using the protocols of the pre-2015 (European) ETC test. Ease of use was assessed by means of a checklist tailored to the South American situation. This year's focus was on integral harness baby-seats. Multigroup seats seem to be popular as well and were offered in the one of the configuration groups. In total 12 products / 16 configurations were tested in this year's test, most of these were Latin American brands and some were local brand versions but produced by international companies. All but one product in the tests were approved according to UN-R44 and / or NBR 14400, and one product meets the US FMVSS123.

In last year's test, several products in a group raised concerns. With the harness removed, these seats can accommodate bigger children which then are secured with the car belt and this practice seems to be a popular and cheap solution for some families. In certain variants this can lead to an increased risk of abdominal injuries because of the high routing of the lap belt over the child's stomach. In such case, the R44 approval for children from 15-25kg is questionable. This issue was tabled at the relevant working group of the UNECE's body responsible for UN Regulation 44. It was acknowledged that the current wording in R44 is not strong enough and can be interpreted in different ways. Follow up action is anticipated in further meetings of the UNECE working group.

The overall results were generally in line with previous years. They showed that there is still room for improvement in some areas though there are also some encouraging results with one CRS scoring 5 stars. Side impact protection still needs attention, and though not legally required, several CRS offer no or insufficient protection in lateral impacts. Adjusting the harness to the size of the child is also generally not straightforward; none of the seats was equipped with a so called 'one hand operation' system. All required the harness to be disconnected and fed through another slot, increasing the chance of misuse.



FOUNDATION



Executive Director of ICCT, Drew Kodjak, outlines the origins of the 'dieselgate' scandal



CAN WE PREVENT ANOTHER DIESELGATE?



VEHICLE EMISSIONS

In June, Global NCAP's Secretary General, David Ward, moderated a workshop on vehicle emissions organised by the FIA Foundation, with International Council for Clean Transportation and Transport (ICCT), and Transport and the Environment (T & E). The meeting entitled 'Can we prevent another Dieselgate?' brought together thirty leading experts on vehicle emissions to discuss the implications of the discovery of VW's emission control defeat device for vehicle environmental testing.

Concerned that public trust in both manufacturers' emissions and fuel economy claims had been undermined, participants considered the need to include real world emissions testing in regulatory systems and compared approval requirements across the world. A key contributor to the Workshop was Drew Kodjak, Executive Director of ICCT, whose researchers originally uncovered the use of illegal cheat devices in VW vehicles whilst examining the discrepancy in results of on-road and off-road tests in different vehicles in Europe and the US. In describing the evolution of the scandal, he emphasized the important role of regulators in enforcing compliance, and the vital need for future work to reduce the capacity for

such cheating because of its negative impact on air quality. For Global NCAP, David Ward gave a presentation on the role of NCAPs in vehicle safety and discussed the potential for similar consumer information and testing programmes to help restore public confidence in both the claims of manufacturers and regulatory systems for emissions control.

A report of the workshop was subsequently published by the FIA Foundation and the ICCT. The report concluded that an independent, global, real-world emissions testing initiative is a necessary and important step towards providing improved consumer information regarding emissions. It would also help to serve in a consumer watchdog function that can improve regulations and compliance by highlighting where official tests deviate widely from on-road performance.

In follow up to the Conference, Global NCAP participated in a working group led by the FIA Foundation with ICCT and T&E to further develop the London Workshop's recommendations. It is expected that this will lead to the formation of a new pilot initiative to monitor real world vehicle emissions occurring in a number of major cities.



(top left) Delegates to Global NCAP's 2016 Annual Meeting; Two Nissan's collide: the Versa that passes US crash test standards and the Tzuru that would not

2016 ANNUAL MEETING AND FLEET SAFETY OPEN DAY

In October, Global NCAP's 2016 Annual Meeting was held at the Insurance Institute for Highway Safety's (IIHS) Vehicle Research Center near Charlottesville, Virginia. The events, included Global NCAP's Annual NCAP Roundtable meeting, where NCAPs are given an opportunity to present updates on their activities and, also featured a special Fleet Safety Open Day organised in association with the Network of Employers for Fleet Safety (NETS). This included demonstrations of a range of key crash avoidance technologies (such as electronic stability control, autonomous emergency braking and anti-lock braking system (ABS) for motorcycles) as well as a car to car crash test, a Seminar on best practice in fleet safety and the launch of Global NCAP's updated Fleet Safety Guide and Safer Car Purchasing Policy 2016-2017.

A highlight of the Annual Meeting was a car to car crash test to highlight the importance of minimum vehicle safety regulations. The car to car crash was conducted between the 2016 Nissan Versa, sold in the United States, and the 2015 Nissan Tsuru, sold in Mexico. Both cars are manufactured in Mexico and had previously been tested by the IIHS and Latin NCAP respectively, the Versa had obtained a performance of Good (roughly equivalent to 5 Stars) and the Tsuru was rated Zero Stars. The test involved a 50% overlap and a combined closing speed of 80mph (129 km/h) and the results graphically highlighted the urgent need for the Nissan Tsuru to be taken out of production.

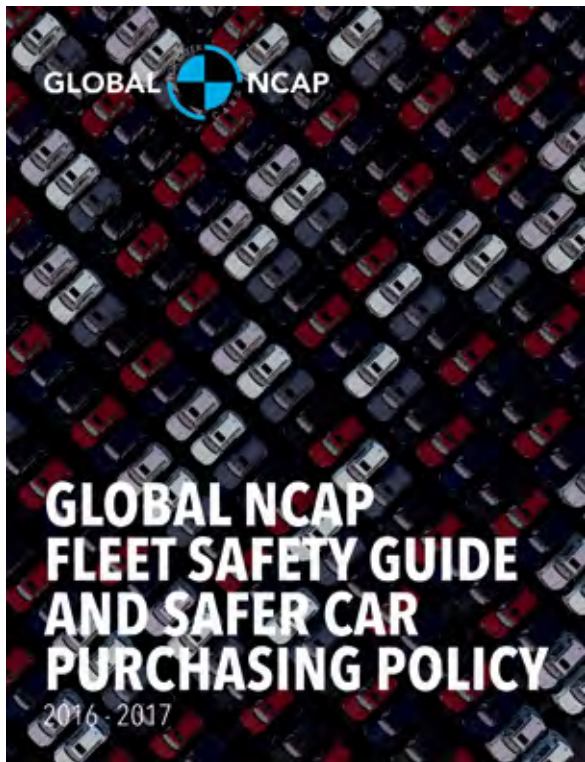
Dummy readings show that driver of the Tsuru would have had high probability of suffering life-threatening injuries. There were no airbags, and the main body structures all failed catastrophically, fatally compromising

the survival space. A few days before this test was conducted, Nissan announced that it would be withdrawing the Tsuru from the market in May 2017, three years after Latin NCAP's initial test of the Tsuru which resulted in a zero star score.

There have been more than 3 million views of the test on YouTube, more than a million views on Facebook and the Facebook Live webcast (the first time a crash test was streamed on social media) has been viewed more than 36,000 times. More than 300 articles have been written in major media outlets.

Also during the Annual Meeting, the results from a new report commissioned by Global NCAP and the Inter-American Development Bank and conducted by the Transport Research Laboratory was released. The study estimates how many car user deaths and injuries could be prevented in four Latin American countries: Argentina, Chile, Mexico and Brazil, by establishing minimum car safety regulations and consumer testing. The major regulations that were considered were United Nations (UN) Regulations No. 14, 16 (anchorage and seat belts), 94 (occupant protection in frontal collision) and 95 (occupant protection in side or lateral collisions). The study concludes that up to 40,000 car occupant fatalities and 400,000 serious injuries could be prevented between 2016 and 2030, if minimum vehicle safety standards were applied. Economic assessment suggests that these casualty reductions could save up to 143 billion US dollars over the period 2016 to 2030. This report shows clearly the huge contribution that improved vehicle safety regulation can make to road safety.





Global NCAP's Programmes Director, Jessica Truong explains why fleet managers should opt for five star cars



GLOBAL NCAP FLEET SAFETY GUIDE AND SAFER CAR PURCHASING POLICY 2016-2017

For many businesses, driving for work purposes is the greatest risk faced by their employees. Both to meet their duty of care to their workforce and to promote their company's productivity, there is a strong imperative to enhance occupational road safety. Road crashes at work are an unfortunate and frequently tragic everyday occurrence. It has been estimated, for example, that in Australia, the EU and the USA, work-related motor vehicle crashes cause between a quarter and over a third of all work-related deaths¹.

In May 2014 at a special Forum on Fleet Safety hosted by ANCAP in Melbourne, Australia, Global NCAP published its first edition Fleet Safety Guide and Safer Car Purchasing Policy 2014-15. To take account of technology and market developments it was agreed to periodically update the Guide and so a new edition was released in 2016 during the Fleet Safety Open Day held at our Annual Meeting. The updated Fleet Safety Guide and Safer Car Purchasing Policy recommends the following:

- Wherever possible, choose a five star car (and never less than four stars) as rated by a recognised New Car Assessment Programme and,
- Obtain confirmation from the manufacturer that the vehicle passes the latest version of the following United Nations (UN) vehicle safety regulations (or equivalent United States Federal Motor Vehicle Safety Standards [FMVSS]).

A. **Mandatory Requirements**

(For immediate application as the minimum safety requirements)

- Electronic stability control – UN Regulation 140/GTR 8 or FMVSS 126

- Seat belt anchorages – UN Regulation 14 or FMVSS 210
- Safety belts and restraint systems – UN Regulation 16 or FMVSS 209
- Frontal collision protection – UN Regulation 94 or FMVSS 208
- Side collision protection – UN Regulation 95 or FMVSS 214

B. **Highly Recommended Requirements** (Highly recommended for purchase or lease if available)

- Pedestrian safety – UN Regulation 127/GTR 9
- Autonomous emergency braking

Global NCAP's guidelines are consistent with the recommendations of the Global Plan of the UN Decade of Action, which encourages "managers of government and private sector fleets to purchase, operate and maintain vehicles that offer advanced safety technologies and high levels of occupant protection". Global NCAP's guidelines will also help organisations wishing to adopt the International Standards Organisation's Road Traffic Safety Management Systems standard (ISO 39001), which identifies vehicle safety as a significant factor for fleet operators seeking to reduce death and injury in road crashes.

Following Global NCAP's Fleet Safety Guide and Safer Car Purchasing Policy will make it easier for organisations to ensure that the safety of their vehicle fleet provides acceptable levels of protection to their employees. To meet their duty of care for employees, to support corporate social responsibility and achieve effective cost controls, Global NCAP strongly encourages major fleet managers worldwide to adopt our new guidelines and wherever possible choose five star vehicles.

¹ European Road Safety Observatory: Work-related road safety (Brussels, European Commission, 2007).



(top right) David Ward presents Global NCAPs' Award to the Chairman of the UN World Forum for Harmonisation of Vehicle Regulations, Mr Boris Kisulenko; Ralph Nader, winner of the individual achievement award for his outstanding contribution to vehicle safety



GLOBAL NCAP ANNUAL AWARDS

Each year Global NCAP presents awards recognising three categories of achievement in consumer related automobile safety as follows:

CONSUMER CHAMPION AWARD offered to an organisation promoting consumer rights and information relating to motor vehicle safety.

INDIVIDUAL ACHIEVEMENT AWARD offered to an individual who has made an outstanding contribution to motor vehicle safety and protection of consumers.

INNOVATION AWARD offered to an organisation that has made an outstanding contribution to innovation in motor vehicle safety, technology development, and design.

In 2016, the winners were:

CONSUMER CHAMPION: The World Forum for Harmonisation of Vehicle Regulations in recognition of their role promoting global regulations for vehicle safety in the interests of consumer protection.

The United Nations Economic Commission for Europe (UNECE) is the custodian of UN vehicle safety standards and host of the World Forum for Harmonisation of Vehicle Regulations (WP.29). This unique intergovernmental platform of vehicle safety cooperation includes civil society participation giving a voice to independent consumer representatives in its decision-making. WP.29 is responsible for the most important passenger car regulations such as: seat belt anchorages (Reg. 14), safety belts & restraints (Reg. 16), frontal collision Reg. 94, lateral collision Reg. 95, electronic stability control Reg. 140 (GTR 8), pedestrian protection Reg. 127 (GTR 9), and child restraints Reg. 44/129. WP.29's global regulatory activities contribute substantially to improved consumer protection and serve as an effective framework for global vehicle safety standards.

INDIVIDUAL ACHIEVEMENT: Ralph Nader for his contribution to automotive safety and consumer rights.

In 1965, Ralph Nader published 'Unsafe at Any Speed – The Designed-In Dangers of the American Automobile'. The book exposed the failures of the United States car industry to tackle crash worthiness of vehicles and highlighted the faulty rear suspension of the Chevrolet Corvair that had caused numerous crashes and related law suits. In the face of strong industry opposition, Nader's book became a best seller and acted as a powerful catalyst for change in automotive safety in the US and around the world. In response to 'Unsafe at Any Speed' the Administration of President Lyndon Johnson in September 1966 passed the National Highway Traffic Safety Act which led to the establishment of the National Highway Traffic Safety Administration (NHTSA). Established as a champion of consumer rights, Nader went on to found a wide variety of organizations, promoting corporate and government accountability including Public Citizen, the Center for Auto Safety.

INNOVATION: Thatcham Research in recognition of its major role in the development of evaluation methodologies for the effectiveness of Autonomous Emergency Braking.

Thatcham Research is the UK Insurers' vehicle research centre, and is playing a leading role promoting crash avoidance technologies especially AEB. Collaborating with international partners including the European New Car Assessment Programme and Insurance Institute for Highway Safety, Thatcham embarked on a research programme to understand real world crash evidence and define a test and rating procedure to guide AEB system design. The test procedures cover low speed city crashes, predominantly focussed on whiplash injuries, and higher speed inter-urban crashes with moving and braking target vehicles replicating more serious crashes. Thatcham helped define the test configurations and vehicle target, integrating appropriate visual and radar attributes used for evaluating the systems. The analysis of crash rates has shown a very positive real world effect on European crash rates with a 38% overall reduction in front into rear crashes.





HOW OUR WORK BENEFITS THE PUBLIC

According to the World Health Organization (WHO) each year 1.3 million people are killed and up to 50 million injured in road crashes worldwide. The global vehicle fleet reached 1 billion in 2010 and is forecast to double in the next ten to fifteen years. This unprecedented increase is occurring in low and middle income countries which account for 90% of total road deaths. About 48% of all traffic fatalities are vehicle occupants; so to avoid a growing global burden of road injury, improvement in automobile safety, especially in rapidly motorising regions, is essential.

The winning formula for better car safety is the combination of 'regulatory push' and 'demand pull'. Government regulation supplemented with consumer information helps to build a market for safety and reduce death and serious injuries on the road.

This strategy applied over more than three decades by high income countries has improved road safety and saved the lives of hundreds of thousands of people. The challenge now is to achieve the same positive experience in the rapidly growing automotive markets of low and middle income countries where the risk of road injury is the highest in the world.

Global NCAP supports the UN Decade of Action for Road Safety (2011-2020), the full implementation of its Global Plan,

and the achievement of the road safety target included in the UN's Sustainable Development Goals. To meet these life-saving goals, Global NCAP aims to improve the quality of new vehicles being sold, especially in the fast growing markets of middle income countries. This is the leverage point where the twin track 'regulatory push' and 'demand pull' action needs to be applied. The sooner all new vehicle models are required to meet acceptable safety standards, the quicker will be the overall improvement in passenger car safety worldwide. In contrast, the continued sale of millions of new sub-standard cars in rapidly motorising countries will leave a worrying legacy for decades of avoidable fatality risk.

NCAPs use consumer information to promote the purchase of safer cars which, in turn, encourages automobile manufacturers to sell safer products. This influences both individual buyers, and also fleet managers in both the public and private sector. They are widely recognised as highly effective in promoting the supply and demand for safer vehicles. Global NCAP was established in 2011 to provide a platform for cooperation among NCAPs worldwide to share best practice, and to support the emergence of new testing programmes in rapidly motorising regions. In this way we aim to meet our public benefit obligations by contributing to the UN target to halve the number of road fatalities and serious injuries by 2020.



David Ward finds a real world crashed Tata Nano outside one of their dealerships in Delhi

HOW EFFECTIVE ARE WE?

Global NCAP uses a number of criteria to measure the effectiveness of both our own activities and that of our grant recipient partners. These include: resource mobilisation; partner mobilisation; innovation; sustainability and impact effects.

Resource Mobilisation: In 2016, our support to ASEAN and Latin NCAP and the Safer Cars for India project has succeeded in leveraging additional resources both from vehicles independently selected but tested at the manufacturers own expense, and from philanthropic sources. The volume of testing activity has, therefore, continued to increase.

Partner mobilisation: In 2016, we have continued to deepen our engagement with our NCAP partners both through our periodic roundtable events and the Annual General Meeting. We have also extended our cooperative activities with a range of key stakeholders, including regional development banks, donors and UN agencies.

Innovation: The Stop the Crash Partnership is a multi-stakeholder collaboration involving both corporate, non-profit and civil society organisations to promote awareness among policy makers and the public of crash avoidance technologies with proven life-saving effectiveness.

Sustainability: We have succeeded in securing funding from The FIA Foundation and Bloomberg Philanthropies, which enhances our capacity to assist both ASEAN and Latin NCAP. New funding agreements for 2017 onwards have enabled us to further increase our donor support base and generate income for training activities.

Impact effects: In 2016, we have continued to see increasing numbers of five star ratings

being awarded to models in both ASEAN and Latin NCAP. Manufacturers are also responding by improving vehicle specification – such as making airbags a standard fit. This demonstrates the demand ‘pull’ of NCAP testing in action. Media coverage of our partner NCAPs and the Safer Cars for India Project also contributes to raising consumer awareness of the importance of choosing cars that at the least meet the minimum UN crash test standards. It is premature to claim significant injury reduction so early in Global NCAP’s life. However, over time these impact effects accelerate the penetration of safer vehicles and technologies and will reduce fatality levels. This contributes to the UN’s Sustainable Development Goals, the Decade of Action, and the implementation of its Global Plan.

Social media: Global NCAP uses social media as a key element in the mix of its communications activities. Twitter, YouTube and Facebook are the primary channels. They have enabled Global NCAP to develop and engage with an international network of organisations and individuals to amplify advocacy objectives. Through social channels, Global NCAP has also been able to leverage and globalise traditional news media coverage beyond specific geographic regions helping to consistently connect with an ever wider audience. Communications including social media are managed with due diligence and care by our strategic advocacy partners ARW Media. ARW report directly to the Secretary General to ensure that Global NCAP’s objectives are met and risks managed.

Links to our sites are:
Twitter: @GlobalNCAP
Facebook: @GlobalNCAP



Managing Speed will be the theme of the 4th UN Global Road Safety week in 2017; Etienne Krug of the World Health Organization promoting the Save LIVES policy package



MOVING FORWARD IN 2017

Global NCAP will continue to support our key NCAP partner projects (ASEAN NCAP, Latin NCAP and Safer Cars for India) and are planning to launch a Safer Cars for Africa project, initially testing a selection of cars from South Africa. We will also continue our activities with the Stop the Crash Partnership with major demonstration events planned for Thailand and China.

We will maintain our advocacy activities in support of Global NCAP's 'Democratising Car Safety – Road Map 2020' report which we will update to ensure its recommendations are achievable by 2020. We will also be working closely with the World Health Organization to support their forthcoming publication of the Save LIVES Technical Policy Package. This will set out a range of recommended measures, including for vehicle safety, for governments to adopt in support for the SDG target to halve road deaths and injuries by 2020.

Global NCAP will support the 4th UN Global Road Safety Week which will have speed management as its major theme. During the UN Road Safety Week we will organize

an expert seminar on Intelligent Speed Assistance Systems (SAS) together with Euro NCAP and ANCAP. The purpose of the seminar is to examine the state of the art of current SAS technologies and how to encourage their greater use in vehicle fleets worldwide. A major focus of the discussions will be the role of SAS in NCAPs and how consumer awareness of the benefits of these systems can be encouraged. Euro NCAP has been a pioneer of the inclusion of SAS into their rating system and the seminar will consider how their innovative approach can be shared with other NCAPs.

Global NCAP's 2017 Annual meeting will be held in Antwerp, Belgium on 11-12 September in conjunction with a special anniversary celebration of twenty years of the establishment of Euro NCAP. In 2017, we will also complete our strategy review based on our first five years of activity and set out our priorities for 2020 and beyond.

We look forward to working with our NCAP partners and key donors in what promises to be another busy year in 2017.



FINANCIAL REVIEW AND POLICY

FINANCIAL REVIEW

RESULTS FOR THE YEAR ENDED 31 DECEMBER 2016

During the year ended 31 December 2016 Global NCAP'S incoming resources totalled €3.5m (2015: €3.8m) with total resources expended of €3.7m (2015: €3.9m). Included within total resources expended are grants totalling €451k (2015: €412k) paid to 2 NCAPs (2015: 2). Global NCAP's statement of financial activities is set out on page 40.

FINANCIAL SUPPORT

Global NCAP ("the Charity") benefits from the generous support of the FIA Foundation for the Automobile and Society ("The Foundation") and Bloomberg Philanthropies ("Bloomberg"). During the year to 31 December 2016 the charity received €1m (2015: €1m) of grant funding from the Foundation and €683k (USD \$750k) from Bloomberg Family Trust.

The Trustees recognise that the long term sustainability of Global NCAP will depend on diversifying its sources of income and securing multi-year grant funding.

RESERVES POLICY AND MANAGEMENT

The Trustees have established a Designated Reserve equivalent to one year's operating costs including core administration and annual meetings costs of approximately €850k. The Trustees continue to review the level of the Designated Fund as and when operating costs change. The level of free reserves (unrestricted reserves excluding tangible fixed assets) at the end of the year is €1.17m (2015: €1.28m). The Trustees, as set out in the Charity SORP, may apply unrestricted funds for the general purposes of the charity as set out in its governing document.

The level of free reserves is reviewed by the Trustees at least annually and when setting budgets in order to ensure that funds are adequate to meet the planned charitable activities while preserving the financial future of the Charity in the event that grant funding is reduced. Funds in excess of the Designated Fund are available for the Trustees to apply for further charitable activities, projects and grant funding for NCAPs.

INTERNAL CONTROL AND RISK MANAGEMENT

The Trustees are responsible for Global NCAP's systems of internal control and effectiveness. No system of internal control can provide absolute assurance against material misstatement or loss. However, Global NCAP's system is designed to provide the Trustees with reasonable assurance that there are proper procedures in place and that they are operating effectively.

The key elements of the internal control system are:

- **Delegation:** there is a clear organisational structure with documented lines of authority and responsibility for control.

- **Reporting:** the Board of Trustees approves and reviews annual budgets and expenditure targets and monitors actual and forecast expenditure and investment reports on a regular basis.
- **Risk management:** the potential risks arising from Global NCAPs activities have been documented in a comprehensive risk register. This was reviewed and updated significantly to follow best practice and provision of the UK Bribery Act 2010.

Global NCAP's risk management assessment is divided into four major risk areas: financial; operational; reputational; and bribery and corruption, which are assessed annually.

Under the four major risk areas above the major risks comprise:

- **Financial:** Fraud/error, budgetary control, capacity/use of resources, and taxation.
- **Operational:** loss of staff, loss of Trustees, health, safety and environment, disaster recovery and planning, suppliers, illegal activity.
- **Reputational:** non-compliance with UK charity/company law, beneficiary relationships, and stakeholders' perceptions; and
- **Bribery and Corruption:** country risk, sector risk transaction risk, activity opportunity risk, activity partner risk, and internal risk.

The Board of Trustees review major risks to which the Charity is exposed on an annual basis and can confirm that all reasonable measures are being taken and systems have been established to control or mitigate the effect of those risks on the achievement of the Charity's objectives.

Principal risks assessed as medium or high level risks are as follows:

- **Financial – liquidity risk**
To ensure sufficient liquidity is available to meet foreseeable needs.
Measure in place to mitigate the risks
Aim to hold cash deposits in line with cash flow requirements, investing funds on treasury deposit for periods supported by budgets and cash flow requirements.
- **Bribery and corruption – country risk**
Measure in place to mitigate the risks
In all bribery and corruption risk areas (sector; transaction; activity opportunity; activity partner; and internal), the Charity has in place policies and procedures to ensure it is as well protected as it can be. Such policies and procedures include a Director of Governance & Finance; the need for all partners to acknowledge our anti-bribery and corruption and anti-fraud policies; training for all who may face demand for facilitation payments; gifts and hospitality rules.

CHANGES IN FIXED ASSETS

The movements in fixed assets are set out within the full financial statements available from the Charities Commission.

CHARITABLE DONATIONS

During the period no political contributions were made by the charity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CHARITY STATUS

Global NCAP is registered in England and Wales as a charity, number 1141798, and as a company limited by guarantee, number 07513900. The liability of the Trustees, as members, is limited to £1. Global NCAP is governed by its Articles of Association. The directors of Global NCAP are its Trustees for the purposes of charity law. The terms of the charity's Articles of Association exclude the power to raise funds by the means of taxable trading, where such trading falls outside its charitable objects.

TRUSTEES

The membership of the Board is set out below, all Trustees served throughout the year except as disclosed below. During the year ended 31 December 2016 the Board of Trustees met twice on 18 April and 26 October 2016.

- Mr Max Mosley (Chairman)
- Mr Guido Adriaenssens
- Dr Verona Beckles
- Mr Nirav Dumaswala (Treasurer)
Resigned: 26 October 2016
Reappointed: 26 October 2016
- Dr Anders Lie
Resigned: 26 October 2016
Reappointed: 26 October 2016
- Dr Adrian Lund,
- Mr Lauchlan McIntosh

At each annual meeting the nearest number to one third of the Directors (Trustees) are required to retire. On 26 October 2016 Mr Nirav Dumaswala and Mr Anders Lie resigned and were both reappointed to the Board.

When a vacancy on the Board of Trustees arises, areas of skill and experience amongst the Trustees that need to be enhanced or replaced are identified; new Trustees are then appointed, following a selection process carried out by the existing Trustees. New trustees are provided with a comprehensive pack of information about the Charity and its activities; this is backed up by a personal briefing by the Secretary General.

Global NCAP's Trustees play a critical role in ensuring that the charity meets its objectives. Their duties are set out in Global NCAP's Articles of Association and are reinforced by the Trustees' Code of Conduct. Global NCAP has also adopted an Anti-Bribery and Corruption policy. All the above documents are publicly available on the Global NCAP website.

INDUCTION AND TRAINING OF NEW TRUSTEES

When a new Trustee is appointed, they receive the following key governance policies and documents as induction:

- the Charity's Articles of Association;
- the Charity's Internal Regulations;

- the Charity's Anti-Bribery and Corruption policy;
- the Charity's Anti-Fraud policy and Fraud Response Plan
- the Charity's Conflict of Interest policy;
- the Code of Conduct for Trustees;
- the Charity's travel and expenses policy for Trustees; and
- list of the members of the Board of Trustees and their contact details.

They are also sent a copy of the Trustees' Liability Insurance. Trustees also receive and are expected to have read the Charity Commission's publications: "CC3: The Essential Trustee: What you need to know", "A Guide to Conflicts of Interests" and "A Guide to Corporate Foundations" as well as the Ministry of Justice Guidance on the UK Bribery Act 2010.

All Trustees must sign a Trustee declaration, declaring themselves fit and eligible to serve as a Trustee of Global NCAP and complete and update, on an annual basis if necessary, a register of interests. Training is handled on an ad hoc basis and will be arranged for any Trustee if they request it.

The overall management of the Charity's affairs is carried out by the Secretary General, supported by professional and administrative staff, and by the relevant range of external advisors.

Decisions are made at the appropriate management level; day-to-day matters are decided by the managers, with reference as necessary to the Secretary General. More important decisions are taken by the Secretary General; matters requiring decision by the Trustees are referred to them either at one of their meetings or, in between such meetings, by correspondence (by letter or email) and telephone calls.

CONFLICTS OF INTEREST

Global NCAP has a policy on conflicts of interest which applies to Trustees, and its management team. If a Trustee has a material interest in any grant, or other matter being considered by Global NCAP, that Trustee does not participate in the decision on that grant or other matter. The same principle applies to staff should they be able to influence the charity's funding decisions. The Charity Commission guidance on Conflicts of Interest is distributed to the Trustees.

REMUNERATION OF KEY MANAGEMENT PERSONNEL

The Trustees of the Charity review the level of pay and remuneration awarded to key management personnel at least annually by reference to the changing requirements of the respective roles of the individuals in light of any changes in operations or plans for the future of the Charity. Due regard, where available, is given to comparable pay and remuneration set in organisations in the same sector of expertise with the same level of expertise, drive and responsibility placed on the role. For the purposes of reporting under the requirements of the Charity SORP the Trustees consider the Secretary General and the Trustees to be the Charity's key management personnel. Further details are provided within note 7 to the financial statements.

PUBLIC BENEFIT REPORTING

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when

reviewing the charity's aims and objectives and in planning future activities and setting the grant making policy.

ASSOCIATE MEMBERS

According to Article 8.1 of Global NCAP's Memorandum and Articles of Association the Trustees may establish different classes of membership. Accordingly, the Trustees at their meeting on the 27 May 2011 established a class of Associate Members with the following entitlements:

- serve as an Advisory Council annually reviewing the activities of Global NCAP;
- receive an annual report on Global NCAP activities;
- be invited to attend in Global NCAP annual meetings; and
- pay no subscription nor have any legal responsibilities or liabilities for the activities of Global NCAP.

Currently the following organisations are Associate members of Global NCAP:

- The Australasian New Car Assessment Program
- The ASEAN New Car Assessment Program
- The European New Car Assessment Programme
- The Latin New Car Assessment Programme
- The Insurance Institute for Highway Safety

Note: Other established NCAPs attend the Advisory Council and the Annual Meetings as Observers. Neither Associate Members nor Observer NCAPs have any role or responsibility in determining the decision making of Global NCAP's Trustees who act entirely in an independent capacity.

TRUSTEES' RESPONSIBILITIES FOR THE FINANCIAL STATEMENTS

The Trustees (who are also directors of the Global NCAP for the purposes of company law) are responsible for preparing the Trustees' 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 elected to prepare 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 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 accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in 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 company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as each of the Trustees is aware:

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on 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.

OTHER MATTERS

RELATED PARTY TRANSACTIONS

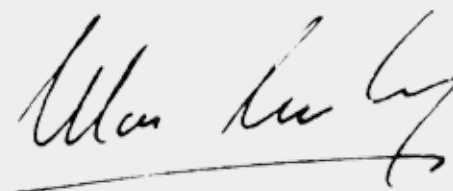
All related party transactions are disclosed within the full financial statements available from the Charities Commission.

AUDITOR APPOINTMENT

A resolution re-appointing Wilkins Kennedy LLP will be proposed at the AGM.

THE STRATEGIC REPORT

In preparing this report, the Trustees have taken advantage of the small companies exemptions provided by Section 415a of the Companies Act 2006. Preparing the accounts for a small company does not require the preparation of a Strategic Report, however much of the typical content of a Strategic Report is included within the Trustees Report.



On behalf of the Trustees

MR MAX MOSLEY

Chairman

Date: 10 August 2017



Post car to car crash test interviews at our Annual Meeting held at the IIHS Vehicle Research Centre in Virginia, USA

SUMMARY FINANCIAL INFORMATION

Statement of Financial Activities for the year ended 31 December 2016

	UNRESTRICTED FUNDS	RESTRICTED FUNDS	TOTAL	TOTAL
	2016	2016	2016	2015
Income				
Donations and legacies	€ 68,000	-	€ 68,000	€ 79,999
Charitable activities	€ 2,063,042	€ 1,358,475	€ 3,421,517	€ 3,797,191
Investment income	€ 590	€ 1,191	€ 1,781	-
Total income	€ 2,131,632	€ 1,359,666	€ 3,491,298	€ 3,877,190
Expenditure				
Cost of raising funds	€ 8,779	-	€ 8,779	€ 23,850
Charitable activities	€ 2,233,128	€ 1,488,971	€ 3,722,099	€ 3,872,805
Total expenditure	€ 2,241,907	€ 1,488,971	€ 3,730,878	€ 3,896,655
Net Expenditure	(€ 110,275)	(€ 129,305)	(€ 239,580)	(€ 19,465)
Reconciliation of funds				
Total funds brought forward	€ 1,286,738	€ 129,305	€ 1,416,043	€ 1,435,508
Total funds carried forward	€ 1,176,463	-	€ 1,176,463	€ 1,416,043

The summary financial information, which are not the charitable company's statutory accounts, may not contain sufficient information to allow for a full understanding of the financial affairs of the charity. For further information, the full annual accounts, the independent auditors' report on those accounts and the Trustees' Annual Report should be consulted.

Copies of these accounts can be obtained, free of charge, from Global NCAP, 60 Trafalgar Square, London, WC2N 5DS, or from Global NCAP's website www.globalncap.org

Balance Sheet as at 31 December 2016

	TOTAL FUNDS 2016	TOTAL FUNDS 2015
Fixed assets		
Tangible assets	€ 9,304	€ 5,109
	€ 9,304	€ 5,109
Current assets		
Debtors	€ 1,268,679	€ 1,370,590
Cash at bank and in hand	€ 1,403,458	€ 1,316,317
	€ 2,672,137	€ 2,686,907
Liabilities		
Creditors: Amounts falling due within one year	€ 1,504,978	€ 1,275,973
Net current assets	€ 1,167,159	€ 1,410,934
Total assets less current liabilities	€ 1,176,463	€ 1,416,043
Funds		
Restricted income funds	-	€ 129,305
Unrestricted income funds	€ 1,176,463	€ 1,286,738
Total charity funds	€ 1,176,463	€ 1,416,043

Statement of cash flows for the year ended 31 December 2016

	2016	2015
Cash flows from/(used in) operating activities		
Net cash from operating activities	€ 94,437	(€ 881,405)
Cash flows from investing activities		
Purchase of tangible fixed assets	(€ 7,296)	(€ 3,983)
Net cash from investing activities	(€ 7,296)	(€ 3,983)
Increase in cash and cash equivalents	€ 87,141	(€ 885,388)
Cash and cash equivalents at the beginning of year	€ 1,316,317	€ 2,201,705
Cash and cash equivalents at the end of the year	€ 1,403,458	€ 1,316,317

GLOBAL NCAP



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