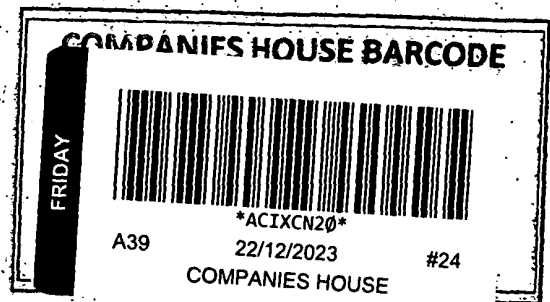


SEPARATOR SHEET

C/w 61272



OXFAM ANNUAL REPORT 2022/23

In the aftermath of the 2023 Türkiye-Syria earthquake Oxfam GBV has worked with communities to meet the needs of displaced people including large numbers of Syrian refugees. Here, Oxfam GBV staff members discuss and plan how to coordinate activities at the camp so all families get the needed support.
Credit: Dilara Pincus/Oxfam



OXFAM

RAZIA'S STORY

The Rohingya refugee crisis is largely absent from the media, yet it's an ongoing reality for over a million Rohingya people forced to flee violence in Myanmar for the world's largest refugee camp – Cox's Bazar in Bangladesh. The situation is deteriorating, with refugees classified as 'temporary' meaning no paid work allowed, education is forbidden to most children and food rations are being slashed.

Razia Sultana (right) is an international human-rights activist, lawyer, teacher, researcher and activist. She leads the organisation Rights for Women Welfare Society (RWWS), an Oxfam partner which has founded two women's centres in Cox's Bazar. Her work demonstrates how vital local leadership of humanitarian response is.

"Women and girls fleeing armed conflicts and sexual violence have in many cases had their trust in human beings shaken to the core. A thoughtful aid provider of any nationality can build a relationship of trust with these women by conveying respect and caring. But there are times when I see people with few or no links to Rohingya culture trying to interact with the refugees – trying, for example, to help a girl who is reporting a rape – and the interactions go terribly wrong, in part because the aid providers lack the language skills and cultural sensitivity that are required." Oxfam supports RWWS with their response to the

Building trust must be the centerpiece of the aid response, and it is the people who spend most time with the refugees, like the field-level staff of local organizations, who are most likely to make or break that trust.

Razia Sultana (right) listens to a woman at the Rights for Women Welfare Society (RWWS) women's centre in a host community near Cox's Bazar, Bangladesh. Credit: Fabeha Monir/Oxfam



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OUR HIGHLIGHTS 2022/23

**THIS YEAR, OXFAM GB AND
PARTNERS SUPPORTED**

9.8 MILLION*

**PEOPLE TO FIGHT POVERTY AND BUILD
A RADICALLY BETTER WORLD.**

THIS INCLUDES:



8.3 MILLION

people reached through our humanitarian work



51%

of the people we worked with were women and girls



329K

people with disabilities were supported.



We worked with

446

partner organisations,

including

92

women's rights organisations.

500+

shops across the UK welcomed the public

£98
MILLION

was generated in retail income.

We have over

24K

dedicated volunteers

369K

people in the UK supported
us with a regular or single gift.

Globally,

136K

people took an action with
us to influence change.

OXFAM JOINED THE KENYAN CLIMATE ACTIVIST ELIZABETH WATHUTI AND OVER 141,000 PEOPLE TO CALL ON WORLD LEADERS TO SET UP A LOSS & DAMAGE FUND AT COP27. IN A HUGE WIN FOR THE CLIMATE MOVEMENT, THE FUND WAS AGREED.

*Every year all Oxfam affiliates, including Oxfam GB, are required to complete a global report which details how many people each affiliate has reached. This includes the number of people by country, region and global programme type. We have highlighted the number of people reached directly by Oxfam GB where we are 'executing affiliate' within the wider Oxfam confederation.



We are honoured to act in solidarity with Elizabeth and may other activists who are working tirelessly to tackle poverty and injustice head on.



Samira Bagan explaining to Charles Burgess the process of making Rohingya leaf powder and its health benefits. She's part of an Oxfam project which supports people to make and market products derived from the sea with reducing marine pollution and protecting marine biodiversity.
Credit: Mubashir Khan/Oxfam

A MESSAGE FROM OUR CHAIR

I have recently returned from a visit to Bangladesh to see first-hand the life changing work our brilliant Oxfam colleagues and partners are doing across the country.

I visited the heart wrenching Rohingya refugee camps on the border of Myanmar where over one million people now reside without any prospect of returning home, without access to education or economic livelihood and with food rations being slashed. In the camps we have built one of the largest temporary sewage recycling plants in the world and provide support with our partners to communities, focusing on the most vulnerable groups, particularly women, children and teenagers. We are advocating with governments, philanthropists and international agencies around the globe to re-engage with this forgotten crisis.

This is just one of many examples of what Oxfam does around the world together with partners – speaking out against injustice and inequality, supporting those most marginalised by society, campaigning for climate justice, for women's work to be fairly recognised and valued, building resilience in fragile contexts, responding to humanitarian crises that continue to arise as a result of war, natural and human-made disasters.

There have been sadly many crises in the past year where we have been called upon to be in the front line of response alongside partners: flooding in Pakistan, the earthquake in Syria and Türkiye, the drought and consequent food crisis in parts of East Africa and the ongoing conflict in Ukraine. At the time of writing, we are deeply involved in the unfolding humanitarian crisis in Gaza. What our team and partners achieve in these circumstances is inspirational.



“

**Our commitment
remains
unwavering,
to challenge
inequalities
wherever they
arise whether due
to gender, race,
sexuality, ethnicity
or physical ability.**

”

Our advocacy work on the global stage is equally inspirational. As an example, I would like to highlight the work of Elizabeth Wathuti, an extraordinary climate activist from Kenya. Along with 141,000 Oxfam supporters around the world, we joined her in calling for world leaders to agree to a 'loss and damage' fund at COP27. This was a monumental win for activists and communities on the front lines of the crisis who have been calling for this for over 30 years! We are honoured to act in solidarity with Elizabeth and many other activists who are working tirelessly to tackle poverty and injustice head on.

I would like to place on record a huge thank you to all my colleagues in Oxfam around the world for their passion and commitment to help, to respond so swiftly, fearlessly and professionally to crises, for speaking out with and amplifying voices that are too often unheard or ignored, and for exposing the deep-rooted injustices that create poverty.

A huge thanks go to our supporters without whom none of this would be possible, our hundreds of partners in civil society around the globe whose knowledge and expertise are so central to making a meaningful and lasting impact, and our 24,000 volunteers here in the UK whose contribution to our work is so important.

Oxfam remains a big tent, a place where passionate and committed people come together in support of those in the most desperate circumstance to make sustainable change happen. It is a home inevitably for many often strongly held and differing opinions but what unites us is our shared commitment to make a difference, to build a fairer more equal world, to work together in an environment that is compassionate, inclusive, kind and tolerant.

Danny Sriskandarajah steps down as CEO at the end of December after five years in the role. On behalf of all of us at Oxfam I would like to thank him for his vision, commitment and inspirational leadership. He has championed a radical transformation of our culture, making sure that power is shared more fairly and that we are held to account by the communities we serve. He leaves Oxfam fit and ready to tackle the many challenges that await. We wish him well in his new role.

Our commitment remains unwavering, to challenge inequalities wherever they arise whether due to gender, race, sexuality, ethnicity or physical ability, to build a more equal future where everyone has the power to thrive not just survive.

Thanks to all your help and support we will continue to strive to build a better world.



A MESSAGE FROM OUR CEO



Dr Dhananjayan (Danny) Sriskandarajah,
CEO Oxfam GB

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I have been both humbled and inspired by the incredible supporters, volunteers, colleagues, and partners who make Oxfam the amazing global network it is.

//

The last year stands, for me, as inarguable proof of the critical importance of international solidarity based on our shared humanity. Wars in several parts of the world, hunger in East Africa, the havoc being wrought by climate breakdown and the devastating effects of rampant inequality signal a world struggling with chronic instability.

Oxfam's response – to take action, help people to both survive and thrive, and tackle the systemic drivers of these crises – has been tried and tested over the last 80 years. And, this year, I have seen its remarkable impact time and time again. From Oxfam's partners in the Occupied Palestinian Territory who are supporting women's rights to colleagues working tirelessly to restore clean water in Ukraine, I have been reminded of the power of our global network to transform lives.

We have been able to respond so effectively thanks to the remarkable generosity of our supporters and a strong performance by our retail division – a special thanks to our shop teams, customers and donors for making that happen. This has enabled us to reach so many people this year, while rebuilding the financial resilience of our organisation, ensuring that Oxfam and its partners can continue to play their parts in making a positive impact in the years to come.

At the end of 2023, I will be leaving Oxfam. I have been both humbled and inspired by the incredible supporters, volunteers, colleagues, and partners who make Oxfam the amazing global network it is. And I have seen how Oxfam brings a much-needed touch of healing to a deeply troubled world, amplifying less-heard voices, speaking truth to power, building international solidarity and championing a radically better world.

Not long after joining, I talked about wanting to see Oxfam become less of a development world 'super-tanker' and more of a 'dockyard', helping to nurture the vital diversity of community-based and not-for-profit organisations by sharing our power and resources. It has been gratifying to see that process evolve. The size and shape of our Oxfam confederation is changing as we work directly with more local partners, while continuing to leverage the power of our global network and brand to influence change.



**I have seen how
Oxfam brings a
much-needed
touch of healing to
a deeply troubled
world.**

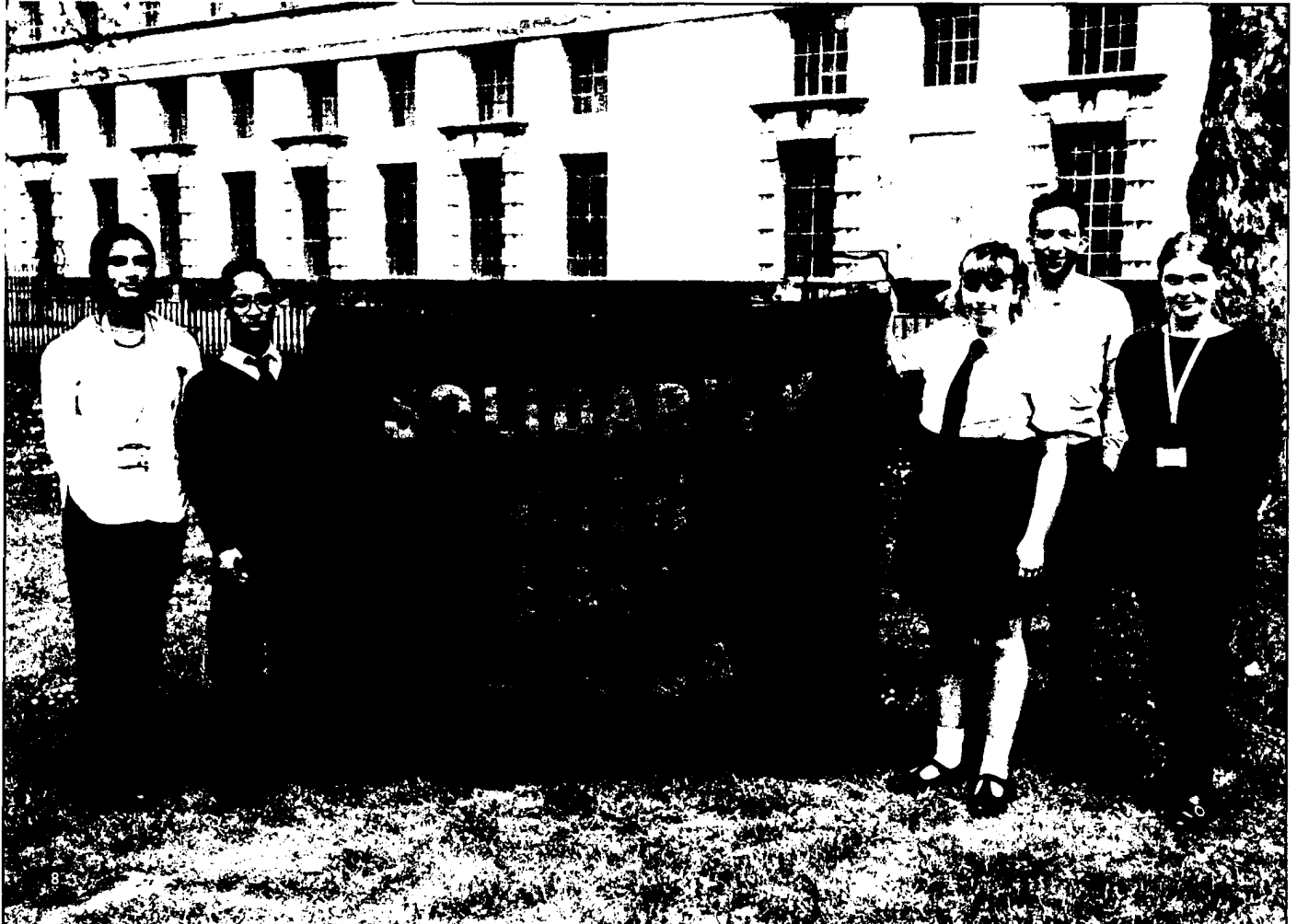


OXFAM is a global network of 28 national organisations working to end poverty and injustice. We are currently only able to accept donations from the UK and Ireland. For more information, please visit oxfam.org.uk or contact our fundraising team on 020 7460 1000.

I also joined Oxfam at a time when we were implementing the lessons learned from our safeguarding failures. We quickly saw that this work needed to be part of our wider efforts to shift power within the organisation and across our network. We understood that it was a critical element of our commitment to decolonise our practices and become a truly inclusive, feminist and anti-racist organisation. Oxfam's ongoing transformation is absolutely central to our core mission of ending poverty. Its early stages have been neither straightforward, nor without controversy. But nothing worth doing ever is.

It has been a privilege to help steward this wonderful organisation over the last five years alongside our amazing Trustees and colleagues. As Oxfam enters its ninth decade and I hand the baton to its ninth leader, Britain and the rest of the world face many challenges. Just like every chapter in Oxfam's storied history, the next will be about authoring a brighter and more equal future for all. And I cannot think of a more worthwhile endeavour.

S. Inlandayak



STRATEGIC REPORT

OMAR'S STORY

Omar is a pastoralist and was forced to move with his wife and eight children after most of their livestock perished due to drought. The community where he now lives donated a house for him and five of his children to live in, with a few belongings. His wife took their other children and remaining livestock in search of new pasture.

In the Wajir County of Kenya, where Omar lives, drought is causing widespread food insecurity and severe hunger. Climate change, conflict and soaring food prices means millions across the whole of East Africa are at risk of experiencing extreme hunger. With our partners, Oxfam distributed cash support to 5,118 drought-affected households in Kenya, including Wajir. It equated to about 50% of their expected expenditure, and enabled people to buy food and other vital items while retaining their dignity, autonomy and flexibility.

It's an injustice that those who've done the least to contribute to the climate crisis are feeling its worst effects.

Omar with five of his eight children outside their home.
Credit: Khadija Ferah/Oxfam



WHO WE ARE AND WHAT WE DO

OXFAM WAS FOUNDED IN

1942

Oxfam believes that poverty is an injustice that can and must be overcome – so everyone has the power to thrive, not just survive.

Since its foundation in 1942 Oxfam has continuously evolved, looking for new and progressive ways to challenge injustice. In today's fast-changing world – where the climate crisis, conflict, and entrenched inequalities, are threatening the fight against poverty – we must evolve again and take action with urgency. Oxfam believes that by standing together with communities around the world to speak out against injustice – working in the toughest places on earth and tackling the inequalities that exacerbate poverty – a kinder and radically better world is possible.

Members of the Malya Women's Cooperative and Oxfam KEDV pack meals prepared in a community kitchen, following the earthquake in Türkiye.
Credit: Yalcin Ciftci/Oxfam KEDV



What we believe



OUR VISION

We believe in a kinder and radically better world, where everyone has the power to thrive not just survive.



OUR PURPOSE

To achieve this, we must overcome poverty by fighting the injustices and inequalities that fuel it.



OUR VALUES

The things that matter most to us are Inclusivity, Empowerment and Accountability.

Our charitable objectives

Oxfam GB's purpose is to help create lasting solutions to the injustice of poverty. Our Memorandum of Association (the 'charitable objects' for which Oxfam was established for the public benefit) are:



To prevent and relieve poverty and to protect vulnerable people, including through humanitarian intervention;



To advance sustainable development; and



To promote human rights, equality and diversity, in particular, where to do so contributes to the prevention and relief of poverty; in all cases working anywhere in the world.

OUR ROLE IN THE WORLD TODAY

After the Hunga Tonga-Hunga Ha'apai volcanic eruption, two members of Oxfam's long-time partner, Tonga National Youth Congress, load supplies onto a truck ready to distribute to their community.
Credit: Samuela Halahala/Oxfam



OUR ROLE IN THE WORLD TODAY

We've always stayed true to Oxfam's founding principles of challenging the underlying causes of poverty while supporting people to cope when disaster strikes. But throughout our history we've also adapted and evolved, and it's time to do that again – to reflect the threats and opportunities of today's world.

Since we agreed our current strategy in 2020, we have committed to putting collaboration at the heart of everything we do and working with greater focus and urgency to fight the root causes of poverty. To have the most radical impact with our resources, we are working at greater depth in fewer places and on fewer issues.



FOCUSING

on where we can make the most radical difference: tackling extreme vulnerability in the toughest and most fragile contexts on earth and challenging the inequalities that drive poverty.



WORKING

more in partnership with communities and organisations around the world who are driving change, supporting them with the resources they need.



GROWING

a global network that actively shifts spending and decision-making power to the Global South.



BRINGING TOGETHER

people and groups who feel part of an international community, to help raise vital funds and to shape how they take action.

Crucially...

we must keep reflecting on the role of organisations like Oxfam in today's world – pushing forward progress on vital issues in the wider sector including how to improve safeguarding, how we transform behaviours and structures to be truly anti-racist, and how we decolonise the way that aid is both funded and delivered.

HOW OXFAM IS CHANGING

In 2020, we published Oxfam GB's current strategy and set out our vision for a radically better world. We also acknowledged that radical lasting change will only happen if we improve what we do by giving at least as much weight to how we do it. We said that we're committed to being an inclusive organisation that is safe, feminist and anti-racist.

Since 2020, we've reflected on what we need to do and change to build the sort of organisation that will live up to these ambitions. We have been looking at how we approach equality, diversity and inclusion; how we evolve our approach to partnerships so that we truly shift power and resources to those we work with; and how we become an anti-racist organisation. Each of these areas will have its own more detailed strategy – as does our commitment to improve safeguarding.

2022 marked Oxfam's 80th anniversary and there was plenty to celebrate. Over the decades, Oxfam's been at the forefront of many progressive changes – from talking about the sexist aspects of poverty, to standing up to the apartheid regime in South Africa, pioneering fair trade, and putting climate justice at the heart of our work. Our current strategy sets out how we'll show what shifting power as a truly inclusive international organisation could look like.

Linga Mihowa, Oxfam Malawi Country Director, arranging relief items for Cyclone Freddy survivors in Phalombe, Malawi: "The climate crisis is not caused by the people suffering the worst impacts of frequent disasters ... it will take a lot of years, a lot of money, a lot of collaboration and a lot of sacrifice, work and support for Malawi to recover from this."
Credit: Thoko Chikondi/Oxfam



oxfam.org.uk/about-us/how-oxfam-changing/



THE OXFAM CONFEDERATION
WORKS IN

86

COUNTRIES

OXFAM GB IS ONE OF THE

21

AFFILIATES THAT MAKE UP
THE OXFAM CONFEDERATION.

OUR GLOBAL NETWORK

Oxfam GB is one of the 21 affiliates that make up the Oxfam confederation. We work together to overcome the injustice of poverty.

Each affiliate is an independent organisation with its own areas of activity and work contributing its own strengths and expertise to the confederation to achieve our shared goals. The Oxfam International Secretariat leads, facilitates and supports collaboration between Oxfam's affiliates to increase their impact on poverty and injustice.

In total, the Oxfam confederation works with partner organisations in 86 countries, taking action together against poverty and inequality, speaking out against injustice, and engaging other partners and supporters to be part of the global network.



Changing our footprint

In May 2020, Oxfam announced that it would be reorganising its global operations to maximise impact, shift power to the Global South and adapt to the financial impact of Covid-19. Since May 2020, Oxfam has phased out its programmes in 11 countries*, welcomed a new affiliate – Oxfam Colombia – and we have made serious progress on the road to affiliation for five countries/regions**. This reflects our commitment to shifting power and reforming the way we operate so that we can build a more equal future.

* (Afghanistan, Burundi, Dominican Republic, Liberia, Nicaragua, Paraguay, Sri Lanka, Sudan, Tajikistan, Tanzania and Thailand)

** (Indonesia, Kenya, the Pacific, the Philippines and Senegal)

OUR STRATEGY

**WHAT WE DO:
TAKING
ACTION**

TACKLING EXTREME VULNERABILITY

In the toughest and most fragile places on Earth, we'll tackle the life-threatening vulnerability caused by conflict and the climate crisis.

This means supporting communities to prepare for and survive the immediate threat of disaster. But it also means helping people stand up for their rights, and rebuild with strength and security – so they can ultimately thrive in the future.

CHALLENGING GLOBAL INEQUALITIES

We'll focus on the global threats to people facing poverty, where we believe we can make the biggest difference.

Right now, it's the impact of Covid-19 on lives and livelihoods around the world – worsening inequalities and pushing people further into poverty. It's also the climate emergency hitting the world's poorest communities the hardest, and discrimination that stops women's work from being safe, secure and fairly valued.

**HOW WE DO IT:
STANDING
TOGETHER**

**LOCAL
PARTNERSHIPS**

We'll work in partnership with communities and organisations around the world who are driving change, supporting them with the resources they need.

**INTERNATIONALISM
IN BRITAIN**

We'll bring together people and groups in Britain who share a sense of international solidarity – exploring new ways to fight poverty, speak out, and raise funds for a fairer world.

GLOBAL NETWORK

We'll connect people and organisations together worldwide, actively shifting power – money, decision-making, influence – to the global South.

**Oxfam GB
on a page**

WHY WE DO IT:

We believe in a kinder and radically better world where everyone has the power to thrive, not just survive.



OXFAM

**HOW WE DO IT:
SPEAKING
OUT**

We'll always challenge the underlying causes of poverty – from social attitudes to government policies.

Time and again, we've seen what we can achieve when we stand together with others, and speak out against the injustices that cause poverty.

WE WILL BE:

**AGILE AND
INNOVATIVE**

We'll always adapt, learn and try new things – embracing the knowledge and experience of the people and partners within our global community.

**SAFE, FEMINIST
AND ANTI-RACIST**

We'll keep investing in our people and culture to live our values – holding ourselves to account and respecting the experience of others. In particular, we commit to being safe, feminist, and anti-racist.

**FINANCIALLY
RESILIENT**

We'll build a financially strong organisation that makes effective use of our funds. And we'll be open about how donors' money is used to have the greatest impact.

FINANCIAL HIGHLIGHTS

INCOME AND EXPENDITURE HIGHLIGHTS

When it comes to running a huge world-changing operation, we make every penny count. We appreciate every single gift we receive, and we work hard to ensure that not a penny is wasted in our fight to end poverty and injustice. Oxfam's life-changing work would not be possible without generous people like you.

OXFAM GB TOTAL INCOME

2022/23

£400.6M

2021/22

£373.0M

OXFAM GB TOTAL EXPENDITURE

2022/23

£360.9M

2021/22

£329.1M

GRANTS TO PARTNERS

2022/23

£66.0M

2021/22

£43.1M

NET INCOME

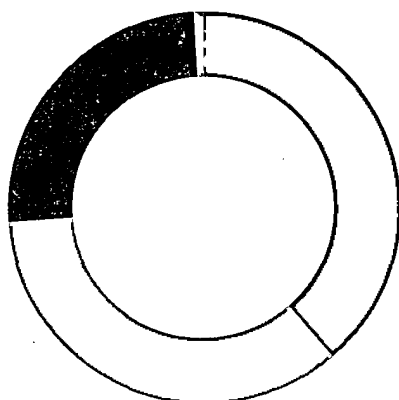
2022/23

£39.7M

2021/22

£43.9M

OXFAM GB INCOME 2022/23



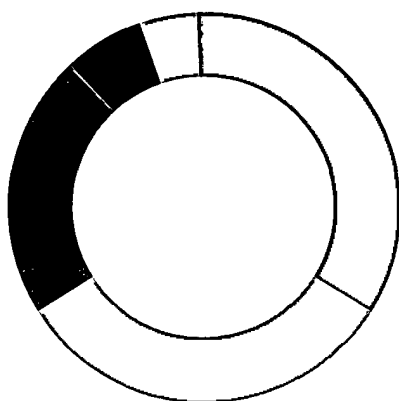
156.2	Income from Governments and other public authorities
143.1	Donations and legacies
98.0	Trading sales
1.9	Investments
1.4	Other

Oxfam GB's total income in 2022/23 was £400.6m, an increase of £27.6m on the previous year's income. The largest driver of this rise was income received from Governments and other public authorities, increasing by £15.4m year on year from £140.8m in 2021/22 to £156.2m in 2022/23.

Gross income from our retail operations increased by £7.7m from £90.3m in 2021/22 to £98.0m in 2022/23. However, the sharp rise in retail operating costs particularly utility costs, saw net contribution from retail fall from £21.6m in 2021/22 to £16m in 2022/23.

Income from donations and legacies remained relatively stable with a £5.2m increase from £137.9m in 2021/22 to £143.1m in 2022/23. Investment income of £1.9m and Other Income of £1.4m combined fell by £0.7m in comparison to 2021/22, owing to the loss of post Covid-19 retail grants received in 2021/22, mitigated by the increase in interest received.

OXFAM GB EXPENDITURE 2022/23



120.6	Humanitarian
127.1	Development
82.0	Trading activities
24.3	Raising donations and legacies
5.7	Campaigning and advocacy
1.2	Other

Our expenditure in 2022/23 rose from £329.1m to £360.9m, an increase of £31.8m. Our spend on development projects rose by £21.7m to £127.1m while our spend on humanitarian projects fell back slightly to £120.6m, reflecting the greater freedom to work on development projects in the first year free of lockdowns since 2019/20. We also saw significant increases in costs relating to trading activities, which rose to £82m, which again illustrates the impact of Oxfam's shops being open for the full financial year for the first time since 2018/19, together with increasing retail costs, especially relating to utilities.

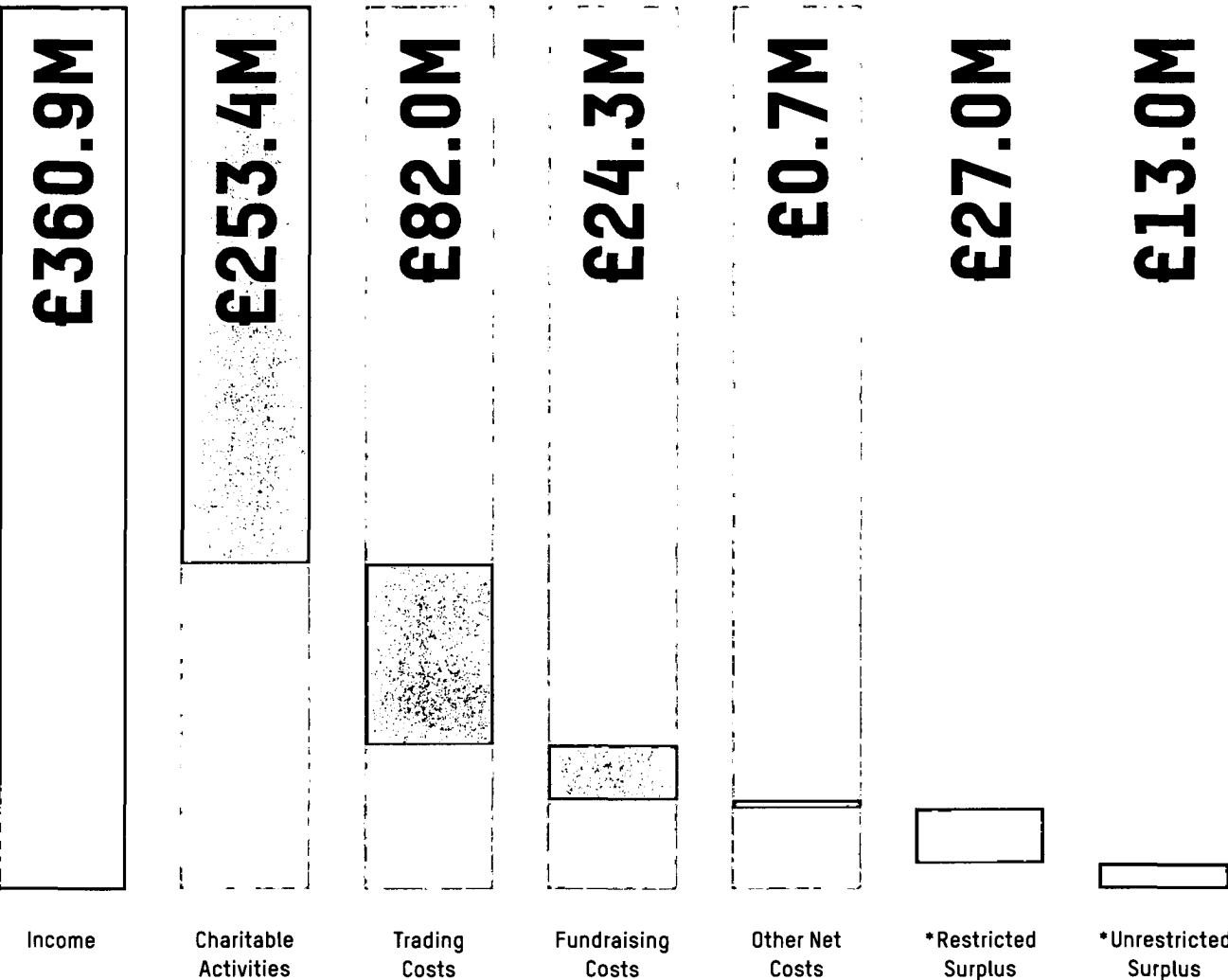
TOTAL INCOME LESS EXPENDITURE

Our income and expenditure are restricted where donor requirements require this. *Unrestricted net funds* are added to our free reserves or designated funds. The free reserves constitute the money that the Oxfam Board of Trustees has agreed must be maintained to ensure Oxfam GB is financially sustainable.

For Oxfam GB, long run total income should broadly align with expenditure, including investments in fixed assets (such as vital plant and equipment) to enable us to deliver on our mission. However, due to circumstances in any given year, including differences in timing between the arrival of income and the incurring of expenditure, we may report either a surplus* or a deficit of income over expenditure in any particular year. This is possible thanks to the reserves we

carry which ensure we can work with people facing poverty arising from inequality even in unexpected circumstances. In 2022/23, restricted income exceeded expenditure by £27m, and unrestricted income exceeded expenditure by £13.0m. This unrestricted surplus has enabled us to make significant three-year commitments to strategic country partnerships and commence rebuilding our Future Impact Fund whilst also investing in the sustainability of our future income.

One of the metrics we use to monitor our financial performance and report to supporters on how we are using their generous donations is the amount of fundraising income compared with the amounts spent raising funds. In 2022/23 for each £1 spent on raising donations and legacies, we raised £5.89, an increase from £5.29 in 2021/22.



OUR IMPACT



MAGDALENE'S STORY

Magdalene shares her 14-acre farm with other members of FEMINET cooperative – women of all ages and abilities who work together to grow cassava and use it to produce gari. The initiative has empowered them to improve their crop yields, build sustainable livelihoods and support their families.

Magdalene also takes care of the FEMINET women when they become ill or fall pregnant: "I assist them and their children so that medical bills will not be a burden for them. So far, I have helped over 15 women deliver safely – I am so happy about that."

This is the third year of the Diversifying and Boosting Crop Production Project in Sierra Leone, which Oxfam and partners have supported since 2019. The project gave farming cooperatives like FEMINET cassava cuttings, training delivered in local languages, and cash to invest in tools.

Magdalene harvests cassava on the farm.
Credit: Nana Kofi Acquah/Oxfam

//

Before, many women were not bold to say something, but now they talk boldly. People are admiring us so much in our community. Just go to Port Loko town and ask people if they know FEMINET, they will tell you what they know about us. They say: 'These are sober-minded women with a vision.'

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TACKLING EXTREME VULNERABILITY

Hodan Mohamed, works in Oxfam Somalia Somaliland as a Public Health Engineer. Here she is working alongside local community members to build a safe new water source for people and livestock. She says: "Yes, there are little women with this field. But if you want to follow your career or your hobbies that is not a big challenge. Maybe you pass the challenge and you are the first person, the leader, who makes this way."

Credit: Pablo Tosco/Oxfam Intermón



OUR APPROACH: RIGHTS, RESILIENCE AND RESPONSE

We focus our work in the toughest and most fragile places on earth – with unstable governance and scarcity of life essentials like clean water, food and healthcare. For people living in conflict-affected and vulnerable settings, the combination of climate stress, violent conflict, Covid-19, and more recently the cost-of-living crisis is creating a situation of urgent and extreme vulnerability for people already living in poverty. This is fuelling inequality, and reversing decades of progress. We work in solidarity with communities and partner organisations in these toughest and most fragile humanitarian contexts.

Carlos Mejía, Director of Oxfam Colombia, with Milena Caamano Campuzano at a registration table for Venezuelan migrants at a shelter in Colombia, where Oxfam partners with Fundación Mujer y Futuro.
Credit: Elizabeth Stevens/Oxfam



We believe in a world where all people living even in the most challenging contexts are resilient. Where communities don't rely on agencies like Oxfam to simply 'provide aid'. Instead, it's the communities and organisations around them who lead the change – demanding it from their governments and leaders, and requesting support from us when they need it. We still offer emergency response during crises with communities, and tackle underlying causes of inequality, but we'll do so differently. Oxfam will work in greater solidarity with communities and their local organisations so that they have more power and control over money and decisions that affects them, their lives and their work. We holistically focus on standing up for **rights** while rebuilding with peace and **resilience** and offering life-saving **response** – when it is needed or requested.

This means supporting communities...

- to prepare for, survive, and rebuild after crises and conflict so people are less vulnerable to future threats.
- to hold governments and other power holders to account and demand their rights – including the right to essentials like food and clean water.
- to build and maintain movements for social justice by strengthening civil society groups' ability to create change.
- by raising funds and challenging unjust decisions made in the UK and globally that undermine people's wellbeing and safety.
- with resources that they request – such as money, equipment, training, access to decision-makers, basic essentials, and advice.

CORE HUMANITARIAN STANDARDS

Along with other humanitarian organisations, the Oxfam confederation follows the nine commitments set by the Core Humanitarian Standard*. We adhere to these to ensure that we are accountable and listen to people affected by crisis, and that our assistance is relevant. We are independently audited against these standards each year and feedback is given to us by the auditors before an improvement plan is established. In October 2022, an audit found that Oxfam has demonstrated that it continues to conform with the requirements of the Core Humanitarian Standard on Quality and Accountability. The audit report highlighted areas that we could build and improve on too, and we have a plan to address these.

KEEPING THE PEOPLE WE SERVE SAFE

Safe Programming is the approach we take to reduce the risks our humanitarian and development work may pose to people we work with. While we have been using a safe programming approach in humanitarian work for over 10 years, we were conscious more needed to be done and have reconfirmed our commitment to safe programming as one of the **four core pillars** of our humanitarian approach. This year, Oxfam GB continued to roll out training materials in four languages to further educate staff on safe programming and how to enhance their practice. We also continue to implement innovative and user-adapted projects and approaches to seek feedback from communities we serve and ensure this feedback is listened to and actioned.

*The CHS Alliance facilitates and oversees the development and promotion of the Core Humanitarian Standard on Quality and Accountability. Oxfam GB is audited by the Humanitarian Quality Assurance Initiative and the 2022 certification is available [here](#). You can find out more about the Core Humanitarian Standard on their website: <https://corehumanitarianstandard.org/the-standard>

STRATEGIC UPDATE

In the past year, the Rights Resilience and Response (RRR) team at Oxfam has been progressing how we work to address the root causes of the extreme vulnerability that people face in a crisis. Our approach focuses simultaneously on sustainable aid, development and peacebuilding – and prioritises anti-racism, feminism, people’s safety, and leadership by people local to the crises.

One accomplishment has been clarifying how Oxfam builds sustainable peacebuilding into our humanitarian and development work. Across East Africa, Asia and the Middle East we have also mainstreamed conflict sensitivity into our work – meaning we adjust our response to the nuances of each situation. This is vital for adapting to rapidly changing situations quickly and appropriately with lasting solutions that prioritise affected communities. And it means we effectively support peace, address the root causes, and avoid causing harm.

We’ve been tackling the impact of climate change, advocating for long-term support to those on the front line of the crisis around the world. This includes addressing climate-driven water insecurity and ensuring a timely response to the devastating food crisis in parts of East Africa. Our policy, influencing, and campaigning work has been instrumental in advocating for humanitarian aid and peace in crisis-affected areas, while supporting our partners to build climate-adapted livelihoods.

For example, our Dangerous Delays paper outlined the need for greater investment in responding to the crisis in affected places across East Africa. Furthermore, it encouraged campaigners to write letters, hold vigils, and deliver a petition letter to the UK Prime Minister asking for more urgent action.

On the conflict in Yemen, in partnership with the Campaign Against Arms Trade, we challenged the UK government’s choice to provide arms to actors in the conflict with one hand, while giving aid to affected civilians with the other.

In the Central African Republic, Oxfam supported women and girls to advocate for themselves, engage with decision makers, and learn the skills to produce and market menstrual hygiene products. The project is proving successful – it has attracted further funding, and other local authorities have replicated it.

And in May 2023, we invited women activists from Iraq, Yemen, and Ukraine to speak at the Stockholm Peace and Development Forum – they talked about the challenges of advocating for Women, Peace and Security issues in conflict zones.

‘Local leadership’ has also been at the heart of this work, alongside sourcing consistent funding despite a challenging funding environment.

HUMANITARIAN RESPONSE

Food crisis in parts of East Africa

Millions of people in South Sudan, Kenya, Ethiopia and Somalia are facing a devastating hunger crisis caused by a deadly combination of climate change, conflict and the rising cost of living. The region is experiencing one of its most severe droughts in four decades, and more than 31 million people in affected parts of East Africa are food insecure.

In collaboration with 16 partner organisations from the region, Oxfam launched its response to the food crisis in February 2022. Together we prioritised food and economic security, protection and water, sanitation and hygiene (WASH) – including access to clean water, latrine construction, dignity kits and public hygiene promotion. In the first year, our work with local partners reached 819,321 people in parts of East Africa with humanitarian assistance. Examples of the support we offered include:

Water and sanitation support through local partners in Akobo West County, **South Sudan**. Four new boreholes were drilled and installed in Kuol, Ulang Lual, Wechlul and Padoi, providing 350 households with access to clean water. An additional 16 boreholes were successfully rehabilitated, with the support of local construction companies, serving 19,739 people in Dirror, Walgak, Boung and Barmach. We trained 84 committees (52 female and 32 male) in water management, maintenance, and the importance of hygiene at water points.

In **Kenya**, with our partners, we distributed cash support to 5,118 drought-affected households in Mandera, Marsabit, Wajir, Isiolo and Tana River by March 2023. Each household received approximately 63–73 euros per month, about 50% of their expected expenditure. The cash enabled people to buy food and other items they needed while retaining their dignity, autonomy and flexibility.

We reached 29,004 people in **Ethiopia** through local food and economic security initiatives, including food distribution. We distributed cash to 400 households, trained 24 young people in tailoring skills to support their livelihoods, and provided 2,000 households with pharmacy vouchers for livestock vaccinations and treatment.

We provided solar lights to 1,107 households in camps for internally displaced people in **Somalia**, enabling people to move around and work safely after dark. This activity took place in Barwaaqo, Waraabeeye (in Toghdheer), Bohol and Xundhurgaal (in the Sool region), and Galciidle, Kalsheekh, Dayaxa and Fiqifuliye (in the Sanaag region). As well as wheelbarrows to 110 households to help collect water and food, Oxfam also distributed 300 Information, Education and Communication protection messages to help people understand their rights, and know what support is available to them.

WE PROVIDED

1,107

SOLAR LIGHTS FOR PEOPLE LIVING
IN CAMPS IN SOMALIA TO STAY SAFE
AFTER DARK

WE COLLABORATED WITH

29

PARTNER ORGANISATIONS IN
UKRAINE, POLAND, MOLDOVA
AND ROMANIA

After bombs fell near her home in Kharkiv, Ukraine, Jenya travelled to stay with her nephew in Poland. She works at a refugee reception centre in Rzeszow, and as a translator and reporter for Oxfam.
Credit: Tineke D'haese/Oxfam

The war in Ukraine

The war in Ukraine sparked the largest mass displacement of civilians in Europe since the Second World War, with millions of refugees crossing the borders into Poland, Romania and Moldova. Oxfam launched its response in the neighbouring countries in March 2022 and extended into Ukraine in May. Like many other humanitarian organisations, we did not have teams or offices in Ukraine, Poland, Romania and Moldova when the crisis began. We therefore developed a partner-led response by building collaborations with established organisations and authorities on the ground, who had an in-depth understanding of the complex political, cultural and geographical context.

Together we leveraged our collective knowledge, skills and experience to quickly reach people and communities affected by the crisis, with Oxfam implementing activities directly where appropriate. We collaborated with 29 local and national partners – 10 in Ukraine, 10 in Poland, five in Moldova and four in Romania. We channelled 49% of funding for the Ukraine response to partners, well above the 25% commitment specified in the Grand Bargain agreement between donors and humanitarian organisations to get more funds into the hands of people in need. Oxfam focused its humanitarian work primarily on water, sanitation and hygiene, food and economic security, and protection.

During the first year of the response, Oxfam and its partners supported 1,139,258



WE SUPPORTED LOCAL AUTHORITIES
TO ESTABLISH

33

DRINKING WATER STATIONS FOR

70K

PEOPLE

people (70% female, 30% male). Of these, 631,195 were in Poland, 200,753 in Moldova, 167,564 in Ukraine and 139,746 in Romania. We aimed to reach people in the most vulnerable circumstances and marginalised groups, including Roma, the LGBTQIA+ community and people with disabilities. Women and girls facing protection risks such as gender-based violence, sexual exploitation and human trafficking made up about 90% of the refugees and 60% of internally displaced persons in Ukraine.

The war destroyed large sections of Ukraine's water supply systems. To restore essential services and minimise public health risks, Oxfam partnered with water companies to ensure the continuous supply of clean water and maintain sewage systems. We provided community-based enterprises in Kyiv Oblast with pumps, tanks and equipment to improve water and sanitation services, and we supported the municipality authorities in Mykolaiv Oblast to establish 33 drinking water stations for 70,000 people.

The war also disrupted Ukraine's agricultural supply network, resulting in widespread food insecurity. More than half of Ukraine's 14.7 million households were involved in small-scale agricultural production before the crisis began, and many were forced to scale back or abandon their livelihoods. Oxfam partnered with organisations to boost local economies, protect rural livelihoods, and ensure the supply of food to communities, schools and hospitals. We worked with the Rural Women Business Network, an NGO in Southern Ukraine, to support a local farmers' cooperative to grow vegetables in large greenhouses.

In the North of Ukraine, we partnered with three grassroots voluntary organisations (Rebuild Makariv, the Anika Foundation and Because We Can) that rebuild bombed-out homes, restore electrical power and distribute basic provisions. Our partner Caritas Odesa helped us provide cash assistance to some of the most isolated, vulnerable and under-served families.

The pipelines to Larissa's home in Mykolaiv were damaged in the Ukraine conflict, so now she collects water from Oxfam water points.
Credit: Kieran Doherty/Oxfam



WE REACHED

375,277

PEOPLE IN THE WORST
AFFECTED DISTRICTS

Ashraf, who works for Tameer-e-Khalaf Foundation (TKF), inspects non-food items to be distributed after the 2022 Pakistan floods. TKF is a partner that Oxfam works alongside.
Credit: Ingenious Captures/Oxfam

Floods in Pakistan

In August 2022, heavy monsoon rainfall caused severe flooding in Pakistan, destroying homes, infrastructure, agricultural land and livelihoods. Oxfam launched its emergency response in September. We provided immediate life-saving assistance, including shelter, food, clean water, healthcare, hygiene kits, non-food items and cash payments. During the humanitarian response phase, we reached 375,277 people in the worst affected districts of Sindh (Dadu, Sanghar, Qamber Shahdadkot and Mirpur Khas) and Balochistan (Jaffarabad and Naseerabad).

We took a partner-led approach to our work on the ground to ensure effective planning, collaborative learning and the efficient delivery of services. Our strategic partners included Strengthening Participatory Organisation (SPO), Tameer-e-Khalaf Foundation (TKF), Laar Humanitarian and Development Programme (LHDP) and two women's rights organisations: SHADE and ARTS Foundation.

In February 2023, we shifted focus to the recovery phase, prioritising food and economic security, water, sanitation and hygiene (WASH), social protection, psychological support and social services. We expanded our reach into the districts of Khairpur in Sindh and Sohbatpur in Balochistan, and we began work on strengthening our partners. The Management and Development Foundation (MDF) and the Sindh Agricultural Forestry Workers and Coordinating Organisation (SAFWCO) contributed to early recovery efforts. We also worked closely with our partners to start developing an influence strategy.





On 6 February, a 7.7 magnitude earthquake hit Syria, forcing families to leave their homes. Oxfam is shown in the pictures delivering water to shelters in Aleppo city.
Credit: Islam Mardini/Oxfam

Earthquake in Syria and Türkiye

On 6 February 2023, a 7.8 magnitude earthquake occurred in Southern and central Türkiye and Northern and western Syria, followed nine hours later by a 7.5 magnitude aftershock. Nearly 56,000 people were killed and more than 10 million needed urgent humanitarian assistance.

Oxfam's immediate emergency response focused on providing food, water and sanitation, health and hygiene promotion, and protection. We quickly assessed people's most urgent needs in the worst affected areas, working in partnership with local organisations and community groups while building on existing networks and programmes.



Oxfam assessed the protection needs of people in emergency shelters where many people felt traumatised and unsafe, especially women and girls.



The earthquake destroyed food supply chains and livelihoods, so Oxfam distributed hot meals, food kits, cash assistance and animal feed. In Syria, we supported the reopening of bakeries and local markets. In Türkiye we supported Oxfam KEDV (Oxfam's Turkish affiliate), who led the response, partnering with women's cooperatives to run community kitchens and support the textiles trade.

There was a drastic shortage of water and sanitation across the region. Elderly people and those with disabilities could not access toilets and showers, and there were insufficient sanitary products available. Oxfam and its partners distributed clean water, installed latrines, provided hygiene and menstrual kits, and trained volunteers to promote public health. We also cleaned water tanks, dug wells and supported communities to improve solid waste treatment.

Oxfam assessed the protection needs of people in emergency shelters where many people felt traumatised and unsafe, especially women and girls. Our interventions included installing solar lights, putting locks on toilet doors, providing psychological support and distributing essential non-food items.

CHALLENGING GLOBAL INEQUALITIES

Shapla Akter, with Rima, Puja and Rumi, who are trained in the Resilient Entrepreneur Training Programme in Mymensingh, Bangladesh. This project is supported by the Australian Department of Foreign Affairs and Trade through the Australian NGO Cooperation Programme (ANCP). Credit: Fabeha Monir/Oxfam



OUR APPROACH TO CHALLENGING GLOBAL INEQUALITIES

There are many inequalities that cause poverty the world-over. To have the biggest impact with our resources, we focus on the global threats where we believe we can make the biggest difference.

This financial year it has meant pushing for climate justice – challenging the injustice that people who’ve done the least to cause the climate crisis are being pushed deeper into poverty and fighting for their lives due to extreme and unpredictable weather.

And it has meant calling for all women’s work to be fairly valued – challenging the lack of value and recognition given to work that’s mostly carried out by people who are systemically marginalised, including the informal and unpaid care work done by 1.3 billion women around the world.

Nat Abraham Bangura is the leader of the Low and Middleman Based Development Association (LAMBDA) which runs a poultry farm in Maforki. The enterprise is part of the Boosting and Diversifying Animal Production in Sierra Leone project, supported by Oxfam and Child Fund. Credit: Nana Kofi Acquah/Oxfam



CLIMATE JUSTICE

The climate crisis is an injustice that is deepening poverty for those who've done the least to cause it, devastating people's lives and livelihoods. In places torn apart by conflict or facing vulnerability due to unstable governments, people's ability to cope and adapt is made so much harder.

The climate crisis is exacerbated by inequalities embedded in historical and current patterns of violence, racism, colonialism, patriarchy, and extractive capitalism. This inequality is at the heart of the crisis – affecting how people experience climate devastation, and their agency and power to address its impact on their lives. When support is forthcoming, discrimination means many people are habitually ignored by systems that are meant to support them. This is because race, gender, sexuality, disability, or all combined stops the voices of the people most impacted by the climate crisis from being heard and so-called 'solutions' are decided by those with an unfair share of power.

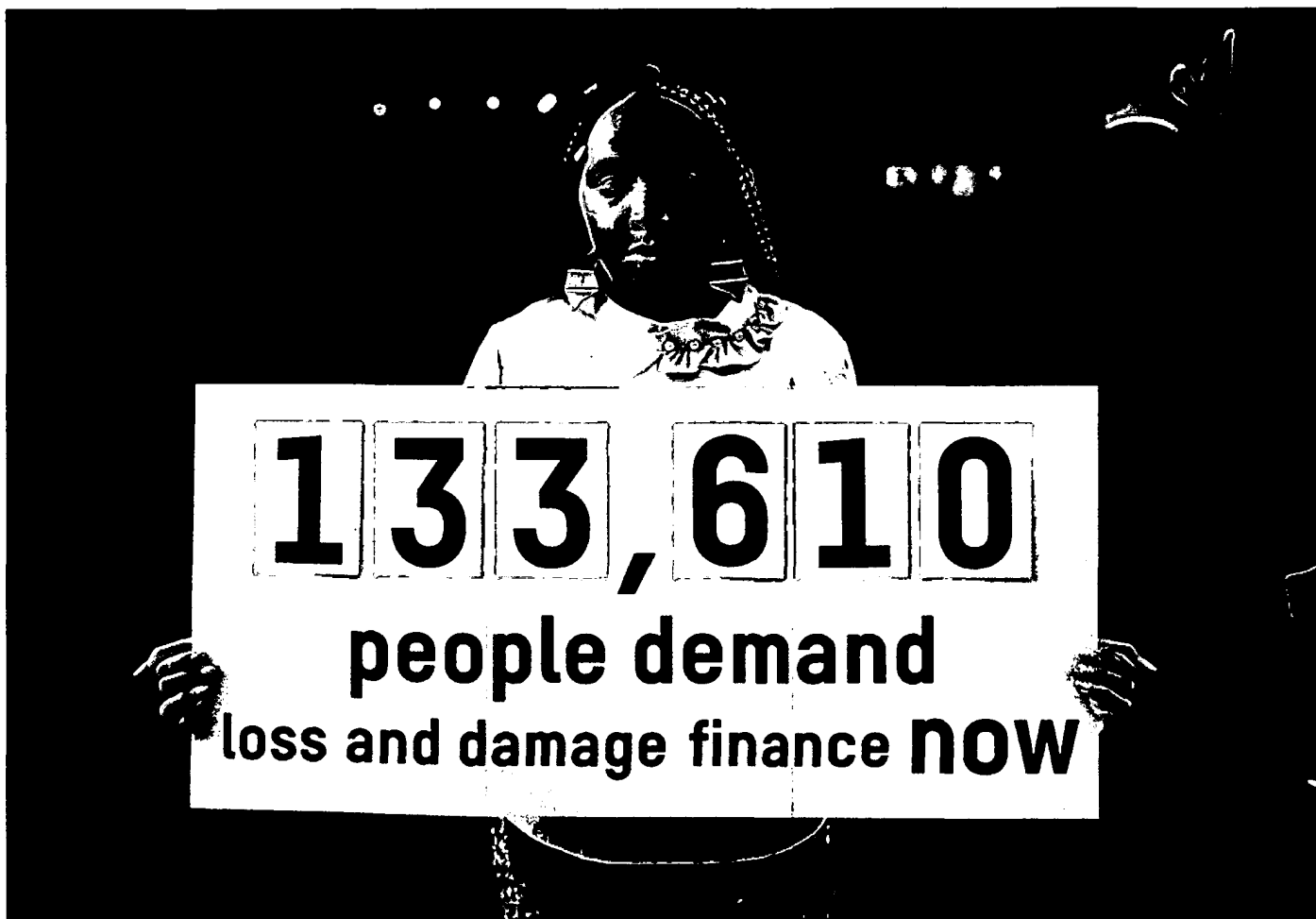
Oxfam GB's strategy is focused on finance. We aim to turn off the flow of money to powerful polluters and turn on financial flows to communities on the frontlines of the crisis for locally-led solutions driven by the people on most affected by the climate crisis. We are doing this by working to:

- **Shift** narratives to help people understand the explicit link between inequality and climate change. This includes the need to see climate financing as reparation not aid, to make the case that polluters must pay (not those worst impacted by the crisis), and to embed the principle that those on the frontline of the crisis must lead the climate-friendly just solutions that so deeply affect them.
- **Create** new policies and practices that improve approaches to climate. This includes policies that ensure polluters pay, implement climate change mitigation, influence sound and locally-led humanitarian response, enable loss and damage funding, and ensure those on the front lines access the funds needed for just and transformative solutions.
- **Shift power** to strengthen solidarity with climate movements, ensuring civil society and activist actions in the Global South are resourced, amplified and strengthened. This includes supporting locally-driven solutions that don't perpetuate patterns of inequality and oppression, as well as deepening the UK movement of solidarity and action towards climate justice.

Elidio Ximenes from Konservasaun Flora no Fauna (KFF) – a conservation NGO working with Oxfam's Kōtui programme and local climate finance partner Core Group Transparency – at a mangrove rehabilitation space in Hera, Timor-Leste.

Credit: Keith Parsons/Oxfam





Elizabeth Wathuti at COP27 in Egypt showing our shared demand for the loss and damage fund (the final total number of signatures reached over 141,000).
Credit: Andy Sewell

OUR POLICY HIGHLIGHT FOR THE LAST FINANCIAL YEAR WAS WHEN THE LOSS AND DAMAGE (L&D) FUND WAS AGREED AT COP27 IN NOVEMBER 2022.

The fund, which had previously been blocked by rich countries, has a specific focus on addressing the impacts of climate change on people who have been the most marginalised by the climate crisis. Last year, alongside the Kenyan climate activist Elizabeth Wathuti and many others, we called on world leaders at COP27 to set up the fund. Over 141,000 people across the world added their name to Elizabeth's heartfelt letter which was handed in at the summit in Egypt.

In a huge win for the climate movement, the fund was agreed. This was a ground-breaking decision which followed over thirty years of campaigning by activists and communities across the world. This year, our challenge is to push the UK Government to make the UK's biggest polluters pay into that fund – to generate new finance, not divert it from other 'aid' pots, ensuring that the fund actually works in supporting communities to address loss and damage caused by floods, storms, sea-level rise and other climate impacts. Vitally, for the fund to carry the most benefit for affected communities, it needs to be guided and designed by those same communities.

Linked to this we carried out a pilot action research project to support activists and civil society groups in Southern Africa develop their policy approach to the Loss and Damage fund rooted in their lived experience of loss and damage. This research highlighted the enormous psychological toll on impacted communities who experience the death of loved ones, loss of land and culture, and economic loss such as livelihood and infrastructure due to climate impacts. It also reflects the challenge of articulating these losses in ways that can support the development of meaningful policy responses.

Just energy transition

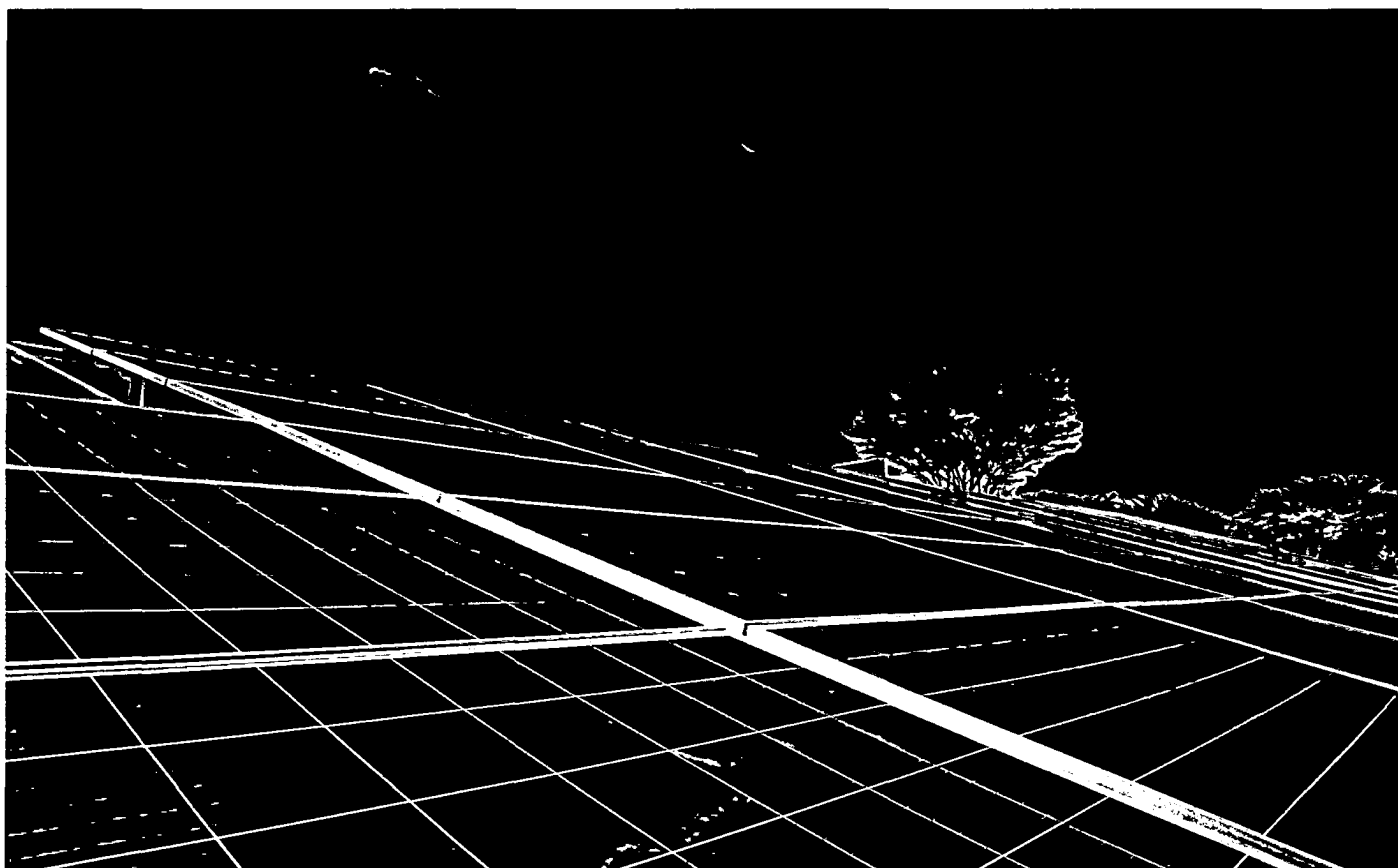
Our use of fossil fuels is a key cause of the climate crisis. Yet energy is also vital for human development. The global clean energy transition offers many benefits for communities and workers everywhere in the world – such as reduced energy poverty, lower fuel bills, new jobs, better health, reduced deforestation from charcoal, among others.

So, if the clean energy transition is fair, as well as fast, it could simultaneously mitigate the climate crisis and reduce energy poverty and inequality. But an unjust transition will entrench existing inequalities, provoke resistance and slow the transition. Oxfam's strong profile and expertise on tackling the climate crisis and inequality, combined with its practical grass roots work around the world, puts it in a strong position to press for justice, equity and rights to be at the core of the clean energy transition.

In December 2022 Oxfam published a research report, 'Towards a Just Energy Transition (JET): implications for communities in low-income countries', produced and co-authored over the previous year with staff and partners from 13 countries where Oxfam works. On the back of the research Oxfam set up a global fund to fund, boost and document the work of country teams to achieve a just energy transition (whether via influencing the government or private sector, and/or testing and scaling up community clean energy solutions). It also set up an externally facing JET fundraising task force, an internal advocacy task force, and a community of practice to share learning on the issue.

In addition, Oxfam convened a workshop with colleagues in South Africa and Indonesia to share learning and with a view to supporting future influence on the recently established 'Just Energy Transition Partnerships' funded by a consortium of US, UK, EU, other donors. In response to the report's publication, the UK All Party Parliamentary Group (APPG) on Africa invited Oxfam to partner with it and draft the report for its Inquiry into 'Just Energy Transition Partnerships for Africa' which will be published in May 2024.

Oxfam installed a solar-powered pump just outside the town of Gol'Anod in Ethiopia, which is made up of around 350 households and is located in an area affected by drought.
Credit: Petterik Wiggers/Oxfam



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This isn't about getting more women into work, it's about changing the system that too often ignores, oppresses and excludes women. This is about women's fundamental rights, and pushing for an economy that works for everyone.

//

72%

**OF UNPAID CARE WORK
IN HOUSEHOLDS GLOBALLY
IS DONE BY WOMEN.**

Safia Osman, a participant in the Cash Transfer Programme and NFI (Non-Food Items) distribution in Badana, Kenya, cooks rice and potatoes for four.
Credit: Loliwe Phiri/Oxfam

VALUING ALL WOMEN'S WORK

The hard work carried out by over a billion women worldwide is being ignored. It's an injustice that women's paid and unpaid work is habitually and grossly undervalued – whether informal jobs (like house cleaners, farm workers, and street vendors), or unpaid time spent looking after people (like children, elderly, people with disabilities or others in need of care). Economies and societies depend on this hard work, yet our policies and systems fail to recognise it. Our understanding of the economy, what work is and what is invested in, means women's work is systematically sidelined. This injustice leaves too many women with little choice over their time, income and safety, and ultimately prevents millions of women from living free from harm and poverty.

We aim to change the way women's work is seen and valued in the global economy and society at large. We believe that when women take control in shaping a new economic story, speaking out together to change perceptions of what and who are important in the economy, and when the way we measure progress changes, we'll be closer to a more equal world without poverty. Over the last financial year, we've been:

SUPPORTING WOMEN INFORMAL WORKERS AND UNPAID CARERS TO COME TOGETHER TO CHALLENGE POLICIES AND PRACTICES THAT KEEP THEM AT THE MARGINS, DEMANDING WHAT'S RIGHTFULLY THEIRS.

This involves connecting groups and activists together who've otherwise worked separately, harnessing the power of collective action. In Zambia, Zimbabwe, and Nepal we've reached more and different partners by connecting similar struggles: trade organisations, labour unions, women worker organisations. All were already challenging gendered roles and norms, and supporting women workers to be aware of their rights and position in the economy, but not previously as a joined-up movement. In the UK, we're in coalitions led by our partners who campaign for investment in care systems to adequately support those providing care unpaid. Our aim is to ensure care workers are paid and treated fairly, and for those needing support to access affordable good quality care.



1BN

WOMEN LACK LEGAL PROTECTION FROM SEXUAL VIOLENCE.

90%

OF WORKING WOMEN FROM LOW INCOME COUNTRIES ARE IN INFORMAL JOBS.

Basanti Sunar and Maya Devi Sunar are members of a women's group in Nepal. With training and technical support from Oxfam and partner NEEDS, they've become an active part of a local disaster committee, and introduced sugarcane to the community as a flood-resistant crop.
Credit: Elizabeth Stevens/Oxfam

BRINGING AWARENESS TO NARRATIVES AND ATTITUDES THAT UNDERMINE THE VALUE OF THIS WORK.

Our investment in Kenya, Zimbabwe, and the UK to shift deep seated narratives around 'women's work' in the economy, has brought different groups and partners together to develop and take up new messaging. Collectives of informal workers and unpaid carers have been able to explore and discover deep problematic narratives that essentially confine women's work to the margins. Through collaborative research, groups have negotiated new shared narratives across often very siloed and even 'competing' groups. It's proving to be a powerful tool to build stronger cross care sector coalitions and language in the UK. We've also brought together funders, NGO partners, and others to understand how deep narratives are integral to the problem, most clearly by not recognising unpaid care as work, and the ways to challenge them.

CHALLENGING WAYS THAT CONTRIBUTIONS TO THE ECONOMY ARE MEASURED.

Emerging out of this, we're seeing groups of women who are informal and unpaid carers being plugged into national policy processes. In Zimbabwe, the impact of our narrative work's been huge, resulting in Parliament asking us and partners to develop a national care policy. Oxfam and partners created a petition calling on the government to make Unpaid Care and Domestic Work (UCDW) - including valuing and recognising women's work - a policy and development issue. This work led to parliamentarians presenting motions in parliament on issues of UCDW. Oxfam then provided further support to enable this. Public hearings by parliament also created an opportunity to work with a partner to coordinate across like-minded local organisations, bringing women informal workers' experiences of unpaid care work into the discussion. Parliament has now requested support in developing a policy on UCDW.

Read more about our approach to valuing all women's work here: oxfam.org.uk/about-us/how-oxfam-changing/how-to-makevaluing-all-womens-work-a-reality/



OXFAM'S WE-CARE
PROGRAMME REACHED

40.7M

PEOPLE DURING ITS FOURTH
PHASE (2020-23)

THIS INCLUDED

2.6M

PEOPLE IN 22/23

WE-Care

WE-Care works towards a just and inclusive society by recognising, reducing and redistributing unpaid care and domestic work – including care for children, sick and elderly people and those living with disabilities. This work is essential to communities and economies, but it falls disproportionately on women and girls. It limits their opportunities to participate in decent paid employment, education, leisure and political life. It traps them in cycles of poverty and stops them from being part of solutions.

This year saw the completion of the Women's Economic Empowerment and Care (WE-Care) programme's fourth phase (April 2020 - August 2023). A critical focus has been on designing the next phase of the programme alongside partners from Ethiopia, Kenya, Uganda, and Zimbabwe – and at the Pan-African level. Phase five is next, after a 12-month transition period transferring full autonomy to colleagues in Africa as part of our commitments to decolonisation and shifting power.

The programme also continued to leverage the care agenda that the Covid-19 pandemic helped bring to light. Engaging with Government ministries and policymakers across the four WE-Care countries and at the Pan-African level, the programme demonstrated significant improvement in policy, practice, and investment in public care infrastructure. This included access to piped water, green energy for cooking and heating, roads for connectivity to schools, markets and health care centres, and stronger health care systems via improved income for health care workers – the bulk of whom are women.

The programme also further deepened partnerships with women's rights and youth organisations, feminist movements, academia, and other civil society groups, leading to key joint advocacy moments at the African Union and other regional economic bodies. Global policymakers at the International Monetary Fund (IMF), the World Bank, and UN were also engaged to influence global macroeconomic policy – bringing home the message that investment in care as a public good is critical to thriving societies and economies.

The programme also continued to influence public perception of unpaid care and domestic work through engaging influencers, creating public dialogue in the media, and producing blogs and policy papers – reaching over 15 million people across the continent.

You can read more about the WE-Care programme on our website here:
<https://policy-practice.oxfam.org/we-care/>

REVENUES FROM THE 20
ENTERPRISES IN THE ENTERPRISE
DEVELOPMENT PROGRAMME (EDP)
PORTFOLIO GREW BY

36%

Thank you to our outgoing Chair of the EDP Board Rosie Bichard for her six years on EDP's Board and investment committee. Her expertise, insight and dedication have helped us build on EDP's success and expand its reach to female entrepreneurs and business leaders. All our board members volunteer their time and are vital in helping us innovate and drive the programme forward.

Enterprise Development Programme

Oxfam's Enterprise Development Programme (EDP) supports businesses by investing money and providing loans, grants, expert advice, guidance and training.

Despite the challenges to the global economy, revenues from the 20 enterprises in the EDP portfolio grew by 36% from the previous year. Women's participation and leadership positions in EDP enterprises also increased by 28% and 13% respectively, underscoring the significant impact of engaging women. In particular, Prantajon Agro from Bangladesh have pioneered a Women Led Cooperative model, leading to marked economic upliftment and social recognition for women. This initiative also enhanced women's access to government services through cooperative certification.

While many enterprises have been recovering post-Covid, several, particularly from Nepal, are still grappling with the pandemic's adverse effects. Given Nepal's reliance on tourism, the reduced tourist inflow has severely impacted the country's economy and its EDP portfolio. Our impact data from 2022 shows positive changes, particularly in areas like farmers' reach, job support, and women's economic and social empowerment.

We have also continued our development of an impact investment fund to scale this work to support women-led enterprises. We anticipate progressing this in the coming year.

You can read more about the Enterprise Development Programme on our website here: <https://edp.oxfam.org.uk/>





Extreme wealth and extreme poverty have increased simultaneously for the first time in 25 years.



Patience [36] contemplates changing track to wade the cost-of-living crisis. Patience is a nurse at Ghana's Korle Bu Teaching Hospital and she can barely cater for her dependents on her monthly salary.
Credit: Ernest Ankomah/Oxfam

ECONOMIC INEQUALITY

In January, the World Economic Forum held their annual meeting in Davos, Switzerland where political and business leaders come together to discuss global issues.

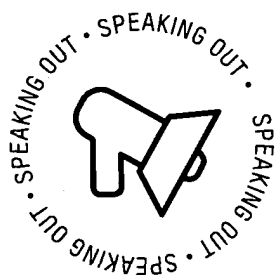
Every year, we launch a report with new research to highlight global inequality and the rising gap between the super-rich and the rest of humanity and the damage this does to the fight against poverty. The sobering statistics are accompanied by recommendations for governments to introduce higher wealth taxes, which could reduce poverty and create a fairer, greener planet.

We published 'Survival of the Richest' which showed how the richest 1% have gained \$26 trillion in new wealth since 2020, nearly twice as much as the rest of the world put together. At the same time, extreme wealth and extreme poverty have increased simultaneously for the first time in 25 years. We also found that the richest 1% of Britons hold more wealth than 70% of Britons put together.

Our media and campaigns team produced content to run across the week, to explain the issue and contribute to shifting the terms of debate around inequality. We worked with Patriotic Millionaires UK and one of their members Ian Gregg, former managing director of Greggs and the son of its founder, filmed a short clip demanding that millionaires in the UK pay more tax to help tackle inequality. It was viewed over 150,000 times on TikTok alone. And the report secured over 600 pieces of media coverage in the UK.



SPEAKING OUT



WHY SPEAKING OUT IS IMPORTANT?

Oxfam GB is committed to amplifying the voices of those facing injustice in the UK and around the world – from people on the frontline of the climate crisis, to unpaid carers who are trapped in a cycle of poverty, to people who are systematically denied their rights in face of conflict and other crises. We challenge the structural policies, but also the systemic power and the harmful narratives that hold back progress in the fight against poverty and inequality. As an integral part of our humanitarian response and development work, Speaking Out has remained a central part of our mission, and will continue to play a crucial role in tackling poverty, social injustice, and attacks on civic freedoms and human rights.

This means Oxfam and our supporters and partners raising our voices for change. That could be through campaigns around the need for action on climate change, or it could be speaking out in the media to highlight the impact of the UK Government's harmful cuts to the aid budget. This also means Oxfam supporting and training others to speak out and advocate for their own rights. Our Massive Online Open Course (MOOC) is a great example of Oxfam investing in showing others how to make change happen, along with our campaigns and advocacy leadership programme which is open to Oxfam partners around the world. Finally, in a world full of examples of crackdowns on civic freedoms and activists, Oxfam's approach to Speaking Out has to include work to protect opportunities for civil society to come together, and combat attempts to reduce or remove spaces where people can gather.

In all of this, we think of whose voices we are amplifying, whose experience and truth we are telling, and what beliefs we are embedding through our use of stories and evidence.

OXFAM PUBLISHED

105

REPORTS AND PAPERS RELATED
TO OXFAM'S PURPOSE

PUBLICATIONS

In 2022/23 Oxfam published 105 reports and papers related to Oxfam's purpose, including research reports, policy briefs, guidelines, evaluations, case studies and education resources. These publications are an important part of influencing policy and practice, sharing learning, challenging perceptions, and demonstrating transparency. During the same period there were 1.7 million unique downloads of Oxfam publication files from our openly available digital repository (note that a publication may have multiple files). As a result of many of these reports and the media work around them we have been able to generate significant media coverage in the UK and beyond which has drawn attention both from the public and the sector.

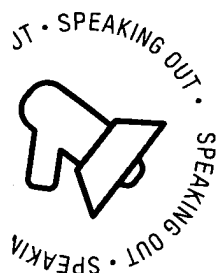
In 2022/23 the most viewed/downloaded publications were:

- *Inclusive Language Guide* – 59,507 – published March 2023*
- *The Power of Education to Fight Inequality; How increasing educational equality and quality is crucial to fighting economic and gender inequality* – 55,903 – published September 2019
- *Inequality Kills; The unparalleled action needed to combat unprecedented inequality in the wake of Covid-19* – 53,694 – published January 2022 (2022 Davos Report)
- *Survival of the Richest; How we must tax the super-rich now to fight inequality* – 37,213 – published January 2023 (2023 Davos Report)
- *Confronting Carbon Inequality; Putting Carbon Inequality at the heart of Covid-19 Recovery* – 28,752 – published September 2020

*The Inclusive Language Guide draws on the work of organisations and activists leading the way in language for social justice. The download/viewing figures reflect the high level of media attention it received following its publication. There was some criticism of parts of the content, however there was also support, both for the guide and Oxfam's focus on inclusive language, including from partners in the Global South. We are proud of our commitment to inclusive language and its power to challenge oppressive attitudes. You can read it here:

<https://policy-practice.oxfam.org/resources/inclusive-language-guide-621487/>





The A Scotland That Cares campaign is calling for the Scottish Government to put carers at the heart of its vision for the country, through created a new National Outcome on care.

SPEAKING OUT (AROUND THE UK)

Oxfam in Scotland

The Oxfam team in Scotland worked in deep partnership to press for action to address the undervaluation of all forms of care work. The team developed and launched the A Scotland That Cares campaign, backed by more than 60 organisations, to urge the Scottish Government to set a new National Outcome to fully value and invest in those experiencing care and all those providing it. The team supported the University of the West of Scotland to highlight the caring experiences of people from ethnic minority communities and the Scottish Women's Budget Group to model the investment needed for a transformative adult social care service in Scotland.

The team worked in close collaboration with Stop Climate Chaos Scotland to explore how fiscal levers could fairly generate additional money to accelerate climate action and to encourage polluters to reduce their emissions. They also campaigned with partners for the use of the Scottish Parliament's devolved tax levers – including to better tax wealth and to make polluters pay – to help reduce poverty and inequality, invest in care, and tackle the climate crisis.

The team supported humanitarian crisis response through the Disasters Emergency Committee (DEC) Appeal in Scotland and as a Panel member of Scottish Government's Humanitarian Emergency Fund. This was complemented by work to inform the development of a new Wellbeing and Sustainable Development Bill in Scotland.



**To end the
invisibility of care,
Scotland needs
a new, dedicated
National Outcome
focused on all
forms of care and
all types of carers**



Find out more at:
www.ascotlandthatcares.org

Oxfam in Wales (Oxfam Cymru)



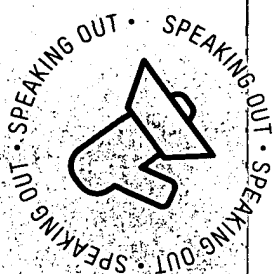
In 2022/23 Oxfam Cymru's climate justice work developed the Race to Zero Cymru campaign to catalyse action across non-state actors in order to accelerate Welsh action to limit global temperature rises to 1.5 degrees. Hosting successful workshops with local government and the Wales Climate Week, we introduced our aim for Wales to become the first Race to Zero nation, with coordinated, robust Paris Agreement-aligned action across all of Wales's key institutions and organisations. Already, half of local authorities and all national parks in Wales are on the path to joining the Race.

Oxfam Cymru continued to campaign for a gender equal Wales, publishing the third iteration of the Feminist Scorecard with the Women's Equality Network (WEN) Wales. This scorecard took a racial justice lens enabling a perspective that aligned to the Welsh Government Anti-Racist Action Plan. Launching at the Welsh Centre for International Affairs, partners from across the sector joined us to commit to robust action for a gender equal Wales.

Furthering this partnership, we developed a coalition on care with WEN Wales, Carers Wales, Chwarae Teg, Race Council Cymru and Wales TUC. The campaign aims to 'make care fair' by encouraging the Welsh Government to reduce income inequality for paid and unpaid carers, expand the current childcare offer, create a real living wage for social care and childcare workers and ensure that unpaid care for all ages is recognised and valued appropriately.

As part of Second Hand September, Oxfam Cymru hosted a 'big clothes swap' with a celebrity compere for the evening, Kiri Pritchard-McLean, and guests working in sustainable fashion in Wales, Yusra Elsädig, Stacey Grant-Canham and Rachel Pridmore. With a total Instagram following of about 240,000 people, their input gave us a wide reach of the campaign and further Oxfam GB products. The event itself welcomed 80 guests, swapping over 500 items of clothing with all leftover items being donated to Oxfam shops in Wales.

After Wales secured a last-minute qualification in the 2022 Men's Football World Cup, Oxfam Cymru collaborated with the Commissioner for Future Generations and the Welsh Centre for International Affairs to assist the Football Association in Wales in formulating a comprehensive values statement. This partnership subsequently expanded where Oxfam Cymru facilitated an introduction for Iranian artist Sahar Saki, who received sponsorship from Wales Arts International. Together, they produced a compelling protest-art installation prior to the Wales v Iran game, shedding light on the pressing human rights issues faced by women in Iran. The impactful piece was visited by the Deputy Minister for Arts, Sport, and Tourism, and will be placed on permanent display in 2024.



PARTNERSHIPS

THE U.S. AIR FORCE AND THE U.S. AIR FORCE RESERVE are proud to announce the formation of a new partnership between the two services. The partnership will be a joint effort to provide the best possible service to our customers. The partnership will be a joint effort to provide the best possible service to our customers. The partnership will be a joint effort to provide the best possible service to our customers.



IMAM'S STORY

In 2022, Imam and her husband Abdul were living peacefully in the Balochistan Province of Pakistan. They worked as farmers while raising their family when heavy monsoon rains led to severe flooding. Their home was destroyed, their crops were badly damaged and they had no way to cook for their children.

Tameer-e-Khalaq Foundation (TFK), an Oxfam partner, distributed thousands of emergency shelter kits in the aftermath of the disaster, along with hygiene and dignity kits, mosquito nets and jerry buckets. With their immediate needs met, Imam and her family can focus on longer-term recovery, with the continuing support of TFK and Oxfam.

Imam uses floodwater for cooking.
Credit: Ingenious Captures/Oxfam

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The wind destroyed our thatched huts. Then came the rains, raining day and night. We got scared when water came in along with rains. Oh God, where to go? No space left even to run away.

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OXFAM GB HAS WORKED WITH

446

PARTNERS ACROSS
ALL OF OUR WORK.

THIS INCLUDES

92

WOMEN'S RIGHTS ORGANISATIONS

£66
MILLION

WAS GIVEN IN GRANTS TO OUR
PARTNER ORGANISATIONS

PARTNERSHIPS

Partnerships can mean different things to different people. At Oxfam, this term references a range of groups and organisations we have relationships with – from civil society organisations and Oxfam teams based in the Global South, to companies and institutional donors. We acknowledge that there is not a one-size-fits-all approach to partnerships. In fact, the nature of and power dynamics within our 'partnerships' vary greatly, as does our approach to these relationships.

Oxfam GB has always been committed to confronting the global inequalities that cause poverty. Our global strategy recognises that to have the greatest impact, we must focus on where we can make the biggest difference. One way we can do that is through transforming how we work in partnership with Oxfam teams and communities around the world, and the organisations around them – in our strategy, we've named these as 'local partnerships'. In order to achieve the greatest impact through these relationships, our approach needs to work intentionally towards a fair balance of power – with a focus on respect, solidarity and accountability at the heart of our relationship with all partners.

We believe that to drive our ambition for positive, sustainable change for the most vulnerable people in society, we must work in partnership with our country offices, local communities and global civil society organisations, who are themselves driving radical change. We will continue to strengthen existing partnerships and develop new diverse local partnerships that amplify all voices, especially those most often silenced. We will act in solidarity with feminist, anti-racist and youth movements. We are dedicated to standing in solidarity with civil society groups that push for political change, and we will place our commitment to local partnerships at the heart of all the work we do.

In January 2023, Trustees approved our Decolonial Partnerships Strategy which looks at how we can develop radically transformative partnerships and seeks to decolonise the way we engage with partners. This is an ongoing journey, but it's critical to truly tackle inequality and injustice, and ultimately end poverty.

As part of our commitment to shift power to the Global South, Oxfam has signed up to the Grand Bargain through an initiative called [Charter4Change](#). This means we commit to practically implementing changes ourselves, and to the way the global humanitarian system operates, to enable more locally led response. We've also signed up to the ['Pledge for Change'](#) which is a set of commitments to create closer partnerships with organisations around the world in a drive to shift power, decision-making and money to the places worst affected by crisis and poverty.

As part of our strategy, we have chosen to work with fewer partners in recent years, but to invest more in these relationships so that we strengthen these partnerships and our shared impact.

PARTNERSHIPS IN HUMANITARIAN CRISES

Partnerships are at the core of how Oxfam GB understands the world and our role in working for change. We support locally-led humanitarian action and we collaborate with a variety of organisations because we recognise that each partner brings different capacities, knowledge and resources to achieving our common goals.

We continuously strive to make our partnerships more equitable, collaborative and reinforcing of local and national disaster management systems. We have committed to change our ways of working, so that local and national organisations can play an increased and more prominent role in disaster preparedness and humanitarian response, and this increasingly guides who we partner with and what those partnerships look like.

We still have work to do to further improve the quality and quantity of local partnerships in humanitarian action across all of Oxfam GB's programmes. Those partnerships are often the first to respond when crises hit and best placed to assess people's needs and provide immediate support. We can and will do more to strengthen local and national capacity to respond to emergencies. Ultimately, every emergency we engage in should leave local and national organisations stronger, more independent, and more confident that they can handle or avert the next crisis.

22-year-old Evance Banda, a survivor of Cyclone Freddy in Malawi, walks on what used to be his family home in Blantyre. "I cannot return to the devastated slopes because my home is no more and the area is no longer safe. The destruction evokes memories of the death of my mother, sister and brother." Credit: Thoko Chikondi/Oxfam



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We've been trying to rebalance power in our partnerships for years. There's been progress, but there's so much more to do.

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DECOLONIAL PARTNERSHIPS STRATEGY

Putting respect, solidarity, and accountability at the heart of our relationship with partners.

While formal colonisation has mostly ended, its influence on how we think and act remains today. Colonisation saw one group of people believing they were 'better than' others. It provided them with the justification and authority to exploit, infantilise, and dictate to those they saw as 'lesser than'. This sense of superiority persists today.

Our ambition is to redress how it still shapes our thoughts and actions. Our intention is to ensure more effective and respectful ways of working. Our vision is of a strong independent civil society in the Global South. Therefore, the focus of our decolonial partnerships strategy is on Oxfam GB's relationships with teams based in the Global South and the partners they work with (including community groups, activists, NGOs and more).

We've been working to rebalance power in our partnerships for years. And since committing to shifting power in our strategy in 2020, we've given this work greater focus. There's been progress, but there's so much more to do, to learn and to unlearn.

With respect, solidarity and accountability at the heart of our relationships and behaviour, we'll know it's working when partners choose to work with us because of our offer as part of the movement against poverty and inequality, and because we enable them to do their work, rather than simply because we hold and control resources.



This flexible funding is a game-changer for small organisations... Thanks to the flexible funding received through the project, we have acquired an office and retained dedicated staff... We are now able to deliver on the projects efficiently and on time



BINA MASENO, EXECUTIVE DIRECTOR, BADILI AFRICA, KENYA

WOMEN'S RIGHTS FUND

Oxfam launched the Women's Rights Fund in 2020, aiming to shift power and resources to small women's rights partner organisations, so they can invest in their own priorities. Since its inception, the Fund's mix of financial investment, training and mentoring has supported ten vibrant women's rights organisations in Kenya and the Occupied Palestinian Territory. Achievements to date include:

- Partner organisations can now afford to rent their own premises, pay staff and buy crucial equipment.
- Partners can more effectively support the 13,000 people they collectively serve, including access to medicines, legal aid, skills training or other support.
- The Fund has helped partners to increase their organisation's visibility. For example, in 2022, Hannah Wang'ombe, of AWEIK (Association for Women in Energy and Extractives in Kenya) was selected among the 100 Global Inspirational Women in Mining. And Bina Masseno, of Badili Africa, was runner up in the popular 'Miss President' TV programme, about young civil society leaders.
- The Fund's training programmes in areas such as strategy development, finance and fundraising, are proving to be critical in raising partner profiles with the donor community and enabling successful fundraising. Together our partners have raised an impressive US\$1m since the start of the Fund.

Some examples of partners' work through the Women's Rights Fund:

Aid and Hope support 1,700 breast cancer survivors and their families in Gaza. They do this through psychosocial support, access to treatment, income generation projects and skills training. They established the first factory in Gaza for breast prostheses. In 2023, as well as using their Women's Rights Fund grant for operational costs, Aid and Hope recruited a coach to offer counselling to 60 women survivors of cancer and provide them with wellbeing kits (including hygiene, beauty and other self-care items).

Usikimye provide services to approximately 2,000 people per year in Kenya. They run safe houses and an emergency hotline for survivors of violence, as well as several programmes including support to teenage mothers and school meals. In 2023, Usikimye used its grant to support members of the LGBTQIA+ community by creating safe spaces for people to come together. Through their hotline and social media platforms, Usikimye respond to approximately 660 calls for help per month.

OVER

£230.3

MILLION RAISED THROUGH
INSTITUTIONAL DONORS, PRIVATE
SECTOR DONORS, PRINCIPAL GIFTS,
PHILANTHROPY, TRUSTS AND
FOUNDATIONS AND INTERNATIONAL
MARKETS

FUNDING AND STRATEGIC PARTNERSHIPS

Our passion for change is matched and amplified by our donors and partners, who work with us every day to build a more equal future. Oxfam's institutional and private sector partners – as well as the trusts, foundations and major donors who support us – carry goals that match our own. Our heartfelt thanks goes out to all those who have shared their expertise, influence and funding to support our work.

Trusts and foundations

Oxfam GB has relationships with a variety of trusts and foundations, rooted in a shared long-term vision of a kinder, fairer world. Below are a few examples of what these relationships have helped us achieve over the financial year 22/23:

- The Meditor Trust has extended solidarity and exceptional support in recent years. Previously their support ensured the continuation of 30 critical humanitarian programmes in some of the most fragile and conflict-affected areas of the world. More recently, through the provision of a £20m interest-free loan, Meditor Trust bolstered the organisations' ability to navigate the unprecedented challenges posed by the pandemic.
- The Coromandel Foundation donated to our emergency response in the Horn, East and Central Africa.
- The Medicor Foundation supported a project to promote access to education for girls and other vulnerable children in Balaka and Phalombe Districts in Malawi, with the aim of targeting primarily 24,000 learners from 30 primary schools with the lowest completion rates.
- Grundfos Foundation supported Oxfam's Pakistan Flood relief response, providing funding for hygiene and winterisation kits in two districts of Balochistan (Jafferabad and Naseerabad). They also continued their long standing partnership with Oxfam in Nepal, funding phase 3 of the Alternative Management Model (AMM) for sustainable water supply in rural Nepal.

Private sector

Our Private Sector partners support Oxfam's work in ways that range from collaborating on ethical business practice and sharing their voice to donating funds for emergency response and stock to our shop networks.



Funded by Sida, we delivered a total of 15 humanitarian projects across 11 countries



Waterstones raised over £825,000 for Oxfam's Ukraine Humanitarian Appeal through the 'Read for Ukraine' campaign. Consisting of a curated range of books, 'Read for Ukraine' launched in April 2022 and was promoted across all Waterstones, Blackwells, Foyles, Hatchards, and Hodges Figgis bookshops and online. All books were generously donated by the authors and their publishers with 100% of book sales being donated to support Oxfam's response to the devastating conflict in Ukraine.

Together with Unilever, Oxfam commissioned and delivered a WASH briefing at the UN Water Conference on the importance of WASH investment in a post-Covid world.

Ambassadors

Glastonbury generously donated 10 pairs of tickets with once-in-a-lifetime experiences to support the DEC Türkiye-Syria Earthquake appeal. In just three weeks, the Crowdfunder prize draw raised an incredible £1,044,190.

Institutional

In the 22/23 reporting year, the Humanitarian Partnership Agreement (HPA) with Sida (Swedish International Development Agency) enabled Oxfam and its partners in country to reach a total of 2,419,330 crisis-affected women, girls, men and boys with integrated emergency assistance. Funded by Sida, we delivered a total of 15 humanitarian projects across 11 countries, including responding to the acute food security crises in both East Africa and in the Sahel. We also responded to the Venezuelan refugee crisis in Colombia, and to prolonged conflicts in war-ravaged Syria, the Central African Republic, and Yemen, amongst others. We value the genuine partnership with Sida in the HPA that enables us to provide life-saving activities through funding worth approximately £40m for the period of 2021-2026.

OUR FUNDING PARTNERS

People's Postcode Lottery

Oxfam GB continues to work as part of the Postcode International Trust Family, *working in partnership to address the root causes of poverty*. Oxfam GB and People's Postcode Lottery (PPL) have the joint vision of working towards ensuring that people in vulnerable situations have access to adequate support and protection to achieve sustainable livelihoods. We are looking to achieve this through shifting power towards local actors closest to the point of impact and striving to do things differently. The support received from PPL is unrestricted allowing flexibility in the activities that are funded.

Below are examples of what this flexible funding from PPL have enabled Oxfam GB to do between April 2022 and March 2023:

- **Valuing Women's Work:** Foundational research and campaign preparation, country seed funding and global learning on Southern leadership and decolonising principles.
- **Women's Rights Fund:** in Gaza-OPT, 654 women and 182 children received psycho social support in vulnerable communities where mental health is a taboo topic, the partners that we work with are Aid and Hope Programme in Gaza and Family Defence Society in the West Bank. Under the same fund, in Kenya, 420 group therapy sessions were undertaken by 40 mentors for women, girls, students, gender minorities and women activists.
- **Humanitarian:** PPL supported Oxfam's partner-led humanitarian response in Ukraine and neighbouring countries, which was the first large-scale partner-led response of its kind in a region where Oxfam had not previously had a presence.
- **Communications:** PPL ambassadors Jeff and Matt helped to create Oxfam GB's launch video for the New Year's Resolution Campaign to make a promise for a kinder, fairer world. This was shared with 1.6m players of PPL along with 300,000 Oxfam supporters.



**In February 2023,
eBay for Charity
proudly sponsored
Oxfam's London
Fashion Week show**



Fashion Fighting Poverty with eBay For Charity

In February 2023, eBay for Charity proudly sponsored Oxfam's London Fashion Week show: Fashion Fighting Poverty 23. Featuring eBay's pre-loved ambassador, Tasha Ghouri, author and eBay ambassador Aja Barber, and a plethora of stars including supermodel Erin O'Connor, TV presenter Miquita Oliver, model Daisy Lowe, and activist, model, author, broadcaster and British Vogue Contributing Editor, Munroe Bergdorf.

Fashion Fighting Poverty put pre-loved fashion centre stage to show that second hand does not have to be second best. With circular fashion more important than ever in today's climate emergency, having two powerhouse brands known for pre-loved fashion join forces for this special event made for an unbeatable combination. The evening's outfits were auctioned on eBay to raise funds for Oxfam's global poverty-fighting efforts and to promote awareness among the UK public about the positive impact for the planet of choosing to shop second hand.

This exciting sponsorship built on eBay for Charity's ongoing support of Oxfam's Second Hand September. Since 2019, eBay have amplified the campaign across September, encouraging customers to buy pre-loved from Oxfam and donate in support of Oxfam's work tackling poverty around the world.



So far, this partnership has helped us reach over

330K

people in underfunded emergencies



Sheikh Thani bin Abdullah bin Thani Al Thani and Oxfam

This year, we marked three years of partnership between His Excellency Sheikh Thani bin Abdullah bin Thani Al Thani and Oxfam. This collaboration has demonstrated exceptional commitment to delivering crucial financial assistance to underfunded emergencies, reaching over 330,000 people.

Between 2019 and 2022, this funding enabled construction of a 215km gravity-fed water supply system in Fizi Territory, eastern Democratic Republic of Congo. This is the longest water supply system Oxfam has completed, which now provides a reliable source of clean water to a local hospital and maternity facility as well as local homes, transforming the lives of more than 116,000 people.

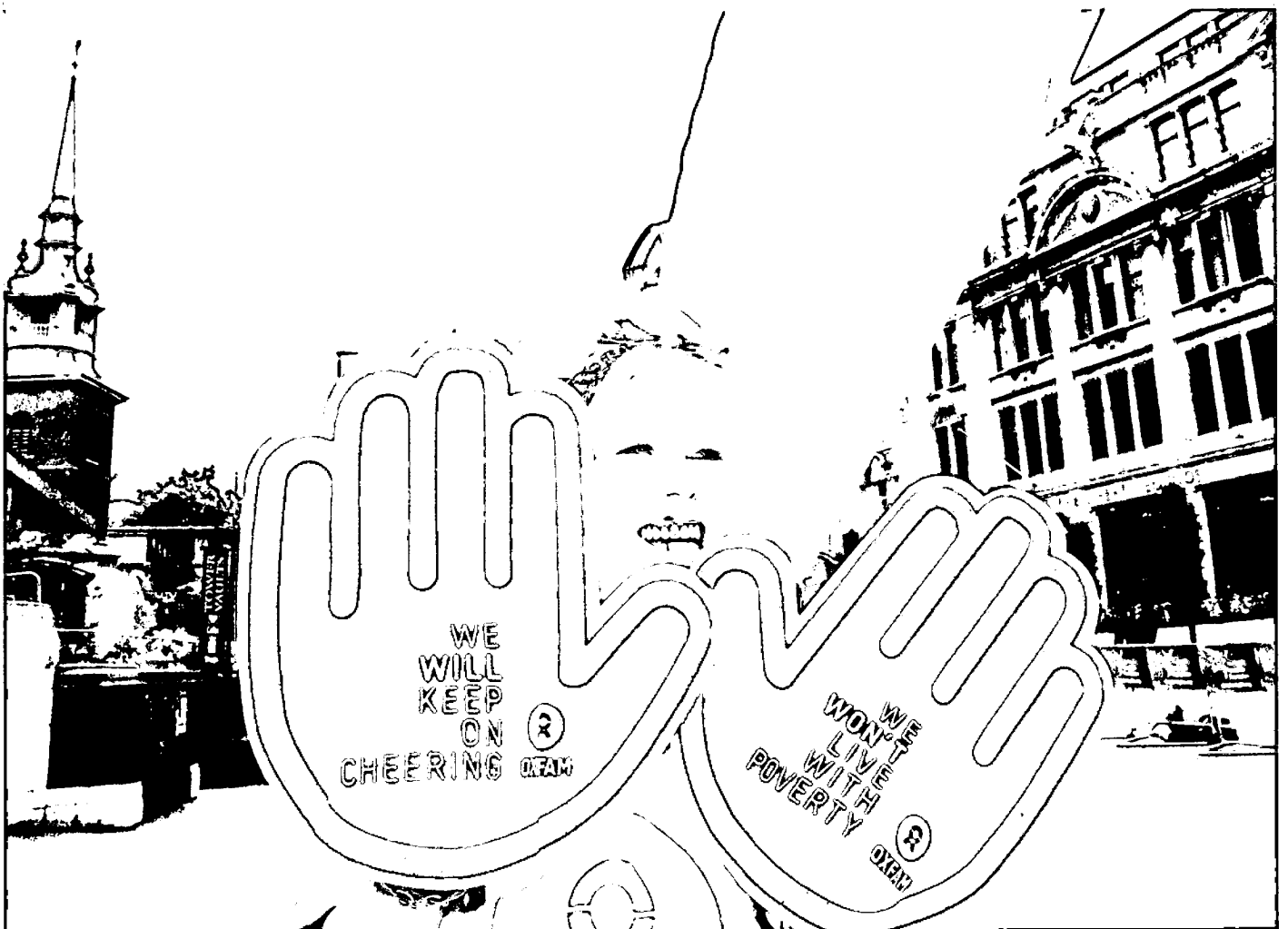
In 2020 His Excellency made a landmark Zakat contribution of over \$3.6m in support of over 100,000 people facing a severe hunger crisis in Kenya funding multi-purpose cash assistance. This was the largest Islamic gift in Oxfam's history

In 2022 his support enabled Oxfam and our partners in the ASAL's Humanitarian Network to again deliver life-saving multi-purpose cash assistance to over 97,000 people as the worst drought in fifty years deepened. At over \$3.5m this was the largest individual contribution to Oxfam's emergency response in the Horn, East and Central African Region.

His Excellency Sheikh Thani bin Abdullah bin Thani Al Thani has demonstrated leadership not only through his ambitious vision and the scale of his financial support, but also by displaying flexibility and understanding as a funder. This has enabled our dedicated country teams and local partners and communities to respond effectively to the ever-changing challenges they face.

PUBLIC ENGAGEMENT

A volunteer at the London Marathon in 2022.
Credit: Richard Blaxall/Oxfam



£143.5

MILLION FROM DONATIONS
AND LEGACIES

OXFAM HAS

6K

FESTIVAL VOLUNTEERS

WHO COMPLETED

18K

SHIFTS

AND GAVE

150K

HOURS.

INDIVIDUAL GIVING

Our incredible movement of supporters across the UK continued to stand with those facing poverty – their generosity shining through. In 2022/23, our income from donations and legacies increased to £143.5m, compared with £137.9m in 2021/22. We are humbled by the public support for our work around the world. Our 2022/23 highlights include:

- 247,000 people give regularly raising £41.9m.
- £25.2m from public donations, appeals and fundraising events.
- £39.1m received from DEC appeals.
- 47,000 purchases of 'Unwrapped' items which raised £807,072.

FESTIVALS AND EVENTS

In 2022/23, the Festivals and Events team was able to successfully recruit volunteers and supporters at 16 of the UK's most loved festivals. The festival team and over 6,000 stewarding volunteers, raised over £1m. Our dedicated stewards completed over 18,000 shifts giving nearly 150,000 volunteer hours at festivals.

During 2022's festival season, we proudly engaged with audiences at six prominent UK festivals, leaving an indelible mark on the minds of thousands. Our campaign's resounding call for climate justice resonated deeply, inspiring over 31,000 individuals to step up as action takers, united by a shared commitment to a sustainable future. These individuals, motivated by our cause, joined our ranks to make their voices heard.

In September 2022, over 800 participants trekked 100km non-stop across the South Downs in under 30 hours in Oxfam's Trailwalker challenge. There were fewer participants than at our pre-Covid events, but we were still able to raise approximately £300,000.

The London Marathon took place in April 2023 with a team of 45 runners who raised approximately £100,000. Volunteer social media leads shared the event online to inspire future marathon runners to fulfil their ambitions and raise money for Oxfam.

****When major crises hit countries without the capacity to respond, the DEC brings together 15 leading UK aid charities to raise funds quickly and efficiently, enabling its member charities to rapidly scale up their operations on the ground.**



Oxfam and Greenpeace ambassadors, campaigners and volunteers lead the climate march procession from the Greenpeace field to the Park Stage at Glastonbury Festival. Credit: Sam Baggett/Oxfam

The Supporter Relations Team have had over 50,000 conversations with our supporters.

During 2022/23 we worked hard to deliver a timely, knowledgeable and personal service to all our supporters and members of the public who contacted us. This included responses to our Türkiye-Syria earthquake and Pakistan floods emergency appeals. We also supported our festival stewards during a full 2022 season and our amazing fundraisers around the country as they raised funds to help communities living in poverty.

Our dedicated Supporter Relations Team dealt with 16,852 phone calls, 24,853 emails, 2,767 web chats, 725 items of post, responded to 9,418 social media posts (whilst dealing with tens of thousands more) and sent 1,211 personalised thank you cards.

The team also continued to improve ways of working – introducing new, more efficient technology to take phone calls and manage social media. Our internal quality monitoring recorded an average score of 95.2% against a target of 90%.

IN 2022/23 OUR DEDICATED SUPPORTER RELATIONS TEAM DEALT WITH:



16,852 PHONE CALLS



24,853 EMAILS



2,767 WEB CHATS



725 ITEMS OF POST



9,418 SOCIAL MEDIA POSTS

£98

MILLION GENERATED
THROUGH RETAIL AND
RECYCLING ACTIVITY VIA:

553

HIGH STREET SHOPS

RETAIL

During the 2022/23 financial year, Oxfam generated an income of £98m through its retail and recycling activities, which was 8.5% higher than the year before. The increase was driven by strong high street sales, with notable growth in the books and women's clothing categories. The sales were supported by some sizeable corporate donations. Our strong financial performance was thanks to the continued hard work and commitment of Oxfam's shop teams, volunteers and support staff, and our continued strategic focus on financial resilience. However, the rising costs of energy, other utilities, rent and third-party services affected our net contribution.

We continued to prioritise our people, encouraging a learning culture and offering support with workload management. Alongside Oxfam's reward team, we reviewed our pay ranges and we are working to improve the pay and hours elements of our operating model to better value our teams and drive performance. We extended Retail Trust charity membership to provide wellbeing support and advice to volunteers and paid employees, and launched a development programme for area managers. We also invited applications to our retail apprentice scheme to support recruitment and create an entry level into retail.

Oxfam's Sourced by Oxfam range brings together the best of sustainable and ethical products, carefully sourced from around the world. This year in collaboration with Oxfam Belgium, and in partnership with the CPR-Canaan cocoa cooperative in Ivory Coast, we introduced Bite to Fight chocolate to the UK market. Together we are supporting farmers to make a living income, invest in sustainable and diversified livelihoods, and improve gender equality. Customers love the chocolate bars and initial sales are strong. We are looking forward to expanding the range of products.

Oxfam shops achieved a record-breaking Christmas trading period, which saw our highest high street sales in 4 years at +7%, raising over £1.1m more than the previous year.

Oxfam won the Charity Retail Association Campaign of the Year award in 2022 for Second Hand September. This flagship marketing campaign elevated our reach across all communication channels, generating 152 major press articles and 927m social media impressions – equivalent to an advertising spend of £18.5m. Now in its fifth year in 2023, the campaign continues to build consumer awareness about the benefits of shopping pre-loved and champions the circular economy, encouraging people to dress for the world they want. Buying Oxfam's second-hand clothes puts less pressure on the planet and directly funds programmes that support people affected by the climate crisis.

OXFAM HAS

18K

RETAIL VOLUNTEERS AND

6K

FESTIVAL VOLUNTEERS

VOLUNTEERING IN OXFAM SHOPS

We continued to steadily build the number of retail volunteers throughout the year, with over 18,000 volunteers registered across our 553 shops and our online hubs in March 2023. This increase in volunteer numbers is thanks to the commitment of all our Shop Managers and the support of our new central Volunteering Team.

Our shops and hubs offer a wide variety of volunteer opportunities; including in sales, e-commerce, photography, and social media. Our Shop Managers work hard to ensure our volunteers have a great experience. In October 2022, we carried out a volunteer survey which told us that Oxfam volunteers are highly satisfied with the experience. Most people intended to continue volunteering for at least 12 months, some intended to leave despite being very satisfied, having gained the skills and experience they were seeking from the role.

Oxfam also enjoys the support of over 6,000 festival volunteers and offers office-based volunteering roles.



Inspiring a new generation of fundraisers and activists.



Barbara Walmsley, a retired primary school teacher, started fundraising for Oxfam aged 16. Credit: Lottie Stevenson/Oxfam

SPOTLIGHT

Barbara Walmsley, a retired primary school teacher, started fundraising for Oxfam aged 16. This year will mark 70 years of her phenomenal support for our work. From shaking a tin in the street when she was still at school, Barbara has gone on to become the brains and driving force behind many creative fundraising initiatives. In 1985, Barbara founded the very first Oxfam bridal department from her family home. Nearly 40 years later, Oxfam has five bridal stores across the country and her ingenious idea has helped thousands of brides find their dream dress and has raised an incredible amount of money for Oxfam's work in the process! "I started a bridal gown hire service from our spare bedroom...I wrote begging letters to bridal shops saying, 'Please send me your leftover stock'. I was very lucky – I had two large donations from two well-known bridal designers which got me going and I never looked back."

Aged 71 she became a surprise social media hit, starring as Oxfam's Green Granny in a series of YouTube videos. She offered her straightforward tips on how families could save money and live more sustainably, including how to shop effectively, throw away less, cook once to eat twice, mend clothes and clean naturally, all while caring for the environment. Hundreds of thousands of people around the world have logged on for her advice. Dressed in a blue blouse she bought 18 years ago and producing cake made from leftovers, Barbara explained how she learned the value of money from her mother growing up on war-time rationing. A book followed: *Make, Mend, Bake, Save and Shine: with Oxfam's Green Granny*, with all royalties going to Oxfam.





Barbara Walmsley presented by Craig Ash (UK Campaigns Manager) with a hamper outside Oxfam House after raising the most money during 'Oxfam's fast for basic rights' held on 15 November 1996.

Showing no signs of slowing down, this year will be the 38th anniversary of her annual 'fast' and she still runs a very popular coffee morning every year too, again all in aid of Oxfam.

Her beloved husband Charles, who was also a devoted Oxfam supporter, sadly passed away in 2020. Throughout his lifetime Charles had amassed an impressive collection of theological books and after his passing, these were very generously donated to Oxfam. Wanting to keep herself busy, Barbara decided there must be more people with book collections they no longer wanted or needed, so she set about putting up posters and distributing flyers in her local area and she now has people bringing boxes of books to her home on an almost a daily basis. These are then distributed across our bookshop network to raise even more money for Oxfam. She is also still a regular Oxfam speaker, attending various events and inspiring a new generation of fundraisers and activists. Thank you Barbara for everything you do.

PEOPLE AND ACCOUNTABILITY

An Oxfam worker delivers water to a shelter in
Aleppo, Syria, after the devastating earthquakes
in February 2023.
Credit: Islam Mardini/ Oxfam



OUR PEOPLE AND CULTURE

AS OF 31 MARCH 2023

4,132

STAFF WERE EMPLOYED
BY OXFAM GB.

OXFAM HAS OVER

24K

VOLUNTEERS

INCLUDING

18K

RETAIL VOLUNTEERS

AND

6K

FESTIVAL VOLUNTEERS

OUR PEOPLE

Our staff

As at 31 March 2023, Oxfam GB employed 4,132 staff (see detailed breakdown in employee data section) – compared with 4,157 staff employed at 31 March 2022. This includes 1,905 staff based in UK Divisions (including staff located outside the UK) and 2,227 staff in our international divisions and global humanitarian team.

As at 31 March 2023, the representation of women in our total workforce was 51.2% – compared to 51.3% reported at 31 March 2022. In 2021/22 our senior leadership team comprised of five women and one man. The percentage of BME staff in the UK divisions was 15.1% of the total workforce for whom their ethnic origin is known which is an increase of 2.8% from March 2022 – compared with an increase of 0.9% in 2021. This increase reflects a strong commitment and concrete plan to increase diversity at all levels in the organisation.

We continue to review and adapt our structures and ways of working to ensure they remain aligned with organisational strategy and needs, recognising that the world in which organisations like ours operate is changing and requires us to work increasingly through local partners and to shift more resources and decision-making power to the Global South. Following Covid-19, we have now moved to a hybrid way of working which offers greater flexibility to staff.

Our volunteers

Oxfam is supported by over 24,000 volunteers in Great Britain. Whilst the majority work in our shops, volunteering is integral throughout the whole of our organisation. We continued to steadily build the number of retail volunteers throughout the year, with over 18,000 volunteers registered across our 564 shops and our online retail hubs in March 2023. This increase in volunteer numbers is thanks to the commitment of all our Shop Managers and the support of our new central Volunteering Team. Oxfam also enjoys the support of 6,000 festival volunteers and offers office-based volunteering roles.

We believe this increase is driven by our ongoing focus to engage and increase volunteers alongside continued improvement to our policies and processes to ensure we remain rigorous and compliant. We've also continued to develop and diversify volunteering opportunities and to reach new audiences.

Supporting our work

Across the world, our teams are working with partners to fight poverty and the inequality that fuels it. This takes everyone and includes a range of professionals, from fundraisers to the staff who run our programmes and all the people in between, such as our logistics experts who ensure that supplies reach the people in need of them, HR officers who recruit and support the teams, finance officers who make sure we get the best value for money, and legal experts who ensure we comply with regulations.

PEOPLE DATA

ALL EMPLOYEES BY GRADE AND SEX

UK Divisions* including International Operations.
International Division including Global Humanitarian Team (GHT)**

GRADE	FEMALE	FEMALE %	MALE	MALE %	GRAND TOTAL
DIR	8	80.0%	2	20.0%	10
A	19	73.1%	7	26.9%	26
B	161	62.1%	97	37.6%	258
C	475	47.8%	519	52.2%	994
D	484	46.1%	565	53.9%	1,049
E	504	58.3%	360	41.7%	864
F	97	26.5%	269	73.5%	366
Shop Managers	363	66.4%	184	33.6%	547
Hosted staff grade unknown	1	33.3%	2	66.7%	3
Country Director	4	26.7%	11	73.3%	15
Grand Total	2,116	51.2%	2,016	48.8%	4,132

The Equality Act 2010 requires us to report on staff based on their biological sex (male/female), as identified in their HR data.

We aspire to address our ability to report on gender identity as well, by improving our equality data form completion.

EMPLOYEES – BY ETHNICITY***

UK Divisions including International Operations

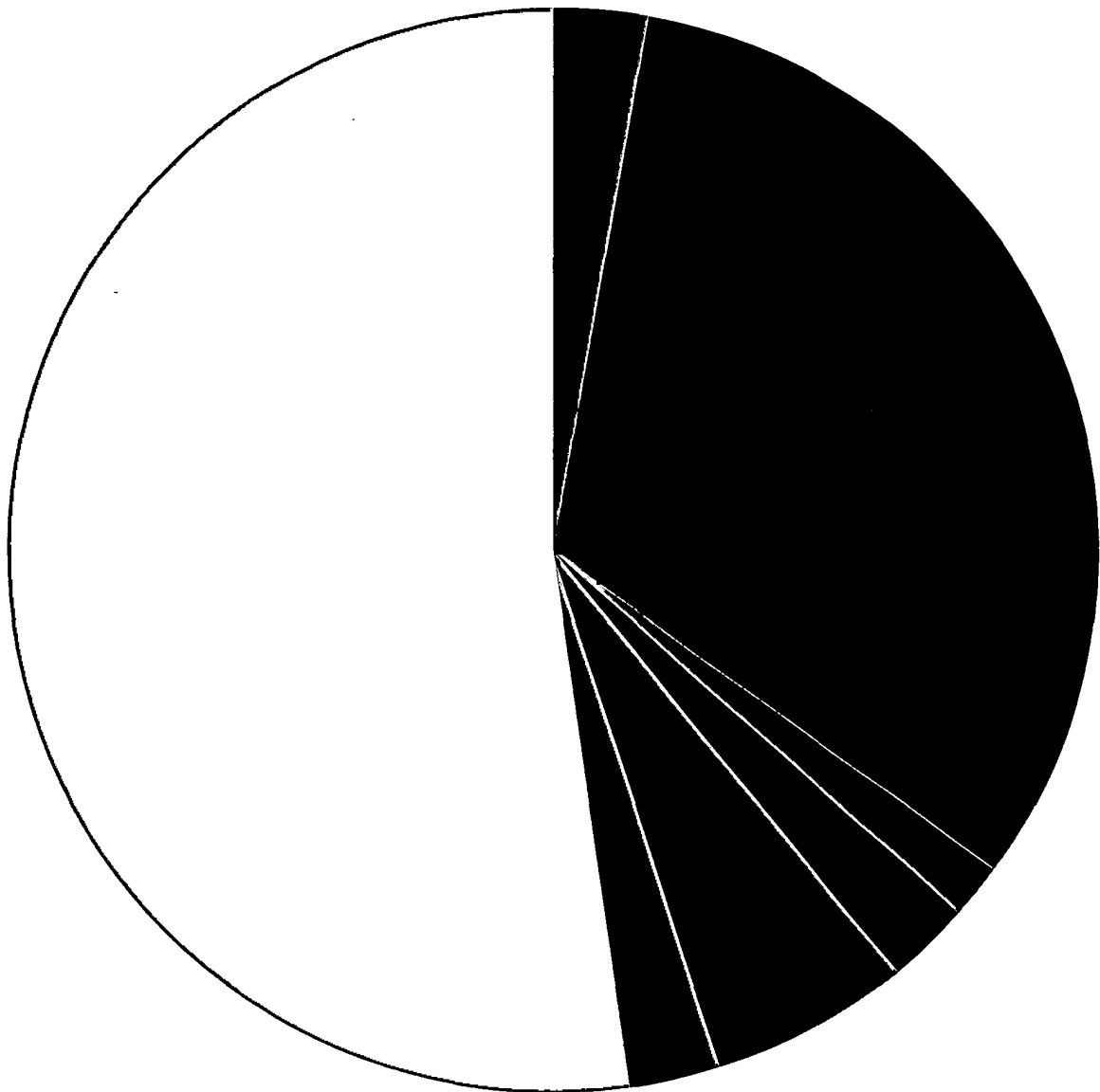
As at 31/03/2022	Headcount	BME % of Total Headcount	% of Headcount where ethnicity is known
BME	205	10.9%	15.1%
White	1,152	61.4%	84.9%
Unknown or prefer not to say	511	27.2%	n/a
Total	1,868	100.0%	n/a

* UK Divisions includes people employed in UK teams but located overseas.

** This includes International Programmes, Global Humanitarian Team (GHT) staff and some Oxfam International or affiliate staff based in countries where Oxfam GB is the executing affiliate within our global confederation.

*** An 'Equality Form' has been added to our HR System to be filled in by employees. Figures for ethnicity are taken from this and from any previous information held if no new data has been added. Completion is not compulsory. Figures for ethnicity are given as a percentage of OGB employees (total headcount) and as a percentage of employees who have completed the information on ethnicity (known headcount). Figures are not yet available for International Programmes staff.

EMPLOYEES BY DIVISION



● CEO (including Transformation)	116
● Engagement (including Retail)	1,349
● Finance, Legal & Governance	67
● Impact	97
● Operations	245
● Other	3
● Global Humanitarian Team	110
● International Division	2,170
Total	4,157

OUR CULTURE

Our organisational culture is constantly evolving as we work towards truly living our values of accountability, inclusion and empowerment. We have outlined our commitments to anti-racism, intersectional feminism, and shifting power to partners and communities across the world in our paper, Transforming For A Radically Better World, so that we deliver our strategic aim to be a safe, feminist and anti-racist organisation.

Our long-term vision, co-created with staff and leadership, resulted in our aim to move towards a culture of connection and responsibility. To achieve this, we continue to work towards organisational culture shifts, so that all staff can take a shared responsibility for culture change and for supporting the wider organisation. Our Equalities Learning Pack, along with bespoke intersectional team support programmes, have helped staff to embed learning and shift behaviours, including an anti-racism learning journey, and action learning sets for leadership and HR teams.

A crucial part of our inclusion aim is working to embed a structural understanding of disability, and to dismantle the barriers faced by people living with disabilities, to ensure that accessibility is a truly lived experience for all our staff. We are a committed Disability Confident employer, working with colleagues to develop key actions which will enable Oxfam to progress from being 'confident' to becoming a 'leader' in our status in the Government's Disability Confident scheme.

Our commitment to becoming a safe, feminist and anti-racist organisation, and to taking an intersectional approach, is also reflected in our commitment to being LGBTQIA+ inclusive, and taking steps to ensure that our internal culture, systems, and processes are managed in a way that make them accessible and available to all our colleagues, but particularly colleagues who experience marginalisation. We have also reaffirmed our organisational commitment to trans inclusion by enabling an environment where LGBTQIA+ colleagues, including trans and non-binary colleagues, can feel supported and heard. We have made some progress on this through our Trans Inclusion Policy, Trans & LGBTQIA+ Inclusion Guide, and self-learning and group learning opportunities, and we will continue to keep working towards being a fully inclusive organisation.

We continue to take an anti-racist approach, both internally and externally. We have developed a cross-organisational consultation process to ensure our approach to racial justice is grounded in people's lived experiences.

In 2022/23, culture continued to be a key focus in the delivery of our strategic priorities, and we look forward to continuing this momentum in the years to come.

EQUALITY, DIVERSITY AND INCLUSION

Desi is the Vice President of the PBR Forum and Yani is an administrator at Geramin NTT in Indonesia. Both disability and inclusion advocacy organisations work with Oxfam's local partner PIKUJ, to reduce the impact of natural and social disasters and provide support for people with disabilities. Oxfam acknowledges the support of the Australian Government through the Australian NGO Cooperation Program (ANCP).
Credit: Kyo Umereta/Oxfam



We have a strong commitment to equity and accessibility for all colleagues within Oxfam GB, based on an aim for an inclusive organisational culture in which everyone can thrive.

Our ambition to decolonise our work and develop a safe, feminist and anti-racist organisation is key to our work on Equality, Diversity and Inclusion. The development of our Equalities Strategy is centred on the experiences of our Black, Indigenous and People of Colour (BIPOC) staff and those from other under-represented groups. The Equalities Strategy takes an intersectional approach, and this enables us to understand how people experience power inequalities and barriers to inclusion because of different aspects of their identity such as race, gender, class, ability and other factors: we recognise that these factors can *compound and reinforce one another*. This approach enables us to recognise the different forms of both oppression and privilege that people can experience, and how these can intersect. Our vision is for a world where no one is left behind, and where we are able to build a future free from inequity and oppression.

We have redesigned how we engage with our active internal networks and working groups, which create safe and inclusive spaces for colleagues from under-represented or marginalised groups, and who work with us on the development of policies, HR practices and culture work. The Accountability and Values Forum operates as one mechanism through which we can hold ourselves up for scrutiny and enable discussion between leadership and staff on how we can move further forwards in our commitments to transform.

We have also continued to utilise our Diversity & Inclusion Champions in all stages of recruitment: the Champions receive training and support to apply an intersectional lens to recruitment to ensure every stage of the process is safe, fair and accessible.

Equalities Data

All colleagues are encouraged to complete our Equalities Monitoring Form, although it is not compulsory. As we explore how this data can better inform our work, we continue to engage with staff and Trade Unions to increase the completion rate of the form, to give us a clearer picture of the people who make up our workforce.

Oxfam GB continues to use this Equalities data to provide intersectional pay gap reporting, looking at ethnicity and LGBTQIA+ pay gaps as well as the gender pay gap. This is in line with our commitment to increasing diversity and taking an intersectional approach to Equalities.

At the time of writing our Pay Gap Report, 11.2% of staff identified as BIPOC and, based on the available data, the overall Ethnicity Pay Gap was -28.6% median and -11.6% mean compared to -32.8% median and 8.9% mean in 2021. These figures suggest that, of those individuals who submitted their data, the average pay for staff identifying as BIPOC was higher than the average pay for those identifying as white.

9.6% of our staff identify as LGBTQIA+ and based on the data we have, the overall LGBTQIA+ Pay Gap was 13.3% median, 10.8% mean. Taken together, this data suggests that the average pay for those identifying as LGBTQIA+ was lower than the average pay for those not identifying as LGBTQIA+. This is concerning and we remain committed to improving the experience and progression of staff identifying as LGBTQIA+ within Oxfam.

For further details and exploration of these figures, please see our Gender Pay Gap Report.

oxfam.org.uk/about-us/plans-reports-and-policies/oxfam-gbs-gender-pay-gap/

In remaining targeted and nuanced in addressing inequalities, we will continue to use our Equality data as simply one indicator of the systemic and cultural change that we hope to achieve. Looking forward, and as part of our Equalities journey, our commitment is to explore and introduce creative ways to help increase the proportion of staff who complete and share their Equality data.

Anti-racism

Without tackling systemic racism around the world, we cannot end global poverty. Systemic racism makes it harder for people to earn a living, feed their children and put a roof over their heads. We are committed not only to fight against racism, but to being an actively anti-racist organisation – starting with our internal culture. To achieve this, we must intentionally question and unpack how colonial and dominant systems of power continue to allow racism to exist within Oxfam, as a product of the society in which we exist, and how they play out in our work. This requires calling out racist culture and practices – there is still much we have to do.

Meeting our charitable objects of preventing and relieving poverty requires us to address the systems of power that keep people in poverty. Our efforts to improve safeguarding, advocate for women's rights, tackle racism and fight poverty are deeply interlinked. To find out more about why Oxfam is talking about race see this blog by Danny Sriskandarajah, our CEO:

<https://danny.oxfam.org.uk/2022/07/05/opinion-why-tackling-racism-is-integral-to-ending-poverty/>

We are developing Oxfam GB's approach to racial justice based on an analysis of how structural racism shows up across the organisation. This analysis has been established and informed by the voices of Black, Indigenous and People of Colour staff across Oxfam. It is rooted in the fact that our external contributions on anti-racism mean very little without deep commitment and action. As part of this, we are being called on to decentre ourselves and sit in a spirit of discomfort as we take accountability for how the legacies of colonial attitudes and harm plays out within the sector and within Oxfam. Our racial justice work is rooted in the

Oxfam GB is a Level 2 UK Disability confident employer

fact that our external contributions on anti-racism mean very little without deep commitment and action, so teams working across the organisation are developing and delivering racial justice action plans. Oxfam has already made big strides but there is still much to do.

Disability Confident

Oxfam GB is part of the UK's Disability Confident employer scheme, and is currently at Level 2 within the scheme. This year we have been reviewing our working practices with a view to increasing our collective awareness of the different ways disabilities show up at work, to better support colleagues with disabilities and with the aim of progressing towards Disability Confident Level 3.

Our Disability Inclusion Network continues to grow, providing support and connections for colleagues who have disabilities or are parents and carers of people with disabilities.

LGBTQIA+ Inclusion

In June 2022 we introduced our Pride 'welcome' poster in shops. It was so well received that reprints were sold in our Oxford Superstore and the Oxfam Online Shop, raising funds for partner organisations working with LGBTQIA+ communities. In January 2023, we launched our Trans Inclusion Policy and accompanying Trans and LGBTQIA+ Inclusion Guide. This was the collective work of a number of people in Oxfam GB, including our Pride network members, and the policy launch was supported by learning on Trans Awareness from Gendered Intelligence. Notably, this policy launch was followed by an increase in the proportion of LGBTQIA+ colleagues reporting that they felt 'valued' and that they 'belong in Oxfam' in the April 2023 Pulse survey.

SAFEGUARDING

SAFEGUARDING

Oxfam is committed to ensuring we better protect all those with whom we work and come into contact. As we continue our journey to become a safe, feminist and anti-racist organisation, we know that creating a safe culture is everyone's responsibility.

Safeguarding is discussed at the highest level of the organisation and leaders are responsible for holding teams accountable for delivering safeguarding activities, managers must include safeguarding in meetings regularly and ensure they create a safe culture for reporting.

Safeguarding Strategy

The Safeguarding Strategy, launched in February 2022, aims to embed safeguarding in our culture and practice, and ensure an ongoing cycle of learning and improvements. It provides us with a framework to create a safer Oxfam through:

- Rebalancing power and shifting resources to the communities and countries where we work.
- Safer programmes to ensure safeguarding is embedded in every aspect in our work, starting by involving communities in the design and planning.
- Safer systems to enable safe recruitment, opportunities to speak up, action when incidents occur and collaboration with others in the sector.
- Safer shops by embedding safeguarding in every aspect of our retail work in the UK.
- Oversight and accountability of how this work is delivered and resourced, learning and evaluation, and how our safeguarding is managed.

Within the strategy, core standards support Oxfam's ambition of transforming organisational culture, to model our values as an organisation and to prevent abuses of power that manifests as sexual exploitation and abuse. It also gives a framework to guide partners, donors and external stakeholders of how we systematically implement safeguarding measures and strengthen the continuum of prevention, detection and response.

Survivor-centred

We are survivor-centred – ensuring that the needs and wishes of survivors take priority. We aim to be supportive, enabling and mutually accountable to survivors and those that report concerns. We do this by listening to those who are affected; responding sensitively and safely when harm or allegations of harm occur; identifying risks and taking action to prevent future occurrences. Understanding of the context and how gender, power, and inequalities intersect and interact is integral to all safeguarding work.

Highlights

Some of the key areas of progress during 2022/23 include:

- Strengthening of the safeguarding focal point networks in all countries where Oxfam has a presence.
- Working closely with safeguarding leads from across the confederation to improve and harmonise safeguarding practice.
- Supporting partners to implement safeguarding plans and manage allegations.

- Improving case management, to ensure consistent and transparent regulatory reporting.
- Launching the new safeguarding training course for Retail staff and Lead Volunteers.
- The regular review of our case management system by independent auditors concluded that our case management had improved significantly, including the recording and managing of safeguarding cases.

Ongoing challenges are:

- *Under reporting of sexual exploitation, abuse and harassment remains a sector wide challenge, especially in humanitarian contexts. Oxfam continues to lead research into the barriers that prevent people reporting and to seek ways to address them.*
- Challenging harmful practices including gender-based violence that conflict with Oxfam values and create tension in the communities we are working with.

Safeguarding in our shops

Safeguarding is a core element of retail operations to ensure that our shops are safe places for staff, volunteers and customers. This year a new safeguarding e-learning course for shop staff and Lead Volunteers launched along with a mechanism for monitoring compliance. This course places safeguarding in the UK context with reference to the statutory framework around regulated activity with children and statutory reporting responsibilities. It also focuses on the wellbeing of vulnerable adults which has been included in the Oxfam Retail division's definition of safeguarding.

A collaboration between Safeguarding and the Privacy team enabled the launch of a resource 'Social Media and Young Volunteers' which provides guidance and clarity on our policies on the use of social media platforms for staff and volunteers.

Safeguarding Case Data

In 2022/23 Oxfam GB's Safeguarding Team concluded 41 investigations, 30 of which related to our international programmes and 11 related to our retail operation in the UK.

An additional 51 reports were managed through an alternative form of action. In some cases, the survivor may not wish to proceed with an investigation or there may be insufficient information, so it's not always possible or appropriate to undertake a formal investigation.

When concerns are raised that cannot be formally investigated, the team works to address the concerns by other means. This includes training, working with HR on culture and providing safe spaces community engagement and support for partners. If an individual leaves Oxfam before or during the course of an investigation this is noted on their HR record as part of our safe recruitment commitment.

Trained safeguarding investigators are responsible for timely, confidential investigations in line with Oxfam's procedures.

Of the 41 cases that were investigated:

- 21 were upheld or partially upheld resulting in:
- 11 dismissals
- 4 formal warnings
- 20 were not upheld

In 6 cases, other action was taken; this could include training, additional supervision, loss of position or seniority.

Of the total safeguarding investigations, the subjects of complaint were made up of:

- 25 staff
- 11 volunteers
- 5 partners or contractors

Of the total safeguarding investigations, survivors were made up of:

- 11 staff
- 12 volunteers
- 13 community members
- 1 partner
- 4 identities unknown

Oxfam continues to embed safeguarding in our culture and promote the importance of safeguarding throughout all our activities. Considerable progress has been made in improving the systems and processes that allow us to react swiftly, support survivors and comply with regulatory responsibility. However there is always the need for vigilance and we are committed to ensuring that safeguarding at Oxfam will continue to evolve and strengthen.

REPORTING AND ACCOUNTABILITY

GENDER PAY GAP

The term 'gender pay gap' refers to the difference in average earnings between women and men. As an organisation working around the world to enable women to realise their rights, we believe gender pay gaps should not exist and we are committed to reducing ours. Our gender pay gap for April 2022 gave a median pay gap of 2.2% (a decrease from 4.6% in April 2021) and a mean of 5.3% (compared to 8.1% in April 2021). This indicates that our approach is showing positive progress against our plans. You can find Oxfam's latest Gender pay gap report on our website:

oxfam.org.uk/about-us/plans-reports-and-policies/oxfam-gbs-gender-pay-gap

Oxfam GB pay ratio

In line with Oxfam's campaigning against inequality, Oxfam GB monitors our pay ratio on a regular basis, aiming not to increase the current level. Our CEO pay ratio, for 2022/23 is shown below:

HIGHEST TO LOWEST PAID*	25TH PERCENTILE PAY RATIO*	50TH PERCENTILE PAY RATIO*	75TH PERCENTILE PAY RATIO*
6.5:1	5.9:1	5.5:1	3.5:1

Our top to median pay ratio for 2022/23 was 6.5:1 compared to 6.7:1 in 2021/22. Figures from 2021 were influenced by the employees excluded from the data due to furlough in April 2021. This is higher than many other international NGOs, due to the significant proportion of shop staff in our UK workforce. If our shop staff were excluded, our top to median pay ratio would be 3:1 (a decrease from 3.6:1 in 2021/22). Our highest to lowest pay ratio was 6.5:1 (6.8:1 for 2021/22). If the figures are adjusted to take account of sabbatical leave accrual for the CEO, the highest to lowest pay ratio increases to 7:1. Details of CEO and leadership team pay are included in the tables on page 146.

*Pay ratios have been calculated using option B set out in 'The Companies (Miscellaneous Reporting) Regulations 2018' allowing companies to identify the employees at 25th, 50th and 75th percentiles using their latest gender pay gap information as we are unable to accurately calculate full time equivalent remuneration in a given tax year for all our employees based on our 2022/23 payroll system.

LIVING WAGE EMPLOYER

In 2022/23, we partnered with our unions to shape a package of measures that aims to address staff concerns and priorities, and do the best we can, particularly for our lower-paid staff in these challenging times.

This includes a continued commitment to paying a Living Wage. Oxfam is an accredited Living Wage employer in the UK and we ensure all our UK staff are paid a Living Wage based on Living Wage Foundation rates. This year we increased pay for the lowest paid, early in November 2022, six months earlier than required under the accreditation, given the high rates of inflation in the UK.

Oxfam GB also offers other financial support for employees, for example welfare loans and salary advances where these are needed.

MODERN SLAVERY

In Oxfam GB's 2022/23 Modern Slavery Statement, published in September 2023, we outline new three-year commitments, which we will report against in future annual statements.

For more detail see our latest statement:

oxfam.org.uk/about-us/plans-reports-and-policies/modern-slavery-act-statement/

ACCIDENTS AND INCIDENTS

The number of incidents reported in 2022/23 totalled 532 (566 in 2021/22). Of the reported incidents by location:

- 92% occurred in shops (92% 2021/22)
- 3% occurred in warehouses
- 1% occurred internationally
- 4% occurred at festivals

In the UK there were a total of 13 work-related fleet vehicle incidents (8, 2021/22) and internationally there were 21 work-related road traffic accidents (16, 2021/22).

A total of eight RIDDOR* reportable incidents were submitted to the Health and Safety Executive which represents an increase on the previous year (3, 2021/22).

*The UK government's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

ANTI-CORRUPTION

We have a dedicated Anti-Corruption team, working to prevent, deter, detect and respond to reports of fraud, theft, money laundering, nepotism and possible terrorist financing. The whistleblowing channel allows staff and partners anywhere in the world to report concerns confidentially. Additionally, we have a Loss Prevention Adviser working in the UK for Oxfam's shops.

We have a robust fraud and corruption prevention strategy, which includes awareness raising, training, country risk assessments and specific projects to address fraud and corruption. Oxfam operates in many challenging environments where the risk of corruption is high.

In 2022/23 we received a total of 180 new reports of fraud, theft and corruption. We estimate the known losses to be less than 1% of Oxfam's overall income. Any loss to corruption is of concern, which is why we invest in rooting it out and investigating when it happens.

Of the total reported incidents/concerns, 88 related to our international programmes and non-trading UK operations. The total verified losses were approximately £30,000. Verified losses are amounts which have been confirmed as having been stolen or lost to fraudulent or corrupt activity. The total unverified losses – where losses are suspected but not proven were £185,000. The majority of incidents were in our procurement activities (see notes below).

Our UK retail operations received 92 reported incidents/concerns. The financial losses established through investigations amounted to £9,870, but we are not able to estimate our total financial losses due to theft. The nature of incidents varies from burglaries of shop premises to the theft of donation boxes on shop counters.

Notes:

These figures do not include losses where the investigation is still underway or where the investigation was unable to or did not identify a loss.

The losses are calculated from investigations concluded in 2022/23 irrespective of when that investigation commenced (i.e. it will include losses from previous years which have not previously been reported because they were unknown at the time).

RESPONSIBLE FUNDRAISING

Oxfam is committed to complying with the regulatory standards for fundraising, and to ensuring that our fundraising is delivered in a manner consistent with our values. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice. Our contracts with third party fundraising suppliers stipulate that they must follow the Code. In addition, we are active members of the Data and Marketing Association and have signed up to their voluntary Code of Practice. We also take great care to ensure our fundraising complies with UK data protection legislation.

Our public fundraising work includes:

- soliciting single and regular gifts through a variety of channels, including face-to-face and telemarketing
- operating a lottery
- legacy fundraising
- event fundraising, via third party running events such as the London Marathon.

We sometimes use contracted fundraising suppliers to help us raise funds. We have thorough due diligence processes that must be followed before we sign contracts with fundraising suppliers. Once fundraising has commenced, we monitor their activities closely to ensure they treat our supporters fairly and protect Oxfam's reputation. The levels of monitoring required for different fundraising techniques are specified in Oxfam's Marketing Compliance Manual, which provides detailed guidance on all aspects of our marketing activity.

Our website outlines our complaints policy and clearly explains how an individual can complain. We received 200 complaints related to our marketing and fundraising activity during 2022/23 compared to 142 in the previous year. The rise in complaints is related to an increase in face-to-face fundraising activity following the relaxation of Covid-19 restrictions. All complaints are reviewed by our Marketing Compliance team to ensure that appropriate corrective action is taken. This may include retraining of fundraisers, or, where the complaint relates to a fundraising supplier, may ultimately lead to termination of contract. Complaints are reported to our Leadership Team (LT) and Trustees so they can consider lessons learned. We report to the Fundraising Regulator on the totality of our complaints.

Oxfam takes great care to identify and respond appropriately to supporters who may be in vulnerable circumstances to as to ensure that we are sensitive to their needs while respecting their right to support our cause. All Oxfam fundraisers (both staff and third party) receive regular and extensive training in our processes for identifying and safeguarding anyone in vulnerable circumstances.

Our Supporter Care team has a designated vulnerable person lead, who reviews all cases of suspected vulnerability in consultation with our Head of Marketing Compliance.

Our primary aim is to make sure we don't accept donations from people who lack the capacity to make an informed decision to do so. Where vulnerability is suspected, we always endeavour to suggest appropriate ways of supporting our cause, for instance through engaging with our online campaigning activity such as the Climate Justice campaign.

ENSURING DATA RIGHTS AND COMPLIANCE

We continue to strengthen our approach, awareness and responsibility for data protection and data rights, with GDPR setting the standard. This year we published new policy on the use of AI in our Adaptive AI policy which dealt with the use of data privacy in utilising this new technology. We have strengthened our data privacy team to deal more effectively to increase security and safety of the data of our stakeholders. As well as supporting UK activities informing and raising awareness of data protection and, importantly, raising funds in a responsible and compliant way, our countries' activity has continued to focus on supporting archiving of data in countries. We designed new, mandatory training for data security which we will continue to build on to ensure all who work for us understand good responsible data practice, always working with partners and those we serve, including people living in some of the most challenging circumstances in the world.

CYBER SECURITY

We continue to make significant efforts to improve and assure the security posture of Oxfam GB (meaning the networks, information and systems we have along with the capabilities we have in place to manage and defend these).

This includes:

- continued staff training and awareness: boosting regular annual training with additional programmes focusing on phishing and ransomware and updating our internal policy documents to ensure they are relevant for the organisation.
- audit of our cyber security approach to strengthen the security controls in place. Overall assessment is that we have mature practices which continue to be improved through the work of our cyber security team. We have a well developed roadmap of developments which are scrutinised regularly by our Audit and Risk Committee.
- improving our roll out of multi-factor authentication across our estate to ensure our environments are safer for staff and stakeholders.
- passing a Cyber Essentials Plus to be re-eligible for UK government funding.
- designing and building a new 24/7 security monitoring environment to provide real time security alerts for suspicious activity within our environment. This is in preparation for the Managed Security Services Partner (MSSP) that we are planning to engage with at the beginning of the 24/25 financial year.

ETHICAL AND ENVIRONMENTAL STANDARDS

WE ARE COMMITTED TO
REDUCING OUR CARBON
EMISSIONS BY AT LEAST

71%

BY 2030 FROM A 2011/12
BASELINE, WITHOUT
OFFSETTING

*The wording of our target has been clarified to omit potential confusion with the SBTi (Science Based Targets Initiative) Corporate Net-Zero Standard. We have set our target over the specified scope to achieve carbon reductions in line with the SBTi carbon reduction pathways to limit global warming to 1.5°C and the 2015 Paris Agreement.

Kensington Garden's Bookshop, Brighton.
Credit: Gabi Torres/Oxfam

UPHOLDING OUR ETHICAL AND ENVIRONMENTAL STANDARDS

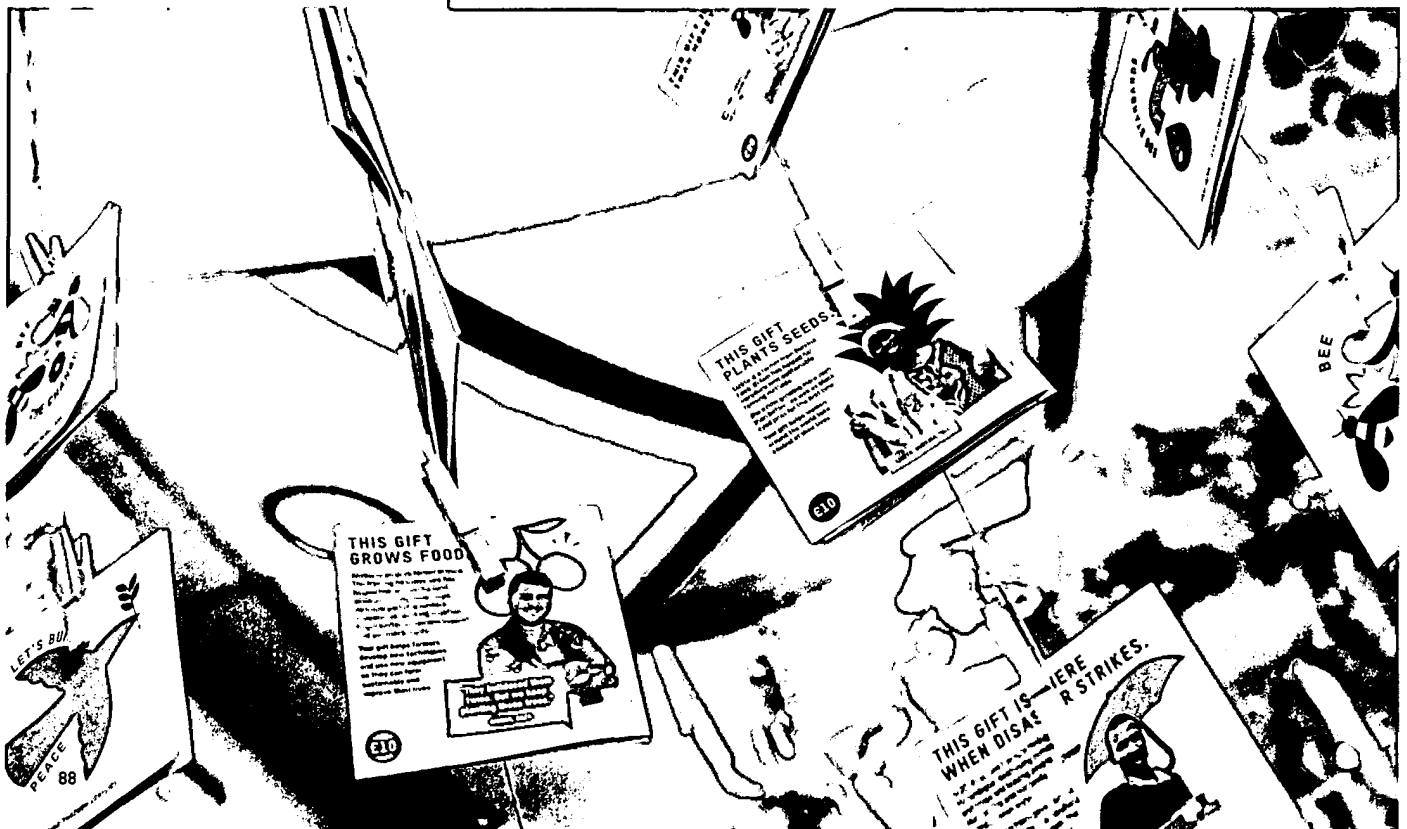
Oxfam GB takes corporate responsibility seriously. We focus as much on 'how' we do things as 'what' we do. We know how important it is to monitor and report on the ethical and environmental impact of our day-to-day activities and the progress we have made against previously published targets.

We are committed* to reducing our carbon emissions by at least 71% by 2030 (from a 2011/12 baseline, without offsetting) and to have net zero emissions from our UK operations before 2040.

This target covers Scope 1, Scope 2 and partial Scope 3 (third party logistics, employee business travel by land and air – including emergencies). We will continually review our target as we widen our Scope 3 reporting commitment.

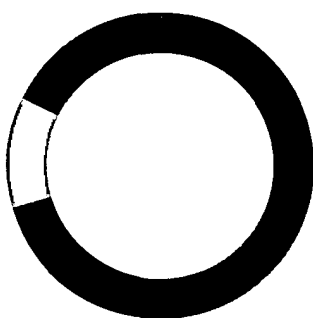
We intend to review and improve on this target each year as new opportunities and technologies become available.

For the fourth year now, we also present here our report on energy use and carbon emissions under the Government's Streamlined Energy and Carbon Reporting (SECR) framework. This mandatory report forms part of our wider reporting, the scope of which we continue to expand. Our emissions are based on our UK operations for the year 1 April 2022 to 31 March 2023, the same period as the financial report.



OVERALL PERFORMANCE

DISTRIBUTION OF CARBON EMISSIONS (CO₂E TONNES) 2022/23



0.708 ● Building energy
0.176 ● Air travel including emergencies
0.116 ● Land travel and logistics

2022/23 was the first full financial year since the start of the Covid-19 pandemic to not be impacted by Covid-19 lockdowns and as such our shop network impact can be appropriately compared to pre-pandemic activity. As such, we have been able to see the positive impact of energy saving measures on the shop network energy use.

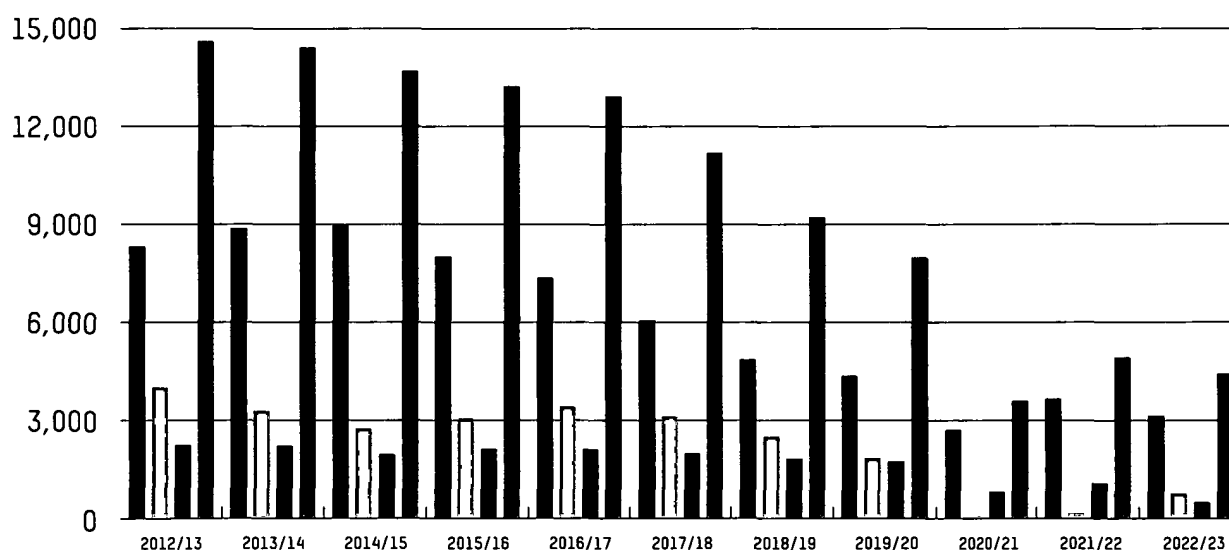
International travel has increased due to the removal of Covid-19 countermeasures, but remains at below 50% of pre-pandemic levels. This has been supported by our new travel policy published in August 2022.

Overall, the carbon emissions generated by our UK-based activities reduced by 10% to 4,436 tonnes compared to 4,941 tonnes in 2021/22. This is 44% lower than our pre-pandemic levels (2019/20) and 70% lower than our 2011/12 baseline. This puts us well on track to meet our target to reduce our emissions by 71% by 2030. Our environmental footprint continues to benefit from the positive changes in working practices brought about by the pandemic, such as improved virtual collaboration tools. Our shop network was unaffected by Covid lockdowns this year. This has allowed us to see a 28% reduction in emissions from building energy compared to 2019/20. This impact is primarily a result of rolling out LED lighting in our shops. Our key areas of environmental impact are:

- Building energy: 70.8% of our carbon emissions in 2022/23 came from building energy, compared to 74.2% in 2021/22.
- Air travel: 17.6% of our carbon emissions in 2022/23 were a result of air travel; compared to 3.6% in 2021/22.
- Land travel and logistics: 11.6% of our carbon emissions in 2022/23 came from land travel and logistics, compared to 22.2% in 2021/22.
- Sustainable materials: We continue to ensure that at least 90% of the wood and paper we use is recycled or Forest Stewardship Council (FSC) certified. Further information on our ethical and environmental strategy and reports can be found on our website here: <https://www.oxfam.org.uk/about-us/plans-reports-and-policies/corporate-responsibility>

CARBON EMISSIONS (CO₂E TONNES) BY REPORTING CATEGORY 2012-2023

● Building energy
● Air travel including emergencies
● Land travel and logistics
● Total



RETAIL ETHICAL AND ENVIRONMENTAL STRATEGY (REES)

Our Retail division aspires to be a driving force for sustainable trading, embracing innovation and upholding the integrity of Oxfam GB's brand. The strategy contains five key objectives and a range of actions to support them.

The objectives of the strategy are to address inconsistency in working, to continually improve the ethical and environmental management of the retail division, to seek out innovation and opportunities, to leverage public engagement and to clearly communicate the strategy to support behaviour change within retail. Examples of actions which support the REES targets include:

- Reducing the proportion of waste that goes to landfill to <5% by 2023/24 (Result for 2022/23 = 6.4%)
- Implementing actions arising from our Energy Savings Opportunities Scheme (ESOS) report – including the installation of LED lighting in 95% our shops by 2024 (Result for 2022/23 = 29%)
- Increasing the proportion of wood and paper products in our Sb0 (Sourced by Oxfam) range which are recycled to 50% by 2023/24 (Result for 2022/23 = 29%)
- The establishment of a Responsible Stock Solutions working group

Our supplementary report contains additional details on updates to our Retail Ethical and Environmental Strategy.

Oxfam shops are a place where customers can buy stylish second-hand clothes, ethically-sourced homeware and books. Credit: Andy Doherty/Oxfam



ENERGY AND CARBON REPORT (SECR)

This mandatory reporting is narrower in scope and calculation requirements than the data we include in our voluntary report above, for example, our flight emissions are not included in the table below and all our reporting above includes direct and indirect emissions whereas the mandatory reporting below just requires direct emissions.

In total, the mandatory reported carbon emissions in 2022/23 for SECR reporting are 2,720 tonnes CO₂E, down 12% compared to 2021/22. The overall decrease in mandatory reported emissions was due to changes to our business operations (e.g. office closure) and the implementation of energy saving projects.

The gross intensity ratio of 35.5 tCO₂E per 1,000m² of total shop area in 2022/23 for mandatory reported carbon compares to 64.2 tCO₂E per 1,000m² of total shop area for 2018/19, the comparison year for the first year of SECR reporting.

In addition to mandatory reporting, since 2019/20 we have reported optional Scope 3 emissions from leased assets and employee business travel. For 2022/23, the total gross Scope 1, 2 and 3 emissions from these sources amounts to 2,994 tonnes, down from 3,652 in 2021/22. This equates to an intensity ratio of 39.0 tCO₂E per 1000m² of total shop area, compared to 60.2 tCO₂E per 1000m² of total shop area in 2019/20.

Further to the mandatory and optional reported carbon we have included in previous years, in 2022/23 we have widened the scope of our reported emissions as we work towards reporting our entire value chain. This year, we are reporting emissions from home working, transportation of humanitarian goods within the UK, waste and water processing, well-to-tank emissions of fuels used and transmission and distribution losses. The emissions are not included in the above commentary, as to allow for a meaningful comparison, but can be found in the table on the following page. In 2023/24, we will continue to monitor these emissions and consider their impact on our carbon reduction targets.

Intensity ratio

We have chosen to display the tonnes of CO₂E per 1,000m² of shop floor area as the best metric to be able to compare year on year emissions, and the effect of their underlying driver. This is because our UK operations are dominated by the need to run hundreds of shops, heating and lighting them, and all the land vehicle movements required to service them.

Our area is calculated based on a large sample of shops with known floor-area and approximating to cover all shops. This is averaged over the year to account for shops opening and closing. The shop floor-area used for intensity metrics for 2022/23 was 76,715m².

Energy efficiency actions

The financial year 2022/23 was year two of a £500,000 three-year plan to roll out LED lighting in our shop network to take forward a key recommendation from our ESOS report in 2019. At the start of this year, LED lighting had been rolled out across 72% of our shop network. The LED roll out saw an average reduction of 2,300 kWh per shop in 2022/23 compared to 2019/20, which amounts to an average of 1% electricity saving in the shops where it has been installed. 2023/24 will see the third and final year of our £500,000 roll out plan, by when we plan to have rolled out LED lighting across 100% of our shop network.

In Oxfam House, our main office in Oxford, we closed one of three floors in the context of increased homeworking to reduce lighting and heating requirements. A reduction of our third-party logistics emissions has been achieved by collaborating with external parties to effectively manage waste.

* Rental and employee owned where Oxfam purchased the fuel.

CARBON REPORT

		Unit	2022/23	2021/22	
Energy Consumption	Used to calculate the emissions below	kWh	14,316,998	17,191,215	
Mandatory reported carbon					
Scope 1	Gas	tCO2E	549.0	668.0	
Scope 1	Transport (Land)	tCO2E	252.0	294.0	
Scope 2	Electricity	tCO2E	1,849.0	2,104.0	
Scope 3	Business travel (rental and employee owned where Oxfam purchased the fuel)	tCO2E	70.0	16.0	
Total gross CO2E		tCO2E	2,720.0	3,083.0	
Intensity Ratio	Gross tCO2E per 1,000m2 of total shop area		35.5	38.4	
Optional Reported Carbon					
Scope 3	Emissions from leased assets, franchises, and outsourced activities (logistics)	tCO2E	192.0	512.0	
Scope 3	Emissions from employee business travel which the company does not own or control and where not responsible for purchasing the fuel	tCO2E	82.0	58.0	
Total gross CO2E		Mandatory and Optional reported combined	tCO2E	2,994.0	3,652.0
Additional Intensity Ratio	Gross tCO2E per 1,000m2 of total shop area		39.0	45.6	

Oxfam procures a 100% renewable electricity tariff. However, as part of the Streamlined Energy and Carbon Reporting, we are required to report location-based electricity emissions based on government issued conversion factors.

* Rental and employee owned where Oxfam purchased the fuel.

Optional Reported Carbon- expanded scope (first time report)

Data for 2021/22 has been included where available, although it was not previously reported.

			Unit	2022/23	2021/22
Scope 3	A	Emissions from homeworking	tCO2E	690	*
Scope 3	B	Transport of humanitarian goods within the UK	tCO2E	3	*
Scope 3	C	Processing of waste and water	tCO2E	228	334
Scope 3	D	Transmission and Distribution losses (electricity)	tCO2E	171	175
Scope 3	E	Well-to-tank emissions (electricity generation)	tCO2E	439	458
Scope 3	F	Well-to-tank emissions (electricity transmission and distribution)	tCO2E	38	42
Scope 3	G	Well-to-tank emissions (natural gas)	tCO2E	90	111
Scope 3		Mandatory and Optional combined, including expanded scope	tCO2E	4,653	4,772**

*Retrospective calculation not available

**The previously reported figure in 2021/22 was 3,652 tonnes CO2E. We have been able to retrospectively calculate the emissions for items C-G which are included in the total gross CO2E emissions presented here. Retrospective emissions calculations are not available for items A-B, and as such this figure is not directly comparable to the total gross CO2E presented for 2022-23.

Methodology

Our emissions are based on our UK operations for the year 1 April to 31 March for each year noted, the same period as the financial report.

We collect electricity and gas data from billing information (which includes some estimated readings and missing period 'accruals'), and land transport data from a mixture of systems that collate distances travelled. We routinely reassess and restate gas and electric data for the prior year to reflect the more complete data that becomes available over time.

We use UK Government GHG Conversion Factors for Company Reporting to derive carbon emissions, and in respect of land transport, to also derive underlying energy use. Our full methodology statement can be found on our website at: oxfam.org.uk/about-us/plans-reports-and-policies/corporate-responsibility

*Retrospective calculation not available.

DIGITAL TRANSFORMATION

Ensuring Data Rights and Compliance

We continue to strengthen our approach, awareness and responsibility for data protection and data rights, with GDPR setting the standard. This year, we published new policy on the use of AI in our Adaptive AI policy which dealt with the use of data privacy in utilising this new technology. We have strengthened our data privacy team to deal more effectively to increase security and safety of our stakeholders' data.

As well as supporting UK activities informing and raising awareness of data protection and, importantly, raising funds in a responsible and compliant way, we have continued to focus on supporting archiving of data in countries where we work. We designed new, mandatory training for data security, which we will continue to build on, to ensure all who work for and with us understand good responsible data practice.

Cyber security

We continue to make significant efforts to improve and assure the security posture of Oxfam GB (meaning the networks, information and systems we have along with the capabilities we have in place to manage and defend these).

This includes:

- Continued staff training and awareness: boosting regular annual training with additional programmes focusing on phishing and ransomware and updating our internal policy documents to ensure they are relevant for the organisation.
- Audit of our cyber security approach to strengthen the security controls in place. Overall assessment is that we have mature practices which continue to be improved through the work of our cyber security team. We have a comprehensive roadmap of developments which is scrutinised regularly by our Audit and Risk Committee.
- Improving our roll out of multi-factor authentication across our estate to ensure our environments are safer for staff and stakeholders.
- Passing Cyber Essentials Plus to be re-eligible for UK government funding.
- Designing and building a new 24/7 security monitoring environment to provide real time security alerts for suspicious activity within our environment. This is in preparation for the Managed Security Services Provider (MSSP) that we are planning to engage with at the beginning of the 24/25 financial year.

PRINCIPAL RISKS AND UNCERTAINTIES

HODAN'S STORY

Hodan Mohamed works for Oxfam Somalia, a partner of Oxfam GB, as a Public Health Engineer in Somaliland. In talking about the challenges for the women pastoralists, she says: 'The main challenge for the women, especially for the girls, is when they maybe have the period they do not go to school, they are ashamed, they don't have water enough to wash the reusable pads. Sometimes they are pregnant and they can't take water from far away to their house.' She also talks about lack of education as a challenge for women and girls, as well as access to medical support when they are sick.

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The main challenge for the women, especially for the girls, is when they maybe have the period they do not go to school.

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Hodan and other Oxfam colleagues support communities in Somaliland with access to clean water, hygiene and menstruation kits, hygiene promotion, sanitation facilities (latrines), and more.



RISK MANAGEMENT FRAMEWORK

During 2022/23, Oxfam GB continued to embed its approach to risk management and assurance. We are progressing with our plan to integrate risk into Oxfam GB (OGB) planning and performance processes:

- OGB risks – We continued to work with senior leaders to identify the most significant strategic, external and operational opportunities and risks against our strategic priorities. These were reported to both the Audit and Risk Committee (ARC) and Board on a quarterly basis led by the CEO. The risk register has also been incorporated into the quarterly Board Core Information Pack and informs the key messages section of the pack.
- Assurance Reports – These continued to be integrated into the OGB Planning process and quarterly reviews. The quality and volume improved significantly this year. We continue to focus on this area to ensure they are used to inform and drive key decisions and plans.
- Opportunities and balanced decision making – We continued to emphasise the importance of identifying and managing opportunities and the 'risk of not doing' in order to support decision making that ensures that risks and rewards are balanced and outcomes are optimised.
- Influencing strategic thinking – We supported work on several key strategies in year to use opportunities and risks as a tool to drive for greater progress and improvement, particularly around how we can shift power and resources to local teams.

Governance of risk

The Audit and Risk Committee (ARC) regularly oversees major risks and how these are being managed. The ARC meets five times a year. The risk focus of the committee has been strengthened with greater emphasis on risk within the agenda, leadership of the risk sessions and discussion of key current issues by the CEO and cyclical attendance from SLT members to explain how they are managing key areas of risk. The Director of Integrity and Ethics has a direct and independent line to the Chair of the Board of Trustees and the Chair of ARC.

The ARC also oversees the risk and assurance approach receiving regular updates on progress against plans as well as the findings from the work noted above. The Board of Trustees receives the Oxfam GB risk register quarterly and focuses on risk at every meeting.

Controls framework

Oxfam GB has adopted the Three Lines Model which is consistent with the risk management approach described above. Assurance reporting provides confidence that operational controls are in place in all departments, together with the management oversight provided. A small internal audit team undertakes audits as approved by the ARC, primarily an agreed cycle of audits of the international programmes.

Significant risks

Oxfam GB works in challenging environments and has developed an approach to risk management that allows it to respond to risks and adapt to how it operates. The extent of uncertainty in our operating environment continues to increase. A number of the uncertainties set out below are inherent to the mission of Oxfam GB and present both risks to be managed and opportunities to improve both what we do and how we deliver our work. In some cases, grasping opportunities will help us to shift power and resources to the Global South and local partners.

RISK

RISK MITIGATION

Operating environments

To fulfil our mission, we work increasingly in complex countries where there are many risks to communities and our staff.

We recognise the greater opportunities for impact on poverty and its underlying causes in these environments. We also recognise the impacts and risks of not doing our work.

We actively invest in those countries where the risks are higher to provide greater levels of security and support country teams to deliver programmes. We have increased our focus on supporting country teams to manage risks in the local contexts that they know best.

Potential harm to those Oxfam works with and for

Because of the complex environment where we work, there is significant risk of harm from Oxfam and/or partner organisations to others.

We continue to improve our practices by further integrating safe programming practices into the design of programmes, including those operated with or through partners; and by further investing in the safeguarding team including additional advisors in the countries where we work and ongoing training of management and staff in country offices.

Our focus on encouraging reporting of misconduct continues.

Global crises increase while funding gap grows

Global crises continue to escalate while funding does not keep pace. The need for our work increases but is hampered by social and political polarisations, and ongoing financial challenges from the knock on effects of the conflict in Eastern Europe, including but not limited to volatile inflation and exchange rates, the impact of the conflict on funding for our work in other countries and the impact of the cost-of-living crisis on public funding. These risks continue to present a risk of failure to achieve the strategy.

We continue policy and advocacy work to promote internationalist spirit, urge Governments to expand safe routes for all those seeking sanctuary and continue to highlight unequal wealth distribution as a major cause of poverty.

Our three-year financial plan is under continuous review by the executive and trustees. We continue to pursue new efficiencies and savings.

We are also pursuing cross-sector approaches to developing funding as well as continuing to focus on economy, efficiency, effectiveness and equity of our operations.

Ambitious organisational change

Oxfam continues to challenge how it works, particularly as part of the wider confederation. Opportunities for greater collaboration and support for country teams have been identified and the programme is ambitious. While Oxfam GB is committed to changing how it supports local teams, the speed and breadth of change is challenging. There is a risk that we will not coordinate this change effectively and therefore we do not achieve the impact we want.

Our current strategy has a sharpened focus on the most fragile and vulnerable contexts, and on global threats where we can have the greatest impact; additionally, the Oxfam confederation is starting to operate in fewer countries. Strong planning is ensuring that we prioritise our resources and efforts to match the ambition in our strategy. Confederation changes underway will result in a simpler system for supporting countries and regions.

Staff morale and engagement

We recognise that the level of change within Oxfam continues to impact staff morale and engagement. We continue to see some improvements in positive survey responses, but results are below the level we continue to aspire to. The risk, therefore, is that low morale and engagement hinders progress both operationally but also staff wellbeing, overall contributing to negative effects on mental health, productivity and achieving Oxfam's mission.

Implementation of our detailed staff Engagement Plan progresses with regular pulse surveys to check progress. We have also invested in a Wellbeing Lead with early recommendations emerging and a Wellbeing Strategy being developed. A Colleague Care Plan has been developed and is being rolled out.

OUR PLANS FOR 2023/24

OUR PLANS

In 2023/24 Oxfam will continue to fight poverty, tackle extreme vulnerability and challenge global inequalities. Humanitarian needs are on the rise as the effects of climate change worsen, conflicts deepen and the political landscape becomes more polarised.

We will work in partnership with communities and groups worldwide to take action, save lives and build a more equal future.

These aims will be underpinned by the following strategic objectives:

DELIVER RADICAL IMPACT

Transform how we deliver our work with a focus on radical change through action plans across the three areas of climate justice, valuing women's work, and tackling extreme vulnerabilities (rights, resilience and response).

SHIFT POWER AND RESOURCES

Proactively shift power and resources to our partners in the global South. As part of this, we'll embed principles of racial justice, launch a strategy for decolonial partnerships to support our ongoing work to embed equality and respect in our relationships with teams and organisations in the Global South, and ensure processes for learning and reflecting to keep improving along the way.

INVEST IN RESILIENCE AND STRATEGIC IMPACT

Enhance our financial resilience to help achieve radical impact. This includes rebuilding an innovative Future Impact Fund, and investing in our systems and technologies to become more efficient and effective.

GROW INCOME AND INFLUENCE

Launch an enhanced Oxfam brand and narrative that better reflects who we are and what we stand for. And through an engagement strategy and retail operations, grow our unrestricted income and increase our influence (as well as that of our partners and supporters).

ENABLE CONFEDERATION IMPROVEMENT

Support Oxfam International's aspirations including by developing Oxfam GB's understanding of its most useful role as an affiliate, building trust through respectful partnerships with Oxfam teams around the world, and improving ways to transfer power and control within our funding processes.

INSPIRE TRUST AND ENGAGEMENT

Improve staff morale, workload and well-being by investing in leadership and staff development, and in developing processes that support a culture that is safe and inclusive.

FINANCIAL REVIEW

OVERVIEW

After rebuilding financial resilience in 2021/22 post Covid-19, 2022/23 has been a year of renewing our strategies to support country presence and partnerships whilst also working to secure our long-term sustainability. Oxfam commenced a £21m, three-year initiative to support strategic partner countries to deliver against their priorities, such as funding innovation, research and influencing system change. In parallel, we have started a long-term programme to invest in the sustainability of our income derived from both our retail arm and individual engagement activity.

Income and fundraising

Oxfam GB's headline 2022/23 income grew to £400.6m from £373.0m the previous year. This was largely driven by £21.4m of increased restricted income, £229.2m in 2022/23 compared to £207.8m in 2021/22. Restricted income is received from Governments, multi-lateral organisations, other Oxfam affiliates and a variety of smaller donors to deliver tightly specified programmes of charitable activity. The rise in 2022/23 reverses a fall in restricted income experienced in 2021/22 as country programme delivery is no longer affected by Covid-19 restrictions. Unrestricted income also rose this year, by £6.2m from £165.2m in 2021/22 to £171.4m in 2022/23. This was driven by an £8.1m increase in retail income, reflecting the fact that Oxfam's shops were open for the full financial year; however the sharp rise in retail operating costs, particularly utility costs, saw contribution from retail fall from £21.6m in 2021/22 to £16m in 2022/23.

Couple Marco Ramirez and Alejandra Escalera volunteered together as Oxfam stewards at Glastonbury Festival.
Credit: Sam Baggette/Oxfam



Charitable Expenditure

The Statement of Financial Activities (SOFA) shows the analysis of charitable activities split between development, humanitarian, and campaigning and advocacy. Total spending on charitable activities increased in 2022/23 to £253.4m, from £230.9m in 2021/22. A £21.7m increase in development activity has been partially offset by a £1m reduction in humanitarian activity, compared to last year. Development activity has risen as a result of increases in funds received as the end of Covid restrictions meant more development programmes could be delivered. The value of the Top 50 grants awarded increased by 82% this year.

Further analysis of charitable activity expenditure, showing the operational activities undertaken by Oxfam and those undertaken by partners through grants from Oxfam, is given in Note 3b to the accounts. While the balance of expenditure between Development and Humanitarian varies from year to year arising from unpredictable events, we are pleased to have maintained the proportion of charitable expenditure dedicated to Campaigning and Advocacy work. The table below shows the proportion of total charitable expenditure on each charitable activity.

	2022/23	2021/22
Charitable Expenditure		
Development %	50%	46%
Humanitarian %	48%	53%
Campaigning and Advocacy %	2%	2%
Total %	100%	100%
Total Charitable Expenditure £M	253.4	230.9

Other Gains and Losses

Adding in other recognised gains and losses in the period the total change amounted to a net £39.7m surplus (2021/22: £43.9m surplus), of which £13m was unrestricted and £27m was restricted. Endowment funds saw a loss of £0.3m.

GROUP FUNDS

Endowment funds

Endowment funds of £2.4m at 31 March 2023 (31 March 2022: £2.7m) represent monies received from donors where there is some restriction on the use of the capital (see Note 18).

Restricted funds

These funds are tied to particular purposes, as specified by the donor or as identified at the time of a public appeal. Unspent restricted funds increased to £60.5m at 31 March 2023 (31 March 2022: £33.5m), due to the differences in timing between recognition of income and expenditure.

Unrestricted funds

Unrestricted funds comprise those funds that are not subject to specific donor restrictions placed on them in respect of either their ultimate purpose or under the terms of an endowment. At 31 March 2023 Oxfam GB held £38.1m of free reserves and £26.6m of funds designated by trustees for specific purposes, giving total unrestricted funds of £64.8m (31 March 2022: £51.8m). Designated funds include the Country Discretionary Fund (£13.8m) and Fixed Assets (£6.7m), see below and note 20 for full detail.

Free reserves policy

Free reserves are defined as that portion of unrestricted funds remaining once the trustees have set aside any amounts required as either designated funds or in respect of any pension scheme deficit, as described in the sections below. The Oxfam GB Board of Trustees agreed a new Free Reserves policy in July 2021, which will continue to build our financial resilience, whilst at the same time ensuring we do not retain income for longer than required. The Policy determines a new target level for reserves of £35m–£45m, and is based on the following principles:

- Oxfam GB should be resilient to financial shocks and be able to continue operations where income or expenditure fluctuates
- Charitable donations should be spent in a timely manner, whilst balancing the need for resilience
- Oxfam GB's mission is to address immediate need particularly in fragile contexts, and this must be balanced with the need for financial resilience.

Annual targets were agreed with trustees whilst reserves are being rebuilt after the Covid-19 pandemic. The Policy will be reviewed in full in 2024 and assessed annually by the Oxfam GB Audit and Risk Committee. Since Oxfam is confident that it can meet the required pension contributions from projected future income without significantly impacting on its planned level of charitable activity, it continues to calculate its free reserves without setting aside designated reserves to cover the pension liability (see below).

Free reserves

Free reserves are not restricted to, set aside or designated for a particular purpose. Free reserves were £38.1m at 31 March 2023 (31 March 2022: £44.6m). This is within the target level of £35m–£45m in the new Oxfam GB reserves policy.

Designated Funds

Designated funds are those unrestricted funds that have been allocated at the Trustees' discretion for particular purposes. They can be unallocated subsequently should circumstances change. Designated funds held at 31 March 2023 comprise funds held as fixed assets (£6.7m), retained profits held in our overseas subsidiaries (£3.1m), funds committed to support strategic country partners (£13.8m) and the rebuilding of the Future Impact Fund (£3m). Details of the movements of designated funds during the year are shown in Note 20 of the financial statements.

Pension Scheme

The valuation of Oxfam's pension scheme at 31 March 2023, for the purposes of FRS102, showed a funding balance of £14.6m surplus (2021/22: £35.9m surplus – see Note 21d). FRS102 requires that any recognised pension surplus or deficit should be disclosed separately within unrestricted funds, however, the above balance has not been recognised in the balance sheet as the charity is as yet unable to recover it through either reduced contributions or refunds from the scheme, and it therefore does not form part of Oxfam GB's available funds. The valuation of the pension scheme's assets under FRS102 differs from the triennial actuarial valuation, which determines the pension contributions required to meet future obligations. The latest triennial revaluation, as at 30 September 2022, found that the scheme is now significantly better funded than previously, and no recovery contributions need to be made.

As disclosed in Note 17 of the financial statements, a withdrawal from the scheme would trigger an amount payable. However, as Oxfam has no intention of withdrawing, this amount has not been recognised.

As detailed in Note 21d of the financial statements, a review of scheme benefit changes is currently underway, with a conclusion not expected before Q4 2024.

Oxfam supporter Lesley Wright promoting
Second-hand September.
Credit: Bekki Frost/Oxfam



BALANCE SHEET AND CASH FLOW

Overall net assets increased during the year to close at £127.7m (2021/22: £88.0m), mainly due to the strong financial performance in year as noted above. Cash balances decreased from £91.2m at 31 March 2022 to £79.9m at 31 March 2023. This reduction reflects the repayment of a £20m loan during the financial year, which had been provided to allow additional liquidity during the Covid-19 pandemic.

Financial Position

The Board of Trustees considers that there are sufficient reserves held at the year end to manage any foreseeable downturn in the UK and global economies.

Going Concern

Trustees have reviewed the latest versions of the organisation's central, optimistic, and pessimistic medium-term financial planning scenarios, paying particular attention to the risks to income, reserves, and liquidity levels. The scenarios consider macro environmental factors, such as the impact of increasing inflation, the cost of living crisis and potential strike action (see below and note 25). They have concluded that there are sufficient reserves held at year end to create a reasonable expectation that Oxfam GB has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity and group financial statements on a going concern basis.

Post Balance Sheet Event

Since the balance sheet date but before the date of approval of these accounts, a pay dispute with one of our recognised unions, Unite, has arisen regarding the 2023 annual pay review for UK employees. Management were notified on 22 November 2023 that Unite's membership had voted in favour of strike action, with strikes planned over 17 days in December 2023. At the time of writing we are hopeful of reaching a settlement to end the dispute before the end of the calendar year, with strike action suspended from 10 December while members vote on a proposal designed to resolve the dispute. There is a risk of continued disruption into the new year, but Trustees are satisfied that the general reserve levels are adequate to deal with the effects of the potential strike action.

KEY FINANCIAL POLICIES

Investment policy

Oxfam GB holds most of its liquidity as on demand or term deposits with banks in the UK or with banks in those countries where it has operations. The remainder is largely held in AAA-rated money market funds which are investment funds that offer same-day liquidity and therefore can be considered as being equivalent to bank deposits, with a maximum of £15m held as long-term investments.

Oxfam GB's policy is to invest up to £15m of free reserves in an ethical investment fund portfolio, in order to better match returns to inflation over the longer term. During the year, £10m was transferred into Oxfam's ethical fund portfolio, which was managed by abrdn Capital Limited prior to its acquisition by LGT Wealth Management UK LLP in September 2023. The performance of this portfolio is reviewed against Oxfam's investment objectives by the Investments and Pensions Sub-Committee of the Audit and Risk Committee. All investments are made in line with Oxfam's investment principles and ethical investment criteria.

Remuneration Policy

In deciding appropriate pay levels, Oxfam aims to strike a balance between paying enough to recruit and keep people with the skills we need, our employees' needs and the public's and our donors' expectations that the money they entrust us with will be used wisely to overcome poverty and suffering.

In setting pay for CEO and the Strategic Leadership team, the Remuneration Committee takes account of the skills and experience required for each of the roles and the remuneration in the sectors from which suitable candidates for such posts would be found. They have taken advice from our independent member on the Remuneration Committee to inform those judgements. They also take account of affordability for Oxfam. The general aim is to pay salaries of around the median level for similar UK charities.

These would typically be less than the base salaries for comparably-sized roles in the public and private sectors. We do not pay salaries comparable to United Nations agencies, donor organisations or North American International NGOs. We do not pay bonuses or other incentive payments.

The Remuneration Committee is confident that the current level of reward has enabled Oxfam to recruit a strong, committed Leadership Team.

Financial Risk Management

Oxfam GB faces material economic exposure to foreign exchange movements. This arises because income inflows are largely denominated in Sterling, US Dollar, Euros and other currencies of the North, whilst much of its charitable expenditure is incurred in a variety of Asian, African and other currencies of the South. Natural hedging is employed wherever possible to reduce net risk but significant residual exposure to long term currency movements remains. Oxfam's activities also expose it to liquidity risk, the possibility that it is unable to meet its payment obligations as they fall due. This is managed in practice by ensuring that amounts receivable

from donors and other third parties are collected promptly, and by closely monitoring the maturity profile of cash and investment assets to ensure that funds are readily available to pay debts as they fall due. Prices of goods and services purchased are subject to contracts with suppliers based on market prices and salary costs are subject to a formal annual review. Our standard payment terms are 30 days. Credit risk on amounts owed by donors is low. Oxfam GB policies on the management of investments and reserves are set out above.

Grant-making policies

In 2022/23, we spent £79.2m (2021/22: £59.4m) in grants to international, national and local partner organisations. We made 656 grants to 449 organisations (2021/22: 674 grants to 454 organisations). The average grant per project was £89k (2021/22: £88k) and per partner was £131k (2021/22: £131k). Oxfam GB works with and through others to take action to achieve common goals for overcoming poverty and injustice based on complementarity and respect for the contribution that each party brings. Oxfam GB's partner relations are informed by, and managed to, a set of clear principles. These five principles underpin our programme and partnership decisions in development, humanitarian and campaigns work at every level of activity. We hold ourselves accountable to these principles and seek to be held accountable by partners, communities and other stakeholders with whom we and our partners work.

The five principles are:

1. Complementary purpose and added value
2. Mutual respect for values and beliefs
3. Clarity on roles, responsibilities and decision-making
4. Transparency and accountability
5. Commitment and flexibility.

Before making a grant, Oxfam completes appraisals of the project and the proposed partner organisation. These ensure that there is a good strategic fit between Oxfam and the partner organisation, and that the project objectives are consistent with the principles listed above and reflect a coherent and well-designed project that will be a cost-effective way of bringing about the intended impact.

Grants are managed through specific agreements with partners, which set out the conditions of the grant, including reporting requirements, and when and how disbursement will happen. The agreement also outlines Oxfam's responsibilities in the partnership to ensure that it can be held to account by partners and other stakeholders. Grants are usually disbursed in instalments to ensure that agreed timings and results are being met and managed.

Oxfam staff monitor and evaluate progress throughout the period of the grant. The nature of these activities will depend on the size and complexity of the grant and the perceived level of risk. Monitoring and evaluation may include:

- Visits to the partners and programme participants
- Formal evaluation processes such as impact assessment by Oxfam or a third party
- Auditing of the project and/or the partner
- If we are not satisfied that the grant is being managed according to the partner agreement, we discontinue the grant.

STRUCTURE, GOVERNANCE AND MANAGEMENT

STRUCTURE, GOVERNANCE AND MANAGEMENT

Oxfam is a registered charity in England and Wales and in Scotland and is a company limited by guarantee registered in England and Wales. Oxfam's registered office and principal operational address is Oxfam House, John Smith Drive, Oxford, OX4 2JY. Its objects, as set out in its Memorandum and Articles of Association, are 'working anywhere in the world, to prevent and relieve poverty and to protect the vulnerable including through humanitarian intervention; to advance sustainable development; and to promote human rights and equality and diversity, in particular where to do so contributes to the prevention and relief of poverty'.

Members of the company have guaranteed the liabilities of the company up to £1 each.

Oxfam operates globally under the name 'Oxfam GB' to differentiate it from other members of the Oxfam confederation. Throughout this report all references to Oxfam GB refer to Oxfam the charity registered with the Charity Commission and Companies House as above.

Subsidiaries

Oxfam has established a number of wholly-owned subsidiaries and other overseas legal entities. Their results are consolidated into the accounts of Oxfam. These are:

- Oxfam Activities Limited raises funds by means of trading activities. Its principal operations are the purchase of goods from commercial suppliers to be sold at a profit through our shops and website. Oxfam Activities Limited made a profit of £0.9m (2021/22: profit of less than £0.1m) and interest on working capital of £0.1m (2020/21: £0.1m). Oxfam Activities Limited has an 8.5% (2021/22: 8.5%) interest in Cafédirect plc (a company registered in Scotland, with registration number 141496), which promotes fair trade, primarily through the marketing and distribution of tea and coffee.
- Finance for Development Limited is a not for profit Foundation of which Oxfam is the Founder in the Azerbaijan Republic, which provides low interest loans on a sustainable basis to people with relatively low incomes who do not have access to other financial sources. Oxfam has no liabilities relating to the Foundation other than its founding capital which was granted as a gift, but can appoint and remove the Board of Directors. The company made a profit for the year of £0.6m (2021/22: profit of £0.3m). The net assets of the company were £3.1m (2021/22: £2.5m) in the consolidated accounts.
- Oxfam Advisory Service Limited provides business advisory services to support Oxfam GB's development work and raise funds for other business activities that promote and support the charity in the achievement of its fundraising and charitable activities. The company made a loss of £0.2m (2021/22: loss of less than £0.1m). The net liabilities of the company were £0.1m (2021/22: net liabilities of £0.1m) in the consolidated accounts.
- Fripp Ethique SARL, a company registered in Senegal, was wound up during 2021/22 and its assets were impaired in the prior year.

Oxfam International

Oxfam GB is a member organisation (or 'Affiliate') of Oxfam International, a separate legal entity registered in the Netherlands as a charitable foundation (registration number 41159611). Oxfam International encourages and coordinates joint activities with its 21 Affiliates, each of which is separately constituted under the appropriate national regulations.

Oxfam International adopted a new global governance architecture in July 2021, reflecting the organisation's commitment to strengthening global balance and diversity of voice, including at leadership level. Oxfam International now has a new International Board. The new Board is comprised of independent members (with no concurrent affiliation with Oxfam) and members coming from the boards of some Oxfam Affiliates (but currently not from the Oxfam GB Board). It has committees too. In June 2022, Trustee Les Campbell was appointed to the Finance Risk and Audit Committee. Oxfam International also has a multi-stakeholder global Assembly (Trustee Angela Cluff is the delegate for Oxfam GB) composed of Affiliates and stakeholder representatives from the countries and regions in which Oxfam works; and an Affiliate Business Meeting (Chair of Trustees Charles Gurassa is the delegate for Oxfam GB).

See Notes 2biii, 3bii, and 24 to the accounts for details of financial transactions with other members of Oxfam International.

Trustees

Oxfam is governed by its Trustees, collectively known as Oxfam GB's Board, who are also its directors under company law. The Board is accountable to people living in poverty, and to its donors and supporters in the UK and around the world, to ensure they have confidence in how Oxfam uses its resources.

Trustees (including the Chair) are appointed following open advertising including, where appropriate, in specialist publications or on specialist websites and following a rigorous interview process. All new Trustees (including the Chair) are provided with a structured induction programme.

Trustees are volunteers and serve an initial term of three years that can be extended up to a maximum of eight years (although in practice typically only a maximum of six). The Chair, Vice-Chair and Treasurer may also serve until the end of their term as Officers.

Several of the Trustees lead the Board's engagement on a certain area and work with a senior manager, both to provide advice and support and to enhance board understanding and scrutiny. This includes in particular a Lead Trustee for Safeguarding Oversight.

In 2022/23 the Board held five scheduled meetings, each including a Trustee development session, other ad hoc virtual meetings and a Strategy away day. In addition to the Board's typical business in 2022/23, the Board gave focus to We continued to prioritise our people, encouraging operations and to improving staff morale and engagement. The Board also approved new strategies on Climate Justice and Decolonial Partnerships.

As part of its commitment to transparency, the Board publishes approved minutes of its meetings on Oxfam's website. As part of the Board's accountability to Oxfam's staff, an officer from the Unite Oxfam Branch or Independent Oxfam Union attends each Board meeting to raise staff interests or concerns as appropriate.

As of March 2023, there were five women and seven men on the Board, five of

whom identify as people of colour and two of whom are based in the Global South. The Board's diversity objectives aim for at least half of Trustees to be women and for at least two Trustees to be based in the Global South. Trustee recruitment in 2022 as in every year, took due account of the Board's diversity objectives.

None of the members of the Board received any remuneration for their work as a Trustee. There are regular governance reviews of both Board and Committee Effectiveness. In 2022/23 reviews were carried out internally; an external governance review is planned for 2023/24.

The Trustees delegate a range of day-to-day decision-making powers to the Chief Executive Officer and other members of the Strategic Leadership Team. Trustees have established appropriate controls and reporting mechanisms to ensure that the Strategic Leadership Team operates within the scope of the powers delegated to it. The delegation policy is updated on an ongoing basis and is formally reviewed and approved by Trustees.

The names of the members of the Strategic Leadership Team and Board, and the Committees they have served on, are available in the Corporate Directory (see page 166). The members of the Strategic Leadership Team are not directors for the purposes of company law.

Board Committees

As at March 2023, the Board has five specialist committees to assist it with its work. Each committee is chaired by a Trustee and (with the exception of the Programme Committee) includes at least one independent member appointed for their specialist knowledge. The Chair of each committee reports back to the Board at its next formal meeting and minutes of meetings are circulated to all Trustees. The Committees are as follows:

- **The Governance Committee** oversees Board and Board Committee governance arrangements and succession planning. It is responsible for ensuring that members of the Board have the appropriate values, motivation and balance of skills to discharge their duties as Trustees, as well as ensuring the diversity of the Board. Skills audits allow us to maintain Board diversity and skills appropriate to Oxfam's current and future challenges.
- **The Audit and Risk Committee** has strategic oversight of the control environment and risk management in Oxfam GB and of internal and external audit. It reviews and recommends to the Board the annual budget, any multi-year financial plans and the Annual Report and Accounts.
- **The Remuneration Committee** recommends to the Board the remuneration and benefits of the Chief Executive Officer and other members of the Strategic Leadership Team. It also recommends Oxfam GB's Reward Policy setting out the overall approach to pay, benefits and pensions across the organisation.
- **The Programme Committee** supports the Board in discharging its responsibilities for guiding and overseeing Oxfam GB programmes to deliver impact. It also serves as a forum for joint staff-Trustee strategic reflection and in-depth discussion on programme issues.
- **The Safeguarding and Ethics Committee** supports the Board in fulfilling its responsibilities in all matters of conduct and ethics, including safeguarding and protecting staff, volunteers, people in communities where we work and members of the public from harm.

Trustees are also involved in a number of other Oxfam committees and working groups.

UK Charity Governance Code

The Board resolved in 2018 to adopt the Charity Governance Code for larger charities. The Code encourages charities to publish a brief narrative in their annual reports explaining how they apply it. It was refreshed at the end of 2020 to enhance provisions related to integrity, equality, diversity and inclusion.

In 2020/21 the Board conducted an external board effectiveness review in accordance with the Code's recommendation that large charities carry out such a review every three years; plans are in place to carry out a further such review in 2023/24.

Only two of the 84 practices recommended in the Code are not relevant to Oxfam (these relate to applying to a wider nomination body/membership for Trustees). Of the other 82 practices that are relevant, 81 are applied either substantially or in full.

The practice which Oxfam has decided not to apply relates to publication of our register of Trustee Interests. Under the Code, we continue to maintain the Register of Trustee interests. In the light of the Data Protection Act 2018 this is not public, but it is reviewed by the Company Secretary, who reports on it annually (see recommended practice 3.5.3 and 7.6.3).

Trustees are evaluated annually through an appraisal by the Chair (or, in the case of the Chair, by the Vice Chair on behalf of the Board). In addition, the Board and its Committees conduct a self-evaluation every year, with an external evaluation every third year. (Explanation provided in accordance with recommended practice 5.8.3.)

Statement of Trustees' responsibilities

The Trustees (who are also directors of Oxfam GB for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards comprising FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the parent charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group 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 Statement of Recommended Practices: Accounting and Reporting by Charities (2015);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards, comprising FRS102 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 parent charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the parent charitable company's transactions and

disclose with reasonable accuracy at any time the financial position of the parent charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006, Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the parent charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information on the parent charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions. In the case of each Trustee in office at the date the Trustees' Annual Report is approved:

- So far as each of the Trustees are aware, there is no relevant audit information of which the parent charitable company's auditor is unaware; and
- They have taken all the steps that they ought to have taken as Trustees in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Public benefit

We review our aims, objectives and activities each year and ensure they remain focused on our charitable objects, as set out in our strategic report (pages 10 to 115). This Trustees' Annual Report sets out in detail the significant activities carried out to further the objectives in Oxfam GB's 2020 strategy, the types of programmes funded and the benefits they have brought to the people we are here to serve. We have had due regard to public benefit guidance published by the Charity Commission when reviewing our aims and objectives and in planning our future activities.

Compliance with Trustees' duties under Section 172(2) Companies Act 2006

Trustees must act in the way they consider, in good faith, would be most likely to promote Oxfam's success to achieve its charitable purposes. The Trustees in doing so delegate day to day management and decision-making to the Chief Executive Officer and other members of the Strategic Leadership Team, who are required to act to further Oxfam's strategy and to ensure that activities are carried out in compliance with agreed plans and policies and in accordance with Oxfam's values. The Trustees receive a report on Oxfam's performance and plans at each Board meeting. In carrying out their duties, the Trustees have regard (amongst other matters) to:

The likely consequences of any decision in the long term

Throughout the year, Trustees considered Oxfam GB's financial position and balanced the rebuilding of reserves with delivery in the year of its charitable objectives. In all these and other matters, Trustees considered the likely long-term consequences of their decisions.

The interests of the charity's employees

Trustees had oversight of the global staff survey results, which reported on staff engagement and morale. They discussed in detail plans put in place by the Executive to respond to concerns raised in the staff survey, including around pay and reward, connection to Oxfam's cause and improving the employee experience at work. Trustees have discussed our approach to people management, career progression and reward to enable our staff to fulfil their potential, with a specific focus on under-represented groups and in line with our safe, feminist and anti-racist principles.

The need to foster the charity's business relationships with suppliers, customers and others

Our network of local partnership organisations is key to our work worldwide. We strive to make our partnerships more equitable, collaborative and reinforcing of local and national disaster management systems. Our Partnership Policy outlines the key principles underpinning our partnership decisions in all our work and at every level of activity. These include mutual respect for values and beliefs, together with transparency and accountability. Our strategy outlines our aim to support our partners with the resources they need to drive change.

Our values are at the heart of our procurement process and all our suppliers must comply with our Code of Conduct and Ethical and Environmental Policy.

The impact of the charity's operations on the community and the environment

Our organisational structure is designed to enable us to become safe, feminist and anti-racist. We have continued to invest and improve our safeguarding to ensure that we better protect all those with whom we work. One of our Trustees takes the role of Safeguarding Oversight Lead Trustee and chairs the Safeguarding and Ethics Committee, which receives quarterly reports on safeguarding casework and progress, including against agreed key performance indicators. In 2021 we adopted a three-year Safeguarding Strategy which focuses on the key strategic areas that Oxfam will focus on to create a safe working environment and to carry on the progress Oxfam has made in preventing and responding to safeguarding incidents.

In line with our organisational values and our Ethical and Environment Policy, we only work with suppliers who share our commitment to ethical purchasing. We seek to purchase goods and services that are produced under labour conditions that meet the Ethical Trade Initiative Base Code and therefore do not involve the abuse or exploitation of any person. We also seek to work with suppliers who have the least negative impact on the environment.

See page 81 for more on our carbon commitments

Maintaining a reputation for high standards of business conduct

As we strive to achieve our strategic goals, we lead by example by demonstrating in all areas the same values that we wish to see in the people we work with and those we aim to influence. For example, our Procurement and Ethical Checking policies ensure that values are a key part of our selection of suppliers. Further, our values and the behaviours we want to see, including our commitment to safeguarding and feminist leadership principles, are embedded in our Trustee and staff recruitment, induction and appraisal procedures. We have an anti-corruption strategy and require all suppliers, partners, Trustees and employees to accept the code of conduct which prohibits fraud, bribery and nepotism.

The need to act fairly as between members of the charity

This criterion has negligible application to Oxfam as the Trustees are the sole members of the charity, and the charity is not run in the interests of the members but of the objects of the charity.

Adoption of the Annual Report

The Trustees' Annual Report, including the Strategic Report, was adopted by the Board of Trustees (in their capacity as company directors) on 18 December 2023, and signed on its behalf by Charles Gurassa, Chair of Oxfam GB.



ACCOUNTS

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF OXFAM

OPINION

We have audited the financial statements of Oxfam ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2023 which comprise the Consolidated statement of financial activities, the Consolidated and Charity Balance sheets, the Consolidated cash flow statement and notes to the financial statements, including 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 the charitable company's affairs as at 31 March 2023 and of the group's income and expenditure, 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 Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

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 UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustee's 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 charitable company's or the group'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 trustees with respect to going concern are described in the relevant sections of this report.

OTHER INFORMATION

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, 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 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.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In light of the knowledge and understanding of the group and charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

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

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement [set out on page 115], the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an 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. 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 including internal specialists. 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 charitable company and group 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 The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS102) 2019. 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 charitable company's and the group's ability to operate or to avoid a material penalty. We also considered the opportunities and incentives that may exist within the charitable company and the group for fraud. The laws and regulations we considered in this context for the UK operations were the General Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation. We also considered compliance with local legislation for the group's overseas operating segments as well as compliance with international sanctions regimes.

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

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within timing of recognition of grant, contract and legacy income, recognition of grant expenditure, and the override of controls by management including through significant estimates and judgements. Our audit procedures to respond to these risks included enquiries of management, including senior management, internal audit, legal counsel, anti-corruption, safeguarding and retail loss prevention, and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates and judgements for biases, reviewing regulatory correspondence with the Charity Commission, detailed reviews of a sample of funding agreements for grant and contract income and grant expenditure, detailed reviews of a sample of legacy notifications and receipts, 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 charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable 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 charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

N. Hashemi

Naziar Hashemi
Senior Statutory Auditor
For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London

18 December 2023

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure account)

	Year to 31 March 2023				Year to 31 March 2022			
	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds
Notes	£m	£m	£m	£m	£m	£m	£m	£m
Income and endowments from								
2a Donations and Legacies	68.9	74.2	-	143.1	70.8	67.1	-	137.9
2b Charitable activities	2.8	153.4	-	156.2	1.9	138.9	-	140.8
2c Other trading activities	96.8	1.2	-	98.0	88.7	1.6	-	90.3
2d Investments	1.9	-	-	1.9	0.2	-	-	0.2
2e Other	1.0	0.4	-	1.4	3.6	0.2	-	3.8
Total income	171.4	229.2	-	400.6	165.2	207.8	-	373.0
Expenditure on:								
3a Raising funds								
Expenditure on raising donations and legacies	21.5	2.8	-	24.3	23.9	2.2	-	26.1
Expenditure on other trading activities	82.0	-	-	82.0	68.5	0.2	-	68.7
Investment management costs	0.1	-	-	0.1	-	-	-	-
	103.6	2.8	-	106.4	92.4	2.4	-	94.8
3b Charitable activities								
Development	28.1	99.0	-	127.1	22.8	82.6	-	105.4
Humanitarian	23.6	97.0	-	120.6	20.7	100.9	-	121.6
Campaigning and advocacy	2.3	3.4	-	5.7	1.3	2.6	-	3.9
	54.0	199.4	-	253.4	44.8	186.1	-	230.9
3c Other	0.6	-	-	0.6	3.4	-	-	3.4
Total expenditure	158.2	202.2	-	360.4	140.6	188.5	-	329.1
10 Net gains/(losses) on investments	(0.2)	-	(0.3)	(0.5)	0.1	-	-	0.1
Net income	13.0	27.0	(0.3)	39.7	24.7	19.3	-	44.0
Transfers between funds	-	-	-	-	(0.7)	0.1	0.6	-
Other recognised losses:								
21d Gains/(Losses) on defined benefit pension scheme	-	-	-	-	(0.1)	-	-	(0.1)
Net movement in funds	13.0	27.0	(0.3)	39.7	23.9	19.4	0.6	43.9
Reconciliation of funds:								
Total funds brought forward at 1 April	51.8	33.5	2.7	88.0	27.9	14.1	2.1	44.1
Total funds carried forward at 31 March	64.8	60.5	2.4	127.7	51.8	33.5	2.7	88.0

All activities are continuing.

All gains and losses recognised in the year are included above.

Oxfam uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure Account for Oxfam as a separate entity. The net income for Oxfam alone for the year to 31 March 2023 was £39.1m (2021/22: £43.7m).

BALANCE SHEETS AT 31 MARCH

Notes	OXFAM		OXFAM GROUP	
	At 31 March 2023	At 31 March 2022	At 31 March 2023	At 31 March 2022
	£m	£m	£m	£m
Fixed assets				
9 Tangible assets	6.5	4.5	6.7	4.5
Investments:				
10 Investments	13.9	4.4	12.3	2.8
10 Social investments	-	-	0.1	0.1
Total fixed assets	20.4	8.9	19.1	7.4
Current assets				
11 Stocks	1.1	1.1	4.3	4.0
12 Debtors	97.3	76.0	98.9	78.2
10 Investments	20.2	25.6	20.2	25.6
13 Cash equivalents	15.5	9.7	15.5	9.7
13 Cash at bank and in hand	64.2	81.2	64.4	81.5
Total current assets	198.3	193.6	203.3	199.0
Liabilities				
14 Creditors: amounts falling due within one year	(71.6)	(76.0)	(72.4)	(77.2)
Net current assets	126.7	117.6	130.9	121.8
Total assets less current liabilities	147.1	126.5	150.0	129.2
15 Creditors: amounts falling due after more than one year	-	(20.0)	(1.1)	(20.7)
16 Provisions for liabilities	(21.1)	(20.4)	(21.2)	(20.5)
Net assets excluding pension liability	126.0	86.1	127.7	88.0
21d Defined benefit pension scheme liability	-	-	-	-
Total net assets	126.0	86.1	127.7	88.0
The funds of the group:				
18 Endowment funds	2.4	2.7	2.4	2.7
19 Restricted funds	60.5	33.5	60.5	33.5
Unrestricted				
20 General reserves	39.8	45.2	38.1	44.6
20 Designated fund - fixed assets	6.5	4.5	6.7	4.5
20 Designated fund - Country Discretionary Fund	13.8	-	13.8	-
20 Designated fund - other	3.0	-	6.1	2.5
20 Revaluation reserve	0.3	0.3	0.3	0.3
20 Pension reserves	(0.2)	(0.2)	(0.2)	(0.2)
Total unrestricted funds	63.2	49.9	64.8	51.8
Total group funds	126.0	86.1	127.7	88.0

The notes on pages 126 to 163 form part of these financial statements.
The financial statements on pages 123 to 163 were approved by the

Board of Trustees on 18 December 2023 and signed on its behalf by:
Charles Gurassa, Chair of Oxfam, Company Number 612172

Charles Gurassa

CONSOLIDATED CASH FLOW STATEMENT

	YEAR TO 31 MARCH 2023		YEAR TO 31 MARCH 2022	
	£m	£m	£m	£m
Cash flows from operating activities:				
Net cash provided by operating activities		14.7		36.4
Cash flows from investing activities:				
Deposit interest received	1.9		0.2	
Proceeds from the sale of tangible fixed assets	0.1		0.1	
Purchase of tangible fixed assets	(3.8)		(0.0)	
Proceeds from the sale of investments *	22.8		1.3	
Purchase of investments *	(27.0)		(22.8)	
Net cash provided by/(used in) investing activities		(6.0)		(21.3)
Cash flows from financing activities:				
Repayment of borrowings	(20.0)		(1.1)	
Cash inflows from new borrowing	-		-	
Net cash used in financing activities		(20.0)		(1.1)
Change in cash and cash equivalents in the year		(11.3)		14.0
Cash and cash equivalents at the beginning of the year		91.2		77.2
Cash and cash equivalents at the end of the year		79.9		91.2

	YEAR TO 31 MARCH 2023		YEAR TO 31 MARCH 2022	
	£m	£m	£m	£m
a Reconciliation of net income/(expenditure) to net cash provided by operating activities				
Net income	39.7		44.0	
Depreciation charge	1.6		1.6	
Losses/(Gains) on investments	0.5		(0.1)	
Deposit interest and investment income receivable	(1.9)		(0.2)	
Profit on disposal of fixed assets	(0.1)		(0.0)	
(Increase)/decrease in stocks	(0.3)		0.3	
Decrease/(increase) in debtors	(20.7)		(20.5)	
Increase/(decrease) in creditors and provisions	(4.1)		11.4	
Difference between defined benefit pension contributions and FRS102 charge	-		(0.1)	
Net cash provided by operating activities		14.7		36.4

	AT 1 APRIL 2022	CASH FLOW MOVEMENT	AT 31 MARCH 2023
	£m	£m	£m
b Analysis of changes in net debt			
Cash at bank and in hand	81.5	(17.1)	64.4
Cash equivalents	9.7	5.8	15.5
Total cash and cash equivalents	91.2	(11.3)	79.9
Debt due within one year	(0.2)	-	(0.2)
Debt due after one year	(20.7)	19.6	(1.1)
Total	70.3	8.3	78.6

* Proceeds from the sale of investments and purchase of investments predominantly relate to transactions through our current asset investments. Oxfam uses the exemption conferred by section 1.12 of FRS102 in not preparing a separate cash flow statement for Oxfam as a separate entity.

1. ACCOUNTING POLICIES

a. Accounting Conventions

Oxfam is a public benefit entity, registered charity and company incorporated by guarantee. The financial statements are prepared in compliance with the Companies Act 2006, the Charities Act 2011, the Charities Statement of Recommended Practice (FRS 102), the Charities Accounts (Scotland) Regulations 2006 and Charities and Trustee Investment (Scotland) Act 2005, and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

Trustees have reviewed the latest versions of the organisation's central, optimistic, and pessimistic medium-term financial planning scenarios, paying particular attention to the risks to income, reserves, and liquidity levels. The scenarios consider macro environmental factors, such as the impact of increasing inflation, the cost of living crisis and potential strike action (see note 25).

They have concluded that there are sufficient reserves held at year end to create a reasonable expectation that Oxfam has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity and group financial statements on a going concern basis.

The financial statements are prepared under the historical cost convention, as modified by the inclusion of investments at market value, and on an accruals basis except where specified separately below.

The principal accounting policies, which have been applied consistently in the year, are set out below.

b. Basis of consolidation

The financial statements of Oxfam's trading subsidiary companies, Oxfam Activities Limited (OAL) and Oxfam Advisory Service Limited (OAS), are consolidated with the financial statements of Oxfam on a line-by-line basis. Both companies are registered in the United Kingdom.

Oxfam operates a micro-credit scheme, Finance for Development Limited, in Azerbaijan which has been registered as a separate organisation. As a subsidiary of Oxfam its accounts have been consolidated on a line-by-line basis, based on its year-end accounts to 31 December 2022, and updated for material movements to 31 March 2023. Finance for Development Limited's accounts are prepared under International Financial Reporting Standards (IFRS) which are materially consistent with Oxfam's Accounting Policies.

Oxfam Activities Limited holds an 8.5% shareholding in Cafédirect. Cafédirect is not considered an associate and has not been included in the group financial statements.

Oxfam Activities Limited holds a 33.33% shareholding (one £1 ordinary share) in the Guardian Share Company Limited. This company has a right to nominate a director to the Cafédirect Board. The consent of the Guardian Share Company Limited is also required for the appointment of the Chair of the Board and for any changes to Cafédirect's Gold Standard. Oxfam's share of this associate has not been included in the group financial statements on the grounds of materiality.

To comply with overseas local legislation, Oxfam has established 100%-owned subsidiaries and other overseas legal entities in a number of countries. These are fully controlled by Oxfam and their accounts are included within the accounts of Oxfam (see Note 10).

c. Fund accounting

General reserves are unrestricted funds that are available for use at the Trustees' discretion in furtherance of the objects of the charity.

Designated funds are set aside at the discretion of the Trustees for specific purposes.

In accordance with FRS102 – Retirement Benefits, a pension reserve is included within unrestricted funds representing the defined benefit pension scheme and growth plan liabilities, where applicable.

Restricted and endowment funds are subject to specific restrictions imposed by the originator of the income. These include grants and contracts from institutions for provision of specific activities or services, and also general donations raised through a public appeal which may be spent at our discretion, provided any expenditure is in accordance with the aims of that appeal.

A final review of the allocation of expenditure is performed after a project or contract has been completed, which can give rise to a transfer between funds.

d. Income and endowments

Income is recognised in the period in which entitlement is established, when economic benefit is probable and the value can be measured reliably.

Donations of cash, which include regular giving, public donations and appeals, are recognised as income once Oxfam has the right to receive the donation, it is probable that the economic benefits will be received, and the amount of the donation can be measured reliably.

Trading income is recognised on point of sale for both donated and purchased goods.

Grants from governments and other agencies have been included within 'Income and endowments from charitable activities' where these are specifically for the provision of goods and services to be provided as part of charitable activities or services to beneficiaries. Grants which provide core funding, or are of a general nature, or are given in response to an appeal, are included within 'Income and endowments from donations and legacies'.

Income from grants that contain conditions relating to performance or payments by results is recognised as performance occurs, with all funding received in advance or in arrears of performance deferred or accrued accordingly. Otherwise income is recognised in full as soon as any other relevant conditions are satisfied.

Fundraising events income is recognised in the year the particular event takes place. Income is deferred for events taking place after the year end.

Recognition of legacy income is dependent on the type of legacy. Pecuniary legacies are recognised when notification is received. Residuary legacies are recognised using the portfolio basis, when entitlement is established, and the value can be measured reliably (see Note 1t(ii)). Reversionary legacies are not recognised during the lifetime of the original beneficiary under the Will.

Lottery income is received from Oxfam's own lottery, with proceeds reported gross of prize monies or other expenditure. Income is recognised in the same period as the lottery draw is conducted.

Donated goods for distribution to beneficiaries, for which Oxfam accepts full

responsibility for distribution, are included in 'Income from donations and legacies' at their market value when received, and under 'Expenditure on charitable activities' at the same value when distributed. Donated goods for distribution which remain undistributed at year-end are included in stock at the value when received, less impairment

Donated goods capitalised as tangible fixed assets are included as 'Income from donations and legacies' at fair value, which in the majority of cases is based on market value, at the time of receipt.

Donated services and facilities are included as 'Income from donations and legacies' at their estimated value to the charity when received, and under the appropriate expenditure heading depending on the nature of service or facility provided, at the same value and time

Income from Gift Aid tax reclaims is recognised for any Gift Aid certificates received up to a month after the year-end, in relation to donations made prior to the year-end.

Income from endowments is either restricted or unrestricted, depending on the conditions attached to the endowment when provided.

Income from Disasters Emergency Committee appeals is recognised in the year that each tranche of appeal income is confirmed, including the exact amount allocated to Oxfam GB.

e. Expenditure on raising funds

Expenditure on raising funds comprises the costs incurred in commercial trading activities, fundraising and managing investments. Expenditure on other trading activities covers all the costs of the shops and other trading activities, including the costs of goods sold. Expenditure on raising donations and legacies includes the costs of advertising, producing publications, printing and mailing fundraising material, staff costs in these areas, and an appropriate allocation of central overhead costs.

f. Expenditure on charitable activities

Expenditure on charitable activities is reported as a functional analysis of the work undertaken by the charity, being humanitarian, development, and campaigning and advocacy. Under these headings are included grants payable and costs of activities performed directly by the charity, together with associated support costs.

Grants payable in furtherance of the charity's objects are recognised as expenditure when payment is due to the partner organisation, in accordance with the terms of the funding agreement. Standard partner funding agreements are typically for a year's duration but can span several years. The funding agreements contain conditions, the fulfilment of which is under the control of Oxfam. For funding agreements in place at the year-end that include payments to be made in future years, where conditions attached to their payment limit their recognition as a full liability, these payments are disclosed in Note 21 to the accounts as commitments.

Expenditure on charitable activities performed directly by the charity are accounted for as they are incurred. These activities include campaigning, advocacy and capacity building together with humanitarian aid and development programme expenditure, which are delivered directly by Oxfam staff, and costs associated with the local management of Oxfam's programmes.

g. Governance costs

Governance costs represent the salaries, direct expenditure, and overhead

costs incurred by the Chief Executive's office, central finance, legal, corporate communications, and internal audit departments in the strategic planning processes of the charity and compliance with constitutional and statutory requirements, as well as external audit costs. These costs are included within support costs.

h. Allocation and apportionment

Costs to be recharged to specific activities or departments within the charity are apportioned on the following basis:

- Buildings costs are allocated on the basis of floor area used.
- In-house printing and warehousing are allocated to user departments on the basis of units of output.
- Information systems (IS) costs are allocated based on the time spent by IS staff on business users' requirements and the usage of IS systems by each department.
- The costs of the directorate, central finance, human resources, and legal departments are allocated on the basis of employee numbers, after an appropriate proportion has been allocated to Governance costs.
- Irrecoverable VAT is allocated to the principal areas in which it is incurred.
- Governance costs are allocated in the same proportions as the underlying cost centre giving rise to the governance charge.

Support costs represent the costs of providing support to Oxfam's programmes by staff based in regional centres and in the UK, as well as central costs, which include central finance, central human resources, corporate communications, and governance.

i. Termination benefits

Termination payments are payable when employment is terminated by the group before the normal retirement date or end of employment contract. Termination costs are recognised at the earlier of when the group can no longer withdraw the offer of the benefits or when the group recognises any related restructuring costs.

j. Tangible fixed assets and depreciation

Tangible fixed assets costing more than £1,000 are capitalised and included at cost, including any incidental expenses of acquisition.

Depreciation is provided on tangible fixed assets at rates calculated to write off the cost by equal annual instalments over their expected useful economic lives as follows:

Freehold land	Not applicable
Freehold buildings	50 years
Warehouse fittings and equipment	10 years
Computer infrastructure	10 years
Leasehold assets	5 years
Furniture, fixtures and equipment in GB	5 years
Motor vehicles	4 years
Computer equipment	3 years
Furniture, fixtures and equipment overseas	3 years

Vehicles and equipment used in programmes overseas are considered to have a useful economic life of one year or less. They are not capitalised but are charged in full to charitable expenditure when purchased.

Where appropriate, provision has been made for impairment in the value of tangible fixed assets.

k. Fixed and current asset investments

Investment property and listed investments are included in the Balance Sheet at fair value. Unlisted investments are included at cost as an approximation to fair value unless there is specific evidence to the contrary. Investments in subsidiaries are included in the charity's accounts at cost, subject to annual review for impairment.

Social investments are investments made directly in pursuit of Oxfam's charitable purposes (programme related investments) or with a mixed purpose to also generate a financial return (mixed motive investments). Oxfam's investment in The Small Enterprise Impact Investing Fund and EMF Microfinance Fund are treated as mixed motive investments and stated at fair value. Oxfam Activities Limited shareholdings in Cafédirect and the Guardian Share Company Limited are treated as programme related investments in the Oxfam Group accounts and are included in the Balance Sheet at the amount invested less impairment. Oxfam's investment in Finance for Development Limited is treated on the same basis in the charity's accounts but the company has been consolidated in the group accounts.

l. Micro-credit schemes (through Finance for Development Limited)

Oxfam provides funds under a micro-credit scheme either direct to individual members of local communities or via local community groups. Oxfam retains a responsibility for managing this scheme until such time as it is possible to transfer the management responsibility to the local community. Under the SORP, this micro-credit scheme is treated as a programme-related investment within Oxfam's individual company accounts. Within the group accounts, the micro-credit scheme is consolidated on a line-by-line basis, with loans received and given out reflected in creditors and debtors respectively, where material.

Details of the micro-credit scheme, Finance for Development Limited, which is a locally registered organisation in Azerbaijan, are given in Note 10 to the accounts.

m. Cash and cash equivalents

Cash at bank and in hand includes interest and non-interest bearing accounts held at call with banks, and cash in hand. Cash equivalents include monies deposited for less than 90 days or available within a 90-day notice period, without interest penalty.

n. Provisions

Provisions for future liabilities are recognised when Oxfam has a legal or constructive financial obligation that can be reliably estimated and for which it is more probable than not that payment will be made. The major categories of obligations requiring provisions are:

- **End of contract** – arising where Oxfam staff on non-UK employment contracts become entitled to i) a lump sum in lieu of regular contributions to a pension scheme, payable by Oxfam once employment contracts expire. ii) loyalty bonuses, designed to incentivise staff to complete the full period of service, payable once fixed term contracts expire.
- **Dilapidations** – arising where property leases oblige Oxfam to cover the cost of restoring retail and office properties to their original condition when ending its occupation as those leases terminate.
- **Onerous lease obligations** – the unavoidable cost of obligations related to retail or office space occupied on leasehold terms that becomes surplus to operational needs.
- **Organisational restructuring** – arising where Oxfam incurs costs associated

with restructuring or reorganising its UK or international operations.

In calculating the carrying value of these provisions, Oxfam relies on appropriately qualified and experienced staff and advisers to estimate both the probability that obligations may crystallise, and the quantum of costs arising. Where material, provisions are also discounted to reflect the time value of money.

o. Foreign currencies

The consolidated financial statements are presented in pound sterling (£), which is the charity's functional and presentation currency.

Transactions denominated in foreign currencies are translated at the rate of exchange prevailing at the time of the transaction. Foreign currency balances are translated at the rate of exchange prevailing at the Balance Sheet date. Foreign exchange gains and losses incurred in respect of our overseas operations are included in the SOFA within expenditure on charitable activities for the period in which they are incurred.

The results of foreign entities consolidated within these Financial Statements are translated at the exchange rates prevailing at the Balance Sheet date. Exchange differences arising on opening reserves are recognised through the SOFA.

p. Pension scheme

Oxfam operates defined benefit and defined contribution pension schemes.

Defined benefit scheme

The pension liabilities and assets are recorded in line with FRS102, with a valuation undertaken by an independent actuary. FRS102 measures the value of pension assets and liabilities at the Balance Sheet date and determines the benefits accrued in the year and the interest on assets and liabilities. The value of benefits accrued and the net interest cost is used to determine the pension charge in the SOFA and are allocated across the appropriate incoming/outgoing resource categories. The change in value of assets and liabilities arising from asset valuation, changes in benefits, actuarial assumptions, or change in the level of deficit attributable to members is recognised in the SOFA within actuarial gains/losses on defined benefit pension schemes, to the extent that assets do not exceed liabilities. A pension liability, if applicable, is reflected on the Balance Sheet.

Quoted securities have been valued at current bid prices at the Balance Sheet date.

Growth plan

The Growth plan is a defined benefit multi-employer pension scheme. It is not possible to identify Oxfam's share of the underlying assets and liabilities of the Growth plan and hence contributions to the scheme are accounted for as if they were contributions to a defined contribution scheme. Oxfam's share of the deficit is deemed to be the deficit contributions payable by Oxfam. This deficit is recorded as a liability on the Balance Sheet.

Defined contribution scheme

Pension contributions are charged to the SOFA as incurred.

q. Stocks

Bought-in goods are valued at the lower of cost and net realisable value. Donated stock is carried at nil value as it is considered impractical to obtain a reliable valuation. The value of goods is instead recognised at their retail price when sold.

Humanitarian supplies for distribution to beneficiaries are valued at average weighted cost, with obsolete stock written off. Bought in goods for humanitarian use are valued at actual cost. Goods in transit to overseas projects are removed from stock and included in programme expenditure when released from the warehouse.

Donated goods for distribution to beneficiaries are included in stocks where these are undistributed at year-end.

r. Operating leases

Rentals payable under operating leases are charged to the SOFA as incurred over the term of the lease.

s. Financial instruments

Oxfam has financial assets and liabilities that qualify as financial instruments.

i. Financial assets

Basic financial assets, including trade and other receivables, cash and bank balances and investments in commercial paper, are initially recognised at transaction price. Such assets are subsequently carried at the amortised cost using the effective interest method, less impairment.

Other financial assets, including investments in equity instruments which are not subsidiaries, associates or joint ventures, are initially measured at fair value, with subsequent changes in fair value recognised in the SOFA, except that investments that are not publicly traded and whose fair values cannot be measured reliably are measured at cost less impairment.

At the end of each reporting period, financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the established cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in the SOFA.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled, or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party, or (c) control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

ii. Financial liabilities

Basic financial liabilities, including trade and other payables, and loans from third parties are initially recognised at transaction price. Such liabilities are subsequently measured at amortised cost using the effective interest method.

Debt instruments include loans received by Finance for Development Limited from banks and other financial institutions. These are subsequently carried at amortised cost using the effective interest rate method.

t. Accounting estimates and key judgements

Significant accounting estimates and judgements – Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The estimates and judgements that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are as follows:

Estimates:

- i. **Retirement benefit liabilities** – as disclosed in Note 21, the Group has a defined benefit scheme. Year-end recognition of the liabilities under this scheme and the valuation of assets held to fund these liabilities require a number of significant assumptions to be made, relating to levels of scheme membership, key financial market indicators such as inflation and expectations on future salary growth and asset returns. These assumptions are made by the Group in conjunction with the schemes' actuaries. For each 0.1% change in the discount rate net of inflation, the carrying amount of pension obligations would change by an estimated £2m.
- ii. **Income recognition of legacies** – Residuary legacies have been recognised using a portfolio basis, based on past experience. Management have accrued for a percentage of the legacy pipeline which is consistent with experience over the last five years. The amount accrued at the year end is disclosed in Note 2a.
- iii. **Grant income recognition** – as disclosed in Note 1d, year-end recognition of grant income where funding agreements contain performance related conditions, is based on an up-to-date assessment of what percentage of the overall programme deliverables have so far been completed at the end of each financial reporting period. Management deem that total expenditure incurred to deliver the performance conditions at the end of each reporting period is an appropriate basis.
- iv. **Retail** – an average dilapidation cost per lease exited is estimated using historical data from the retail lease portfolio. Every lease in the portfolio is then assessed annually for the probability that dilapidations will arise at lease expiry, resulting in the assignment of a probability factor of between 0% and 100%. The probability factor (which increases as lease profitability decreases) is used to calculate an expected cost of dilapidations for each lease, which is then further adjusted to reflect (i) anticipated future inflation rates; (ii) the time value of money; to establish the liability to be recorded in the balance sheet
- v. **Offices** – provisions for dilapidations are based on latest available surveyor's estimates of the likely end of lease dilapidations bill for each property.
- vi. **Judgements:**
Defined benefit pension scheme surplus - The net surplus at 31 March 2023 of £14.6m on the defined benefit pension scheme has not been recognised in these financial statements, as it is not currently possible to demonstrate that this is recoverable by Oxfam, either via a reduction in future contributions or via a refund.

2. INCOME AND ENDOWMENTS

Notes	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£M	£M	£M	£M	£M	£M
Regular giving*	40.6	1.3	41.9	41.1	1.4	42.4
Legacies	19.4	0.3	19.7	19.4	0.7	20.1
Public donations, appeals, and fundraising events*	8.5	16.7	25.2	9.8	16.6	26.3
Disasters Emergency Committee (DEC) appeals	-	39.1	39.1	-	18.8	18.8
Total	68.5	57.4	125.9	70.2	37.4	107.6
Donated goods for distribution to beneficiaries	-	16.8	16.8	-	29.7	29.7
Donated services and facilities	0.4	-	0.4	0.6	-	0.6
Total	68.9	74.2	143.1	70.8	67.1	137.9

* includes related gift aid

a. Donations and legacies

Accrued legacy income included within the accounts amounts to £9.0m (2021/22: £6.1m). At 31 March 2023, in addition to legacy income that has been included in the accounts, Oxfam expected to benefit from a number of legacies from estates for which the administration had yet to be finalised. Oxfam's future income from these legacies is estimated at £4.0m (2021/22: £4.9m).

Donated goods for distribution to beneficiaries represent food provided by the World Food Programme. The value of donated goods not distributed and included in stock at 31 March 2023 is £0.0m (2021/22: £0.0m). Donated services and facilities represent training, legal and audit services provided at a reduced fee or free of charge.

b. Charitable activities

Notes	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£M	£M	£M	£M	£M	£M
Income from government, institutional donors, and other public authorities						
Governments (i)	-	20.4	20.4	-	19.0	19.0
Multilateral organisations (ii)	-	24.9	24.9	-	23.3	23.3
Oxfam Affiliates (iii)	-	98.2	98.2	-	83.9	83.9
International foundations, grant makers, and other donors	-	9.9	9.9	-	12.7	12.7
Total	-	153.4	153.4	-	138.9	138.9
Other charitable income (iv)	2.8	-	2.8	1.9	-	1.9
Total income from charitable activities	2.8	153.4	156.2	1.9	138.9	140.8

	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
Notes	£'000	£'000	£'000	£'000	£'000	£'000
i. Governments						
Denmark	-	50	50	-	1,119	1,119
Sweden	-	11,643	11,643	-	10,236	10,236
Switzerland	-	2,888	2,888	-	3,171	3,171
United Kingdom	-	-	-	-	231	231
United States	-	4,684	4,684	-	3,497	3,497
Other	-	1,095	1,095	-	70	70
Total	-	20,360	20,360	-	18,957	18,957
ii. Multilateral organisations						
Asian Development Bank	-	1,073	1,073	-	981	981
European Commission Directorate General for Humanitarian Aid and Civil Protection (ECHO)	-	434	434	-	(232)	(232)
European Commission Directorate General for Development and Cooperation (EuropeAid)	-	2,408	2,408	-	2,370	2,370
International Development Law Organisation	-	-	-	-	60	60
International Organisation for Migration (IOM)	-	62	62	-	503	503
Islamic Development Bank	-	-	-	-	60	60
Tililtse Fund	-	(2)	(2)	-	92	92
United Nations Children's Fund (UNICEF)	-	3,503	3,503	-	3,114	3,114
United Nations Development Programme	-	1,944	1,944	-	2,229	2,229
United Nations Empowerment of Women	-	615	615	-	1,022	1,022
United Nations Food and Agricultural Organisation (FAO)	-	17	17	-	80	80
UNESCAP	-	9	9	-	-	-
United Nations High Commissioner for Refugees (UNHCR)	-	2,216	2,216	-	3,066	3,066
United Nations Office for Coordination of Humanitarian Affairs (OCHA)	-	6,065	6,065	-	4,327	4,327
United Nations Office for Project Services	-	1,547	1,547	-	-	-
United Nations Population Fund	-	-	-	-	(3)	(3)
United Nations World Food Programme (WFP)	-	4,192	4,192	-	4,224	4,224
UN Mission in South Sudan	-	137	137	-	-	-
European Commission - Other	-	701	701	-	-	-
International Fund for Agricultural Development	-	6	6	-	-	-
World Bank	-	(23)	(23)	-	1,365	1,365
Total	-	24,904	24,904	-	23,259	23,259

Notes	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£'000	£'000	£'000	£'000	£'000	£'000
iii. Oxfam affiliates						
Oxfam America	-	7,046	7,046	-	9,509	9,509
Oxfam Australia	-	4,061	4,061	-	3,795	3,795
Oxfam Belgium	17	7,757	7,774	-	4,449	4,449
Oxfam Canada	-	7,164	7,164	-	5,788	5,788
Oxfam Denmark	-	10,700	10,700	-	11,639	11,639
Oxfam France	-	637	637	-	337	337
Oxfam Germany	-	20,141	20,141	-	19,195	19,195
Oxfam Hong Kong	-	1,984	1,984	-	1,381	1,381
Oxfam Intermon	-	2,518	2,518	-	800	800
Oxfam International	-	1,561	1,561	-	580	580
Oxfam Ireland	-	4,062	4,062	-	3,582	3,582
Oxfam Italy	-	6,808	6,808	-	5,882	5,882
Oxfam New Zealand	-	95	95	-	79	79
Oxfam Novib	-	16,733	16,733	-	10,907	10,907
Oxfam Quebec	-	6,951	6,951	-	5,881	5,881
Oxfam in Sweden	-	-	-	-	99	99
Total	17	98,218	98,235	-	83,903	83,903

The grants made to, and received by, Oxfam from the other Oxfams are separately determined by operational decisions based on the strategy or capacity of Oxfam affiliates in particular areas.

Analysis by contract/project for certain specific institutions is provided below:

Notes	Country	YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
		£'000	£'000
Income from EuropeAid by contract title			
Covid-19: Enhanced Preparedness and Action: Social Safety Nets for Vulnerable Households Living in Informal Settlements	Kenya	-	48
EU PROACT-Resilient Livelihoods in Syria	Syria	-	1,063
Diversifying and Boosting Crop Production in Sierra Leone	Sierra Leone	700	93
LOT 1: Civil Society Organisation (CSO)	Nepal	231	179
EU - Muhamasheen Community claiming their rights Taiz-01/05/2022-30/04/2024	Yemen	133	10
Youth led GESI initiatives for COVID recovery	Nepal	118	12
Increasing Capacities and Spaces for Thai CSOs' Effective Participation in Governance of Marine Resources	Thailand	-	117
736SWITCH-Asia II Promoting Sustainable Building in Bangladesh	Bangladesh	135	-
Gendered Land and Extractives Action for Social Accountability	Myanmar	758	-
Women Leadership in Public Life in Sindh	Pakistan	177	-
Other contracts, including provisions		156	848
Total		2,408	2,370

		YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
Notes	Country	£'000	£'000
Income from FCD0 by contract title:			
FCD0 – Resources for specific programmes			
Humanitarian Assistance and Resilience in South Sudan	South Sudan	-	(34)
Other contracts		-	16
		-	(19)
FCD0 back donor funding for the Disasters and Emergencies Preparedness Programme (DEPP) (received from Save the Children on behalf of the Start Network)			
Improving Early Warning Early Action in Ethiopia	Ethiopia	-	(1)
		-	(1)
Crown Agents			
Humanitarian WASH for Sittwe Township	Myanmar	-	2,319
		-	2,319

		YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
Notes		£M	£M
iv. Primary purpose trading – Unrestricted income:			
Micro-credit schemes (see Note 10)		1.7	1.1
Sale of humanitarian equipment		1.1	0.8
Total		2.8	1.9
Costs included within charitable activities:			
Micro-credit schemes (see Note 10)		(1.1)	(0.8)
Humanitarian equipment		(0.9)	(0.7)
Total		(2.0)	(1.4)
Net income from primary purpose trading		0.8	0.5

c. Other trading activities*

Notes	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£M	£M	£M	£M	£M	£M
Turnover from donated goods	76.5	-	76.5	74.4	0.2	74.6
Turnover from purchased goods	12.6	-	12.6	11.9	0.1	12.0
Lottery income	0.6	-	0.6	0.7	-	0.7
Other trading income	6.3	-	6.3	0.7	-	0.7
Total trading sales	96.0	-	96.0	87.7	0.3	88.0
Oxfam Unwrapped net income	0.2	0.6	0.8	0.6	0.8	1.4
Donations	0.6	0.6	1.2	0.4	0.5	0.9
Total trading income	96.8	1.2	98.0	88.7	1.6	90.3
Direct trading expenses - donated goods	69.5	-	69.5	55.7	-	55.7
Direct trading expenses - purchased goods	9.4	-	9.4	11.7	0.2	11.9
Lottery costs	0.1	-	0.1	0.1	-	0.1
Support costs	3.0	-	3.0	1.0	-	1.0
Total trading costs	82.0	-	82.0	68.5	0.2	68.7
Net trading income	14.8	1.2	16.0	20.2	1.4	21.5

Oxfam Unwrapped net income and donations shown above were collected through the shops.

Trading income represents income from the sale of donated and bought-in goods through the charity's shops.

d. Investments

Notes	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	€M	€M	€M	€M	€M	€M
Deposit interest	1.9	-	1.9	0.2	-	0.2
Total	1.9	-	1.9	0.2	-	0.2

e. Other income

Notes	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	€M	€M	€M	€M	€M	€M
Gain on disposal of fixed assets	0.1	-	0.1	0.0	-	0.0
Nursery fees	0.2	-	0.2	0.2	-	0.2
Miscellaneous overseas income	0.4	0.4	0.8	0.3	0.2	0.5
Corona virus Job Retention Scheme (CJRS)	-	-	-	1.1	-	1.1
Government Support Grant	-	-	-	1.8	-	1.8
Other	0.3	-	0.3	0.3	-	0.3
Total	1.0	0.4	1.4	3.6	0.2	3.8

3 EXPENDITURE**a. Raising Funds**

Notes	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	€M	€M	€M	€M	€M	€M
Expenditure on raising donations and legacies:						
Regular giving	8.7	-	8.7	7.0	0.1	7.1
Legacies	0.7	-	0.7	0.2	-	0.2
Public donations, appeals, fundraising events, and Disasters Emergency Committee (DEC) appeals	3.3	2.6	5.9	8.1	2.1	10.2
Income from government, institutional donors and other public authorities	-	0.2	0.2	-	-	-
Support costs	4.0	-	4.0	2.5	-	2.5
Other *	4.8	-	4.8	6.1	-	6.1
Total	21.5	2.8	24.3	23.9	2.2	26.1
Income from government, institutional donors, and other public authorities	-	-	-	-	-	-
Total	21.5	2.8	24.3	23.9	2.2	26.1
Expenditure on other trading activities (see note 2c)	82.0	-	82.0	68.5	0.2	68.7
Investment management costs	0.1	-	0.1	-	-	-
Total	103.6	2.8	106.4	92.4	2.4	94.8

* Other costs include costs of developing and maintaining fundraising information systems, market analysis, and developing future fundraising products.

b. Charitable activities

Functional analysis

Expenditure on charitable activities can be analysed by the three main areas of activity as follows:

Notes	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
	£M	£M	£M	£M	£M	£M
Development	28.1	99.0	127.1	22.8	82.6	105.4
Humanitarian	23.6	97.0	120.6	20.7	100.9	121.6
Campaigning and advocacy	2.3	3.4	5.7	1.3	2.6	3.9
Total	54.0	199.4	253.4	44.8	186.1	230.9
Activities undertaken directly	21.1	128.1	149.2	11.6	133.5	145.1
Grant funding of activities	12.5	66.6	79.1	10.8	48.6	59.4
Support costs **	20.4	4.7	25.1	22.4	4.0	26.4
Total	54.0	199.4	253.4	44.8	186.1	230.9

* Humanitarian includes £16.8m (2021/22: £29.7m) in respect of donated goods distributed to beneficiaries.

** It is not appropriate to split support costs between activities undertaken directly and grant funding of activities due to the dual role played by programme support functions.

Notes	ACTIVITIES UNDERTAKEN DIRECTLY (i)	GRANT FUNDING OF ACTIVITIES (ii)	SUPPORT COSTS (iii)	YEAR TO 31 MARCH 2023 TOTAL
	£M	£M	£M	£M
Development	72.8	40.5	13.8	127.1
Humanitarian	75.2	34.8	10.6	120.6
Campaigning and advocacy	1.2	3.8	0.7	5.7
Total	149.2	79.1	25.1	253.4

Notes	ACTIVITIES UNDERTAKEN DIRECTLY (i)	GRANT FUNDING OF ACTIVITIES (ii)	SUPPORT COSTS (iii)	YEAR TO 31 MARCH 2022 TOTAL
	£M	£M	£M	£M
Development	64.9	27.4	13.1	105.3
Humanitarian	79.2	29.2	13.3	121.7
Campaigning and advocacy	0.9	2.9	0.1	3.9
Total	145.0	59.4	26.4	230.9

i. Activities undertaken directly

Oxfam's own overseas staff are involved in the delivery of the programme through the provision of specialist services (e.g. to address the water and sanitation needs of refugees) and through training and networking for local organisations. Included in 'Charitable activities' are all the in-country costs associated with programme delivery and monitoring of grants made to partner organisations (e.g. direct programme costs, logistics, finance, human resources, and programme management). This provides an accurate reflection of the true costs of our activities and support to those activities.

ii. Grant funding of activities

	YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
Notes	£'000	£'000
Total value of 50 largest grants	30,253	16,649
Total value of grants to other Oxfam Affiliates	13,192	16,255
Other grants	35,742	26,451
Total grants payable to institutions in furtherance of the charity's objects	79,187	59,355
Total number of grants made to institutions	656	674

The top 50 financial grant recipients in the year to 31 March 2023 are listed below.

	NAME OF INSTITUTION	GEOGRAPHIC REGION	NUMBER OF GRANTS	YEAR TO 31 MARCH 2023
Notes				£'000
1	Strengthening Participatory Organization	Asia	4	2,300
2	Sentro para sa Ikauunlad ng Katutubong Agham at Teknolohiya	Asia	6	1,279
3	Arid Lands Development Focus	HECA	4	1,240
4	Wajir South Development Association	HECA	2	1,061
5	Strategies for Northern Development	HECA	2	1,021
6	Coordinamento delle Organizzazioni per il Servizio Volontario	MENA	1	933
7	Turkana Pastoralists Development Organisation	HECA	3	897
8	Solidarities International	Asia	1	859
9	Caritas Odesa UGCC	Global	1	845
10	Dhaka Ahsania Mission	Asia	3	822
11	NGO Forum for Public Health	Asia	2	774
12	Women's Law Centre	Global	1	771
13	Kachin Baptist Convention	Asia	4	751
14	Merti Integrated Development Programme	HECA	2	734
15	Nomadic Assistance for Peace and Development	HECA	2	733
16	Romanian Federation of Community Foundation	Global	1	707
17	Action Mopti	West Africa	3	664
18	Clear Global, Inc.	Global	1	652
19	Ukrainian House Przemysl	Global	1	643
20	Pastoralist Girls Initiative	HECA	3	617
21	Community Organizing-Multiversity	Asia	4	599
22	Homo Faber Association	Global	1	578
23	Women's Consortium of Ukraine	Global	1	565
24	The Moldovan Branch of Amici Dei Bambini Association	Global	1	530
25	Bank Lviv Charity Foundation	Global	1	524
26	Rural Agency for Community Development and Assistance	HECA	2	522
27	Federația Organizațiilor Neguvernamentale pentru Servicii Sociale	Global	1	519
28	Friends of the Nation	West Africa	7	453
29	Serving and Learning Together	HECA	4	448
30	Rural Women Business Network	Global	1	445
31	Nabad Association for Development	MENA	3	405
32	Laar Humanitarian and Development Programme	Asia	2	400
33	Rehabilitation, Education and Community Health	MENA	2	365

	NAME OF INSTITUTION	GEOGRAPHIC REGION	NUMBER OF GRANTS	YEAR TO 31 MARCH 2023
Notes				£'000
34	Mukti Cox's Bazar	Asia	2	355
35	Karuna Mission Social Solidarity	Asia	2	353
36	Shalom Foundation (Nyein Foundation)	Asia	2	350
37	Women in Law and Development in Africa	Global	8	348
38	Women Empowerment-Action	HECA	2	345
39	Pastoralist Community Initiative and Development Assistance	HECA	2	343
40	Trocaire	Asia	2	341
41	Tameer -e- Khalq Foundation	Asia	1	341
42	Plan International - South Sudan	HECA	1	333
43	Syrian Society for Social Development	MENA	2	331
44	Groupe de Formation Consultation et Etude	West Africa	2	321
45	Action pour la Protection et l'Encadrement de l'Enfant	HECA	1	315
46	Fundacja w Stronę Dialogu (Foundation Towards Dialogue)	Global	1	308
47	Pambansang Kongreso ng Kababaihan sa Kanayunan Inc.	Asia	3	307
48	Federation des Organisations des Producteurs Agricoles du Congo au Nord-Kivu	HECA	3	306
49	Underprivileged Children's Education Program	Asia	1	301
50	Peace Action Training and Research Institute of Romania	Global	1	299
	Total			30,253

Key to geographic regions:

HECA - Horn, East and Central Africa. LAC - Latin America and the Caribbean. MENA - Middle East and North Africa. Global - the grants apply to more than one region.

The grants made by Oxfam GB to other Oxfam affiliates are listed below.

	NAME OF INSTITUTION	GEOGRAPHIC REGION	NUMBER OF GRANTS	YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
Notes				£'000	
	Fundación Oxfam Colombia	LAC	3	793	840
	Oxfam America	Global	2	33	357
	Oxfam Australia	Global	2	155	146
	Oxfam Brazil	LAC	2	207	355
	Oxfam Denmark	MENA	2	101	26
	Oxfam Hong Kong	Global	1	22	48
	Oxfam India	Asia	1	162	1,682
	Oxfam Intermón	Global	11	3,076	3,208
	Oxfam International	Global	12	1,931	1,858
	Oxfam Italy	Global	1	482	231
	Oxfam Mexico	Global	3	154	288
	Oxfam Novib	Global	24	5,031	6,088
	Oxfam South Africa	Southern Africa	2	295	290
	Oxfam Sweden	Asia	1	27	22
	Oxfam Solidarity	MENA	2	723	806
	Total			13,192	16,255

The grants made to, and received by, Oxfam from the other Oxfam affiliates are separately determined by operational decisions based on the strategy or capacity of Oxfam affiliates in particular areas.

iii. Support Costs

Support costs include support to the programme from Oxford and the costs associated with supporting programme delivery at a regional level (e.g. finance, human resources, and senior programme management). Support costs also include central finance, human resources, corporate communications costs, and governance. Support costs are analysed as follows:

	CHARITABLE ACTIVITIES			RAISING FUNDS		YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
	Development	Humanitarian	Campaigning & advocacy	Trading	Fundraising	Total	Total
	£m	£m	£m	£m	£m	£m	£m
Regional programme support	3.0	2.9	-	-	-	5.9	4.2
Central programme support	8.4	8.3	0.5	-	-	17.2	18.3
Central finance	1.7	1.6	0.1	0.6	1.8	5.8	2.9
Central human resources	1.9	1.9	0.2	2.3	1.8	8.1	4.5
Corporate communications	-	-	-	-	-	-	1.1
Governance	0.3	0.3	-	0.1	0.4	1.1	0.8
Support costs before application of exchange rate differences	15.3	15.0	0.8	3.0	4.0	38.1	31.7
Exchange rate differences	(3.1)	(2.9)	-	-	-	(6.0)	(1.5)
Total support costs for 2022/23	12.2	12.1	0.8	3.0	4.0	32.1	
Total support costs for 2021/22	13.1	13.4	0.1	2.1	1.5		30.2
Unrestricted	9.8	9.8	0.8	3.0	4.0	27.4	17.8
Restricted	2.4	2.3	-	-	-	4.7	12.4
	12.2	12.1	0.8	3.0	4.0	32.1	30.2

Allocation of support costs is detailed in the Accounting Policies under Note 1h.

Support costs are split out to cover Charitable Activities £23.1m, Raising Funds £4m and Trading £3m.

c. Other expenditure

	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Unrestricted Funds	Restricted Funds	Total Funds	Unrestricted Funds	Restricted Funds	Total Funds
Notes	£m	£m	£m	£m	£m	£m
Nursery costs	0.2	-	0.2	0.2	-	0.2
Defined benefit pension scheme costs	0.4	-	0.4	0.3	-	0.3
Other	-	-	-	2.9	-	2.9
	0.6	-	0.6	3.4	-	3.4

Included in other expenditure Enil (2022: £2.9m) is onerous lease provision incurred for the use of Oxfam House, see Note 16 for details.

4 EMPLOYEES

The average headcount number of employees and full-time equivalent (FTE) for the year was:

Notes	YEAR TO 31 MARCH 2023		YEAR TO 31 MARCH 2022	
	Headcount Number	FTE Number	Headcount Number	FTE Number
GB payroll				
Engagement	1,317	1,050	1,318	1,073
Corporate functions	289	260	290	266
Impact	88	80	95	88
International Operations	392	380	413	403
Total	2,086	1,770	2,116	1,830
Overseas payroll*	2,098	2,013	2,058	2,056
Total	4,184	3,783	4,174	3,886

The staff numbers for Oxfam only are the same as above except that Engagement includes 46 (2021/22: 57) OAL staff and Overseas payroll includes 84 (2021/22: 73) staff for Finance for Development Ltd.

Oxfam's employment policies encourage a range of working patterns including job sharing and part-time working. These can result in a significantly lower number of employees when based on full-time equivalents rather than on headcount.

*Majority of our overseas staff carry out charitable activities.

5 STAFF COSTS

a. Staff Costs

Notes	YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
	Unrestricted Funds £'000	Unrestricted Funds £'000
GB Payroll		
Wages and salaries	55.2	53.8
Social security costs	4.0	3.5
Defined contribution pension scheme contributions	3.3	3.1
Defined benefit pension scheme operating costs	0.3	0.3
GB payroll staff costs	62.8	60.7
Overseas payroll staff costs	40.1	41.8
Total staff costs	102.9	102.5

Total staff costs for Oxfam only are the same as above except that GB payroll staff costs include £1.6m (2021/22: £1.9m) for Oxfam Activities Ltd, and overseas payroll staff costs includes £0.7m (2021/22: £0.6m) for Finance for Development Ltd.

Termination costs, included above, amounted to £0.9m (2021/22: £0.7m), of which £0.1m (2021/22: £0.6m) was provided for at year end.

Staff costs are allocated according to the functions of each staff member and, therefore, form part of trading costs, fundraising costs, governance costs, and charitable expenditure, as appropriate.

In addition, a great amount of time, the value of which is not reflected in these accounts, is donated by around 15,000 volunteers throughout Great Britain. Volunteers play a vital role in our shop network operations, community fundraising activities, and back office operations. More details of the crucial role volunteers contribute to Oxfam is provided in the Trustees' Report.

b. Higher paid staff

The table below shows the number of higher-paid staff with emoluments falling in the following ranges. Emoluments include salary and taxable benefits in kind and other payments to employees. These include a number of allowances to cover the additional costs of working in another country for long-term senior expatriate staff, to enable them to take their family with them, as this encourages staff to stay on deployment longer. For example, Oxfam pays towards the cost of education for up to three children, where suitable free schooling is not available. Allowances also cover the additional cost of living in very expensive countries and end of contract payments in lieu of access to a bona fide pension arrangement outside the UK.

Overseas numbers continue to be impacted by exchange rates particularly the GBP and US dollar. The figures for the two overseas based employees earning over £100,000 include employees with pay set in USD and include payments for accommodation, redundancy and gratuity paid in lieu of pension.

	UK YEAR TO 31 MARCH 2023	OVERSEAS YEAR TO 31 MARCH 2023	TOTAL YEAR TO 31 MARCH 2023	TOTAL YEAR TO 31 MARCH 2022
Notes	Number	Number	Number	Number
£60,000 to £69,999	13	16	29	31
£70,000 to £79,999	8	11	19	15
£80,000 to £89,999	4	4	8	14
£90,000 to £99,999	1	6	7	4
£100,000 to £109,999	3	2	5	3
£110,000 to £119,999	-	-	-	-
£120,000 to £129,999	1	-	1	1
£130,000 to £139,999	1*	-	1	-
£140,000 to £149,999	-	-	-	-
£150,000 to £159,999	-	-	-	1
£340,000 to £349,000	-	-	-	1
	31	39	70	70

Retirement benefits are accruing under a defined benefit scheme for 2 (2021/22: 2) out of the 65 higher paid employees included in the table above. In addition, Oxfam paid £293,351 (2021/22: £210,175) into a defined contribution pension scheme for 31 (2021/22: 31) higher-paid employees*.

*reflects packages which include redundancy payments to staff as required under national legislation in the countries where they were based.

c. Key management personnel

The earnings for the group and charitable company's key management personnel, which are considered to be the leadership team included 6 roles (2021/22: 6).

Notes	YEAR TO 31 MARCH 2023			YEAR TO 31 MARCH 2022		
	Gross Pay	Employer's National Insurance	Employer's Pension Contribution	Gross Pay	Employer's National Insurance	Employer's Pension Contribution
	£	£	£M	£M	£M	£M
Job Title						
Chief Executive Officer*	125,418	15,963	12,583	120,564	14,570	12,077
Chief Financial Officer (CFO)**	80,900	9,967	8,116	98,352	10,981	9,848
Chief Impact Officer***	109,261	13,700	6,900	98,685	11,990	5,916
Chief Operating Officer	99,814	12,420	10,014	98,327	11,664	9,757
Chief Support Officer	102,666	12,827	10,300	97,463	11,540	9,776
Chief Transformation Officer	105,665	12,473	10,601	100,912	11,297	10,118
Total	623,724	77,350	58,514	614,276	72,042	57,492

* The Chief Executive is entitled to 30 days annual leave per annum, and also accrues one week every three months of service to be taken at a later date as a sabbatical to pursue research/writing related to Oxfam's work and in agreement with the Chair of Trustees.

** The Chief Financial Officer's cost is lower compared to last year, which is due to a gap of over 2 months between resignation and appointment.

***Figure for 2022/23 includes costs associated with two Chief Impact Officers and during a period of handover.

6 TRUSTEES' AND CHIEF EXECUTIVE'S EXPENSES

Members of Oxfam's Board of Trustees receive no remuneration for their services. Trustees' expenses, which include costs directly incurred by Trustees and amounts paid on their behalf by Oxfam, were for 12 trustees totalling £15,786 (2021/22: 10 trustees totalling £12,213).

Directly incurred expenses of the Chief Executive were £10,634 (2021/22: £3,284).

The most significant element of the Trustees' and Chief Executive's expenses is the cost of visits to overseas programmes, in respect of flights and accommodation. Prior year's expenses have been impacted by Covid restrictions that were in place.

Donations received by the charity from the Trustees amounted to £14,130 (2021/22: £12,426), of which £2,410 (2021/22: £1,660) was given for restricted purposes, in the normal course of business.

7 TAXATION

The Charity is a registered charity and as such is entitled to certain tax exemptions on income and profits from investments and surpluses on any trading activities carried on in furtherance of the charity's primary objectives.

8 NET INCOME FOR THE FINANCIAL YEAR

Is stated after charging/(crediting):

	YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
Notes	€m	€m
Depreciation of tangible fixed assets	1.6	1.6
Gain on disposal of fixed assets	(0.1)	-
Hire of vehicles and equipment	7.2	4.5
Property rental	21.8	21.7
Auditors' remuneration - statutory audit (GB)	0.2	0.1
Auditors' remuneration - statutory audit (Country Offices)*	0.5	0.6
Rental income	(0.3)	(0.3)
Gift Aid income	(13.0)	(12.1)
Exchange rate differences	6.0	(1.6)
Irrecoverable VAT	1.2	0.8

* These costs do not include any fees paid to Crowe U.K. LLP.

9 TANGIBLE ASSETS

Oxfam:

	FREEHOLD PROPERTY	SHORT LEASEHOLD PROPERTY	FURNITURE, FIXTURES, EQUIPMENT	MOTOR VEHICLES	TOTAL
	€m	€m	€m	€m	€m
Cost					
At 1 April 2022	2.7	15.2	35.6	5.0	58.5
Additions	-	0.5	2.7	0.5	3.7
Disposals	(0.1)	-	-	(0.2)	(0.3)
At 31 March 2023	2.6	15.7	38.3	5.3	61.9
Accumulated depreciation					
At 1 April 2022	1.3	13.2	35.0	4.6	54.1
Charge for the year	-	1.0	0.4	0.2	1.6
Disposals	(0.1)	-	-	(0.2)	(0.3)
At 31 March 2023	1.2	14.2	35.4	4.6	55.4
Net book value					
At 31 March 2023	1.4	1.5	2.9	0.7	6.5
At 31 March 2022	1.3	2.1	0.7	0.4	4.5

Oxfam Group:

	FREEHOLD PROPERTY	SHORT LEASEHOLD PROPERTY	FURNITURE, FIXTURES, EQUIPMENT	MOTOR VEHICLES	TOTAL
	£m	£m	£m	£m	£m
Cost					
At 1 April 2022	2.7	15.2	35.6	5.0	58.5
Additions	-	0.5	2.8	0.5	3.8
Disposals	(0.1)	-	-	(0.2)	(0.3)
At 31 March 2023	2.6	15.7	38.4	5.3	62.0
Accumulated depreciation					
At 1 April 2022	1.2	13.2	34.9	4.7	54.0
Charge for the year	-	1.0	0.4	0.2	1.6
Disposals	(0.1)	-	-	(0.2)	(0.3)
At 31 March 2023	1.1	14.2	35.3	4.7	55.3
Net book value					
At 31 March 2023	1.5	1.5	3.1	0.6	6.7
At 31 March 2022	1.4	2.0	0.8	0.3	4.5

The book value of land (which is not depreciated) included in freehold properties is £0.4m (2021/22: £0.4m). The value of freehold property held at 31 March 2023 is £2.5m (2021/22: £2.7m).

All tangible fixed assets are held for charitable use.

10 INVESTMENTS (FIXED)

Fixed Asset Investments, Oxfam

	FREEHOLD PROPERTY	QUOTED INVESTMENTS - ENDOWMENT	INVESTMENT IN SUBSIDIARIES	QUOTED INVESTMENTS - OTHER	INVESTMENTS TOTAL	SOCIAL INVESTMENTS UNQUOTED	FIXED ASSET INVESTMENTS TOTAL
	£m	£m	£m	£m	£m	£m	£m
Cost or valuation:							
At 1 April 2022	0.1	2.7	1.6	-	4.4	-	4.4
Additions	-	-	-	10.0	10.0	-	10.0
Disposals	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Revaluations	0.1	(0.3)	-	(0.3)	(0.5)	-	(0.5)
At 31 March 2023	0.2	2.4	1.6	9.7	13.9	-	13.9

Fixed Asset Investments, Oxfam Group

	FREEHOLD PROPERTY	QUOTED INVESTMENTS - ENDOWMENT	INVESTMENT IN SUBSIDIARIES	QUOTED INVESTMENTS - OTHER	INVESTMENTS TOTAL	SOCIAL INVESTMENTS UNQUOTED	FIXED ASSET INVESTMENTS TOTAL
	£m	£m	£m	£m	£m	£m	£m
Cost or valuation:							
At 1 April 2022	0.1	2.7	-	-	2.8	0.1	2.9
Additions	-	-	-	10.0	10.0	-	10.0
Disposals	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-
Revaluations	0.1	(0.3)	-	(0.3)	(0.5)	-	(0.5)
At 31 March 2023	0.2	2.4	-	9.7	12.3	0.1	12.4

Current Asset Investments, Oxfam and Oxfam Group

	CASH	SOCIAL INVESTMENTS UNQUOTED	CURRENT ASSET INVESTMENTS TOTAL
	£m	£m	£m
Cost or valuation:			
At 1 April 2022	22.8	2.8	25.6
Additions	17.0	-	17.0
Disposals	(22.8)	-	(22.8)
Revaluation	-	0.4	0.4
At 31 March 2023	17.0	3.2	20.2

Investments

Quoted investments represent investments in share portfolios and are stated at the value of the funds at 31 March 2023.

Investment in subsidiaries represent a loan of £1.6m to Oxfam Activities Limited, which is incorporated in England and Wales. The loan is secured by a fixed and floating charge. Interest was charged on the outstanding balance of the loan at 2% above LIBOR. Terms, including interest, are agreed between the parties and repayment is due in three equal instalments following the issue of a repayment notice.

Freehold investment properties with an original cost of £0.0m (2021/22: £0.0m) are included in the Balance Sheet at market value of £0.2m (2021/22: 0.1m). Investment properties have been valued by surveyors, all of whom are Associates of the Royal Institute of Chartered Surveyors and are employees of Oxfam. The valuation of assets was on an open market basis, in accordance with the guidelines issued by the Royal Institute of Chartered Surveyors and is carried out on an annual basis.

Social investments

Programme related investments (fixed)

Cafédirect plc

This comprises 970,466 (2021/22: 970,466) ordinary shares of 25p each in Cafédirect plc, a company registered in Scotland, which represents an 8.5% (2021/22: 8.5%) interest in the company. The principal activity of the company is the promotion of fair trade through the marketing and distribution of coffee and tea.

Guardian Share Company Ltd

Oxfam Activities Ltd holds a 33 % (2021/22: 33 %) shareholding (one £1 ordinary share) in the Guardian Share Company Ltd, a company registered in the UK. This company aims to promote fair trade through Cafédirect plc. For more details, see note 1b."

Micro-credit schemes

In order to operate micro-credit schemes in some countries, Oxfam is required by local legislation to establish registered organisations. Details of Finance for Development Ltd, a locally registered micro-credit scheme are set out below and in Notes 1b and 1l.

Mixed motive investments (current)**Small Enterprise Impact Investing Fund**

Oxfam invested £2.1m in The Small Enterprise Impact Investing Fund, an innovative financial product based in Luxembourg. On 20 January 2017, the fund was placed into liquidation with a view to transferring the value of investments to a similar fund with larger assets under management to relieve fundraising pressure. During 2017/18, Oxfam received £2.4m in respect of 85% of the fund. The remaining 15%, which had not been released by 31 March 2023, is reflected in Current Asset Investments and represents a value of £0.2m after allowing for an impairment (2021/22: £0.2m).

EMF Microfinance Fund

Oxfam invested £2.3m in the EMF Microfinance Fund, a financial product based in Liechtenstein. The value of Oxfam's investment in the fund at 31 March 2023 was £3.0m, whilst total assets in the fund were £516m (31 March 2022: £2.6m and £296.3m).

The fund was launched by the EMF Foundation and seeded by the Medicor Foundation and the Hilti Foundation.

c. Subsidiary undertakings

At 31 March 2023, Oxfam had an interest in the following subsidiary undertakings:

ORGANISATION NAME	COMPANY NUMBER	ADDRESS/COUNTRY OF REGISTRATION	NATURE OF BUSINESS	CLASS OF SHARE CAPITAL HELD	PARENT COMPANY INTEREST	CONSOLIDATION	YEAR END DATE
Oxfam Activities Ltd	0830341	Oxfam House, John Smith Drive, Oxford, UK	Raises funds through trading activities	Ordinary	100%	Yes	31 March
Finance for Development Ltd	1067	115 H. Aslanov Street, Baku, Azerbaijan	Micro-credit scheme	Ordinary	100%	Yes	31 December
Oxfam Advisory Service Ltd	07990519	Oxfam House, John Smith Drive, Oxford, UK	Small Enterprise Investments	Ordinary	100%	Yes	31 March

The aggregate total amount invested in all Oxfam's subsidiaries is £1.6m (2021/22: £1.6m).

The financial results of the subsidiaries for the year were:

	OXFAM ACTIVITIES LTD		FINANCE FOR DEVELOPMENT LTD		OXFAM ADVISORY SERVICES	
	YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022	YEAR TO 31 DECEMBER 2022	YEAR TO 31 DECEMBER 2021	YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
	£m	£m	£m	£m	£m	£m
Income	17.0	16.0	1.7	1.1	0.2	0.2
Expenditure	(16.2)	(16.0)	(1.1)	(0.8)	(0.3)	(0.2)
Trading profit/(loss)	0.8	-	0.6	0.3	(0.1)	-
Profit Gift Aided to Oxfam	-	-	-	-	-	-
(Loss)/profit for the year	0.8	-	0.6	0.3	(0.1)	-

	AT 31 MARCH 2023	AT 31 MARCH 2022	AT 31 DECEMBER 2022	AT 31 DECEMBER 2021	AT 31 MARCH 2023	AT 31 MARCH 2022
	£m	£m	£m	£m	£m	£m
Total assets	4.1	3.3	4.5	3.4	0.1	0.2
Total liabilities	(3.8)	(3.8)	(1.4)	(1.0)	(0.2)	(0.2)
Net assets/(liabilities)	0.3	(0.5)	3.1	2.5	(0.1)	-

Just Energy Ltd was dormant in both 2022 and 2023 and has no net assets.

In order to operate in some countries, Oxfam is required by local legislation to establish 100% controlled, locally registered organisations. These organisations, which are listed below, are treated as branches of Oxfam and their accounts are included within the accounts of Oxfam.

ORGANISATION NAME	COUNTRY OF REGISTRATION	NATURE OF BUSINESS
Oxfam (in Korea)	South Korea	As per Oxfam
Oxfam Thailand Foundation	Thailand	As per Oxfam

11 STOCKS

	OXFAM		OXFAM GROUP	
	2023	2022	2023	2022
	£m	£m	£m	£m
Oxfam trading stocks	-	-	3.2	2.9
Humanitarian supplies	1.1	1.1	1.1	1.1
Consumable stores	-	-	-	-
	1.1	1.1	4.3	4.0

Trading and other stocks relate to goods for resale.

Stocks are stated after provision for impairment of £0.3m (2021/22: £0.1m).

The cost of stocks recognised as an expense for Oxfam is £14.7m (2021/22: £20.9m) and for Oxfam Group is £21.3m (2021/22: £26.7m), which includes £13.9m (2021/22: £20.1m) of donated goods distributed to beneficiaries.

12 DEBTORS

	OXFAM		OXFAM GROUP	
	2023	2022	2023	2022
	£m	£m	£m	£m
Amounts falling due within one year				
Loans by micro-credit schemes	-	-	4.3	3.3
Amounts due from subsidiaries	3.5	1.5	-	-
Other debtors	4.7	4.6	5.4	4.8
Prepayments	4.8	5.5	4.9	5.7
Accrued income	57.9	40.4	57.9	40.4
Gift aid recoverable	8.3	7.1	8.3	7.1
Amounts due from institutional donors	17.7	16.3	17.7	16.3
	96.9	75.4	98.5	77.6
Amounts falling due outside one year				
Loans by micro-credit schemes	-	-	-	-
Other loans	0.4	0.6	0.4	0.6
	0.4	0.6	0.4	0.6
	97.3	76.0	98.9	78.2

13 CASH AT BANK AND IN HAND, AND CASH EQUIVALENTS

	OXFAM		OXFAM GROUP	
	2023	2022	2023	2022
	£m	£m	£m	£m
Cash at bank and in hand	64.2	81.2	64.4	81.5
Cash equivalents: Notice and term deposits (less than 90 days)	15.5	9.7	15.5	9.7
	79.7	90.9	79.9	91.2

14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	OXFAM		OXFAM GROUP	
	2023	2022	2023	2022
	£m	£m	£m	£m
Loans to micro-credit schemes*	-	-	0.2	0.2
Other loans	-	-	-	-
Trade creditors	5.0	4.8	5.0	5.6
Other tax and social security	2.0	2.0	2.0	2.0
Other creditors	3.9	4.5	3.9	4.5
Accruals - grants payable	1.2	1.2	1.2	1.2
Accruals - other	14.3	14.5	14.9	14.5
Deferred income**	45.2	49.0	45.2	49.2
	71.6	76.0	72.4	77.2

* There is no security on the loans. The rate of interest varies according to the loan provider, and ranges from 0.1% to 12.9%.

** Deferred income relates to income received from donors which is subject to restrictions that prevent their use until a later date. Deferred income of £45.2m (2021/22: £43.7m) arose in the year and £49.0m (2021/22: £34.9m) brought forward from last year was released.

15 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	OXFAM		OXFAM GROUP	
	2023	2022	2023	2022
	£m	£m	£m	£m
Loans to micro-credit schemes*	-	-	1.1	0.7
Other creditors	-	-	-	-
Other loans**	-	20.0	-	20.0
Total	-	20.0	1.1	20.7

* See Note 14.

** There was no security on the loan and it was interest free. The loan was fully repaid ahead of schedule.

** All loans due in less than 5 years.

16 PROVISIONS FOR LIABILITIES

	END OF CONTRACT	DILAPIDATIONS	OTHER	OXFAM TOTAL	OAL DILAPIDATIONS	OXFAM GROUP TOTAL
	£m	£m	£m	£m	£m	£m
At 1 April 2022	5.7	5.9	8.8	20.4	0.1	20.5
Arising in the year	0.3	1.0	1.9	3.2	-	3.2
Utilised in the year	-	-	(2.5)	(2.5)	-	(2.5)
At 31 March 2023	6.0	6.9	8.2	21.1	0.1	21.2

End of contract – arising where Oxfam staff on non-UK employment contracts become entitled to i) a lump sum in lieu of regular contributions to a pension scheme, payable by Oxfam once employment contracts expire; ii) loyalty bonuses, designed to incentivise staff to complete the full period of service, payable once fixed-term contracts expire.

Dilapidations – arising where property leases oblige Oxfam to cover the cost of restoring retail and office properties to their original condition when ending its occupation as those leases terminate.

Other – organisational restructuring arising where Oxfam incurs costs associated with restructuring or reorganising its UK or international operations. Also included in other is provision for onerous lease – the unavoidable cost of obligations related to retail or office space occupied on leasehold terms that becomes surplus to operational needs.

17 CONTINGENT LIABILITIES

The following contingent liabilities existed at 31 March 2023:

Members of Oxfam's defined benefit scheme are entitled to join TPT Retirement Solutions Growth Plan into which they can pay additional voluntary contributions to fund additional benefits. Oxfam does not make employer contributions into the Plan, but under government regulations which came into force in September 2005 there is a potential employer liability on withdrawal from the Plan or in the event of the Plan winding up when it is not fully funded on a buy-out basis. The amount of employer liability on withdrawal for Oxfam as at 30 September 2022 has been calculated as £0.5m (2021/22: £0.5m). However, at present Oxfam has no intention of withdrawing from the Plan and the Trustees of the Plan have no intention of winding it up; it is therefore unlikely that the liability will crystallise in the foreseeable future. This position is unchanged from the position held at 31 March 2022.

TPT has informed Oxfam GB that a review had been undertaken for all schemes under the TPT umbrella trust, which involved reviewing historic changes made to benefits of members alongside requirements of the TPT Trust Deed and Rules to assess the validity of those changes. This review showed uncertainty as to when amendments made to the Oxfam Pension Scheme rules between 2002 and 2010 should take legal effect. The Trustee of TPT will be seeking court directions on the validity of these amendments. If the court finds that the amendment had not been made in line with the TPT Trust Deed and Rules, this may result in an increase to the scheme liabilities. We have been informed by TPT that the pension scheme's liabilities could be increased by £18.7m (a reduction from 2022 estimate of £25.9m) depending on the detail of the court ruling. No legal obligation will arise until the court has handed down its judgement, which is not expected any earlier than March 2025 (and may subsequently be subject to appeal).

18 ENDOWMENT FUNDS

	OXFAM AND OXFAM GROUP				
	AT 1 APRIL 2022	RECEIVED IN YEAR	REVALUED IN YEAR	TRANSFERS IN YEAR	AT 31 MARCH 2023
	£m	£m	£m	£m	£m
Permanent endowment funds					
The Joyce Gregory Trust	1.3	-	(0.1)	-	1.2
The Ellen & Ronald Carr-Webb Memorial Trust Fund	1.3	-	(0.1)	-	1.2
Other permanent endowment funds	0.1	-	(0.1)	-	-
	2.7	-	(0.3)	-	2.4

Income generated by The Joyce Gregory Trust is used for unrestricted purposes. Income generated by The Ellen & Ronald Carr-Webb Memorial Trust Fund is required to be used for restricted purposes, for our humanitarian and development work. The income from the other permanent endowment funds is mainly restricted.

19 Restricted Funds

	OXFAM AND OXFAM GROUP					OXFAM AND OXFAM GROUP				
	AT 1 APRIL 2022	INCOME	EXPENDITURE	TRANSFERS	AT 31 MARCH 2023	AT 1 APRIL 2021	INCOME	EXPENDITURE	TRANSFERS	AT 31 MARCH 2022
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m
Regional Funds										
Asia	0.4	29.0	(30.0)	-	(0.6)	0.1	26.8	(26.7)	0.2	0.4
HECA	0.5	54.2	(53.7)	(0.1)	0.9	(0.2)	55.1	(55.1)	0.7	0.5
West Africa	(0.1)	9.5	(9.7)	0.1	(0.2)	2.3	9.6	(9.8)	(2.2)	(0.1)
Humanitarian	2.1	17.1	(17.5)	-	1.7	3.2	10.9	(10.9)	(1.1)	2.1
MENA	1.3	44.4	(44.7)	-	1.0	0.1	48.6	(48.9)	1.5	1.3
Southern Africa	0.3	8.0	(8.3)	-	-	-	10.6	(10.3)	-	0.3
Campaigns and Policy	-	-	-	-	-	0.1	-	-	(0.1)	-
Programme Strategy and Impact	-	-	-	-	-	2.6	-	-	(2.6)	-
Impact	2.3	7.4	(7.9)	-	1.8	-	5.3	(5.0)	2.0	2.3
Donated Goods for Distribution to Beneficiaries	-	2.9	(2.8)	-	0.1	(0.1)	1.1	(1.1)	0.1	-
Oxfam Unwrapped	2.7	0.2	(0.2)	-	2.7	1.8	0.8	(0.5)	0.6	2.7
Other Funds	0.7	0.1	1.6	-	2.4	2.3	1.1	(2.1)	(0.6)	0.7
Engagement	1.0	8.4	(7.6)	(0.1)	1.7	-	6.7	(6.6)	0.9	1.0
International Operations	(0.5)	0.8	(0.4)	0.1	-	-	1.7	(2.1)	(0.1)	(0.5)
Appeals										
Ethiopia Refugee Crisis	-	-	-	-	-	0.2	-	-	(0.2)	-
East Africa Food Crisis	-	-	-	-	-	0.1	(0.1)	-	-	-
Yemen Crisis Appeal	-	-	-	-	-	0.1	0.1	(0.1)	(0.1)	-
Idai Cyclone Appeal	-	-	-	-	-	0.2	-	(0.1)	(0.1)	-
Indonesia Tsunami Appeal	-	-	-	-	-	0.3	-	(0.2)	(0.1)	-
Refugee Crisis Appeal	-	-	-	-	-	(0.2)	-	-	0.2	-
DEC Coronavirus Appeal	0.3	1.8	(1.3)	-	0.8	0.3	3.7	(3.8)	0.1	0.3
Protracted Crisis Appeal	0.3	0.2	(0.3)	-	0.2	0.4	0.2	(0.3)	-	0.3
GHT Oxfam Global Corona Appeal	0.2	-	-	-	0.2	0.4	0.9	(1.1)	-	0.2
Oxfam Coronavirus Appeal	-	0.6	-	-	0.6	0.1	(0.1)	-	-	-
Restricted Humanitarian Appeal	2.3	0.1	(0.9)	-	1.5	-	4.2	(2.5)	0.6	2.3
General Humanitarian Emergencies	0.3	0.2	(0.1)	-	0.4	-	0.2	(0.2)	0.3	0.3
Ukraine Appeal	19.4	23.8	(16.1)	-	27.1	-	20.4	(1.1)	0.1	19.4
Pakistan Floods OGB Emergency Appeal	-	1.2	(0.4)	-	0.8	-	-	-	-	-
DEC Pakistan Floods Appeal	-	2.6	(0.4)	-	2.2	-	-	-	-	-
Türkiye and Syria Earthquake Appeal	-	5.1	(1.2)	-	3.9	-	-	-	-	-
DEC Türkiye and Syria Earthquake Appeal	-	11.6	(0.3)	-	11.3	-	-	-	-	-
	33.5	229.2	(202.2)	-	60.5	14.1	207.8	(188.5)	0.1	33.5

Fund balances may be negative when expenditure is made on a project that is expected to be reimbursed by a government or other agency, but where, at the end of the financial year, not all the conditions have been met that would justify this income being recognised within the accounts. This results in an excess of expenditure over income on some project funds. The total deficit fund balances at 31 March 2023 amounted to £0.8m (31 March 2022: £0.5m). The Trustees consider that the likelihood of reimbursement is of sufficient level to justify the carrying of these deficit funds at the end of the year.

20 UNRESTRICTED FUNDS

Movements on unrestricted funds are as follows:

	GENERAL RESERVES	DESIGNATED FUND FIXED ASSETS	DESIGNATED COUNTRY DISCRETIONARY FUND	DESIGNATED FUND OTHER	REVALUATION RESERVE	PENSION RESERVES	TOTAL
	£m	£m	£m	£m	£m	£m	£m
Oxfam							
At 1 April 2022	45.2	4.5	-	-	0.3	(0.2)	49.9
Surplus/(Deficit) for the year	15.7	(1.6)	(0.6)	-	(0.2)	-	13.4
Other recognised gains	-	-	-	-	-	-	-
Transfers between funds	(21.1)	3.6	14.4	3.0	0.2	-	-
At 31 March 2023	39.8	6.5	13.8	3.0	0.3	(0.2)	63.2
Oxfam Group							
At 1 April 2022	44.6	4.5	-	2.5	0.3	(0.2)	51.8
Surplus/(Deficit) for the year	14.7	(1.5)	(0.6)	0.6	(0.2)	-	13.0
Other recognised gains	-	-	-	-	-	-	-
Transfers between funds	(21.3)	3.7	14.4	3.0	0.2	-	-
At 31 March 2023	38.1	6.7	13.8	6.1	0.3	(0.2)	64.8

The designated fund for fixed assets represents resources invested in the charity's tangible fixed assets and certain fixed asset investments. The fund is therefore not readily available for other purposes.

The designated Country Discretionary Fund provides flexible multi-year funding to strategic country partnerships. This Fund represents an important strategic commitment towards our ambition to shift resources and decision making to the Global South.

The movement in 'Designated fund other' is analysed as follows:

	AT 1 APRIL 2022	NET INCOME/(EXPENDITURE) IN THE YEAR	TRANSFERS BETWEEN FUNDS	AT 1 APRIL 2023
	£m	£m	£m	£m
Future impact fund	-	-	3.0	3.0
Oxfam	-	-	3.0	3.0
Micro-credit scheme retained reserves	2.5	0.6	-	3.1
Frip Ethique SARL retained reserves	-	-	-	-
Oxfam Group	2.5	0.6	3.0	6.1

Transfers to/(from) the fixed asset designated fund represent capital additions less disposal proceeds. Transfers to the pension reserve represent one-off lump sum payments into the scheme during the year.

The pension reserve represents the Growth Plan liability.

21 Commitments

Oxfam had the following commitments at 31 March 2023. Commitments will

be funded from income generated from ongoing activities and from reserves, where necessary, as they fall due.

a. Capital

At 31 March 2023, £48,000 had been authorised and contracted for, relating to investment in retail systems and technologies (2021/22: none).

b. Financial

Oxfam had committed the following amount in grants for international projects which will form part of the grant expenditure recognised in future years:

	OXFAM		OXFAM GROUP	
	AT 31 MARCH 2023	AT 31 MARCH 2022	AT 31 MARCH 2023	AT 31 MARCH 2022
	£m	£m	£m	£m
Within one year	15.6	9.1	15.6	9.1
Between two and five years	3.3	1.7	3.3	1.7
	18.9	10.8	18.9	10.8

Grants for international projects contain certain performance-related conditions, which determine when expenditure is recognised in the SOFA. Performance conditions under commitments noted above had not been fulfilled at 31 March 2023.

The commitments are funded from restricted income contracts.

c. Operating leases

At 31 March there were the following future minimum lease payments under non-cancellable operating leases:

	OXFAM		OXFAM GROUP	
	AT 31 MARCH 2023	AT 31 MARCH 2022	AT 31 MARCH 2023	AT 31 MARCH 2022
	£m	£m	£m	£m
i) Land and buildings				
Operating leases due:				
Within one year	10.8	14.7	10.8	14.7
In the second to fifth years inclusive	15.1	35.9	15.1	35.9
After five years	1.6	4.7	1.6	4.7
	27.5	55.3	27.5	55.3
ii) Vehicles				
Operating leases due:				
Within one year	0.1	0.1	0.1	0.1
In the second to fifth years inclusive	0.0	0.1	0.0	0.1
	0.1	0.2	0.1	0.2

d. Pension scheme commitments

Oxfam operates defined benefit and defined contribution pension schemes for the benefit of its employees.

i. Defined benefit pension scheme

Oxfam operates a defined benefit scheme in the UK. This is a separate trustee administered fund holding the pension scheme assets to meet long-term pension liabilities. A full actuarial valuation is currently underway as at 30 September 2022 and the preliminary results have been updated to 31 March 2023 by a qualified actuary, independent of Oxfam.

Oxfam, Oxfam Ireland, and Oxfam International participate in a joint scheme, whereby the assets and liabilities of the scheme are not readily identifiable by each individual employer. As a result and given that Oxfam employees represent over 98% of the scheme participants, the full pension liability, SOFA charge and disclosures of the scheme are reflected in the Oxfam accounts.

The scheme was closed to new members on 31 January 2003 and as a result, the current service cost increases as the members of the scheme approach retirement. The scheme is funded and the employer's contribution is 10.6% of pensionable pay (2021/22: 10.6%). The employee's contribution is between 7% to 16.5% of pensionable pay depending on the individual's level of total pensionable pay (2021/22: employee contributions ranges from 7% to 16.5% depending on the individual's level of pensionable pay). The current service cost for this scheme for the year was £0.3m (2021/22: £0.6m). Contributions paid by Oxfam GB during the year were £0.8m (2021/22: £0.8m). In addition, Oxfam Ireland and Oxfam International paid £0.1m (2021/22: £0.1m) of contributions into the scheme for their employees.

The best estimate of contributions expected to be paid to the scheme by Oxfam for the year to 31 March 2024 is £0.8m.

TPT has informed Oxfam GB that a review had been undertaken for all schemes under the TPT umbrella trust, which involved reviewing historic changes made to benefits of members alongside requirements of the TPT Trust Deed and Rules to assess the validity of those changes. This review showed uncertainty as to when amendments made to the Oxfam Pension Scheme rules between 2002 and 2010 should take legal effect. The Trustee of TPT will be seeking court directions on the validity of these amendments. If the court finds that the amendment had not been made in line with the TPT Trust Deed and Rules, this may result in an increase to the scheme liabilities. We have been informed by TPT that the pension scheme's liabilities could be increased by £18.7m depending on the details of the court ruling. No legal obligation will arise until the court has handed down its judgement, which is not expected any earlier than March 2025 (and may subsequently be subject to appeal).

As required by FRS102, the defined benefit liabilities have been measured using the projected unit method. The tables below state the FRS102 actuarial assumptions upon which the valuation of the scheme was based.

Financial assumptions

	31 MARCH 2023	31 MARCH 2022
	%	%
Rate of increase in salaries	1.90	1.90
Rate of increase of pensions (deferred and in payment)	3.18	3.54
Rate of inflation (RPI)	3.18	3.54
Rate used to discount scheme liabilities*	4.87	2.78

* Under FRS102 the rate used to discount scheme liabilities is based on corporate bond yields.

Scheme assets:

	AT 31 MARCH 2023	AT 31 MARCH 2022
	£m	£m
Equities	-	5.6
Government bonds	81.2	129.2
Property	22.4	30.3
Cash	2.1	5.7
Other*	7.3	24.0
LDI	56.0	47.8
Total fair value of assets	169.0	242.6

None of the fair values of the assets shown include any of the Group's own financial instruments or any property occupied by, or other assets used by, the Group.

The mortality assumptions adopted imply the following life expectancies at age 65:

	AT 31 MARCH 2023	AT 31 MARCH 2022
	Years	Years
Non-pensioners:		
Males	23.3	22.9
Females	25.4	25.4
Pensioners:		
Males	21.7	21.6
Females	24.0	23.9

* Other assets include a combination of the following asset categories - Infrastructure £2.8m and Opportunistic Credit £4.6m.

Analysis of amounts charged to statement of financial activities

	YEAR TO 31 MARCH 2023	YEAR TO 31 MARCH 2022
	£m	£m
Current service cost	0.4	0.5
Expenses	0.2	0.2
Net interest income	0.1	0.0
Net finance charge	0.7	0.7

The cumulative amount of actuarial gains and losses recognised in the Statement of Financial Activities since 1 May 2004 is a loss of £20.2m (2021/22: £20.2m loss).

Reconciliation of opening and closing balances of the scheme assets and liabilities

	FAIR VALUE OF SCHEME ASSETS	PRESENT VALUE OF SCHEME LIABILITIES	SCHEME ASSETS LESS SCHEME LIABILITIES
	£m	£m	£m
Scheme assets/(liabilities) at the start of the year	242.6	(206.7)	35.9
Current service cost and expenses	(0.2)	(0.3)	(0.5)
Experience on plan assets - gain (loss)	(75.4)		(75.4)
Interest income/(cost)	6.6	(5.7)	0.9
Actuarial gain/(loss)		52.9	52.9
Contributions by employer	0.8		0.8
Contributions by scheme participants	0.0		0.0
Benefits paid	(5.4)	5.4	-
Scheme assets/(liabilities) at the end of the year	169.0	(154.1)	14.6
Unrecognised surplus scheme assets			(14.6)
Scheme assets/(liabilities) recognised at the end of the year			0

The actual return on scheme assets for the year was (£68.7m) (2021/22: £2.9m).

ii. Growth Plan

As noted in Note 17, Oxfam participates in TPT Retirement Solutions' Growth Plan, a multi-employer pension plan. Based on the latest triennial valuation of the scheme carried out on 30 September 2020, the scheme assets amounted to £800m, whilst liabilities were £832m, resulting in a deficit of £31.6m. A deficit recovery plan to 31 January 2025 has been put in place which will require Oxfam to make annual payments of £23,902 from April 2022. The full liability to Oxfam has been reflected through the SOFA and pension reserve, with the annual contribution reflected as a transfer between the pension reserve and general reserve.

In the event of other scheme members defaulting on their deficit commitments, the liabilities arising would be spread across the remaining members of the scheme.

iii. Defined contribution pension scheme

For employees not in the defined benefit scheme Oxfam operates a Stakeholder Pension Scheme. This is a defined contribution scheme from Aviva. From 1 January 2003 Oxfam contributed double the employee contributions up to a maximum of 10% of pensionable pay. Oxfam contributed £3.3m (2021/22: £3.1m) to this pension scheme in the year to 31 March 2023. Contributions are reflected in expenditure on the same basis as an individual's salary allocation.

iv. Alternative pension arrangements

When staff are not eligible to join the Stakeholder Pension Scheme or the Oxfam Pension Scheme, Oxfam offers alternative arrangements as appropriate.

22 FINANCIAL INSTRUMENTS

Oxfam had the following financial instruments:

Notes	OXFAM		OXFAM GROUP	
	2023	2022	2023	2022
	£m	£m	£m	£m
Financial assets that are debt instruments measured at fair value:				
10 Quoted Investments	12.1	2.7	12.1	2.7
10 Social Investments	3.2	2.8	3.2	2.8
	15.3	5.5	15.3	5.5
Income, expense, gains or losses, including changes in fair value, recognised on:				
Financial assets measured at fair value	0.4	0.1	0.4	0.1
Interest income	1.9	0.2	1.9	0.2
Impairment loss	-	-	-	-
Provision for bad debts	(0.5)	(1.6)	(0.5)	(2.7)
	1.8	(1.3)	1.8	(2.4)

23 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	2023			2022		
	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWMENT FUNDS	UNRESTRICTED FUNDS	RESTRICTED FUNDS	ENDOWMENT FUNDS
	£m	£m	£m	£m	£m	£m
Oxfam						
Fund balances at 31 March are represented by:						
Tangible fixed assets	6.5	-	-	4.5	-	-
Investment assets	11.5	-	2.4	1.7	-	2.7
Current assets	89.9	108.4	-	110.1	83.5	-
Current and long-term liabilities and provisions	(44.8)	(47.9)	-	(66.4)	(50.0)	-
Pension liability	-	-	-	-	-	-
Total net assets at 31 March	63.2	60.5	2.4	49.9	33.5	2.7
Oxfam Group						
Fund balances at 31 March are represented by:						
Tangible fixed assets	6.7	-	-	4.5	-	-
Investment assets	10.0	-	2.4	0.2	-	2.7
Current assets	94.9	108.4	-	115.5	83.5	-
Current and long-term liabilities and provisions	(46.8)	(47.9)	-	(68.4)	(50.0)	-
Total net assets at 31 March	64.8	60.5	2.4	51.8	33.5	2.7

24 RELATED-PARTY TRANSACTIONS

i. Transactions with Subsidiaries

The following transactions were carried out between Oxfam, OAL and OAS:

	2023	2022
	£'000	£'000
Management charge (payable by OAL to Oxfam)	4,843	4,035
Management charge (payable by OAS to Oxfam)	14	10
Interest on loan (payable by OAL to Oxfam)	173	75
Profits distributable under gift aid (payable by OAL to Oxfam)	-	-
Profits distributable under gift aid (payable by OAS to Oxfam)	-	-

ii. Transactions with Oxfam International

Amounts of £8,590,726 (2021/22: £8,642,059) were paid to and £401,774 (2021/22: £1,021,217) received from Oxfam International. Of the amounts paid, £8,202,426 (2021/22: £6,842,733) relates to our contribution to the Oxfam International Secretariat to provide leadership of global campaign work on behalf of the confederation, coordinate work that benefits all affiliates, and £388,299 (2020/21: £1,799,326) relates to other grant funding. Income relates to funding of operational grants received (see Note 2biii). At 31 March 2023, £852,000 was owed to Oxfam International by Oxfam (31 March 2022: £886,000 was owed by Oxfam International to Oxfam), on normal terms.

On 26 October 2015 the Oxfam International Secretariat moved into Oxfam House. In 2022/23, Oxfam International paid Oxfam £92,612 (2021/22: £95,200) for service charges relating to their occupation of Oxfam House.

iii. Transactions with other Oxfam Affiliates

Whilst Oxfam affiliates are not under common control and neither Oxfam nor the other affiliates have direct or indirect control over each other, they do work closely together. For this reason, the balances owed from and due to other affiliates at 31 March are provided below. Income received from and expenditure made to other affiliates are detailed in Notes 2 and 3 respectively

	AT 31 MARCH 2023			AT 31 MARCH 2022		
	DEBTORS	CREDITORS	NET	DEBTORS	CREDITORS	NET
	£'000	£'000	£'000	£'000	£'000	£'000
Oxfam America	223	(367)	(144)	934	(199)	734
Oxfam Australia	888	(265)	623	288	(133)	155
Oxfam Belgium	2,527	(16)	2,511	385	(30)	354
Oxfam Canada	2	(84)	(82)	2	-	2
Oxfam Denmark	196	(32)	164	75	(1)	74
Oxfam Germany	2,057	-	2,057	2,066	-	2,066
Oxfam Hong Kong	197	(57)	140	2	(33)	(31)
Oxfam Intermón	440	(21)	419	245	(1,676)	(1,431)
Oxfam Ireland	228	(31)	197	527	(31)	496
Oxfam Italy	1	-	1	21	-	21
Oxfam Mexico	3	(5)	(2)	3	(5)	(2)
Oxfam Novib	5,486	(649)	4,837	1,874	(202)	1,671
Oxfam Quebec	745	-	745	49	-	49

25 POST BALANCE SHEET EVENTS

Since the balance sheet date but before the date of approval of these accounts, a pay dispute with one of our recognised unions, Unite, has arisen regarding the 2023 annual pay review for UK employees. Management were notified on 22 November 2023 that Unite's membership had voted in favour of strike action, with strikes planned over 17 days in December 2023. Strike action took place on 8 and 9 December and was then suspended from 10 December while members vote on a proposal designed to resolve the dispute. Trustees are satisfied that the general reserve levels are adequate to deal with the effects of the potential strike action.

ACKNOWLEDGEMENTS

We would like to take this opportunity to say a heartfelt thank you to everyone who has worked with Oxfam GB to help overcome the injustice of poverty this year. We are so much stronger together against the injustices people face, and together we have delivered so much. We can acknowledge just some of you here, but please know that – however you took action against poverty with Oxfam in 2022/23 – our work would not have been possible without you. Thank you.

GOVERNMENTS, MULTILATERAL DONOR AGENCIES AND OTHER PARTNERS

African Development Bank (AfDB)
 Asian Development Bank (ADB)
 Danish Ministry of Foreign Affairs (DANIDA)
 European Commission - Directorate-General for International Partnerships (DG INTPA)
 European Bank for Reconstruction and Development (EBRD)
 Office of the United Nations High Commissioner for Refugees (UNHCR)
 Swedish International Development Cooperation Agency (SIDA)
 Swiss Agency for Development and Cooperation (SDC)
 The Korean International Cooperation Agency (KOICA)
 The Malawian Government
 The Scottish Government (Humanitarian Emergency Fund)
 The Flanders Government
 The Water Sector Trust Fund
 UK Foreign Commonwealth & Development Office
 United Nations Children's Fund (UNICEF)
 United Nations Development Programme (UNDP)
 United Nations Entity for Gender Equality & the Empowerment of Women (UN Women)
 United Nations Food and Agriculture Organization (FAO)
 United Nations Office for the Coordination of Humanitarian Affairs (OCHA)
 United Nations World Food Programme (WFP)
 United States Agency for International Development (USAID) - Bureau for Humanitarian Assistance (BHA)
 World Bank
 Disasters Emergency Committee (DEC)
 START Network
 ACTED
 Action Against Hunger (ACF)
 Norwegian Refugee Council
 Mercy Corps
 Care International
 Danish Refugee Council
 FEMNET: the African Women's Development & Communication Network
 Finn Church Aid
 International Rescue Committee
 World Agroforestry Centre
 United Nations Office for Project Services (UNOPS)
 United Nations Mission in South Sudan (UNMSS)
 International Labour Organisation

CORPORATES

2000 Trees
 Ahmad Tea Ltd
 ArcTangent
 Arup
 ASOS
 Baker McKenzie
 Bearded Theory Limited/Spring Music Limited
 Beautiful Days/DMF Music
 Bonhams
 Boomtown Fair
 eBay for Charity
 Festival Republic Ltd
 Fremantle
 Freshfields Bruckhaus Deringer LLP
 GenEM Foundation
 Glastonbury Festivals Ltd
 Golden Acre Foods
 Gowling WLG
 Hibernian FC
 Mott MacDonald
 Kambe Events
 Laudes Foundation
 Mamas & Papas
 Marks & Spencer
 McKinsey & Company
 Moomins Characters
 New Star Games
 Penguin Random House
 Pentland Brands
 Peter Opsvik AS
 Raffolux
 Revolut
 Sainsbury's
 Selfridges
 Simmons and Simmons
 Superdry
 The Co-operative Bank
 The Romo Group
 U-Live
 Unilever
 Vision 9
 Waterstones
 World in the Park Ltd

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Latin American Children's Trust
Medicor Foundation
Meditor Trust
People's Postcode Lottery
Poul Due Jensen/Grundfos Foundation
Tanzania Fund
The Circle
The Hugh Symons Charitable Trust
The Waterloo Foundation
The William and Flora Hewlett Foundation
Fondation Coromandel
Sheila Coulton Charitable Trust

INDIVIDUAL SUPPORTERS

Anup Mysoor
Catja de Haas and Philip ten Bosch
Gavin Stewart
John Clark and Mary Ward-Jackson
John and Jane White
Katy Steward and James Daunt
Mark Haddon and Sos Eltis
Robert Timms
Rosie Bichard and Willem Vinke
Tom Richardson and Kate McCallum
Barbara Walmsley
David Pitt-Watson
Sarah Wilson
H.E. Sheikh Thani Bin Abdullah Bin Thani Al Thani
And all those who wish to remain anonymous



UNHCR
The UN Refugee Agency



Scottish Government
Riaghaltas na h-Alba
gov.scot



Sida



WFP
World Food
Programme

**START
NETWORK**



OCHA

United Nations
Office for the Coordination
of Humanitarian Affairs



Swiss Agency for Development
and Cooperation SDC



USAID
FROM THE AMERICAN PEOPLE



ukaid
from the British people

unicef



CORPORATE DIRECTORY

Oxfam is a registered charity in England and Wales (registration number 202918) and is constituted as a company limited by guarantee registered in England & Wales (registration number 612172). Oxfam is also a registered charity in Scotland (SC039042). Its objects and powers are set out in its Memorandum and Articles of Association. Oxfam, the charity registered in England and Wales as above, operates globally under the name 'Oxfam GB' to differentiate it from other members of the Oxfam confederation. Throughout this report all references to Oxfam GB refer to Oxfam, the charity registered with the Charity Commission and Companies House in England and Wales as above.

OXFAM GB BOARD OF TRUSTEES (AS AT 31 MARCH 2023)

The percentages after each name indicate the number of eligible Board meetings each Trustee attended during the financial year ended 31 March 2023.

Key:

1. Member of Audit and Risk Committee
 2. Member of Remuneration Committee
 3. Member of Governance Committee
 4. Member of Programme Committee
 5. Member of Safeguarding and Ethics Committee
- * denotes Chair of the Group/Committee

Charles Gurassa (Chair) (100%) *³⁵
 Angela Cluff (Deputy Chair) (100%) *²¹
 Les Campbell (Honorary Treasurer) (100%) *¹²
 Nana Afadzinu (80%) ⁴
 Hellen Akwii (80%) ⁴
 Ken Caldwell (100%) *⁴
 Nic Cheeseman (100%) (to November 2022) ⁴
 Andrew Hind (100%) ¹²³
 Annie Hudson (100%) *⁵
 Lois Jacobs (100%) (to August 2022)
 Martha Mackenzie (100%) (from November 2022) ⁴
 Tunde Olanrewaju (100%)
 Mitesh Patel (100%) (from November 2022)
 Balwant Singh (67%) (from November 2022) ⁴

Nic Cheeseman retired from the Board on 25 November 2022.
 Lois Jacobs retired from the Board on 31 August 2022.

Martha Mackenzie joined the Board on 24 November 2022.
 Mitesh Patel joined the Board on 24 November 2022.
 Balwant Singh joined the Board on 24 November 2022.

NON-TRUSTEE MEMBERS OF COMMITTEES (AS AT 31 MARCH 2023)

The following people play a role as Independent (non-Trustee) members of Committees:-

Nazir Afzal ⁵
 Ken Brotherston ³
 Margie Buchanan-Smith ⁴ (to December 2022)
 Emma Snow ¹
 Kafui Tay ¹
 David Wreford ²

Margie Buchanan-Smith retired from the Programme Committee in December 2022.

Hemrish Aubeelack joined the Safeguarding and Ethics committee in April 2023.

PRINCIPAL PROFESSIONAL ADVISERS

Oxfam GB's principal professional advisers include the following:

Principal clearing bankers

The Royal Bank of Scotland Group,
9th Floor, 250 Bishopsgate,
London
EC2M 4AA

Independent auditors

Crowe U.K. LLP,
55 Ludgate Hill,
London
EC4M 7JW

Principal solicitors

Freshfields Bruckhaus Deringer,
65 Fleet Street,
London
EC4Y 1HS

Gowling WLG,
2 Snow Hill,
Birmingham
B4 6WR

Investment Managers

LGT Wealth Management UK LLP
Fourteen Cornhill
London
EC3V 3NR

STRATEGIC LEADERSHIP TEAM (AS AT 31 MARCH 2023)

Chief Executive Officer: Danny Sriskandarajah
Chief Financial Officer: Helen Wright (from February 2023)
Chief Impact Officer: Aleema Shivji (from December 2022)
Chief Operating Officer: Tina Proudlock
Chief Supporter Officer: Jan Oldfield
Chief Transformation Officer: Alison Court

Jane Cunliffe stepped down as Chief Financial Officer in November 2022.
John Plastow stepped down as Chief Impact Officer in August 2022.
Danny Sriskandarajah will be stepping down as Chief Executive Officer at the end of 2023.
Tina Proudlock stepped down as Chief Impact Officer in October 2023.