

# OXFAM ANNUAL REPORT 2021/22



**OXFAM**

WE  
WON'T  
LIVE  
WITH  
POVERTY

# YULI'S STORY

Yuli is a Himpunan Wanita Disabilitas Indonesia (HWDI, Indonesian Women with disability Association) leader. She originally joined Oxfam partner Adara initiatives for its incentives but started participating in more workshops for the new people she could meet. Women in Indonesia experience lower literacy, smaller incomes, poor healthcare, political under-representation, and a high prevalence of violence against women and girls. Oxfam's Indonesian Women in Leadership Project aims to support national and community civil society organisations to promote gender equality by increasing women's economic empowerment, promoting women's political participation, decision making and leadership, and reducing violence against women and girls.

*Women with disabilities often face gender-based violence and many don't have any idea on how to report the assault.*

Cover and below: Yuli is a Himpunan Wanita Disabilitas Indonesia (HWDI, Indonesian Women with disability Association) leader. Photo: M. Nugie and Andito Wasi/Oxfam



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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 value your feedback on the information contained in this Annual Report.

# OUR HIGHLIGHTS 2021/22

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THIS YEAR, OXFAM GB AND PARTNERS SUPPORTED

# 8 MILLION\*

PEOPLE TO FIGHT POVERTY AND BUILD A RADICALLY BETTER WORLD.

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THIS INCLUDES:



## 6.3 MILLION

people reached through our humanitarian work



## 46%

of the people we worked with were women and girls



## 290K

people with disabilities were supported.



We worked with

**640**

partner organisations,

including

**63**

women's rights organisations.



A recent study found on average a

**36%**

increase in observed handwashing where Oxfam stations were installed.

**500+**

shops reopened across the UK

Second Hand September was mentioned

**450**

times in the media

**£90.3**  
**MILLION**

was generated in retail income.

We have over

**15K**

dedicated volunteers

Globally,

**385K**

people took an action with us to influence change.

**390K**

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



**WE CONTINUED TO PLAY A LEADING ROLE IN THE PEOPLE'S VACCINE ALLIANCE, CALLING FOR EQUITABLE GLOBAL ACCESS TO VACCINES.**

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

# A MESSAGE FROM OUR CHAIR



Charles Gurassa stands with local indigenous women leaders in Samburu county, Kenya, whilst meeting an organisation Oxfam partners with: 'Samburu Women Trust' - an indigenous women-led organisation that champion the rights of women and girls among indigenous communities. Photo: John Plastow

Thanks to our brilliant supporters we have been able to reach out to over 8 million people around the globe this year and support them in the fight against poverty and injustice. Thanks also to our supporters and the great work of our teams we have been able to end the year with a much-improved financial position and can move forward with confidence, and with an ambitious vision and plans for the future.

A huge personal thank you goes to all my colleagues, our staff and our thousands of wonderful volunteers for their tireless efforts this year, and continued pursuit of a world where everyone can thrive. Central to our vision is working with and through local partners embedded in their own communities. They are best placed to deliver the sustainable change that we all desire—their first-hand knowledge, skills and experience enables them to deliver broader and deeper impact to more people and more places than we could ever do on our own.

I had the privilege to witness this in Kenya earlier this year, where I saw first-hand our response to the growing hunger crisis in East Africa. I came back with greater appreciation of the enormous difficulties faced and how Oxfam and our local partners are in the frontline fighting the scourge of drought and supporting community groups and women in particular to access desperately needed resources. Standing in a barren field with three hundred women hearing how transformational it had been for them to directly receive much-needed cash payments from Oxfam in the early days of the food crisis was a genuinely humbling experience.

The crisis in East Africa has been, and remains, our highest priority – although it has not yet had the widespread attention it desperately merits. We estimate that every 36 seconds someone is likely to be dying of hunger in the region. Millions are facing the devastating effects of climate change they did not cause, alongside soaring food and fuel prices as a result of the war in Ukraine.

During the last 12 months, we responded to many other crises, including Ukraine. The public response to the crisis has been phenomenal, including through generous donations to the Disasters Emergency Committee appeal of which we are proud to be part. It demonstrates again the deep humanitarian instinct of so many



A huge personal thank you goes to all my colleagues, our staff and our thousands of wonderful volunteers for their tireless efforts this year, and continued pursuit of a world where everyone can thrive.



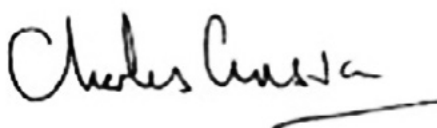
in the UK to want to support those in difficulty. We rapidly launched a response working to support people who have been forced to flee the conflict. With our local partners, we've supported the victims of war in many ways from setting up information points and access to clean water through to providing access to psychological and social support.

The Oxfam Enterprise Development Programme continues to grow and now reaches almost 50,000 people in communities around the world. The programme provides support with access to capital and technical assistance, to enable small enterprises to thrive. We are now working with investors and donors to expand this programme.

To withstand the challenges posed by the pandemic – including reduced income alongside greater demand for our work – we had to draw on our reserves during the 2020/21 financial year. We've since worked hard to rebuild these, with a recovery of our income and some reductions in expenditure. A particular highlight has been the success of our retail network thanks to the remarkable level of donations and enthusiastic response of our customers. Our retail performance has bounced back post pandemic, generating a gross income of £90.3m and a net (after shop costs) contribution of £21.5m, the highest in a decade. We anticipate this greater financial resilience will allow us to navigate better the uncertainties in the global economy and invest more in programmes in the coming years.

In my role of Chair, I represent Oxfam GB in the Oxfam confederation's global governance structure. Together with the other 20 Oxfam affiliates around the world we are working together to fight poverty, to shift power and build a more equal future, ensuring the voices from the Global South are at all times at the heart of what we do.

This has been another year that has shown the need for Oxfam's distinctive contribution to the world. But there is no room for complacency. We recognise the need for radical change in order to tackle the problems of poverty and injustice around the world. In January we published our 'Transforming for a Radically Better World' strategy and there is much more to come, as Danny explains in his foreword. There are so many ways to support Oxfam. A heartfelt thank you if you're one of the almost 400,000 people who gave a single or regular gift, or one of the 385,000+ people who took an action with us to influence change, or one of those who shop, donate or volunteer with us. However you are involved, thank you – together with the communities and partners we work with around the world, we are helping to build a fairer world.




**Oxfam has given indigenous women voice in drought situations, to influence decisions and bring their voices at the table of resource allocation.**



JANE MERIWAS,  
EXECUTIVE DIRECTOR,  
SAMBURU WOMEN TRUST.

# A MESSAGE FROM OUR CEO



Dr Dhananjayan (Danny) Sriskandarajah,  
CEO Oxfam GB

As Oxfam marks its 80<sup>th</sup> year I have been reflecting on the remarkable story of the eight decades this organisation has spent at the vanguard of the fight to end poverty. In the face of the many challenges facing the world today, Oxfam's mission has never been more important, nor our vision of a radically better world more needed.

The fallout from the COVID-19 pandemic, coupled with spiralling global food and energy prices, is exacerbating inequality and pushing countless more people into extreme poverty. The conflict in Ukraine is one of the worst humanitarian crises Europe has seen in decades. In East Africa, the devastating effects of climate change, combined with the knock-on price impacts of the Ukraine conflict, have brought the region to the brink of famine. The world over, including in the UK, the cost-of-living crisis is hitting communities hard.

In the face of such gargantuan challenges, the unswerving commitment of Oxfam's global community - the energy and expertise of our staff, volunteers, donors and partners - has inspired me time and again. So many went the extra mile to ensure our work continued during the pandemic, delivering essential programmes amidst difficult and uncertain conditions. Together, we have worked tirelessly on the world stage to press governments to support those suffering the worst consequences of global economic and climate turmoil and to tackle the inequalities and power imbalances that fuel poverty everywhere. And, having weathered the impacts of pandemic-related disruptions to our finances and operations, I am also grateful to colleagues who have worked hard to restore our financial resilience, the fruits of which are shown in the accounts below.

Oxfam's work around the world continues to provide life-saving and life-changing interventions. In Pakistan, Oxfam is working with local partners to respond to this year's unprecedented flooding. And, although my recent visit to Somalia was one of the most heartbreaking I have made, I was inspired by the unrelenting commitment and ingenuity of Oxfam staff and partners both in their efforts to provide emergency relief and to embed resilience against future shocks. Here, I witnessed first-hand how communities who have contributed almost nothing to the climate crisis are now suffering the worst consequences of the world's inaction, as well as the dismal failures of a humanitarian system that, once again, looks set to deliver too little, too late.

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Our job is not just to tell the story of the world's injustice and suffering, but to paint the art of the possible: to show how the system must – and can – change.

//



Meanwhile, our work to influence systemic change also continues, with a greater urgency than I have seen before. At the World Economic forum in May, we highlighted widening disparities between the wealthiest 1% and the rest of the world. We have called on governments to tax the profits of the energy companies and wealthiest people to support those facing the most devastating impact of the climate crisis. We continued to play a leading role in the People's Vaccine Alliance, calling for equitable global access to vaccines. We fought to see the UK government lead by example in its role as COP26 president, alongside our efforts to elevate global recognition of the inadequacy of existing climate support. And we continued to invest in our wider development initiatives, including calling for the informal and unpaid care work carried out by 1.3 billion women around the world to be valued.

Throughout our 80-year history, we have evolved to meet the challenges of each new age. Now is just such another moment of transition. Our strategy, published in 2020, sets out not just our ambition for *what* we want to do, but exactly *how* we're going to deliver. With this new direction, Oxfam is changing for the better. We continue to invest in becoming a truly safe, feminist, anti-racist organisation. We're working with our partners to shift power in our network, to connect on a more equal footing, to decolonise relationships and the wider development sector, to re-imagine the role of big charities, to champion diversity and to seek racial justice.

In 1942, Oxfam's founders were called naïve idealists and worse. But, because of their unshakable belief in justice across boundaries, in the immorality of preventable suffering, Oxfam has endured. Today, it is our responsibility to keep that dream alive, fanning its flame with a new radicalism. For, though it pains me to say it, I fear the prevailing winds are against those of us in favour of an internationalist, compassionate Britain. Our job is not just to tell the story of the world's injustice and suffering, but to paint the art of the possible: to show how the system must – and can – change.



Below: Oxfam had a fleet of campaigning adbikes and pedicabs at the COP26 demo as part of the global day of action for Climate Justice on the 6th of November, 2021 in Glasgow, Scotland. Photo: Andy Aitchison/Oxfam



“  
Throughout our  
80-year history,  
we have evolved to  
meet the challenges  
of each new age.  
”

# STRATEGIC REPORT



Photo: Loliwe Phiri/Oxfam

# MARY'S STORY

Oxfam partner the Community Technology Development Trust (CTDT) helped set up a community seed bank in Zambia in 2018. It was an initiative set up for safe keeping of seeds, some of which are in danger of becoming extinct. Farmer facilitators like Mary, who is featured on the next page, coordinate activities. They are trained to train other farmers.

The seed bank is a reserve for seeds in case of any form of calamity and also allows participating farmers to share seeds among themselves. About 500 farmers contribute to the seed bank.

The seed bank is not a place where farmers buy or sell seeds. The participating farmers are the ones that bring their seed to the seed bank to keep them safe. It's a reserve house for the seeds but also a place to learn about how to keep seeds and at the same time it's a place where farmers can share seeds.

With some of the plants/seeds, the reason they are growing those crops is because they are adaptable to the environments in relation to climate change. Other varieties of seeds are due to their preference of wanting to be able to sell crops.

Below: Eukeria gathers together with the participating farmers in the seed bank. Eukeria Samba is the District Field Officer for Community Technology Development Trust (CTDT). This photo was produced with funding by the European Union. Photo: Loliwe Phiri/Oxfam



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*What I enjoy most about farming is the crops we have here, sorghum, pearl millet, those which are early maturity and those which are late maturity. The late maturity one is good to sell because they have big grains.*

//

Below: Mary Siamakaba a farmer facilitator in the seed project in Chirundu, Zambia. On page 11, Mary is holding a baobab seed between her fingers. These photos were produced with funding by the European Union. Photo: Loliwe Phiri/Oxfam



# WHO WE ARE AND WHAT WE DO

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

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

Pascaline Namegabe, Oxfam Public Health Officer, demonstrating the new hand washing stand to the community in Mwaka, DRC. Photo: Arlette Bashizi/Oxfam

OXFAM WAS FOUNDED IN

# 1942



# WHAT WE BELIEVE



## Our vision

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



## Our purpose

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



## Our values

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

# OUR CHARITABLE OBJECTIVES

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



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



To advance sustainable development; and



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

# **OUR ROLE IN THE WORLD TODAY**



# OUR ROLE IN THE WORLD TODAY

## The world is changing...

Progress in the fight against poverty is under threat – conflicts are lasting longer, the climate crisis is worsening, and the Covid-19 pandemic has thrown economies into turmoil. The pandemic exposed inequalities – like those based on gender, race, ethnicity, age and physical ability – that trap people in poverty. Racially motivated violence has sparked protests and conversations that expose just how embedded racism is into systems and institutions the world over. These threats cross borders, adding crisis on top of crisis.

These global problems need global solutions. Yet many societies are looking inwards, with politicians and media often using language that undermines a sense of international solidarity. With rising nationalism, systemic racism and anti-immigration tainting the world around us, it's hard for many people to see a clear path to a kinder and better world.

## ... and so is Oxfam

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

Putting collaboration at the heart of everything we do, we'll continue to work with greater focus and urgency to fight the root causes of poverty. To have the most radical impact with our resources, we'll work in fewer places and on fewer issues, but in greater depth.



### FOCUSING

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



### WORKING

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



### GROWING

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



### BRINGING

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

## How Oxfam is changing

In 2020, we published Oxfam GB's new strategy and set out our vision for a radically better world in which everyone has the power to thrive not just survive. We also acknowledged that radical, lasting change will only happen if we give at least as much weight to how we work as to what we do. We said that we're committed to being an inclusive organisation that is truly safe, feminist and anti-racist.

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

2022 marks Oxfam's 80th anniversary and we've plenty to celebrate. Over the decades, Oxfam's been at the forefront of many progressive changes – from talking about the gendered aspects of poverty, to standing up to the apartheid regime in South Africa, pioneering fair trade, and putting climate justice at the heart of our work. Our latest strategy sets out how we'll stay at the vanguard, showing what shifting power as a truly inclusive, anti-racist and feminist international organisation could look like. Read more here:



[www.oxfam.org.uk/about-us/how-oxfam-changing](https://www.oxfam.org.uk/about-us/how-oxfam-changing)

Below: Samira preparing food for her children in the kitchen. Photo: Zaid Al-Bayati/Oxfam



THE OXFAM CONFEDERATION  
WORKS IN OVER

80

COUNTRIES

OXFAM GB IS ONE OF THE

21

AFFILIATES THAT MAKE UP  
THE OXFAM CONFEDERATION.

# OUR GLOBAL NETWORK

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

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

In total, the Oxfam confederation works in 87 countries, either running programmes on the ground, or doing influencing or engagement work. This includes:

- **63 countries** where we run programmes
- **20 countries** where 21 affiliates are based\*

In 2021/22, Oxfam GB was 'executing' or lead affiliate for 27 of the countries where the Oxfam confederation works.

## Changing our footprint

In May 2020, Oxfam announced that it would be reorganising its global operations to maximise impact, shift power to the global South and adapt to the financial impact of coronavirus. This included a commitment to retain our physical presence in 48 of the (previously) 66 countries where we managed full country programmes. In the remaining countries, Oxfam's vision is to have a deeper footprint as we refocus our programme resources and strengthen our local partnerships to maximise impact.

As part of Oxfam's commitment to a responsible exit, additional resources have been invested in preparing partners and staff for these phase outs and in documenting what has been achieved. In a number of exit countries, some projects will still continue to 2022/23.

Since May 2020, Oxfam has phased out its programmes in ten countries\*\* , welcomed a new affiliate – Oxfam Colombia – and we have made serious progress on the road to affiliation for five countries/regions\*\*\*. This reflects our commitment to shifting power and reforming the way we operate so that we can build a more equal future.

\* Oxfam has 2 affiliates based in Canada

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

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

# OUR STRATEGY

## WHAT WE DO: TAKING ACTION

### TACKLING EXTREME VULNERABILITY

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

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

### CHALLENGING GLOBAL INEQUALITIES

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

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

## HOW WE DO IT: STANDING TOGETHER

### LOCAL PARTNERSHIPS

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

### INTERNATIONALISM IN BRITAIN

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

### GLOBAL NETWORK

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

# Oxfam GB on a page

#### WHY WE DO IT:

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



**OXFAM**

#### WE WILL BE:

##### AGILE AND INNOVATIVE

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

##### SAFE, FEMINIST AND ANTI-RACIST

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

## HOW WE DO IT: SPEAKING OUT

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

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

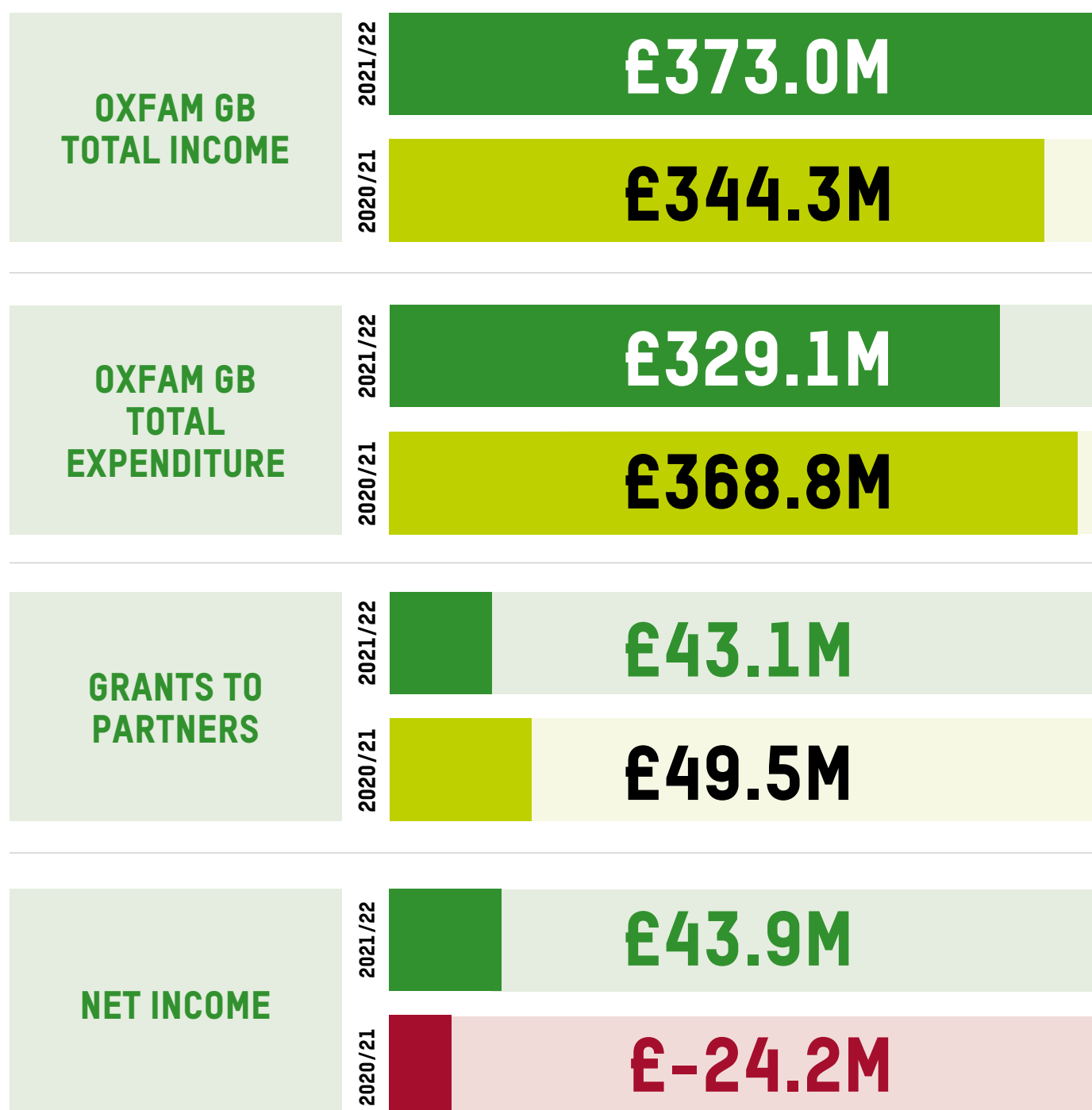
##### FINANCIALLY RESILIENT

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

# **FINANCIAL HIGHLIGHTS**

# 2021/22 OVERVIEW

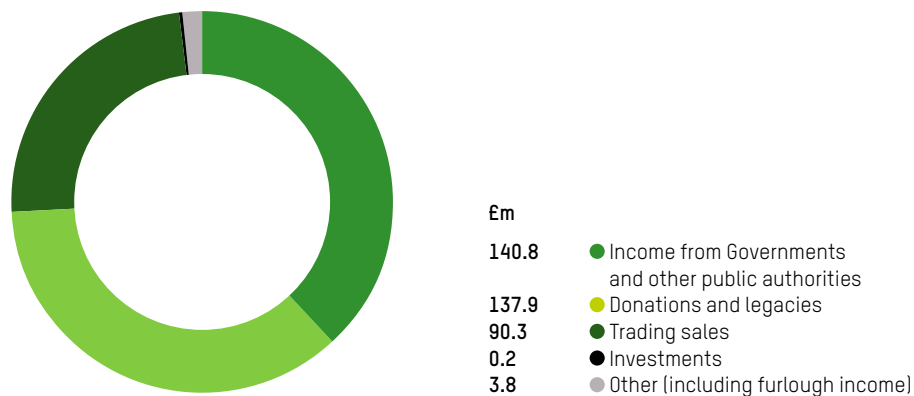
When it comes to running a huge world-changing operation, we make every penny count. We appreciate every single gift we receive, and we work hard to ensure that not a penny is wasted in our fight to end poverty and injustice. Oxfam's life-changing work would not be possible without generous people like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



# INCOME AND EXPENDITURE HIGHLIGHTS

## Oxfam GB income 2021/22

Total income £373m

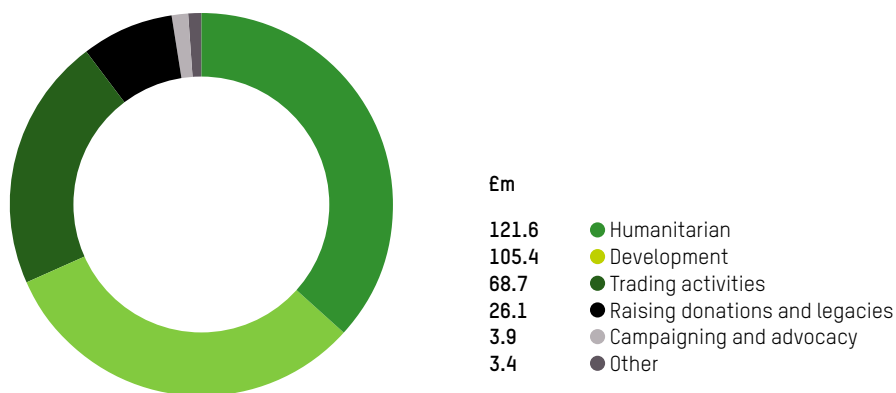


### Where our income came from in 2021/22

Oxfam GB's total income in 2021/22 was £373.0m, an increase of £28.7m on the previous year's income. Gross income from our retail operations increased from £39.4m in 2020/21 to £90.3m in 2021/22. In 2020/21 the Oxfam shop network was closed for the majority of the financial year. There was an overall contribution from retail operations of £21.5m. Income from donations and legacies also increased from £105.3m in 2020/21 to £137.9m in 2021/22. Income in relation to our charitable activities reduced from £179.9m in 2020/21 to £140.8m in 2021/22. Other income was £3.8m in 2021/22 which includes some grants related to retail operations restarting following the Covid-19 pandemic.

## Oxfam GB expenditure 2021/22

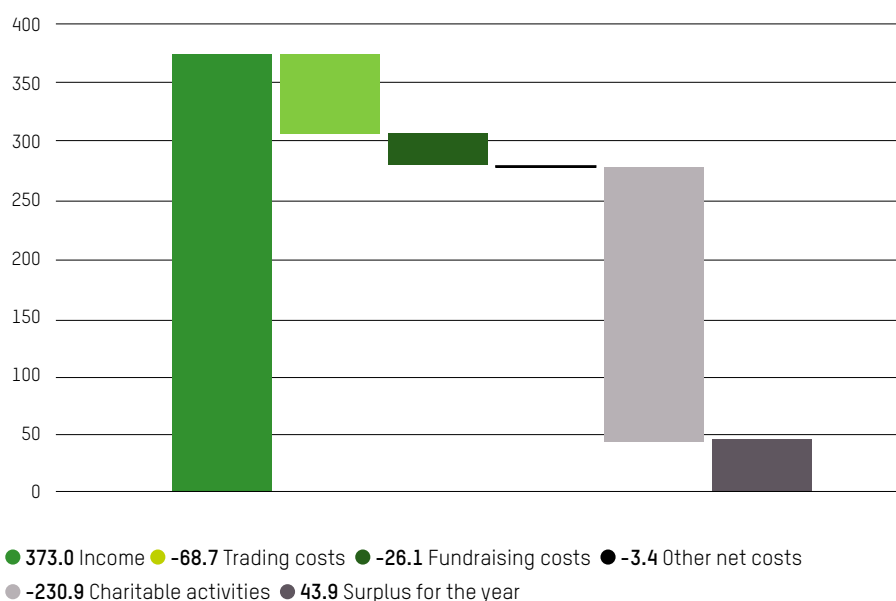
Total expenditure £329.1m



The difference between our income and expenditure has been added to our general reserves, from which we drew down in prior years to manage through the Covid pandemic. The reserves constitute the money that the Oxfam Board of Trustees has agreed must be maintained to ensure Oxfam GB is financially sustainable and able to maximise our impact on beating poverty in the future.



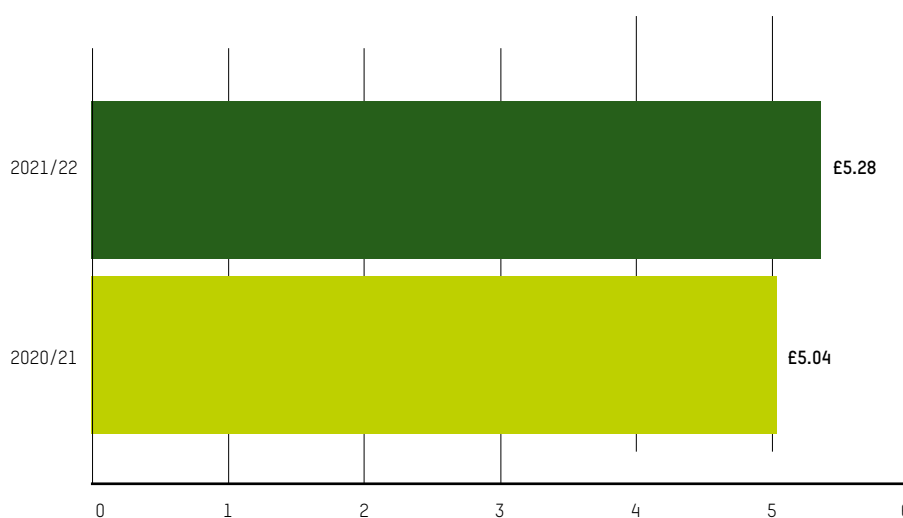
### Total income less expenditure



For Oxfam GB, long run total income should broadly align with expenditure. However due to circumstances in any given year, including differences in timing between the arrival of income and the incurring of expenditure, we may report either a surplus or a deficit of income over expenditure in any particular year. This is possible thanks to the reserves we carry which ensure we can keep our work with people facing poverty going even in unexpected circumstances. In 2021/22, income exceeded expenditure by £43.9m, which has allowed us to rebuild general reserves and rebuild funds which were previously designated for impact-related purposes. In 2020/21, expenditure exceeded income by £24.2m, causing us to draw on reserves.

### Costs to raise income

Funding raised per pound spent



In Oxfam GB we track several metrics to monitor our financial performance and report to supporters on how we are using their generous donations. In 2021/22 for each £1 spent on raising donations and legacies, we raised £5.28, an increase from £5.04 in 2020/21.

# OUR IMPACT

Below: A portrait of Johnny and Juanita Paz outside their house in Datu Abdullah Sangki, in the Philippines. Photo: Princess Taroza/Oxfam



# JOHNNY & JUANITA'S STORY

Johnny and Juanita, a couple, carry the deeply rooted Filipino tradition of respect for older people. So, they decided to take care of not one but two sick parents. They both take turns with household chores, farming, and caring for the elderly from dawn until midnight. Both Johnny and Juanita mentioned that it is challenging to balance work, household chores, and caring for sick family members. With the cash for care work assistance, the couple used the money for the food, milk, medicines, and vitamins of their elderly parents to sustain them. This programme is run by Oxfam Philippines in partnership with Rural Development Institute of Sultan Kudrat (RDISK).

Johnny and Juanita Paz share work such as tending their home garden in Datu Abdullah Sangki, in the Philippines. Photo: Princess Taroza/Oxfam

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*It does not feel unmanly if I share housework with my wife. We are still equal. We need to work together and understand each other, and not to be apart until we grow old. Our love will still be the same.*

//



# TACKLING EXTREME VULNERABILITY



# ARYAM'S STORY

Aryam lives with her eight family members, she was forced to flee from her village to protect her family after she was divorced. Before receiving aid from Oxfam, Aryam couldn't afford to buy enough food for the whole family, they only ate one or two meals a day, which was not enough. Aryam has two medical conditions in her family. Aryam, with more than 900 other families received unconditional cash transfers as part of the food security program implemented by Oxfam and funded by the Yemen Humanitarian Fund. Despite the suffering in her life, she is always optimistic and hopes that the conflict will end soon.

//

*I received cash assistance from Oxfam, I will buy food with it, will also buy flour and vegetables, I will also buy some medicine for my mother and my daughter.*

//

Previous page and below: Aryam and her children. Photo: Ayman Fuad/Oxfam



# OUR HUMANITARIAN APPROACH

Objective: We will urgently focus our work in fragile contexts where people are trapped in poverty, despite their incredible resilience and drive to change things. We will offer support and resources to enable people to survive and thrive, and ultimately to challenge the underlying cause of the injustices they face. We will support communities and local organisations to:



**PREPARE FOR AND SURVIVE CRISIS**



**STAND UP FOR PEOPLE'S RIGHTS**



**REBUILD WITH STRENGTH AND FAIRNESS**

Below: The RWWS women's centres give women a chance to break out of the relative isolation of their homes and make friends. Photo: Fabeha Monir/Oxfam





Above: Nazrah is a mother of five living in Abyan, Yemen. She received a grant from Oxfam to support her beehive building business which she runs alongside her husband.  
Photo: VFX Aden / Oxfam

### KEEPING THE PEOPLE WE SERVE SAFE

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

### CORE HUMANITARIAN STANDARDS

Along with other humanitarian organisations, the Oxfam confederation follows the nine standards set by the Core Humanitarian Standard\*. We adhere to these to ensure that we are accountable and listen to people affected by crisis, and that our assistance is relevant. We are independently audited against these standards each year and feedback is given to us by the auditors before an improvement plan is established. In May 2021, a mid-term audit found that Oxfam continues to demonstrate significant commitment to quality and accountability in its humanitarian work across the confederation.

\*The CHS Alliance facilitates and oversees the development and promotion of the Core Humanitarian Standard on Quality and Accountability. You can find out more about the Core Humanitarian Standard on their website: [www.corehumanitarianstandard.org/the-standard](http://www.corehumanitarianstandard.org/the-standard)

As a confederation, we are responding to multiple emergencies globally at any one time. On the following pages, we have highlighted some of the responses that had the support of Oxfam GB funding and staff in 2021/22.

# EAST AFRICA

Right now, millions of people across East Africa are being forced into a hunger crisis due to a deadly combination of climate change, conflict and crippling food prices. Yet, many have not heard about what is happening in East Africa right now.

The region is suffering the worst effects of the world's climate emergency, experiencing worsening drought, severe flooding, and food and water shortages. This is compounded by ongoing conflicts, the Covid-19 pandemic, and the high prices of food, fuel and fertiliser caused by the war in Ukraine. This crisis needs urgent attention, funding and action from the global humanitarian community.

Despite their resilience and drive to succeed, millions of people in Ethiopia, Kenya, Somalia and South Sudan are waking each day to severe food and water shortages and widespread malnutrition. We will continue to ensure their story is heard, and push for justice.

Below and next page: Ibado on her daily round to visit people in a camp near Burao in Somaliland. She is assisting people that are affected by the ongoing drought in East Africa. Photo: Petterik Wiggers/Oxfam Novib

# 2.6M

THIS YEAR, OXFAM HAS REACHED AROUND 2.6 MILLION PEOPLE IN EAST AFRICA WITH VITAL SUPPORT.







## Taking Action

Extreme weather and violent conflict have destroyed sources of food and income, meaning food is hard to find and money to buy food is scarce. It means people are forced to go days – sometimes weeks – without eating. On top of this, locusts have decimated crops. As a result, people are facing severe hunger and malnutrition. With food prices rocketing the world-over too, millions already facing poverty and hunger are being pushed over the edge.

This year, Oxfam has reached around 2.6 million people in East Africa with vital support. We work in partnership with local organisations and community groups, and we are committed to supporting local humanitarian leadership and fostering innovation on the ground. We are focusing on providing access to food, water, sanitation and hygiene, building livelihoods and gender-based justice.

We will continue to push for a better future where the climate crisis and conflict don't cause severe hunger, and drive people further into poverty.

Photo above: Petteirik Wiggers/Oxfam Novib

# UKRAINE

By the end of March 2022, approximately 10.5 million people – more than 25% of Ukraine’s population – had already been displaced. Four million had crossed over into neighbouring countries, including approximately 5,000 people who were already refugees.

After assessing how best to respond, Oxfam decided to launch a partner-led response, working with local partner organisations in Ukraine and its neighbouring countries of Poland, Moldova and Romania. Together with partners, we can get people who have fled the violence in Ukraine the support they need, quickly. We are focusing on the needs of vulnerable groups and minorities too, including Roma, LGBTQIA+, women travelling with young children and people with disabilities. Our partners are involved in promoting social integration among local communities and refugees, including helping them to access education and job opportunities.

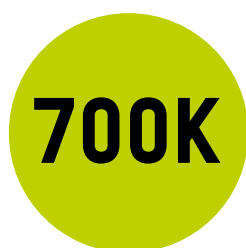
We are also calling on the UK Government to provide safe routes for refugees fleeing the conflict, and to rethink the Nationality and Borders Bill.

## Taking action

In March 2022, Oxfam launched partner-led response channelling our support, expertise and funding through local organisations – those who are working directly with affected individuals, families and communities themselves. The aim of this approach is to support the impressive efforts already launched by local communities, host countries and authorities and to support the already strong infrastructure that is in place in Ukraine and neighbouring countries. We are aiming to reach 10–25% of people affected by this crisis, and we are particularly focusing on the areas of protection, water and sanitation, food provision and economic security.

### Our activities with partners include:

- **Sharing information with refugees** at border points and providing access to reliable information through hotlines and social media.
- **Setting up handwashing stations and toilets**, including ones that are accessible for people with disabilities, and showers.
- **Providing psycho-social support and advice** to help people to deal with what they are going through.



**SINCE MARCH 2022\*, OXFAM AND PARTNERS HAVE REACHED OVER 700K PEOPLE**

\*Reach figure from March 2022 to September 2022



**OXFAM HAS LAUNCHED A PARTNER-LED RESPONSE**



**OXFAM GB IS WORKING CLOSELY WITH HUMANITARIAN ORGANISATIONS IN UKRAINE, POLAND, MOLDOVA AND ROMANIA**



**OXFAM IS CALLING FOR SAFE ROUTES FOR REFUGEES FLEEING THE CONFLICT**



Civil society organisations and local authorities have had to quickly expand their work and capacities to keep up, hence they say they need much more support. Therefore, Oxfam aims to support the locally led humanitarian response initiatives through sharing of funding, skills, knowledge and experiences with partners across the four countries. We believe that this will anchor and sustain humanitarian efforts for longer and more efficiently.

MAGNUS CORFIXEN,  
HUMANITARIAN LEAD, OXFAM GB





## Speaking out

The outpouring of support in the UK for refugees fleeing the conflict in Ukraine was heartening. People wanted to do something to help, as they watched the catastrophe unfold on their screens.

While the UK Government slowly pulled together a plan to support Ukrainian refugees, it was also in the process of putting the Nationality and Borders Bill through Parliament. At a time when the Government should be protecting, not punishing refugees, this piece of legislation undermines the UK's humanitarian obligations under international law.

Oxfam GB called on the Home Secretary to reconsider the Nationality and Borders Bill. We asked our supporters to join us, and together we campaigned against it alongside other humanitarian and refugee organisations around the country. We advocated for more political and economic support for the rights of refugees and launched a petition.

Unfortunately, the UK Government did pass the Nationality and Borders Act 2022, but we will not stop opposing it. Refugees do not need another hostile environment, and the UK must provide safe and legal routes for people fleeing conflict, violence and persecution.

Below: Przemyski, Poland: Registration center in an old Tesco building - Oxfam staff present to discuss the needs. Photo: Tineke Dhaese/Oxfam



# YEMEN

The people of Yemen are facing extreme vulnerability after more than seven years of war, famine and a cholera outbreak. Oxfam is working with communities and organisations in Yemen to support people to survive, to understand and uphold their human rights, and push for lasting change.

20 million people in Yemen need humanitarian assistance. The war has forced nearly four million from their homes, 73% of whom are women and children. The Covid-19 pandemic has created an additional threat, exacerbated by the widespread destruction of the country's health services and water infrastructure.

Rising food prices, reduced funding and exchange rate fluctuations all compounded Yemen's problems during 2021/22. By the end of this period, the war in Ukraine had already started to impede the flow of food imports. Millions of people are trapped in life-threatening poverty, and they desperately need all parties involved in the conflict – including the UK – to urgently commit to ending it.



Of four million Yemenis forced from their homes during the war, 73% are women and children

73% ● Women and children  
27% ● Men

Below: Nazrah received a grant from Oxfam to support her beehive building business which she runs alongside her husband. Photo: VFX Aden / Oxfam



OXFAM HAS REACHED

**268K**PEOPLE AFFECTED BY THE WAR  
IN YEMEN IN THE PAST YEAR.

## Taking action

Since the conflict in Yemen began, Oxfam has delivered humanitarian assistance to over a million people. We have provided direct support to more than 268,000 people in the last year.

In 2021, an estimated 16 million people in Yemen were experiencing an acute food insecurity crisis, 40,000 of whom were expected to face catastrophic famine, and the situation is getting worse. We responded by providing the most vulnerable people with cash assistance to buy food from local traders, while supporting efforts to build sustainable livelihoods.

Oxfam's humanitarian programme also focused on protection, water sanitation and hygiene – ensuring that displaced people had access to emergency shelter, clean drinking water and toilets. We also continued our work on long-term humanitarian solutions, such as rehabilitating water networks in villages.

## Speaking out

In 2021/22 Oxfam continued to speak out about the crisis in Yemen, and how its people are suffering from the combined effects of conflict, hunger and Covid-19.

In December 2021, Oxfam developed and submitted an intervention to the courts, as part of a partner-led judicial review of arms sales to Saudi Arabia. We hope that this will help address one of the root causes of the conflict in Yemen. The case will be heard in 2022.

We pushed for further funding of the humanitarian response and advocated for a rapid escalation of diplomatic efforts to reach a solution that will enable parties to de-escalate the conflict. In April 2022, a two-month cessation of hostilities was announced.

We also engaged with MPs, ministers and officials on the catastrophe unfolding in Yemen, after more than seven years of war. We highlighted how important it is to continue to support the Yemeni people and ensure that UK legislation does not hamper food and fuel pipelines into the country.

Throughout the year we held events with constituency campaigners and supporters, ensuring they were being kept up to date on the situation at ground level. We also worked with celebrities.

### VOICES

We worked with Yemeni filmmakers and photographers to create a suite of communications that showcase people who have been dealing with the complexity and fragility of the conflict for more than seven years, and paint a picture of hope and resilience.

We hope that this will allow us to develop a model for how to interact with local organisations and partners, and enable us to deliver continuous content from countries in conflict. Within this project, we also piloted the remuneration of collaborators, to support those within local communities who are featured throughout our communications. We have received great feedback on this from the team in Yemen.

We know that the Yemeni people must be part of the process of achieving lasting change. We are supporting people to get their voices heard as part of the peace negotiation process, especially those who are often not considered or are actively silenced, such as women and young people.



# CHALLENGING GLOBAL INEQUALITIES



# GRACE'S STORY

Grace Ngbaleo is a human rights defender and women's rights activist who fights to put human rights and justice at the centre of political agendas in the Central African Republic (CAR) and West Africa. She is an active member and founder of the 'I Londo Awé' (We are standing), a network of talents to develop female leadership and bring out an active civil society capable of proposing solutions to the root causes of the crisis in the Central African Republic. After an advocacy training organised by Oxfam, they launched an advocacy campaign, with the aim of influencing gender parity representation. A year later, this campaign was a great success.

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*I will continue to amplify the voice of African women, fight to end violence against women and promote women's leadership and participation in all sections of society.*

//

Previous and below: Portrait of Grace Ngbaleo, journalist, blogger and activist from the Central African Republic (CAR) at the International Forum of African Women (FIFAF) conference held in Kinshasa, DRC. Photo: Patrick Byuma/Oxfam



# VALUING WOMEN'S WORK

The hard work carried out by over a billion women worldwide is being ignored. This injustice turns a blind eye to the true value women bring to societies and economies, deepens inequalities, and ultimately prevents a huge proportion of women from living free from harm and poverty.

Most women who are from low income countries, and in paid work, have informal jobs – like house cleaners, farm workers, and street vendors. The world-over, women in informal work are left unprotected by contracts and laws, and unrecognised by the economy. Their hard work is unnoticed, and they face problems like low pay, no job security or sick leave, and the threat of abuse. Similarly, unfair expectations within society put unpaid care duties (like looking after children or the elderly) mostly on the shoulders of women and girls.

In a world full of inequalities that oppress large sections of our global society based on race, gender identity, migration status and so much more – Black, indigenous and migrant women workers tend to be particularly overlooked, and are often pushed into the most unsafe and unvalued work. Our vision is of a radically better world where all work is fairly valued – including the informal and unpaid care work carried out by 1.3 billion women around the world.

Image caption



//

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

//



# 72%

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

# 1BN

WOMEN LACK LEGAL  
PROTECTION FROM SEXUAL  
VIOLENCE.

# 90%

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

## Valuing Women's Work (VWW) global strategy

Our new Valuing Women's Work (VWW) strategy and global challenge will shift power to women informal workers and those who carry out unpaid care and domestic work. We want them to have the power to claim rights for themselves and access stronger coalitions and networks. The strategy will allow us to shift narratives to transform the way Governments, business and people value women's informal and unpaid care and domestic work, and shift metrics so that women's informal work and unpaid care and domestic work is recognised.

We will create alternative metrics for GDP, so that women's work is a fundamental part of how we see and measure economic growth. This is a fundamental shift from our previous work. We will now place our focus and efforts in changing the system of work which devalues women's paid and unpaid work. This builds on decades of work to recognise that unless we shift power, narrative and metrics, we will only see occasional change and risk reverting to old ways. In doing so, we will also radically alter our approach where we will be led by partners – southern feminist organisations, activists, economists and labour rights organisations. We recognise that it is these actors that have the knowledge, skills and aptitude to bring about gender justice.

Our VWW strategy is a key contribution to the Oxfam confederation strategic plan (2020–2030). It reflects where we believe we can make the greatest contribution to longstanding economic justice, harnessing the accomplishments and expertise of Oxfam GB.

## VWW regional and country strategy

We are working closely with four country teams – Bangladesh, Kenya, Occupied Palestinian Territories and the Southern Africa Cluster (Zambia and Zimbabwe), plus the UK, in developing and delivering the strategy. Regionally and globally, we are building on foundational work across feminist movements, transformative leadership for women's rights, markets and enterprise development.

In adopting this approach, we have already kickstarted research in Kenya, Zambia and Zimbabwe to identify local partners – feminist and women's rights organisations (WROs), trade unions and civil societies. We are working with women informal workers to bring about better working conditions and recognising, reducing and redistributing unpaid care and domestic work, so that we can understand the context around these issues and identify avenues for advocacy and engagement with Governments and the private sector.

In the Occupied Palestinian Territories (OPT), we have undertaken a series of consultations and research with organisations and women in Gaza, Jerusalem and the West Bank. We recognise the diverse challenges faced by women across these locations, which will form the basis of our work in OPT.



Read more about our approach to valuing all women's work here: [oxfam.org.uk/about-us/how-oxfam-changing/how-to-make-valuing-all-womens-work-a-reality/](https://oxfam.org.uk/about-us/how-oxfam-changing/how-to-make-valuing-all-womens-work-a-reality/)

## Valuing women's work by investing in enterprise:

The Enterprise Development Programme (EDP) helps women and men earn a fair income to feed their families and invest in healthcare and education. In partnership with small and medium-sized entrepreneurs, local banks, and civil society, the EDP reaches nearly 50,000 families that depend on subsistence farming to survive in remote rural communities in five countries: Rwanda, Ethiopia, Nepal, Bangladesh, and Honduras. The EDP supports them with access to technical assistance and the capital needed to grow small businesses, thrive, and provide a stable income. Over 10 years, the EDP has invested in more than 40 enterprises and inspired more women to get into work and take up leadership roles.

In 2022/23, the EDP is launching a collaboration with Oxfam Intermon's (Spain) programme, called *empresas que cambian vidas* (ECV) or Enterprises that Change Lives, to develop a new impact investment model, which will be an innovative approach to valuing women's work through enterprise investing.

The goal is clear: to increase the impact for women in enterprises. Through opportunities to raise the bar in the impact investment sector, we will see more women gaining access to jobs and incomes as well as managing and owning enterprises. Crucially, we will take a systemic approach to influence change on working conditions for women in enterprises as well as increase the awareness and recognition of women's unpaid care workload.

Market studies tell us that impact investors associate Oxfam with systems change in general. We learnt with country programmes using the EDP and ECV that they were already embedding women's economic empowerment, voice, power and leadership activities into their strategies to specifically support women in enterprise. We hope to leverage those capabilities to effect change in impact investing to integrate a stronger gender lens that centres around women's economic justice.

Over time, we hope to demonstrate in practical ways how the finance system can be leveraged for the benefit of women, people and the planet, and how new philanthropic and impact investment funds that are more aligned with our impact goals can be raised. Moving into the impact investment space affords us an opportunity to work at a scale that would not be possible through grant funding alone. We will leverage Oxfam's legacy of work in women's economic justice and our 15-year track-record of investing in enterprises in Sub-Saharan Africa, Asia, and Latin America. To ensure we can focus on the impact aspect, we will partner with a specialised fund manager to manage the operationalisation of the fund.



**It's an injustice that women's paid and unpaid work is habitually and grossly undervalued. Economies and societies depend on their hard work, yet our policies and systems fail to recognise it.**





# 7.9M

OXFAM'S WE-CARE PROGRAMME  
REACHED 7.9 MILLION PEOPLE  
ACROSS AFRICA.

Above: Sarah Dilangalen, President of the Women's Federation of Datu Abdullah Sangki, in the Philippines, sews a face mask in her workspace. Photo: Princess Taroza/Oxfam

## WE-Care

Oxfam's Women's Economic Empowerment and Care (WE-Care) is now in its fourth phase, running from April 2020–March 2023. In its second year, the programme leveraged on the care agenda that the Covid-19 pandemic helped bring to light. The focus of the second year was policy advocacy at different levels, leading to considerable progress in the programme's key outcomes.

Engaging with targeted Government ministries and policymakers across the four WE-Care countries – Kenya, Uganda, Ethiopia and Zimbabwe, and at the Pan-African level, demonstrated a significant improvement in policy, practice and investment in public care infrastructure. In Zimbabwe and Uganda, the sub-national Governments invested in the water sector by connecting piped water and channelling it to populations in the rural and urban informal settlement areas. This will significantly reduce and redistribute the time women and girls spend collecting water for household and community use.

The programme continued to shift perception and public understanding of care through social media campaigns, blogs and policy papers, reaching 7.9 million people across the continent. The programme established deeper partnerships with women's rights organisations, feminist movements, academia and other civil society organisations leading to the launch of the Care Policy Scorecard at the global and continental-Africa levels. This tool provides a framework for assessing countries' progress toward an enabling policy environment on care. Many WE-Care and non-WE-Care countries such as the Philippines, Occupied Palestinian Territory, Kenya, Zimbabwe and USA are rolling out the tool.

# CLIMATE

In November 2021, the UK hosted the United Nations Climate Change Conference (COP26). Working alongside allies from around the world, Oxfam called for ambitious global emission cuts to keep the 1.5 degrees Centigrade ceiling of warming within reach, as well as more money to help communities cope with climate impacts. We helped elevate global recognition of the inadequacy of existing support, which is leaving vulnerable countries footing the bill for a crisis they did least to cause.

While there was some progress, including a pledge to double funding to help countries adapt to the changing climate, it was disappointing that there was no agreement to compensate poorer nations for 'loss and damage' – irreversible impacts of climate change that make homes uninhabitable and land unfarmable.

Oxfam will be putting this at the front and centre of our climate justice campaigning in 2022, as the UK holds the COP presidency up until COP27 in November. Oxfam will continue to call on the UK Government to show real leadership on climate action, and will ensure that the voices of people on the front lines of the crisis are heard loud and clear.

Below: Oxfam campaigners pose as G7 leaders on a beach in June 2021 in Cornwall, United Kingdom. Photo: Andy Aitchison/Oxfam





The world's ten richest men more than doubled their fortunes from \$700 billion to \$1.5 trillion – at a rate of \$1.3 billion a day – during the pandemic while the incomes of 99% of humanity have fallen

INEQUALITY KILLS REPORT  
BY OXFAM



This is the ultimate first world problem, we're talking about the choice to have a vaccine or not.

DANNY SRISKANDARAJAH,  
CEO OF OXFAM GB



# INEQUALITY

This year, we continued to challenge global inequality and influence change through our research and policy work, media coverage and public campaigning.

## Economic Inequality

In January 2022, The World Economic Forum gathered online to host their annual meeting through a series of online sessions. To coincide with this, we launched a media briefing outlining research about the state of global inequality through the juxtaposition of billionaire wealth versus people living in poverty. We published 'Inequality Kills' which looked at the widening inequalities in the face of a pandemic and vaccine inequality and ran a schedule of social media activity to contribute to shifting the terms of debate around inequality. We worked with allies such as Patriotic Millionaires and Fight Inequality Alliance to participate in a wider movement and promote solutions around tax. This generated widespread media coverage in the UK and beyond.

## Vaccines

During the Covid-19 pandemic, Oxfam GB and partners from the global south and organisations working on HIV/AIDS established the People's Vaccine Alliance (PVA). Through PVA, we have continued to highlight the inequitable global access to Covid-19 vaccines.

Specifically, we have called for a waiver of intellectual property in relation to Covid-19 vaccines, tests and treatments and highlighted the vast profits made by pharmaceutical corporations because of the market monopoly they have on Covid-19. We have done this by developing and contributing to research, producing policy briefings and reports, and advocacy with Government Ministers, the Intellectual Property Office and pharmaceutical companies themselves.

Through our media work, we've raised public awareness of key statistics around vaccines distribution and pharmaceutical profits. This includes interviews for television and radio. Our CEO, Danny Sriskandarajah, joined a BBC Question Time panel too. We've increased the number of influential voices behind the PVA campaign which now includes over 100 Nobel laureates, leading economists, MP's and the World Health Organisation. We've also campaigned by working with our allies in the UK on stunts and days of action that supporters participated in. We secured public support through a petition that was signed by over 90,000 people in the UK.

Our work has contributed to some tangible results such as the introduction of mRNA technology transfer hubs by WHO which will facilitate the sharing of vaccine technology and support manufacturers in low- and middle-income countries to produce their own vaccines, not just for Covid-19 but for other illnesses too.

# **SPEAKING OUT**

## Why is speaking out important?

Oxfam GB is committed to amplifying the voices of those facing injustice in the UK and around the world, and those who advocate for change in their communities. Alongside our humanitarian work, Speaking Out has remained a central part of our mission, and will continue to play a crucial role in tackling poverty, social injustice, and attacks on civic freedoms.

In a world where civic space is under pressure and restrictions on protest and activism are widespread, it's more important than ever to stand up for people's basic rights and freedoms. In the UK, new legislation has made it more difficult for civil society to campaign for and deliver change. In many countries, the Covid-19 pandemic has resulted in greater restrictions on basic rights, placing additional pressure on activists and organisations to deliver change in increasingly volatile political and social environments.

Despite the ongoing barriers to social change globally, we will continue to challenge the underlying causes of poverty and question the policies and attitudes that contribute to these injustices. Through Speaking Out and encouraging others to use their voices, we are a powerful force for change that will contribute to the creation of fairer, more inclusive and sustainable societies around the world.

## Publications

In 2021/22 Oxfam published 141 reports and papers related to Oxfam's purpose, including research reports, policy briefs, guidelines, evaluations, case studies and education resources. These publications are an important part of influencing policy and practice, sharing learning, challenging perceptions, and demonstrating transparency. During the same period there were 1.75 million unique downloads of Oxfam publication files from our openly available digital repository (note that a publication may have multiple files). As a result of many of these reports and the media work around them we have been able to generate significant media coverage in the UK and beyond which has drawn attention both from the public and the sector.



Image: Within the Syrian refugee community in Tripoli, northern Lebanon, women groups play a vital role in supporting other women against gender based-violence. Photo: Natheer Halawani

## Oxfam in Scotland

The Oxfam team in Scotland used the global climate talks in Glasgow, known as COP26, to strongly push for climate justice. Working in deep partnership with Stop Climate Chaos Scotland, the team amplified the priorities of communities impacted by the climate crisis and helped to ensure the Scottish Government became the first Government in the world to make a financial commitment to help address climate-induced loss and damage. The team also campaigned on the importance of reducing current and future emissions, including from fossil fuels.

The Oxfam team in Scotland also pressed for action to better value and invest in work disproportionately undertaken by women, with a strong focus on the need to address the undervaluation of care work in Scotland. Working with partners, the team developed and advocated for a new national outcome – to fully value and invest in those experiencing care and all those providing it – to be added to the National Performance Framework. Encouragingly, the Scottish Government has committed to considering this proposal within their upcoming review.

Working with partners, the team also campaigned in Scotland for global action to tackle extremely unequal access to Covid-19 vaccines, treatments and tests, securing the Scottish Government's public support for action to better share relevant technologies. Meanwhile, the team worked to highlight humanitarian crises via the Disasters Emergency Committee in Scotland, including appeals for Afghanistan and Ukraine, and via membership of the Scottish Government's Humanitarian Emergency Fund Panel.

The Global Day Of Action saw many thousands of people marching for climate justice in cities and towns across the world. Photo: Andy Aitchison/Oxfam





**IN 2021/22, OXFAM UK SPOKE OUT ON KEY GLOBAL ISSUES:**



**CLIMATE JUSTICE AT COP26**



**GENDER EQUALITY**



**COVID-19 VACCINE INEQUALITY**



**SOCIAL JUSTICE**



**ANTI-POVERTY**

## Oxfam in Wales (Oxfam Cymru)

In 2021/22 Oxfam Cymru continued work on ‘The Welsh Doughnut’ – a framework for environmental sustainability and social justice – hosting a successful series of events with the Wellbeing Economy Alliance Cymru which attracted over 800 participants to discuss collective action needed for both people and planet.

In partnership with Climate Cymru, Wales progress towards climate justice resulted in the ‘Great Big Green Week’ tour being showcased at the global climate talks in Glasgow, known as COP26. Over 10,000 voices were compiled to inform leaders of the meaningful action citizens need to protect our climate and future.

Having established the Anti-Poverty Coalition in 2019, the members’ committed campaigning resulted in the announcement of Free School Meals for all primary-age children in Wales as part of the Co-operation Agreement between the Welsh Government and Plaid Cymru. Working with The Bevan Foundation, a series of reports helped to achieve this progress and inform the roll-out expected in September 2022.

Oxfam Cymru continued to campaign for a gender equal Wales, publishing articles and participating in a Welsh parliament (Senedd) consultation on childcare. Working with partners including WEN Wales, We Care and the Women’s Budget Group, we are developing and advocating for action to invest in a green and caring recovery to value and invest in work disproportionately done by women.

Below: Oxfam campaigners pose as ineffective fire-fighting world leaders on the 12th of November 2021, the final day of COP26 UN Climate Summit in Glasgow, UK. Photo: Andy Aitchison/Oxfam



# **LEARNING AND INNOVATION**

A RECENT STUDY FOUND  
ON AVERAGE A

# 36%

INCREASE IN OBSERVED  
HANDWASHING WHERE OXFAM  
STATIONS WERE INSTALLED.

## HUMANITARIAN- INNOVATION

Oxfam is internationally renowned for its expertise in water, sanitation and hygiene (WASH) promotion. We work with communities and partners to deliver access to WASH services in emergencies, and support more sustainable long-term solutions.

We have a long history of innovation in this sector – the Oxfam WASH Innovation Fund has been supporting this work since 2004. Many of the products and resources we have developed have been implemented by other humanitarian agencies. Our transformative innovations include safe water storage containers and water quality testing kits, while our Sani Tweaks provide best practice guidelines for building latrines that are accessible and safe for women and girls to use. One example of a successful innovation is the Oxfam Handwashing Station:

Pascaline Namegabe, Oxfam Public Health Officer, demonstrating the new hand washing stand to the community in Mwaka, DRC. Photo: Arlette Bashizi/Oxfam



## The Oxfam Handwashing Station

Handwashing with soap is crucial in emergencies. After safe drinking water, it has the biggest positive impact on public health because it helps prevent the spread of disease.

The Oxfam Handwashing Station is the result of six years of innovative design, collaboration, field testing and adaptation based on user feedback – with partners. 2,400 kits have been distributed in Ethiopia, Bangladesh and the Democratic Republic of the Congo (DRC), and the product has since been further rolled out in Tanzania, Yemen, Burkina Faso, Kenya and Uganda.

Unlike previous, less effective solutions, the handwashing station is cheap, durable and easy to assemble in an emergency. Two people can wash their hands at the same time at a safe distance, and waste water is channelled safely away so that the site does not get muddy. The water-conserving design incorporates a mirror – which encourages people to stay and wash their hands for longer – and the height is adjustable to make it accessible for children and people with disabilities.

As well as preventing the spread of disease in emergency settings, this ingenious invention is promoting changes in attitude and behaviour. A recent study found that observed handwashing had increased by an average of 36% in places where a station was installed. This demonstrates the potential long-term positive impact of this product – more handwashing results in less disease transmission and saves lives.

# 2400

OXFAM HANDWASHING STATION  
KITS DISTRIBUTED ACROSS THREE  
COUNTRIES.

Below: Herneštine using Oxfam Handwashing  
Stand to wash her hands at Mwaka site, DRC.  
Photo: Photo: Arlette Bashizi/Oxfam





Above: Nombe's son washes his hands after his meal for the day. "Currently children wash their hands every time they have played, they wash themselves after lessons. In short, it has become a habit for them to wash their hands regularly" says his mother Nombe. Photo: Arlette Bashizi/Oxfam

## Using technology to listen and learn

Oxfam developed the Community Perception Tracker (CPT) in 2018 and continues to use it. It enables us to understand the perceptions of crisis-affected communities, particularly during disease outbreaks where there is often widespread misinformation and confusion.

When using the CPT tool in an emergency, Oxfam representatives listen to people's beliefs and concerns, and record them on a mobile phone or tablet. We analyse the community's responses, correlate them with contextual information and epidemiological data, and share the information. We then make informed decisions about programmatic adaptations, based on the qualitative data collected.

The CPT process plays an important role in community engagement and trust-building in the field, and it also provides Oxfam with evidence for influencing and advocacy activities. The CPT was initially trialled in the Democratic Republic of the Congo (DRC), and later adapted and widely used in Oxfam's responses to the Covid-19 pandemic, from Bangladesh to Venezuela.

This technology had a positive impact in the Rohingya refugee camp in Cox's Bazar, Bangladesh. Oxfam was providing clean water and health and sanitation kits in this overcrowded camp, while people were being infected with Covid-19. Using the CPT, we collected more than 3,000 perceptions about the virus. The data showed that we needed to work more closely with trusted community leaders, in order to communicate the importance of early testing and following safety guidelines. It has been transformative in Venezuela too. Although the CPT was designed for use during disease outbreaks, we plan to adapt it in the future to suit other types of emergency response.

## Low carbon water supply

Climate change is one of the most pressing issues of our time. When Oxfam supports people with water, sanitation and hygiene (WASH) in an emergency, we offer solutions that are as durable and sustainable as possible.

Deforestation, pollution, extreme weather events, flooding and the degradation of fertile land into desert can all lead to protracted humanitarian crises.

In East Africa, Oxfam was an early adopter of solar-powered water pumps, because they were more reliable and cheaper than diesel pumps at the time. We estimate that this decision has saved 19 tonnes of carbon dioxide (CO<sub>2</sub>) per year for every pump.

As a leader in the Global Solar and Water Initiative, Oxfam has been advocating the benefits of solar water pumping in the humanitarian sector for many years. But we are not stopping there. We are looking at the reliability, cost and effectiveness of combining sustainable power sources. For example, where solar energy alone is not enough to power water pumps, it could be combined with other options such as wind turbines to create a complete low-carbon solution. This is just one aspect of the work we are doing on improving the environmental impact of our humanitarian responses.

Below: Marc Ayoub, Energy Researcher in Beirut. Issam Fares, an Oxfam partner organisation, is working on initiatives related to clean energy with a focus on solar power. This photo was produced with funding by the European Union. Photo: Sam Tarling/Oxfam

**WE ARE LOOKING AT THE RELIABILITY, COST AND EFFECTIVENESS OF COMBINING SUSTAINABLE POWER SOURCES FOR LOW-CARBON SOLUTIONS TO WATER SUPPLY.**





# 34%

IN SOME EMERGENCY RESPONSES, AS MANY AS 34% OF PEOPLE SUFFER FROM INCONTINENCE.

## Caring about incontinence

Incontinence is a complex health issue that affects a person's ability to live safely and with dignity. People with incontinence are often stigmatised, and they need more time, privacy, soap and water.

Research has shown that, in some emergency responses, as many as 34% of people suffer from incontinence. This may be because of a medical condition, an injury or trauma. They and their caregivers are less able to leave their accommodation, so have limited access to humanitarian aid and fewer economic opportunities. Without the right support, these people are left feeling embarrassed, lonely and depressed, and ultimately pushed further into poverty.

Within the humanitarian sector, there is limited experience and insufficient knowledge of the scope of the incontinence problem and how to deal with it. Oxfam is developing an innovative set of detailed guidelines that will help us, and other humanitarian agencies, to better support people with incontinence and their families and caregivers in an emergency.

Image: Solar panels adorn the rooftop of a building in Beirut, in August 2021, when there was a shortage in electricity and diesel that left much of Lebanon in the dark. This photo was produced with funding by the European Union. Photo: Sam Tarling/Oxfam



## HOW WE ARE LEARNING

Since 2011, Oxfam GB has been conducting impact evaluations known as ‘Effectiveness Reviews’. These evaluations help us understand how change happens and find evidence of positive change achieved in individual projects and continuously evolve our actions to achieve the greatest possible impact. We undertake these on a wide variety of projects, these range from work focused on improving women’s empowerment, livelihoods, good governance, water and sanitation and resilience. We have the opportunity to reflect and learn from a decade of impact evaluations.

Part of being a learning organisation, is listening to how we can do things better. Listening to the people we work with and others is a core part of learning how to work in a way the puts the people most affected at the heart of our work. This is why we’re changing our approach to learning and accountability.

Image: Quigona Farmers in Magarao, in the Philippines - transplant seedlings into small paper cups with cocopeat. The vegetable nursery is part of Oxfam and Rice Watch Action Network assistance for their Typhoon Rolly (Goni) Recovery Program. Photo: Juanito Bantong/Oxfam



Our approach to learning about our impact is values-driven and intentionally focused on elevating the voices of those that we work with and local civil society partners on what is measured, why and how. Shifting the role of evaluation within the development sector will be an ongoing process, with redesigning Oxfam's framework purely a step on a longer learning trajectory.

While Oxfam will continue to engage in rigorous impact evaluations, how they happen will be different under our new framework from previous reviews. We will no longer randomly select projects. Instead, we will prioritise innovative and strategic areas of work and geographies where there is an appetite for learning. Reviews will be mainly led by regional and country teams, along with our partners. They will set the evaluation agenda, incorporating indigenous perspectives and definitions of success. The end products will also have a different look and feel, each one tailored to specific evidence needs for future learning and influencing.



You can find all of our effectiveness reviews online at:  
<https://policy-practice.oxfam.org/series/effectiveness-reviews/>

Below: Lumbumba, washing her hands using the new Oxfam supplied hand washing stand.  
Photo: Arlette Bashizi/Oxfam



# PUBLIC ENGAGEMENT

We set out to bring together people and groups in Britain who share a sense of international solidarity and strive for a fairer, kinder world by asking people to keep donating their time and money to support our work worldwide.





# FUNDRAISING

Our incredible movement of supporters across the UK continued to stand with those facing poverty – their generosity shining through. In 2021/22, our income from donations and legacies increased to £137.9m, compared with £105.3m in 2020/21. This increase was largely due to the £18.8m we received from the Disaster Emergencies Committee (DEC)\* for Ukraine (compared with £4.8m in 2020/21) and an increase in legacy income. We are humbled by the public support for our work around the world. Our 2021/22 highlights include:

- 276,000 people give regularly raising £42.4m.
- £26.3m from public donations, appeals and fundraising events.
- £18.8m received from DEC appeals.
- 19,000 purchases of 'Unwrapped' items which raised £629,000.

Oxfam participated in the DEC Ukraine Humanitarian Appeal which has collectively raised over £380m since it launched in March 2022.

Vanessa Haines in Brighton, who's mum left a legacy to Oxfam. Nussy said 'Mum's gift is a legacy for future generations.' Photo: Abbie Trayler-Smith/Oxfam

# £138 MILLION

FROM DONATIONS AND LEGACIES

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





SINCE JUNE 2021 THE FESTIVAL TEAM AND 2,200 STEWARDING VOLUNTEERS RAISED OVER:

**£240K**

Above: Trailwalker 2021. The first to cross the finish line were the red team of The Queens Gurkha Signals, who finished in 10 hours and 19 minutes! Photo: Nina Van Ginnekan/Oxfam

## Festivals & Events

Despite continuing uncertainty due to Covid-19, Oxfam's Festivals & Events team was able to successfully recruit volunteers and supporters at eight of the UK's most loved festivals. Since people were able to start attending again in June 2021, the festival team and 2,200 stewarding volunteers, raised over £240,000.

In 2021, the festivals team ran campaigns at the Latitude and Reading Festival, where over 10,000 supporters signed up to Oxfam's Climate Justice Campaign, providing them with resources to support their climate action journey. At the Latitude Festival, a team of two recruited 40 new regular givers (which will generate around £6,542 in annual income). The telemarketing team followed up with those who joined the festival campaign and we were able to convert a further 135 people to become regular givers, raising £8,000 so far.

In September 2021, 1205 participants trekked 100km non-stop across the South Downs in under 30 hours in Oxfam's Trailwalker challenge. There were less participants than our pre Covid events, but we were still able to raise approximately £300,000.

The London Marathon returned in October 2021 with a team of 70 runners who raised approximately £100,000. Volunteer social media leads shared the event online to inspire future marathon runners to fulfil their ambitions and raise money for Oxfam.

# SUPPORTER EXPERIENCE

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

During 2021/22 we worked hard to deliver a timely, knowledgeable and personal service to all our supporters and members of the public who contacted us. This included responses to emergency appeals such as our India Covid-19 and Ukraine emergency appeals. We also supported our festival stewards during a disrupted 2021 season and our amazing fundraisers around the country as they raised funds to help communities living in poverty.

Our dedicated Supporter Relations team dealt with 17,350 phone calls, 25,337 emails, 2,760 web chats, 717 items of post, responded to 9,520 social media posts (whilst dealing with tens of thousands more) and sent 881 personalised thank you cards.

The team also continued to improve ways of working – introducing new, more efficient technology to take phone calls and manage social media. Quality remained high, with supporter care scores averaging 93%.

IN 2021/22 OUR DEDICATED SUPPORTER RELATIONS TEAM DEALT WITH:



17,350 PHONE CALLS



25,337 EMAILS



2,760 WEB CHATS



717 ITEMS OF POST



9,520 SOCIAL MEDIA POSTS

Below: Nicky, Legacy pledger and Oxfam supporter. Photo: Abbie Trayler-Smith/Oxfam



OXFAM HAS

**15K**

RETAIL VOLUNTEERS

**564**

SHOPS

# VOLUNTEERING

Oxfam has a network of thousands of dedicated volunteers. This includes over 15,000 retail volunteers in Oxfam's network of over 564 shops. There are other ways to volunteer including by campaigning or fundraising with Oxfam in your local area or at festivals.

The national volunteering landscape has changed greatly in recent years. The way people volunteer has transformed. Leading increasingly busy lives, people are favouring flexible opportunities and streamlined processes.

Over the last 24 months, many organisations including Oxfam have experienced changes in their volunteer recruitment through a mixture of new volunteers wanting to help during a period of crisis and having more time to volunteer, whilst social distancing and lockdowns have reduced opportunities for certain groups of people to continue volunteering. The end of furlough and significant changes in the labour market have also impacted how people donate their time to charities. Certainly, the Covid-19 pandemic has transformed the sector, starting with who has stepped forward over the last year. Shielding meant that a large part of the usual cohort dropped out of the volunteering pool during the pandemic and new groups started volunteering for the first time. Like so much of our lives, volunteering has also moved online with hybrid working and new ways of connecting with supporters set to take its place in a majority of organisations.

At Oxfam, the pandemic has acted as an intense accelerator for the transformation of our programme. After years of limited investment in Retail Volunteering, last summer, Oxfam decided to introduce a set of measures to improve our offer. One of these measures was the implementation of our new volunteer management system, Assemble. This will involve digitising all our volunteer processes to replace cumbersome and outdated ones. Adapting to Assemble and creating a structure that supports this new way of working is paramount for the successful delivery of the project and the survival of our model.

We have also gone through an organisational restructure and created new roles focusing on improving the experience of existing and new volunteers. The new Volunteer Development and Experience team has seen a significant increase in resources which will help us meet the demands of our Retail network. The aim will be to develop a flexible and future-proof vision to help us address our current challenges and to maximise our existing and upcoming opportunities.

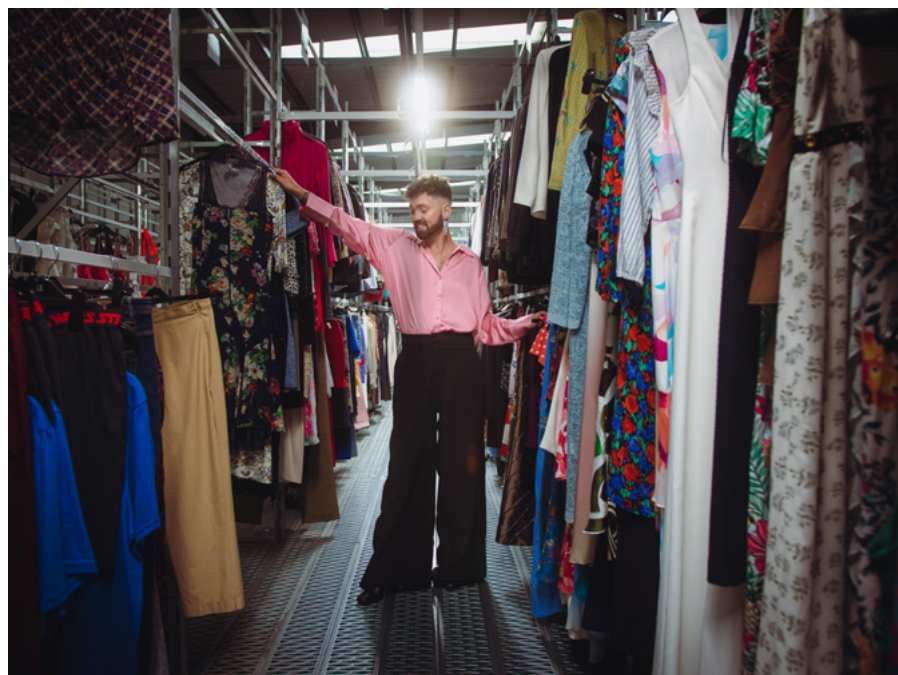
# RETAIL

In 2021/22, retail and recycling activity through 564 high street shops, warehouses and eCommerce generated a total income of £90.3m. The net contribution generated was £21.5m, which is the highest amount achieved in 10 years. This is an incredible result following an extremely challenging period for high street retail. It is thanks to our volunteers, shop teams and support staff all working hard to welcome back our valued customers and donors – from April 2021 – when our shops around the UK reopened, and stayed open.

Oxfam's online sales continued to go from strength to strength, generating £8.1m this year, with second hand growing by 20% year on year to £6.6m (compared with £5.5m in 2020/21). Online sales accounted for 10% of all donated sales, compared with 24% last year – this represents continued growth for online and the impressive bounceback of high street sales. The ethically sourced new products range 'Sourced by Oxfam' generated £12m in sales online and in stores. Christmas saw a successful trading period, with total sales across high street and online tracking only 1% below 2019/20 (pre-Covid most comparable due to shop closures 2020/21) at £20.3m, demonstrating a robust recovery.

This year saw the return of our successful Second-Hand September campaign, which celebrates how shopping second hand with Oxfam helps people and the planet. The campaign, fronted by Sienna Miller, generated 450 media mentions.

Oxfam has embarked on an ambitious new strategy to transform our retail business, driving income and improving customer and donor experience. This work is focused around four core areas: enabling our retail teams, rebuilding our volunteer base, growing our online business and refining our business model.



# £90.3 MILLION

GENERATED THROUGH RETAIL  
AND RECYCLING ACTIVITY VIA:

# 564

HIGH STREET SHOPS

Left and next page: Connor Keaney at Milton Point for filming. The purpose of this film is to highlight the global climate crisis and the impact of Oxfam's retail work in responding to this crisis. It will champion second hand fashion and the importance of shopping with Oxfam. Photo: Andy Oxley/Oxfam





# PARTNERSHIPS

Below: Razia Sultana is an international human-rights activist, lawyer, teacher, researcher and activist; she leads the organization RWWS. Photo: Fabeha Monir/Oxfam



# RAZIA'S STORY

Razia Sultana is an international human-rights activist, lawyer, teacher, researcher and activist; she leads the organization RWWS, which has founded two women's centres in Cox's Bazar - one inside a camp for refugees and one in the host community. Women at the centres learn to read and write and make items like clothing and fishing nets to sell; they engage in trauma-recovery activities and learn about their rights. Oxfam has invested in RWWS.

*“ We are assisting Rohingya women and girls in the camps of Cox's Bazar, where they face violations of their rights every hour of every day. Yet, they are powerful and brave. Survivors who—against all odds—have not given up on the idea that they deserve the rights that have been taken from them. ”*

Below: Yeasmin (left) is learning to make dresses and hopes to continue her tailoring work from her home in the camp. Photo: Fabeha Monir/Oxfam



# LOCAL PARTNERSHIPS

Partnerships can mean different things to different people. At Oxfam, this term references a range of groups and organisations we have relationships with – from teams and local organisations in the global south, to companies and institutional donors. We acknowledge that the term 'partner' does not reflect a one-size-fits-all approach, and that the nature of and power dynamics within these 'partnerships' vary greatly.

Oxfam GB has always been committed to confronting the global inequalities that cause poverty. Our new global strategy recognises that to have the greatest impact, we must focus on where we can make the biggest difference. One way we can do that is through continuing to work in local partnerships.

Oxfam GB has placed partnerships as being central to driving our ambition for radical and sustainable change. Working with local organisations, communities and country offices has been centred with a focus on changing the way we show up in these partnerships. Delivering through local partnerships has been set as one of our strategic priorities.

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

In April 2021, Oxfam GB started to develop a new partnerships strategy which looks at how we can develop radically transformative partnerships and seeks to decolonise the way we engage with partners. This is an ongoing journey, but it's critical to truly tackle inequality and injustice, and ultimately end poverty.

As part of our commitment to shift power to the global south, Oxfam has signed up to the 'Grand Bargain' through an initiative called 'Charter4Change.' This means we commit to practically implementing changes ourselves, and to the way the global humanitarian system operates, to enable more locally-led response.

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

OXFAM GB HAS WORKED WITH

# 640

PARTNERS ACROSS ALL OF OUR WORK

THIS INCLUDES

# 63

WOMEN'S RIGHTS ORGANISATIONS

# £43.1 MILLION

WAS GIVEN IN GRANTS TO OUR PARTNER ORGANISATIONS

# PARTNERSHIPS IN HUMANITARIAN CRISES

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

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

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

Below: Sabrin Muntaha Nigar is a teacher at the RWWS women's centre located in a community that hosts a refugee camp. Photo: Fabeha Monir/Oxfam



# FUNDING & STRATEGIC PARTNERSHIPS

Oxfam GB partners with institutions, the private sector, Trusts and Foundations, philanthropists and ambassadors. The expertise, influence and vital financial support of these partners help us make the most significant difference to the lives of hundreds of thousands of people living in poverty around the world.

This year we continued to support innovation in water and sanitation, families facing conflict and disaster and promote sustainable fashion at scale – in partnership with national Governments, multilateral organisations, global brands, philanthropists and foundations.

Our incredible celebrity ambassadors have given their time and voices to support our work. Through the Oxfam Business Advisory Service, we have been providing services and advice on driving forward positive business practices that improve workers' lives throughout supply chains.

# £12.7 MILLION

RAISED THROUGH INTERNATIONAL FOUNDATIONS, GRANT MAKERS, AND OTHER DONORS



# £141 MILLION

RAISED FROM GOVERNMENT,  
INSTITUTIONAL DONORS, AND  
OTHER PUBLIC AUTHORITIES

## Highlights



### WORKING WITH INSTITUTIONAL DONORS AROUND THE WORLD

We signed some 56 new contracts worth a lifetime value of £55m. Many of these new contracts were multiannual in nature.



### SECURING INVESTMENT IN OUR NEW IMPACT STRATEGIES

The People's Postcode Lottery (PPL) have invested over £1m into Oxfam's new impact strategies for 'valuing women's work' and separately, 'rights, resilience and response' (in fragile contexts). These strategies will maximise Oxfam's impact.



### FOUNDATIONS

We have launched a new three-year initiative in Cambodia – in collaboration with the Laudes Foundation, local NGOs, and trade unions – to help the Royal Government of Cambodia enhance social protection for apparel industry employees, reducing the vulnerability of workers and their families to poverty.



### TRUSTS

First Growth Trust have renewed their commitment to Oxfam's pioneering water, sanitation and hygiene (WASH) Innovation Fund.



### COVID-19

We were grateful for the support of British Airways who provided free cargo space to enable us to transport vital aid like PPE and oxygen concentrators to support the Covid-19 response in India, where Oxfam and partners delivered urgent medical supplies to hospitals and health centres in some of the worst-hit areas.



### INDIVIDUALS

Thanks to the significant support of Katy Steward and James Daunt, who funded our Women's Rights Fund pilot and an important mental health research project, we are introducing new ways of funding and support to grassroots community based organisations and women facing vulnerability in OPTI and Kenya, to access the flexible funding and mental health support they require.

Image (previous page) The RWWS women's centres give women a chance to break out of the relative isolation of their homes and make friends. Photo: Fabeha Monir/Oxfam

# PRIVATE SECTOR PARTNERSHIPS

## Burberry

This year marks the end of two five-year programmes with the Burberry Foundation impacting the communities within their supply chain. In 2017, Oxfam partnered with the Burberry Foundation and PUR Project to support the livelihoods and resilience of cashmere herders in Afghanistan. Over the last five years, this project reached over 70,000 herders with training on animal management cashmere harvesting, trade and value, as well as improved veterinary support – this has strengthened links between cashmere producers and the market. As a result, herders benefited from improved income opportunities through diversified farming and cashmere sales, and improved knowledge on cashmere quality, animal herding and business practices. Furthermore, Oxfam and the Burberry Foundation partnered together to improve community cohesion and social integration of migrant communities in the Florentine area of Tuscany. Together we have reached over 200,000 people by improving access to services in the community and integration of vulnerable people into schools and the wider community. Our partnership worked on three levels: working on strengthening the services of Community Centres; introducing Community Facilitators to guide migrant communities on how to best access vital services; and working in schools to empower students and teachers through inclusive education practices and mentoring.

Below and next page: Images by The Burberry Foundation and Joël van Houdt.





# 35M

'SHWOPPING' HAS COLLECTED  
OVER 35 MILLION ITEMS OF  
CLOTHING, WORTH AN ESTIMATED

# £23M

## M&S

The M&S and Oxfam 'Shwopping' partnership has made it easy to give unwanted clothes a second life. By donating items either in an M&S store, where you can scan a QR code on the 'Shwop' box to receive a treat into your Sparks hub, or in an Oxfam shop, where people who donate have been able to receive a voucher (T&Cs apply) to spend on Clothing, Home or Beauty products at M&S. Since 2008, 'Shwopping' has collected over 35 million items of clothing, worth an estimated £23m to Oxfam.

## Second Hand September

In 2021/22 Oxfam collaborated with companies to promote more sustainable fashion and Oxfam's retail work.

Oxfam's Second-Hand September campaign was supported by a number of brands including Selfridges and eBay, which helped to celebrate everything about second hand shopping and raising money to beat poverty through their customers too. New partner Superdry was welcomed on board, supporting Oxfam's shop network with customers' preloved clothing donations through take-back boxes in store. And beyond resale, Oxfam worked with clothing rental company HURR to showcase second hand festive party outfits donated by celebrities including Kate Moss and Carey Mulligan.



# OUR FUNDING PARTNERS

## Grundfos Foundation

Since 2016, The Grundfos Foundation have supported a number of Oxfam projects, partnering with us on both humanitarian and development work, including our Covid-19 response and projects focused on delivering sustainable clean and safe water to all.

In Nepal, the Grundfos Foundation have been supporting Oxfam to trial a new and innovative approach to water supply since 2017. Oxfam has worked with local communities and partners (Focus Nepal, BWSN and RDC) to design a model that ensures that communities have a stronger voice; through effective feedback and reporting mechanisms and that there is better community representation at local governance level for water management.

An integral part of the model's design will be incorporating professional services from the private sector. The operation and maintenance costs of the water systems will be subsidised and supported by the Nepalese Government, ensuring the tariff rate for water is affordable for all communities. Further jobs will be created by recruiting and training plumbers to repair and maintain the water systems. The ultimate ambition is that the model will be adopted by the Nepalese Government and rolled out across the country.

Working towards sustainability is a process, with much research, testing, learning and tweaking along the way, something that the Grundfos Foundation have fully embraced and supported. And this new way of looking at sustainable water has benefited hugely from the role that the Grundfos Foundation has played – a supportive, listening, flexible partner, prepared to trust the teams and communities on the ground to know best how to resolve their problems.

## People's Postcode Lottery

Since 2016, Oxfam has received an incredible £13.5m from the generosity of players across the UK. We are thrilled to have recently joined the Postcode International Trust family, working in partnership to address the root causes of poverty. Our joint vision is to work towards achieving universal food security and improved nutrition and ensure that people in vulnerable situations have access to adequate support and protection to achieve sustainable livelihoods.

In June 2021 we were offered a £2.5m exceptional gift following the changes to society lottery limits by the Department for Culture, Media and Sport (DCMS), bringing PPL's total donation in this financial year to £3.1m. This was a lifeline to vulnerable communities around the world struggling to cope with Covid-19, strict lockdown measures and loss of income.

# £13.5 MILLION

SINCE 2016, OXFAM HAS RECEIVED AN INCREDIBLE £13.5M FROM THE GENEROSITY OF PLAYERS ACROSS THE UK.



**Research shows that women's rights organisations globally have an average income of just \$20,000 a year, with 48% having never received funding for core costs, and 52% having never received multi-year support from a donor.**



## People's Postcode Lottery (continued)

Doing things differently is the ethos of our partnership. Using learning from an ongoing research project, Oxfam in Kenya and Palestine will implement a one-year pilot programme to address overlooked impacts of the pandemic on women's mental health. Our partners, Aid and Hope Programme (AHP) in Gaza and Family Defense Society (FDS) in West Bank, determine how flexible funding is used. They work with women who have experienced cancer and the stigma of mental health issues close to home. We chose them as women experience chronic poverty, discrimination and violence, but this manifests differently between the two urban & rural contexts. We chose this approach because local women's rights and feminist movements, particularly in the global South, are chronically underfunded. Research shows that women's rights organisations globally have an average income of just \$20,000 a year, with 48% having never received funding for core costs, and 52% having never received multi-year support from a donor.

Below: Razia Sultana (right) shares a laugh with women at the RWWS women's centre inside a camp in Cox's Bazar, Bangladesh. Razia Sultana leads the organization RWWS. Photo: Fabeha Monir/Oxfam



# PEOPLE AND ACCOUNTABILITY



# AHMED'S STORY

It is over four years since the city of Mosul and its surroundings were returned from ISIS control to that of the Government of Iraq. Thousands of families fled the violence and lived in camps, many are now returning having seen the camps closed in late 2020. Oxfam and Norwegian Refugee Council have been supporting families in Mosul with cash assistance, grants to start businesses, repairs to schools and teacher training, access to water, support to gain civil documentation and more. After ISIS were defeated Ahmed resumed his education and at the same time, is managing a shop for hardware tools to provide income to his family.

//

*I hope that people can come back and start a new life, it's hard but in the end, we have to move on with our lives we need to rebuild what has been destroyed.*

//

Below and previous image: Ahmed inside his shop.  
Photo: Zaid Al-Bayati/Oxfam



# OUR PEOPLE

## Our staff

As at 31 March 2022, Oxfam GB employed 4,157 staff (see detailed breakdown in employee data section) – compared with 4,137 staff employed at 31 March 2021. As at 31 March 2022, the representation of women in our total workforce was 51.3% – a small increase on the 50.9% reported at 31 March 2021. In 2020/21 our senior leadership team comprised of four women and three men. The percentage of BME staff in the UK divisions was 12.3% of the total workforce for whom their ethnic origin is known which is a small increase of 0.9% from March 2021. There is a strong commitment and concrete plan to increase diversity at all levels in the organisation moving forwards.

We continue to review and evolve our structures to ensure they remain aligned with organisational strategy and needs, and in 2021 completed further evolution of the Engagement Division structure. 2021 also saw the delivery of organisational changes which resulted in the closure and a phased exit from direct delivery of programming in a number of countries along with the clustering of countries in other areas aligned to Oxfam confederation strategy. This recognises that the world in which organisations like ours operate is changing and requires us to work increasingly through local partners and to shift more resources and decision-making power to the global South.

AS AT 31 MARCH 2022

# 4157

STAFF WERE EMPLOYED BY  
OXFAM GB.

Below: Volunteers like Rejuana Begum, who live in the camps, play a key role in Oxfam's programs in Cox's Bazar. Photo: Fabeha Monir/Oxfam



# 15K

VOLUNTEERS SUPPORT OXFAM  
IN GREAT BRITAIN.

## Our volunteers

Oxfam is supported by over 15,000 volunteers in Great Britain. Whilst the majority work in our shops, volunteering is integral throughout the whole of our organisation. The impact of the pandemic and temporary closures of our shops resulted in a reduction of our active volunteering team in 2020/21, with our shop reopening programme seeing a reduction in the number of volunteers who returned initially. Volunteer numbers have seen a steady increase since the shop network reopened. Additional support has been provided to engage and increase volunteers and there is continued focus to improve our policies and processes to ensure we remain rigorous and compliant, but at the same time we have continued to develop and diversify the volunteering opportunities we can offer, and to reach new audiences.

## Supporting our programmes

Across the world, our teams are working to transform the lives of people in poverty. Most obviously, this includes our programme staff, who respond directly to the needs of those we serve. It also covers a range of other professionals, such as our logistics experts who ensure that supplies reach the people in need of them, HR officers who recruit and support the teams, finance officers who make sure we get the best value for money, and legal experts who ensure we comply with regulations.

Below: Quigona Farmers in Magarao, in the Philippines transplant seedlings into small paper cups with cocopeat. Photo: Juanito Bantong/Oxfam



# PEOPLE DATA

## ALL EMPLOYEES BY GRADE AND SEX

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

Grade	Female	Female%	Male	Male%	Grand Total
DIR	7	70.0%	3	30.0%	10
A	17	65.4%	9	34.6%	26
B	154	63.4%	89	36.6%	243
C	473	47.4%	525	52.6%	998
D	485	45.9%	571	54.1%	1,056
E	493	58.1%	355	41.9%	848
F	109	29.0%	267	71.0%	376
K	11	47.8%	12	52.2%	23
Shop Managers	377	67.4%	182	32.6%	559
Hosted staff grade unknown	1	33.3%	2	66.7%	3
Country Director	6	40.0%	9	60.0%	15
<b>Grand Total</b>	<b>2,133</b>	<b>51.3%</b>	<b>2,024</b>	<b>48.7%</b>	<b>4,157</b>

The Equality Act 2010 requires us to report on staff based on their biological sex (male/female), as identified in their HR data.  
We aspire to address our ability to report on gender identity as well, by improving our equality data form completion.

## EMPLOYEES – BY ETHNICITY\*\*\*

UK Divisions including International Operations

As at 31/03/2022	Headcount	BME% of Total Headcount	% of Headcount where ethnicity is known
BME	161	8.6%	12.3%
White	1149	61.2%	87.7%
Unknown or prefer not to say	567	30.2%	n/a
<b>Total</b>	<b>1877</b>	<b>100.0%</b>	<b>n/a</b>

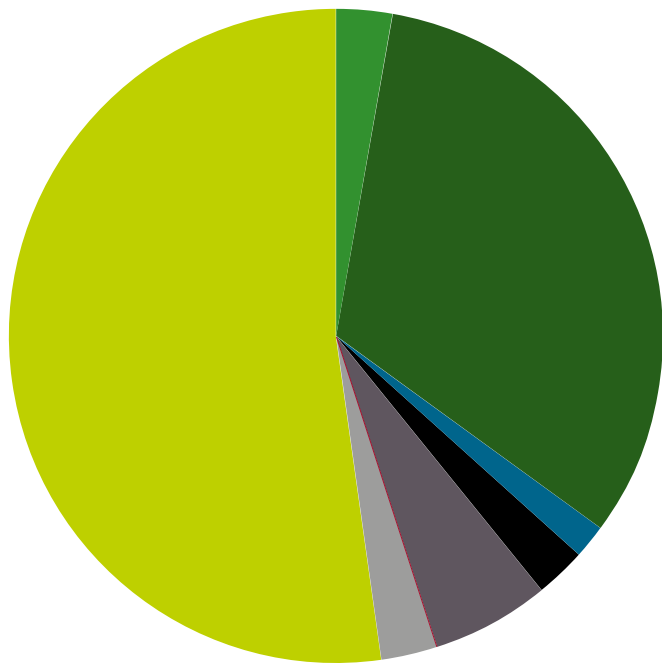
\*UK Divisions includes people employed in UK teams but located overseas.

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

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



EMPLOYEES BY DIVISION



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

Below: Oxfam team interviewed five champions from the host community at Al-Khaldeyah, in Jordan, who took part in the green jobs' initiative. Photo: OxfamAUS



# OUR CULTURE

Oxfam is evolving our organisational culture to ensure that we live our values of accountability, inclusiveness and empowerment in everything we do. We have outlined our commitments to anti-racism, intersectional feminism and shifting power to partners and communities across the world in our Transforming for a Radically Better World paper so that we deliver our strategic aim to be safe, feminist, and anti-racist.

Our long-term vision, that was co-created with staff and leadership, resulted in our aim to move to a culture of connection and responsibility. To achieve this, we continue to embed culture interventions, such as Oxfam citizenship goals, now a part of our performance review system Let's Talk – so that all staff have an agreed goal relating to culture change or supporting the wider organisation.

Our Equalities learning pack as well as bespoke intersectional team support programmes have helped staff to embed learning and shift behaviours, including beginning an anti-racism learning journey and action learning sets for leadership and HR teams.

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

Our commitment to becoming a safe, feminist and anti-racist organisation, and to taking an intersectional approach is also reflected in our commitment to being LGBTQIA+ inclusive, and taking steps to ensure that our internal culture, systems and processes are managed in a way that make them accessible and available to all our staff, but particularly staff who experience marginalization.

We have also reaffirmed our organisational commitment to trans-inclusion by enabling an environment where trans and LGBTQIA+ staff can feel supported and heard. We have made some progress on this through self-learning packs and training for HR staff, but we will continue to explore what more we can do.

We continue to take an anti-racist approach both internally and externally. We have developed a cross-organisational consultation process to underpin the development of a Racial Justice Framework to guide our anti-racist approach in the future, led by the Racial Justice Team, with Partnership Team members, and the Equalities Team.

In 2021, culture transformation has continued to be a key focus in the delivery of our strategic priorities, with targeted interventions co-created with our internal networks and staff to enable the transformation and the future of Oxfam GB.

We have a refreshed management offer rolled out across the organisation, we have also offered specific sessions on building inclusive cultures, with specialist external partners.

Many Oxfam staff have contributed to making our culture inclusive, including volunteering their time through Oxfam citizenship goals to develop the poster opposite for shops to celebrate 'Pride' in June 2022. Oxfam recognises that this is the culture we aspire to, but there is more that we must do to truly include everyone.

THIS  
CHARITY  
IS  
FOR  
YOU  
ME  
HIM  
HER  
THEY  
THEM

When we include **everyone** we can overcome poverty



02/19/PC22/14

Above: Oxfam staff volunteered their time through Oxfam citizenship goals to develop this poster for shops to celebrate 'Pride' in June 2022.

# EQUALITIES, DIVERSITY & INCLUSION

We have a strong commitment to equity and improving all forms of representation within Oxfam GB, based in an inclusive organisational culture in which people in all their diversity can thrive.

Our ambition to decolonise our work and develop a safe, feminist and anti-racist organisation is key to our work on Equalities, Diversity & Inclusion. The development of our Equalities strategy and plan is centred on the experiences of our Black, Indigenous and People of Colour (BIPOC) staff and those from other under-represented groups. We aim to not only increase diversity in our workforce and volunteers, but to build on our work to be a truly inclusive organisation. The Equalities strategy takes an intersectional approach, and this enables us to understand how people experience power inequalities and barriers to inclusion according to many different aspects of identity – such as race, gender, class, ability and other areas – and that these compound and reinforce one another. It helps us understand different forms of both oppression and privilege that people face – and how these intersect. Our vision is for a world where no one is left behind, and we are all able to build a future free from oppression.

Following the launch of our new monitoring forum, we have included equalities impact assessments in all change activity. We have a number of active internal networks and working groups from under-represented groups who create safe and inclusive spaces, and who work with us to support the development of our policies, HR practices and culture work.

The Accountability and Values Forum operates as one mechanism through which we can hold ourselves up for scrutiny and enable discussion between leadership and staff on how we can move further forwards in our commitments to become a safe, feminist and anti-racist organisation.

## Equalities data

We encourage staff to complete our equalities monitoring form, but it is not compulsory and we need to do more to encourage all staff to complete the form. We continue to engage with staff networks and Trade Unions to ensure that our approach to data collection is as inclusive and transparent as possible. We have seen a small increase in our equality data from 75% (2020) to 76% (2021).

For the third year, Oxfam GB has used its Equality data to begin providing intersectional pay gap reporting for Ethnicity and LGBTQIA+. This is in line with our commitment to increasing diversity and taking an intersectional approach to Equalities. Based on the available ethnicity contractual data, the overall ethnicity pay gap for 5 April 2021 is -32.83% Median and -8.85% Mean in comparison to -14.43% Median and -6.03% in 2020. The overall sexuality pay gap is 11.94% (median) – an increase since 2020. However, the mean sexuality pay gap is 6.76% – a decrease since 2020. For full details, including some more nuanced understandings of the data, please see our Gender Pay Gap report. In remaining targeted and nuanced in addressing inequalities, we will continue to use our Equality data as simply one indicator of the systemic and cultural change that we hope to achieve. Looking forward, and as part of our Equalities journey, our commitment is to explore and introduce creative ways to help increase the proportion of staff who complete and share their Equality data.

IN 2021/22

# 51%

OF OUR STAFF WERE WOMEN

WHERE ETHNICITY IS KNOWN

# 12%

OF OUR STAFF ARE BME

//

For the third year, Oxfam GB has used its Equality data to begin providing intersectional pay gap reporting for Ethnicity and LGBTQIA+.

//



Meeting our charitable objects of preventing and relieving poverty require us to address the systems of power that keep people in poverty.



## Anti-racism

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

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



[danny.oxfam.org.uk/2021/07/28/opinion-why-oxfam-is-talking-about-race/](https://danny.oxfam.org.uk/2021/07/28/opinion-why-oxfam-is-talking-about-race/)

We have established OGB’s Racial Justice Framework (RJF) with a view to launch in 2022. The RJF is Oxfam GB’s foundational strategic framing on structural racism and how this shows up across the organisation. The RJF calls on Oxfam to sit in a spirit of discomfort and decentring, take accountability for legacies of colonial attitudes and harm and sets out a wider plan of action (Racial Justice Action Plan) to be further contextualised and developed by teams working in all Oxfam GB locations. This framework and research has been established and informed by the voices of Black, Indigenous and People of Colour staff across Oxfam. The RJF is situated on the fact that our external contributions on anti-racism mean very little without deep commitment and action to resolving the issues of racialised and colonial harm entrenched within our internal structures.

We have continued our career and coaching offer with staff from Black, Indigenous and People of Colour (BIPOC) backgrounds and our networks. This offer recognises and values the talents of BIPOC staff and includes a second group coaching programme for staff across the world focused on leadership. Two groups have taken place; a third will commence later this year. Career development conversations are underway to identify opportunities.

## Disability Confident

Oxfam undertook the process of becoming a level 2 Disability confident employer. This involved auditing how well Oxfam was recruiting in a fair and accessible manner, and how well Oxfam was keeping and developing our staff with disabilities.

Oxfam shortlists applicants that disclose disabilities and encourages feedback on the recruitment processes. We use diversity and inclusion (D&I) champions trained to use an intersectional lens to ensure recruitment is safe, fair and accessible. Our aim is to use D&I champions at all stages of recruitment; from setting up the job profile to the selection of candidates for roles. The accessibility of job profiles is screened by the recruitment team too. In terms of support and development, there is a Disability inclusion network, trained Mental health First Aiders, and an accessibility working group all designed to support staff with disabilities. Most promotions are done through recruitment processes meaning that staff with disabilities have the same measures in place to ensure recruitment is safe, fair and accessible.

# SAFEGUARDING

As part of Oxfam's ongoing commitment to better protect all those with whom we work, we published a new safeguarding strategy in February 2022. The strategy seeks to embed safeguarding in Oxfam's culture and practice by aligning safeguarding with our organisational values of inclusivity, empowerment and accountability. Central to the strategy is the acknowledgement of the power we hold as an organisation and our duty to ensure that power does not fall into the wrong hands.

The strategy aims to create a safer Oxfam through:

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

In recognition of the close links between abuse and power, privilege and colonised practices, the strategy is underpinned by our commitment to become a decolonised, feminist, anti-racist organisation.

Perpetrators of abuse have no place within Oxfam, or the sector. Our strategy aims to eliminate the space in which they can operate, while increasing safe spaces in which survivors can call out abuse. We know that there is no room for complacency, and that our safeguarding journey will never be complete but we are committed to an ongoing cycle of learning and improvements.

Some of the key developments Oxfam made in safeguarding during 2021/22 are outlined below.

## Survivor-centred approach

Oxfam takes a survivor-centred approach to safeguarding which means we prioritise the rights, needs and wishes of survivors. We continued to seek ways to improve our survivor-centred practices. We have drafted a confederation-wide Survivor Policy and are consulting with communities in which we work to reflect their views of what a survivor-centred policy should look like.

We continue to develop the next phase of the confederation-wide reparation project to provide survivors with the support they need to recover or rebuild their lives following a safeguarding incident involving Oxfam staff.

## Training and support

The lifting of Covid restrictions has enabled safeguarding advisers to travel and deliver face-to-face training again in the countries where Oxfam works. Training is provided to all staff whatever their role so that everyone is aware of their responsibility to ensure that no one ever suffers abuse from people who work on behalf of Oxfam.

Such training is critical in increasing awareness and preventing abuse taking place as well as building trust so people feel safe to report concerns, and is most effective when delivered in person.

Working increasingly through partners, we also have a responsibility to support the strengthening of their safeguarding to help prevent abuse taking place and ensure that they meet core standards for the handling of allegations, conducting investigations and monitoring and reporting. Last year we began a process of training starting with partners in Kenya which we plan to extend to other countries and regions.

We continue to invest in our Safeguarding Focal Points as they are an integral element of our support to communities and staff. Based in every Oxfam office, they are often the first-point of contact for those with concerns and play a crucial role in increasing awareness and supporting investigations. They are now managed by regional safeguarding advisers as part of our strategy to shift power and resources closer to the countries and communities in which we work. We provide training and guidance in our global safeguarding standards and procedures as well as ensuring ways that they can share their learnings and experience. We are now seeing the standards and approaches adopted more and more at country level and we hope our continued commitment to training in countries and regions will further embed these practices locally.

## Safeguarding in our shops

Oxfam shops are community hubs – welcoming environments for people from a broad range of backgrounds. Our shop teams are diverse, and many volunteers have vulnerabilities which can increase the likelihood of the abuse of power. We have robust systems in place to protect our shop staff and volunteers from harm, and encourage them to recognise and report issues and allegations of concern – including a dedicated Retail Safeguarding Manager (who works with a dedicated HR team for our shops) and training in safeguarding for staff and volunteers.

The Covid pandemic created enormous challenges for Oxfam's network of 564 shops throughout England, Scotland and Wales. The reopening of shops has been under a new 'Build Back Better' strategy which prioritises rebuilding our shop teams and volunteer base, building an inclusive culture, and bringing our shops into the digital age. Ensuring that our shops continue to be safe places for staff, volunteers and customers is central to this new strategy – and it's an opportunity to further embed safeguarding into our retail work.



Above: Julia, at a reception centre for refugees from Ukraine. Korczowa, Poland.  
Photo: JB Russell / Panos / Oxfam

## SAFEGUARDING CASES IN 2021/22

In 2021/22 Oxfam GB's Safeguarding Team concluded 38 investigations, 22 of which related to our international programmes and 16 related to our retail operation in the UK.

An additional 57 reports closed following initial assessment or an alternative form of action. It is not always possible or appropriate to undertake a formal investigation, including because the survivor may not wish to proceed with an investigation or there may be insufficient evidence.

In these instances, depending on the nature of the alleged misconduct, we worked to mitigate the risk by other means including by providing additional training, management support, putting preventative measures in place or not renewing a contract. If a contract was ended, it was noted on the HR records and will be used in any request for a reference.

Also included amongst the 57 reports were requests for advice on safeguarding, enquiries about DBS checks and concerns about well-being of staff and volunteers. The team received a further eight reports which were either not a safeguarding matter or duplicate reports.



**Of the 38 cases that were investigated:**

- 24 were upheld or partially upheld resulting in:
  - 10 dismissals
  - 3 formal warnings

In 12 cases, other action was taken; this could include training, additional supervision, loss of position or seniority.

- 14 were not upheld

**In two of the cases we investigated, local authorities were notified.****Of the total safeguarding investigations, the subjects of complaint were made up of:**

- 22 staff
- 12 volunteers
- 6 partners or contractors
- 2 community members

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

- 10 staff
- 14 volunteers
- 2 community members
- 1 partner
- 1 other
- 3 identities unknown

**OXFAM SAFEGUARDING FRAMEWORK****PREVENTION & DETERRENCE**

Safe Recruitment  
(References, screening)

Policies & procedures

'Safe programming'  
Risk-based approach

**DETECTION**

Speak Up Protocol:  
various speak up  
channels

Established  
Safeguarding Lead

Proactive detection

**RESPONSE**

Investigate confidentially  
and professionally

Survivor-centred  
approach (safeguarding)

Common Standards –  
Policies and Procedures

**ACCOUNTABILITY**

Internal and external  
accountability

Consequences for  
inappropriate behaviour

Chain responsibility:  
partners / suppliers

# **REPORTING AND ACCOUNTABILITY**

## Gender pay gap

The term 'gender pay gap' refers to the difference in average earnings between women and men. As an organisation working around the world to enable women to realise their rights, we believe gender pay gaps should not exist and we are committed to reducing ours. Our gender pay gap for April 2021 was heavily impacted by which staff were furloughed. As a result, 54% of staff were excluded due to the requirement to exclude staff on reduced pay due to furlough in April 2021. This resulted in a median pay gap of 4.6% (a significant decrease from 25.5% in April 2020 and a mean of 8.1% compared to 11.3% in April 2020). Our analysis based on normal annual contractual pay (including those furloughed and on reduced pay due to leave such as maternity leave) shows that our gender pay gap increased slightly from 3.8% median in 2020 to 4% in 2021 (the mean reduced to 6.8% in 2021 from 7.5% in 2020. This indicates that our approach is showing positive progress against our plans. You can find Oxfam's latest Gender pay gap report on our website:



[www.oxfam.org.uk/about-us/plans-reports-and-policies/oxfam-gbs-gender-pay-gap/](https://www.oxfam.org.uk/about-us/plans-reports-and-policies/oxfam-gbs-gender-pay-gap/)

## Oxfam GB pay ratio

In line with Oxfam's campaigning against inequality, Oxfam GB monitors our pay ratio on a regular basis, aiming not to increase the current level. Our CEO pay ratio, for 2021/22 is shown below:

Highest to lowest paid*	25th percentile pay ratio*	50th percentile pay ratio*	75th percentile pay ratio*
<b>6.8:1</b>	<b>6.8:1</b>	<b>6.7:1</b>	<b>3.6:1</b>

Our top to median pay ratio for 2021/22 was 6.7: 1 and was influenced by the employees excluded from the data due to furlough in April 2021 (up from 4.4:1 in 2020/21). 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 3.6:1 a slight increase from 3.4:1 in 2020/21.

Our highest to lowest pay ratio was 6.8:1 (a slight decrease compared to 6.9:1 for 2020/21). Details of CEO and leadership team pay are included in the tables on page 156.

\*Pay ratios have been calculated using option B set out in 'The Companies (Miscellaneous Reporting) Regulations 2018' allowing companies to identify the employees at 25th, 50th and 75th percentiles using their latest gender pay gap information as we are unable to accurately calculate full time equivalent remuneration in a given tax year for all our employees based on our 2021/22 payroll system.

## Anti-corruption

We have a dedicated Anti-Corruption Team which works to prevent, deter, detect and respond to reports of fraud, theft, money laundering, nepotism and terror financing. We have an internal reporting system that allows staff and partners to report concerns confidentially. Additionally, we have a Loss Prevention Adviser working for the Oxfam's trading division (Oxfam shops).

We have a robust corruption prevention strategy, which includes awareness raising, training, country risk assessments and specific projects to address corruption in high risk areas.

In 2021/22 we received a total of 180 [104 + 76] new reports of corruption. Total losses were £249,704 [£248,164 + £1540] which represents less than 1% of Oxfam's overall income. The majority of incidents were in our procurement activities. Oxfam operates in many challenging environments where the risk of corruption is amongst the highest in the world.

Of the 180 reported incidents/concerns, 104 related to our international programmes and non-trading UK operations. The total verified losses for our international programme and UK operations (non trading) were £74,452. Verified losses are amounts which have been confirmed as having been stolen or lost to corrupt activity. The total unverified corruption losses – where losses have been suspected but not proven – for our international programmes and UK operations (non trading) were £74,452.

Our UK retail operations received 76 reported incidents/concerns (compared with 52 in 2020/21). The total financial loss\* admitted to during investigative interviews was £1540 (compared with £8,216 in 2020/21).

### NOTES:

\* Retail loss figures are based on recorded financial losses only and don't include estimated value of any goods taken as in previous years.

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

The losses are calculated from investigations concluded in 2021/22 irrespective of when that investigation commenced (i.e. it will include losses from previous years which have not previously been reported because they were unknown at the time)

## Modern Slavery

In Oxfam GB's 2021/22 Modern Slavery Statement we provide an update on the third year of progress against the three-year commitments we outlined in the 2018/19 statement.

For more detail see our latest statement:



[www.oxfam.org.uk/about-us/plans-reports-and-policies/modern-slavery-act-statement/](https://www.oxfam.org.uk/about-us/plans-reports-and-policies/modern-slavery-act-statement/)

## Responsible fundraising

Oxfam is committed to complying with the regulatory standards for fundraising, and to ensuring that our fundraising is delivered in a manner consistent with our values. We are registered with the Fundraising Regulator and are committed to the Fundraising Promise and adherence to the Code of Fundraising Practice. Our contracts with third party fundraising suppliers stipulate that they must follow the Code, and we monitor their activities in order to verify this. Such monitoring typically includes listening to call recordings, and mystery shopping face to face fundraising. We routinely provide feedback and discuss any concerns arising from this monitoring. We also take great care to ensure our fundraising complies with UK data protection legislation.

### OUR PUBLIC FUNDRAISING WORK INCLUDES:

- **Soliciting single and regular gifts** through a variety of channels, including face-to-face and telemarketing
- **Operating a lottery**
- **Legacy fundraising**
- **Event fundraising**, such as our Trailwalker event, as well as third party running events such as London Marathon.

We sometimes use contracted fundraising suppliers to help us raise funds. We monitor their activities closely to ensure they treat our supporters fairly and protect Oxfam's reputation.

Our website outlines our complaints policy and clearly explains how an individual can complain. We received 142 complaints related to our marketing in 2021/22, compared to 215 in the previous year.

Complaints are reported to our Strategic Leadership Team and Trustees so they can consider lessons learned. We report to the Fundraising Regulator on the totality of our complaints.

Oxfam's vulnerable persons policy is available on our website, and all fundraisers (both staff and third party) receive regular training in our processes for protecting the vulnerable. All opt out requests received via the Fundraising Preference Service are actioned as a priority. Our Supporter Care team follow up all cases of suspected vulnerability, and donations are returned where appropriate. In 2021/22, we investigated 119 such cases, of which 75 were upheld, and 6 donations were returned.

## Accidents and incidents

A cautious return to the workplace began during 2021/22 as the UK eased out of Covid-19 work related restrictions. This gradual return to the workplace is reflected in the increased incident and accident levels.

The number of incidents reported in 2021/22 totalled 566 (271 in 2020/21). Of the reported incidents by location:

92% occurred in Shops (86% 2020–21)  
4% International (including some vehicle incidents)  
2% Festivals  
2% split between Offices (3% 20/21) and Warehouses (1% 20/21).

In the UK there were a total of 11 work-related road traffic accidents (7, 2020/21) and Internationally there were 16 work-related road traffic accidents (15, 2020/21). A total of 3 RIDDOR\* reportable incidents were submitted to the Health and Safety Executive which represents a decrease on the previous year (8, 2020/21).

## Living Wage Employer

In 2021/22, we partnered with our unions to shape a package of measures that aims to address staff concerns and priorities, and do the best we can, particularly for our lower-paid staff in these challenging times.

This includes a continued commitment to paying a 'Living Wage.' Oxfam is an accredited Living Wage employer in the UK and we ensure all our UK staff are paid a Living Wage based on Living Wage Foundation rates.

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

\* Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013

## Ensuring Data Rights and Compliance

We continue to strengthen our approach, awareness and responsibility for data and data rights, with GDPR setting the standard. This year we published our new 'Oxfam Biometric & Foundational Identity Policy' and have been engaging with the sector on biometrics, data sharing and responsible data practice; seeking to encourage a step change in the ways we all handle data, increasing the security and safety of data and people we work with. As well as supporting UK activities informing and raising awareness of data protection and, importantly, raising funds in a responsible and compliant way, our countries' activity has focused on supporting careful archiving of personal data by those teams and with partners in transition. Next year we will return to further developing in-country awareness, skills and good responsible data practice, always working with partners and those we serve, including some of the most vulnerable people on the planet.

## Cyber security

Over the last year significant efforts have gone towards improving the security posture of Oxfam GB (meaning the networks, information and systems we have along with the capabilities we have in place to manage and defend these).

This includes:

- Staff training and awareness: We have boosted our regular annual training with additional programmes focusing on phishing and ransomware.
- A third party reviewed our cyber security and looked at the range of security controls in place. Their overall assessment was that cybersecurity practices at Oxfam were strong and led by informed strategy, but that there are some areas where further gains can be made. A roadmap has been created to get these controls in place.
- Several new technologies have been purchased and are being deployed.
- Our vulnerability management process has matured to ensure that our systems and devices are up to date and protected against the latest attacks

We will continue to improve our security posture to ensure that staff and stakeholders operate safely.

# ETHICAL AND ENVIRONMENTAL STANDARDS

Below: Anhad from Khnor Omerah, Yemen, works on a fishing boat catching fish to sell to support her family.  
Photo: VFX Aden / Oxfam





WE ARE COMMITTED TO  
REDUCING OUR CARBON  
EMISSIONS BY AT LEAST

# 71%

BY

# 2030

FROM A 2011/12 BASELINE,  
WITHOUT OFFSETTING

THE CARBON EMISSIONS GENERATED  
BY OUR UK-BASED ACTIVITIES WERE

# 38%

LOWER THAN OUR PRE-PANDEMIC  
LEVELS AND

# 66%

LOWER THAN OUR 2011/12  
BASELINE

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

We are committed to reducing our carbon emissions by at least 71% by 2030 (from a 2011/12 baseline, without offsetting) and to be zero carbon before 2040. We intend to review and improve on this target each year as new opportunities and technologies become available. In line with this commitment this target was revised and improved in advance of the UN Climate Change Conference (COP26) that was held in Glasgow in November 2021.

For the third year now, we also present here our report on energy use and carbon emissions under the Government's Streamlined Energy and Carbon Reporting (SECR) framework. This mandatory report is narrower in scope than the voluntary reporting we have been doing for many years. Our emissions are based on our UK operations for the year 1st April to 31st March for each year noted, the same period as the financial report.

## Overall performance

2021/22 was a better year for Retail with much fewer interruptions to our shop network due to the Covid-19 pandemic, but with many ongoing challenges around the international aspects of our work and associated travel. Overall, the carbon emissions generated by our UK-based activities increased by 36% to 4,925 tonnes compared to 2020/21. However, this is still 38% lower than our pre-pandemic levels (2019/20) and 66% lower than our 2011/12 baseline.

Our environmental footprint continues to benefit from the positive changes in working practices brought about by the pandemic, such as improved virtual collaboration tools. Our shop network was open for nearly all of this year. Although the associated carbon footprint has increased again, it is still 38% below pre-pandemic levels. However, we estimate that up to 4 percentage points of this 38 is actually due to a change part way through 2021/22 in our operations around the collection and processing of excess donated goods rather than necessarily any change in the underlying emissions.

Our key areas of environmental impact are:

- **Building energy:** 74.2% of our carbon emissions in 2021/22 came from building energy, compared to 75.2% in 2020/21.
- **Air travel:** 3.6% of our carbon emissions in 2021/22 were a result of air travel; compared to 1.7% in 2020/21.
- **Land travel and logistics:** This accounted for 22.2%, compared to 23.1% in 2020/21.
- **Sustainable materials:** We continue to ensure that at least 90% of the wood and paper we use is recycled or Forest Stewardship Council (FSC) certified.

We have provided further information on our strategy, scope of our reporting and key areas of impact in our Supplementary Ethical and Environmental Report which can be found on our website here: <https://www.oxfam.org.uk/about-us/plans-reports-and-policies/corporate-responsibility/>

## Retail ethical and environmental strategy

This past year we have resumed work on the strategy which was greatly impacted by the first year of the pandemic.

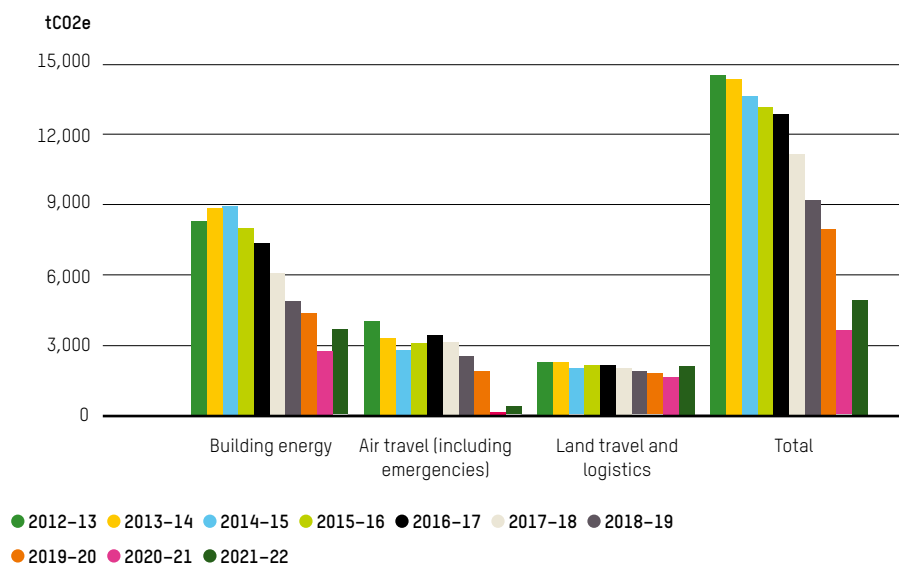
Our Retail division aspires to be a driving force for sustainable trading, embracing innovation and upholding the integrity of Oxfam GB's brand.

The strategy contains five key objectives and a range of actions to support them, for example:

- Driving improvements in **waste management**
- Implementing actions arising from our **Energy Savings Opportunities** Scheme (ESOS) report – including the installation of LED lighting in our shops and better energy management practices
- Reviewing **Wastesaver**, our textiles recycling and reusing facility and how we deal with excess donated goods
- Working with suppliers to improve ethical and environmental considerations in our **Sourced by Oxfam** range of products.

The governance group that manages the strategy was reformed in the middle of 2021 and has since met four times. The group has reviewed and refreshed the 40+ actions that sit in the strategy and produced a set of targets across waste, energy, and our Sourced by Oxfam range of new products.

### CO2e, TONNES (INCLUDING EMERGENCY AIR TRAVEL)



### SHARE OF CARBON EMISSIONS (CO2e)



% of Total Emissions 2021-22

- 74.2% ● Building energy
- 3.6% ● Air travel including emergencies
- 22.2% ● Land travel and logistics

## Energy and Carbon Report (SECR)

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

In total the mandatory reported carbon emissions in 2021/22 for SECR reporting are 3,068 tonnes CO<sub>2</sub>e, up 25% compared to 2020/21. When we include optional reported carbon, our total emissions are 3,638 tonnes CO<sub>2</sub>e, up 24% compared to 2020/21. In our reporting above, which has a wider scope, they are 4,925 tonnes CO<sub>2</sub>e in 2021/22.

The overall increase in reported emissions was due to the resumption of the shop network for most of the year resulting in increased emissions and so this is in comparison to a year that was significantly impacted by the Covid-19 pandemic with many months of closed shops. The gross intensity ratio of 38.27 in 2021/22 for mandatory reported carbon compares to 64.17 for 2018/19, the comparison year for the first year of SECR reporting.

Our optional reported carbon below is lower than expected as it does not yet fully take account of a change in our operations around the collection and processing of excess donated goods, and in the coming year we expect to both address that and increase generally the optional carbon categories reported.

### Intensity ratio

We have chosen to display the tonnes of CO<sub>2</sub>e per 1,000m<sup>2</sup> of shop floor area as the best metric to be able to compare year on year emissions, and the effect of their underlying driver. This is because our UK operations are dominated by the need to run hundreds of shops, heating and lighting them, and all the land vehicle movements required to service them.

Due to how complicated the process would be, we did not attempt to adjust the data in 2020/21 to reflect periods of shop closure during the pandemic. This would be further complicated due to the varying impact of the Home Nation and local 'Covid tier' restrictions and lockdowns operating in that financial year.

### Energy efficiency actions

The financial year 2021/22 was year one of a £500,000 three-year plan to rollout LED lighting in our shop network to take forward a key recommendation from our ESOS report in 2019. At the start of the year 15% of shops had LED in at least their shop floor areas, and by the end of the year we are delighted to have increased it to 72%.

In the financial year we also recruited to a new role of Energy and Utilities Manager. This is an exciting role that will also enable dedicated support for staff, such as our shop managers, to improve energy management in the shop network, especially with regards to heating. This role is in direct response to another key recommendation in our ESOS report from 2019.

## Upholding our ethical and environmental standards

		Unit	2020–21	2021–22
<b>Energy Consumption:</b>	<b>Used to calculate all the emissions below</b>	<b>KwH</b>	<b>13,144,577</b>	<b>17,191,215</b>

### MANDATORY REPORTED CARBON:

Scope 1	Gas	tCO2e	613	655
Scope 1	Transport (Land)	tCO2e	175	294
Scope 3	Business travel (rental, employees owned where the company responsible for purchase of fuel)	tCO2e	25	16
Scope 2	Electric (consumed only)	tCO2e	1,637	2,104
<b>Total Gross tCO2e based on above</b>		<b>tCO2e</b>	<b>2,450</b>	<b>3,069</b>
Intensity ratio	Gross tCO2e per 1,000m <sup>2</sup> of total shop area	tCO2e per 1,000m <sup>2</sup>	29.88	38.27

### OPTIONAL REPORTED CARBON:

Scope 3	Emissions from leased assets, franchises, and outsourced activities (logistics)	tCO2e	450	512
Scope 3	Emissions from employee business travel which the company does not own or control and where not responsible for purchasing the fuel	tCO2e	22	58
<b>Total Gross tCO2e based on above</b>		<b>tCO2e</b>	<b>2,922</b>	<b>3,638</b>
Additional Intensity Ratio	Gross tCO2e per 1,000m <sup>2</sup> of total shop area	tCO2e/ 1,000m <sup>2</sup>	35.64	45.38

## Methodology

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

We collect electricity and gas data from billing information (which includes some estimated readings and missing period 'accruals'), and land transport data from a mixture of systems that collate distances travelled. We routinely re-assess and restate gas and electric data for the prior year to reflect the more complete data that becomes available over time. This was more pronounced in the past year following significant periods of shops closure where the reliance on estimated meter readings was initially more widespread. This has resulted in a restatement down, by 290 tonnes, of carbon emissions for 2020/21. The new energy role noted above will also lead to further improvements in data quality going forward.

We use UK Government GHG Conversion Factors for Company Reporting to derive carbon emissions, and in respect of land transport, to also derive underlying energy use. Our full methodology statement can be found on our website at:



[www.oxfam.org.uk/about-us/plans-reports-and-policies/corporate-responsibility/](http://www.oxfam.org.uk/about-us/plans-reports-and-policies/corporate-responsibility/)

Below: Oxfam team interviewed five champions from the host community at Al-Khaldeyah, in Jordan, who took part in the green jobs' initiative. Photo: OxfamAUS



# PRINCIPAL RISKS

Photo: VFX Aden / Oxfam



# ANHAD'S STORY

Anhad is a mother of 10 from Yemen. She works on a fishing boat catching fish to sell to support her family. She received a cash grant from Oxfam to buy her own boat and equipment but unfortunately, she later lost the boat in a storm. Anhad says her aspiration for the future is to be granted another financial grant by Oxfam, "so I can buy an engine and fishing equipment to have my own project once again to feed my children and stop working with others for cash that doesn't cover my daily living expenses."

//

*This positively impacted my life, and I was no longer working with others for cash, and this made me catch more fish which increased the income that made my family and I have a better life.*

//

Below and previous: Anhad from Khnor Omerah, Yemen. Photo: VFX Aden / Oxfam



## Risk Management Framework

During 2021/22, Oxfam GB continued to embed its updated approach to risk management and assurance. We are progressing with our plan to integrate risk into Oxfam GB (OGB) planning and performance processes:

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

## Governance of risk

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

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

## Controls framework

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

## Significant risks

Oxfam GB works in challenging environments and has developed an approach to risk management that allows it to respond to risks and adapt how it operates. At the time of this report, the extent of uncertainty in our operating environment has never been greater. A number of the uncertainties set out below are inherent to the mission of Oxfam GB and present both risks to be managed and opportunities to improve both what we do and how we deliver our work. In some cases, grasping opportunities will help us to shift power and resources to the global South and local partners.



## The most significant risks and uncertainties we face as an organisation at the time of this report are:

### RISK

### RISK MITIGATION

#### Operating environments

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

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

We actively invest in those countries where the risks are higher to provide greater levels of security and support country teams to deliver programmes.

#### Potential harm to those Oxfam works with and for

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

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

We have also rolled out a new Safeguarding Strategy across the Oxfam confederation. This integrates safer programming considerations and the need to understand and improve levels of reporting from within communities we work with.

#### Knock on effects of the Conflict in Eastern Europe

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

Continue policy and advocacy work to promote internationalist spirit, urge Governments to expand safe routes for all those seeking sanctuary, not just refugees of the Ukraine crisis and continue campaigns to tackle poor wealth distribution.

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

#### Ambitious organisational change

While Oxfam GB is committed to changing how it works and how it is structured, the speed and breadth of change is challenging – including organisational changes at confederation level. There is a risk that we will not coordinate this change effectively and therefore we do not achieve the impact we want.

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

#### Staff morale and engagement

We recognise that the level of change within Oxfam has impacted staff morale and engagement. Although there have been some recent improvements in positive survey responses, results are below the level we aspire to. The risk, therefore is that low morale and engagement continues to hinder progress both operationally but also staff well being, overall contributing to negative effects on mental health, productivity and achieving Oxfam's mission.

A detailed action plan has been agreed and will be regularly monitored to ensure delivery and improvements in morale and engagement. We have also run a follow up staff survey to understand the impact of actions taken to date.

# OUR PLANS FOR 2022/23

Looking to the future, Oxfam GB has developed a vision and strategic plan for the role we will play in beating global poverty over the next decade. In 2022/23, we will seek to make progress towards this vision by achieving the following goals.

Progress in the fight against poverty is under threat and 2022/23 will be a critical year in building a more equal future. With humanitarian need fuelled by polarised global politics and the worsening effects of climate change we will respond by rolling out our 'rights, response and resilience' approach and finalise our climate justice strategies. With the Covid pandemic wreaking havoc on lives and livelihoods, we will double-down our efforts in delivering a just recovery and the global challenge of valuing women's work.

At a time when internationalism is also under threat, we will demonstrate new ways of inspiring, engaging and connecting our supporters, shoppers and stakeholders to rebuild trust, increase our influence, and grow our income.

In 2022/23 we start delivering our new strategies on equalities, racial justice, partnerships, safeguarding and speaking out and deliver on our commitment to shift resources to the Global South. We will continue to focus on our financial resilience, rebuilding our reserves and improving value for money. These changes will help rebuild morale internally and, coupled with our focus on digital transformation in the coming year, will transform how we work. This will also be a critical year for our global network, as we invest in and improve the way the Oxfam confederation supports countries, regions, new affiliates and our local partners.

### **These aims will be underpinned by our strategic objectives with key improvements in the following areas:**

#### **RADICAL IMPACT**

Catalyse innovative programming and bold influencing for radical change by putting into operation Valuing Women's Work and Rights Resilience and Response, and Climate Justice Strategies.

#### **SHIFT POWER AND RESOURCES**

Deliver on our commitments to transform our organisational systems, process and practice to become an anti-racist and feminist organisation and shift power to our partners in the global South.

#### **BUILD RESILIENCE**

Continue with financial recovery plan, remain within agreed levels for general reserves and make strategic investments in key areas.

#### **BUILD SUPPORT**

Deliver engagement strategy, and revitalise the Oxfam brand and story to inspire supporters and grow income and influence

#### **IMPROVE CONFEDERATION**

Drive confederation operating model reform, including Transforming Business Services programme and implementing the Global Footprint transition .

#### **ENGAGE STAFF**

Improve staff morale, engagement and motivation, continue to manage and improve our operations and nurture culture change including by delivering new Racial Justice, Safeguarding and Equalities strategies and delivery of process improvements.

#### **REBUILD TRUST**

Improve confidence in our integrity systems, processes and culture both internally and with our supporters and donors and key stakeholders.

#### **DRIVE INNOVATION**

Deliver transformation in key areas – retail and engagement, global operating model and digital.

# FINANCIAL REVIEW

After the impact of Covid-19 in 2020/21 on Oxfam's finances, 2021/22 has been a year of rebuilding financial resilience. As a result of Covid-19, we had drawn on our reserves and made difficult choices around UK staffing levels and country presence across the globe. In 2021/22 we have rebuilt our general reserves to pre-Covid-19 levels (2019/20: £40.7m, 2021/22: £44.6m) by growing our unrestricted income back to 2019/20 levels, and holding down expenditure in both UK and international operations. This gives Oxfam financial resilience to deliver against the sharpened focus of a new strategy.

## Income and fundraising

Oxfam GB's headline 2021/22 income grew to £373.0m from £344.3m the previous year. This increase is due to retail income bouncing back well from the periods of closure in 2020/21 caused by Covid-19. The contribution from retail income was £21.5m, which is the highest level achieved by the Oxfam GB shop network in ten years. Income from donations and legacies increased from £105.3m to £137.9m. Restricted income was lower than the previous year (£207.8m in 2021/22 compared to £220.3m in 2020/21) and comprised of funding received from Governments, multi-lateral organisations, other Oxfam affiliates and a variety of smaller donors to deliver tightly specified programmes of charitable activity. This is due to: changes in Oxfam's country presence; Brexit meaning that EU aid funding is now channelled into the Oxfam confederation via other Oxfam affiliates who are EU Member States; and Covid-19 affecting delivery within countries, which affects pipeline for funding.

Below: A member of Hosseina Tindombi's gardening association supported by Oxfam, takes the bad plants out of the collective field she shares with other muslim women in the Central African Republic. Photo: Adrienne Surprising / Oxfam



## Charitable Expenditure

The Statement of Financial Activities (SOFA) shows the analysis of charitable activities split between development, humanitarian, and campaigning and advocacy. Total spending on charitable activities is reduced in 2021/22, from £283.4m in 2020/21 to £230.9m. This is due to: reducing expenditure in order to rebuild reserves which were drawn upon during the pandemic; ongoing Covid-19 restrictions in countries; issues around international recruitment; and country presence changes which were carried out in 2021/22 where Oxfam closed XX country offices by March 2022.

Further analysis of charitable activity expenditure, showing the operational activities undertaken by Oxfam and those undertaken by partners through grants from Oxfam, is given in Note 3b to the accounts. The table below shows the proportion of charitable activities spent on each charitable activity.

Charitable expenditure	2021/22	2020/21
Development%	45%	51%
Humanitarian%	53%	47%
Campaigning and advocacy%	2%	2%
<b>Total%</b>	<b>100%</b>	<b>100%</b>
<b>Total charitable expenditure £m</b>	<b>230.9</b>	<b>283.4</b>

## Other Gains and Losses

Adding in other recognised gains and losses in the period the total change amounted to a net £43.9m gain (2020/21: £24.2m loss).

# CHARITY FUNDS

## Endowment funds

Endowment funds of £2.7m at 31 March 2022 (31 March 2021: £2.1m) represent monies received from donors where there is some restriction on the use of the capital (see Note 18).

## Restricted funds

These funds are tied to particular purposes, as specified by the donor or as identified at the time of a public appeal. Headline unspent restricted funds increased to £33.5m at 31 March 2022 (31 March 2021: £14.1m)

## Unrestricted funds

Unrestricted funds comprise those funds that are not subject to specific donor restrictions placed on them in respect of either their ultimate purpose or under the terms of an endowment. Total unrestricted funds at 31 March 2022 increased to £51.8m (31 March 2021: £27.9m).

## General reserves policy

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

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

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

## General Reserves

General reserves are not restricted to, set aside or designated for a particular purpose. General reserves were £44.6m at 31 March 2022 (31 March 2021: £19.2m). This is within the target level of £35m–£45m in the new Oxfam GB reserves policy.

## Designated Funds

Designated funds are those unrestricted funds that have been allocated at the Trustees' discretion for particular purposes. They can be unallocated subsequently should circumstances change. The Oxfam Board of Trustees previously agreed to de-designate the Future Impact Fund, transferring its balance of £31m into general reserves at 31 March 2020. Designated funds held at 31 March 2022 comprise funds held as fixed assets (£4.6m) and retained profits held in our overseas subsidiaries (£2.5m). Details of the movements of designated funds during the year are shown in Note 20 of the accounts.

## Pension Scheme

The valuation of Oxfam's pension scheme at 31 March 2022, for the purposes of FRS102, showed a funding surplus of £35.9m (2020/21: £16.9m surplus –see Note 21b). FRS102 requires that any recognised pension surplus or deficit should be disclosed separately within unrestricted funds, however, the above surplus has not been recognised in the balance sheet as the charity is as yet unable to recover it through either reduced contributions or refunds from the scheme, and it therefore does not form part of Oxfam GB's available funds. The valuation of the pension scheme's assets under FRS102 differs from the triennial actuarial valuation, which determines the pension contributions required to meet future obligations. The latest triennial revaluation, as at 30 September 2019, found that the scheme is now significantly better funded than previously, and no recovery contributions need to be made.

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



# BALANCE SHEET AND CASH FLOW

Overall net assets increased during the year to close at £88.0m (2020/21: £44.1m), mainly due to the strong financial performance in year as noted above. Cash balances increased from £77.2m at 31 March 2021 to £91.2m at 31 March 2022. This is in part thanks to the receipt of £20m loan funding (repayable in 2023) designed to provide extra liquidity in the event of any further disruption due to the Covid-19 pandemic.

## Financial Position

The Board of Trustees considers that there are sufficient reserves held at the year-end to manage any foreseeable downturn in the UK and global economies. Changes made to the cost base of Oxfam and the bounce back of unrestricted income post-Covid-19 have led to a strong financial recovery and a level of reserves well within the new, higher, reserves target range.

## Going Concern

Trustees have reviewed the latest versions of the organisation's central, optimistic, and pessimistic medium-term financial planning scenarios, paying particular attention to the risks to income, reserves, and liquidity levels. They have concluded that there are sufficient reserves held at year end to create a reasonable expectation that Oxfam GB has adequate resources to continue in operational existence for the foreseeable future and that it is therefore appropriate to prepare the charity and group financial statements on a going concern basis.

# KEY FINANCIAL POLICIES

Investment policy: Oxfam GB holds most of its liquidity as on demand or term deposits with banks in the UK or with banks in those countries where it has operations. The remainder is largely held in AAA rated money market funds which are investment funds that offer same day liquidity and therefore can be considered as being equivalent of bank deposits.

At the end of the year, General Reserves amounted to £44.6m. Oxfam GB's policy is to invest up to one third of these reserves in an ethical investment fund portfolio, in order to better match returns to inflation over the longer term. £15m will be transferred in tranches into Oxfam's ethical fund portfolio during 2022/23.

## Remuneration policy

Oxfam believes that the opportunity to lift people out of poverty for good is an important part of the total reward of working for Oxfam. In deciding appropriate pay levels, Oxfam aims to strike a balance between paying enough to recruit and keep people with the skills we need, our employees' needs and the public's and our donors' expectations that the money they entrust us with will be used wisely to overcome poverty and suffering.

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

These would typically be less than the base salaries for comparably sized roles in the public and private sectors. We do not pay salaries comparable to United Nations agencies, donor organisations or North American International NGOs. We do not pay bonuses or other incentive payments. No annual pay review increases were awarded in 2021 in view of the financial issues arising from the pandemic.

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

## Financial Risk Management

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

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

## Grant making policies

In 2020/21, we spent £59.4m (2020/21: £83.3m) in grants to international, national and local partner organisations. We made 674 grants to 454 organisations (2020/21: 720 grants to 469 organisations). The average grant per project was £88,000 (2020/21: £108,000) and per partner was £131,000 (2020/21: £166,000).

Oxfam GB works with and through others to take action to achieve common goals for overcoming poverty and injustice based on complementarity and respect for the contribution that each party brings. Oxfam GB's partner relations are informed by, and managed to, a set of clear principles. These five principles underpin our programme and partnership decisions in development, humanitarian and campaigns work at every level of activity. We hold ourselves accountable to these principles and seek to be held accountable by partners, communities and other stakeholders with whom we and our partners' work.

### The five principles are:

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

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

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

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

- Visits to the partners and 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, we discontinue the grant.

# **STRUCTURE, GOVERNANCE AND MANAGEMENT**

## Structure, Governance and Management

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

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

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

### Subsidiaries

Oxfam has established a number of 100%-owned subsidiaries and other overseas legal entities. Their results are consolidated into the accounts of Oxfam. These are:

- Oxfam Activities Limited raises funds by means of trading activities. Its principal operations are the purchase of goods from commercial suppliers to be sold at a profit through our shops and website. Oxfam Activities Limited made a profit of less than £0.1m. (2020/21: loss of £0.5m) and interest on working capital of £0.1m (2020/21: £0.1m). Oxfam Activities Limited has an 8.5% (2020/21: 8.5%) interest in Cafédirect plc (a company registered in Scotland, with registration number 141496), which promotes fair trade, primarily through the marketing and distribution of tea and coffee.
- Finance for Development Limited is a not for profit Foundation of which Oxfam is the Founder in the Azerbaijan Republic, which provides low interest loans on a sustainable basis to people with relatively low incomes who do not have access to other financial sources. Oxfam has no liabilities relating to the Foundation other than its founding capital which was granted as a gift, but can appoint and remove the Board of Directors. The company made a profit for the year of £0.3m (2020/21: loss of £0.3m). The net assets of the company were £2.5m (2020/21: £2.2m) in the consolidated accounts.
- Oxfam Advisory Service Limited provides business advisory services to support Oxfam GB's development work and raise funds for other business activities that promote and support the charity in the achievement of its fundraising and charitable activities. The company made a loss of £0.1m (2020/21: profit of less than £0.1m). The net liabilities of the company were £0.1m (2020/21: net assets less than £0.1m) in the consolidated accounts.
- 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. Fripp Ethique was wound up during 2021/22 and its assets were impaired in the prior year.
- Just Energy Limited was dormant during 2020/21 and was dissolved in 2021.

## Oxfam International

Oxfam GB is a member organisation (or 'Affiliate') of Oxfam International, a separate legal entity registered in the Netherlands as a charitable foundation (registration number 41159611). Oxfam International encourages and coordinates joint activities with its 21 Affiliates, each of which is separately constituted under the appropriate national regulations. Until July 2021, Oxfam International's governance comprised an Executive Board and a Board of Supervisors. Danny Sriskandarajah was ex officio a member of the Executive Board, and Charles Gurassa was an ex officio member of the Board of Supervisors. Danny Sriskandarajah also served on Oxfam International's Humanitarian and Gender Justice Committees and Trustee Ken Caldwell served on Oxfam International's Programme Committee. Joss Saunders, the Oxfam Company Secretary, served on the Oxfam International Governance Committee and Shared Legal Service.

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

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



For more information on the role of Oxfam International see [www.oxfam.org.uk](http://www.oxfam.org.uk)

## Trustees

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

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

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

In 2021/22 the Board held four scheduled virtual meetings, each including a Trustee development session, other ad hoc virtual meetings and a Strategy away day. In addition to the Board's typical business, the Board in 2021/22 gave considerable focus to the continuing impact of Covid-19 on Oxfam GB's staff, finances and work. The Board also approved a number of strategies including (a new three-year Safeguarding Strategy), Valuing Women's Work Strategy and a Rights, Resilience and Response Strategy. (In addition, the Board also gave focus to developing and implementing commitments to anti-racism, feminism and shifting power in Oxfam GB's framework for 'Transforming for a Radically Better World'.)

As part of its commitment to transparency, the Board publishes minutes of its quarterly meetings on Oxfam's website. As part of the Board's accountability to Oxfam's staff, an officer from the Unite Oxfam Branch or Independent Oxfam Union attends each Board meeting to raise staff interests or concerns as appropriate. The Chair also holds regular 'brown bag lunches' with staff to discuss current topics of interest or concern.

As of March 2022, there were five women and six men on the Board, three of whom identify as people of colour and two of whom are based in the Global South. The Board's diversity objectives aim for at least half of Trustees to be women and for at least two Trustees to be based in the Global South. Trustee recruitment in 2021 as in every year, took due account of the Board's diversity objectives:

None of the members of the Board received any remuneration for their work as a Trustee.

There are regular governance reviews, including in 2020/21 an external governance review.

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

The names of the members of the Strategic Leadership Team and Board, and the Committees they have served on, are available in the Corporate Directory (see page 178). The members of the Strategic Leadership Team are not directors for the purposes of company law.

## Board Committees

As at March 2022, the Board has five specialist committees to assist it with its work. Each committee is chaired by a Trustee and includes at least one independent member appointed for their specialist knowledge. The Chair of each committee reports back to the Board at its next formal meeting and minutes of meetings are circulated to all Trustees. Following the 2020/21 governance review, the Board in July 2021 agreed changes to the committee structure, as reflected below.

- **The Governance Committee** (formerly the Recruitment and Development Group) oversees Board and Board Committee governance arrangements and succession planning. It is responsible for ensuring that members of the Board have the appropriate values, motivation and balance of skills to discharge their duties as Trustees, as well as ensuring the diversity of the Board. Skills audits allow us to maintain Board diversity and skills appropriate to Oxfam's current and future challenges. Trustees (including the Chair) are appointed following open advertising including, where appropriate, in specialist publications or on specialist websites and following a rigorous interview process. All new Trustees (including the Chair) are provided with a structured induction programme. As part of its ongoing development, the Board conducts development sessions at Board meetings on key areas, such as supporter engagement.
- **The Audit and Risk Committee** (formerly the Trustee Audit and Finance Group) has strategic oversight of the control environment and risk management in Oxfam GB and of internal and external audit. It reviews and recommends to the Board the annual budget, any multi-year financial plans and the Annual Report and Accounts.
- **The Remuneration Committee** recommends to the Board the remuneration and benefits of the Chief Executive Officer and other members of the Strategic Leadership Team. It also recommends Oxfam GB's reward policy setting out the overall approach to pay, benefits and pensions across the organisation.
- **The Programme Committee** supports the Board in discharging its responsibilities for guiding and overseeing Oxfam GB programmes to deliver impact. It also serves as a forum for joint staff-trustee strategic reflection and in-depth discussion on programme issues.
- **The Safeguarding and Ethics Committee** supports the Board in fulfilling its responsibilities in all matters of conduct and ethics, including safeguarding and protecting staff, volunteers, people in communities where we work and members of the public from harm.
- Pursuant to the 2020/21 governance review, two committees were wound up during 2021: The Public Engagement Committee and the Trading Committee. Oversight of engagement risks, including assurance that Oxfam GB is legal, compliant and ethical in its public engagement, and oversight of retail activity, is now carried out by the Board and the Audit and Risk Committee.

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



## UK Charity Governance Code

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

In 2020/21 the Board conducted an external governance and board effectiveness review in accordance with the Code's recommendation that large charities carry out such a review every three years. The review found that many of the essential ingredients of effective governance were in place and made a number of recommendations to streamline and strengthen the arrangements for the Board and its Committees. The Board implemented a plan to implement the agreed recommendations: there were recommendations relating to Board, Committee and Trustee structures, processes, meetings and behaviours – with an overarching aim of achieving more strategic governance by being more externally oriented and more focused on the future, alongside maintaining active oversight of Oxfam GB's changing relationship with Oxfam International.

In 2020/21, the Governance Committee on behalf of the Board conducted a detailed assessment of the extent to which Oxfam GB applies the principles and recommended practices of the Code. The Board agreed to focus in 2021/22 on ten recommended practices where it felt that the extent of Oxfam GB's practice could be improved. This includes Oxfam GB's practice around 'communicating and consulting effectively with stakeholders', which it is improving via a range of actions in 2021/22 and 2022/23. (linking with work in developing a Learning and Accountability Framework, with the emphasis on regular learning engagement.)

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

The practice which Oxfam has decided not to apply relates to publication of our register of Trustee Interests

- Under the Code, we continue to maintain the Register of Trustee interests. In the light of the Data Protection Act 2018 this is not public, but it is reviewed by the Company Secretary, who reports on it annually (see recommended practice 3.5.3 and 7.6.3).

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

## Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards comprising FRS102 The Financial Reporting Standard applicable in the UK and Republic of Ireland, and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the parent charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Statement of Recommended Practices: Accounting and Reporting by Charities (2015);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards, comprising FRS102 have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the parent charitable company will continue in business.

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

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

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

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

## Public benefit

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

## Engagement with staff and volunteers

Oxfam GB 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 unions in the UK. There are many other formal and informal opportunities for consultation. In 2021, Oxfam participated in an Oxfam Global Survey and in 2021/22 took steps to understand and address themes which emerged, including holding a 'Thrive' week and developing a hybrid working model.

All managers are expected to hold regular team meetings with their staff, to provide an opportunity for communication of information and discussion of events as they develop, with divisional and all staff meetings held from time to time. To keep staff and volunteers informed Oxfam GB produces a weekly management bulletin, utilises internal digital communications platforms and virtual meetings, and creates a quarterly magazine and fortnightly digital newsletter for shop volunteers. We maintain an intranet site that provides staff with information and regular updates about Oxfam GB's progress against strategy, new strategy development and finances.

In 2021/22, over 15,000 volunteers supported our work in a variety of ways, including in our shops when these were permitted by Covid-19 regulations to be open and on our online shop. Most make a regular commitment, ranging from a few hours to five days a 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. Like our staff, our volunteers seek to lead by example in demonstrating our values: Empowerment, Accountability and Inclusiveness.

All our volunteers are expected to sign the Non-Staff Code of Conduct, including volunteers under 18 years old and individuals volunteering with us via community payback schemes (or via any other scheme/programme).

See also under 'The interests of the charity's employees' below.

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

Trustees must act in the way they consider, in good faith, would be most likely to promote Oxfam's success to achieve its charitable purposes. As mentioned on page 119, the Trustees in doing so delegate day to day management and decision-making to the Chief Executive Officer and other members of the Strategic Leadership Team, who are required to act to further Oxfam's strategy and to ensure that activities are carried out in compliance with agreed plans and policies and in accordance with Oxfam's values. The Trustees receive a report on Oxfam's performance and plans at each Board meeting. In carrying out their duties, the Trustees have regard (amongst other matters) to:

### THE LIKELY CONSEQUENCES OF ANY DECISION IN THE LONG TERM

Throughout the year, Trustees considered Oxfam GB's financial position and balanced the rebuilding of reserves with delivery in the year of its charitable objectives.

In 2021/22, Trustees approved a longer-term vision for digital transformation, with the aim of creating efficiencies, control compliance risks and innovate. They also reviewed the likely impacts for Oxfam GB and its work of the significant governance changes and the programme to transform and share some business services across the Oxfam Confederation.

In all these and other matters, Trustees considered the likely long-term consequences of their decisions.

### THE INTERESTS OF THE CHARITY'S EMPLOYEES

See 'Engagement with staff and volunteers' at page 123. Trustees had oversight of the global staff survey results, which reported on staff engagement and morale. They discussed in detail plans put in place by the Executive to respond to concerns raised in the staff survey, including around pay and reward, connection to Oxfam's cause and improving the employee experience at work. Trustees have discussed our approach to people management, career progression and reward to enable our staff to fulfil their potential, with a specific focus on under-represented groups and in line with our safe, feminist and anti-racist principles.

### THE NEED TO FOSTER THE CHARITY'S BUSINESS RELATIONSHIPS WITH SUPPLIERS, CUSTOMERS AND OTHERS

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

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

As part of the implementation of the Retail Strategy, rebuilding and enabling Oxfam's volunteer base has been a priority. Implementation of the new Supporter Engagement Strategy commenced in 2021, with a focus on the importance of long-term supporter journeys and building deep relationships over time, as well as inspiring and attracting new audiences.

## THE IMPACT OF THE CHARITY'S OPERATIONS ON THE COMMUNITY AND THE ENVIRONMENT

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

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

We are committed to reducing our carbon emissions by at least 71% by 2030 (from a 2011/12 baseline, without offsetting) and to be zero carbon before 2040. We intend to review and improve on this target each year as new opportunities and technologies become available.

In line with this commitment this target was revised and improved in advance of the UN Climate Change Conference (COP26) that was held in Glasgow in November 2021.

## MAINTAINING A REPUTATION FOR HIGH STANDARDS OF BUSINESS CONDUCT

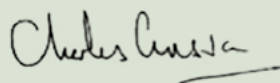
As we strive to achieve our strategic goals, we lead by example by demonstrating in all areas the same values that we wish to see in the people we work with and those we aim to influence. For example, our procurement and ethical checking policies ensure that values are a key part of our selection of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

## THE NEED TO ACT FAIRLY AS BETWEEN MEMBERS OF THE CHARITY

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

## Adoption of the Annual Report

The Trustees' Annual Report, including the Strategic Report, was adopted by the Board of Trustees (in their capacity as company directors) on 26 October 2022, and signed on its behalf by Charles Gurassa, Chair of Oxfam GB.



7 November 2022

# ACCOUNTS

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

## Opinion

We have audited the financial statements of Oxfam ('the charitable company') and its subsidiaries ('the group') for the year ended 31 March 2022 which comprise the Consolidated statement of financial activities, the Consolidated and Charity Balance sheets, the Consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2022 and of the group's income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

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

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

## Other information

The trustees are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

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

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

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

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

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

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

## Responsibilities of trustees

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



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

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

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

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

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the charitable company and group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements. The laws and regulations we considered in this context were the Companies Act 2006, the Charities Act 2011 and The Charities and Trustee Investment (Scotland) Act 2005 together with the Charities SORP (FRS 102). We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

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

Data Protection Regulation (GDPR), Anti-fraud, bribery and corruption legislation, Taxation legislation and Employment legislation. We also considered compliance with local legislation for the group's overseas operating segments as well as compliance with international sanctions regimes.

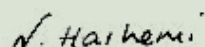
Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant, contract and legacy income, recognition of grant expenditure and the override of controls by management including through significant estimates and judgements. Our audit procedures to respond to these risks included enquiries of management, including senior management, internal audit, legal counsel, anti-corruption, safeguarding and retail loss prevention, and the Audit & Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals, reviewing accounting estimates and judgements for biases, reviewing regulatory correspondence with the Charity Commission, detailed reviews of a sample of funding agreements for grant and contract income and grant expenditure and reading minutes of meetings of those charged with governance.

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

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Naziar Hashemi  
Senior Statutory Auditor  
For and on behalf of  
Crowe U.K. LLP  
Statutory Auditor  
London  
8 November 2022

# Consolidated statement of financial activities

(including income and expenditure account)

Notes	Year to 31 March 2022				Year to 31 March 2021				
	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	Unrestricted Funds	Restricted Funds	Endowment Funds	Total Funds	
	£m	£m	£m	£m	£m	£m	£m	£m	
<b>Income and endowments from:</b>									
2a	Donations and legacies	70.8	67.1	-	137.9	64.0	41.3	-	105.3
2b	Charitable activities	1.9	138.9	-	140.8	1.5	178.4	-	179.9
2c	Other trading activities	88.7	1.6	-	90.3	39.2	0.2	-	39.4
2d	Investments	0.2	-	-	0.2	0.2	-	-	0.2
2e	Other	3.6	0.2	-	3.8	19.1	0.4	-	19.5
	<b>Total income</b>	<b>165.2</b>	<b>207.8</b>	<b>-</b>	<b>373.0</b>	<b>124.0</b>	<b>220.3</b>	<b>-</b>	<b>344.3</b>
<b>Expenditure on:</b>									
3a	Raising funds								
	Expenditure on raising donations and legacies	23.9	2.2	-	26.1	19.3	1.6	-	20.9
	Expenditure on other trading activities	68.5	0.2	-	68.7	63.7	-	-	63.7
	Investment management costs	-	-	-	-	0.1	-	-	0.1
		<b>92.4</b>	<b>2.4</b>	<b>-</b>	<b>94.8</b>	<b>83.1</b>	<b>1.6</b>	<b>-</b>	<b>84.7</b>
3b	Charitable activities								
	Development	22.8	82.6	-	105.4	33.3	111.6	-	144.9
	Humanitarian	20.7	100.9	-	121.6	24.3	107.6	-	131.9
	Campaigning and advocacy	1.3	2.6	-	3.9	6.3	0.3	-	6.6
		<b>44.8</b>	<b>186.1</b>	<b>-</b>	<b>230.9</b>	<b>63.9</b>	<b>219.5</b>	<b>-</b>	<b>283.4</b>
3c	Other	3.4	-	-	3.4	0.7	-	-	0.7
	<b>Total expenditure</b>	<b>140.6</b>	<b>188.5</b>	<b>-</b>	<b>329.1</b>	<b>147.7</b>	<b>221.1</b>	<b>-</b>	<b>368.8</b>
10	Net gains/(losses) on investments	0.1	-	-	0.1	0.3	-	-	0.3
	Net income/(expenditure)	24.7	19.3	-	44.0	(23.4)	(0.8)	-	(24.2)
	Transfers between funds	(0.7)	0.1	0.6	-	-	-	-	-
<b>Other recognised losses:</b>									
21d	Gains / (Losses) on defined benefit pension scheme	(0.1)	-	-	(0.1)	-	-	-	-
	<b>Net movement in funds</b>	<b>23.9</b>	<b>19.4</b>	<b>0.6</b>	<b>43.9</b>	<b>(23.4)</b>	<b>(0.8)</b>	<b>-</b>	<b>(24.2)</b>
<b>Reconciliation of funds:</b>									
	Total funds brought forward at 1 April	27.9	14.1	2.1	44.1	51.3	14.9	2.1	68.3
	<b>Total funds carried forward at 31 March</b>	<b>51.8</b>	<b>33.5</b>	<b>2.7</b>	<b>88.0</b>	<b>27.9</b>	<b>14.1</b>	<b>2.1</b>	<b>44.1</b>

All activities are continuing.

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

Oxfam uses the exemption conferred by section 408 of the Companies Act 2006 in not preparing a separate Income and Expenditure Account for Oxfam as a separate entity.

The net income for Oxfam alone for the year to 31 March 2022 was £43.7m (2020/21: net expenditure £20.1m), included above.

The notes on pages 134 to 175 form part of these financial statements.

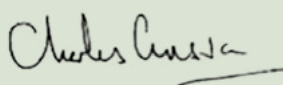
## Balance Sheets at 31 March

Notes	OXFAM		OXFAM GROUP		
	At 31 March 2022 £m	At 31 March 2021 £m	At 31 March 2022 £m	At 31 March 2021 £m	
	<b>Fixed assets</b>				
9	Tangible assets	4.5	6.1	4.5	6.1
	Investments:				
10a	Investments	4.4	4.4	2.8	2.8
10b	Social investments	-	-	0.1	0.1
	<b>Total fixed assets</b>	<b>8.9</b>	<b>10.5</b>	<b>7.4</b>	<b>9.0</b>
	<b>Current assets</b>				
11	Stocks	1.1	1.1	4.0	4.3
12	Debtors	76.0	57.3	78.2	57.7
10	Investments	25.6	4.0	25.6	4.0
13	Cash equivalents	9.7	4.4	9.7	4.4
13	Cash at bank and in hand	81.2	70.5	81.5	72.8
	<b>Total current assets</b>	<b>193.6</b>	<b>137.3</b>	<b>199.0</b>	<b>143.2</b>
	<b>Liabilities</b>				
14	Creditors: amounts falling due within one year	(76.0)	(66.9)	(77.2)	(68.3)
	<b>Net current assets</b>	<b>117.6</b>	<b>70.4</b>	<b>121.8</b>	<b>74.9</b>
	<b>Total assets less current liabilities</b>	<b>126.5</b>	<b>80.9</b>	<b>129.2</b>	<b>83.9</b>
15	Creditors: amounts falling due after more than one year	(20.0)	(20.3)	(20.7)	(21.2)
16	Provisions for liabilities	(20.4)	(18.5)	(20.5)	(18.6)
	<b>Net assets excluding pension liability</b>	<b>86.1</b>	<b>42.1</b>	<b>88.0</b>	<b>44.1</b>
21d	Defined benefit pension scheme liability	-	-	-	-
	<b>Total net assets</b>	<b>86.1</b>	<b>42.1</b>	<b>88.0</b>	<b>44.1</b>
	<b>The funds of the group:</b>				
18	Endowment funds	2.7	2.1	2.7	2.1
19	Restricted funds	33.5	14.1	33.5	14.1
	<b>Unrestricted</b>				
20	General reserves	45.2	19.4	44.6	19.2
20	Designated fund - fixed assets	4.5	6.1	4.5	6.1
20	Designated fund - other	-	-	2.5	2.2
20	Revaluation reserve	0.3	0.7	0.3	0.7
20	Pension reserves	(0.2)	(0.3)	(0.2)	(0.3)
	<b>Total unrestricted funds</b>	<b>49.9</b>	<b>25.9</b>	<b>51.8</b>	<b>27.9</b>
	<b>Total group funds</b>	<b>86.1</b>	<b>42.1</b>	<b>88.0</b>	<b>44.1</b>

The notes on pages 134 to 175 form part of these financial statements.

The financial statements on pages 131 to 175 were approved by the Board of Trustees on 26 October 2022 and signed on its behalf by:

Charles Gurassa  
Chair of Oxfam  
Company Number 612172  
7 November 2022



## Consolidated cash flow statement

	YEAR TO 31 MARCH 2022		YEAR TO 31 MARCH 2021	
	£m	£m	£m	£m
Cash flows from operating activities:				
<b>Net cash provided by operating activities</b>		<b>36.4</b>		<b>(16.2)</b>
<b>Cash flows from investing activities:</b>				
Deposit interest received	0.2		0.2	
Proceeds from the sale of tangible fixed assets	0.1		0.4	
Purchase of tangible fixed assets	-		(0.7)	
Proceeds from the sale of investments *	1.3		-	
Purchase of investments *	(22.8)		-	
<b>Net cash provided by/(used in) investing activities</b>		<b>(21.3)</b>		<b>(0.1)</b>
Cash flows from financing activities:				
Repayment of borrowings	(1.1)		(1.3)	
Cash inflows from new borrowing	-		20.0	
<b>Net cash used in financing activities</b>		<b>(1.1)</b>		<b>18.7</b>
Change in cash and cash equivalents in the year		14.0		2.4
Cash and cash equivalents at the beginning of the year		77.2		74.8
<b>Cash and cash equivalents at the end of the year</b>		<b>91.2</b>		<b>77.2</b>

Notes	YEAR TO	YEAR TO
	31 MARCH 2022	31 MARCH 2021
	£m	£m
<b>a</b>	<b>Reconciliation of net income / (expenditure) to net cash provided by operating activities</b>	
	Net income / (expenditure)	(24.2)
	Depreciation charge	2.6
	Gains on investments	(0.3)
	Deposit interest and investment income receivable	(0.2)
	Profit on disposal of fixed assets	(0.4)
	(Increase)/decrease in stocks	(0.3)
	Decrease/(increase) in debtors	14.5
	Increase /(decrease) in creditors and provisions	(7.9)
	Difference between defined benefit pension contributions and FRS102 charge	-
	<b>Net cash provided by operating activities</b>	<b>(16.2)</b>

	At	Cash flow	At
	1 April 2021	movement	31 March 2022
	£m	£m	£m
<b>b</b>	<b>At</b>		<b>At</b>
Cash at bank and in hand	72.8	8.7	81.5
Cash equivalents	4.4	5.3	9.7
<b>Total cash and cash equivalents</b>	<b>77.2</b>	<b>14.0</b>	<b>91.2</b>
Debt due within one year	(1.1)	0.9	(0.2)
Debt due after one year	(20.9)	0.2	(20.7)
<b>Total</b>	<b>55.2</b>	<b>15.1</b>	<b>70.3</b>

\* Proceeds from the sale of investments and purchase of investments predominantly relates to transactions through our current asset investments.

Oxfam uses the exemption conferred by section 1.12 of FRS102 in not preparing a separate cash flow statement for Oxfam as a separate entity.

# Notes to the financial statements

## 1. ACCOUNTING POLICIES

### a. Accounting conventions

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

After the impact of Covid-19 in 2020/21 on Oxfam's finances, 2021/22 has been a year of rebuilding financial resilience. In 2021/22 we have rebuilt our general reserves to pre-Covid-19 levels by growing our unrestricted income back to 2019/20 levels, and holding down expenditure in both UK and international operations. This gives Oxfam financial resilience to deliver against the sharpened focus of a new strategy.

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

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

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

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

### b. Basis of consolidation

The financial statements of Oxfam's trading subsidiary 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 2021, and updated for material movements to 31 March 2022. 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 Oxfam Advisory Service Limited (formerly SEIIF 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. The company ceased trading during the year and has been wound-up at 31 March 2022, with assets adjusted for impairment where applicable. Fripp Ethique

## Notes to the financial statements

SARL's accounts are prepared under Senegalese reporting requirements which are materially consistent with Oxfam's Accounting Policies.

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

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

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 was dissolved on 17 August 2021. It is not consolidated since it had not commenced trading by 31 March 2021 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).

### c. Fund accounting

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

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

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

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

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

### d. Income and endowments

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

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

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

## Notes to the financial statements

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

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

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

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

Lottery income is received from the People's Postcode Lottery (PPL). Oxfam has no ability to alter the price of tickets, determine the prizes or reduce the management fee. As such, PPL is treated as acting as principal. Net proceeds due to Oxfam are recognised within 'donations and legacies' in the SOFA and analysed in Note 2c. Oxfam also runs its own lottery, with proceeds reported gross of prize monies or other expenditure. Income is recognised in the same period as the lottery draw is conducted.

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

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

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

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

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

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



## Notes to the financial statements

### e. Expenditure on raising funds

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

### f. Expenditure on charitable activities

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

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

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

### g. Governance costs

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

### h. Allocation and apportionment

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

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

## Notes to the financial statements

- Governance costs are allocated in the same proportions as the underlying cost centre giving rise to the governance charge.

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

### i. Termination benefits

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

### j. Tangible fixed assets and depreciation

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

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

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

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

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

### k. Fixed and current asset investments

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

Social investments are investments made directly in pursuit of Oxfam's charitable purposes (programme related investments) or with a mixed purpose to also generate a financial return (mixed motive investments). Oxfam's investment in The Small Enterprise Impact Investing Fund and EMF Microfinance Fund are treated as mixed motive investments and stated at fair value. Oxfam Activities Limited shareholdings in Cafédirect and the Guardian Share Company Limited are treated

## Notes to the financial statements

as programme related investments in the Oxfam Group accounts and are included in the Balance Sheet at the amount invested less impairment. Oxfam's investment in Finance for Development Limited is treated on the same basis in the charity's accounts but the company has been consolidated in the group accounts.

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

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

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

### m. Cash and cash equivalents

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

### n. Provisions

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

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

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

### o. Foreign currencies

## Notes to the financial statements

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

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

Exchange differences arising on opening reserves are recognised through the SOFA.

### p. Pension scheme

Oxfam operates defined benefit and defined contribution pension schemes.

#### **Defined benefit scheme**

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

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

#### **Growth plan**

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

#### **Defined contribution scheme**

Pension contributions are charged to the SOFA as incurred.

### q. Stocks

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

Humanitarian supplies for distribution to beneficiaries are valued at average weighted cost, with obsolete stock written off.

Bought in goods for humanitarian use are valued at actual cost.

## Notes to the financial statements

Goods in transit to overseas projects are removed from stock and included in programme expenditure when released from the warehouse.

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

### r. Operating leases

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

### s. Financial instruments

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

#### (i) Financial assets

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

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

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

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

#### (ii) Financial liabilities

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

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

### t. Accounting estimates and key judgements

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

#### Estimates:

## Notes to the financial statements

(i) Retirement benefit liabilities – as disclosed in Note 21, the Group has a defined benefit scheme. Year end recognition of the liabilities under this scheme and the valuation of assets held to fund these liabilities require a number of significant assumptions to be made, relating to levels of scheme membership, key financial market indicators such as inflation and expectations on future salary growth and asset returns. These assumptions are made by the Group in conjunction with the schemes' actuaries. For each 0.1% change in the discount rate net of inflation, the carrying amount of pension obligations would change by an estimated £2m.

(ii) Provisions against loan debtors - The Group has made provision for potential irrecoverability of loans issued by Finance for Development Limited. The rationale behind this is disclosed in Note 10. Management believe that these provisions are appropriate based on information currently available.

(iii) Income recognition of legacies – Residuary legacies have been recognised using a portfolio basis, based on past experience. Management have accrued for a percentage of the legacy pipeline which is consistent with experience over the last five years. The amount accrued at the year-end is disclosed in Note 2a

(iv) Grant income recognition – as disclosed in Note 1d, year end recognition of grant income where funding agreements contain performance related conditions, is based on an up to date assessment of what percentage of the overall programme deliverables have so far been completed at the end of each financial reporting period. Management deem that total expenditure incurred to deliver the performance conditions at the end of each reporting period is an appropriate basis.

### (v) Dilapidations provisioning

Retail – an average dilapidation cost per lease exited is estimated using historical data from the retail lease portfolio. Every lease in the portfolio is then assessed annually for the probability that dilapidations will arise at lease expiry, resulting in the assignment of a probability factor of between 0% and 100%. The probability factor (which increases as lease profitability decreases) is used to calculate an expected cost of dilapidations for each lease, which is then further adjusted to reflect (i) anticipated future inflation rates; (ii) the time value of money; to establish the liability to be recorded in the balance sheet.

Offices – provisions for dilapidations are based on latest available surveyor's estimates of the likely end of lease dilapidations bill for each property.

### Judgements:

(v) Defined benefit pension scheme surplus – The net surplus at 31 March 2022 of £35.9m on the defined benefit pension scheme has not been recognised in these financial statements, as it is not currently possible to demonstrate that this is recoverable by Oxfam, either via a reduction in future contributions or via a refund.

# Notes to the financial statements

## 2. INCOME AND ENDOWMENTS

### a. Donations and legacies

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£m	£m	£m	£m	£m	£m
Regular giving*	41.1	1.4	42.4	42.0	1.4	43.4
Legacies	19.4	0.7	20.1	13.8	0.2	14.0
Public donations, appeals, and fundraising events*	9.8	16.6	26.3	7.1	16.8	23.9
Disasters Emergency Committee (DEC) appeals	-	18.8	18.8	-	4.8	4.8
	<b>70.2</b>	<b>37.4</b>	<b>107.6</b>	<b>62.9</b>	<b>23.2</b>	<b>86.1</b>
Donated goods for distribution to beneficiaries		29.7	29.7	-	18.1	18.1
Donated services and facilities	0.6	-	0.6	1.1	-	1.1
	<b>70.8</b>	<b>67.1</b>	<b>137.9</b>	<b>64.0</b>	<b>41.3</b>	<b>105.3</b>

\* Includes related gift aid.

Accrued legacy income included within the accounts amounts to £6.1m (2020/21: £3.7m). At 31 March 2022, in addition to legacy income that has been included in the accounts, Oxfam expected to benefit from a number of legacies from estates for which the administration had yet to be finalised. Oxfam's future income from these legacies is estimated at £4.9m (2020/21: £4.5m).

Donated goods for distribution to beneficiaries represent food provided by the World Food Programme. The value of donated goods not distributed and included in stock at 31 March 2022 is £0.0m (2020/21: £0.0m). Donated services and facilities represent training, legal and audit services provided at a reduced fee or free of charge.

### b. Charitable activities

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£m	£m	£m	£m	£m	£m
Income from government, institutional donors, and other public authorities						
Governments (i)	-	19.0	19.0	-	27.9	27.9
Multilateral organisations (ii)	-	23.3	23.3	-	45.3	45.3
Oxfam Affiliates (iii)	-	83.9	83.9	-	81.2	81.2
International foundations, grant makers, and other donors	-	12.7	12.7		24.0	24.0
	-	<b>138.9</b>	<b>138.9</b>	-	<b>178.4</b>	<b>178.4</b>
Other charitable income (iv)	1.9	-	1.9	1.5	-	1.5
<b>Total income from charitable activities</b>	<b>1.9</b>	<b>138.9</b>	<b>140.8</b>	<b>1.5</b>	<b>178.4</b>	<b>179.9</b>

i.	Governments	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
		Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
		£'000	£'000	£'000	£'000	£'000	£'000
	Denmark		1,118.6	1,119	-	2,249	2,249
	Sweden		10,235.7	10,236	-	13,907	13,907
	Switzerland		3,170.6	3,171	-	4,050	4,050
	United Kingdom		230.7	231	-	1,608	1,608
	United States		3,496.8	3,497	-	5,510	5,510
	<b>Other</b>		<b>704.9</b>	<b>705</b>	-	<b>577</b>	<b>577</b>
			<b>-</b>	<b>18,957</b>	<b>18,957</b>	<b>-</b>	<b>27,901</b>

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
ii. Multilateral organisations	£'000	£'000	£'000	£'000	£'000	£'000
Asian Development Bank		981	981	-	681	681
European Commission Directorate General for Humanitarian Aid and Civil Protection (ECHO)		(232)	(232)	-	(122)	(122)
European Commission Directorate General for Development and Cooperation (EuropeAid)		2,370	2,370	-	15,747	15,747
International Development Law Organisation		60	60	-	-	-
International Organisation for Migration (IOM)		503	503	-	789	789
Islamic Development Bank		60	60	-	42	42
Tilitonse Fund		92	92	-	21	21
United Nations Children's Fund (UNICEF)		3,114	3,114	-	5,693	5,693
United Nations Development Programme		2,229	2,229	-	3,082	3,082
United Nations Empowerment of Women		1,022	1,022	-	978	978
United Nations Food and Agricultural Organisation (FAO)		80	80	-	79	79
United Nations Habitat		-	-	-	-	-
United Nations High Commissioner for Refugees (UNHCR)		3,066	3,066	-	3,677	3,677
United Nations Office for Coordination of Humanitarian Affairs (OCHA)		4,327	4,327	-	8,079	8,079
United Nations Office for Project Services		-	-	-	-	-
United Nations Population Fund		(3)	(3)	-	375	375
United Nations World Food Programme (WFP)		4,224	4,224	-	3,333	3,333
World Bank		1,365	1,365	-	2,858	2,858
	-	23,259	23,259	-	45,312	45,312



	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
iii. Oxfam affiliates	£'000	£'000	£'000	£'000	£'000	£'000
Oxfam America	-	9,509	9,509	-	5,367	5,367
Oxfam Australia	-	3,795	3,795	-	3,252	3,252
Oxfam Belgium	-	4,449	4,449	-	5,376	5,376
Oxfam Canada	-	5,788	5,788	-	5,396	5,396
Oxfam Denmark	-	11,639	11,639	-	13,706	13,706
Oxfam France	-	337	337	-	500	500
Oxfam Germany	-	19,195	19,195	-	17,929	17,929
Oxfam Hong Kong	-	1,381	1,381	-	2,356	2,356
Oxfam Intermón	-	800	800	-	389	389
Oxfam International	-	580	580	14	235	249
Oxfam Ireland	-	3,582	3,582	-	3,440	3,440
Oxfam Italy	-	5,882	5,882	-	5,870	5,870
Oxfam New Zealand	-	79	79	-	77	77
Oxfam Novib	-	10,907	10,907	-	13,605	13,605
Oxfam Quebec	-	5,881	5,881	-	3,572	3,572
Oxfam in Sweden	-	99	99	-	95	95
	-	<b>83,903</b>	<b>83,903</b>	<b>14</b>	<b>81,165</b>	<b>81,179</b>

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

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

	Country	YEAR TO	YEAR TO
		31 MARCH 2022	31 MARCH 2021
Income from FCDO by contract title		£'000	£'000
<b>FCDO - Resources for specific programmes</b>			
Humanitarian Assistance and Resilience in South Sudan	South Sudan	(34)	(90)
Consortium for Sustainable WASH in Fragile ConTexts (SWIFT)	Global		1,151
Other contracts		16	144
		<b>(19)</b>	<b>1,205</b>
<b>FCDO back donor funding for the Disasters and Emergencies Preparedness Programme (DEPP)</b>			
<b>(received from Save the Children on behalf of the Start Network)</b>			
Improving Early Warning Early Action in Ethiopia	Ethiopia	(1)	77
		<b>(1)</b>	<b>77</b>
<b>Crown Agents</b>			
Humanitarian WASH for Sittwe Township	Myanmar	2,319	-
		<b>2,319</b>	<b>-</b>

## Notes to the financial statements

	YEAR TO		YEAR TO
	31 MARCH 2022	31 MARCH 2021	31 MARCH 2021
Income from EuropeAid by contract title	Country	£'000	£'000
PROSELL Taraba: Support to Food Security and Resilience in Taraba State	Nigeria	-	5,842
Covid-19: Enhanced Preparedness and Action: Social Safety Nets for Vulnerable Households Living in Informal Settlements	Kenya	48	4,251
Resilience building and creation of economic opportunities in Ethiopia	Ethiopia	(36)	-
Pro-Act: Building food security and resilience in Northern Nigeria	Nigeria	(391)	-
Strengthening land governance system for smallholder farmers in Malawi	Malawi	(31)	-
Pro-Act: Building food security and resilience in Northern Nigeria-ext R06239	Nigeria	(2)	-
EU PROACT-Resilient Livelihoods in Syria	Syria	1,063	-
Diversifying and Boosting Crop Production in Sierra Leone - Lot 2	Sierra Leone	93	320
Diversifying and Boosting Crop Production in Sierra Leone - Lot 3	Sierra Leone	-	496
LOT 1: Civil Society Organisation (CSO)	Nepal	179	-
EU - Muhamasheen Community claiming their rights Taiz- 01/05/2022-30/04/2024	Yemen	10	-
Youth led GESI initiatives for COVID recovery	Nepal	12	-
Enhancing the capacity of CSOs, DL staff and communities in SUN implementation	Malawi	(8)	-
Improving Secondary Education Completion Rates among Girls and Other Vulnerable	Malawi	(7)	-
Gendered Land and Extractives Action for Social Accountability	Myanmar	-	150
Badael: Building Alternative Development Assets and Entrepreneurial Learning	Lebanon	-	776
Improving Availability of Reproductive Health Services in the Autonomous Region in Muslim Mindanao, Philippines (ARCHES)	Philippines	-	(8)
Enhancing Participation of CBOs & CSOs in Democratic Governance in Bangladesh	Bangladesh	-	248
Women Leadership in Public Life in Sindh	Pakistan	-	86
Challenging Stereotypes, Providing Services, Convening and Advocating: A multi-layer approach to promote LGBTI rights in Lebanon	Lebanon	-	242
Deepening social accountability in Myanmar	Myanmar	-	(59)
Promoting Livelihoods and inclusion of vulnerable women domestic workers and women small scale traders	Kenya	-	188
Reuse of treated wastewater for agriculture irrigation in southern part of Gaza strip	OPTI	-	155
Women Networks Increasing Accountability of religious and Governmental Institutions to reduce violence against women	Thailand	-	183
Increasing Capacities and Spaces for Thai CSOs' Effective Participation in Governance of Marine Resources	Thailand	117	-
Other contracts, including provisions		1,324	2,876
		<b>2,370</b>	<b>15,746</b>

## Notes to the financial statements

	YEAR TO 31 MARCH 2022	YEAR TO 31 MARCH 2021
<b>iv. Primary purpose trading - Unrestricted</b>	<b>£m</b>	<b>£m</b>
<b>Income:</b>		
Micro-credit schemes (see Note 10)	1.1	0.5
Sale of humanitarian equipment	0.8	1.0
	<b>1.9</b>	<b>1.5</b>
<b>Costs included within charitable activities:</b>		
Micro-credit schemes (see Note 10)	(0.8)	(0.8)
Humanitarian equipment	(0.7)	(1.0)
	<b>(1.4)</b>	<b>(1.8)</b>
<b>Net income from primary purpose trading</b>	<b>0.5</b>	<b>(0.3)</b>

### c. Other trading activities

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£m	£m	£m	£m	£m	£m
Turnover from donated goods	74.4	0.2	74.6	29.9	-	29.9
Turnover from purchased goods	11.9	0.1	12.0	6.8	-	6.8
Lottery income	0.7	-	0.7	2.1	-	2.1
Other trading income	0.7	-	0.7	0.4	0.2	0.6
<b>Total trading sales</b>	<b>87.7</b>	<b>0.3</b>	<b>88.0</b>	<b>39.2</b>	<b>0.2</b>	<b>39.4</b>
Direct trading expenses - donated goods	55.7	-	55.7	56.1	-	56.1
Direct trading expenses - purchased goods	11.7	0.2	11.9	5.0	-	5.0
Lottery costs	0.1	-	0.1	0.5	-	0.5
Support costs	1.0	-	1.0	2.1	-	2.1
<b>Total trading costs</b>	<b>68.5</b>	<b>0.2</b>	<b>68.7</b>	<b>63.7</b>	<b>-</b>	<b>63.7</b>
<b>Net trading (expenditure) / income</b>	<b>19.2</b>	<b>0.1</b>	<b>19.3</b>	<b>(24.5)</b>	<b>0.2</b>	<b>(24.3)</b>

In addition, the following other amounts were collected through the shops and are included in donations and legacies:

Oxfam Unwrapped net income	0.6	0.8	1.4	-	0.5	0.5
Donations	0.4	0.5	0.9	0.7	0.7	1.4
<b>Total net trading (expenditure)/ income</b>	<b>20.2</b>	<b>1.4</b>	<b>21.5</b>	<b>(23.8)</b>	<b>1.4</b>	<b>(22.4)</b>

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

## Notes to the financial statements

### People's Postcode Lottery (PPL)

In the prior year Oxfam received net proceeds of lotteries held by PPL. As noted in Note 1d, Oxfam recognises the net proceeds as income, which are determined as follows:

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£m	£m	£m	£m	£m	£m
Ticket value	-	-	-	4.0	-	4.0
Prize fund	-	-	-	(1.1)	-	(1.1)
Management fee	-	-	-	(1.6)	-	(1.6)
<b>Net proceeds</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1.3</b>	<b>-</b>	<b>1.3</b>

#### d. Investments

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£m	£m	£m	£m	£m	£m
Deposit interest	0.2	-	0.2	0.2	-	0.2
	<b>0.2</b>	<b>-</b>	<b>0.2</b>	<b>0.2</b>	<b>-</b>	<b>0.2</b>

#### e. Other income

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£m	£m	£m	£m	£m	£m
Gain on disposal of fixed assets	-	-	0.0	0.4	-	0.4
Nursery fees	0.2	-	0.2	0.1	-	0.1
Miscellaneous overseas income	0.3	0.2	0.5	-	0.4	0.4
Corona virus Job Retention Scheme (CJRS)	1.1	-	1.1	10.6	-	10.6
Government Support Grant	1.8	-	1.8	7.4	-	7.4
Other	0.3	-	0.3	0.6	-	0.6
	<b>3.6</b>	<b>0.2</b>	<b>3.8</b>	<b>19.1</b>	<b>0.4</b>	<b>19.5</b>

## Notes to the financial statements

### 3. EXPENDITURE

#### a. Raising funds

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£m	£m	£m	£m	£m	£m
<b>Expenditure on raising donations and legacies:</b>						
Regular giving	7.0	0.1	7.1	5.3	0.2	5.5
Legacies	0.2	-	0.2	0.3	-	0.3
Public donations, appeals, fundraising events, and Disasters Emergency Committee (DEC) appeals	8.1	2.1	10.2	6.3	1.4	7.7
Support costs	2.5	-	2.5	1.6	-	1.6
Other *	6.1	-	6.1	4.8	-	4.8
	<b>23.9</b>	<b>2.2</b>	<b>26.1</b>	<b>18.3</b>	<b>1.6</b>	<b>19.9</b>
Income from government, institutional donors, and other public authorities	-	-	-	1.0	-	1.0
	<b>23.9</b>	<b>2.2</b>	<b>26.1</b>	<b>19.3</b>	<b>1.6</b>	<b>20.9</b>
Expenditure on other trading activities (see note 2c)	68.5	0.2	68.7	63.7	-	63.7
Investment management costs	-	-	-	0.1	-	0.1
	<b>92.4</b>	<b>2.4</b>	<b>94.8</b>	<b>83.1</b>	<b>1.6</b>	<b>84.7</b>

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

#### b. Charitable activities

##### Functional analysis

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

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£m	£m	£m	£m	£m	£m
Development	22.8	82.6	105.4	33.3	111.6	144.9
Humanitarian	20.7	100.9	121.6	24.3	107.6	131.9
Campaigning and advocacy	1.3	2.6	3.9	6.3	0.3	6.6
	<b>44.8</b>	<b>186.1</b>	<b>230.9</b>	<b>63.9</b>	<b>219.5</b>	<b>283.4</b>
Activities undertaken directly	11.6	133.5	145.1	31.7	137.9	169.6
Grant funding of activities	10.8	48.6	59.4	14.1	69.2	83.3
Support costs **	22.4	4.0	26.4	18.1	12.4	30.5
	<b>44.8</b>	<b>186.1</b>	<b>230.9</b>	<b>63.9</b>	<b>219.5</b>	<b>283.4</b>

\* Humanitarian includes £29.7m (2020/21: £18.1m) in respect of donated goods distributed to beneficiaries.

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

## Notes to the financial statements

	Activities undertaken directly (i)	Grant funding of activities (ii)	Support costs (iii)	Year to 31 March 2022 Total
	£m	£m	£m	£m
Development	64.9	27.4	13.1	105.3
Humanitarian	79.2	29.2	13.3	121.7
Campaigning and advocacy	0.9	2.9	0.1	3.9
	<b>145.0</b>	<b>59.4</b>	<b>26.4</b>	<b>230.9</b>

	Activities undertaken directly (i)	Grant funding of activities (ii)	Support costs (iii)	Year to 31 March 2021 Total
	£m	£m	£m	£m
Development	89.6	40.8	14.5	144.9
Humanitarian	78.1	41.2	12.6	131.9
Campaigning and advocacy	1.9	1.3	3.4	6.6
	<b>169.6</b>	<b>83.3</b>	<b>30.5</b>	<b>283.4</b>

### i. Activities undertaken directly

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

### ii. Grant funding of activities

	Year to 31 March 2022	Year to 31 March 2021
	£'000	£'000
Total value of 50 largest grants	16,649	24,828
Total value of grants to other Oxfam Affiliates	16,255	33,837
Other grants	26,451	24,637
<b>Total grants payable to institutions in furtherance of the charity's objects</b>	<b>59,355</b>	<b>83,302</b>
<b>Total number of grants made to institutions</b>	<b>674</b>	<b>720</b>

## Notes to the financial statements

The top 50 financial grant recipients in the year to 31 March 2022 are listed below.

Name of Institution		Geographic region	Number of grants	Year to 31 March 2022 £'000
1)	Solidarites International	Asia	1	£1,671
2)	Strengthening Participatory Organization	Asia	2	£903
3)	Partner name withheld	Asia	5	£756
4)	Community Organizers-Multiversity	Asia	4	£675
5)	Sentro para sa Ikaunlad ng Katutubong Agham at Teknolohiya	Asia	4	£632
6)	Philippine Rural Reconstruction Movement	Asia	2	£495
7)	United Youth Of the Philippines-Women, Inc.	Asia	5	£412
8)	Organization for Rehabilitation and Development in Amhara	HECA	1	£395
9)	Exodus from Child Labour to Integration, Play, Socialisation and Education, Inc	Asia	2	£382
10)	Turkana Pastoralists Development Organisation	HECA	2	£379
11)	Mukti Cox's Bazar	Asia	2	£367
12)	People's Disaster Risk Reduction Network	Asia	5	£357
13)	Nari Maitree	Asia	1	£347
14)	Plan International - South Sudan	HECA	1	£340
15)	Concern Worldwide UK	HECA	1	£326
16)	Southern Alliance for Indigenous Resources	Southern Africa	1	£317
17)	Conseils et Appui pour l'Education à la Base	West Africa	1	£316
18)	Women in Law and Development in Africa	Global	5	£303
19)	King Hussein Foundation	MENA	1	£300
20)	Underprivileged Children's Educational Programs	Asia	1	£299
21)	Community Technology Development Trust- Zimbabwe	Southern Africa	1	£294
22)	Friends of the Nation	West Africa	7	£259
23)	Plan International	Southern Africa	1	£251
24)	Action Mopti	West Africa	3	£248
25)	Local Initiatives for Biodiversity, Research and Development (LI-BIRD)	Asia	2	£242

## Notes to the financial statements

		Geographic region	Number of grants	Year to 31 March 2022
Name of Institution				£'000
26)	Solidarité pour la Promotion Sociale et la Paix	HECA	1	£235
27)	Rural Development Centre Nepal	Asia	6	£234
28)	Initiatives for Development and Empowerment through Alternative Legal Services	Asia	4	£233
29)	Federation des Organisations des Producteurs Agricoles du Congo au Nord-Kivu	HECA	2	£233
30)	Africa Center for Energy Policy	West Africa	5	£231
31)	Utopia	MENA	2	£230
32)	Wajir South Development Association	HECA	5	£228
33)	Social Enterprise Development Foundation of West Africa	West Africa	6	£228
34)	Institute of Governance Reform	West Africa	2	£228
35)	Forum for Community Upliftment System	Asia	3	£225
36)	Nepal Environment & Education Development Society	Asia	3	£225
37)	Arid Lands Development Focus	HECA	4	£220
38)	Community Technology Development Trust - Zambia	Southern Africa	1	£217
39)	Syrian Society for Social Development	MENA	2	£215
40)	Bedari	Asia	2	£213
41)	Lembaga Bantuan Hukum APIK Sulawesi Tengah	Asia	2	£211
42)	Pastoralist Girls Initiative	HECA	4	£208
43)	Rehabilitation, Education and Community Health	MENA	2	£208
44)	Planned Parenthood Association of Zambia	Southern Africa	1	£206
45)	Conseil Consultatif de la Femme	HECA	1	£200
46)	Child Fund Sierra Leone	West Africa	1	£200
47)	NGO Forum for Public Health	Asia	3	£195
48)	Rural Urban Development Initiative	HECA	2	£190
49)	Kafa (Enough) Violence and Exploitation	MENA	3	£185
50)	Institute of Business Administration - Karachi	Asia	1	£184
				<b>16,649</b>

### Key to geographic regions:

HECA - Horn, East and Central Africa. LAC - Latin America and the Caribbean. MENA - Middle East and North Africa.

Global - the grants apply to more than one region.



## Notes to the financial statements

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

Name of Other Oxfam	Geographic region	Number of grants	Year to 31 March 2022 £'000	Year to 31 March 2021 £'000
Fundación Oxfam Colombia	LAC	2	840	-
Oxfam America	West Africa	1	357	585
Oxfam Australia	Global	2	146	514
Oxfam Belgium	Global		-	-
Oxfam Brazil	LAC	2	355	166
Oxfam Canada	Global		-	118
Oxfam Denmark	Asia	2	26	15
Oxfam France	Global	1	9	-
Oxfam Hong Kong	Global	2	48	300
Oxfam India	Global	3	1,682	659
Oxfam Intermón	Global	12	3,208	6,437
Oxfam International	Global	4	1,858	6,624
Oxfam Italy	Global	1	231	470
Oxfam Mexico	Global	3	288	185
Oxfam Novib	Global	22	6,088	16,667
Oxfam South Africa	Southern Africa	1	290	383
Oxfam Sweden	Asia	1	22	17
Oxfam Solidarity	MENA	1	806	697
			<b>16,255</b>	<b>33,837</b>

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

## Notes to the financial statements

### iii. Support costs

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

	CHARITABLE ACTIVITIES			RAISING FUNDS		YEAR TO 31 MARCH 2022	YEAR TO 31 MARCH 2021
	Development	Humanitarian	Campaigning and advocacy	Trading	Fundraising	Total	Total
	£m	£m	£m	£m	£m	£m	£m
Regional programme support	1.9	2.3	-	-	-	4.2	2.7
Central programme support	9.4	8.8	0.0	-	-	18.3	17.4
Exchange rate differences	(0.7)	(0.8)	-	-	-	(1.5)	3.7
Central finance	0.9	1.1	0.0	0.7	0.1	2.9	2.4
Central human resources	1.3	1.6	0.1	1.2	0.3	4.5	3.9
Corporate communications	0.0	0.0	-	-	1.0	1.1	2.7
Governance	0.3	0.3	0.0	0.2	0.0	0.8	1.3
<b>Total support costs for 2021/22</b>	<b>13.1</b>	<b>13.4</b>	<b>0.1</b>	<b>2.1</b>	<b>1.5</b>	<b>30.2</b>	
<b>Total support costs for 2020/21</b>	<b>14.6</b>	<b>12.6</b>	<b>3.3</b>	<b>2.0</b>	<b>1.6</b>		<b>34.1</b>
Unrestricted	7.3	6.8	0.1	2.1	1.5	17.8	21.7
Restricted	5.8	6.6	-	-	-	12.4	12.4
	<b>13.1</b>	<b>13.4</b>	<b>0.1</b>	<b>2.1</b>	<b>1.5</b>	<b>30.2</b>	<b>34.1</b>

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

Support costs are split out to cover Charitable Activities £26.4m and Trading Activities £3.6m

### c. Other expenditure

	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£m	£m	£m	£m	£m	£m
Nursery costs	0.2	-	0.2	0.1	-	0.1
Defined benefit pension scheme costs	0.3	-	0.3	0.2	-	0.2
Other	2.9	-	2.9	0.4	-	0.4
	<b>3.4</b>	<b>-</b>	<b>3.4</b>	<b>0.7</b>	<b>-</b>	<b>0.7</b>

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

## Notes to the financial statements

### 4. EMPLOYEES

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

	YEAR TO 31 MARCH 2022	YEAR TO 31 MARCH 2022	YEAR TO 31 MARCH 2021	YEAR TO 31 MARCH 2021
	Headcount	FTE	Restated Headcount	FTE
GB payroll*	Number	Number	Number	Number
<b>Oxfam Group</b>				
Engagement	1,318	1,073	1,352	1,068
Corporate functions	290	266	328	292
Impact	95	88	99	85
International Operations	413	403	396	379
	2,116	1,830	2,175	1,824
Overseas payroll**	2,058	2,056	2,326	2,321
	4,174	3,886	4,501	4,145

The staff numbers for Oxfam only are the same as above except that Trading includes 57 (2020/21: 86) OAL staff and Overseas payroll includes 73 (2020/21: 66) staff for Finance for Development Ltd and Nil (2020/21: Nil) staff for Frip Ethique SARL.

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

\*Disclosed numbers for prior year have been adjusted to reflect current divisional structure. Staff divisions have been changed to reflect the new reporting divisions following the restructure held in October 2020.

\*\*Majority of our overseas staff carry out charitable activities

### 5. STAFF COSTS

a. Staff costs	YEAR TO 31 MARCH 2022	YEAR TO 31 MARCH 2021
GB Payroll	£m	£m
Wages and salaries	53.8	64.0
Social security costs	3.5	3.9
Defined contribution pension scheme contributions	3.1	3.4
Defined benefit pension scheme operating costs	0.3	0.4
GB payroll staff costs	60.7	71.7
Overseas payroll staff costs	41.8	44.4
<b>Total staff costs</b>	<b>102.5</b>	<b>116.1</b>

Total staff costs for Oxfam only are the same as above except that overseas payroll staff costs includes £0.6m (2020/21: £0.5m) for Finance for Development Ltd.

Termination costs, included above, amounted to £0.9m (2020/21: £3.1m), of which £0.6m (2020/21: £0.5m) was provided for at year-end.

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

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

## Notes to the financial statements

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

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

b. Higher paid staff	UK	Overseas	Total	Total
	YEAR TO 31 MARCH 2022	YEAR TO 31 MARCH 2022	YEAR TO 31 MARCH 2022	YEAR TO 31 MARCH 2021
	Number	Number	Number	Number
£60,000 to £69,999	14	17	31	32
£70,000 to £79,999	4	11	15	30
£80,000 to £89,999	7	7	14	12
£90,000 to £99,999	4	0	4	11
£100,000 to £109,999	1	2	3	6
£110,000 to £119,999	-	-	-	1
£120,000 to £129,999	1	-	1	3
£130,000 to £139,999	-	-	-	1
£140,000 to £149,999	-	-	-	1
£150,000 to £159,999	-	1*	1*	
£170,000 to 179,999	-	-	-	1
£340,000 to £349,000	-	1*	1*	
	31	39	70	98

\* reflects packages which include redundancy payments made to international staff as a result of organisational changes and as required under national legislation in the countries where they were based.

Retirement benefits are accruing under a defined benefit scheme for 2 (2020/21: 19) out of the 70 higher paid employees included in the table above. In addition, Oxfam paid £210,175 (2020/21: £254,503) into a defined contribution pension scheme for 31 (2020/21: 51) higher-paid employees.

The earnings for the group and charitable company's key management personnel, which are considered to be the leadership team included 13 roles until October 2020, after which six roles, following restructure. Figures for 2020/21 have been amended to better reflect a like to like comparison for 2021/22 as a result of this. Earnings in 2021/22 were impacted by furlough.

c. Key management personnel	YEAR TO 31 MARCH 2022			YEAR TO 31 MARCH 2021 RESTATED		
	Gross Pay	Employer's National Insurance	Employer's pension contribution		Employer's National Insurance	Employer's pension contribution
Job Title	£	£	£	£	£	£
Chief Executive Officer*	120,564	14,570	12,077	120,936	14,627	12,125
Chief Financial Officer (CFO)**	98,352	10,981	9,848	108,703	12,340	10,561
Chief Impact Officer	98,685	11,990	5,916	98,523	5,911	11,976
Chief Operating Officer	98,327	11,664	9,757	99,035	9,937	11,757
Chief Support Officer***	97,436	11,540	9,776	118,661	9,392	14,164
Chief Transformation Officer	100,912	11,297	10,118	101,889	10,223	11,428
<b>Total</b>	<b>614,276</b>	<b>72,042</b>	<b>57,492</b>	<b>647,747</b>	<b>62,430</b>	<b>72,011</b>

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

\*\* figures for 2020/21 include costs associated with two Chief Financial Officers and during a period of handover

\*\*\* includes redundancy payment for 2020/21

## Notes to the financial statements

### 6 TRUSTEES' AND CHIEF EXECUTIVE'S EXPENSES

Members of Oxfam's Board of Trustees receive no remuneration for their services. Trustees' expenses, which include costs directly incurred by Trustees and amounts paid on their behalf by Oxfam, were for 10 trustees totalling £12,213 (2020/21: 2 trustees totalling £121).

Directly incurred expenses of the Chief Executive were £3,284 (2020/21: £179).

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

Donations received by the charity from the Trustees during 2021/22 amounted to £12,426 (2020/21: £12,043), of which £1,660 (2020/21: £765) was given for restricted purposes, in the normal course of business.

### 7 TAXATION

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

### 8 NET (EXPENDITURE)/INCOME FOR THE FINANCIAL YEAR

Is stated after charging/(crediting):

	Year to 31 March 2022	Year to 31 March 2021
	£m	£m
Depreciation of tangible fixed assets	1.6	2.6
Gain on disposal of fixed assets	-	(0.4)
Hire of vehicles and equipment	4.5	5.6
Property rental	21.7	21.1
Auditors' remuneration - statutory audit (GB)	0.1	0.2
Auditors' remuneration - statutory audit (Country Offices)*	0.6	0.1
Rental income	(0.3)	(0.3)
Gift Aid income	(12.1)	(9.2)
Exchange rate differences	(1.6)	3.3
Irrecoverable VAT	0.8	0.6

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

## Notes to the financial statements

### 9 TANGIBLE ASSETS

	Freehold property	Short leasehold property	Furniture, fixtures, equipment	Motor vehicles	Total
Oxfam	£m	£m	£m	£m	£m
<b>Cost</b>					
At 1 April 2021	2.6	15.3	35.9	5.5	59.3
Additions	-	0.1	-	(0.1)	-
Disposals	-	-	(0.2)	(0.4)	(0.6)
<b>At 31 March 2022</b>	<b>2.6</b>	<b>15.4</b>	<b>35.7</b>	<b>5.0</b>	<b>58.7</b>

<b>Accumulated depreciation</b>					
At 1 April 2021	1.2	12.3	34.8	4.9	53.2
Charge for the year	0.1	1.0	0.4	0.1	1.6
Disposals	-	-	(0.2)	(0.4)	(0.6)
<b>At 31 March 2022</b>	<b>1.3</b>	<b>13.3</b>	<b>35.0</b>	<b>4.6</b>	<b>54.2</b>

<b>Net book value</b>					
<b>At 31 March 2022</b>	<b>1.3</b>	<b>2.1</b>	<b>0.7</b>	<b>0.4</b>	<b>4.5</b>
At 31 March 2021	1.4	3.0	1.1	0.6	6.1

	Freehold property	Short leasehold property	Furniture, fixtures, equipment	Motor vehicles	Total
Oxfam Group	£m	£m	£m	£m	£m
<b>Cost</b>					
At 1 April 2021	2.6	15.3	36.0	5.5	59.4
Additions	-	0.1	-	-	0.1
Disposals	-	-	(0.2)	(0.5)	(0.6)
<b>At 31 March 2022</b>	<b>2.6</b>	<b>15.4</b>	<b>35.8</b>	<b>5.0</b>	<b>58.8</b>

<b>Accumulated depreciation</b>					
At 1 April 2021	1.1	12.4	34.8	5.0	53.3
Charge for the year	0.1	1.0	0.4	0.1	1.6
Disposals	-	-	(0.2)	(0.4)	(0.6)
<b>At 31 March 2022</b>	<b>1.2</b>	<b>13.4</b>	<b>35.0</b>	<b>4.7</b>	<b>54.3</b>

<b>Net book value</b>					
<b>At 31 March 2022</b>	<b>1.4</b>	<b>2.0</b>	<b>0.8</b>	<b>0.3</b>	<b>4.5</b>
At 31 March 2021	1.5	2.9	1.2	0.5	6.1

The book value of land (which is not depreciated) included in freehold properties is £0.4m (2020/21: £0.4m). The value of freehold property held at 31 March 2022 is £2.7m (2020/21: £2.7m).

All tangible fixed assets are held for charitable use.

# Notes to the financial statements

## 10. INVESTMENTS

### Fixed Asset Investments

	Freehold Property	Quoted	Investment in subsidiaries	Investments Total	Social Investments Unquoted	Fixed asset investments Total
Oxfam	£m	£m	£m	£m	£m	£m
Cost or valuation:						
At 1 April 2021	0.1	2.7	1.6	4.4	-	4.4
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
<b>At 31 March 2022</b>	<b>0.1</b>	<b>2.7</b>	<b>1.6</b>	<b>4.4</b>	<b>-</b>	<b>4.4</b>

	Freehold Property	Quoted	Investment in subsidiaries	Investments Total	Social Investments Unquoted	Fixed asset investments Total
Oxfam Group	£m	£m	£m	£m	£m	£m
Cost or valuation:						
At 1 April 2021	0.1	2.7	-	2.8	0.1	2.9
Additions	-	-	-	-	-	-
Disposals	-	-	-	-	-	-
Transfers	-	-	-	-	-	-
<b>At 31 March 2022</b>	<b>0.1</b>	<b>2.7</b>	<b>-</b>	<b>2.8</b>	<b>0.1</b>	<b>2.9</b>

### CURRENT ASSET INVESTMENTS

#### Oxfam and Oxfam Group

	Short term deposits	Social Investments Unquoted	Current asset investments Total
	£m	£m	£m
Cost or valuation:			
At 1 April 2021	1.3	2.7	4.0
Additions	22.8	-	22.8
Disposals	(1.3)	-	(1.3)
Revaluation	-	0.1	0.1
<b>At 31 March 2022</b>	<b>22.8</b>	<b>2.8</b>	<b>25.6</b>

#### a. Investments

Quoted investments represent investments in share portfolios and are stated at the value of the funds at 31 March 2022.

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

Freehold investment properties with an original cost of £0.0m (2020/21: £0.0m) are included in the Balance Sheet at market value of £0.1m (2020/21: £0.1m). Investment properties have been valued by surveyors, all of whom are Associates of the Royal Institute of Chartered Surveyors and are employees of Oxfam. The valuation of assets was on an open market basis, in accordance with the guidelines issued by the Royal Institute of Chartered Surveyors and is carried out on an annual basis.

## Notes to the financial statements

### b. Social investments

#### Programme related investments (fixed)

##### Cafédirect plc

This comprises 970,466 (2020/21: 970,466) ordinary shares of 25p each in Cafédirect plc, a company registered in Scotland, which represents a 8.5% (2020/21: 8.5%) interest in the company. The principal activity of the company is the promotion of fair trade through the marketing and distribution of coffee and tea.

##### Guardian Share Company Ltd

Oxfam Activities Ltd holds a 33 1/3% (2020/21: 33 1/3%) shareholding (one £1 ordinary share) in the Guardian Share Company Ltd, a company registered in the UK.

This company aims to promote fair trade through Cafédirect plc and, 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 Ltd, a locally registered micro-credit scheme are set out below and in Notes 1b and 1k.

#### Mixed motive investments (current)

##### Small Enterprise Impact Investing Fund

Oxfam invested £2.1m in The Small Enterprise Impact Investing Fund, an innovative financial product based in Luxembourg. On 20 January 2017, the fund was placed into liquidation with a view to transferring the value of investments to a similar fund with larger assets under management to relieve fundraising pressure. During 2017/18, Oxfam received £2.4m in respect of 85% of the fund. The remaining 15%, which had not been released by 31 March 2022, is reflected in Current Asset Investments and represents a value of £0.2m after allowing for an impairment (2020/21: £0.3m).

##### EMF Microfinance Fund

Oxfam invested £2.3m in the EMF Microfinance Fund, a financial product based in Liechtenstein. The value of Oxfam's investment in the fund at 31 March 2022 was £2.6m, whilst total assets in the fund were £296.3m (31 March 2021: £2.4m and 118.6m).

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



## Notes to the financial statements

### c. Subsidiary Undertakings

At 31 March 2022, Oxfam had an interest in the following subsidiary undertakings:

Organisation name	Company number	Address/Country of registration	Nature of business	Class of share capital held	Parent company interest	Consolidation	Year End Date
Oxfam Activities Ltd	0830341	Oxfam House, John Smith Drive, Oxford, UK	Raises funds through trading activities	Ordinary	100%	Yes	31 March
Finance for Development Ltd	1067	115 H. Aslanov Street, Baku, Azerbaijan	Micro-credit scheme	Ordinary	100%	Yes	31 December
Frip Ethique SARL	002629105	Rue 39X40 Colobane, Senegal	Second-hand clothing	Ordinary	100%	Yes	31 December
Oxfam Advisory Service Ltd	07990519	Oxfam House, John Smith Drive, Oxford, UK	Small Enterprise Investments	Ordinary	100%	Yes	31 March
Just Energy Ltd	06904458	Oxfam House, John Smith Drive, Oxford, UK	Renewable energy projects	N/A	100%	No (dormant) The company was dissolved on 17 August 2021	31 March

The aggregate total amount invested in all Oxfam's subsidiaries is £1.6m (2020/21: £1.6m).

## Notes to the financial statements

The financial results of the subsidiaries for the year were:

	OXFAM ACTIVITIES LTD		FINANCE FOR DEVELOPMENT LTD		FRIP ETHIQUE SARL		OXFAM ADVISORY SERVICES	
	Year to 31 March 2022	Year to 31 March 2021	Year to 31 December 2021	Year to 31 December 2020	Year to 31 December 2021	Year to 31 December 2020	Year to 31 March 2022	Year to 31 March 2021
	£m	£m	£m	£m	£m	£m	£m	£m
Income	16.0	10.6	1.1	0.5	-	-	0.2	0.1
Expenditure	[16.0]	(11.4)	(0.8)	(0.8)	-	0.5	(0.2)	(0.1)
Trading profit/(loss)	-	(0.8)	0.3	(0.3)	-	0.5	-	-
Profit Gift Aided to Oxfam	-	-	-	-	-	-	-	-
<b>(Loss)/profit for the year</b>	<b>-</b>	<b>(0.8)</b>	<b>0.3</b>	<b>(0.3)</b>	<b>-</b>	<b>0.5</b>	<b>-</b>	<b>-</b>

	AT 31 MARCH 2022	AT 31 MARCH 2021	AT 31 DECEMBER 2021	AT 31 DECEMBER 2020	AT 31 DECEMBER 2021	AT 31 DECEMBER 2020	AT 31 MARCH 2022	AT 31 MARCH 2021
	£m	£m	£m	£m	£m	£m	£m	£m
Total assets	3.3	3.6	3.4	4.2	-	-	0.2	-
Total liabilities	(3.8)	(4.1)	(1.0)	(2.0)	-	-	(0.2)	-
<b>Net assets/(liabilities)</b>	<b>(0.5)</b>	<b>(0.5)</b>	<b>2.5</b>	<b>2.2</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Just Energy Ltd was dormant in both 2021 and 2022 and has no net assets.

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

Organisation name	Country of registration	Nature of business
Oxfam (in Korea)	South Korea	As per Oxfam
Oxfam Thailand Foundation	Thailand	As per Oxfam

### 11 STOCKS

	OXFAM		OXFAM GROUP	
	2022	2021	2022	2021
	£m	£m	£m	£m
Oxfam trading stocks	-	-	2.9	3.2
Humanitarian supplies	1.1	1.1	1.1	1.1
Consumable stores	-	-	-	0
	<b>1.1</b>	<b>1.1</b>	<b>4.0</b>	<b>4.3</b>

Trading and other stocks relate to goods for resale.

Stocks are stated after provision for impairment of £0.1m (2020/21: £0.2m).

The cost of stocks recognised as an expense for Oxfam is £20.9m (2020/21: £19.1m) and for Oxfam Group is £26.7m (2020/21: £22.6m), which includes £20.1m (2020/21: £18.1m) of donated goods distributed to beneficiaries.

## Notes to the financial statements

### 12 DEBTORS

	OXFAM		OXFAM GROUP	
	2022	2021	2022	2021
	£m	£m	£m	£m
<b>Amounts falling due within one year</b>				
Loans by micro-credit schemes	-	-	3.3	1.5
Amounts due from subsidiaries	1.5	2.1	-	-
Other debtors	4.6	4.4	4.8	4.8
Prepayments	5.5	4.6	5.7	4.8
Accrued income	40.4	20.1	40.4	20.1
Gift aid recoverable	7.1	3.0	7.1	3.0
Amounts due from institutional donors	16.3	22.6	16.3	22.6
	<b>75.4</b>	<b>56.8</b>	<b>77.6</b>	<b>56.8</b>
<b>Amounts falling due outside one year</b>				
Loans by micro-credit schemes	-	-	-	0.4
Other loans	0.6	0.5	0.6	0.5
	<b>0.6</b>	<b>0.5</b>	<b>0.6</b>	<b>0.9</b>
	<b>76.0</b>	<b>57.3</b>	<b>78.2</b>	<b>57.7</b>

### 13 CASH AT BANK AND IN HAND, AND CASH EQUIVALENTS

	OXFAM		OXFAM GROUP	
	2022	2021	2022	2021
	£m	£m	£m	£m
Cash at bank and in hand	81.2	70.5	81.5	72.8
Cash equivalents: Notice and term deposits (less than 90 days)	9.7	4.4	9.7	4.4
	<b>90.9</b>	<b>74.9</b>	<b>91.2</b>	<b>77.2</b>

### 14 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	OXFAM		OXFAM GROUP	
	2022	2021	2022	2021
	£m	£m	£m	£m
Amounts due from subsidiaries				
Loans to micro-credit schemes*	-	-	0.2	1.1
Other loans	-	-	-	-
Trade creditors	4.8	1.2	5.6	1.6
Other tax and social security	2.0	2.3	2.0	2.3
Other creditors	4.5	4.4	4.5	4.4
Accruals - grants payable	1.2	0.9	1.2	0.9
Accruals - other	14.5	17.9	14.5	18.0
Deferred income**	49.0	40.2	49.2	40.0
	<b>76.0</b>	<b>66.9</b>	<b>77.2</b>	<b>68.3</b>

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

\*\*Deferred income relates to income received from donors which is subject to restrictions that prevent their use until a later date. Deferred income of £43.7m (2020/21: £38.6m) arose in the year and £34.9m (2020/21: £14.6m) brought forward from last year was released.

## Notes to the financial statements

### 15 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	OXFAM		OXFAM GROUP	
	2022	2021	2022	2021
	£m	£m	£m	£m
Loans to micro-credit schemes*	-	-	0.7	0.9
Other creditors	-	0.3	-	0.3
Other loans**	20.0	20.0	20.0	20.0
	<b>20.0</b>	<b>20.3</b>	<b>20.7</b>	<b>21.2</b>

\* See Note 14

\*\* There is no security on the loan and it is interest free. The loan was fully repaid ahead of schedule post year end

\*\* All loans due in less than 5 years

### 16 PROVISIONS FOR LIABILITIES

	End of Contract	Dilapidations	OXFAM		OAL	OXFAM GROUP
			Other	Total	Dilapidations	Total
	£m	£m	£m	£m	£m	£m
At 1 April 2021	6.1	4.3	8.1	18.5	0.1	18.6
Arising in the year	-	1.6	0.7	2.3	-	2.3
Utilised in the year	(0.4)	-	-	(0.4)	-	(0.4)
<b>At 31 March 2022</b>	<b>5.7</b>	<b>5.9</b>	<b>8.8</b>	<b>20.4</b>	<b>0.1</b>	<b>20.5</b>

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

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

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

## Notes to the financial statements

### 17 CONTINGENT LIABILITIES

The following contingent liabilities existed at 31 March 2022:

Members of Oxfam's defined benefit scheme are entitled to join TPT Retirement Solutions Growth Plan into which they can pay additional voluntary contributions to fund additional benefits. Oxfam does not make employer contributions into the Plan, but under government regulations which came into force in September 2005 there is a potential employer liability on withdrawal from the Plan or in the event of the Plan winding up when it is not fully funded on a buy-out basis. The amount of employer liability on withdrawal for Oxfam as at 30 September 2021 has been calculated as £0.5m (2020/21: £0.8m). 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 2021	Received in year	Released in year	Transfers in year	At 31 March 2022
	£m	£m	£m	£m	£m
Permanent endowment funds					
The Joyce Gregory Trust	1.0	-	-	0.3	1.3
The Ellen & Ronald Carr-Webb Memorial Trust Fund	1.0	0.0	0.0	0.3	1.3
Other permanent endowment funds	0.1	-	-	-	0.1
	<b>2.1</b>	<b>0.0</b>	<b>0.0</b>	<b>0.6</b>	<b>2.7</b>

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

# Notes to the financial statements

## 19 RESTRICTED FUNDS

	OXFAM AND OXFAM GROUP					OXFAM AND OXFAM GROUP				
	At				At	At			At	
	1 April	Income	Expenditure	Transfers	31 March	1 April	Income	Expenditure	31 March	
	2021	2021	2021	2021	2022	2020	2020	2020	2021	
	£m	£m	£m	£m	£m	£m	£m	£m	£m	
<b>REGIONAL FUNDS</b>										
Asia	0.1	26.8	(26.7)	0.2	0.4	0.8	22.6	(23.3)	0.1	
LAC	-	-	-	-	-	-	(0.0)	-	-	
HECA	(0.2)	55.1	(55.1)	0.7	0.5	1.2	11.7	(13.1)	(0.2)	
West Africa	2.3	9.6	(9.8)	(2.2)	(0.1)	0.3	74.8	(72.8)	2.3	
Humanitarian	3.2	10.9	(10.9)	(1.1)	2.1	3.7	0.9	(1.4)	3.2	
MENA	0.1	48.6	(48.9)	1.5	1.3	0.4	50.4	(50.7)	0.1	
Southern Africa	-	10.6	(10.3)	-	0.3	(0.4)	4.5	(4.1)	-	
Campaigns and Policy	0.1	-	-	(0.1)	-	0.1	0.3	(0.4)	0.1	
Programme Strategy and Impact	2.6	-	-	(2.6)	(0.0)	3.1	4.2	(4.8)	2.6	
Impact	-	5.3	(5.0)	2.0	2.3	-	-	-	-	
Donated Goods for Distribution to Beneficiaries	(0.1)	1.1	(1.1)	0.1	-	-	25.4	(25.5)	(0.1)	
Oxfam Unwrapped	1.8	0.8	(0.5)	0.6	2.7	2.3	0.4	(0.9)	1.8	
Other Funds*	2.3	1.1	(2.1)	(0.6)	0.7	2.5	19.7	(19.9)	2.3	
Engagement	-	6.7	(6.6)	0.9	1.0	-	-	-	-	
International Operations	-	1.7	(2.1)	(0.1)	(0.5)	-	-	-	-	
<b>APPEALS</b>	-	-	-	-	-	-	-	-	-	
Syria Crisis	-	-	-	-	-	-	-	-	-	
Ethopia Refugee Crisis	0.2	-	-	(0.2)	-	0.2	-	-	0.2	
East Africa Food Crisis	0.1	(0.1)	-	-	(0.0)	0.2	0.1	(0.2)	0.1	
Yemen Crisis Appeal	0.1	0.1	(0.1)	(0.1)	(0.0)	0.1	(0.0)	(0.0)	0.1	
Rohingya Crisis	(0.0)	-	-	-	(0.0)	0.2	-	(0.2)	-	
Idai Cyclone Appeal	0.2	-	(0.1)	(0.1)	-	0.1	0.1	-	0.2	
Indonesia Tsunami Appeal	0.3	-	(0.2)	(0.1)	(0.0)	0.2	-	0.1	0.3	
Refugee Crisis Appeal	(0.2)	-	-	0.2	(0.0)	(0.2)	(0.0)	-	(0.2)	
DEC Coronavirus Appeal	0.3	3.7	(3.8)	0.1	0.3	-	2.4	(2.1)	0.3	
Protracted Crisis Appeal	0.4	0.2	(0.3)	-	0.3	-	0.4	(0.0)	0.4	
GHT Oxfam Global Corona Appeal	0.4	0.9	(1.1)	-	0.2	-	1.9	(1.5)	0.4	
Oxfam Coronavirus Appeal	0.1	(0.1)	-	-	-	-	0.4	(0.3)	0.1	
Restricted Humanitarian Appeal	-	4.2	(2.5)	0.6	2.3	-	-	-	-	
General Humanitarian	-	-	-	-	-	-	-	-	-	
Emergencies	-	0.2	(0.2)	0.3	0.3	-	-	-	-	
Ukraine Appeal	-	20.4	(1.1)	0.1	19.4	-	-	-	-	
	<b>14.1</b>	<b>207.8</b>	<b>(188.5)</b>	<b>0.1</b>	<b>33.5</b>	<b>14.9</b>	<b>220.3</b>	<b>(221.1)</b>	<b>14.1</b>	

Fund balances may be negative when expenditure is made on a project that is expected to be reimbursed by a government or other agency, but where, at the end of the financial year, not all the conditions have been met that would justify this income being recognised within the accounts. This results in an excess of expenditure over income on some project funds. The total deficit fund balances at 31 March 2022 amounted to £0.5m (31 March 2021: £0.5m). The Trustees consider that the likelihood of reimbursement is of sufficient level to justify the carrying of these deficit funds at the end of the year.

Disclosed numbers for prior year have been adjusted to properly reflect regional splits.

## Notes to the financial statements

### 20 UNRESTRICTED FUNDS

Movements on unrestricted funds are as follows:

	General reserves	Designated fund fixed assets	Designated fund other	Revaluation reserve	Pension reserves	Total
	£m	£m	£m	£m	£m	£m
<b>Oxfam</b>						
At 1 April 2021	19.4	6.1	-	0.7	(0.3)	25.9
(Deficit)/surplus for the year	26.2	(1.6)	-	0.1	-	24.8
Other recognised gains	(0.1)	-	-	-	-	(0.1)
Transfers between funds	(0.3)	0.0	-	(0.5)	0.1	(0.7)
<b>At 31 March 2022</b>	<b>45.2</b>	<b>4.5</b>	<b>-</b>	<b>0.3</b>	<b>(0.2)</b>	<b>49.9</b>

	General reserves	Designated fund fixed assets	Designated fund other	Revaluation reserve	Pension reserves	Total
	£m	£m	£m	£m	£m	£m
<b>Oxfam Group</b>						
At 1 April 2021	19.2	6.1	2.2	0.7	(0.3)	27.9
(Deficit)/surplus for the year	25.8	(1.6)	0.3	0.1	-	24.7
Other recognised gains	(0.1)	-	-	-	-	(0.1)
Transfers between funds	(0.3)	(0.1)	-	(0.5)	0.1	(0.7)
<b>At 31 March 2022</b>	<b>44.6</b>	<b>4.5</b>	<b>2.5</b>	<b>0.3</b>	<b>(0.2)</b>	<b>51.8</b>

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 2021	Net income/ expenditure) in the year	Transfers between funds	At 31 March 2022
	£m	£m	£m	£m
<b>Oxfam</b>	-	-	-	-
Micro-credit scheme retained reserves	2.2	0.3	-	2.5
Frip Ethique SARL retained reserves	-	-	-	-
<b>Oxfam Group</b>	<b>2.2</b>	<b>0.3</b>	<b>-</b>	<b>2.5</b>

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

The pension reserve represents the Growth Plan liability.

## Notes to the financial statements

### 21 COMMITMENTS

Oxfam had the following commitments at 31 March 2022. Commitments will be funded from income generated from ongoing activities and from reserves, where necessary, as they fall due.

#### a. Capital

At 31 March 2022, there was no capital expenditure that had been authorised and contracted for (2021/22: none).

#### b. Financial

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

	Oxfam		Oxfam Group	
	At 31 March 2022	At 31 March 2021	At 31 March 2022	At 31 March 2021
	£m	£m	£m	£m
Within one year	9.1	18.1	9.1	18.1
Between two and five years	1.7	5.0	1.7	5.0
	<b>10.8</b>	<b>23.1</b>	<b>10.8</b>	<b>23.1</b>

Grants for international projects contain certain performance related conditions, which determine when expenditure is recognised in the SOFA. Performance conditions under commitments noted above had not been fulfilled at 31 March 2022. The commitments are funded from restricted income contracts

#### c. Operating leases

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

	OXFAM		OXFAM GROUP	
	At 31 March 2022	At 31 March 2021	At 31 March 2022	At 31 March 2021
	£m	£m	£m	£m
i) <b>Land and buildings</b>				
Operating leases due:				
Within one year	14.7	11.4	14.7	11.4
In the second to fifth years inclusive	35.9	18.9	35.9	18.9
After five years	4.7	1.0	4.7	1.0
	<b>55.3</b>	<b>31.3</b>	<b>55.3</b>	<b>31.3</b>
ii) <b>Vehicles</b>				
Operating leases due:				
Within one year	0.1	0.2	0.1	0.2
In the second to fifth year inclusive	0.1	0.2	0.1	0.2
	<b>0.2</b>	<b>0.4</b>	<b>0.2</b>	<b>0.4</b>



## Notes to the financial statements

### 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 TPT Retirement Solutions. The pension cost is determined on the advice of independent qualified actuaries, with the last triennial valuation being carried out as at 30 September 2019. An actuarial valuation was carried out at 31 March 2022 by a qualified independent actuary, based on the provisions of FRS102.

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

The scheme was closed to new members on 31 January 2003 and as a result, the current service cost increases as the members of the scheme approach retirement. The scheme is funded and the employer's contribution is 10.6% of pensionable pay (2020/21: 10.6%). The employees' contribution is between 7% to 16.5% of pensionable pay depending on the individual's level of total pensionable pay (2020/21: employee contributions ranges from 6.0% - 9.2% depending on the individuals level of pensionable pay). The current service cost for this scheme for the year was £0.5m (2020/21: £0.7m). Contributions paid by Oxfam GB during the year were £0.8m (2020/21: £0.9m). In addition, Oxfam Ireland and Oxfam International paid £0.1m (2020/21: £0.1m) of contributions into the scheme for their employees.

TPT has informed Oxfam GB that a review had been undertaken for all schemes under the TPT umbrella trust, which involved reviewing historic changes made to benefits of members alongside requirements of the TPT Trust Deed and Rules to assess the validity of those changes. This review showed uncertainty as to when amendments made to the Oxfam Pension Scheme rules between 2002 and 2010 should take legal effect. The Trustee of TPT will be seeking court directions on the validity of these amendments. If the court finds that the amendment had not been made in line with the TPT Trust Deed and Rules, this may result in an increase to the scheme liabilities. We have been informed by TPT that the pension scheme's liabilities could be increased by £25.9m depending on the detail of the court ruling. No legal obligation will arise until the court has handed down its judgement, which is not expected any earlier than Oct-Dec 2024 (and may subsequently be subject to appeal). The best estimate of contributions expected to be paid to the scheme by Oxfam for the year to 31 March 2023 is £0.8m.

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

## Notes to the financial statements

### Financial assumptions

	31 March 2022	31 March 2021
	%	%
Rate of increase in salaries	1.90	1.90
Rate of increase of pensions (deferred and in payment)	3.54	3.25
Rate of inflation (RPI)	3.54	3.25
Rate used to discount scheme liabilities*	2.78	2.15

\* Under FRS102 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 2022	At 31 March 2021
	Years	Years
<b>Non-pensioners:</b>		
Males	22.9	22.8
Females	25.4	25.3
<b>Pensioners:</b>		
Males	21.6	21.5
Females	23.9	23.8

### Scheme assets

	At 31 March 2022	At 31 March 2021
	£m	£m
Equities	5.6	60.9
Government bonds	129.2	44.7
Property	30.3	12.5
Cash	5.7	15.5
Other	24.0	57.3
LDI	47.8	54.3
<b>Total fair value of assets*</b>	<b>242.6</b>	<b>245.2</b>

\* Other assets includes a combination of the following asset categories - Infrastructure £14.2m, Absolute Return £1.5m and Opportunistic Credit £8.0m

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.

## Notes to the financial statements

### Analysis of amounts charged to statement of financial activities

	Year to 31 March 2022	Year to 31 March 2021
	£m	£m
Current service cost	0.5	0.7
Expenses	0.2	0.2
Net interest income	0.0	(0.5)
<b>Net finance charge</b>	<b>0.7</b>	<b>0.4</b>
Return on pension scheme assets excluding interest income	(2.3)	14.3
Experience gains (losses) arising on the plan liabilities	(1.8)	0.6
Changes in assumptions underlying the present value of scheme liabilities	22.6	(21.8)
<b>Total actuarial gain (loss)</b>	<b>18.5</b>	<b>(6.9)</b>
Unrecognised surplus scheme assets	(18.6)	7.0
<b>Total gain (loss) recognised</b>	<b>(0.1)</b>	<b>0.1</b>

The cumulative amount of actuarial gains and losses recognised in the Statement of Financial Activities since 1 May 2004 is a loss of £20.2m (2020/21: £20.1m loss).

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

	Fair value of scheme assets	Present value of scheme liabilities	Scheme assets less scheme liabilities
	£m	£m	£m
Scheme assets/(liabilities) at the start of the year	245.3	(228.4)	16.9
Current service cost and expenses	(0.2)	(0.5)	(0.7)
Experience on plan assets - gain (loss)	(2.3)		(2.3)
Interest income/(cost)	5.2	(4.8)	0.4
Actuarial gain/(loss)		20.8	20.8
Contributions by employer	0.8		0.8
Contributions by scheme participants	0.0	0.0	0.1
Benefits paid	(6.3)	6.3	-
<b>Scheme assets/(liabilities) at the end of the year</b>	<b>242.6</b>	<b>(206.7)</b>	<b>35.9</b>
Unrecognised surplus scheme assets			(35.9)
<b>Scheme assets/(liabilities) recognised at the end of the year</b>			<b>-</b>

The actual return on scheme assets for the year was £2.9m (2020/21: £19.8m).

## Notes to the financial statements

### ii) Growth Plan

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

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

### iii) Defined contribution pension scheme

For employees not in the defined benefit scheme Oxfam operates a Stakeholder Pension Scheme. This is a defined contribution scheme from Aviva. From 1 January 2003 Oxfam contributed double the employee contributions up to a maximum of 10% of pensionable pay. Oxfam contributed £3.1m (2020/21: £3.4m) to this pension scheme in the year to 31 March 2022. Contributions are reflected in expenditure on the same basis as an individual's salary allocation.

### iv) Alternative pension arrangements

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

## Notes to the financial statements

### 22 FINANCIAL INSTRUMENTS

Oxfam had the following financial instruments:

	NOTE	OXFAM		OXFAM GROUP	
		2022	2021	2022	2021
		£m	£m	£m	£m
Financial assets that are debt instruments measured at fair value:					
Investments in commercial paper	10	5.5	5.4	5.6	5.5
		<b>5.5</b>	<b>5.4</b>	<b>5.6</b>	<b>5.5</b>
Income, expense, gains or losses, including changes in fair value, recognised on:					
Financial assets measured at fair value		(0.1)	0.2	(0.1)	0.2
Interest income		(0.2)	(0.2)	(0.2)	(0.2)
Impairment loss		-	-	-	-
Provision for bad debts		1.6	1.7	2.7	2.6
		<b>1.3</b>	<b>1.7</b>	<b>2.4</b>	<b>2.6</b>

### 23 ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

Oxfam

	2022	2022	2022	2021	2021	2021
	Unrestricted funds	Restricted funds	Endowment funds	Unrestricted funds	Restricted funds	Endowment funds
	£m	£m	£m	£m	£m	£m
Fund balances at 31 March are represented by:						
Tangible fixed assets	4.5	-	-	6.1	-	-
Investment assets	1.7	-	2.7	2.3	-	2.1
Current assets	110.1	83.5	-	82.5	54.8	-
Current and long-term liabilities and provisions	(66.4)	(50.0)	-	(65.0)	(40.7)	-
Pension liability	-	-	-	-	-	-
<b>Total net assets at 31 March</b>	<b>49.9</b>	<b>33.5</b>	<b>2.7</b>	<b>25.9</b>	<b>14.1</b>	<b>2.1</b>

## Notes to the financial statements

### 23 Oxfam Group

	2022 Unrestricted funds	2022 Restricted funds	2022 Endowment funds	2021 Unrestricted funds	2021 Restricted funds	2021 Endowment funds
	£m	£m	£m	£m	£m	£m
Fund balances at 31 March are represented by:						
Tangible fixed assets	4.5	-	-	6.1	-	-
Investment assets	0.2	-	2.7	0.8	-	2.1
Current assets	115.5	83.5	-	88.4	54.8	-
Current and long-term liabilities and provisions	(68.4)	(50.0)	-	(67.4)	(40.7)	-
<b>Total net assets at 31 March</b>	<b>51.8</b>	<b>33.5</b>	<b>2.7</b>	<b>27.9</b>	<b>14.1</b>	<b>2.1</b>

### 24 RELATED PARTY TRANSACTIONS

#### i) Transactions with Subsidiaries

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

The following transactions were carried out between Oxfam, OAL and OAS:	2022	2021
	£'000	£'000
Management charge (payable by OAL to Oxfam)	4,035	1,306
Management charge (payable by OAS to Oxfam)	10	50
Interest on loan (payable by OAL to Oxfam)	75	70
Profits distributable under gift aid (payable by OAL to Oxfam)	-	-
Profits distributable under gift aid (payable by OAS to Oxfam)	-	1

#### ii) Transactions with Oxfam International

Amounts of £8,642,059 (2020/21: £8,891,000) were paid to and £1,021,217 (2020/21: £1,707,000) received from Oxfam International, an organisation in which the Chair and Chief Executive of Oxfam are members of the board. Of the amounts paid, £6,842,733 (2020/21: £8,000,000) relates to our contribution to the Oxfam International Secretariat to provide leadership of global campaign work on behalf of the confederation, coordinate work that benefits all affiliates, and £1,799,326 (2020/21: £891,000) relates to other grant funding. Income relates to funding of operational grants received (see note 2biii). At 31 March 2022, £886,000 was owed to Oxfam International by Oxfam (31 March 2021: £142,000 was owed by Oxfam International to Oxfam), on normal terms.

## Notes to the financial statements

On 26 October 2015 the Oxfam International Secretariat moved into Oxfam House. In 2021/22, Oxfam International paid Oxfam £95,200 (2020/21: £54,128) for service charges relating to their occupation of Oxfam House.

### iii) Transactions with other Oxfam Affiliates

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

	AT 31 MARCH 2022			AT 31 MARCH 2021		
	Debtors	Creditors	Net	Debtors	Creditors	Net
	£'000	£'000	£'000	£'000	£'000	£'000
Oxfam America	934	(199)	734	442	(196)	246
Oxfam Australia	288	(133)	155	487	(171)	316
Oxfam Belgium	385	(34)	354	871		871
Oxfam Canada	2	-	2	332		332
Oxfam Denmark	75	(1)	74	2,975	(19)	2,956
Oxfam Germany	2,066	-	2,066	1,940	(26)	1,914
Oxfam Hong Kong	2	(33)	(31)	34	(12)	22
Oxfam India	-	-	-	1		1
Oxfam Intermón	245	(1,676)	(1,431)	259	(152)	107
Oxfam Ireland	527	(31)	496	458		458
Oxfam Italy	21	-	21	1,465		1,465
Oxfam Mexico	3	(5)	(2)	2	(5)	(3)
Oxfam New Zealand	-	-	-			-
Oxfam Novib	1,874	(202)	1,671	2,618	(449)	2,169
Oxfam Quebec	49	-	49	872		872
Oxfam South Africa	-	-	-			-
Oxfam Sweden	-	-	-			-
	<b>6,468</b>	<b>(2,312)</b>	<b>4,156</b>	<b>12,756</b>	<b>(1,030)</b>	<b>11,726</b>

### 25 POST BALANCE SHEET EVENT

On September 1st 2022, Oxfam fully repaid a £20m loan taken in the previous year ahead of schedule, see note 15 for details.

# ACKNOWLEDGEMENTS

We would like to take this opportunity to say a heartfelt thank you to everyone who has worked with Oxfam GB to help overcome the injustice of poverty this year. We are so much stronger together against the injustices people face, and together we have delivered so much. We can acknowledge just some of you here, but please know that – however you took action against poverty with Oxfam in 2021/22 – our work would not have been possible without you.

**Thank you.**

## GOVERNMENTS AND MULTILATERAL DONOR AGENCIES

African Development Bank (AfDB)  
Asian Development Bank (ADB)  
Danish Ministry of Foreign Affairs  
European Commission - Directorate-General for International Partnerships (DG INTPA)  
European Bank for Reconstruction and Development (EBRD)  
Office of the United Nations High Commissioner for Refugees (UNHCR)  
Swedish International Development Cooperation Agency (SIDA)  
Swiss Agency for Development and Cooperation (SDC)  
The Korean International Cooperation Agency (KOICA)  
The Malawian Government  
The Scottish Government  
The Flanders Government  
The Water Sector Trust Fund  
UK Foreign Commonwealth & Development Office  
United Nations Children's Fund (UNICEF)  
United Nations Development Programme (UNDP)  
United Nations Entity for Gender Equality & the Empowerment of Women (UN Women)  
United Nations Food and Agriculture Organization (FAO)  
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)  
United Nations Population Fund (UNFPA)  
United Nations World Food Programme (WFP)  
United States Agency for International Development (USAID) - Bureau for Humanitarian Assistance (BHA)  
World Bank  
KOICA  
DEC  
START Network  
ACTED  
Action Against Hunger (ACF)  
Crown Agents  
Mercy Corps  
Mott MacDonald

Care International  
Danish Refugee Council  
FEMNET: the African Women's Development & Communication Network  
Finn Church Aid  
International Rescue Committee  
World Agroforestry Centre

## CORPORATES

2000 Trees  
Ahmad Tea Ltd  
ArcTangent  
Arup  
Bearded Theory Limited / Spring Music Limited  
Beautiful Days/DMF Music  
Boomtown Fair  
The Cognitive Company  
eBay for Charity  
Festival Republic Ltd  
Freshfields Bruckhaus Deringer LLP  
Genesis Charitable Trust  
Glastonbury Festivals Ltd  
Golden Acre Foods  
Gowling WLG  
HURR  
IKEA Foundation  
Kambe Events  
Marks and Spencer  
McKinsey & Company  
Moomins Characters  
Pentland Brands  
Peter Opsvik AS  
Raffolux  
Revolut  
Sainsbury's  
Sort of Books  
The Burberry Foundation



The Co-operative Bank  
 The Romo Group  
 U-Live  
 Unilever  
 Vision 9  
 World in the Park Ltd  
 ASOS  
 Selfridges  
 Bonhams  
 Laudes Foundation  
 Superdry  
 Baker McKenzie  
 Simmons and Simmons

### TRUST, FOUNDATIONS AND OTHER DONOR PARTNERS

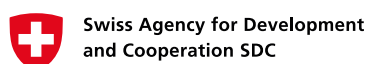
Band Aid Charitable Trust  
 DG Charitable Trust  
 Entwicklungshilfeclub  
 First Growth  
 H&S Davidson Charitable Trust  
 Hatfield Davis Family Trust  
 ELRHA  
 Latin American Children's Trust  
 Meditor Trust  
 People's Postcode Lottery  
 Poul Due Jensen / Grundfos Foundation  
 Tanzania Fund  
 The Circle  
 The Hugh Symons Charitable Trust  
 The Thani Bin Abdullah Bin Thani Al-Thani Humanitarian Fund  
 The Waterloo Foundation  
 The William and Flora Hewlett Foundation  
 Fondation Coromandel  
 Sheila Coulton Charitable Trust

### INDIVIDUAL SUPPORTERS

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

### OXFAM AFFILIATES AND THEIR DONORS

Oxfam America  
 Oxfam Australia  
 Oxfam Brazil  
 Oxfam Canada  
 Oxfam Deutschland  
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 Oxfam in Belgium  
 Oxfam India  
 Oxfam Intermon (Spain)  
 Oxfam Ireland  
 Oxfam Italy  
 Oxfam Mexico  
 Oxfam New Zealand  
 Oxfam Novib  
 Oxfam Quebec  
 Oxfam South Africa



# CORPORATE DIRECTORY

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

## OXFAM GB BOARD OF TRUSTEES 2021/22

The percentages after each name indicate the number of eligible Board meetings each Trustee attended.

Charles Gurassa (Chair) <sup>2/3*/6</sup>	100%
Angela Cluff (Deputy Chair) <sup>1/2*/5*</sup>	100%
Les Campbell (Honorary Treasurer) <sup>1*/2</sup>	100%
Hellen Akwii-Wangusa <sup>4</sup>	100%
Nana Afadzina <sup>4/6</sup>	50%
Ken Caldwell <sup>4*</sup>	100%
Professor Nic Cheeseman <sup>4</sup>	100%
Andrew Hind <sup>2/3</sup>	100%
Annie Hudson <sup>6*</sup>	100%
Lois Jacobs <sup>7*</sup>	100%
Wakkas Khan <sup>5/6</sup>	100%
Tunde Olanrewaju	75%

Wakkas Khan retired from the Board on 7 October 2021. Baroness Sandy Verma was appointed as a Trustee on 7th October 2021 and stepped down on 15th October 2021. Angela Cluff became Chair of the Remuneration Committee in June 2021.

Hellen Akwii was appointed Trustee and a member of Programme Committee on 7 October 2021.

## NON-TRUSTEE MEMBERS OF COMMITTEES (2021/22)

The following people play a role as non-Trustee members of Committees:

Nazir Afzal OBE <sup>6</sup>
James Briggs <sup>5</sup>
Ken Brotherston <sup>3</sup>
Margie Buchanan-Smith <sup>4</sup>
Susan Cordingley <sup>1</sup>
Kate Hogg <sup>5</sup>
Martha McKenzie <sup>4</sup>
Andrew Mann <sup>5</sup>
Andy Parsons <sup>1</sup>
Emma Snow <sup>1</sup>
Kafui Tay <sup>1</sup>
David Wreford <sup>2</sup>

Andy Parsons and Sue Cordingley stepped down as non-trustee members of the Audit & Finance Group in May and September 2021 respectively.

Andrew Mann, James Briggs and Kate Hogg ceased to be members of the Public Engagement Committee when it was wound up in December 2021.

### KEY

- 1 Member of Audit and Risk Committee (formerly the Trustees Audit & Finance Group)
- 2 Member of Remuneration Committee
- 3 Member of Governance Committee (formerly the Recruitment and Development Group)
- 4 Member of Programme Committee
- 5 Member of Public Engagement Committee
- 6 Member of Safeguarding and Ethics Committee
- 7 Member of Trading Committee
- \* Denotes Chair of the Group/Committee

## Principal professional advisers

Oxfam GB's principal professional advisers include the following:

### PRINCIPAL CLEARING BANKERS

The Royal Bank of Scotland Group, 9th Floor, 250 Bishopsgate, London EC2M 4AA

### INDEPENDENT AUDITORS

Crowe UK LLP, 55 Ludgate Hill, London EC4M 7JW

### PRINCIPAL SOLICITORS

Freshfields Bruckhaus Deringer, 65 Fleet Street, London EC4Y  
1HS Gowling WLG, 2 Snow Hill, Birmingham B4 6WR

Oxfam's registered office and principal operational address is Oxfam House, John Smith Drive, Oxford, OX4 2JY.

### STRATEGIC LEADERSHIP TEAM (AS AT 31 MARCH 2022)

Chief Executive Officer: Danny Sriskandarajah

Chief Financial Officer: Jane Cunliffe

Chief Impact Officer: John Plastow

Chief Operating Officer: Tina Proudlock

Chief Supporter Officer: Jan Oldfield

Chief Transformation Officer: Alison Court

Jan Oldfield joined as Chief Supporter Officer in April 2021

 OXFAM



C.S.S

OXFAM  
BOOK  
SHOP  


System Change  
  
Not Climate Change

  
**OXFAM**  
WE  
WON'T  
LIVE  
WITH  
POVERTY