

A close-up photograph of a woman with a white headscarf smiling as she washes a young child's hands with white soap foam. The child is laughing joyfully. In the background, other people are partially visible, including a man in a black shirt and a woman in a green patterned dress.

OXFAM ANNUAL REPORT & ACCOUNTS

2014/15



OXFAM

The information contained within this Annual Report and Accounts is shown in a digital, interactive version at: www.oxfamannualreview.org.uk

CORPORATE DIRECTORY

Oxfam Council of Trustees (as at 31 March 2015 and 10 July 2015)

Karen Brown (Chair) ^{2,3}	Marjorie Scardino
James Darcy (Vice Chair) ²	Katy Steward ^{2,3}
David Pitt-Watson (Honorary Treasurer) ^{1,2}	Gavin Stewart ³
Kul Gautam	Nkoyo Toyo
Rajiv Joshi	Steve Walton ¹
Ruth Ruderham	Tricia Zipfel ¹

Maja Daruwala and Matthew Martin retired from Council at the Annual General Meeting on 17 October 2014. At the Annual General Meeting on 17 October 2014, Kul Gautam and Ruth Ruderham were appointed to Council.

Oxfam Association (as at 31 March 2015)

The following, who are not Trustees, are members of the Association of Oxfam:

Helen Ashworth ³	Andy Burgen
Namukale Chintu ¹	Helen Marquard ³
Carol-Ann Cunningham	Shila Nhemi
Claire Deegan ¹	Tunde Olanrewaju
Bob Dewar	Angela Sealey
Farhan Samanani	Fiona Hodgson
Kate Signorini	Rachel Holmes
Oscar Soria	Wakkas Khan
Janine Woodward-Grant ³	

¹ Member of Trustee Audit and Finance Group

² Member of Remuneration Committee

³ Member of Recruitment and Development Group

Principal professional advisers

Oxfam's principal professional advisers include the following:

- **Principal Clearing Bankers**
The Royal Bank of Scotland Group, 3rd Floor, 280 Bishopsgate, London EC2M 4RB
- **Independent Auditors**
PricewaterhouseCoopers LLP, 10 Bricket Road, St. Albans, Hertfordshire, AL1 3JX
- **Principal Solicitors**
Freshfields Bruckhaus Deringer, 65 Fleet Street, London EC4Y 1HS
Wragge & Co, 55 Colmore Row, Birmingham B3 2AS

Leadership Team

Oxfam's Leadership Team (LT) comprises:

Chief Executive:	Mark Goldring
Deputy Chief Executive:	Penny Lawrence (from September 2014)
Campaigns, Policy and Influencing:	Benedict Phillips (to December 2014) Francoise Vanni (from March 2015)
Communications:	Jack Lundie
Human Resources:	Jane Cotton (to December 2014) Organisational Effectiveness Team reporting to Deputy Chief Executive from January 2015
Fundraising:	Tim Hunter
Finance and Information Systems:	Robert Humphreys
International:	Sue Turrell (to December 2014) Olga Ghazaryan (from January 2015)
Change Director	
International Programmes:	Penny Lawrence (to September 2014)
Trading:	Andrew Horton

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* In our efforts to maintain our accountability to stakeholders, we continue to include statistical information throughout this report. Given the breadth and depth of our work, we acknowledge the difficulties in measuring this; we have used our own monitoring systems to compile the data, and figures have been rounded as appropriate. We have worked hard to avoid any double counting when identifying the numbers of people we reach, however, there is likely to be some overlap between specific activities, as some individuals will be supported in more than one area of our work. We value your feedback on the information contained in this annual report. Please contact Ali Henderson (ahenderson1@oxfam.org.uk) with any comments or suggestions you may have.

MESSAGE FROM THE CHAIR AND CHIEF EXECUTIVE

In our roles as Chair and Chief Executive, we're often asked what Oxfam stands for. And that's simple. We stand for a world where no one has to live with the injustice of poverty. But instead of telling people what we stand for, it's so much more powerful to show them – as we hope you'll agree by the end of this report.

As you reflect on the following pages, please do bear in mind that none of it would have been possible without our generous supporters. If you're one of them, thank you.

Saving lives

In 2014/2015, Oxfam, and indeed the entire humanitarian community, were significantly stretched. Very early on in the year, the world was faced with a terrifying Ebola epidemic. This large-scale medical emergency was an unusual crisis for Oxfam, but it soon became clear that our extensive expertise in water and sanitation, and perhaps most importantly, our commitment to supporting local people to shape their own solutions, were to play an important role in stopping the rapid spread of the disease through West Africa.

We played equally important roles for families in Gaza and in Syria as well as for refugees in neighbouring countries, along with people affected by conflict elsewhere. But as awareness of violence in the Middle East was helped by media coverage, critical emergencies in regions like South Sudan and the Central African Republic went largely unseen. Regardless of profile, every time disaster struck vulnerable people, we were there.



Photo: Ghassan Bannoura/Oxfam

On our trip to the Occupied Palestinian Territory in November.

Making change possible

Oxfam's commitment to staying with vulnerable communities until they get back on their feet is something we're both extremely proud of. Our programme in the Philippines is a fantastic example of this. Two years on from the typhoon that wiped out so many lives, homes and businesses, Oxfam is still helping people in affected areas to rebuild their lives and find new ways to earn a living.

Last year, our local teams worked tirelessly to tackle poverty wherever they found it – from establishing a sustainable water supply for poor communities in Tajikistan, to supporting an insurance scheme for thousands of vulnerable people living in Bangladesh's flood-prone river basin areas. But we also tackled poverty at its roots by launching a ground-breaking report on inequality.

Oxfam's 'Even It Up' report warned that the combined wealth of the richest 1% will overtake that of the other 99% next year unless we act now. The stark reality that we cannot eradicate poverty without tackling inequality, really galvanised debate on the issue of extreme inequality both in the UK and around the world. And it was timely, as increasing food poverty in the UK pushed more and more families towards breaking point.

Taking steps forward

We're delighted to report an increase in our number of regular supporters, the big-hearted individuals who help us plan further into the future to make sure we can be where we're needed most. Shoppers also supported us generously as our Trading team continued to adapt effectively to a very challenging retail environment. Strong support from institutional donors, governments and other international organisations also made a huge difference to the work we were able to do around the world. It all amounted to a record-breaking year in terms of income received and programme spending – and an extra 800,000 people reached worldwide as a result.

It's a brilliant foundation to build on. But we are still a long way from being able to respond to all the needs and the demands we come across. In order to support the world's poorest people most effectively, Oxfam can never stand still. So, as we look to the future, we need to embrace the challenges of evolving Oxfam into a truly international organisation. We must balance amazing support from the British public and more than 70 years of experience against our commitment to driving the growth of more independent Oxfams in the global South.

Of course, real progress can only be made by listening to the people who make our work possible – so please do contact us with any thoughts or questions you may have. In the meantime, we want to leave you with one, final thought. In just 15 years, extreme poverty has been halved. We know that, if we get it all right, in the next 15 years the world can end it.



Karen Brown
Chair of Oxfam GB

Mark Goldring
Chief Executive of Oxfam GB

OUR VISIT TO OCCUPIED PALESTINIAN TERRITORY



Photo: Anas al Babar/Oxfam

Visiting the Occupied Palestinian Territory together in November we saw and heard about a range of Oxfam programmes working with local people to address humanitarian, development and policy needs.

Gaza, 2015

The most immediate was humanitarian assistance. Oxfam's response to the bombing of Gaza in July reached over 600,000 people, one third of Palestinians in the Strip. As we called for an end to the conflict, we trucked supplies of water where mains supply had been damaged and we gave people assistance to buy food. Staff bravely operated right through the bombing, continuing to help people rebuild their lives, businesses and water supply when the fighting stopped.

The long term challenges for Palestinians are deep seated and we saw the hardship of life under occupation in the West Bank. We met people blocked from getting to their place of work, having to dismantle family homes, and even a Bedouin village, including an Oxfam built cattle shed that had been flattened by bulldozers, in an area where people had grazed their animals for generations but is now threatened by the expansion of Israeli settlements. We met Israeli and Palestinian organisations working with Oxfam offering support in many ways, ranging from veterinary services to protecting legal rights. We saw the power of local people and Oxfam working together.

We visited a programme supporting olive oil producers to improve the productivity of their crops, to improve processing and to access international markets. Working closely with the local Palestinian government authorities, Oxfam had helped farmers sustain and increase incomes in the most challenging of circumstances. That particular programme was coming to an end for all the right reasons, but Oxfam's commitment to work alongside the Palestinian people certainly has not.

THE STRATEGIC REPORT

An overview of who we are and what we do, a review of our achievements and performance in 2014/15, and a summary of our objectives for the coming financial year.

WHO WE ARE AND WHAT WE DO

Oxfam is a worldwide development organisation that mobilises the power of people against poverty. Oxfam GB is one of the 17 Oxfam affiliates that make up the confederation of Oxfam International.

Vision

Oxfam's vision is a just world without poverty: a world in which people can influence decisions that affect their lives, enjoy their rights, and assume their responsibilities as full citizens of a world in which all human beings are valued and treated equally.

Purpose and charitable objects

Oxfam GB's purpose is to help create lasting solutions to the injustice of poverty. We are part of a global movement for change, one that empowers people to create a future that is secure, just and free from poverty.

As stated in its Memorandum of Association, the objects for which Oxfam is established for the public benefit are:

- To prevent and relieve poverty and to protect vulnerable people, including through humanitarian intervention
- To advance sustainable development
- 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.

How we work

In 2014/15 we spent £298.4 million on charitable activities in three interconnected ways:

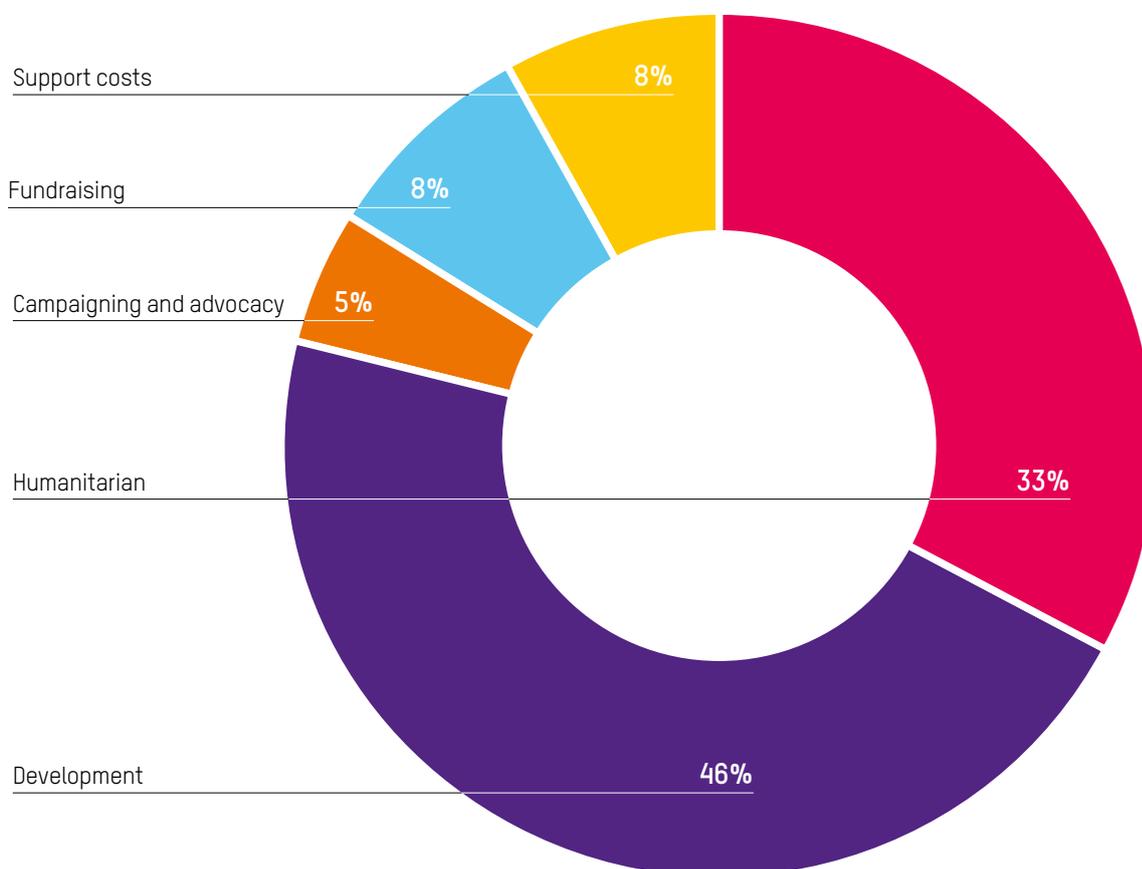
- Development: we work through long-term programmes with communities determined to shape a better future for themselves
- Humanitarian: we respond fast in emergencies, and stay to help people rebuild their lives
- Campaigns: we speak out against injustice to campaign for genuine, lasting change

The Oxfam confederation

Oxfam GB is an independent organisation, affiliated to Oxfam International, a global confederation of seventeen independent Oxfams sharing a single Strategic Plan: 'The Power of People Against Poverty' (see page 8).

All seventeen Oxfam affiliates are part of a global movement to build a fairer, safer world. We work together because we believe we will achieve greater impact by working in collaboration.

How we spent our money in 2014/15



SOME HIGHLIGHTS OF THE YEAR

AT A GLANCE In 2014/15:



We reached **11.8 million people** directly in **52 countries**



560,000 people globally took online actions in support of our campaigns



We supported **8.1 million people** in **39 humanitarian emergencies**



We made **1,191 grants** to **775 partner organisations**



405,000 people in the UK made a regular donation to us

HUMANITARIAN

Multiple demands in the Middle East

Throughout the year we have continued to respond to the huge demand for humanitarian assistance across the Middle East; and particularly that resulting from the refugee situation arising from the conflict in Syria. In addition to existing efforts in Jordan and Lebanon, we established a team in Damascus and gained permission to support water authorities with hardware and technical advice, allowing us to keep water supplies running to urban centres. We successfully negotiated an agreement with the Ministry of Social Affairs in Damascus, which will allow us to broaden our work away from providing technical infrastructure into public health promotion in the year ahead. This is an expression of Oxfam effectively negotiating with the Syrian government to improve the water network in Syria in a way that enables us to provide clean water to populations across conflict lines.

HUMANITARIAN

Ebola

The worst outbreak of Ebola ever recorded left thousands dead in Guinea, Liberia and Sierra Leone. We focused on mobilising communities to reduce transmission rates, find potential cases, and refer those cases to health facilities; alongside water and sanitation work at isolation and treatment centres and in schools. The extensive outreach work by our staff and large numbers of volunteers saw us reaching well over one million people affected by the Ebola crisis across the region.

CAMPAIGNS

Our 'Even It Up' campaign, launched in October 2014, exposed the challenge of extreme inequality. The campaign report was endorsed by former UN Secretary General Kofi Annan, Joseph Stiglitz (Nobel Prize winner for Economics) and Andrew Haldane (Chief Economist, Bank of England) and 38 countries took action on the launch. We secured high-level political engagement in countries including Brazil, Mali, Spain, Senegal, Pakistan and India; a bloggers' action day with 1,700 blogs on inequality, and over a million tweets of #eventitup across the world.

DEVELOPMENT

Ending violence against women in Zambia

In Zambia, we are partnering with local organisations as part of the 'I Care About Her' campaign – which works to end violence against women and girls by transforming attitudes and beliefs, and encouraging men and boys to speak up against violence. Through the campaign, men are coming out as champions of non-violence – on television shows, in radio debates and national media – stimulating traditional leaders, the police, the military and the government of Zambia to change attitudes and beliefs. We're seeing really promising results and it's a programme that now has the potential to scale up across Southern Africa.

DEVELOPMENT

Sustainable water supply for communities in Tajikistan

In many communities in Tajikistan, people were having to take water from canals and rivers and were getting very sick. We have been working to bring together government, private sector and other non-governmental organisations to establish a sustainable water supply for the long-term. Our biggest success so far is the Water Law. Previously there was no quality control but now there is a law establishing who's in charge, who is the service provider and who regulates. And we have helped speed up the time and processes for getting rural water infrastructure improvements in place. We have also been helping women's groups monitor the quality of the water and give feedback to influence policy makers' decisions on water provision to continue to improve the services they now have access to. This really matters – we estimate that as a result of our efforts in the last year alone more than twelve thousand people are healthier. Moreover, the indirect benefits have affected hundreds of thousands more by massively freeing up time women and children previously spent fetching water, so children can go to school and women can earn income, such as by sewing clothes and growing vegetables.

DEVELOPMENT

Helping coconut farmers get back to work in the Philippines

In the Philippines, after Typhoon Haiyan had decimated 33 million coconut trees relied upon by farmers – exacerbating the entrenched poverty and inequality in the coconut industry – we have supported farmers to push their local government for help with establishing alternative sources of incomes. Alongside our partners we also supported a national campaign, demanding that billions of pesos collected years before from farmers be exclusively used for the benefit of all coconut farmers, and for the development of the coconut industry. Following a march to the capital and a meeting with the President, the farmers were able to reclaim the right to the PhP 71-billion peso public fund that has been under the control of a big private sector company – a fantastic result which stands to benefit around 3.9 million small coconut farmers and their families.

'THE POWER OF PEOPLE AGAINST POVERTY'

EXTERNAL CHANGE GOALS: SIX GOALS TO CHANGE THE WORLD

Goal 1: Active citizens

By 2019: More women, young people and other poor and marginalised people will exercise civil and political rights to influence decision-making by engaging with governments and by holding governments and businesses accountable.

Goal 2: Advancing gender justice

By 2019: More poor and marginalised women will claim and advance their rights through the engagement and leadership of women and their organisations; and violence against women will be significantly less socially acceptable and prevalent.

Goal 3: Saving lives, now and in the future

By 2019: By reducing the impact of natural disasters, fewer men, women and children will die or suffer illness, insecurity and deprivation. Those most at risk will have exercised their right to have clean water, food and sanitation and other fundamental needs met, to be free from violence and coercion, and to take control of their own lives.

Goal 4: Sustainable food

By 2019: More people who live in rural poverty will enjoy greater food security, income, prosperity and resilience through significantly more equitable, sustainable food systems.

Goal 5: Fair sharing of natural resources

By 2019: The world's most marginalised people will be significantly more prosperous and resilient, despite rising competition for land, water, food and energy sources, and stresses caused by a changing climate.

Goal 6: Financing for development and universal essential services

By 2019: There will be higher quality and quantity of financial flows that target poverty and inequality, and empower citizens, especially women, to hold governments, donors and the private sector to account for how revenue is raised and spent. More women, men, girls and boys will exercise their right to universal quality health and education services, making them full participants in their communities and strengthening the economic, social and democratic fabric of their societies.

ENABLING CHANGE GOALS: SIX GOALS TO CHANGE THE WAY WE WORK

Goal 1: Creating a worldwide influencing network

By 2019: There will be profound and lasting changes in the lives of people living with poverty and injustice as a result of a worldwide influencing network united by a common vision for change, that will demonstrably amplify our impact, bolster our international influence and support progressive movements at all levels.

Goal 2: Programme quality, monitoring, evaluation and learning (MEL)

By 2019: Oxfam will be able to demonstrate that it has created a culture of evidence-based learning and innovation that has contributed to progressive improvement of programme quality and increased our accountability and our capacity to achieve transformational change in people's lives.

Goal 3: Strengthening accountability

By 2019: Oxfam will be able to demonstrate that our commitment to strengthened accountability contributes to greater impact.

Goal 4: Investing in people

By 2019: Oxfam will be an agile, flexible network of organisations with skilled and motivated staff and volunteers delivering the change goals.

Goal 5: Cost effectiveness

By 2019: Throughout the period of the Strategic Plan, Oxfam will be cost effective in all aspects of its work. Savings released by cost-effectiveness measures will be reinvested in the achievement of the Strategic Plan goals.

Goal 6: Income strategies

By 2019: A step-change in investment, fundraising and cooperation among affiliates will secure €100 million–€300 million more than our forecast income, and position us to match our future ambitions to significantly increase the scale and impact of Oxfam's work.

OUR FINANCIAL AND ORGANISATIONAL STRATEGY

Oxfam must match its ambitions to overcome poverty to the resources that are available. Our overarching financial strategy over the six-year Strategic Plan period is to secure additional resources to significantly increase the scale and impact of Oxfam's development, humanitarian and campaign work, whilst ensuring we continue to manage those resources prudently.

Where does our money come from?

Funding to support the programmes we deliver comes from a wide variety of sources: voluntary donations, trading income, investment income, governments, institutional donors and other public authorities.

Total income available for our development, humanitarian and campaign programmes grew by £15.7 million over the last financial year. This was made possible through particularly strong performance in our efforts to secure institutional donor income; a rise in income secured from major givers; and our continued efforts to ensure we recruit and retain a broad base of people who give regularly to Oxfam through direct debits.

What do we spend our money on?

In 2014/15 we spent £298.4 million on charitable activities undertaken in three interconnected ways: development, humanitarian and campaign programmes. Most of our programme spending in 2014/15 was allocated to our development work (54%). We spent 11% more on charitable activities in 2014/15 than we did in 2013/14. This was due in large part to the unprecedented number of humanitarian emergencies that we responded to across West Africa, South Sudan and the Middle East; as well as significant increases in our development and rehabilitation programmes in Pakistan and the Philippines.

Being accountable for the impact of our work

Oxfam is committed to ensuring that in all that we do we are accountable to those with whom we work. We:

- Report data on the numbers of people and communities reached by our programmes
- Complete review exercises to understand – and speak about – our outcome achievements as well as our challenges, and how we deal with them
- Undertake evaluations to assess our overall strategies, test the core assumptions about how Oxfam contributes to social change and assess our effectiveness in different contexts, and
- Consult with key stakeholders to gather their insights and assessments about our overall efforts.

More detail on our accountability objectives and achievements is set out on pages 20-22.

How we work as a confederation

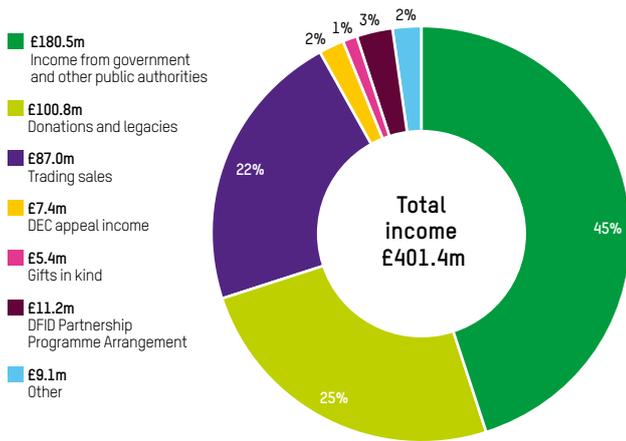
We are committed to significantly changing the way that we operate as a confederation, to ensure that we make the most of our collective influence and effectiveness through closer collaboration between affiliates. We call this the 'Oxfam 2020' change programme.

A core principle of the changes we have embarked on is to ensure that all affiliates operate as 'One Oxfam' in countries and regions. The overarching vision is that countries are on a road to become independent affiliates in the future. In 2014/15 significant progress was achieved towards this, including:

- The establishment of Oxfam Brazil as a new affiliate with observer status, which will mean that going forward all Oxfam programme expenditure will be managed by Oxfam Brazil; and exploration and feasibility studies for a further four new affiliates
- The appointment of One Oxfam Regional Directors to oversee all Oxfam Country Directors operating within three regions (South Africa, Latin America and the Caribbean, and the Pacific)
- Agreement that one Oxfam affiliate (an 'Executing Affiliate') will manage all other Oxfam affiliates' programme investments on behalf of the confederation in the countries in which we work. Progress on understanding how this will work in practice involved agreement in 2014/15 that in Bangladesh and Myanmar this Executing Affiliate will be Oxfam GB; in Afghanistan it will be Oxfam Novib; decisions on the Executing Affiliate for other countries will be made within 2015/16
- Preparations for a single unit to be established for all Oxfam affiliate investments in humanitarian emergencies to be managed as collective responses.

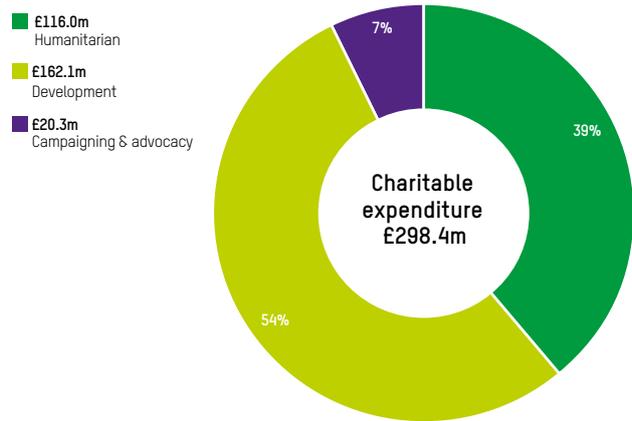
INCOME AND EXPENDITURE

Where our funds came from in 2014/15

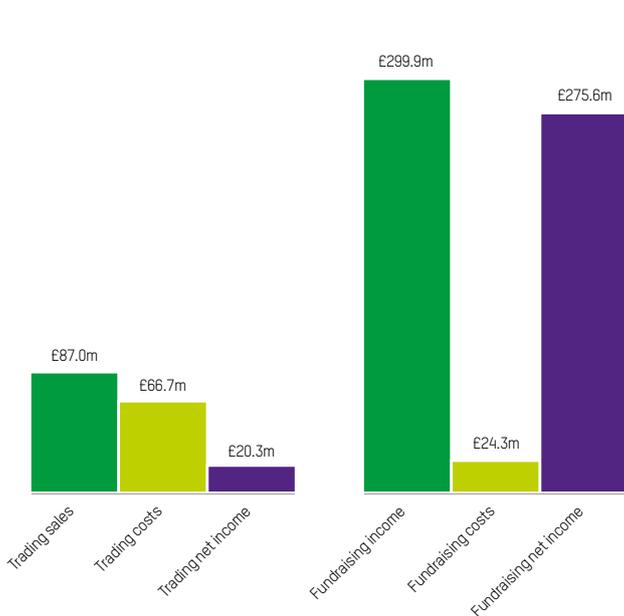


What we spent our money on in 2014/15

(after allocating support costs to our primary activities)



Trading and fundraising net income in 2014/15



Total income less expenditure in 2014/15



* The increase in our reserves reflects the record levels of income generated which will be carried forward for programme expenditure in future years.

ACHIEVEMENTS AND PERFORMANCE IN OUR PROGRAMME WORK

In order to ensure the biggest possible impact on the lives of poor people and achieve the goals we have set in the Oxfam Strategic Plan, 'The Power of People Against Poverty', we work in three interlinked ways:

- **Development:** providing long-term solutions to poverty
- **Humanitarian:** saving lives in disasters
- **Campaigning:** speaking out against injustice

In 2014/15 we used our expertise and experience to provide immediate, effective change for 11.8 million people directly, which was 800,000 more people than we reached in 2013/14. This increase is primarily due to our humanitarian work where 8.1 million people benefited in 2014/15 compared to 6.1 million in 2013/14. In some other areas there has been a fall in the number of people benefiting directly from our work, which can be explained by the natural end of programmes, shift in strategy and a more rigorous application of methodology to estimate beneficiaries.

This is the fifth year that we have been collating these figures, which represent those individuals who benefited directly from our projects. As we gain experience in how to estimate our reach we are increasingly confident in the quality of the data that these represent. But as direct beneficiary numbers these figures do not include the millions that we benefit indirectly through our work. In 2014/15, 80% of our projects with direct beneficiaries indicated that they had also reached indirect beneficiaries (against 75% in 2013/14), through, for example, advocacy and campaigning activities, supporting the uptake and application of research, or capacity building with development actors. There are also those people who benefit indirectly from our engagement with direct beneficiaries (e.g. a project that benefits fisher folk, but also benefits indirectly fish processors), and for these alone, we estimate that in 2014/15 we reached an additional 3.2 million people indirectly just at the local level, where we have more reliable data.

Our Strategic Plan is based on our strongly held belief that the root causes of poverty, vulnerability and injustice will only be successfully addressed through working together with thousands of local and global civil society organisations and other actors. In 2014/15 we worked through 775 partners worldwide and also allied with other organisations to mobilise people and resources at various levels, including for example, social movements, coalitions, community-based organisations, private sector, academic institutions, governments and multilateral organisations.

DEVELOPMENT

We work at the grassroots level, promoting development and supporting people's right to work and provide for their loved ones. By tackling the big problems that keep people poor or affect poor people the most, like inequality and climate change, we aim to create a just world in which poverty no longer exists.

Goal 1: Active citizens

In our Strategic Plan we have committed to supporting communities, social movements, unions and non-governmental organisations to develop the capacity of citizens to actively participate in decisions that affect their lives.

By focusing on supporting poor and marginalised people to increase their own voice, we aim to help build skills and understanding in how to exercise rights to organise, to information, to public participation and to equal justice; in order to encourage more responsiveness to the interests of poor and marginalised people from governments and the private sector.

In 2014/15 our 'My Rights My Voice' programme supported more than 182,000 people (of whom more than 158,000 were children and youth and over 46% were women or girls) in eight countries to claim their rights to health and education through a range of advocacy and capacity-building support. For example, in Georgia this involved working with youth groups who launched a campaign on reproductive health rights; while in Nepal, Mali and Niger, supporting groups to set up awareness-raising activities to prevent child marriage and female genital mutilation.

Our 'Within and Without the State' programme continued to focus on building the capacity of civil society organisations to advocate for improvements in citizens' access to essential services in Afghanistan, the Occupied Palestinian Territories and South Sudan.

ACHIEVEMENTS AND PERFORMANCE IN OUR PROGRAMME WORK

EMPOWERING PEOPLE IN POVERTY WORLDWIDE IN 2014/15



700,000

people have received information, training or regular updates about their rights as a citizen.



110,000

people received direct support from Oxfam enabling them to engage directly with local government.



85,000

people received training enabling them to engage directly with NGOs, the private sector and the media.



310,000

people actively participated in national and international campaigns to lobby for specific goals as a result of Oxfam's work.

In South Sudan this involved working with community advocacy groups to revive County Legislative Councils to provide better scrutiny of government institutions such as the Ministry of Finance. With approximately 80% of World Bank funds for local service delivery estimated to not reach the communities for which they were intended, as a result of our work these mechanisms of local scrutiny, as well as training for local councillors, has now been made a condition for future World Bank funding of local governance development.

In Vietnam, we supported approximately 62 organisations and individuals in 2014/15 to take part in advocacy activities to get better known by policy makers and the public, and increasingly invited to partner with government agencies on policy development and monitoring. Major programme achievements secured already by these organisations include getting agreement on the need for a new water pollution law, and building a movement, supported by several government agencies and legal documents, to ban asbestos.

Goal 2: Gender justice

The majority of people living in poverty are women. Despite progress towards gender justice and women's rights, women still experience the majority of discrimination and exclusion as a result of gender inequality. We support women to become full and equal members in their communities and societies, and influence others to respect that. Through our wide-ranging support to women and their organisations, we help to ensure women have an equal chance to determine their own futures, to take control of their incomes and assets and to make or influence the decisions that

affect their lives. And we have focused specifically on helping women to exercise their right to a life free from fear and violence, because gender-based violence affects the ability of millions of women and girls to participate fully in economic, social, political and cultural life.

We work directly and explicitly through dedicated programmes in order to support the achievement of women's rights, as well as ensuring that all of our work, whether a humanitarian response, a campaign or long-term development, incorporates the promotion of gender equality and women's rights.

In Bolivia, we have worked together with more than 300 national organisations in the campaign '50/50 Equality is now!' to monitor and ensure gender equality in national elections, support women's participation in Bolivia's Plurinational Legislative Assembly while promoting women's political demands. As a result of these efforts, today 49% of Bolivia's representatives are women, and for the first time in the history of the country, three out of five political parties presented women candidates for the vice-presidency.

In Yemen, Morocco, Tunisia and the Occupied Palestinian Territories, in the context of significant political change, Oxfam's AMAL programme (meaning "hope" in Arabic) supported 36,086 "active citizens" - 77% of these women - and 253 community based organisations to promote women's political participation and leadership. In Morocco we have helped women's groups to influence a draft law on gender parity and the Parliament to vote against lowering the age of marriage from 18 to 16 years. In Tunisia, 16 women ran for parliamentary elections in 2014 thanks to the support of the League of Tunisian Elector and Oxfam. Five now occupy seats in Parliament. This year also saw the launch of AMAL's Innovation Fund, providing support to some of the region's most creative women's political activism and movements - with innovation grants to 13 organisations.

In South Sudan, we have successfully worked with religious leaders and men to shift deeply rooted beliefs on gender roles. Communities have developed collective responsibility for household work, caring for children, cooking and farming; and both men and women are now discussing household incomes. Elizabeth Atheve, a women's group leader explained: 'Men now go shopping for groceries. Women are now consulted on how money is spent or if a cow is to be sold. For women, being able to grow vegetables and sell them is making a big difference. Being in a group, women are able to support each other. Women are even building their own houses.'

In Honduras, we support the "Women's Tribune against Femicides", a national coalition of eight civil society organizations, who undertake advocacy work aimed at getting decision makers to improve their laws, policies and practices around violence against

women. In a country where a woman is killed every 13 hours, we are also working to change the attitudes, behaviours and social norms that cause violence against women, through mobilization of citizens, civil society organisations, and the government. We are also working with media and journalists to change the way violence against women is covered in the media in the country.

In Zambia, we are partnering with several local organisations to implement 'I Care About Her', a programme which works to end violence against women and girls by transforming attitudes and beliefs and mobilising men and boys to champion non-violence. The programme has been successful in organising men to speak out against violence, and has engaged national media, traditional leaders, the police, the military and the government of Zambia. Initial results have been promising, and the programme has potential to be an effective model to scale up in the fight to end violence against women and girls in Southern Africa.

In Nepal, both before and after the devastating earthquakes; we have supported 96 community discussion groups – with a membership 2,290 women members – in Surkhet and Makwanpur districts to raise the voices of poor, socially excluded women. These groups have organised activities with over 5,000 community members to promote women's rights and active participation. We have coached over 180 people to train community members to campaign for women's rights, starting with improving women's literacy skills. Group leaders are now supporting others to speak out about their rights. Women have used their new confidence and skills to ensure men and women share cooking and cleaning responsibilities and to get agreement from local government officials to help those missing vital citizenship cards and birth certificates.

PROMOTING GENDER EQUALITY GLOBALLY IN 2014/15

- 65,000**
women have increased their ownership of land and assets thanks to Oxfam's support.
- 150,000**
women have increased their business influence and their positions within communities.
- 320,000**
women have been made aware of, and are able to stand up for, their rights.
- 270,000**
women and men are now aware of actions they can take against gender-based violence.

Goal 3: Saving lives, now and in the future

Achievements and performance against this goal are described on page 16-17.

Goal 4: Sustainable food

We work to advance the right of poor people to adequate and sustainable livelihoods. We aim to empower women and support smallholders to challenge unfair policies, gain market power, develop agricultural innovations and challenge social norms that limit their livelihood choices.

Our life-changing support has helped the poorest and most vulnerable people to build livelihoods that are more secure against the impact of things like climate change or sudden changes in the market, which hit them harder.

In our programmes we are increasingly focused on mitigating the risks to a secure source of food that rural communities face, including in particular ensuring access to sustainable sources of food for women; as well as making better use of our capacities to influence change at scale.

An innovative example of where we have worked to achieve this is in Bangladesh where we have supported the creation of women-led groups ('Musti Chal': translated as 'a fist of rice'), consisting of 15-20 members who set aside a handful of rice before cooking. In the initial phase, a total of 490 members collected more than 2,000 kg of rice that could be distributed at times of crisis to members based on family needs. Women in neighbouring communities are investing in replicating this model, with to date 240 Musti Chals now formed. Once members got jobs, or were able to harvest their crops, they have then been repaying the rice grains and started collecting and storing for use in future crises.

And in Mali, we have been working with five local partners to strengthen the capacity of over 1,500 households chronically at risk, to be better prepared to face recurrent shocks. By providing the targeted communities with social protection mechanisms such as cash transfers, agricultural inputs, and developing land in several communities for kitchen gardening, we have ensured that the targeted households now produce and consume a wider range of food types; have generated significant amounts of savings throughout the year and higher revenues from crop sales; and have also invested in livestock and adopted less negative coping mechanisms to face shocks.

We are working to ensure that these achievements are secured for a wider group of communities, for example through broadcasting a radio show and engaging further households

ACHIEVEMENTS AND PERFORMANCE IN OUR PROGRAMME WORK

using the evidence of what has worked to promote positive agricultural practices and good nutrition.

The publication of our report 'Moral Hazard: "Mega" Public-Private Partnerships in African Agriculture' at the African Union in Addis Ababa generated Africa-wide media interest. Follow-up launch activities in Beijing, Berlin, London, Burkina Faso and Washington DC prompted a BBC World Service investigation into infringement of land rights in donor-funded public-private partnerships in Malawi. As a follow-up to the findings of the report we presented expert evidence to the UK All-Party Parliamentary Group enquiry on smallholder agribusiness development, which has been at the forefront of efforts to hold the Department for International Development (DFID) to account for its aid spending commitments on agriculture.

In the South Caucasus, we helped to strengthen national networks representing 50,000 farmers' and various agricultural organisations, to advocate for food security strategies that promote co-operatives and empower women. The Georgian Alliance for Agricultural and Rural Development gained support for local food production and consumption, and better representation of women and smallholder farmers in the Ministry of Agriculture's new Strategic Framework. In Armenia, the Agricultural Alliance is monitoring implementation of the various commitments they gained in the agricultural strategy.

Our support has included setting up working groups to propose by-laws for agricultural cooperatives, promoting evidence of women's roles in agricultural activity and care responsibilities, and introducing improved methods for evaluating climate risk, which have been adopted. We led research on food security that will provide support to local campaigns; and funded a programme of public debates and conferences to raise awareness on food issues.

In the Philippines, after Typhoon Haiyan decimated coconut trees, exacerbating entrenched poverty and inequality in the coconut industry, Oxfam supported small farmers to lobby local government to provide for alternative sources of income. With partners we supported the coconut levy campaign, demanding that billions of pesos collected by the former Philippines dictator Ferdinand Marcos from coconut farmers, be managed by coconut farmers themselves and used exclusively to support and develop their livelihoods. Following a march to Manila, and three months after the President met the marchers in a dialogue in late November 2014, he signed the legislation allowing coconut levy funds to be used by the farmers.

PROMOTING SUSTAINABLE LIVELIHOODS GLOBALLY IN 2014/15



100,000

people benefited from innovative responses to climate change.



500,000

people benefited from support to improve their crops, their goods or their services.



250,000

producers can now negotiate better prices for their goods in more markets as a result of our work.



3,650

rural and urban small enterprises benefiting from Oxfam support.

Goal 5: Fair sharing of natural resources

In the face of increasing competition over natural resources and unsustainable resource use, we have supported communities to access, gain control and improve management of their scarce resources. A focus of this work has been to ensure that poor people get a fairer deal for their work as a route out of poverty.

Our 'Behind the Brands' campaign has not only encouraged change in the headquarters operations of the ten biggest food and beverage companies to improve policies and practices impacting the lives of the poorest people; but by also engaging the financial sector to leverage the power of investors in galvanising improvements in company approaches to these critical issues we have encouraged changes at every level of the supply chain. For example, in March 2015, Associated British Foods' African sugar subsidiary Illovo, published new guidance on land and land rights, including a commitment to zero tolerance on land grabs and a requirement for its suppliers to do the same.

In Peru, Colombia, Ecuador, Bolivia and Central America, our support to Regional Dialogue Groups helped to foster extensive national debates during 2014, the International Year of Family Farming. This included collaboration with a range of civil society platforms to secure improvements in discussions with government bodies on regional rural development and family farming policies, as well as monitoring of the implementation of existing agricultural policies. In Central America the Groups focused on securing improvements to climate change adaptation strategies for the 'Dry Corridor'.

In Honduras, our work with local partners has secured the adoption and sustainability of a 'landscape' approach in two river basins. This joint effort brings together government authorities, local communities and other actors, who in one way or another use and impact the availability and quality of natural resources. The ongoing collaboration addresses the importance of finding ways to adapt to changing environmental, social and economic conditions, as well as a changing climate. The approach supports long-term sustainable management of natural resources while considering the developmental needs of the area and promoting, for instance, market-based livelihoods for women (marketing coffee or plantain chips).

We also provided support to African activists working on land issues from Benin, Burundi, Cameroon, DRC, Ghana, Kenya, Madagascar, Malawi, Mozambique, Rwanda, Senegal, South Africa, Tanzania, Togo, Uganda, Zambia, and Zimbabwe to influence the African Union to prioritise land rights issues. We provided training for activists on understanding and engaging with the African Union; and fostered meetings with African Ambassadors and the African Development Bank. Land issues are starting to be prioritised within the African Union's agenda, as is recognition of the need for the African Union to be accountable to their own standards in this area.

Goal 6: Financing development

To overcome poverty and create a just society for everyone, we challenge the concentration of wealth and power in the hands of the few. We are fighting to ensure that the wealthy pay their fair share of tax, and that governments use that money to provide quality public health and education for everyone.

For example, in Ghana we have supported local civil society to mobilise public pressure for better transparency in the investment of oil and gas revenues. Using mobile phone, online and paper-based petitions and adverts, we generated a debate across the country that reached an estimated five million people indirectly, and secured more than 20,000 direct signatories.

This mass appeal was complemented with direct lobbying of influential government figures, parliamentary committees and other supportive MPs, with clear requests for oil revenues to be focused on key investments such as extension services, fertiliser and credit schemes for small-scale farmers, and mechanisms to transparently track the investments. The Ghanaian government has heeded these calls; maintaining agriculture as one of the four priority areas for the next three years and allocating more oil revenues to investment in infrastructure and agriculture sectors than in previous budgets.



Local children cool off in the river – Osmenia, the Philippines.

Photo: Tessa Bunney/Oxfam

ACHIEVEMENTS AND PERFORMANCE IN OUR PROGRAMME WORK

HUMANITARIAN

Goal 3: Savings lives, now and in the future

In response to 39 emergencies across the world in 2014/15 we have worked at the most fundamental level to save lives when crisis hits; to ensure people get access to the essentials they need to survive and that the most vulnerable are kept safe from harm; reaching 8.1 million people through our humanitarian work.

The year was an unusually busy one for our humanitarian programme – a year which stretched us physically, took us to new countries, and challenged us to work in new ways. It was dominated by our response to the Ebola crisis in West Africa; but also by our continued efforts to ensure that those affected by ongoing conflicts and disasters in South Sudan, across the Middle East, Myanmar, Mali, Colombia, the Central African Republic, the Philippines, Bangladesh and elsewhere received the fundamental assistance they needed to survive.

Responding to the Ebola crisis

Our Ebola response started with a widespread leaflet distribution warning about the risks of the disease. We acknowledge that our initial assessment of the situation as a specialist health emergency rather than humanitarian disaster meant we were slow to react, but by October we began a huge scale-up of staff and equipment focused on mobilising communities to reduce transmission rates, find potential cases, and refer those cases to health facilities; alongside water and sanitation work at isolation and treatment centres and in schools. The extensive outreach work by our staff and large numbers of volunteers saw us reaching over one million people across the region.

The Ebola crisis response had lessons for Oxfam that will undoubtedly have long-lasting effects on our public health work. Not least has been recognition of how complex it is to change behaviours. In response we have now ensured that we will have access to expert anthropologist advice to help better understand the social and cultural factors underpinning behaviour; and are putting considerable effort into learning the lessons from Ebola to prepare ourselves for future epidemics which are widely considered to be inevitable in the future.

Providing water and sanitation

We are recognised as a leading expert in making sure people can get clean water to drink and have decent sanitation in times of crisis. An example of our life-changing approach has been our work as lead implementing partner of the 'SWIFT' consortium, a £20 million programme funded by the DFID to provide water, sanitation and hygiene services to nearly 850,000 people in the DRC and Kenya.

Through constructing gravity-fed water systems and drilling boreholes; setting up community health clubs and promoting community-led sanitation approaches; and conducting a mass media campaign we reached 327,300 people with hygiene promotion activities, 105,470 people with sanitation, and 182,345 people through the rehabilitation or establishment of water infrastructure. The consortium is funded under a 'Payment by Results' contract which means that payment is tied to outputs and outcomes that are monitored and verified by a third-party organisation. We are confident that it is on track to meet its ambitious targets by the end of the programme.

Huge humanitarian demand in the Middle East

Throughout the year we have continued to respond to the huge demand for humanitarian assistance across the Middle East; and particularly that resulting from the refugee situation arising from the conflict in Syria. In addition to existing efforts in Jordan and Lebanon, we established a team in Damascus and gained permission to support water authorities with hardware and technical advice, allowing us to keep water supplies running to urban centres. We successfully negotiated an agreement with the Ministry of Social Affairs in Damascus, which will allow us to broaden our work into public health promotion in the year ahead. This is an expression of Oxfam effectively negotiating with the Syrian government to improve the water network in Syria in a way that enables us to provide clean water to populations across conflict lines.

By early 2015, we were also responding to terrible winter storms in Jordan and Lebanon. Because of our strong reputation and partner relationships we were asked to design a huge water-supply network in Za'atari camp that secured individual supply links to every household. This was the first time a refugee camp had ever given residents their own private supply lines, an acknowledgement of the probable permanence of Za'atari as Jordan's fourth largest city.

Building on our existing expertise and presence in the Occupied Palestinian Territories, and despite considerable difficulties to gain access to the affected areas, we were able to provide much needed support to over half a million people newly displaced as a result of bombing in Gaza. And we also managed to set up distributions of essential goods in northern Iraq, and ensure safe cash transfers to Yemenis made homeless by an upsurge in fighting there.

OUR GLOBAL HUMANITARIAN PROGRAMME 2014/15



4.1 million

people provided with improved access to clean water.



1.25 million

people benefited from improved sanitation facilities, greatly reducing the spread of disease.



3.15 million

people reached by health promotion activities.



2.1 million

people benefited from the distribution of food, cash or vouchers, enabling them to survive a crisis.

South Sudan

In May we launched an appeal for the people displaced by the war in South Sudan, which had become a regional crisis involving refugees in Uganda and Ethiopia. Our response included treating water for 100,000 refugees in Ethiopia. But we also worked to bring communities together to broker settlements relating to the sources of conflict. Through local partners we brought communities together for Peace and Stability dialogues. As Matur, a youth leader explains: 'The real youth who fight each other got involved and that's what made the difference. Since the dialogues people have never clashed.'

Food security

Providing secure access to food for those in crises has remained an important focus of all our humanitarian programmes (with the exception this year of Syria where we only carried out public health programming). Different contexts require different tactics, which we identify by rapid assessments of local markets and communities' abilities to access adequate supplies.

This year has seen us adopt a variety of methods for helping people access food. For example throughout the rainy season in South Sudan we facilitated food aid dropped into inaccessible parts of Jonglei province by being on the ground to receive it and distribute it to the most vulnerable people.

In Gaza, our relationships with traders' networks and extensive knowledge of vulnerable households enabled us to distribute cash vouchers to 50,000 households three days after the bombardment started. And throughout the year we continued to

distribute cash to half a million families displaced by conflict and economic crisis in Yemen.

Growing use of cash transfers

Internal research has shed light onto how far our emergency cash transfer programming has grown over the last 12 years. From small experimental grants in 2003/04, giving cash as part of food security and livelihoods work now accounts for about one-quarter of our annual spend on emergency response. This represents a hugely important shift in the way we support people, and cash is being recognised as an effective tool to deliver more than just food, but water, sanitation, accommodation, health etc. Cash is now poised to expand out of the food security sector, with the potential to become a specialist area in its own right in the coming years.

Helping rebuild communities to come back stronger

Our distinctive approach to humanitarian action ensures that not only at the height of any crisis, but also before and after, we help communities to be better prepared to cope when life-changing shocks happen; as well as stick around to help rebuild communities to come back stronger once disaster strikes – to face the future on their own terms.

We have remained heavily committed to responding to the aftermath of Typhoon Haiyan in the Philippines; continuing to provide support to those communities displaced by that disaster. When Typhoon Hagupit struck in December, we already had Rapid Assessment Teams in the area and pre-positioned stocks available. More widely, we saw the benefits of our long-standing support to local partners to ensure better preparedness by communities, which played an important role in minimising the loss of life from the numerous typhoons that hit the Philippines every year.

This included, for example, families taking measures such as tying down their roofs and preparing emergency supplies of clean water and food; farmers starting to harvest mature crops early, and some fishermen being able to move their boats away from coastal areas. We are committed to continuing this preparedness work with government and community partners.

Ensuring preparedness at a household level to respond to natural disasters has also been a feature of a number of our other country programmes, for example our support to the Meso Insurance programme, which ensured 1,667 poor and vulnerable households in the river basin areas of the Sirajganj district of Bangladesh were covered against flood risks. Following the severe floods in August, this insurance triggered payouts for 708 households to rebuild their livelihoods and protect their food security. The insurance means that those households can now rely on a source of income to help them get back on their feet.

ACHIEVEMENTS AND PERFORMANCE IN OUR PROGRAMME WORK

CAMPAIGNS

People living in poverty want justice, not handouts. That is why, alongside our development and emergency work, we campaign for change.

Oxfam campaigns on domestic and global issues, working with partners, allies and coalitions to develop shared campaigns to make change happen. We always monitor Oxfam's contribution to these campaigns; however, working with others means that often Oxfam cannot claim direct responsibility for achievements such as the numbers of campaigners or the positive changes in the lives of poor communities that result from our shared campaigns.

In last year's Trustees' Annual Report we said we would: develop an Inequality campaign with a team equally represented by staff from North and South, launched simultaneously in 20 countries; launch national campaigns on inequality related issues supported in at least two countries per region; and launch an effective public campaign tackling the role of fossil fuels in exacerbating poverty.

In October, we launched the 'Even It Up' campaign to challenge extreme inequality. The campaign report was endorsed by Kofi Annan (former UN Secretary General), Joseph Stiglitz (Nobel Prize winner for Economics) and Andrew Haldane (Chief Economist,

Bank of England) and 38 countries took action on the launch. We secured high-level political engagement in countries including Brazil, Mali, Spain, Senegal, Pakistan and India; a bloggers' action day with 1,700 blogs on inequality, and over a million tweets of #evenitup across the world.

Oxfam was invited to co-chair the World Economic Forum's annual meeting in Davos in January. At the meeting we launched new research explaining that by 2016, the world's richest one percent would own more wealth than the remaining 99% combined. This research received the biggest number of media hits Oxfam has ever received for one story.

Over 600,000 people took to the streets in September to call for action to tackle climate change, across 161 countries in more than 2,800 events. We were part of the UK Climate Coalition that organised 40,000 people in London and is currently putting pressure on government to phase out investment in fossil fuels. This is a key step to build public momentum towards achieving a new ambitious, fair and binding global agreement on climate change at the UN meeting in Paris, in December 2015.

As a result of our 'Behind the Brands' campaign, which uses a scorecard to rate the policy and practices of the world's largest food and beverage companies, in 2014 General Mills and Kellogg's both agreed to important new commitments to mitigate climate change by promising to implement science-based targets to reduce greenhouse gas emissions, including supply chain emissions from agriculture.

In March, Associated British Foods' African sugar subsidiary, Illovo, published new guidance on land and land rights, which includes a commitment to zero tolerance on land grabs and a requirement for its suppliers to do the same. The commitment followed public campaigning and direct engagement with the company. Four of the largest ten companies – Coca-Cola, PepsiCo, Nestle and Unilever – have now made the commitment to zero tolerance for land grabs.

We have also continued to work tirelessly to campaign on humanitarian issues. We formed a global coalition that gathered 165,000 signatures in three weeks calling for 620 countries to step up efforts to tackle the Ebola pandemic.

And four years on from the start of unrest in Syria, 34 organisations joined our call for governments to resettle more Syrian refugees, ahead of a UN conference in December. The conference concluded with governments offering considerably more places for refugees than they had previously.

CAMPAIGNING AND AWARENESS-RAISING ACTIVITIES UNDERTAKEN IN 2014/15

 **8,000**
solicited contacts with influential decision-makers regarding campaign issues.

 **140,000**
offline actions taken by people in support of campaign or advocacy issues.

 **570,000**
online actions taken by people in support of campaign or advocacy issues.

 **12,000**
known media pieces featuring Oxfam's activities.

 **3,100**
Oxfam-led high-profile campaign and advocacy events.

Following its landmark 50th country ratification, the Arms Trade Treaty came into force worldwide in December 2014 after a 10-year Oxfam campaign.

In December we played a central role in a sector-wide push for MPs to vote in favour of enshrining in law the commitment to spend 0.7% of GNI on international aid. This has now passed into law.

UK poverty programme

We have continued to stand up for – and with – the UK’s poorest and most vulnerable people in England, Scotland and Wales.

In 2014/15 we launched the ‘Below the Breadline’ report which highlighted how changes to the social security system, a lack of

decent work and rising living costs are contributing significantly to food poverty and the use of food banks. The All-Party Parliamentary Group on food poverty in the UK published a report whose findings and recommendations drew heavily on Oxfam evidence and analysis.

Oxfam in Scotland

During 2014/15, we responded to the unprecedented political context in Scotland with a strong focus on inequality in the run up to the referendum on independence. We challenged both sides on the issue in advance of the vote, and the welcome cross-party focus which resulted has endured with tackling inequality subsequently placed at the heart of the Scottish government’s new economic strategy.



Children facing the Ebola crisis – Liberia, January 2015

Photo: Abbie Trayler-Smith/Oxfam

ENABLING OUR PROGRAMMES

In order to achieve the six External Change Goals, we have set six 'Enabling Change Goals' for how we will change the way we work to ensure we adapt and remain effective and responsive over the Strategic Plan period.

Goal 1: Changing the way that we work; creating a worldwide influencing network

In last year's Trustees' Annual Report, we committed to ensuring in 2014/15 the development of a range of country strategies to increase levels and types of investment in our capacity to leverage change at scale through our influencing work, to include setting minimum standards for influencing for all countries and regions in which we work.

Minimum standards for the influencing work of all Oxfam programmes were rolled out in 23 pilot countries; and plans developed for these standards to be adopted by all Oxfam staff in all countries. These standards aim to reinforce Oxfam's position as broker and convenor, building trust and linkages between a wide range of those (whether at village, government, private sector or global level) committed to ensuring an end to poverty and injustice.

We worked hard to ensure new, high-quality country strategies were developed for all countries in which we work, which reflect this focus on influencing to leverage change at scale. Examples of how we have used this influencing capacity to secure change for the poorest and most vulnerable people in 2014/15 are set out in detail within the Development and Campaigns sections of this report.

Goal 2: Enhancing programme quality and impact

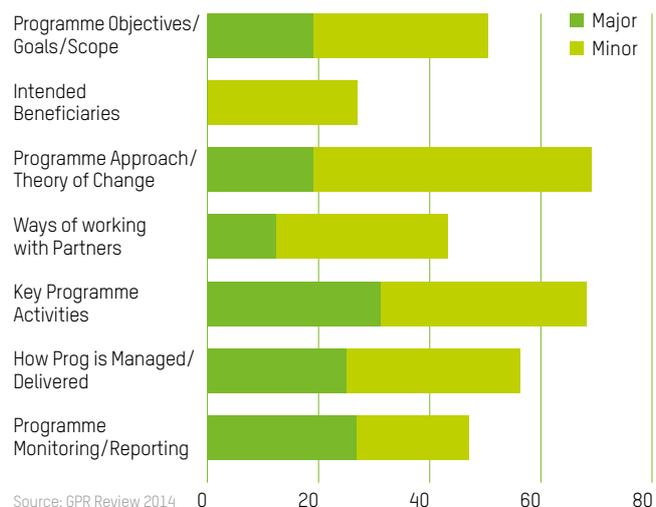
In last year's Trustees' Annual Report we committed to a focus in 2014/15 on 'using our knowledge more effectively by helping people capture, communicate, share and access what we are finding out through our and others' experience'.

We have done so in a range of ways. We have continued to undertake 'deep-dive' reviews of a random sample of our work;¹ in 2014/15 we completed 20 such reviews which rigorously evaluate the impact and standards of our projects. The quality of these reviews and our commitment to publish the results has helped establish our credibility as an organisation that delivers and measures results.

These reviews generate valuable evidence of what works (and what doesn't) in our programming to ensure we are continuously learning from delivery. We usually share the results with programme partners and project funders, and use the findings to make changes to interventions in order to strengthen our effectiveness.

Changes made following effectiveness reviews

% identifying changes in each category



Our Policy and Practice website² provides public access to our knowledge of quality and impact in development, humanitarian and campaign work. In the last year this site had 506,067 visits and 133,873 items downloaded from it (a growth of 37% and 14%). The reach of our programme learning on social media also grew over the last year (by 64%).

During the last year we also undertook a comprehensive survey of our programme staff to develop a clear picture of programme learning challenges and opportunities. Initiatives developed in response include the trialling of a new case study format to ensure sharper analysis and a clearer focus on transferable lessons; and the piloting of approaches to capturing learning from programme staff as they leave or change roles.

Goal 3: Strengthening accountability

We have developed a stronger approach over the last year to ensuring that we build a culture of accountability to our wide range of different stakeholders (primarily the people and communities with and for whom our programmes work; but also those who we campaign with and for, our staff and volunteers, supporters, including institutional donors, our trustees and the environment).

As part of our commitment to transparency we have ensured open access to a range of information on how we ensure we are being accountable to all our stakeholders, which we summarised for all Oxfam affiliates in the first Oxfam-wide Accountability Report³ published in January.



We have continued to publish our programme information quarterly to the International Aid Transparency Initiative; as well as to publish information (under our Open Information Policy) on external codes that we subscribe to; our Internal Audit Charter; our corporate governance including Council and Leadership Team agendas and minutes; financial information; policy papers and briefings; internal guidance documents and formal agreements with partner organisations.⁴

Recognising the crucial role that our partner organisations and social movements play both in helping us to deliver our programmes and to developing our learning, in mid-2014 we commissioned an independent survey to ask 2,476 long-term development partners to identify what they value in their relationship with us and provide honest feedback on key aspects of that relationship.

Findings of that Partners Survey showed a gap between our vision of our relationships with partners and the reality on the ground (particularly in the areas of supporting our partners better to help them raise funds from other sources; developing joint strategies with our partners more often; promoting their work publicly; strengthening our support for women's leadership development programmes and putting more funding into gender equality projects). Our partners would like to see us do more to support alliance-building, and more in the way of advocacy and campaigning with them. They would like us to help them get better at monitoring their work and also challenged us to improve our accountability to local communities.

We have published the full survey outcomes on our website and initiated a range of responses to ensure that we use this survey as an opportunity to improve our performance. We recognise that it is essential that we pay adequate attention and commit sufficient resources to improving the relationships with our partners. Detailed action plans are being developed by country offices in close dialogue with our partners. We will re-survey again in 2018 to gauge progress, but we will also invite partners to share their feedback on a more regular basis.

For three of the 20 Effectiveness Reviews undertaken into a random sample of our projects, we specifically examined whether programme staff were meeting our minimum standards for accountability to partners and communities. These found that we were achieving our minimum standards for accountability to partners in each of the three projects reviewed; but in one project were not judged to be reaching the standard for accountability direct to communities. These findings are an improvement on last year's results and provide us with some confidence that our work to apply standards across our programmes is delivering consistent approaches.

We have also used the Effectiveness Reviews and other programme evaluations to test whether we are achieving progress in securing better outcomes for women (such as increased participation and access to community-level support, increased engagement in income-generating activities, and increased savings and access to credit). These reviews and evaluations have shown us that our interventions have not clearly translated into changes in women's position in household decision-making, and evaluations of our women's empowerment work show that changes in household-decision making and control over assets and resources remain more difficult to influence than women's ability to influence affairs at the community level.

We have used this to help to sharpen our analysis and strengthen our programme design in order to better support women to negotiate new roles in their social and economic lives and through the development of new tools, for example Rapid Care Analysis, which highlights the role of unpaid care to enable women to manage realistic workloads.

Accountability for our environmental performance

We are committed to reducing our carbon emissions by 30% by 2020 in the categories that together represent two-thirds of our total UK-based, non-humanitarian operations emissions.

Year-on-year emissions for UK-based, non-humanitarian operations decreased by 10% in 2014/15, giving a total footprint of 13,800 tonnes CO₂e. This decrease was driven mainly through efficiency projects in the key areas of electricity consumption and trading logistics. The installation of energy-saving equipment, including LED lighting, within our shop refit programme contributed to a 14% decrease in electricity emissions, with early data suggesting an average of 18% savings in electricity consumption per shop. In addition, a range of efficiency projects undertaken by the trading logistics network reduced our total annual mileage by 13% and delivered an 18% reduction in emissions.

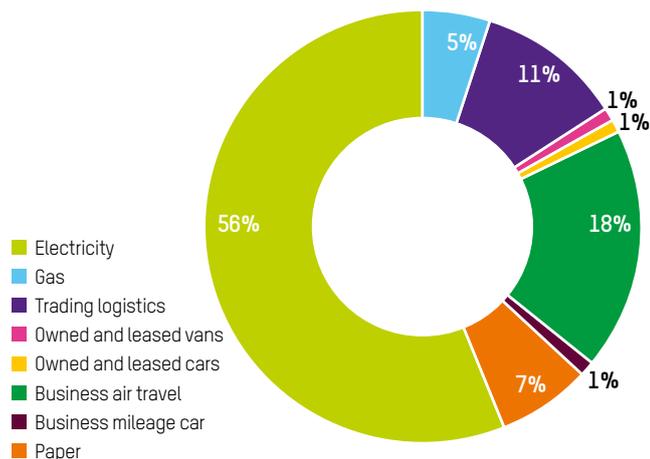
As a result of increased sales of paper goods in our shop network, funds from which we use for our programmes, emissions associated with the use of paper rose by 40%, but remain 68% below the paper-emissions level reported in 2006/07 when we first started to track this.

In our international programme work, the continued integration of fleet-management software into our operations delivered a 5% reduction in fuel consumption from 2013/14 levels, and we expect that this figure will increase further as effective fleet management becomes more firmly established in our operations.

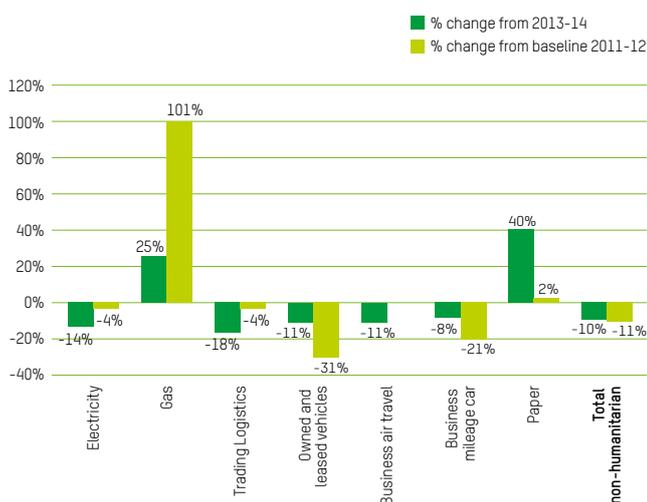
4. www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/open-information-policy

ENABLING THE PROGRAMME

Distribution of UK non-humanitarian emissions 2014-15



Change in carbon emissions from 2013/14 and from the baseline of 2011/12 for each of the reporting categories are summarised in the following graph. Non-emergency travel data is only available from 2013/14. The large increase in emissions relating to use of gas is due to the addition of a new large warehouse.



Goal 4: Investing in our people

We recognise that the retention, active engagement and continual professional development of the staff and volunteers who work for Oxfam are integral to our success. As of 31 March 2015, we employed 5,317 staff worldwide, which is an increase of 330 on 2013/14; and approximately 26,000 volunteers. A detailed breakdown of staff numbers is provided on page 23.

The restructuring programme undertaken to reduce our costs in 2013/14 led to changes to a large number of staff roles, particularly those based in our Oxford headquarters. Our continued efforts to reduce the duplication of a number of Oxfam affiliates working in a country has also led to a great deal of change, particularly for our staff working directly to support our programmes. Supporting our workforce to adapt to these changes has been a strong feature of 2014/15, including through provision of a wide range of in-house training and development offers.

In late 2014 we undertook a detailed survey to help us understand what our staff think and feel about Oxfam, both as a leader in tackling poverty and injustice and as an employer of choice. This gave us good insights from which we have initiated a range of activities to help staff to lead through change; empower managers to have meaningful dialogue with teams about their value; and ensure we are making the best use of the diversity of skills and experiences of our staff.

We have a strong commitment to developing the diversity of our staff and volunteers which we work to achieve through equal opportunity policies, training and practical action. This includes encouraging applications from disabled people, developing their skills, and taking every reasonable measure to adapt our premises and working conditions to enable disabled people to work or volunteer with us. The representation of women in our total workforce was 48.6% in 2014/15, a small (0.5%) reduction on 2013/14 levels. The percentage of staff from an ethnic minority remained at approximately 12% of the total workforce for whom their ethnic origin is known.

A further measure of our commitment to ensuring diversity in our workforce is our continued efforts to achieve a stronger representation of staff recruited from the national contexts in which we work. We monitor this through understanding whether staff recruited have OECD or non-OECD nationalities. For this data we saw a slight decline, with 65.2% of our international programmes staff of non-OECD nationality, against 2013/14 figures of 66.2%. The tables on page 23 show the detail of these workforce statistics.

We remain particularly indebted to the commitment of over 26,000 volunteers who work tirelessly in our shops and community fundraising endeavours. The results of a survey of volunteers working in our shop network showed an improvement again this year; with volunteers putting particular value on the skills they are able to develop. We are following up the findings of the survey with a focus on strengthening skills training we provide, and ensuring volunteers are able to gain new experiences and feel they have a greater connection to Oxfam's work.

EMPLOYEES BY GENDER

	Total	Female	Female %
2014/15			
UK operations	1702	1089	64%
UK-based staff supporting international programmes	281	181	64%
International programmes	3334	1313	39%
TOTAL	5317	2583	49%
2013/14			
UK operations	1755	1156	66%
UK-based staff supporting international programmes	219	124	57%
International programmes	3115	1218	39%
TOTAL	5089	2498	49%

EMPLOYEES BY GRADE (2014/15)¹

UK operations and UK-based staff supporting international programmes

Director	8	0.4%
A	36	1.8%
B	257	13.0%
C	460	23.2%
D	228	11.5%
E	250	12.6%
F	75	3.8%
Shop Managers	658	33.1%
Other	11	0.6%
Total	1983	100%

International programmes

Oxfam International Country/Regional Directors	30	0.9%
A (incl. Regional Directors)	5	0.1%
B (incl. Country Directors)	68	2.0%
C (incl. Country Directors)	790	23.8%
D	1104	33.1%
E	794	23.8%
F	543	16.3%
Total	3334	100%

1. All Oxfam GB jobs fit into one of six levels: from level A jobs which require complex management skills, to level F jobs which are manual or routine clerical jobs.

EMPLOYEES BY ETHNICITY

(data available for staff in UK operations only)

	Total headcount	% of total headcount	% known headcount
2014/15			
Ethnic minority	191	9.7%	11.7%
White	1447	73.3%	88.3%
Unknown	335	17.0%	0%
Total	1973	100%	100%
2013/14			
Ethnic minority	200	10.2%	12.0%
White	1463	74.3%	88.0%
Unknown	304	15.5%	0%
Total	1967	100%	100%

EMPLOYEES BY NATIONALITY²

(OECD/non-OECD) Data available for international programmes and UK-based staff supporting international programmes only

	Total headcount	Non-OECD	Non-OECD as % total where known
2014/15			
Oxfam International Country and Regional Directors	30	18	60.0%
A	17	3	17.6%
B	163	46	28.2%
C	909	663	72.9%
Total	1119	730	65.2%
2013/14			
Oxfam International Country and Regional Directors	32	19	59.4%
A	13	3	23.1%
B	124	37	29.8%
C	813	591	72.7%
Total	982	650	66.2%

2. In line with our objective to see an increase in the number of employees in our international programme work that are at levels C and above from non-OECD nationality, we monitor statistics on our 'Employees by Nationality' profile only for those more senior grades.

ENABLING THE PROGRAMME

Goal 5: Cost-effectiveness measures

We have built on the cost-effectiveness measures that we embarked on in 2013/14 with a further range of initiatives to free up resources to be invested in the achievement of our Strategic Plan goals.

In last year's Trustees' Annual Report we explained our ambition to "simplify structures, improve programme quality and identify clear ways to reduce programme management spend within 'One Oxfam', to eventually lead to savings of 25%; and support the development of collective/shared business systems, services and processes."

In 2014/15 we achieved the £5.5m of savings within our Oxford head office, largely as a result of the redundancy programme which was implemented late in the previous financial year, as well as through achieving cost-efficiencies in our procurement processes, which delivered £2.4m in cost savings and mitigation during the year.

We also developed ambitious plans over the year that will eventually result in annual savings of £6.5 million savings per year. At the heart of these plans are a significant change agenda to reduce the number of Oxfam affiliate programme staff within simplified, 'One Oxfam' management arrangements at the country and regional level. Proposals to make better use of common Oxfam affiliate corporate resources have also been developed that will reduce our cost base over time. The first of these shared services, a common Oxfam Reward Centre and a shared Legal Service, to ensure human resources and legal expertise are available to all Oxfam affiliates across the confederation, were established on 1 April 2015.

Goal 6: Income strategies

2014/15 marked an important year for our fundraising efforts, where we cemented the gains of last year to achieve our highest ever total income of £401.4 million (a 3% increase on 2013/14 figures). Of particular note was the success of our institutional fundraising approaches, which secured £204.2 million (exceeding the £200m mark for the first time in our history); a growth of 6% in institutional income compared to 2013/14.

The strength of our institutional income reflects strong and stable performance across our entire portfolio of donor partnerships, combined with a year of unprecedented humanitarian demand.

Fast and effective fundraising and programme delivery across a number of parallel emergency responses, particularly the rapid scale ups in West Africa, Yemen and the Philippines, as well as ongoing humanitarian responses in Syria, the Occupied Palestinian Territories, South Sudan, Ethiopia, Bangladesh, Pakistan and others, saw our income from ECHO (£31.6m), DFID (£45.5m), the World Food Programme (£15.4m), and the DEC (£7.4m) all significantly surpassing expectations. We also saw an increase in the contribution of other Oxfam affiliates (totalling more than £30m) transferred to Oxfam GB for our programme work.

During the year, we signed new strategic partnership agreements with UNHCR and the African Development Bank which we hope will deliver both financial and non-financial benefits for our future programmes.

In addition to raising and spending more institutional income, we ensured that we reinforced our strong donor relationships with improvements in our compliance with reporting requirements. We submitted more donor reports than ever before - a total of 2,062 (137 more reports than in 2013/14). Of these approximately 91% were submitted on time (compared with 86% in FY14). This improvement has been driven by a strong focus on compliance performance throughout our country teams, but in particular in two regions (Asia and Southern Africa) which submitted every single donor report on time for the entire year.

The voluntary donations we receive from our regular supporters, regional fundraisers and events participants remain a hugely important focus of our income strategy. We worked hard to secure an overall increase in the income received from public fundraising this year (to £100.1 million from £98.2 million in 2013/14).

The environment for attracting new donors remained challenging; however we managed to achieve growth in the number of supporters providing unrestricted regular contributions over the year. Our regular givers are such an important group in allowing us to plan our work, and the successes here are greatly appreciated. Both one-off and regular giving through the SMS channel has also been a growth area.

We have continued to engage the UK public by encouraging them to take part and raise funds. Our supporter groups up and down the country held coffee mornings, bungee-jumped, collected, ran marathons and much more. We are also indebted to our thousands of volunteers who supported our work at 14 festivals this year.

This year was an exceptional year for public response to our emergency appeals, for which we are very grateful. We launched four emergency appeals (South Sudan April 2014, Gaza August 2014, Ebola October 2014 and Cyclone Pam March 2015) and two of these appeals also became DEC appeals (Gaza and Ebola). Total income secured through public fundraising efforts for emergencies (i.e. excluding emergency income from institutional donors or the Disasters Emergency Committee) was £9.4m.

We successfully secured UK Aid match funding for our Strength to Survive appeal this spring, a major appeal raising money for our humanitarian work – to help people prepare for, survive and recover after disasters. This ran from February to May and was promoted through TV, YouTube, mail and email to supporters throughout our shop network and community fundraising groups, as well as through our three partners: My Weekly magazine (and publisher DC Thompson); Heathrow airport; and TMH (a media buyer) – brokering relationships with church communities in London. The DFID aid match money will fund a project in DRC to help people strengthen their livelihoods and increase their savings (as individuals and as a community) so that if they are displaced by conflict, they have resources to fall back on, and can rebuild again afterwards.

This year we also established fundraising operations in South Korea. Following positive research into the potential opportunities, we formally registered as a Foundation branch in March 2014 and began fundraising from the public in October 2014. A five year plan has been developed to supervise and support the new team in realising the potential from the public in Korea. Oxfam in Korea will not be undertaking or implementing its own programmatic, campaigning or humanitarian work, but representing that of Oxfam GB. As such expenditure and income of Oxfam in Korea is included within the accounts of Oxfam GB.

Our Major Gifts Team received their largest ever single gift this year, £3.1 million for Oxfam to spend where the need is greatest. This sits alongside a number of significant six and seven figure gifts and pledges: for our general funds, in support of the Ebola Crisis and our Spring Appeal in particular. Donors have particularly appreciated the opportunity to obtain DFID matched funding for their gifts, doubling the impact they are making fighting poverty. We deeply appreciate the significant commitment so many of our supporters make personally, together with their help in bringing others closer to Oxfam's work.

Despite a difficult trading year for most retailers, our Oxfam shops managed to generate a total of £22.9 million of income towards our programmes (a decrease of £0.8 million on 2013/14).

Our shop teams worked hard throughout the year on a variety of activities to improve sales and respond to the competitive environment on the high street. These included rolling-out our 'Love Donated' Strategy, extending Sunday opening hours in the Christmas season, a January donated sale, and then a 'Big Bling and Buy' sale in March focussed on accessories, one of our best selling categories.

Donated sales remained pretty static but one area where we did see good growth was in sales of our own product lines, where a better range packed into fewer modules grew consistently throughout the year.

During the year we continued to invest in our retail teams, increasing hours for part time shop managers and improving new shop manager inductions, training and management support. We further rolled-out our shop refit programme aimed at improving the look of our shops and back-room processing areas, so that we can improve the environment for our volunteers, increase the size of shop teams and attract new customers.

Oxfam shops continue to provide a way for the public to provide their generous support to Oxfam's work through other areas beyond shopping. Specific appeals recorded almost £1.1 million of cash donations including raising over half a million pounds to help fight Ebola. Oxfam shops supported Red Nose day this year; and we continued to enjoy high levels of Gift Aid from donations through our 'Tag Your Bag' scheme. Of those Tag Your Bag supporters, 1,152 were encouraged to also become regular givers.

Building on this, we are developing a strategy to grow the number of our supporters who act for Oxfam in more than one way (whether that is through our shops, campaign actions, becoming a regular giver etc.) in future years.

We also received significant specific funds for our emergency, development and advocacy work from the Scottish public, Scottish-based trusts and the Scottish government, in particular for humanitarian work including a significant leadership role in Disasters Emergency Appeals for Gaza and Ebola.

PRINCIPAL RISKS AND UNCERTAINTIES

Oxfam operates in inherently unstable environments across the world, often in the face of difficult communications, security, logistics and financial challenges. In delivering all of our objectives we therefore face significant risks every day (whether that be to the safety of our staff, to our financial health, a duty of care to those that attend our fundraising events or visit our shops). We have robust procedures to evaluate, design and implement effective measures to reduce both the likelihood and the potential impact of these risks occurring.

RISK POLICY AND CONTROL FRAMEWORK

Bi-annually the major strategic and operational risks that Oxfam faces – and the ways in which these are being monitored, managed and mitigated – are assessed by Oxfam’s Leadership Team and considered by Council. The control framework approved by Council is subject to the following review and testing:

- The Internal Audit department carries out a programme of audits across all operations and activities, which is approved by the Trustees Audit and Finance Group and is based on an agreed cycle of audits of the international programme and the major risk areas as identified by the Leadership Team and Council
- The Head of Internal Audit submits regular reports to the Trustees Audit and Finance Group on audits conducted, risks identified and management’s response to their findings, as well as his independent annual opinion on internal control
- The Head of Internal Audit meets annually with the Trustees Audit and Finance Group in private session independent of management
- The Trustees Audit and Finance Group provides an annual report to Council on its view of the control environment within Oxfam.

MANAGEMENT OF CROSS-OXFAM CORPORATE RISKS

In addition to the control framework set out in the Risk Management Policy, Oxfam has clear and easily accessible whistle-blowing procedures. Within the Internal Audit function, there are staff responsible at a corporate level for: investigating incidents of loss, theft, fraud and safeguarding; recovering losses wherever possible; and providing training for staff on incident management and reporting. These staff help ensure that breaches and weaknesses within the control framework are identified and investigated.

Fraud recovery and prevention

We recognise that we work in some of the world’s most challenging environments, where fraud and corruption are key

risks. We do not tolerate fraud or corruption, and have invested substantially in reducing it to an absolute minimum through an approach that tackles every level of risk across all our programmes: deterrence, prevention, detection and response.

We have a strong organisational counter-fraud framework and have invested in a dedicated Fraud and Corruption Team who have worked hard to raise awareness and build capacity of staff to prevent and detect fraud using a range of tools, techniques and systems. As a result of this increased vigilance, in 2014/15 recorded suspicions of fraud and corruption rose by 10% on last year, a sign that we have improved the nature and reach of anti-fraud education and awareness. We identified £652,149 of loss in 2014/15 to fraud and corruption (0.16% of our total income) of which we recovered £22,693 (3.48%), though as some cases are still ongoing these figures may be revised.

Safeguarding

We remain committed to transparency on allegations of sexual exploitation and abuse perpetrated by Oxfam staff and partners. In 2014/2015 we saw a decrease in the number of reported allegations from 39 to 30. All 30 allegations were investigated. 70% have resulted in disciplinary action so far and 30% found insufficient evidence to take action. Of these allegations, 17 were received from the Trading Division, and 13 from the International Division.

Under-reporting is recognised within the sector as the major barrier to tackling sexual exploitation and abuse in delivering humanitarian and development programmes. By appointing a dedicated Safeguarding post-holder we have raised visibility of our Preventing Sexual Exploitation and Abuse policy and reporting procedures. We believe that, despite the decrease in reported allegations this year, the overall increases in the number of allegations that we have seen in recent years show that we are improving awareness of this important issue and giving survivors more confidence to report incidents.

Accidents and incidents

There were no fatalities of Oxfam staff in 2014/15, but there were three fatalities from road traffic accidents that Oxfam staff were involved in (a cyclist in Mangochi, Malawi, a pedestrian in Hara town in Somali region of Ethiopia and a motorcyclist in Deiyai, a remote and mountainous area in Papua).

There has been a downward trend in the total number of reported road traffic accidents involving Oxfam staff (with the number of accidents in the UK falling from 101 to 57; and overseas from 52 to 44). This is due to the continued use of telematics in Oxfam’s vehicles and the implementation of a range of interventions focusing specifically on staff who drive for work.

MAJOR RISKS

The following major risks were identified at an organisational level in 2014/15. For each risk, specific actions and performance indicators relating to them were monitored twice yearly by the Trustees Audit & Finance Group:

Risk	Management actions in 2014/15
<p>Our international programmes are exposed to and stretched by:</p> <ul style="list-style-type: none"> • New and emerging crises increasing external volatility; • Political and civil society challenges; • Heightened security risks; • Staff recruitment and retention difficulties; • Inconsistent compliance leading to poor delivery, fraud, losses and donor disallowances; • Future income streams threatened by changes in external donor environment; • Increasing need for remote programming which expose us to a higher risk of aid diversion. 	<ul style="list-style-type: none"> • Continue a crisis intervention approach that balances capacity and risk management against action; • Continuous monitoring of political context on a country by country basis; • A suite of policies and procedures designed to manage operational risks in country programmes which are monitored, subject to audit and reported on; • Enhanced due diligence and adapted operating procedures for working in remote contexts that are subject to continuous monitoring and review; • Organisational strategy to address changes in external donor environment.
<p>Income uncertainty due to downward trend in High Street income and reductions in regular giving and legacy income.</p>	<ul style="list-style-type: none"> • Organisation-wide review of cost base linked to risk and predicted financial framework; • Investment in regular giving and legacy providers; • Implementation of plan to bring all shops up to fit-for-purpose standard.
<p>Operating as a member of a confederation, Oxfam International.</p>	<ul style="list-style-type: none"> • Established a vision ('2020') and underpinning programme of joint work to improve and harmonise cross-affiliate operating models, policies and procedures; • Revised Oxfam International governance arrangements.
<p>Internal ways of working negatively impact on Oxfam's reputation. (e.g. our competence and dependability is damaged by a failure to deliver to our own high standards or the standards to which we hold others to account; our complex approach to programming is inadequately explained to donors and regulators).</p>	<ul style="list-style-type: none"> • Regular reviews of suite of internal and external policies and procedures; • Senior commitment to culture of transparency, accountability, empowerment and responsibility; • Launch and monitoring of Oxfam global brand story programme; • Clear position on external engagements with both commercial organisations and partners.

OUR PLANS FOR 2015/16

The Oxfam Strategic Plan sets out our plans for making progress towards six External and six Enabling Change Goals. In addition, every year we set more detailed objectives for specific areas of corporate focus. In 2015/16 these corporate objectives are as follows.

PROGRAMME IMPACT:

(Oxfam Strategic Plan External Change Goals, and Enabling Goals 1, 2 and 3)

Leverage change at scale as a direct result of our influencing abilities and networks, through:

- Support to existing and new country programmes to deliver strong influencing approaches
- Ensuring global policy and campaign work incorporates strong asks relating to women's rights
- Developing a long-term action plan for our Inequality campaign, including ensuring that the campaign objectives are integrated into our country and regional programmes
- Advocating for a UK Tax-Dodging Bill and World Tax Summit
- In coalition, mobilising supporters to push for a global deal at the 2015 UN Climate Change Conference of Parties
- Transitioning to a sustainable UK Poverty Programme that achieves greater leverage.

Ensure strong delivery of our programmes through:

- Supporting country and regional offices to ensure excellent standards in programme delivery
- Improving governance of remote programmes, partners and donor compliance requirements
- Delivering speedy, appropriate and high-quality humanitarian responses.

Improve the quality of our programmes through:

- Investing to improve at least three areas highlighted in the 2014 Partners Survey
- Ensuring improved use of evidence to inform our programme decisions
- Producing quality policy and programme practice advice to secure Oxfam's position as a leading international NGO.

PUBLIC ENGAGEMENT:

(Oxfam Strategic Plan Enabling Goal 6)

Grow our income, and the diversity of our income sources through:

- Investing to ensure continued good management of donor relationships, funding opportunities and risks
- Focusing on attracting regular givers to Oxfam
- Promoting legacy giving
- Maximising emergency fundraising to both generate income for our humanitarian work as well as attract new donors
- Investing in a shop improvement programme to improve the conditions and layout of our shops
- Improving the efficiency of the stock cascade and sorting system between stores to maximise the value of goods sold at a retail price.

Mobilise a wide range of supporters, campaigners and volunteers to support our work through:

- Building support for Oxfam's campaigns in the UK and globally ('Even It Up', 'Rights in Crisis', Food/Climate Justice, UK poverty)
- Delivering campaign actions targeting key moments (e.g. Paris Climate Change Conference of Parties, humanitarian disasters).

Build greater recall, awareness, recognition and 'Intention to Support' amongst those with a charitable predisposition through:

- Developing market propositions and delivering a range of marketing activities to engage audiences and recruit new supporters to Oxfam's cause
- Increasing the impact and memorability of Oxfam's communications.

ROBUST AND EFFECTIVE BUSINESS OPERATIONS:

[Oxfam Strategic Plan Enabling Goals 4 and 5]

Make progress towards achieving a stronger, more integrated Oxfam operational network through:

- Investing to ensure a successful transition to new Oxfam-wide operating and management arrangements in countries and regions
- Making progress towards the creation of a Single Humanitarian Unit to deliver the emergency responses for all Oxfam affiliates
- Building robust plans to transition at least three new shared services to cover the work of all Oxfam affiliates (e.g. for Human Resources services, Procurement, Internal Audit).

Robustly plan, account for and control how our financial resources, assets and risks are managed through:

- Providing high-quality financial advice and analysis to ensure that Oxfam is cost effective and delivers a balanced budget
- Identifying opportunities to consolidate spend in development of procurement plans.

Improve leadership ways of working, clarity and direction and ensure staff feel valued and engaged through:

- Attracting, supporting and retaining diverse and talented staff and volunteers
- Improving the links between leadership, senior managers and all staff; to ensure staff and volunteers feel and experience the value they bring to Oxfam
- Improving the use of information systems
- Ensuring sufficient leadership time is spent on increasing Oxfam's external impact.



Neem Mibimba, president of an Oxfam women's forum in Kaliba, South Kivu, Democratic Republic of Congo

Photo: Eleanor Farmer/Oxfam

FINANCIAL REVIEW

INCOME

Four-year analysis of trading and fundraising net income

	2011/12	2012/13	2013/14	2014/15
	£m	£m	£m	£m
Trading sales	89.9	88.7	89.4	87.0
Trading costs	(67.6)	(68.6)	(68.9)	(66.7)
Trading net income	22.3	20.1	20.5	20.3
Trading profit margin	25%	23%	23%	23%
Fundraising income	282.8	267.8	288.0	299.9
Fundraising costs	(23.0)	(23.2)	(25.5)	(24.3)
Fundraising net income	259.8	244.6	262.5	275.6
Fundraising net margin	92%	91%	91%	92%
Net income from trading and fundraising	282.1	264.7	283.0	295.9
Gifts-in-kind	6.7	5.8	2.7	5.4
Net miscellaneous income	6.0	5.5	8.9	9.0
Net incoming resources available for charitable application	294.8	276.0	294.6	310.3

Oxfam's total income increased by £12.3m to £401.4m in 2014/15. This income derives principally from the activities of trading and fundraising.

Trading income decreased by 3% on last year, with Trading income representing 22% of total income. Fundraising income (which includes both income from supporters and the public, and institutional donor income) increased by 4% on last year. A detailed analysis of income is shown in the consolidated Statement of Financial Activities (SOFA) and Note 2 to the accounts.

Trading sales at £87.0m are £2.4m lower than last year. Donated sales fell this year, particularly of adult clothing, due to difficulties in securing quality donated goods, including through the M&S 'Shwopping' partnership, coupled with disappointing autumn sales due to unseasonably warm weather. Sales of fair-traded goods on the other hand outperformed last year. The income from our Wastesaver operation was lower this year due mainly to a reduction in volume of saleable quality, as well as lower sales prices, especially on general rag. Trading contribution is largely in line with last year, maintaining a profit margin of 23%. The overall

contribution from our shop network, which includes sales from Oxfam Unwrapped and donations received in shops was £22.9m, a reduction of 3% from last year, with slightly lower donations received through shops than last year's high level, following high profile appeals.

Fundraising income has increased significantly this year, to £299.9m, being £11.9m higher than last year. This increase results from a combination of factors: institutional income, particularly the UK government (up £11.6m) and the UN World Food Programme (WFP) (up £6.4m); public donations (up £3.6m); DEC income (up £1.6m). Reductions in other income streams have tempered these positive factors. The cost of raising voluntary income has reduced 5% this year, resulting in a slight increase in our fundraising margin to 92%.

Gifts-in-kind have increased this year to £5.4m, mainly from World Food Programme for Mali and Kenya.

Net miscellaneous income includes 'Primary purpose trading' which predominantly relates to the income generated from our subsidiary micro-credit scheme in Azerbaijan.

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, at £298.4m, is 11% higher than last year, due to higher restricted expenditure, both in our overseas development work and humanitarian responses; notably our Ebola response in Liberia and Sierra Leone, the crisis in South Sudan, and Typhoon Haiyan response in the Philippines.

Unrestricted charitable spend reduced by 7%, due to a combination of factors: securing restricted funding to cover spend; insecurity in certain countries making programme implementation challenging; delayed programme implementation, for which funds have been earmarked for 2015/16.

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 3c to the accounts. The table below shows the proportion of charitable expenditure on each charitable activity.

	2011/12	2012/13	2013/14	2014/15
Development	47%	45%	49%	50%
Humanitarian	39%	41%	35%	35%
Campaigning and advocacy	5%	6%	7%	6%
Total	91%	92%	91%	91%
Support costs	9%	8%	9%	9%
	100%	100%	100%	100%
Total charitable expenditure	£286.4m	£290.0m	£268.9m	£298.4m

RESERVES POLICY

The Council of Trustees has established a General Reserves Policy which continues to protect our programme work from risk of disruption at short notice due to a lack of funds, while at the same time ensuring that we do not retain income for longer than required. The Policy also provides parameters for future strategic plans and contributes towards decision-making. It determines an appropriate target level for general reserves, taking into account the following factors:

- Vulnerability to unplanned changes in financial position, relating mainly to our trading and fundraising unrestricted income
- Net financial risk related to the above, taking into account the likely speed of onset as well as the mitigation steps available to management
- The fact that expenditure is generally predictable and long-term, with the exception of 'variable' spend on restricted programmes where risks typically involve unplanned events such as hostile government action or major uninsured health and safety or security emergencies.

This approach provides a target base level of general reserves of £25m. The basis of determining the target reserves level is kept under periodic review and will be adjusted as perceptions of risk and other factors change.

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' or general reserves without setting aside designated reserves to cover the pension liability (see below).

GENERAL RESERVES (UNRESTRICTED)

General reserves are not restricted to or designated for a particular purpose. General reserves increased by £2.1m during 2014/15, with the balance being £29.4m at the end of March 2015. This is largely in line with our target base level of £25m and consistent with our intention to align our unrestricted spend to income levels.

Given the ongoing uncertainties in world economies, our future plans are to maintain this level of general reserves by aligning our unrestricted spend to the income predictions. General reserves are represented by net current assets and are equivalent to approximately two months' unrestricted expenditure at 2014/15 levels.

FINANCIAL REVIEW

PENSION SCHEME DEFICIT

The valuation of Oxfam's pension scheme at 31 March 2015, for the purposes of FRS17, showed a funding deficit of £35.0m (2013/14: £30.2m – see Note 21d). This deficit represents the difference between the liabilities of the pension fund and the value of its underlying assets; it does not represent an immediate cash commitment, as the cash flow required to meet the £35.0m deficit relates to future pension contributions. The valuation of the pension scheme's assets under FRS17 is different from the triennial actuarial valuation, which determines the pension contributions required to reduce the deficit. Current financial projections indicate that Oxfam will be able to make these contributions as they fall due. FRS17 requires that the pension deficit should be shown as a reduction in unrestricted funds. The defined benefit pension scheme was closed to new members during 2002/03.

DESIGNATED FUNDS (UNRESTRICTED)

Designated funds are those unrestricted funds that have been allocated by the Trustees for particular purposes. The designated funds held at 31 March 2015 represent funds held as fixed assets (£11.1m), retained profits held in our overseas subsidiaries (£4.6m), and other funds designated for specific reasons (£12.2m).

Further details of the designated funds and their movements during the year are shown in Note 20 of the accounts.

RESTRICTED FUNDS

These funds are tied to particular purposes, as specified by the donor or as identified at the time of a public appeal. At 31 March 2015, unspent restricted funds were £52.9m (2013/14: £52.4m). The restricted fund balance includes total deficit balances of £11.8m (2013/14: £10.8m). These deficit balances have arisen on projects where total expenditure has exceeded income, and where the expenditure will be reimbursed by a government or other agency in the following accounting year (see Note 19 for further details).

ENDOWMENT FUNDS

Endowment funds of £2.6m (2013/14: £2.6m) represent monies received from donors where there is some restriction on the use of the capital (see Note 18).

FINANCIAL POSITION & GOING CONCERN

The Council of Trustees considers that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK and global economies. The Trustees consider that there is a reasonable expectation that Oxfam has adequate resources to continue in operational existence for the foreseeable future and, for this reason, the Council of Trustees continues to adopt the 'going concern' basis in preparing the accounts.

INVESTMENT POLICY AND PERFORMANCE

Oxfam's investments are held almost entirely in cash deposits, mainly with banks. During the year, the average return on these investments was 0.77% compared with a base rate of 0.50% throughout the year.

REMUNERATION POLICY

Oxfam believes that the opportunity to have a positive impact on the lives of poor people is an important part of the total reward of working for Oxfam, especially at more senior levels. 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 and our donors' expectations that the money they entrust us with will be used wisely to overcome poverty and suffering.

In setting CEO and Director pay, 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 independent advice to inform those judgements. They also take account of affordability for Oxfam. The general aim is to pay salaries of up to the median level for large UK charities. These would typically be no more than 70% of the base salaries for comparably sized roles in the public and private sectors. We do not aim to pay salaries comparable to United Nations agencies, donor organisations or North American international NGOs. We do not pay bonuses or other incentive payments. Pay increases to directors and other employees are awarded subject to good performance.

We have set ourselves a target that our top-to-median pay ratio should not exceed 6:1 in the UK. Our current top-to-median pay ratio, based on UK contractual pay as at 1 April 2015, was 5.8:1.

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 3.9:1. Our highest-to-lowest pay ratio is currently 8.6:1, which better demonstrates Oxfam's commitment to resisting rising pay inequality.

The Remuneration Committee is confident that the current level of reward has enabled Oxfam to recruit a Leadership Team which is performing well and represents good value for money.

FINANCIAL RISK MANAGEMENT

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. In terms of liquidity risk, Oxfam has no borrowings, and our policies on the management of investments and reserves are set out above. Net exchange risk is kept under review and appropriate action taken to mitigate the risk.

GRANT-MAKING POLICIES

In 2014/15 we spent £74.1m (2013/14: £67.4m) in grants to international, national and local partner organisations. We made 1,191 grants to 775 organisations (2013/14: 1,337 grants to 881 organisations). The average grant per project was £62,000 (2013/14: £50,000) and per partner was £96,000 (2013/14: £77,000).

Oxfam 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'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:

- Complementary purpose and added value
- Mutual respect for values and beliefs
- Clarity on roles, responsibilities and decision-making
- Transparency and accountability
- 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 (see Accountability update, pages 20–22). 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 beneficiaries
- 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, discontinuation of the grant.

INDEPENDENT AUDITORS

A resolution proposing the reappointment of PricewaterhouseCoopers LLP as Oxfam's auditors will be submitted at the Annual General Meeting.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Oxfam is a registered charity (registration number 202918) and is constituted as a company registered in England and limited by guarantee (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 has several subsidiaries, four of which are consolidated into our group accounts: these subsidiaries are Oxfam Activities Limited (our trading subsidiary), Finance for Development Limited (a micro-credit institution in Azerbaijan), Fripp Ethique SARL (a private sector enterprise in Senegal) and SEIF Limited (an advisory company to a Small Enterprise Impact Investing Fund). Oxfam also has a dormant subsidiary, Just Energy Limited.

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. Oxfam Activities Limited paid to Oxfam a profit of £0.6m (2013/14: £0.1m) and interest on working capital of less than £0.1m (2013/14: less than £0.1m).

Finance for Development Limited is a limited liability company in the Azerbaijan Republic and provides financial services (mainly credit) on a sustainable basis to people with relatively low incomes who do not have access to other financial sources. Its profit for the year was £0.3m (2013/14: £0.8m).

SEIF Limited provides advisory services to a Small Enterprise Impact Investing Fund to support Oxfam's development work and raise funds for other business activities which promote and support the charity in the achievement of its fundraising and charitable activities. The Small Enterprise Impact Investing Fund is an innovative financial product based in Luxembourg, which aims to make a real difference to the developing world by investing in the small and medium enterprise sector. Profit and net assets for this company were less than £0.1m for 2014/15 and 2013/14.

Fripp Ethique SARL is a company registered in Senegal, which imports second-hand clothing (mainly from Oxfam), and then sorts and distributes it for resale in local markets. The company made a profit of less than £0.1m (2013/14: £0.1m) in the year.

Oxfam Activities Limited has a 10.8% (2013/14: 10.8%) 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.

Oxfam is a member 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 17 other affiliated international agencies, each separately constituted under the appropriate national regulations. See Note 2d and 3c to the accounts for details of financial transactions with other members of Oxfam International.

Trustees

The Directors of Oxfam are the Trustees, collectively known as Oxfam's Council. This Council, Oxfam's governing body, comprises a minimum of 10 and a maximum of 14 Trustees.

Trustees serve an initial term of three years that can be extended up to a maximum of six years. The Chair, Vice-Chair, and Treasurer may also serve until the end of their term as Officers. The members of the company are known as the Association, which comprises all the Trustees plus a number of other members up to a maximum of 34. Members are appointed by Council and ratified by the Association. New Trustees are appointed by the Association on the recommendation of Council. Members of the Association have guaranteed the liabilities of the company up to £1 each.

The Council has created four specialist sub-committees to assist it with its work: the Recruitment and Development Group (RADG), the Trustee Audit and Finance Group (TAFG), Remuneration Committee and the Programme Review Group. Each committee includes members of Council and may include additional members appointed for their specialist knowledge.

The Recruitment and Development Group is responsible for ensuring that members of Council have the appropriate balance of skills to discharge their duties as Trustees. Trustees are appointed following open advertising in specialist publications or on specialist websites and following a rigorous interview process. All new Trustees are provided with a structured induction programme. As part of its ongoing training, Council conducts seminars on key areas, such as risk and accountability. The annual review of board performance includes input from the Chair's formal discussions with individual Trustees and from an appraisal of the Chair by all Trustees.

The Trustee Audit and Finance Group, Oxfam's audit committee, chaired by the Treasurer, meets regularly with the external

auditors, both with and without the presence of management. The group agrees the internal and external audit plans, reviews the external auditor's management letter, and monitors implementation of actions required as a result. The TAFG also has responsibility to advise Council on whether the audit, risk management and control processes within Oxfam are effective (for details of the Risk Management Policy and Procedures see page 26).

The Remuneration Committee is chaired by the Chair of Oxfam. This committee monitors Oxfam's policy on remuneration and benefits for its staff, and reports annually to Oxfam's Council. It also specifically determines Oxfam's remuneration and benefits of the Chief Executive and members of the Leadership Team (for details of the Remuneration Policy see page 32).

The Programme Review Group has been operating for some years and is chaired by the Vice-Chair. It became an official committee of Council in March 2015 in order to enhance scrutiny of the programme, ensure programme quality, and to analyse programme risks and opportunities.

Trustees are also involved in a number of other Oxfam committees, working groups, areas where a duty cannot legally be delegated and areas where there are specific issues around Oxfam's reputation. Committees include the Pension Committee and the Oxfam Activities Limited Board, both of which have at least one Trustee as a member.

Oxfam's Trustees are responsible for everything that Oxfam does. However, to ensure that Oxfam is managed efficiently and effectively, the Trustees have delegated a range of day-to-day decision-making powers to the Leadership Team, which reports directly to Council. Trustees have also established appropriate controls and reporting mechanisms to ensure that the 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 last review was in October 2011.

The names of the members of the Leadership Team, Council and the Association, and the committees they have served on, are available in the Corporate Directory (see inside cover). The members of the Leadership Team are not directors for the purposes of company law.

Annual trustee activity

A typical year for a Council member includes the following:

- Attendance at four Council meetings per annum (1.5 days including a seminar on a specialist topic and a board meeting)
- Attendance at the annual Association meeting and AGM in October
- Attendance at committee meetings, and at ad hoc groups convened for specific purposes
- Attendance at staff or senior management meetings on an occasional basis
- Visits to Oxfam shops in the UK
- Attendance at events e.g. public meetings, meetings with Oxfam volunteers/supporters/donors
- Travel to Oxfam's programme as part of induction or with other Trustees. Once every three years, all Trustees go on programme visits and meet at an international location
- Each Trustee has a lead responsibility for a certain area and works with a senior manager, both to provide advice and support, and to enhance board understanding and scrutiny.

During 2014/15, Council debates were informed by programme updates and input from Regional Directors. Debates and discussions included conveying Oxfam's mission more effectively, ongoing monitoring of risk, campaigning in the UK, and the future of international NGOs (and Oxfam in particular).

In addition to the above regular activity, the July 2014 Council meeting took place in Glasgow and included a visit to programmes in Scotland plus meetings with Scottish stakeholders.

Overall there was 88% attendance at Council meetings (92% in July 2014, 75% in October 2014, 92% in January 2015, 92% in March 2015). The specified quorum for Council is 50% (six Trustees).

Board Effectiveness Review March 2015

Input for the annual Board Effectiveness Review in March 2015 included the regular evaluations at the end of meetings, feedback from annual Trustee appraisals, 360 degree feedback on the Chair and the annual committee reviews. Council discussed the overall performance of the board and any improvements to take forward to 2015/16. The board schedule will be adjusted to allow some more time for debate and discussion of broader themes and enable Council's committees to input more effectively to board debates.

Following on a wider fit-for-purpose review in March 2014, Trustees also expressed support for maintaining emphasis on risk and scrutiny as recommended at that review. This was reflected in some improved and tightened governance processes e.g. on campaigning during 2014-15. Trustees agreed this emphasis should be balanced by also focusing on opportunities that Oxfam can embrace.

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare accounts for each financial year. Under that law the Trustees have prepared the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the accounts unless they are satisfied that they give a true and fair view of the state of the affairs of the 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 accounts, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the accounts comply with the Companies Act 2006, the 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 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 charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of accounts may differ from legislation in other jurisdictions.

In the case of each Trustee in office at the date the Trustees' Annual Report is approved:

- (a) so far as the Trustee is aware, there is no relevant audit information of which the company's auditors are unaware; and
- (b) the Trustees have taken all the steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Public benefit

Charity Trustees have a duty to report in the Trustees' Annual Report on their charity's public benefit. They should demonstrate that:

- They are clear about what benefits are generated by the activities of the charity. This report sets out in some detail the activities carried out to further the goals set out in Oxfam's Strategic Plan, the types of programmes funded and the number of beneficiaries reached
- The benefits must be related to the objects of the charity. Each of Oxfam's areas of work, namely humanitarian, development, and campaigning and advocacy, is related to, and intended to further, Oxfam's charitable objects, which are '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'
- The people who receive support are entitled to do so according to criteria set out in the charity's objects. Wherever possible, the views and opinions of people living in poverty are sought in the design and implementation of programmes of assistance. This approach helps to ensure that programmes are targeted to people in need, take into account their assessment of their own needs, and that beneficial changes to the lives of people living in poverty can be evaluated and assessed.

Trustees are therefore confident that Oxfam meets the public benefit requirements, and they confirm that they have taken into account the guidance contained in the Charity Commission's general guidance on public benefit where applicable.

Communicating with staff and volunteers

Oxfam has well-established arrangements for consulting and involving staff in its work. Management and staff bodies negotiate terms and conditions of employment through the Staff Associations in countries outside the UK, and through the Oxfam Negotiating Committee in the UK. There are many other formal and informal opportunities for consultation.

All managers are expected to hold regular meetings with their staff, to provide an opportunity for communication of information and discussion of events as they develop. To keep staff and volunteers informed, Oxfam produces a monthly letter from the Chief Executive, a monthly International Division bulletin, and a bimonthly magazine for shop volunteers. We maintain an intranet site that provides staff with information, including that about Oxfam's finances and its key performance indicators.

More than 26,000 volunteers work in Oxfam shops, and thousands of others contribute their time to Oxfam in a variety of ways. Most make a regular commitment, ranging from a few hours to a full working week. Some use their professional expertise, while others give their time and energy in work that is not related to their everyday jobs. Some volunteers may be retired or not in paid employment. Oxfam tries to apply the principles of involvement and equality to its many volunteers.

The Trustees' Annual Report, including the Strategic Report were adopted by the Council of Trustees (in their capacity as company directors) on 10 July 2015 and signed on its behalf by



Karen Brown, Chair of Oxfam
17 July 2015

ACCOUNTS

For the year ended 31 March 2015

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS AND TRUSTEES OF OXFAM

Report on the financial statements

Our opinion

In our opinion the financial statements, defined below:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2015 and of the group's incoming resources and application of resources, including its income and expenditure and the group's cash flows 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, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

This opinion is to be read in the context of what we say in the remainder of this report.

What we have audited

The group financial statements and parent company financial statements (the 'financial statements'), which are prepared by Oxfam, comprise:

- the group and parent charitable company balance sheets as at 31 March 2015;
- the consolidated statement of financial activities (including the income and expenditure account) for the year then ended;
- the consolidated cash flow statement for the year then ended; and
- the notes to the financial statement, which include a summary of significant accounting policies and other explanatory information.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In applying the financial reporting framework, the Trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. In making such estimates, they have made assumptions and considered future events.

What an audit of financial statements involves

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) ('ISAs (UK and Ireland)'). An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of:

- whether the accounting policies are appropriate to the group's and the parent charitable company's circumstances and have been consistently applied and adequately disclosed;
- the reasonableness of significant accounting estimates made by the trustees; and
- the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the Annual Report and Accounts to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report, including the Strategic Report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

Other matters on which we are required to report by exception

Adequacy of accounting records and information and explanations received

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

- we have not received all the information and explanations we require for our audit; or
- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns.

We have no exceptions to report arising from this responsibility.

Trustees' remuneration

Under the Companies Act 2006 we are required to report to you if, in our opinion, certain disclosures of Trustees' remuneration specified by law are not made. We have no exceptions to report arising from this responsibility.

Responsibilities for the financial statements and the audit

Our responsibilities and those of the Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 36, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and ISAs (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

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



Clive Everest (Senior Statutory Auditor)
for and on behalf of PricewaterhouseCoopers LLP
Chartered Accountants and Statutory Auditors
St Albans
21 July 2015

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(including income and expenditure account)

Notes	Trading Funds £m	Unrestricted Funds £m	Restricted Funds £m	Endowment Funds £m	Year to 31 March 2015 Total £m	Year to 31 March 2014 Total £m	
Incoming resources							
Incoming resources from generated funds							
2a	-	77.0	47.8	-	124.8	118.3	
2b	87.0	-	-	-	87.0	89.4	
2c	-	0.5	-	-	0.5	0.5	
Incoming resources from charitable activities							
2d	-	-	180.5	-	180.5	172.4	
2d	-	5.4	-	-	5.4	5.2	
2e	-	3.2	-	-	3.2	3.3	
Total incoming resources							
	87.0	86.1	228.3	-	401.4	389.1	
Costs of generating funds							
3a	-	22.3	2.0	-	24.3	25.5	
2b	66.7	-	-	-	66.7	68.9	
3b	-	0.1	-	-	0.1	0.1	
Net incoming resources available for charitable application							
	20.3	63.7	226.3	-	310.3	294.6	
	(20.3)	20.3	-	-	-	-	
Net incoming resources available for charitable application							
	-	84.0	226.3	-	310.3	294.6	
Charitable activities							
3c		39.8	122.3	-	162.1	144.7	
3c		16.6	99.4	-	116.0	103.9	
3c		16.2	4.1	-	20.3	20.3	
Total charitable activities							
		72.6	225.8	-	298.4	268.9	
3d		1.2	-	-	1.2	1.3	
3e		(2.9)	-	-	(2.9)	0.4	
Total resources expended (including costs of generating funds)							
		160.0	227.8	-	387.8	365.1	
8	Net income for the year		13.1	0.5	-	13.6	24.0
Other recognised gains/losses							
10		-	-	-	-	0.1	
21d		(11.5)	-	-	(11.5)	(4.9)	
Net movement in funds							
		1.6	0.5	-	2.1	19.2	
Reconciliation of funds							
Total funds brought forward at 1 April		20.1	52.4	2.6	75.1	55.9	
Total funds carried forward at 31 March		21.7	52.9	2.6	77.2	75.1	

Total unrestricted incoming resources for the year amounted to £173.1m (2013/14: £174.2m).

A Statement of Total Recognised Gains and Losses is not required as all gains and losses are included in the Statement of Financial Activities.

There is no material difference between the net income above and the historical cost equivalent. All activities are continuing.

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 ended 31 March 2015 was £13.3m (2013/14: net income £23.1m).

The notes on pages 42 to 64 form part of these financial statements.

BALANCE SHEETS AT 31 MARCH

Notes	Oxfam		Oxfam Group	
	At 31 March 2015 £m	At 31 March 2014 £m	At 31 March 2015 £m	At 31 March 2014 £m
Fixed assets				
9 Tangible assets	11.0	12.1	11.1	12.2
10 Investments:				
10a Investments	4.3	4.6	2.7	3.0
10b Programme-related investments	2.1	2.1	2.2	2.2
Total fixed assets	17.4	18.8	16.0	17.4
Current assets				
11 Stocks	1.5	1.6	2.7	2.8
12 Debtors	42.3	42.8	56.4	59.5
13 Cash at bank and in hand	83.0	69.6	85.9	71.2
Total current assets	126.8	114.0	145.0	133.5
14 Creditors: amounts falling due within one year	(26.2)	(22.4)	(33.6)	(27.4)
Net current assets	100.6	91.6	111.4	106.1
Total assets less current liabilities	118.0	110.4	127.4	123.5
15 Creditors: amounts falling due after more than one year	(0.6)	(0.7)	(4.9)	(9.2)
16 Provisions for liabilities and charges	(9.9)	(8.8)	(10.3)	(9.0)
Net assets excluding pension liabilities	107.5	100.9	112.2	105.3
21 Defined benefit pension liability	(35.0)	(30.2)	(35.0)	(30.2)
Net assets including pension liabilities	72.5	70.7	77.2	75.1
Total funds of the charity:				
20 Designated fund – fixed assets	11.0	12.4	11.1	12.5
20 Designated fund – other	12.2	6.9	16.8	11.2
20 General reserves	29.4	27.3	29.4	27.3
Charity unrestricted funds excluding pension reserves	52.6	46.6	57.3	51.0
20 Pension reserves	(35.6)	(30.9)	(35.6)	(30.9)
Total charity unrestricted funds	17.0	15.7	21.7	20.1
18 Endowment funds	2.6	2.6	2.6	2.6
19 Restricted funds	52.9	52.4	52.9	52.4
Total charity funds	72.5	70.7	77.2	75.1
20 Funds retained within a non-charitable subsidiary	-	-	-	-
Total funds	72.5	70.7	77.2	75.1

The notes on pages 42 to 64 form part of these financial statements.

The financial statements on pages 39 to 64 were approved by the Council of Trustees on 10 July 2015 and signed on its behalf by:



Karen Brown
Chair of Oxfam
Company Number 612172
17 July 2015

CONSOLIDATED CASH FLOW STATEMENT

	Year to 31 March 2015		Year to 31 March 2014	
	£m	£m	£m	£m
Net cash inflow from operating activities		14.3		16.2
Returns on investments and servicing of finance				
Deposit interest received	0.5		0.5	
		0.5		0.5
Capital expenditure and financial investment				
Payments to acquire fixed asset investments	-		(2.1)	
Receipts from sales of fixed asset investments	0.3		-	
Payments to acquire tangible fixed assets	(2.9)		(3.4)	
Receipts from sales of tangible fixed assets	3.3		3.5	
		0.7		(2.0)
Net cash inflow before management of liquid resources and financing		15.5		14.7
Management of liquid resources				
Cash withdrawn from notice and short-term deposit	103.1		41.1	
Cash invested on notice and short-term deposit	(114.0)		(52.2)	
Net cash outflow from management of liquid resources		(10.9)		(11.1)
Financing				
(Decrease)/increase in borrowings	(0.8)		3.6	
Net cash (outflow)/inflow from financing		(0.8)		3.6
Increase in cash in the year		3.8		7.2

Notes

a Reconciliation of net income to net cash inflow from operating activities

	Year to 31 March 2015	Year to 31 March 2014
	£m	£m
Net income before revaluations	13.6	24.0
Deposit interest and investment income receivable	(0.5)	(0.5)
Depreciation charge	3.4	3.5
Profit on disposal of fixed assets	(2.7)	(2.7)
Decrease in stocks	0.1	0.1
Decrease/(increase) in debtors	3.1	(6.9)
Increase in creditors and provisions	4.0	2.0
FRS17 difference between pension contributions and current service costs	(6.7)	(3.3)
Net cash inflow from operating activities	14.3	16.2

b Analysis of net funds

	At 1 April 2014	Cash flow movement	At 31 March 2015
	£m	£m	£m
Cash at bank and in hand	42.1	3.8	45.9
Cash on notice and short-term deposit	29.1	10.9	40.0
Debt due within one year	(4.0)	(3.4)	(7.4)
Debt due after one year	(8.5)	4.2	(4.3)
Net funds	58.7	15.5	74.2

c Reconciliation of net cash flow to movement in net funds

	2015	2014
	£m	£m
Increase in cash	3.8	7.2
Cash outflow from increase in liquid resources*	10.9	11.1
Cash outflow/(inflow) from financing	0.8	(3.6)
Net funds at 1 April	58.7	44.0
Net funds at 31 March	74.2	58.7

* Liquid resources comprise monies held on notice and short-term Money Market accounts.

NOTES TO THE FINANCIAL STATEMENTS

1 ACCOUNTING POLICIES

a. Accounting conventions

The financial statements are prepared on a going concern basis, 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 financial statements are prepared in compliance with the Companies Act 2006, the Charities Act 2011, Accounting and Reporting by Charities: Statement of Recommended Practice 2005 (Revised 2008) ('the SORP'), the Charities Accounts (Scotland) Regulations 2006 and Charities and Trustee Investment (Scotland) Act 2005, and applicable accounting standards in the United Kingdom.

The charity has adjusted the formats from those prescribed by the Companies Act 2006 to include headings that are relevant to its activities, to enable it to show a true and fair view. No separate Statement of Financial Activities (SOFA) is presented for the charity itself as permitted by section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

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 company, Oxfam Activities Limited (OAL), are consolidated with the financial statements of Oxfam on a line-by-line basis.

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 2014, with any movement to 31 March 2015 not considered material. Finance for Development Limited's accounts are prepared under International Financial Reporting Standards (IFRS) which are materially consistent with Oxfam's Accounting Policies.

Oxfam holds 100% of the shares in SEIF Limited, a company registered in the United Kingdom. The accounts are consolidated with the accounts of Oxfam on a line-by-line basis.

Oxfam Activities Limited holds 100% of the shares in Fripp Ethique SARL, a company based in Senegal. The company is considered a subsidiary of Oxfam Activities Limited and has been consolidated in Oxfam's accounts on a line-by-line basis, based on its year-end accounts to 31 December 2014, with any movement to 31 March 2015 not considered material. Fripp Ethique SARL's accounts are prepared under Senegalese reporting requirements which are materially consistent with Oxfam's Accounting Policies.

Oxfam Activities Limited holds a 10.8% shareholding in Cafédirect. Cafédirect is not considered an associate and has not been consolidated.

Oxfam Activities Limited holds a 50% shareholding (one £1 ordinary share) in the Guardian Share Company Limited. This company is owned by two of the four founders of Cafédirect and has a right to nominate a director to the Cafédirect Board. The consent of the Guardian Share Company is also required for the appointment of the Chair of the Board and for any changes to Cafédirect's Gold Standard. The accounts of this company have not been included on the grounds of materiality.

Just Energy Limited, a company limited by guarantee, is considered a subsidiary of Oxfam, since Oxfam controls the company through its 100% membership of the board of directors. The company is not consolidated since it had not commenced trading by 31 March 2015 and the pre-trading position of the company is not material to these financial statements.

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(a)).

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 FRS17 - Retirement Benefits, a pension reserve is included within unrestricted funds representing the defined benefit pension scheme and growth plan deficits.

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. Incoming resources

Income, including donations, legacies and investment income is recognised in the period in which Oxfam is entitled to receipt and where the amount can be measured with reasonable certainty.

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

Grants from governments and other agencies have been included as 'Incoming resources 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 as 'Voluntary income'. Income is recognised in accordance with the terms of the funding agreement or contract.

Income received in the year has been deferred in respect of specific fundraising events taking place after the year-end.

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received and residuary legacies when the final accounts under the will are received. Reversionary legacies are not recognised during the lifetime of the original beneficiary under the will.

Gifts-in-kind - food aid, for which Oxfam accepts full responsibility for distribution, is included in 'Voluntary income' at its market value when it is distributed, and under 'Charitable activities' at the same value and time.

Gifts-in-kind - properties, investments, and other fixed assets donated to the charity are included as 'Voluntary income' at market value at the time of receipt.

Donated services and facilities are included as 'Voluntary income' 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.

In many cases costs are incurred on projects before the relevant restricted income is received. Therefore, unless contrary to a donor's wishes, interest income generated from restricted funds is treated as unrestricted, to cover the pre-financing costs incurred.

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

e. Costs of generating funds

Costs of generating funds comprise the costs incurred in commercial trading activities, fundraising and managing investments. Trading costs cover all the costs of the shops and other trading activities, including the costs of goods sold. Fundraising costs include the costs of advertising, producing publications, printing and mailing fundraising material, staff costs in these areas, and an appropriate allocation of central overhead costs. Investment management costs represent staff costs.

f. Charitable expenditure

Charitable expenditure 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 contract. Standard partner contracts are typically for a year's duration, but can span several years. The contracts contain conditions, the fulfilment of which is under the control of Oxfam. For contracts in place at the year-end that include payments to be made in future years, these payments are disclosed in Note 21 to the accounts as commitments.

Costs of activities in furtherance of the charity's objects 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.

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.

Support costs represent the costs of providing direct 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 and corporate communications.

i. 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.

j. Fixed asset investments

Fixed asset investments include freehold properties that Oxfam is required to retain until conditions specified by the donor have been met. The consequence of these conditions is that it is unlikely that Oxfam will be able to realise its investment in the foreseeable future. Included in this are properties where the proceeds, once realised, will be used for charitable purposes, rather than reinvestment. These fall within the definition of current asset investments given in the SORP. However, due to the specific circumstances relating to these properties, the Trustees consider it appropriate to classify them as fixed asset investments.

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

Programme-related investments are investments made directly in pursuit of Oxfam's charitable purposes. Oxfam's investment in the Small Enterprise Impact Investing Fund and 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.

k. Stocks

Bought-in goods are valued at the lower of cost and net realisable value. Unsold donated items are not included in closing stock since their cost is nil and their value is uncertain until sold.

Humanitarian supplies are valued at cost, with obsolete stock written off. Goods in transit to overseas projects are removed from stock and included in programme expenditure when released from the warehouse.

l. Provisions

In general, provisions for future liabilities are recognised when Oxfam has a legal or constructive financial obligation that can be reliably estimated and for which there is an expectation that payment will be made.

m. Foreign currencies

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 charitable activity expenditure for the period in which they are incurred. The net of all other foreign exchange gains and losses is included either in 'Other incoming resources' if it is a net gain or 'Other resources expended' if it is a net loss.

Restricted contract balances have been retranslated at the rate of exchange prevailing at the Balance Sheet date. The resulting exchange gain or loss has been reflected as a transfer between restricted and unrestricted funds.

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.

n. Pension scheme

Oxfam operates defined benefit and defined contribution pension schemes.

Defined benefit scheme

The pension liabilities and assets are recorded in line with FRS17, with a valuation undertaken by an independent actuary. FRS17 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 is used to determine the pension charge in the SOFA and the expected return on scheme assets and the interest cost on scheme liabilities 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. The resulting pension liability or asset is shown on the Balance Sheet.

The expected rate of return on scheme assets has been calculated on the following basis:

- Equities – Equity risk premium of 4% over gilt returns
- Property – 1% lower than equities
- Bonds – The yield on the relevant index/bond held at the beginning of the year
- Cash – Bank of England base rate.

Quoted securities have been valued at current bid prices.

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.

o. Micro-credit schemes

Oxfam provides funds under micro-credit schemes either direct to individual members of local communities or via local community groups. Oxfam generally retains a responsibility for managing these schemes until such time as it is possible to transfer the management responsibility to the local community. Under the SORP, these micro-credit schemes are treated as programme-related investments within Oxfam's individual company accounts. Within the group accounts, micro-credit schemes are 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, which is a locally registered organisation in Azerbaijan, are given in Note 10 to the accounts.

p. Operating leases

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

2 INCOMING RESOURCES

a. Voluntary income

			Year to 31 March 2015	Year to 31 March 2014
	Unrestricted £m	Restricted £m	Total £m	Total £m
Regular giving*	48.1	3.2	51.3	52.7
Legacies	13.7	0.1	13.8	14.1
Public donations, appeals, and fundraising events*	14.5	20.5	35.0	31.4
Disasters Emergency Committee (DEC) appeals	-	7.4	7.4	5.8
UK government: Department for International Development – Partnership Programme Arrangement	-	11.2	11.2	11.2
Gifts-in-kind	-	5.4	5.4	2.7
Donated services and facilities	0.7	-	0.7	0.4
	<u>77.0</u>	<u>47.8</u>	<u>124.8</u>	<u>118.3</u>

* Includes related Gift Aid.

The value of gifts-in-kind not distributed at 31 March 2015 is £0.1m (2013/14: £0.1m).

At 31 March 2015, 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 £9.3m (2013/14: £6.2m). Accrued legacy income included within the accounts amounts to £1.0m (2013/14: £1.0m).

b. Activities for generating funds: trading income

	Oxfam	Oxfam Activities Limited	Frip Ethique	Year to 31 March 2015	Year to 31 March 2014
	£m	£m	£m	Total £m	Total £m
Turnover from donated goods	71.2	4.5	2.3	78.0	80.7
Turnover from purchased goods	-	7.8	-	7.8	7.3
Other trading income	0.3	0.9	-	1.2	1.4
Total trading sales	<u>71.5</u>	<u>13.2</u>	<u>2.3</u>	<u>87.0</u>	<u>89.4</u>
Direct trading expenses – donated goods	50.4	4.1	2.3	56.8	57.4
Direct trading expenses – purchased goods	-	8.5	-	8.5	9.5
Support costs	1.4	-	-	1.4	2.0
Total trading costs	<u>51.8</u>	<u>12.6</u>	<u>2.3</u>	<u>66.7</u>	<u>68.9</u>
Net trading income	<u>19.7</u>	<u>0.6</u>	<u>-</u>	<u>20.3</u>	<u>20.5</u>
<i>In addition, the following other amounts were collected through the shops and are included in voluntary income:</i>					
Oxfam Unwrapped net income	1.1	-	-	1.1	1.1
Unrestricted donations	0.4	-	-	0.4	0.7
Restricted donations	1.1	-	-	1.1	1.4
Total net trading income	<u>22.3</u>	<u>0.6</u>	<u>-</u>	<u>22.9</u>	<u>23.7</u>

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

c. Investment income

	Year to 31 March 2015	Year to 31 March 2014
	£m	£m
Deposit interest – unrestricted	0.5	0.4
Deposit interest – restricted	-	0.1
	<u>0.5</u>	<u>0.5</u>

d Incoming resources from charitable activities

i. Income from government, institutional donors, and other public authorities

	Year to 31 March 2015 £m	Year to 31 March 2014 £m
Governments*	60.6	49.3
Multilateral organisations**	75.6	71.7
Oxfam Affiliates***	31.0	36.4
International foundations, grant makers, and other donors	13.3	15.0
	<u>180.5</u>	<u>172.4</u>

	Year to 31 March 2015 £'000	Year to 31 March 2014 £'000
* Governments		
Austria	300	312
Canada	235	-
Denmark	645	-
Finland	927	-
Germany	305	266
Ireland	184	2,358
Netherlands	1,294	1,160
New Zealand	533	511
Norway	283	574
Sweden	12,441	14,117
Switzerland	2,267	1,537
United Kingdom	45,913	34,322
United States	6,227	4,934
Other	231	420
	<u>71,785</u>	<u>60,511</u>

£11.2m (2013/14: £11.2m) of income from governments is reflected as voluntary income (Note 2a), in respect of the DFID PPA, and £60.6m (2013/14: £49.3m) as income from charitable activities (Note 2d).

** Multilateral organisations

	£'000	£'000
CABI	119	-
European Commission Directorate General for Humanitarian Aid and Civil Protection (ECHO)	31,644	29,374
European Commission Directorate General for Development and Cooperation (EuropeAid)	9,027	14,114
International Organization for Migration (IOM)	101	140
Tiltonse Fund	32	134
United Nations Childrens Fund (UNICEF)	10,967	8,161
United Nations Development Programme	4,030	1,362
United Nations Economic and Social Commission for Asia and the Pacific (ESCAP)	18	-
United Nations Food and Agricultural Organization (FAO)	108	172
United Nations High Commissioner for Refugees (UNHCR)	1,486	5,727
United Nations Office for Coordination of Humanitarian Affairs (OCHA)	2,000	1,801
United Nations Office for Project Services	4	1
United Nations Population Fund	-	50
United Nations Women	-	(6)
United Nations World Food Programme (WFP)	15,413	9,042
United Nations World Health Organization (WHO)	81	518
World Bank	554	1,064
	<u>75,584</u>	<u>71,654</u>

*** Oxfam affiliates

	£'000	£'000
Oxfam America	1,314	4,825
Oxfam Australia	5,634	8,552
Oxfam Belgium	2,447	3,090
Oxfam Canada	2,222	4,192
Oxfam France	211	386
Oxfam Germany	619	661
Oxfam Hong Kong	1,625	2,257
Oxfam Intermón	2,818	1,805
Oxfam International	948	466
Oxfam Ireland	821	1,929
Oxfam Japan	39	32
Oxfam Mexico	-	111
Oxfam New Zealand	156	1,214
Oxfam Novib	7,329	4,820
Oxfam Quebec	4,826	2,104
	<u>31,009</u>	<u>36,444</u>

Income from DFID by contract title

		Year to 31 March 2015	Year to 31 March 2014
	Country	£'000	£'000
DFID – Resources for specific programmes			
Consortium for Sustainable WASH in Fragile Contexts (SWIFT)	Global	7,473	-
DFID Humanitarian Assistance and Resilience Building in Western Yemen	Yemen	4,597	4,007
Freetown WASH Consortium (DFID Phase 2)	Sierra Leone	3,615	2,837
Emergency response to the Ebola outbreak	West Africa	3,071	-
Supporting Vulnerable Communities Affected by Food Insecurity in the Sahel	West Africa	1,879	3,150
Support to Civic Participation in Constitutional Review Process, Phase II	Tanzania	1,759	-
Gender Empowered Markets	Global	1,383	-
Emergency WASH Support for the Conflict Affected Population in Syria	Syria	1,325	1,380
Strengthening African Citizens' Participation in Policy Development	Africa	1,095	-
Vietnam Empowerment and Accountability Project	Vietnam	1,050	476
Addressing the Immediate and Longer-term Needs of Refugees and Host Communities	Lebanon	974	1,561
Typhoon Hagupit/Ruby Response	Philippines	750	-
Earthquake Preparedness in the Kathmandu Valley and Urban Risk Management	Nepal	642	611
Resilience through Economic Empowerment, Climate Adaptation, Learning and Leadership	Bangladesh	631	786
A Consortium Initiative for Strengthening Myanmar Civil Society through Innovation	Myanmar	510	91
Support to Civic Participation in Constitutional Review Process	Tanzania	492	1,036
DFID Sanitation Marketing Programme in Gemena Equateur Province, DRC	DRC	475	-
DFID Emergency WASH for Conflict-Displaced Families in Gaza	OPTI	400	-
Strengthening Community Resilience in Wajir	Kenya	397	119
Lost Generation Initiative – DFID Match Funding Scheme	Lebanon	364	-
Mid-West Flood and Landslide Response and Transitional Recovery Project	Nepal	306	-
DFID Recovery for Flood-Affected People in Northwest Bangladesh	Bangladesh	300	-
Ensuring Food and Nutrition Security in a Time of Volatility	UK	282	230
Livelihood Support in the Poorest Households in Niger	Niger	199	-
Improving Access to Humanitarian Evidence	Global	149	-
INGO Partnership Agreement Programme (IPAP)	India	141	547
Protecting Our Lands, Resources and Rights	Global	105	-
WASH in Schools in Tanzania	Tanzania	73	45
Building Resilience and Adaptation to Climate Extremes and Disasters	Myanmar	59	-
Research: Cash and Vouchers in the Humanitarian Sector	Global	51	39
Other contracts		(241)	6,100
		<u>34,306</u>	<u>23,015</u>
DFID – Governance and Transparency Fund			
Raising Her Voice: Promoting Poor Women's Participation in Governance	Global	-	80
DFID – Partnership Programme Arrangement (see Note 2a)			
Partnership Programme Arrangement (PPA)	Global	11,171	11,171

Income from EuropeAid by contract title

		Year to 31 March 2015	Year to 31 March 2014
	Country	£'000	£'000
Towards a new direction – supporting agricultural cooperation in Georgia	Georgia	1,947	802
Empowering CSO Networks in an Unequal Multi-Polar World	BRICSAM	809	665
Bridging the gap of inequality: Investing in People and their institutions	Kenya	691	-
Sustainable Livelihoods through Value Chain Development for Pastoral Communities	Kenya	689	-
Improving Availability of Reproductive Health Services in the Autonomous Region	Philippines	638	-
Improving Regional Food Security in Georgia, Azerbaijan and Armenia.	South Caucasus	578	393
Pasa V Mobilisation Communautaire pour Réduction d'Insécurité Alimentaire et Nutrien	Mali	363	(51)
Restoration of Access to Education through Water Supply and Handwashing Provision	Liberia	350	-
Promoting food security in Southeast Liberia	Liberia	303	-
Strengthen partnership toward participatory and accountable governance of land	Cambodia	235	259
Chtaura Water Network Supply and Rehabilitation	Lebanon	212	-
Turkana Millennium Development Goals WASH programme	Kenya	175	652
Research: Food Security, Policies and New Business Models for Small Markets	Latin America	173	-
Rural regeneration in central Azerbaijan – supporting small-scale farmers	Azerbaijan	172	256
Developing the value chain for subsistence and small-scale farmers in OPTI	OPTI	171	(57)
Improved Access to Equitable Quality Basic Education in Community Schools	Zambia	170	-
Land Rights and Natural Resources of Small Farmers in Northern Thailand	Thailand	163	114
Increasing civil society participation in national policy dialogue in Armenia	Armenia	159	124
BON Amélioration des conditions nutrition sanitaires des femmes au nord est	Haiti	151	198
Non-state Actors Promoting Budget Transparency	Asia	144	-
Food Security and Livelihoods Project	Zimbabwe	141	-
Rural Sustainable Energy Development in Zimbabwe	Zimbabwe	96	376
Access to WASH facilities for poor peri-urban and rural communities	Angola	96	-
Protect women against violence, exploitation and sexual abuse	Haiti	89	122
Water and Sanitation Rehabilitation and Reconstruction in DI Khan District	Pakistan	85	-
Improving livelihoods and Public Policies for Producers in Copan	Honduras	78	-
Ending Torture and Ill-Treatment of Women in Police Custody in Pakistan	Pakistan	64	(65)
Empowering Women for the Realisation of Their Rights in Afghanistan	Afghanistan	58	13
Other contracts		27	10,313
		<u>9,027</u>	<u>14,114</u>

Income from the Big Lottery Fund by project

	Year to 31 March 2015 £'000	Year to 31 March 2014 £'000
Building Livelihoods and Strengthening Communities in Wales	317	133
Sanctuary in Wales	171	207
Link farmers to markets to feed the city, Guatemala	154	24
	<u>642</u>	<u>364</u>

Expenditure on these projects was: Building Livelihoods and Strengthening Communities in Wales £313,000 (2013/14: £243,000), Sanctuary in Wales £180,000 (2013/14: £165,000), Linking Farmers to Markets in Guatemala £149,000 (2013/14: £1,000).

Further information on our donors is provided in the Acknowledgements (page 65).

ii. Primary purpose trading

	Year to 31 March 2015 £m	Year to 31 March 2014 £m
Income		
Micro-credit schemes	4.8	4.5
Sale of humanitarian equipment	0.6	0.7
	<u>5.4</u>	<u>5.2</u>
Costs included within charitable activities		
Micro-credit schemes	(4.5)	(3.7)
Humanitarian equipment	(0.6)	(0.6)
Small enterprise investments	(0.1)	-
	<u>(5.2)</u>	<u>(4.3)</u>
Net income from primary purpose trading	<u>0.2</u>	<u>0.9</u>

e Other incoming resources

	Year to 31 March 2015 £m	Year to 31 March 2014 £m
Gain on disposal of fixed assets	2.7	2.7
Nursery fees	0.2	0.2
Miscellaneous overseas income	0.2	0.3
Other	0.1	0.1
	<u>3.2</u>	<u>3.3</u>

3 RESOURCES EXPENDED

a. Costs of generating voluntary income

Costs of generating voluntary income represent fundraising costs to raise both restricted and unrestricted income, excluding trading sales. This is analysed as follows:

	Year to 31 March 2015 £m	Year to 31 March 2014 £m
Regular giving	8.6	9.7
Legacies	0.2	0.2
Public donations, appeals, and fundraising events and Disasters Emergency Committee (DEC) appeals	7.5	6.3
Income from government, institutional donors, and other public authorities	1.4	1.6
Support costs	1.7	2.7
Other*	4.9	5.0
	<u>24.3</u>	<u>25.5</u>

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

b. Investment management costs

	Year to 31 March 2015 £m	Year to 31 March 2014 £m
Staff costs	0.1	0.1

c. Charitable activities

i. Functional analysis

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

	Activities undertaken directly £m	Grant funding of activities £m	Support costs* £m	Year to 31 March 2015 Total £m	Year to 31 March 2014 Total £m
Humanitarian	84.8	16.7	9.1	110.6	101.2
Gifts-in-kind (mainly Food Aid)	5.4	-	-	5.4	2.7
Total humanitarian	90.2	16.7	9.1	116.0	103.9
Development	97.7	51.0	13.4	162.1	144.7
Campaigning and advocacy	10.4	6.4	3.5	20.3	20.3
	198.3	74.1	26.0	298.4	268.9

* 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.

ii. Grants payable

The top 50 financial grant recipients in the year to 31 March 2015 are listed below.

Name of institution	Geographic region	No of grants	Year to 31 March 2015 £'000
1) Save the Children – UK	Global	8	2,695
2) Concern Worldwide	Global	9	2,349
3) Tearfund	Global	3	2,318
4) Action Against Hunger USA	Asia	1	1,934
5) Agency for Technical Cooperation and Development	Global	2	1,482
6) Kachin Baptist Convention	Asia	2	1,028
7) CARE International UK	Global	6	960
8) International Rescue Committee	Global	3	886
9) MA'AN Development Center – Gaza	MECIS	5	866
10) SAWA Group	MECIS	4	845
11) GOAL Ireland	West Africa	1	659
12) Undisclosed *	MECIS		636
13) Association Nigerienne pour la Dynamisation des Initiatives Locales	West Africa	5	633
14) Centre de Promotion Socio-Sanitaire	HECA	3	632
15) Horn of Africa Voluntary Youth Committee	HECA	4	612
16) Humanitarian Initiative Just Relief Aid	HECA	6	607
17) Programme de Promotion de Soins de Sante Primaires	HECA	2	601
18) Action Contre la Faim	West Africa	2	596
19) Fundación Acción Contra el Hambre	MECIS	2	595
20) Facilitator for Change Ethiopia	HECA	1	561
21) Department of Agriculture and Rural Development – Ben Tre Province	Asia	1	503
22) Bachte Shekha	Asia	4	480
23) Caritas Germany	HECA	2	477
24) Fundación para el Desarrollo Participativo Comunitario	LAC	7	472
25) Vétérinaires Sans Frontières Germany	HECA	1	431
26) WAVE Foundation	Asia	6	412
27) Médicos del Mundo, Sierra Leone	West Africa	1	409
28) Hydraulique Sans Frontières	HECA	1	408
29) Legal Aid Jordan	MECIS	6	358
30) Legal and Human Rights Centre	HECA	1	333
31) Dak Diye Jai	Asia	3	321
32) Practical Action	Global	3	317
33) Wajir South Development Association	HECA	5	315
34) Restless Development	HECA	2	298
35) Sanergy, Inc. (Fresh Life Initiative)	HECA	3	295
36) Utopia	MECIS	2	292
37) United Nations Development Programme	MECIS	2	289
38) Centro de Investigación, Capacitación y Apoyo a la Mujer	LAC	1	274
39) Heifer Project International	Southern Africa	3	271
40) Barguna Nari Jagaran Karmosuchi	Asia	5	265
41) Social-Life and Agricultural Development Organization	HECA	2	263
42) Applied Research Institute – Jerusalem	MECIS	3	257
43) Islamic Relief UK	Asia	1	257
44) VISCA Foundation for Agricultural and Rural Development	Asia	1	252
45) Rift Valley Children and Women Development Organization	HECA	1	245
46) Afghan Women's Educational Centre	Asia	2	243
47) Village Water Zambia	Southern Africa	3	243
48) Mancomunidad de Municipios Kakchiquel Chichoy Atitlán	LAC	3	238
49) Catalyst	West Africa	2	233
50) Samaj Kallyan Sangstha	Asia	8	227
			31,173

* Undisclosed due to sensitive information

Key to geographic regions:

HECA – Horn, East and Central Africa.

LAC – Latin America and the Caribbean.

MECIS – Middle East and Commonwealth of Independent States.

Global – the grants apply to more than one region.

The grants made by Oxfam to other Oxfams are listed below.

Name of other Oxfam	Geographic region	No of grants	Year to	Year to
			31 March 2015 £'000	31 March 2014 £'000
Oxfam America	Global, LAC	6	447	152
Oxfam Australia	Global, South Africa	4	207	27
Oxfam Belgium	Asia	2	16	(6)
Oxfam Canada	Global	3	126	3
Oxfam France	-	-	-	61
Oxfam Germany	Global	1	33	49
Oxfam Hong Kong	Global	1	95	114
Oxfam India	Global, Asia	6	1,266	1,619
Oxfam Italy	MECIS, LAC, Global	8	827	615
Intermón Oxfam	Global, West Africa, MECIS, LAC, HECA	21	1,876	1,920
Oxfam International	Global	5	4,566	4,591
Oxfam Ireland	HECA	2	186	294
Oxfam Japan	Global	1	32	-
Oxfam New Zealand	Global	1	71	417
Oxfam Novib	HECA, MECIS, Asia, West Africa, Global	25	3,642	2,835
Oxfam Mexico	LAC, Global	4	348	106
Oxfam Quebec	LAC	2	45	425
			13,783	13,222

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.

	Year to 31 March 2015 £'000	Year to 31 March 2014 £'000
Total value of 50 largest grants	31,173	23,091
Total value of grants to other Oxfams	13,783	13,222
Other grants	29,163	31,117
Total grants payable in furtherance of the charity's objects	74,119	67,430
Total number of grants made	1,191	1,337

iii. Costs of activities

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.

iv. 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, and corporate communications costs. Support costs are analysed as follows:

	Trading £m	Fundraising £m	Humanitarian £m	Development £m	Campaigning and advocacy £m	Year to 31 March 2015 Total £m	Year to 31 March 2014 Total £m
Regional programme support	-	-	3.5	5.0	0.3	8.8	9.2
Central programme support	-	-	4.1	6.2	1.5	11.8	10.0
Exchange rate differences	-	-	0.4	0.5	-	0.9	0.8
Central finance	0.5	0.2	0.4	0.6	-	1.7	1.4
Central human resources	0.3	0.4	0.6	1.0	0.5	2.8	2.4
Corporate communications	0.6	1.1	0.1	0.1	1.2	3.1	6.2
Total support costs	1.4	1.7	9.1	13.4	3.5	29.1	30.0
Unrestricted	1.4	1.7	5.8	8.6	3.5	21.0	19.5
Restricted	-	-	3.3	4.8	-	8.1	10.5
	1.4	1.7	9.1	13.4	3.5	29.1	30.0

The basis of allocation of support costs is detailed in the Accounting Policies under Note 1h.

d. Governance costs (see Note 1g)

	Year to 31 March 2015 £m	Year to 31 March 2014 £m
Finance and legal costs	0.2	0.2
Audit fee	0.2	0.2
Internal audit	0.4	0.4
Directors' costs	0.1	0.1
Communications	0.3	0.4
	1.2	1.3

e. Other resources expended

	Year to 31 March 2015 £m	Year to 31 March 2014 £m
Nursery costs	0.2	0.2
Defined pension scheme adjustment*	(3.2)	-
Other	0.1	0.2
	(2.9)	0.4

* The defined benefit pension scheme adjustment has arisen from changes to the earnings growth cap assumption for the scheme valuation at 31 March 2015, resulting in a reduction in costs, primarily in past service contributions.

4 EMPLOYEES

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

Oxfam Group

	Year to 31 March 2015 Headcount	Year to 31 March 2014 Headcount	Year to 31 March 2015 FTE	Year to 31 March 2014 FTE
GB payroll				
Trading	1,065	1,062	865	853
Fundraising	143	146	137	139
Corporate functions	305	262	269	228
Campaigns and policy	141	169	124	155
Communications	55	78	52	73
Programme headquarters	209	202	193	182
Programme overseas	374	332	371	329
	2,292	2,251	2,011	1,959
Overseas payroll	3,198	2,910	3,192	2,896
	5,490	5,161	5,203	4,855

The staff numbers for Oxfam only are the same as above except that Trading includes 100 (2013/14: 103) OAL staff and Overseas payroll includes 170 (2013/14: 144) staff for Finance for Development Ltd and 39 (2013/14: 39) staff for Fripp Ethique SARL.

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

5 STAFF COSTS

	Year to 31 March 2015 £m	Year to 31 March 2014 £m
GB payroll		
Wages and salaries	58.8	56.2
Social security costs	4.0	4.0
Other pension costs*	3.4	3.3
GB payroll staff costs	66.2	63.5
Overseas payroll staff costs	46.5	44.9
Total staff costs	112.7	108.4

* The charge to the SOFA for the year was £2.9m (2013/14: £3.5m), representing pension contributions (£3.4m as above, 2013/14: £3.3m), adjusted following the defined benefit scheme actuarial valuation to reflect the actual service cost.

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 more than 26,000 volunteers throughout Great Britain.

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 assignment 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 additional tax in countries with high tax rates. Four out of the seven employees with earnings over £100,000 are in receipt of payments which include pension allowance, accommodation and education benefits or payments for additional tax in countries with high tax rates. Reimbursement for overseas pension expenses has been included for 14 out of the 36 overseas staff.

The Chief Executive's earnings for 2014/15 were £122,538 (2013/14: £121,294), with a pension contribution of £12,320 (2013/14: £12,170). The earnings of the Leadership Team (including the CEO) for 2014/15 were £819,622, relating to nine roles to December 2014, and eight roles for the rest of the year to March 2015. Earnings for the Leadership Team and CEO are included in the table below.

	UK Year to 31 March 2015 Number	Overseas Year to 31 March 2015 Number	Total Year to 31 March 2015 Number	Total Year to 31 March 2014 Number
£60,000 to £69,999	19	16	35	29
£70,000 to £79,999	4	10	14	16
£80,000 to £89,999	5	3	8	4
£90,000 to £99,999	3	3	6	6
£100,000 to £109,999	1	3	4	1
£110,000 to £119,999	1	1	2	1
£120,000 to £129,999	1	-	1	3

The rise from last year mainly reflects some people coming into the £60k bracket for the first time.

Retirement benefits are accruing under a defined benefit scheme for four (2013/14: five) higher-paid employees. In addition, Oxfam paid £181,675 (2013/14: £168,560) into a defined contribution pension scheme for 32 (2013/14: 28) higher-paid employees.

6 TRUSTEES' AND CHIEF EXECUTIVE'S EXPENSES

Members of Oxfam's Council of Trustees receive no remuneration for their services. Directly incurred expenses of the Trustees borne by the charity in 2014/15, paid to 14 Trustees (2013/14: 12), were £19,043 (2013/14: £12,780). A Council meeting is usually held overseas once every three years, with the next one due in July 2015.

Directly incurred expenses of the Chief Executive in 2014/15 were £18,832 (2013/14: £24,693).

The most significant element of the Trustees' and Chief Executive's expenses is the cost of visits to overseas programmes.

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 2015 £m	Year to 31 March 2014 £m
Depreciation of tangible fixed assets	3.4	3.5
Gain on disposal of fixed assets	(2.7)	(2.7)
Hire of vehicles and equipment	6.1	4.2
Property rental	23.1	21.8
Auditors' remuneration – statutory audit (GB)*	0.2	0.2
Rental income	(0.4)	(0.5)
Exchange rate differences	0.2	1.9
Irrecoverable VAT	1.6	1.8

* Auditors' remuneration includes £0.1m (2013/14: £0.1m) in respect of donated services.

The reported exchange rate loss was £0.2m (2013/14: loss £1.9m). This reported loss consists of two elements:

- Realised exchange gains/losses resulting from carrying out transactions in multiple currencies, receiving income predominantly in Sterling and Euros and incurring charitable expenditure in US Dollars and other foreign currencies (net gain of £0.4m; 2013/14 net gain of less than £0.1m).
- Unrealised gains/losses resulting from the fluctuation in the Sterling value of assets and liabilities, mainly foreign currency bank account balances, held during the year (net loss £0.6m; 2013/14 net loss £1.9m).

9 TANGIBLE ASSETS

Oxfam	Freehold property £m	Leasehold property £m	Furniture, fixtures, equipment £m	Motor vehicles £m	Total £m
Cost					
At 1 April 2014	5.5	6.8	35.1	5.4	52.8
Additions	-	0.8	1.7	0.4	2.9
Disposals	(1.1)	-	(0.2)	(0.3)	(1.6)
At 31 March 2015	4.4	7.6	36.6	5.5	54.1
Accumulated depreciation					
At 1 April 2014	2.4	3.9	30.6	3.8	40.7
Charge for the year	0.1	0.9	1.7	0.7	3.4
Disposals	(0.5)	-	(0.2)	(0.3)	(1.0)
At 31 March 2015	2.0	4.8	32.1	4.2	43.1
Net book value					
At 31 March 2015	2.4	2.8	4.5	1.3	11.0
At 31 March 2014	3.1	2.9	4.5	1.6	12.1

Oxfam Group	Freehold property £m	Freehold property £m	Furniture, fixtures, equipment £m	Motor vehicles £m	Total £m
Cost					
At 1 April 2014	5.5	6.8	35.4	5.4	53.1
Additions	-	0.8	1.7	0.4	2.9
Disposals	(1.1)	-	(0.3)	(0.3)	(1.7)
At 31 March 2015	4.4	7.6	36.8	5.5	54.3
Accumulated depreciation					
At 1 April 2014	2.4	3.9	30.8	3.8	40.9
Charge for the year	0.1	0.9	1.7	0.7	3.4
Disposals	(0.5)	-	(0.3)	(0.3)	(1.1)
At 31 March 2015	2.0	4.8	32.2	4.2	43.2
Net book value					
At 31 March 2015	2.4	2.8	4.6	1.3	11.1
At 31 March 2014	3.1	2.9	4.6	1.6	12.2

The book value of land (which is not depreciated) included in freehold properties is £0.8m (2013/14: £1.1m). The value of freehold property held at 31 March 2015 is £8.4m (2013/14: £10.5m).

All tangible fixed assets are held for charitable use.

10 INVESTMENTS

Oxfam	Freehold Property £m	Cash £m	Unquoted * £m	Investments Total £m	Programme- related investments Unquoted £m	Fixed asset investments Total £m
Market value:						
At 1 April 2014	0.5	2.5	1.6	4.6	2.1	6.7
Additions	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-
Disposals	(0.3)	-	-	(0.3)	-	(0.3)
At 31 March 2015	0.2	2.5	1.6	4.3	2.1	6.4

Oxfam Group	Freehold Property £m	Cash £m	Unquoted £m	Investments Total £m	Programme- related investments Unquoted £m	Fixed asset investments Total £m
Market value:						
At 1 April 2014	0.5	2.5	-	3.0	2.2	5.2
Additions	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-
Disposals	(0.3)	-	-	(0.3)	-	(0.3)
At 31 March 2015	0.2	2.5	-	2.7	2.2	4.9

a Investments

* This includes 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 £0.1m (2013/14: £0.4m) are included in the Balance Sheet at market value of £0.2m (2013/14: £0.5m). 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.

At 31 March 2015, Oxfam had an interest in the following subsidiary undertakings:

Organisation name	Country of registration	Nature of business	Class of share capital held	Parent company interest	Consolidation	Year-end date
Oxfam Activities Ltd	United Kingdom	Raises funds through trading activities	Ordinary	100%	Yes	31 March
Finance for Development Ltd	Azerbaijan	Micro-credit scheme	Ordinary	100%	Yes	31 December
Frip Ethique SARL	Senegal	Second-hand clothing	Ordinary	100%	Yes	31 December
SEIF Ltd	United Kingdom	Small Enterprise Investments	Ordinary	100%	Yes	31 March
Just Energy Ltd	United Kingdom	Renewable energy projects	N/A	100%	No (dormant)	31 March

The aggregate total amount invested in all Oxfam's subsidiaries is £1.6m (2013/14: £1.6m).

The financial results of the subsidiaries for the year were:

	Oxfam Activities Ltd		Finance for Development Ltd		Frip Ethique SARL	
	Year to 31 March 2015	Year to 31 March 2014	Year to 31 December 2014	Year to 31 December 2013	Year to 31 December 2014	Year to 31 December 2013
	£m	£m	£m	£m	£m	£m
Income	14.5	15.6	4.8	4.5	2.3	2.1
Expenditure	(13.9)	(15.5)	(4.5)	(3.7)	(2.3)	(2.0)
Trading profit	0.6	0.1	0.3	0.8	-	0.1
Loan interest paid to Oxfam	-	-	-	-	-	-
Profit Gift Aided to Oxfam	(0.6)	(0.1)	-	-	-	-
Profit for the year	-	-	0.3	0.8	-	0.1
	At 31 March 2015	At 31 March 2014	At 31 December 2014	At 31 December 2013	At 31 December 2014	At 31 December 2013
	£m	£m	£m	£m	£m	£m
Net assets	-	-	4.4	4.1	0.2	0.2

SEIIF Ltd – Income and expenditure for 2014/15 were both £0.1m, resulting in Enil net assets at 31 March 2015 (2013/14: results and net assets were less than £0.1m). Just Energy Ltd was dormant for both 2014 and 2015 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 Great Britain	South Africa	As per Oxfam
Oxfam (in Korea)	South Korea	As per Oxfam

b Programme-related investments

Cafédirect plc

This comprises 903,000 ordinary shares of 25p each in Cafédirect plc, a company registered in Scotland, which represents a 10.8% (2013/14: 10.8%) 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 Limited

Oxfam Activities Limited holds a 50% (2013/14: 50%) shareholding (one £1 ordinary share) in the Guardian Share Company Limited, a company registered in the UK. This company, which is jointly owned by two of the founding members of Cafédirect plc (including OAL), aims to promote fair trade through Cafédirect plc, through its holding of one 25p special share in Cafédirect plc.

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 Limited, a locally registered micro-credit scheme, are set out above and in Notes 1b and 1j.

Small Enterprise Impact Investing Fund

Oxfam has invested £2.1m in the Small Enterprise Impact Investing Fund, an innovative financial product based in Luxembourg, which aims to make a real difference to the developing world by investing in the small and medium enterprise sector. Oxfam's value in the fund at 31 March 2015 was £2.4m.

11 STOCKS

	Oxfam		Oxfam Group	
	2015 £m	2014 £m	2015 £m	2014 £m
Oxfam trading stocks	-	-	1.2	1.2
Humanitarian supplies	1.5	1.6	1.5	1.6
	1.5	1.6	2.7	2.8

Trading and other stocks relate to goods for resale. Humanitarian supplies represent equipment to be used in emergency response.

12 DEBTORS

	Oxfam		Oxfam Group	
	2015 £m	2014 £m	2015 £m	2014 £m
Amounts falling due within one year				
Loans by micro-credit schemes	-	-	10.8	12.0
Other debtors	3.7	4.1	4.4	4.9
Prepayments	6.8	7.1	6.8	7.2
Accrued income	4.4	1.3	4.4	1.4
Tax recoverable	8.7	11.4	8.7	11.4
Amounts due from institutional donors	18.0	18.2	18.0	18.2
	41.6	42.1	53.1	55.1
Amounts falling due outside one year				
Loans by micro-credit schemes	-	-	2.5	3.6
Other debtors	0.7	0.7	0.8	0.8
	0.7	0.7	3.3	4.4
Total debtors	42.3	42.8	56.4	59.5

13 CASH AT BANK AND IN HAND

	Oxfam		Oxfam Group	
	2015 £m	2014 £m	2015 £m	2014 £m
Cash on notice and short-term deposit	40.0	29.1	40.0	29.1
Cash and bank balances	43.0	40.5	45.9	42.1
	83.0	69.6	85.9	71.2

14 CREDITORS – AMOUNTS FALLING DUE WITHIN ONE YEAR

	Oxfam		Oxfam Group	
	2015 £m	2014 £m	2015 £m	2014 £m
Loans to micro-credit schemes*	-	-	7.4	4.0
Trade creditors	4.8	4.3	4.9	5.2
Amounts due to subsidiaries	0.3	0.2	-	-
Other tax and social security	0.5	0.4	0.5	0.4
Other creditors	5.7	5.4	5.8	5.5
Accruals	14.1	11.8	14.2	12.0
Deferred income**	0.8	0.3	0.8	0.3
	26.2	22.4	33.6	27.4

* There is no security on the loans. The rate of interest varies according to the loan provider, with the average approximately 10%.

** Deferred income of £0.8m arose in the year and £0.3m brought forward from 2013/14 was released.

15 CREDITORS – AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Oxfam		Oxfam Group	
	2015 £m	2014 £m	2015 £m	2014 £m
Loans to micro-credit schemes*	-	-	4.3	8.5
Other creditors	0.6	0.7	0.6	0.7
	0.6	0.7	4.9	9.2

* See Note 14

16 PROVISIONS FOR LIABILITIES AND CHARGES

	End of contract	Dilapidations	Other	Oxfam total	OAL dilapidations	OAL other	Oxfam Group total
	£m	£m	£m	£m	£m	£m	£m
At 1 April 2014	6.3	1.9	0.6	8.8	0.2	-	9.0
Arising in the year	2.3	0.1	0.3	2.7	-	0.2	2.9
Utilised/released in the year	(1.5)	-	(0.1)	(1.6)	-	-	(1.6)
At 31 March 2015	7.1	2.0	0.8	9.9	0.2	0.2	10.3

The end of contract provision is a two-fold arrangement for staff on non-UK contracts. The first element is a gratuity, where a lump sum is paid at the end of their contract in lieu of Oxfam paying monthly amounts into a pension scheme. The second element is a loyalty bonus, which is paid specifically to staff on fixed-term contracts as an incentive to complete the full period of service.

The provision for dilapidations is to cover the probable future costs of restoring properties to their required condition at the end of their lease.

Where appropriate, provision has been made for anticipated costs in respect of the Oxfam 2020 change programme, where decisions had been made and communicated by 31 March 2015.

17 CONTINGENT LIABILITIES

The following contingent liabilities existed at 31 March 2015: ongoing legal cases in Kenya (£0.1m) and Chad (£0.1m).

Members of Oxfam's defined benefit scheme are entitled to join a Pension Trust 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 2014 has been calculated as £1.2m (2013/14: £1.0m). 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.

18 ENDOWMENT FUNDS

	Oxfam and Oxfam Group			
	At 1 April 2014	Income in year	Unrealised gain in year	At 31 March 2015
	£m	£m	£m	£m
Permanent endowment funds				
The Mary & Henry Makinson Spink Memorial Fund	1.4	-	-	1.4
The Ellen & Ronald Carr-Webb Memorial Trust Fund	1.0	-	-	1.0
Other permanent endowment funds	0.2	-	-	0.2
	2.6	-	-	2.6

Income generated by The Mary & Henry Makinson Spink Memorial Fund 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			At 31 March 2015 £m
	At 1 April 2014* £m	Income £m	Expenditure £m	
Regional funds				
Asia	13.5	41.6	(46.6)	8.5
LAC	3.2	7.3	(8.8)	1.7
HECA	7.6	32.5	(36.9)	3.2
West Africa	2.1	34.1	(31.4)	4.8
Humanitarian	1.3	19.6	(14.8)	6.1
MECIS	11.6	49.5	(49.3)	11.8
Southern Africa	1.0	6.1	(6.0)	1.1
Campaigns and policy	0.2	3.1	(2.2)	1.1
Goods and services in kind	-	5.4	(5.4)	-
Oxfam Unwrapped	1.5	2.0	(2.2)	1.3
Other funds	4.8	6.1	(6.4)	4.5
DFID – Partnership Programme Arrangement	0.2	11.2	(10.9)	0.5
Appeals				
Syria crisis	3.1	0.5	(1.9)	1.7
Philippines typhoon	2.3	0.1	(1.3)	1.1
South Sudan crisis	-	2.1	(1.2)	0.9
Gaza response	-	1.5	(0.4)	1.1
Ebola crisis	-	4.9	(2.0)	2.9
Cyclone Pam	-	0.7	(0.1)	0.6
	52.4	228.3	(227.8)	52.9

* Some balances at 1 April 2014 have been recategorised.

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 period, 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 2015 amounted to £11.8m (2013/14: £10.8m). 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:

Oxfam	General reserves	Designated fund fixed assets	Designated fund other	Pension reserves	Total
	£m	£m	£m	£m	£m
At 1 April 2014	27.3	12.4	6.9	(30.9)	15.7
Surplus/(deficit) for the year	9.4	(0.7)	0.9	3.2	12.8
Gains and losses	-	-	-	(11.5)	(11.5)
Transfers between funds	(7.3)	(0.7)	4.4	3.6	-
At 31 March 2015	29.4	11.0	12.2	(35.6)	17.0

Oxfam Group	General reserves	Designated fund fixed assets	Designated fund other	Pension reserves	Funds held in non-charitable subsidiary	Total
	£m	£m	£m	£m	£m	£m
At 1 April 2014	27.3	12.5	11.2	(30.9)	-	20.1
Surplus/(deficit) for the year	9.4	(0.7)	1.2	3.2	-	13.1
Gains and losses	-	-	-	(11.5)	-	(11.5)
Transfers between funds	(7.3)	(0.7)	4.4	3.6	-	-
At 31 March 2015	29.4	11.1	16.8	(35.6)	-	21.7

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

	At 1 April 2014	Net income/ (expenditure) in the year	Transfers between funds	At 31 March 2015
	£m	£m	£m	£m
Network Project	2.4	(2.3)	-	0.1
Strategic Investment Fund	4.5	(1.0)	1.0	4.5
Major Donor Fund	-	3.1	-	3.1
Inter-affiliate funding	-	1.1	-	1.1
Deferred Expenditure Fund	-	-	3.4	3.4
Oxfam	6.9	0.9	4.4	12.2
Micro-credit scheme retained reserves	4.1	0.3	-	4.4
Frip Ethique SARL retained reserves	0.2	-	-	0.2
Oxfam Group	11.2	1.2	4.4	16.8

The Network Project designated fund represents funds set aside for upgrading our global information systems network. This was nearly fully implemented in 2014/15 and will be completed during 2015/16.

The Strategic Investment Fund represents funds set aside for specific investment proposals which aim to develop new fundraising opportunities. Ventures were undertaken in South Korea and Sweden during 2014/15, although the Fund has been replenished to its original level due to further potential opportunities expected in the next few years.

The Major Donor Fund represents income from a major donor which will be released in line with the donor's wishes.

Inter-affiliate funding represents an agreement with an affiliate organisation, to match their contribution to specific projects with our own funds. This fund will be fully utilised during 2015/16.

The Deferred Expenditure Fund represents specific project expenditure which was set aside in the 2014/15 budget, which remained committed but unspent at 31 March 2015, is still deemed warranted and will now be spent in 2015/16.

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 following:

	At 1 April 2014	Cost for the year	Gains and losses	Transfers between funds	At 31 March 2015
	£m	£m	£m	£m	£m
Defined benefit pension scheme liability	(30.2)	3.2	(11.5)	3.5	(35.0)
Growth plan liability	(0.7)	-	-	0.1	(0.6)
Oxfam and Oxfam Group	(30.9)	3.2	(11.5)	3.6	(35.6)

21 COMMITMENTS

a. Capital

At 31 March the following capital expenditure had been authorised and contracted for:

	Oxfam		Oxfam Group	
	At 31 March 2015	At 31 March 2014	At 31 March 2015	At 31 March 2014
	£m	£m	£m	£m
Within one year	0.5	0.6	0.5	0.6
	0.5	0.6	0.5	0.6

b. Financial

Oxfam had committed the following amount in grants to international projects which will form part of the grants allocated in future years:

	Oxfam		Oxfam Group	
	At 31 March 2015	At 31 March 2014	At 31 March 2015	At 31 March 2014
	£m	£m	£m	£m
Within one year	25.0	18.2	25.0	18.2
Between two and five years	5.8	5.6	5.8	5.6
	30.8	23.8	30.8	23.8

c. Operating leases

There were the following annual commitments under non-cancellable operating leases:

	Oxfam		Oxfam Group	
	At 31 March 2015	At 31 March 2014	At 31 March 2015	At 31 March 2014
	£m	£m	£m	£m
i) Land and buildings				
Operating leases which expire:				
Within one year	3.7	5.6	3.7	5.6
In the second to fifth years inclusive	9.7	10.1	9.7	10.1
After five years	3.0	2.8	3.0	2.8
	16.4	18.5	16.4	18.5
ii) Vehicles				
Operating leases which expire:				
Within one year	0.1	0.1	0.1	0.1
In the second to fifth year inclusive	0.1	0.2	0.1	0.2
	0.2	0.3	0.2	0.3

d. Pension scheme commitments

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

i) Defined benefit pension scheme

The assets of the pension scheme are held separately from those of Oxfam and are administered by The Pensions Trust. The pension cost is determined on the advice of independent qualified actuaries, with the last triennial valuation being carried out as at 30 September 2013. An actuarial valuation was carried out at 31 March 2015 by a qualified independent actuary, based on the amendment to the provisions of FRS17 (issued December 2006).

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 10.9% of pensionable pay (2013/14: 10.4%). The employees' contribution is 7% of pensionable pay (2013/14: 7.0%). The current service cost for this scheme for the year was £1.2m (2013/14: £1.4m). Contributions paid by Oxfam GB during the year were £4.6m (2013/14: £4.7m). The amount outstanding in respect of contributions payable by Oxfam GB at 31 March 2015 was £0.3m (2013/14: £0.3m), relating to one month's payment in arrears. In addition, Oxfam Ireland and Oxfam International paid £0.1m (2013/14: £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 2016 is £6.2m.

As required by FRS17, the defined benefit liabilities have been measured using the projected unit method. The tables below state the FRS17 actuarial assumptions upon which the valuation of the scheme was based.

Financial assumptions	31 March 2015 %	31 March 2014 %
Rate of increase in salaries	1.90	2.00 - 3.50
Rate of increase of pensions (deferred and in payment)	3.20	3.50
Rate of inflation (RPI)	3.20	3.50
Rate used to discount scheme liabilities*	3.30	4.50

* Under FRS17 the rate used to discount scheme liabilities is based on corporate bond yields.

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

	At 31 March 2015 Years	At 31 March 2014 Years
Non-pensioners:		
Males	25.1	25.3
Females	26.5	27.0
Pensioners:		
Males	23.3	23.1
Females	25.0	25.1

Scheme assets and expectation of return

	At 31 March 2015 £m	At 31 March 2014 £m	At 31 March 2013 £m	At 31 March 2012 £m	At 31 March 2011 £m
Equities	79.0	65.7	59.8	57.3	54.5
Government bonds	55.0	41.5	38.4	28.7	24.7
Property	7.9	7.0	6.3	5.3	4.9
Cash	1.0	1.1	1.1	0.7	0.7
Total fair value of assets	142.9	115.3	105.6	92.0	84.8
Present value of scheme liabilities	(177.9)	(145.5)	(134.2)	(122.6)	(103.1)
Net pension liability	(35.0)	(30.2)	(28.6)	(30.6)	(18.3)

	Expected rate of return at 31 March 2015 %	Expected rate of return at 31 March 2014 %
Equities	7.50	7.00
Bonds	3.80	3.40
Property	6.50	6.00
Cash	0.50	0.50
Total	6.04	5.57

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.

Analysis of amounts charged to statement of financial activities

	Year to 31 March 2015 £m	Year to 31 March 2014 £m
Current service cost	1.2	1.4
Interest cost on scheme liabilities	6.4	6.0
Expected return on assets in the scheme	(7.0)	(5.9)
Net finance charge	(0.6)	0.1
Actual return less expected return on pension scheme assets	19.1	1.3
Experience (losses)/gains on liabilities	-	(6.0)
Changes in assumptions underlying the present value of scheme liabilities	(30.6)	(0.2)
Total actuarial loss recognised	(11.5)	(4.9)

The cumulative amount of actuarial gains and losses recognised in the Statement of Financial Activities since 1 May 2004 is a loss of £48.5m (2013/14: £37.0m loss).

Reconciliation of opening and closing balances of the present value of the scheme liabilities

	2015	2014
	£m	£m
Scheme liabilities at the start of the year	145.5	134.2
Current service cost	1.2	1.4
Interest cost	6.4	6.0
Contributions by scheme participants	0.1	0.2
Actuarial loss	30.6	6.2
Benefits paid	(3.3)	(2.5)
Past service costs	(2.6)	-
Scheme liabilities at the end of the year	177.9	145.5

Reconciliation of opening and closing balances of the fair value of the scheme assets

	2015	2014
	£m	£m
Scheme assets at the start of the year	115.3	105.6
Expected return on scheme assets	7.0	5.9
Actuarial gain	19.1	1.3
Contributions by employer	4.7	4.8
Contributions by scheme participants	0.1	0.2
Benefits paid	(3.3)	(2.5)
Scheme assets at the end of the year	142.9	115.3

The actual return on scheme assets for the year was £26.1m (2013/14: £7.2m).

History of experience gains and losses

	2015	2014	2013	2012	2011
Difference between the expected and actual return on scheme assets (£m)	19.1	1.3	5.2	(1.3)	(0.7)
As % of scheme assets	13.4%	1.1%	4.9%	(1.4%)	(0.8%)
Experience (losses)/gains on scheme liabilities (£m)	-	(6.0)	0.2	0.1	2.5
As % of liabilities	0.0%	(4.1%)	0.1%	0.1%	2.4%

ii) Growth Plan

As noted in Note 17, Oxfam participates in The Pensions Trust's Growth Plan, a multi-employer pension plan. Based on the latest triennial valuation of the scheme carried out on 30 September 2011, the scheme assets amounted to £780m, whilst liabilities were £928m, resulting in a deficit of £148m. A 10-year deficit recovery plan has been put in place which will require Oxfam to make annual payments of £84,149. The full liability was reflected through the SOFA and pension reserve in 2012/13, with the annual contribution reflected as a transfer between the pension reserve and general reserve in subsequent years.

iii) Defined contribution pension scheme

For employees not in the defined benefit scheme Oxfam operates a Stakeholder Pension Scheme. This is a unit-linked money purchase scheme from Norwich Union. From 1 January 2003 Oxfam contributed double the employee contributions up to a maximum of 10% of pensionable pay. Oxfam contributed £2.7m (2013/14: £2.5m) to this pension scheme in the year to 31 March 2015.

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 POST BALANCE SHEET EVENTS

Subsequent to the year-end, Oxfam's wholly owned micro-finance subsidiary, FinDev, has been subject to an investigation by the Central Bank of Azerbaijan, on the basis of an order obtained in a closed court session on 12 May 2015, which alleges that FinDev has colluded in making illegal payments to foreign organisations. No evidence has been presented to us to support the allegations made and we are working with our legal advisers and with the support of the British government, to have them set aside. In the meantime we continue to cooperate with the authorities and to conduct business operations as normal.

The net assets of FinDev comprise cash reserves of £4.4m and are included in a designated fund.

23 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

Oxfam	Unrestricted funds	Restricted funds	Endowment funds	Endowment funds
	£m	£m	£m	£m
Fund balances at 31 March 2015 are represented by:				
Tangible fixed assets	11.0	-	-	11.0
Investment assets	3.8	-	2.6	6.4
Current assets	72.9	53.9	-	126.8
Current and long-term liabilities and provisions	(35.7)	(1.0)	-	(36.7)
Pension liability	(35.0)	-	-	(35.0)
Total net assets at 31 March 2015	17.0	52.9	2.6	72.5

Oxfam Group	Unrestricted funds	Unrestricted funds	Endowment funds	Total funds
	£m	£m	£m	£m
Fund balances at 31 March 2015 are represented by:				
Tangible fixed assets	11.1	-	-	11.1
Investment assets	2.3	-	2.6	4.9
Current assets	91.1	53.9	-	145.0
Current and long-term liabilities and provisions	(47.8)	(1.0)	-	(48.8)
Pension liability	(35.0)	-	-	(35.0)
Total net assets at 31 March 2015	21.7	52.9	2.6	77.2

24 RELATED PARTY TRANSACTIONS

Amounts of £4,566,000 (2013/14: £4,591,000) were paid to and £948,000 (2013/14: £466,000) received from Oxfam International, an organisation in which the Chair and Chief Executive of Oxfam are members of the board. At 31 March 2015, £196,000 (31 March 2014: £51,000) was owed by Oxfam to Oxfam International.

With the exception of Oxfam International, Oxfam affiliates are not considered related parties to Oxfam as they are not under common control and neither Oxfam or the other affiliates have direct or indirect control over each other.

ACKNOWLEDGEMENTS

Oxfam gratefully acknowledges the support of many individuals and donor partners who contributed to our work during the year.



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Front cover: Oxfam volunteer Onima teaches children about good hygiene to stop the spread of disease in Bari Colony slum, Bangladesh. Photo Tom Pietrasik.

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WE WON'T LIVE WITH POVERTY



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