

OXFAM GB ACCOUNTABILITY REPORT 2013



GRI Level C reporting template for NGOs

Name of organization: Oxfam GB
2012-2013

Filled in by:

Name: Joss Saunders and Alison Jestico

Position: Company Secretary and Head of UK Finance

Email: jsaunders@oxfam.org.uk and ajestico@oxfam.org.uk

**After you complete this, send a copy to GRI at:
Global Reporting Initiative
P.O.Box 10039
1001 EA Amsterdam**

**Email: guidelines@globalreporting.org
Fax: +3120 5310031**

Information on numbering: All sections in the boxes are taken directly from the original English version of the NGO Sector Supplement and the original reference numbers and page numbers appear in parenthesis. The NGO Sector Supplement is available for free downloading at www.globalreporting.org

| Accountability objectives (2010-13) | Progress in 2012-13 |
|--|---|
| <p>Governance We will become an increasingly effective and accountable organisation</p> | <p>The accountability strategy was reviewed and a revised framework for 2013-2016 is being published in our 2013 Accountability Report.</p> <p>[Under our Open Information Policy we published information about the external codes Oxfam has subscribed to, and our Internal Audit Charter which outlines the basis of Internal Audit independence].*</p> <p>Trustees visited East Africa and agreed to increase their engagement as stakeholders.</p> <p>We conducted 26 effectiveness reviews. See www.oxfam.org.uk/effectiveness</p> |
| <p>People and Communities We will make demonstrable improvements in our ability to give account to, take account of, and be held account by, our primary stakeholders</p> | <p>Accountability plans are being delivered in four regions and are being developed in two more. Traditional and innovative feedback/complaints mechanisms, eg telephone 'hotlines', were used in all humanitarian programmes.</p> <p>The methodology for accountability effectiveness reviews has been strengthened to allow a more independent judgement to be made. A series of exercises involving managers, project and partner staff and communities will enable us to assess what has been done to promote effective accountability mechanisms and how effective these are perceived to be by communities.</p> |
| <p>Women in the communities we work with and women's rights organisation We will put women's rights at the heart of everything we do</p> | <p>Minimum standards on gender equity are being rolled out across the confederation. Staff and partners in two regional centres were trained in the ways humanitarian interventions can contribute to gender equality.</p> <p>At the Commission for the Status of Women, we advocated for an international monitoring and accountability mechanism based on our framework on gender-based violence / violence against women.</p> <p>Through our 'Raising Her Voice' programme, we worked with 45 partners and 450 coalition members in 17 countries, and promoted women's political participation and leadership to over 700,000 women. Evaluations of the work show that collaboration with women's organisations produces good results.</p> |
| <p>Partners We will make demonstrable progress in consistently putting into practice the values and principles embodied in our Partnership Policy</p> | <p>Accountability in our partnerships is an important theme in our new six-year Strategic Plan and a working group has been formed to renew attention on this area. The group will also look at how our 'traditional' model of partnership needs to change in the light of increased engagement with new and innovative types of partnership.</p> <p>Accountability effectiveness reviews looked at some aspects of partners' effectiveness - in particular the mutual accountability</p> |

| | |
|--|---|
| | <p>between Oxfam and its partners, and their joint accountability to communities. Resourcing constraints prevented us from pursuing work on an effectiveness review methodology to look at our contribution to partner capacity.</p> |
| <p>Supporters We will remain committed to ensuring that we communicate with our supporters in a clear and transparent way and seek their feedback</p> | <p>A more streamlined, centralised, user-focused website, oxfam.org.uk, was relaunched in April 2012. The site attracted positive feedback from site users, with visitors typically spending longer on each page, and won 'Best not-for-profit Site of the Year' at the annual Sitecore awards.</p> <p>In 2012/13, investment in our local community fundraising presence led to the number of active fundraising groups increasing above plan to 61.</p> <p>Internal processes around communications were reviewed, and a new tool to improve efficiency and delivery has been rolled out. Another project designed to analyse communication production processes has been scoped and will run during 2013.</p> <p>More focus has been placed on evaluation, especially with regards to email communications. New rules have been introduced to limit the volume of communications sent to our supporters, and the results will be monitored closely over coming months.</p> |
| <p>Staff and Volunteers We will remain committed to seeking feedback from staff, volunteers, Trustees and members of the Association about our effectiveness in achieving Oxfam's mission and reflecting its values</p> | <p>The 2012 staff survey saw an increase in response rate from all staff, with more positive responses on staff engagement. Performance management was identified as an area for improvement so an online course has been introduced and drop-in sessions are being run for managers and staff in the UK. The Trading Division successfully piloted a simplified performance management system which is now being rolled out to shop managers.</p> <p>Trustees helped develop the Oxfam International Strategic Plan 2013 – 2019, and how it will be applied in Oxfam in the UK.</p> <p>Volunteers in Oxfam shops were involved in the design of national volunteer management training, and 85% of shop managers received this during the year. Volunteers also played a significant role in the design of a volunteer database, and managers who have recruited interns in the last twelve months have implemented the new Internship Agreement.</p> |
| <p>Health and Safety</p> | <p>The management of risks associated with driving at work formed part of the action plan for 2012/13. Progress was made in the UK and internationally: Oxfam's global fleet manager is monitoring work with our international drivers to improve awareness and behaviours; in the UK, we revised the handbook and associated procedures which help to mitigate the risks to staff and volunteers who drive as part of their work with Oxfam – these will be rolled out in 2013/14.</p> <p>The focus on wellbeing continued throughout 2012/13. Initiatives</p> |

| | |
|--|--|
| | <p>included:</p> <ul style="list-style-type: none"> ➤ Wellbeing training for staff in UK headquarters, including pre- and post-training events; ➤ Trading staff focussed on how to enable shop managers to take annual leave more easily. |
| <p>Government and regulators We will be accountable for our activities in the countries where we have programmes. We will have constructive engagement with host governments and our UK regulators.</p> | <p>Oxfam's analysis of the rights and duties of states, 'Civil society in fragile and conflict-affected states', will be published in 2013; individual country reports analysed the position in affected countries (e.g. Yemen).</p> <p>We also participated in the Charity Commission information review and other consultations, engaged with regulators on terrorism finance, and became involved with data protection, and, to a lesser extent, other fundraising regulatory issues.</p> |
| <p>Advocacy Our advocacy and campaigns work will follow the core principles of our global campaigning and advocacy model</p> | <p>The policy & practice website, launched in Sept 2011, has seen increased visits and downloads of publications and has thereby significantly increased Oxfam's engagement with the development community and advocacy targets.</p> <p>For the first time, information on campaigns and advocacy projects was published as part of the International Aid Transparency Initiative.</p> <p>We undertook two evaluations of global campaigns (the Financial Transaction Tax and the global GROW campaigns) as well as smaller project and national campaign evaluations. It is now standard practice to seek out views of advocacy targets and other external informants as part of such evaluations.</p> |
| <p>The Environment We will develop appropriate, challenging targets that reflect the 35 per cent reduction in our CO₂ emissions achieved during 2007-10</p> | <p>Adaptation: In summer 2012, an evaluation analysing the effectiveness of Oxfam's support to country programme staff on climate change adaptation and disaster risk reduction, and their integration into programming, was completed; further workshops were conducted in Georgia and more are planned for this year. Research and advocacy on adaptive capacity was delivered in three countries, and three other countries developed a vision and strategy for incorporating climate change adaptation into their programming; a fourth will undertake this work in 2013/14. Less progress than planned was made on the production of a climate change monitoring and evaluation learning companion due to changes in organisational management and structure.</p> <p>Mitigation: We completed the carbon measurement of our two largest international regions which we used to inform targeted and prioritised carbon management plans. We distributed over 90% of vehicle tracking devices for our international fleet and 72% have now been fitted. We revised our ethical and environmental policy which now applies to both Oxfam and our suppliers and includes stronger environmental standards. Communication about the carbon benefits of donated sales with the shop network was postponed until 2013.</p> |

1 Strategy and Analysis

1.1 Statement from the most senior decision-maker of the organization

Oxfam is a global movement of people who share the belief that, in a world rich in resources, poverty isn't inevitable. It's an injustice which can, and must, be overcome. Oxfam GB's charitable objects and its five strategic aims are set out on page 4 of the Annual Report and Accounts for the year to 31 March 2012, ("the Annual Report") at <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>. Key events in the year (including the emergencies in the Sahel, in Yemen and in Syria) are set out in the Annual Report.

Accountability is at the heart of Oxfam's work. Our primary accountability is to people living in poverty. We also need to be accountable to our partner organisations and allies, donors and supporters, staff and volunteers, suppliers and governments. This Report sets out the work we have done to improve our accountability in 2012-2013.

Key achievements of Oxfam GB in the year include:

- we supported 6.2 million people in humanitarian crises around the world.
- we reached 13.5 million people in 54 countries.
- we worked with 880 partner organisations and 1.6million people took part in online campaign action.
- the completion of the 5 year Raising her Voice programme

Challenges and failures in the year include:

- the challenge of the economic downturn
- the difficulties in achieving the scale and quality of programming we had expected in West Africa

This Accountability Report for 2013 should be read in conjunction with the Annual Report.

While the Annual Report set out what work we do, the purpose of this report is to draw out the way in which we endeavour to work in ways that are accountable to our stakeholders. Our Effectiveness Reviews are a key way in which we explore this, and in the year under review their use has developed and increased.

This report marks the final year in our three year cycle of reporting on our accountability. In 2010 we published a stand-alone Accountability Report which provided an account of our achievements against commitments for 2007-2010, and outlined our new commitments to improve our accountability in the period 2010-2013. Table 1 summarises our progress against the nine accountability objectives. In 2013 we are again publishing a stand-alone Accountability Report, which is at <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>

In 2010 as well as the stand-alone Accountability Report we published a report using the NGO Sector Supplement of the Global Reporting Initiative, which was issued in May 2010. We used the Level C Reporting Tool, which is intended to provide a comparative approach for accountability and sustainability reporting by NGOs. We used the same format in 2011 and 2012 and for ease of comparison we use the same format in this report. This format and the current report also serve as our report for the purposes of the INGO Accountability Charter to which Oxfam GB is a signatory.

This report contains three sections. The first provides information about Oxfam GB as an organisation. The second sets out indicators of programme effectiveness. The third consists of a set of statistical information which seeks to disclose, on a comparative basis, information about our performance on the basis of indicators dealing with our environmental impact, our staff, and our social and economic performance. In this Report when we refer to Oxfam we generally mean Oxfam GB, unless otherwise stated expressly, or where the context makes it clear we are referring to the global family of Oxfams. See paragraph 3.7 for an explanation of the global family.

A willingness to receive and learn from feedback is an important dimension of accountability, so please help us by providing your feedback on this report to enquiries@oxfam.org.uk

Mark Goldring, Chief Executive

2 Organizational Profile

2.1 Name of the organization

Oxfam GB

2.2 Primary activities (e.g., advocacy, social marketing, research, service provision, capacity building, humanitarian assistance, etc.). Indicate how these activities relate to the organization's mission and primary strategic goals (e.g., on poverty reduction, environment, human rights, etc.).

Our three primary activities are: humanitarian assistance; development; and campaigning. Our primary mission is to work with others to overcome poverty and suffering. A full statement of our objectives is to be found in our constitution at:-

<http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>.

The three activities are mutually reinforcing. For a fuller explanation of these and our five aims, see page 5 of our Annual Report at:-

<http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>

We work with over 880 partner organisations around the world to achieve the mission.

2.3 Operational structure of the organization, including national offices, sections, branches, field offices, main divisions, operating companies, subsidiaries, and joint ventures.

Details of our structure are set out in pages 33-37 of our Annual Report (see 2.2 above). We operate in six regions as well as the UK (see 2.7 below) and approximately 50 countries directly, and also fund international partners in a small additional number of countries. Details are on our website at <http://www.oxfam.org.uk/what-we-do/countries-we-work-in>. We also provide some support to the other members of Oxfam International. Our accounts for the year are on pages 46-71 of our Annual Report and Accounts

2.4 Location of organization's headquarters

Oxford, United Kingdom

2.5 Number of countries where the organization operates.

A full list is at: <http://www.oxfam.org.uk/what-we-do/countries-we-work-in>

2.6 Nature of ownership and legal form

Oxfam GB is a Charity registered in England, Wales and in Scotland, and a company limited by guarantee registered in England. There are no owners, as it is a public interest organisation.

2.7 Target audience and affected stakeholders.

Oxfam GB works in the following regions: Asia; Horn, East and Central Africa (HECA); West Africa; Southern Africa; Latin America and Caribbean (LAC); UK; and Middle East, and Commonwealth of Independent States (MECIS). While our key stakeholders are women and men living in poverty, the target audience for this report and other affected stakeholders who may find it of particular interest are our partner organisations and allies, donors and supporters and the governments, institutions and organisations that we seek to involve. We also consider we have a responsibility to protect the environment.

2.8 Scale of the reporting organization.

Number of Employees: 5209 including part-time: 768

Donors: Over 500,000 active financial supporters

Campaigners: Many campaigners will be active with more than one organisation. Oxfam campaigns in many countries in the world. There are 17 affiliated members of Oxfam International, and international campaigning is not done in the name of just one affiliate.

Volunteers: In the UK we have more than 22,000 volunteers (see Indicator 12 below). We do not hold records on the numbers of volunteers outside the UK.

Total Income: £367.9 million

Assets: £98.6 million

Liabilities: £42.7 million

Net Assets: £55.9 million

Most of the income is received in the UK; most expenditure is in the international programme.

2.9 Significant changes during the reporting period regarding size, structure, or ownership.

There are no major changes in structure in the year. There is no owner.

2.10 Awards received in the reporting period.

Oxfam won the Website of the Year award for the Social Impact Awards 2013, and the IT Team of the Year at the IT awards. The CIPD People Management Magazine listed Oxfam as one of its top 20 employers. It won The Times 2013 Graduate Recruitment Award Graduate Employer of Choice in the Charity and Volunteer work category (for the fourth year running).

One of our volunteers won the Charity Retail Association Volunteer of the Year award.

3 Report Parameters

Report Profile

3.1 Reporting period (e.g., fiscal/calendar year) for information provided.

Year ended 31 March 2013

3.2 Date of most recent previous report (if any).

Report for year ended 31 March 2012

3.3 Reporting cycle (annual, biennial, etc.).

Annual

3.4 Contact point for questions regarding the report or its contents.

Joss Saunders, Company Secretary at jsaunders@oxfam.org.uk or Alison Jestico, Head of UK Finance at ajestico@oxfam.org.uk or by post to Oxfam House, John Smith Drive, Cowley, Oxford OX4 2JY, United Kingdom. Please do send questions and comments; we welcome your feedback.

Report Scope and Boundary

3.5 Process for defining report content.

This report is ancillary to and should be read alongside our Annual Report and Accounts for the year to 31 March 2013 (available at <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>) and our Accountability Report 2010 which we published three years ago (available at <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/plans-reports-and-policies-archive>) and our Accountability Report 2013 (also available at <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>). In compiling the Reports, we consider statutory obligations (in the Annual Report and Accounts), how to present a summary of our mission and achievements and how we have used the resources entrusted to us (also in the Annual Report and Accounts).

3.6 Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers). See GRI Boundary Protocol for further guidance.

Unless otherwise indicated, this report relates to the whole of Oxfam GB and its subsidiaries as these are described in our Annual Report and Accounts on page [33], but apart from financial consolidation and numbers of affected stakeholders served, excludes Finance for Development Ltd in Azerbaijan, Fripp Ethique in Senegal and our shares in Cafédirect plc. The report does not include Oxfam International (Stichting Oxfam International), which is the Netherlands-registered umbrella body for all Oxfams, and its other affiliates around the world, except insofar as expressly stated in this report (e.g. the number of campaigners in 2.8 above, where the campaigners cannot be disaggregated into the individual affiliates, as the campaigns are joint campaigns). The 17 affiliate members of Oxfam International are listed on its website www.oxfaminternational.org. Caution will therefore be required in interpreting this Report alongside that of Oxfam International and other affiliates. We do not

include in this Report any activity in Northern Ireland, as this forms part of another affiliate, Oxfam Ireland. See <http://www.oxfamireland.org>.

3.7 State any specific limitations on the scope or boundary of the report.

As noted in 3.6, Oxfam International and its other affiliates are (unless expressly stated) outside the scope of this report. In a number of indicators, we do not have full data about operations outside the UK, and this is addressed in the responses to the relevant indicators (e.g. number of volunteers in 2.8 above).

3.8 Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organizations.

The basis for financial accounting is in accordance with the UK accounting standards, which specify which entities are to be consolidated into accounts. However, this includes two entities which operate independently in Azerbaijan and Senegal, and we have not included them in the indicator responses other than the financial statistics. They employ their own staff.

3.10 Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).

Note that the financial reporting period to 31 March 2010 was an 11 month period but all other periods have been 12 month, which affects comparability of the like for like figures with 2009-2010.

3.11 Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.

There have been no material changes in scope, boundary or measurement methods in the report for this year.

GRI Content Index

3.12 Table identifying the location of the Standard Disclosures in the report.

This document is the GRI content index for Level C reporting.

4. Governance, Commitments, and Engagement Governance

4.1 Governance structure of the organization, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organizational oversight.

For details see pages 33-37 of our Annual Report and Accounts. The highest governance body is the Oxfam Council. The main committees are the Recruitment and Development Group, responsible for recruitment and training of the Council members and organisational members, and the Trustee Audit and Finance Group, which is the audit committee. Operational decisions are largely delegated to the Corporate Management Team. See 4.2 below.

4.2 Indicate whether the Chair of the highest governance body is also an executive officer (and, if so, their function within the organisation's management and the reasons for this arrangement). Describe the division of responsibility between the highest governance body and the management and/or executives.

The Chair of the Council of Trustees is non-executive and is a volunteer. The highest governance body is the Council of Trustees. The Chief Executive reports to the Council of Trustees. There is an eight-person Corporate Management Team, chaired by the Chief Executive, that reports through the Chief Executive to the Council of Trustees. The Corporate Management Team are executive staff members. The Council of Trustees set the strategy, but delegate most day-to-day decision making.

4.3 For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.

All members of the Council of Trustees are unpaid non-executive volunteers. There are 12 members. The members of the Corporate Management Team are paid employees, and attend most meetings of the Council of Trustees, but are not members.

4.4 Mechanisms for internal stakeholders (e.g., members), shareholders and employees to provide recommendations or direction to the highest governance body.

The Council of Trustees report to the members of the Association, who are the members of our legal entity, which is a company limited by guarantee. Their names appear on page 3 of our Annual Report and Accounts. Employees are not directly represented; instead there is a variety of mechanisms for the Council of Trustees to listen to the views of internal stakeholders. This includes the staff survey (every two years), the volunteer survey (at least every two years), Trustee visits in Great Britain and to the international programme, regular seminars for Trustees by staff in different departments, and the annual 'Oxfam Live' events in locations around Great Britain. In the year under review Trustees together visited East Africa, and met with partners and other stakeholders.

Stakeholder engagement

4.14 List of stakeholder groups engaged by the organization.

Different groups are engaged in different ways. Stakeholder groups include the people in poverty for whom and with whom we work; partner organisations and allies, donors and suppliers; staff and volunteers, and the governments, institutions and organisations that we seek to influence.

4.15 Basis for identification and selection of stakeholders with whom to engage.

The Council of Trustees review stakeholder accountability through its review and approval of Oxfam's accountability commitments every 3 years, and as part of other reviews where relevant. The stakeholder groups and commitments for 2010-2013 were approved in [July 2010, and published in the 2010 Accountability Report. Recommendations are made by management, itself informed by the recommendations of an accountability working group consisting of staff from across Oxfam's operating Teams (International, Campaigns and Policy, Trading, Communications, Supporter Marketing, Finance and Information Systems and Human Resources). That group compiles and reviews a stakeholder map.

In July 2012 Trustees held their meeting in Kenya, and before the meeting they visited programmes in Rwanda, Tanzania and Kenya, and met a wide variety of partners and women and men involved with Oxfam’s programmes. These were selected in order to provide a diversity of perspectives.

To provide a wider perspective to Council discussions, seminars are held the day before the scheduled Council meetings and usually involve Oxfam staff, sometimes directors from the international programme. During 2012-13 a range of subjects was covered. In May 2012, Oxfam Connects (an annual meeting of stakeholders which includes volunteers and campaigners as well as staff), explored a range of issues from the global GROW campaign, work in East Africa and cash programmes. For the first time, the event was live-streamed on the Internet, with extensive Twitter interactions. Videos of the event are at www.oxfam.org.uk/get-involved/content/oxfam-connects. Trustees reflected on the positive quality of the meeting and the discussions which took place including campaigning and aid effectiveness. A seminar to reflect on Oxfam’s engagement with stakeholders in the private sector was held in October. In January Council considered resilience, looking at how to integrate long term development and humanitarian work, which involves the difference in approach to partners and beneficiaries in those scenarios, and in March the subject of the seminar was exploring the views of different stakeholders about Oxfam. These are all inputs into Oxfam’s strategic planning, where the joint Oxfam International Strategic Plan was approved in March 2013 by all 17 Oxfam International affiliates.

At a country level, stakeholder engagement is reviewed through the process for compiling and reviewing the Oxfam Joint Country Analysis and Strategies with other Oxfam affiliates in country, which is backed up by the annual budgeting process.

Data on Performance

Programme Effectiveness

Indicator 1: NGO1 Involvement of affected stakeholder groups in the design, implementation, monitoring and evaluation of policies and programs.

Oxfam has Minimum Standards for involving affected stakeholders in all stages of the programme cycle. However, we are still working to achieve those standards, and we cannot evidence that they are met. We ask our programmes to self-assess against these standards, and partners and communities are involved.

52 Self Assessments of our programmes reveal that just over 35 percent have adequate feedback mechanisms.

Our Humanitarian Indicator Tool shows us that in our major humanitarian responses we do put adequate effort and resources into hearing from our beneficiaries.

The Bukavu pilot of our Accountability Effectiveness Review gave the following results:

| Acct. Indicator | Partner views | Community views | Oxfam views | Review Team views |
|-----------------|---------------|-----------------|-------------|-------------------|
|-----------------|---------------|-----------------|-------------|-------------------|

| | | | | |
|----------|-----|---|---|----------------|
| Feedback | 2.3 | 3 | 2 | 2 ¹ |
|----------|-----|---|---|----------------|

Oxfam does not judge any of the above scores to be adequately meeting our own Programme Standards for Accountability. Our *assumption* is that in the majority of the programme work we do, we are dealing with day-to-day feedback in a professional and efficient manner, but that we do not report this well. However, this assumption is difficult to prove.

When complaints from our programme work are reported, they are dealt with in an increasingly coherent way. As reported in the previous section on Governance Oxfam holds twice-yearly meetings to analyse and learn from the complaints we receive.

Results of the 52 Self Assessments show that that we believe approximately half the programmes to be adequately participative in their approach and implementation.

The Bukavu pilot of our new Accountability Effectiveness Review gave the following result:

These are ‘better’ scores than for transparency and feedback but do not quite meet our own Minimum Standards for Accountability, so we will continue to work on encouraging and allowing greater participation in the design and implementation of our programme work.

| Acct. Indicator | Partner views | Community views | Oxfam views | Review Team views |
|-----------------|---------------|-----------------|-------------|-------------------|
| Participation | 3.7 | 3 | 2.3 | 2 |

Participation in the development of campaigning and accountability has improved at national level - the majority of this work is now led and implemented by partners and those with whom we are in alliance. The same goes at an international level in the Arms Trade Treaty campaign and the IF campaign. Our evaluations of campaigns and advocacy have included the participation of partners and allies. We recognise that we need to do more to embed this approach across all our decision making and planning.

Last year’s report explained Oxfam’s participatory methodology for enabling partners and communities to assess Oxfam’s accountability to them, the Accountability Effectiveness Reviewing in which partners and communities participate in monitoring and evaluation This year we have undertaken 27 reviews. These are discussed more fully under Indicator 3 below.

Indicator 2: NGO2 Mechanisms for feedback and complaints in relation to programs and policies and for determining actions to take in response to breaches of policies.

Complaints and feedback continue to be handled in line with Oxfam’s Complaints Policy. <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>

As well as the requirements for ownership and management of feedback data within the relevant area of the business, there is a cross-organisation group that meets twice a year to review this data. This group reviews and discusses trends, patterns and actions taken, and will also look in more detail at a selection of complaints. This year we again published the

¹ All scores are out of a possible maximum of 4.

learnings from the complaints we have reviewed. The learning report is at <http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies>.

The tables in this section are based on calendar years, as opposed to our financial years.

Table 1 below covers complaints received in 2012 about our marketing and fundraising communications and shop operations in the UK.

Table 2 covers complaints relating specifically to our online shop activity.

| Accountability Report Input - Calendar Year 2012 | | | | |
|--|--------------------|--------------------|--------------------|--------------------|
| Table 1: Complaints relating to Oxfam Fundraising and Shops | | | | |
| Category | Calendar Year 2009 | Calendar Year 2010 | Calendar Year 2011 | Calendar Year 2012 |
| Supporter related | 562 | 885 | 747 | 619 |
| Shop related | 694 | 847 | 1020 | 1026 |
| Other | 343 | 388 | 162 | 174 |
| Total | 1599 | 2120 | 1929 | 1819 |
| Of these total reportable to FRSB | 293 | 360 | 482 | 550 |
| Complaints made directly to the FRSB relating to Oxfam activity | 0 | 0 | 0 | 1 |
| Table 1 covers complaints received about our marketing and fundraising communications and shop operations in the UK | | | | |
| Table 2: Online Shop Complaints (Including Oxfam Unwrapped online purchases) | | | | |
| Category | Calendar Year 2009 | Calendar Year 2010 | Calendar Year 2011 | Calendar Year 2012 |
| Enquiry to chase order | 1119 | 384 | 1987 | 2744 |
| Website problem | 120 | 24 | 179 | 216 |
| Damaged/faulty/incorrect item received | 55 | 22 | 93 | 49 |
| Other | 182 | 74 | 181 | 151 |
| Total | 1476 | 504 | 2440 | 3160 |
| Table 2 covers complaints relating to our online shop activity and online purchases of Oxfam Unwrapped virtual gifts | | | | |
| Table 3: Complaints reported by UK Regulatory Bodies | | | | |
| Complaints source | Calendar Year 2009 | Calendar Year 2010 | Calendar Year 2011 | Calendar Year 2012 |
| Telephone Preference Service | 5 | 13 | 30 | 47 |
| Mailing Preference Service | 1 | 1 | 0 | 0 |
| Information Commissioner's Office | 0 | 1 | 0 | 0 |
| Advertising Standards Agency | 1 | 0 | 1 | 0 |
| Table 3 covers complaints made directly to UK Regulatory Bodies, which are notified to us. | | | | |

Table 3 covers complaints made directly to UK Regulatory Bodies, which are notified to us. The increase in Telephone Preference Service complaints reflects our increased use of the telephone channel for fundraising, and an increasing public awareness of the TPS scheme.

Oxfam has specific complaints and feedback processes for communities with whom we work. Guidelines and templates for implementing these mechanisms have been developed and circulated. (Oxfam uses “feedback” to mean issues arising regarding the programme that can be resolved in a day or two, at programme level; “complaints” refer to more serious allegations of breach of Oxfam policy, and are immediately referred to senior management for follow-up).

Whilst the key principles for these mechanisms remain the same, the processes by which communities can submit complaints and feedback is adapted to context. For example, telephone hotlines can be suitable for responses where the population has access to phones, and needs to cover a wide range of affected people. However for another programme, weekly meetings with the community, or a community 'help desk' may be a more suitable option. The processes are developed together with the community, so they are appropriate and user-friendly.

Indicator 3: NGO3 System for program monitoring, evaluation and learning, (including measuring program effectiveness and impact), resulting changes to programs, and how they are communicated.

Accountability for programme results - Oxfam's Global Performance Framework

In 2011, after looking at a range of options, we opted to develop a Global Performance Framework (GPF). We picked six priority areas - humanitarian response; adaptation and risk reduction (ARR); livelihood enhancement; women's empowerment; citizen voice; and policy influencing - and set indicators for each. The resulting data, collected annually from all relevant projects, is collated and fed into a Global Output Report. This makes it easier for us to understand and communicate the scale and scope of our work, and has helped to improve transparency and accountability to our supporters, donors and communities.

We also wanted to understand and evidence whether our programme work was bringing about the hoped-for changes in people's lives, so decided to take a rigorous look at the ground impact of projects. With over 400 projects starting up and closing in any given year, it made most sense to drill down and rigorously evaluate random samples under each of the key thematic areas. In 2011-12 we undertook 26 of these reviews, and in 2012-13 a further 27.

Effectiveness Reviews give us a strong sense of what's working - and what isn't - in particular projects and programmes. The results are fed back to country programmes and discussed with the global evaluation team. We agree how we will respond to the findings, and follow up through the management line. Learning from the reviews now feeds directly into the implementation of individual projects and the design of future interventions.

Oxfam has been totally transparent with the results of its Global Performance Framework, publishing all completed studies and data on its Policy and Practice website. In addition each Effectiveness Review has attached a Management Response detailing how the project will adapt in the light of the review findings and learning considerations. To browse a selection of Oxfam's Effectiveness Reviews please click [here](#). We've had a great deal of interest, from other NGOs, donors and academics, and hope to share our methodologies and continue to engage in discussions on alternatives.

Increasing our understanding of work on women's empowerment.

In recent years, the use of Effectiveness Reviews has helped document progress on women's empowerment. Data is collected on the number of men and women being supported, and we work hard to understand the specific impacts of Oxfam's programmes on women as well as men.

Part of this work concerns an exploration of feminist theories and practices in Monitoring and Evaluation, for example during the meeting of partners, experts and Oxfam staff on Gender and Feminist Monitoring, Evaluation and Learning (MEL) during the event held in Boston on June 4-6, 2013.

Supported women demonstrate significantly greater involvement in household decision-making and influencing affairs at the community level. On the whole, 7% more of the supported women than of the comparison women scored positively on the outcome indicator. This difference is statistically significant, providing clear evidence of the projects' overall positive impact and effectiveness. However, there are some quite divergent effects underlying the overall positive results for each of the projects examined in 2012-13. In Honduras, Oxfam and a local partner organisation have been supporting producers in a small group of villages over a period of nearly 15 years, which appears to have led to positive change on most of the various characteristics of women's empowerment which were considered. The projects in Malawi and Yemen have been supporting women with microcredit and business training on a larger scale, but over a shorter time period, and have resulted in change in characteristics such as access to credit and savings and attitudes towards women's domestic and economic roles, but not changes in decision-making power. In Nigeria, the project appears to have achieved change mainly in women's involvement in community affairs and in attitudes to women's rights and domestic roles, but only in one of the two regions in which the survey was carried out. The results from Sierra Leone show some apparent success on attitudes towards women's rights and other characteristics of empowerment in one of the two districts where the project was implemented. These changes are focused largely among those who directly participated in the leadership training and literacy training, rather than on the wider population of their communities.

These results provide support to the view that programme work will be most effective if it combines work on the social, political and economic dimensions of empowerment. Oxfam is increasingly focusing on ensuring that programmes address each of these dimensions in their design, so as to achieve more comprehensive and effective change in gender relations in households and communities. Another area of focus for Oxfam is then in effectively leveraging such results in order to bring positive changes at an institutional or policy level.

(Extract from our yearly report to DfID <http://policy-practice.oxfam.org.uk/publications/oxfams-dfid-general-ppa-year-two-annual-review-305092>) 10- on the one outcome specifically focusing on women's empowerment

Effectiveness reviews on women's empowerment projects highlight the difficulty we have in reaching and understanding what is going on at a household level. When we do manage this, we see that the projects we undertake make more of a difference to women at a community level than at a household level. We want to make a positive difference to both. Please see the example in the box below - extracted directly from the report of an Effectiveness Review in Nigeria in 2012.

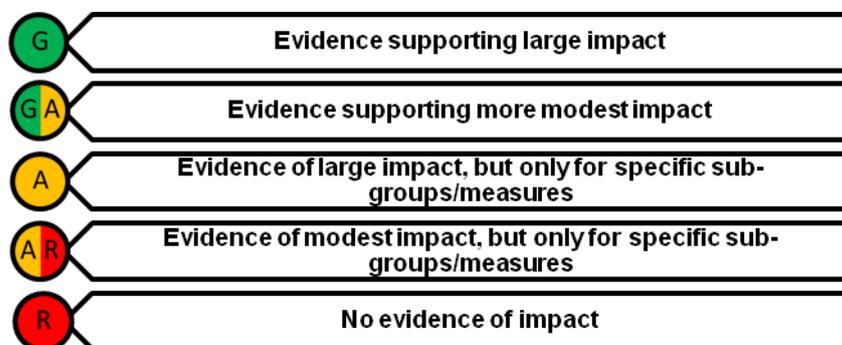
Fully documenting, analysing and learning in a systematic way from the changes we promote and support across all countries where we work on gender justice remains elusive. For the next reporting period we aspire to adopt clearer theories of changes, which will allow us to obtain a broader picture of our achievements and failures, and share them openly.

Extract from an Effectiveness Review - Women's Empowerment Project in Nigeria, 2012

Results: The effectiveness review found evidence that the 'Improving Women's Leadership and Effectiveness in Agricultural Governance' project successfully affected several of the key outcomes but not others. In general, there is some evidence that it has worked to both

empower women and increase household wealth. However, this is primarily restricted to the supported women in Ogun state. In particular, significant differences in this state were identified on several of the measures which contribute to the overall women's empowerment index. Women in the intervention communities in Ogun state scored positively on an average of 65 per cent of the 10 characteristics of women empowerment considered in the review, compared to 62 per cent in the comparison communities. These characteristics include those related to: a) women's perceived role in influencing community affairs; b) women's participation in community groups; and c) attitudes towards the rights of women in the wider society. That being said, a positive effect was identified in Oyo state in relation to attitudes towards the position of women in the household. The project appears to have brought about the greatest positive change in both women's participation in community life and in their ability to influence affairs at community level. Where no evidence of change in empowerment was detected, it tends to be in those areas affecting issues at a more personal or household level, such as women's involvement in household decision-making and attitudes towards gender roles in the household.

Table:



| Outcome/Impact | Rating | Short Commentary |
|--|-----------|--|
| Women's empowerment (global outcome indicator) | AR | Evidence of modest impact on the overall women's empowerment measure. However, this is restricted to supported women in Ogun state. |
| Dimension 1 – Household Decision Making | R | No evidence of project impact in relation to supported women's involvement in productivity-related and other household decisions. |
| Dimension 2 – Women's control over resources | AR | No evidence of project impact in relation to supported women's ownership of strategic assets. Modest evidence of impact on women's access to credit, although just in Ogun state. |
| Dimension 3 – Women's Public Engagement | A | Evidence of impact on women's perception of their ability to influence affairs at a community level – although just in Ogun state. Strong evidence of impact on supported women's involvement in community-based groups – although just in Ogun state. |
| Dimension 4 – Women's Self Perception | AR | No evidence of project impact on supported women's self-efficacy. Evidence of project impact in Oyo state that the attitudes of supported women to their position in the home are changing. Modest evidence of a positive change in supported women's attitudes to women's |

| | | |
|------------------|---|--|
| Household Wealth |  | rights in wider society. No evidence of project impact on supported women's attitudes to sharing of household responsibilities. Strong evidence of project impact on household asset wealth – although just in Ogun state |
|------------------|---|--|

To read more about this effectiveness review or to read others please visit Oxfam's [Policy and Practice website](#).

Indicator 4: NGO4 Measures to integrate gender and diversity into program design, implementation, and the monitoring, evaluation, and learning cycle

Objectives 2010-13

We will put women's rights at the heart of everything we do.

Our objective for 2010-13 reflected Oxfam's belief that addressing the pervasive inequality between men and women remains essential to eradicating poverty and suffering. Our commitment to promoting gender equality requires that we are especially determined to being accountable to women in the communities we work with and to the women's organisations with whom we cooperate and collaborate.

In addition, in the last three years, together with other Oxfam Affiliates around the world, we have agreed that what we are seeking is a transformation of gender and power relations and this includes the necessity of women setting their own agendas in all decision making processes.

Transparency - We will have mechanisms and processes in place to make information available on how we are putting women's rights at the heart of everything we do.

We have promoted transparency by using a range of mechanisms to make information on our gender justice work readily available, including through the use of new media.

Our journal, Gender and Development, is unique in this field and frequently hosts articles and material analyzing and assessing our own work. Similarly our website, policy and practice contains frequently updated reports and other documents on Oxfam thinking and practice on gender equality.

We've participated actively in important networks, such as the UK's [Gender and Development \(GAD\)](#), [Solidarity for African Women's Rights \(SOAWR\)](#), the [Association for Women's Rights in Development \(AWID\)](#) and the [Huairou Commission](#), meaning that our gender work is brought to the attention of the women's rights community, as well as governments and other agencies.

Feedback - We will enable women in communities and in women's rights organisations and networks to provide their feedback in an open and constructive manner.

Our engagement with women's organisations has been particularly effective in promoting women's active - and genuine - participation. Our 'Raising Her Voice' programme, for example, works with 45 partners and 450 coalition members in 17 countries worldwide, and reaches over 700,000 women to promote women's political participation and leadership.

2013 marked the 5th and final year of the Raising Her Voice programme and the completion of both external and internal final evaluations of the work. Findings of the evaluations have been widely disseminated through print and electronic media, and at a variety of events, so that they are available to as many as possible of those who have been directly involved and contributed to them. They are available [here](#) (for the online version) and at <http://raisinghervoice.ning.com/>.

Participation - We will enable women in communities and in women's rights organisations and networks to be increasingly influential in decisions about our programmes.

It is increasingly common practice for projects and programmes to be developed on the basis of assessments that include analysis of the context from a gender point of view. We try as far as possible to consult women and their organisations at different stages of design and implementation.

In 2013 gender strategies in both Yemen and Afghanistan were developed after consultations both with women in poor communities, and with women active in democratization processes in their respective countries.

Monitoring, Evaluation and Learning - our work will include ways to measure progress in gender equality and record the feedback of women in communities and in women's organisations and networks.

In recent years, the use of [Effectiveness Reviews](#) has helped document progress on women's empowerment. Data is collected on the number of men and women being supported, and we work hard to understand the specific impacts of Oxfam's programmes on women as well as men.

***Indicator 5: NGO5 Processes to formulate, communicate, implement, and change advocacy positions and public awareness campaigns.
Identify how the organization ensures consistency, fairness and accuracy.***

As last year, the bulk of Oxfam's advocacy positions and public awareness campaigns are an integral part of the programmes we run - it is expected that every programme will have, at least, an advocacy component. This means that the majority of our advocacy and campaigning work is based on addressing power imbalances that we and others believe can be changed. Our understanding of these power imbalances will be informed by power analyses that we or others undertake. Our campaigning and advocacy work is predominantly led and implemented by partners and those with whom we are in alliance; Oxfam plays, for the most part, a facilitating and convening role in campaigns and advocacy carried out at field level. Therefore campaigns and advocacy analysis and activities are firmly rooted in ours, our partners, communities and other stakeholders' experiences and beliefs about what needs to happen in order to achieve positive change.

As last year, Oxfam has focussed, throughout the reporting period on how to increase accountability in our campaigning and advocacy work. Work on this will continue in the year to come and is likely to focus on:

- ascertaining who our primary stakeholders are in any given advocacy or campaign (or activity thereof)
- increasing the transparency we afford these people and
- ensuring that we proactively seek their feedback throughout the course of a campaign or advocacy initiative

We have campaigned on a number of issues over the last year ranging from 'land grabbing' by corporations from local communities to demanding a peaceful end to the troubles in Syria.

Our campaigns have been based on evidence of the impact on women and men in poverty and we have sought to empower affected communities to raise their concerns in a way that does not put them or others at risk.

For the first time in 2012-13, information on campaigns and advocacy projects was published as part of the International Aid Transparency Initiative (IATI). The Policy and Practice website, which launched in September 2011, stores all of our public policy papers and has significantly increased Oxfam's engagement with the development community and our advocacy targets. It established a strong user base in 2012-13, with website visits and publication downloads up on the previous year by 122 percent and 57 percent respectively.

It is standard practice to seek out views of advocacy targets in advance of publishing campaign actions or policy positions. This year, Oxfam launched the *Behind the Brands* scorecard which sought to rank the public policies of the ten largest food and beverage companies and identify improvements they could make. The results were shared with all companies in advance of publications and detailed discussions took place before and after publication.

One company challenged our analysis and conclusions in a letter. We responded to them privately and where appropriate publically, amending and clarifying our website information to acknowledge that the company disputed one of our conclusions.

As a result of this work, Coca Cola has committed to take steps to stop land grabs from happening in its supply chain, thanks largely to campaigning by Oxfam. This will help protect vulnerable people from being thrown off land they live and work on. We acknowledged this commitment publically to our supporters.

In the UK, Oxfam was elected to the position of chair of the Enough Food for Everyone IF campaign, a coalition of over 200 organisations in the UK.

Oxfam staff have been supporting national campaigns in many countries, including working with partners ahead of the elections in Ghana to ensure access to healthcare was a key focus of the national debate.

In the past year, Oxfam has undertaken two large independent mid-term evaluations of cross-national campaigning work - the Financial Transaction Tax campaign and the global GROW food justice campaign. This is in addition to smaller project and national campaign evaluations, as well as independent evaluations prompted by funder requirements.

The review of our global campaign model was completed with Oxfam International resulting in a plan for a *Worldwide Influencing Network* which is a key objective in the Oxfam Strategic Plan 2013-19. The plan seeks to improve our research networks that collect and synthesis programme evidence, to build our ability to communicate with communities using digital and

mobile technologies and to build our national influencing capabilities in the countries we work.

What we didn't achieve

We had intended to continue development of the Policy and Practice website infrastructure to deliver more community functionality, including running both open and closed discussion spaces on policy issues. This, however, was put on hold because of resource constraints and will now be considered in the year ahead.

Indicator 6: NGO6 Processes to take into account and coordinate with the activities of other actors. How do you ensure that your organization is not duplicating efforts?

We describe our mandate as “Working with others to overcome poverty and suffering”. As such, our approach is always to work with others to ensure there is no duplication of effort. We do this in a number of ways.

Co-ordinating with other actors in the delivery of programmes

Oxfam systematically consults and works with other actors to maximise our impact and avoid duplication. Co-ordination takes place at headquarters, regional and programme level. We participate in co-ordination bodies according both to sector and geographical areas that we work in. In humanitarian programmes, where the speed of delivery is most likely to result in duplication, we participate in the UN cluster system, which was designed to enable humanitarian agencies to co-ordinate and work together. We also encourage state actors to manage and co-ordinate the humanitarian responses that occur in their country.

Much of Oxfam's work is implemented through local partner organisations. This serves to ensure we are not duplicating local efforts to assist populations, and also helps to build the capacity of these organisations to become the initiators of their own development, rather than requiring outside support.

Working with Quality and Accountability Initiatives

In recognition of the need to consolidate and simplify, the major quality and accountability initiatives have come together to explore a joint operating model. This piece of work is called the Joint Standards Initiative, and comprises , People in Aid and Humanitarian Accountability Partnership (HAP) (with Active Learning Network for Accountability and Performance (ALNAP) as a non-operational partner). Oxfam is fully supporting this co-ordination effort, both as a member of the individual initiatives and through SCHR (the Steering Committee for Humanitarian Response), who are significant drivers of the process. We will also continue to engage with other quality and accountability mechanisms where they exist.

Working with others in our Campaigns work

We recognise the value of supporting movements that focus on people bringing about change in their own lives through actions over which they have influence. It is our vision to be both an effective and powerful player in the movement against poverty and suffering, contributing to the ending of injustice and inequality directly, and also a facilitator – contributing to the strengthening and accountability of local civil society movements, our allies and partners.

In some instances, we campaign directly as Oxfam, in many instances we support rights-holders to speak out themselves. We are driven by an approach that seeks to empower poor

people to take the lead, using our skills and experience to support this, and lending our voice in support where this is appropriate and requested locally and nationally, and speaking boldly at international level. In developing countries, our role is one of supporting local agency, mainly through the alliances we nurture and support and sometimes directly as Oxfam, to campaign for lasting change. Therefore our role is defined with and for the national social movements with which we are allies. We take our lead from national and local civil society and our visibility at different levels be determined by a combination of value-addition, legitimacy, and appropriateness of the use of the Oxfam brand to bring about the desired change. We believe that working in this way will have the most long-term, sustainable impact on poverty and injustice.

One Oxfam

For the first time, Oxfam International has a jointly agreed Oxfam Strategic Plan (OSP) around the world. It contains ambitious goals including a strong commitment to improve accountability. Increasingly, our work is as one Oxfam, so we have the new challenge of developing accountability between affiliate members of Oxfam International.

Economic

Indicator 7: NGO7 Resource allocation

Identify the processes in place to track the use of resources for the purposes intended, including both cash and in-kind contributions. This refers to the internal processes of financial controls. Identify the studies that serve as the basis for the tracking system, e.g. accounts, audits, external reporting, calculation of programme expenses/overheads.

What standard do we use for tracking and allocation resources?

Oxfam has an Internal Audit department, external audit through our auditors (currently PricewaterhouseCoopers LLP), and donor audits of specific programmes.

The Council approve a set of financial and operating policies, referred to in the Finance Summary of the Annual Report and Accounts, pages 30-33 and 38-41, for implementation by CMT and accounting policies which are set out on pages 47-49 of that document. In 31 addition, all International Division staff are required to follow the Guide to Mandatory Procedures, which includes detailed sections on financial procedures and our Donor Contract management. These are supported by the Oxfam programme management system. These systems and their operation are reviewed by Trustees through the Trustee Audit and Finance Group, with the assistance of the Internal Audit department.

Indicator 8: NGO8 Sources of funding by category and five largest donors and monetary value of their contribution.

Numbers are to the nearest £0.1 million. 2012 figures are in brackets

In the year, our gross income was £367.9 million (£385.5 million), consisting of:
£162.1 (£159.8 million): from government, institutional donors and other Oxfams and public authorities (but see also gifts in kind and the DfID PPA below). Of this £21.2 million was from other Oxfams.

£92.2 million (£102.6 million): donations and legacies

£79.5 million (£81.3 million): trading sales of donated goods (£79.6m-excluding other trading income £1.7m)

£5.8 million (£6.7 million): gifts in kind (primarily food aid)
 £9.4 million (£8.6 million): trading sales of purchased goods (£10.3m including other trading sales)
 £11.2 million (£11.2 million): UK Department for International Development (DfID) Partnership Programme Agreement (PPA)
 £5.6million (£6.1 million): other
 £2.3 million (£9.2 million): Disasters Emergencies Committee (DEC) appeal income

| Top 5 donors of restricted income per source: | |
|--|--------|
| UK Government (noting PPA is included, see above) | £38.3m |
| European Union [incl European Commission Humanitarian Aid and Civil Protection (ECHO)] | £35.2m |
| EuropeAid | £12.9m |
| Swedish International Development Cooperation Agency (SIDA) | £9.5m |
| UNICEF (but nb other UN bodies also provided substantial funds, see Annual Report) | £8.1m |

| Top 5 donors, not including direct government funds, EU and UN agencies: (2012 in bracket) | |
|---|---------------|
| Oxfam Australia | £5.6m (£4.8m) |
| Oxfam Netherlands | £5.5m (£5m) |
| Save the Children (UK) – Consortium of British Humanitarian Agencies (CBHA)Pakistan | (£3.5m) |
| Oxfam Ireland | £2.8m |
| Oxfam Canada | £2.4m (£10m) |
| Disasters Emergency Committee (DEC) | £2.3 (£8.6m) |

| Top 5 donors, not including the above (save in relation to the DEC which consists of large numbers of individuals making donations in response to public appeals and not including governments) 2012 in brackets | |
|---|----------------|
| Disasters Emergency Committee (DEC) | £2.3m(£8.6m) |
| HIVOS (Dutch NGO) | £1.55m (£1.9m) |
| Comic Relief | £0.7m(£0.7m) |
| 5 corporate donors gave over £500,000. The highest was over £900,000 and the second highest £550,000. | |

Indicator 9: EC7 Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation. Do you have a policy or practice for local hiring? If so, report on the proportion of senior management hired from the local community at locations of significant operation.

We apply the following principles to local hiring. Country programme staff (including our Country Directors, Associate CDs and the Country Leadership Teams) should ideally be

representative of the population of those we seek to work with in the country context. This will allow us to reach more effectively, and have greater impact, with the groups of people who we represent. Vacancies should, where context allows, be filled using local candidates reflecting local culture and context. There may be some exceptions to this, e.g. for security or political reasons or where it is agreed that another cultural perspective would be valuable to the team and/or programme.

Where there exists a knowledge or skills shortage in country, or it proves difficult to source local staff, or if there is an agreed advantage to recruiting non-national staff, then candidates from outside the country could be considered.

Regional Centre vacancies should, wherever possible, be filled with staff from within the Region, and be representative of that Region. It is likely that Regional Management Team posts will require international experience.

Country Directors and Associate Country Directors are encouraged to move between countries (both in Region and across Region) to develop their own skills and bring fresh knowledge and experience to the role.

Members of recruitment panels are expected to attend a training course on 'Recruiting and Selecting a Diverse Workforce'. In our recruitment we operate a Positive Action Guidelines, to the extent that we are legally permitted to do so, and a Diversity Policy. We do not have an explicit policy of groups or targets for local hiring, but we address under-representation as it exists in different countries where we work, and encourage applications from all communities and backgrounds.

At indicator 15, Table 11 provides information about the proportion of staff from OECD and non-OECD countries. This is a proxy for information on local hiring. See commentary to that section.

Environmental

EN16 Total direct and indirect greenhouse gas emissions by weight.

In 2012-2013, Oxfam's UK based operations generated a total of 18,600 tonnes CO₂e. This represents a 5% decrease on 2011-12. This figure includes:

- Areas over which Oxfam has limited control: Humanitarian Freight and Commuting which combined comprise 22% of OGB's UK footprint.
- Transport Logistics, a new reporting category added in 2010-11 and which was not present in the baseline year.

The decrease from 2011-12 is explained by decreases in the key areas of humanitarian freight, paper, commuting and business travel, including air travel. More details on each of these categories can be found below and in sections EN18 and EN26.

Following Department for Environment, Food and Rural affairs (Defra) guidance, the 2012-13 and 2011-12 emissions include both direct and indirect emissions for each reporting category. Carbon conversion factors for indirect emissions are not available for our baseline 2006-07 and therefore it only reflects direct emissions². Like for like direct emissions, which excludes the newly reported Transport Logistics category, have decreased by 20% from

² Typically, direct emissions represent 80-90% of total emissions for Oxfam's reporting categories.

baseline. Here too, the overall decrease is explained by reductions in the key areas of humanitarian freight, paper, commuting and business travel, including air travel.

Table 1. UK carbon footprint 2012-2013 by category (direct emissions for baseline year, indirect and direct emissions for 2011-12 and 12-13)

| Category | Tonnes CO2e 2012-13 | Tonnes CO2e 2011-12 | Tonnes CO2e baseline 2006-07 | % change year on year | % change from baseline | % of total |
|---|---------------------|---------------------|------------------------------|-----------------------|------------------------|-------------|
| Gas | 418 | 327 | 749 | 28% | -44% | 2% |
| Car fleet | 255 | 224 | 354 | 14% | -28% | 1% |
| Van fleet | 126 | 166 | 132 | -24% | -5% | 1% |
| Total Scope 1 | 798 | 717 | 1,235 | 11% | -35% | 4% |
| Purchased electricity | 9,168 | 8,527 | 8,176 | 8% | 12% | 49% |
| Total Scope 2 | 9,168 | 8,527 | 8,176 | 8% | 12% | 49% |
| Air travel | 2,039 | 2,246 | 2,860 | -9% | -29% | 11% |
| Humanitarian Freight | 1,410 | 1,992 | 907 | -29% | 55% | 8% |
| Paper | 873 | 975 | 3,215 | -11% | -73% | 5% |
| Transport logistics | 1,686 | 1,551 | na | 9% | 0% | 9% |
| Public transport for business | 301 | 431 | 198 | -30% | 52% | 2% |
| Commuting | 2,154 | 2,841 | 1,598 | -24% | 35% | 12% |
| Own car use for business purposes | 168 | 194 | 75 | -13% | 123% | 1% |
| Waste HQ (landfill) | 7 | 62 | 171 | -89% | 0% | 0% |
| Total Scope 3 | 8,638 | 10,292 | 9,025 | -16% | -4% | 46% |
| TOTAL | 18,604 | 19,537 | 18,435 | -5% | 1% | 100% |
| Total excluding Humanitarian Freight | 17,194 | 17,544 | 17,528 | -2% | -2% | - |
| Total excluding newly reported transport logistics | 16,918 | 17,986 | 18,435 | -6% | -8% | - |
| Total excluding Humanitarian Freight and newly reported Transport Logistics | 15,508 | 15,994 | 17,528 | -3% | -12% | - |
| Total direct emissions only excluding Transport Logistics | 14,737 | 15,097 | 18,435 | -2% | -20% | - |

Main sources of emissions

- **Electricity:** Our overall electricity consumption and associated emissions increased by 8% from 2011-12 and are 12% above our baseline year emissions (1% below like for like – direct emissions only). A number of reasons may explain this increase, including:
 - A longer and colder winter than last year, with temperatures below normal average.
 - A greater proportion of factual data, as opposed to estimated readings, meaning our data is more accurate than in 2011-12.
 - New and more equipment purchased after the fire at our Wastesaver facility to support the process of more donated goods.
 - The opening of a new warehouse in Batley in February 2013.

- **Transport logistics:** Overall emissions from our transport logistics increased by 9% from 2011-12 following a 3% increase in total mileage. This includes new activities which were not captured in 2011-12. Excluding these new activities, emissions associated with our core transport logistics activities increased by 7% from 2011-12 and overall mileage increased by 2%. This increase follows a 16% increase in textile donations transported from shops and banks to our Wastesaver facility, generating an additional £1.4 million to Oxfam.

Our 2010-2011 data was mostly based on estimations. The introduction of systematic collection of mileage data 2011-2012 revealed that past data was likely to be too unreliable to set up a consistent time series and provide a verifiable base year for the tracking of emissions over time and setting appropriate targets. With advice from the Department of Energy and Climate Change, we decided to shift our base year for transport logistics to 2011-2012. Although data collection greatly improved in 2011-2012, a few assumptions still had to be made. We continued working on improving this data in 2012 and are now able to produce a solid baseline for 2011-12 which is reflected in table 1 above.

- **Air travel:** Emissions from flights decreased by 9% year on year from 2011-12 and are 29% below baseline year value (41% below like for like – direct emissions only). 2011-12 was marked by the Africa Food Crisis which required the support of many UK based staff. The nature of our emergency response in 2012-13 meant it could be dealt with at regional level, thereby reducing centrally recorded mileage and the need for long distance travel. We are working towards better understanding our air travel. At the end of 2012, we implemented a “reason for travel” data capture in our air travel booking system. In the future, this will allow us to better understand trends in travel and disaggregate emergency travel from non-emergency travel and inform divisions on the impact of travel. More on this can be found in section EN29, *Staff Travel*.
- **Paper:** We reduced our paper consumption by 11% year on year and are now 67% below baseline year consumption data. This represents an 11% decrease in carbon year on year and a 73% emissions decrease from baseline. This year on year reduction is partly explained by fewer orders of New Products but also, we have increased our use of recycled paper, reduced packing and packaging material and continued to use our print specification to make better use of paper. It is important to note that part of this paper is used for fundraising and therefore constitutes a source of income.
- **Commuting:** In 2012-13, emissions associated with commuting reduced by 24%. Data for this category is based on an annual travel survey and the quality of data

may vary depending on a number of factors such as participation rate, participant profile etc. For instance, participation in the survey significantly increased in 2011-12, probably as a result of an in-house consultation relating to commuter travel. Overall, the participation rate fell 10% between 2011-12 and 2012-13. More information on this category can be found in EN29.

- **Humanitarian Freight:** This is an activity area directly linked to Oxfam's mission and which is difficult to control due to its nature. Emissions from this category decreased by 29% from 2011-12. This explained by reduced emergency response activity requiring specialist supplies.
- **Waste at Head Office:** In 2012, Defra changed the methodology for calculating waste emissions to comply with the Greenhouse Gas Protocol Scope 3 Standard and separated information for material consumption from the emissions associated with waste disposal. Using the new conversion factors has led to a significant decrease in our emissions from landfill waste at our Head Office. In 2012, the disposal of this waste accounted for 7 tonnes CO₂e, less than 1% of our total footprint. We are working to improve our data in this reporting category and will explore how to best include other waste streams in our calculations in the future. More information on how we deal with our waste at Head Office can be found in section EN18 below.

Data quality and methodology

We have continued to improve the quality of both data and data collecting systems. For transport logistics, we now have a strong system in place which ensures that we have accurate data available and full visibility on the content of that data.

We followed Defra's methodology and conversion factors updated in 2012 except for Paper where we used an internal conversion factor. The emissions reported are expressed as the sum of direct and indirect emissions in tonnes of CO₂e equivalent. No updates have been provided for baseline year and therefore data for 2006-2007 only reflect direct emissions. Typically, indirect emissions represent 10-20% of total carbon emissions for any of our reporting categories.

EN18 Initiatives to reduce greenhouse gas emissions and reductions achieved.

Update on Oxfam Green Programme

A series of steps were taken in 2011 to support Oxfam's longer term approach to addressing the environmental impacts of our operations. In 2012, we continued this work and developed a step-wise, prioritised framework for reducing our environmental impact by 2020 both in the UK and in our International regions.

Other key initiatives to achieve reductions

Continued support of renewable electricity: Oxfam continues to support renewable energy (wind and hydro) through its energy supply contract for all UK sites. By doing so, in 2012-13, we helped prevent 9,000 tonnes CO₂e from being released into the atmosphere. This is the equivalent to 50% of our total carbon footprint.

LED lighting in refit shops: We installed LED lighting in the sales area of 23 refitted shops along with the most efficient fluorescent lighting in backroom areas on occupancy switches, so that areas were not lit when unoccupied. We also installed more efficient heat systems and are working towards the provision of air-source heat-pumps in a proportion of our shop

network. All of our refitted shops are provided with low water use appliances and low energy hand driers.

Behaviours: We are interested in understanding the importance of behaviours in reducing environmental impact. We therefore took part in a local project in Cambridgeshire in partnership with the University of East Anglia to learn more about how we can reduce our impact through behaviours. The results of this study will help inform ideas that could be rolled out to other Oxfam locations across the UK.

International vehicle fleet: We achieved a 90% distribution rate of tracking devices for our international vehicles. 72% of our vehicles have been fitted with tracking devices and we aim to continue installation in 2013-14. These devices, combined with specialised software introduced in January 2013, allow us to easily produce information on the emissions generated by our vehicles. Introducing boxes internationally is taking longer than anticipated, due to a variety of factors including competing priorities at country level, and challenges of introducing the equipment in countries where there is a lack of local technical expertise and experience.

We have also made efforts to improve fuel consumption, and thus emissions and costs. We started monitoring monthly fuel consumption against the (part estimated) 2012 baselines, and have been providing monthly feedback to countries, as well as feedback on speeding instances. Through sharing this feedback with drivers, it is hoped that driving behaviour will improve and thus, fuel consumption reduce.

"Eco driving" materials have been added to our intranet and is available to staff and we have also instigated a global driver award/recognition scheme which will start running in 2013.

Donated: We have continued to measure the carbon savings enabled by our recycling activities and our donated goods network. We plan to calculate the savings Oxfam enabled in 2012-13 and the final report will be available later in 2013. In 2011-12, Oxfam's network of donated goods and recycling allowed 34,000 tonnes CO₂e to be saved.

International targets and HECA Asia completed. We completed a case study of the carbon footprint of air travel, energy consumption and overland transport in our HECA and Asia regions and used the data to extrapolate a more accurate global carbon footprint. The results of this study were used to develop a targeted and prioritised carbon reduction programme in International Division. This programme will be rolled out from 2013-14.

One Oxfam report. We completed the third study of the carbon footprint of Oxfam's Affiliates' home countries in 3 key areas: energy consumption, air travel and vehicles. We also collected more qualitative data than in previous years which helped highlight common challenges and opportunities for sharing. We will use these findings to inform how to move this project forward in 2013-14 and the findings are already being used to inform projects aiming at reducing business travel through virtual meetings.

Waste: At Head Office, we are currently running at 99% of zero waste to landfill. Food waste is treated at an anaerobic digestion plant. Plastics, Paper, Card & Glass are recycled. Our landfill waste, which represents less than 30% of total waste at our Head Office, goes to an incineration plant where waste is converted to electricity. At our warehouses, shops' waste is reduced by selling some of the materials collected to companies who reuse them. This diverts waste from landfill and generates additional income for Oxfam's programmes. For instance, bric-a-brac that has not been sold at shop level is now sold abroad on a tonnage rate and media plastics (i.e. CDs DVDs and their cases) are also sold on a tonnage rate to a UK company that recycles them into shoe hangers, some of which are then used by Oxfam's corporate partners. Other streams that are now being recycled include metal and unwanted electrical items.

EN26 Initiatives to mitigate environmental impacts of products and services and extent of impact mitigation (New reporting indicator for OGB from 2013)

Policy: In 2012, we revised our Ethical and Environmental policy which now applies both to Oxfam and our suppliers and includes stronger environmental standards. The policy is available to the public [here](#).

Supply chain (operations): In 2012-2013, we started developing an internal tool to assess environmental risk across our supply chain. The tool, which covers both products and services, will be tested and rolled out in 2013. We also started the revision of our supplier assessment tools which will include stronger environmental sections from 2013.

Supply chain (new products): All new products sold in Oxfam shops in the UK are assessed against environmental criteria which cover both suppliers and the products. In 2012-13, we discontinued products which no longer matched our environmental values which contributed to a reduction in plastic packaging in New Products. Our overall tonnage of packaging and packing material in New Products also reduced. This is partly the result of better sourcing choices. Also, the use of better quality pallet wrap has helped halve the tonnage of plastic wrap. The decision to switch from cardboard to recyclable cello-bags for the packaging of Christmas cards reduced our cardboard packaging by 12 tonnes and did not affect figures for plastic packaging. Other initiatives such as flat pack have also helped reduce packaging. All carrier bags used in shops are 100% recyclable and made from recycled materials and can be reused by our supporters.

Paper: Oxfam reports its annual consumption of paper, paper and timber products sold in shops to the WWF Global Forest Trade Network. This is part of a commitment to sourcing sustainably from the world's production forests with over 96% of the organisation's paper and timber usage from paper, promotional printed materials, office stationary and New Products sold in our shops being either recycled and/or FSC certified.

EN29 Significant environmental impacts of transporting products and other goods and materials used for the organization's operations and transporting members of the workforce (New reporting indicator for OGB from 2013)

The key significant impact of transport for Oxfam is the generation of greenhouse gas emissions from vehicle fuel combustion. Below is a list of how Oxfam addresses these:

Transport of staff: At the end of 2012, we introduced a data "reason for travel" data capture in our air travel booking system. This will allow us to disaggregate emergency flights from non-emergency flights and help target reduction initiative and communicate the advantages of reducing air travel to staff. As part of effort to reduce air travel, we are investigating the opportunities offered by virtual meeting solutions. We piloted the use of Skype kits for our Trading division and the results of this pilot will inform the wider project on virtual meetings.

A Travel Plan Coordinator was hired in 2012-13 to implement a travel plan at our Head Office and encourage the use of more sustainable modes of transport for commuting. We also piloted agile working which, although is not primarily aimed at reducing environmental impact, is likely to reduce commuting related mileage and associated emissions.

For reductions of emissions related to overland vehicle use in OGB regions and our transport logistics network, please refer to section EN18.

Labour

Indicator 12: LA1 Total workforce, including volunteers, by employment type, contract, and region.

Table 6 Total staff
Fixed term (% full time/part time(FT/PT) and Open ended (%FT/PT)

| Contract type | Full time | Part time | Grand total |
|--------------------|-------------|------------|-------------|
| Unknown | 0 | 0 | 0 |
| Fixed term | 1981 | 85 | 2066 |
| Open ended | 2460 | 683 | 3143 |
| Grand total | 4441 | 768 | 5209 |

| | | | |
|------------|---------------|-----------------|-----------------|
| Fixed term | 2066 of which | 4% part time | 96% full time |
| Open ended | 3143 of which | 21.7% part time | 78.3% full time |

Table 7 Staff by region

| Region | 2013 Headcount | 2012 Headcount | % change |
|----------------------|----------------|----------------|--------------|
| Asia | 839 | 794 | 5.67% |
| HECA | 1192 | 1183 | 0.76% |
| IDHQ | 229 | 232 | -1.29% |
| LAC | 215 | 325 | -33.85% |
| MECIS | 395 | 265 | 49.06% |
| Southern Africa | 167 | 197 | -15.23% |
| UK Poverty Programme | 44 | 42 | 4.76% |
| West Africa | 371 | 405 | -8.40% |
| Grand total | 3452 | 3443 | 0.26% |

This table includes only staff in our International Division. For full names of regions see 2.7. The International Division HQ (IDHQ), UK Poverty Programme and about 20% of the MECIS headcount are all based in the UK. All others are in the geographical regions stated.

The numbers of staff in regions can vary depending on whether there are any large scale emergency responses going on.

Volunteers

- The latest volunteer audit was completed in December 2012 and shows that we have held our volunteering number at just over 21,000 in our shops, with an average number of 32 volunteers per shop. We have just under 850 Duke of Edinburgh students undertaking their volunteering with Oxfam.
- We have between 200 - 250 office based volunteers across all of our regions.
- The Volunteering Team responded to over 2,500 unique queries from prospective volunteers and uploaded over 550 unique volunteer role profiles to Oxfam's website over the past financial year along with 150 voluntary internships role profiles.

Voluntary Interns

- For the 6th continuous year we have been chosen by the Times Top 100 Graduate Employers as the preferred graduate employer in the 'Charity' category.

The voluntary internship agreement has been rolled out across the organisation and any manager who manages a voluntary intern, when they apply to have the role advertised has the agreement sent to them. A cross divisional training programme is planned for this year to ensure all managers of voluntary interns have sufficient training and support.

Indicator 13: LA10 Average hours of training per year per employee by employee category. If you can't report on average hours of training, report on training programs in place.

We work with a combination of training programmes. Where there is an organisation wide need, the programmes are organised centrally. Regions and countries continue to develop and run their own learning programmes. Technical / Advisory functions lead or collaborate closely on programmes that fall within their area of expertise.

The desire to make programmes as accessible as possible has guided the decision to value empowerment over control in designing and rolling out training programmes. These are not therefore reported on at the global level.

Current learning / training programmes which are either led from Oxfam Headquarters or with close involvement with the Learning & Organisational Development team include:

- Leadership Development Programme
- Managing People in Oxfam (with additional elements for UK based staff focusing on health and safety, financial management and project management).
- Campaigning and Advocacy Leadership Programme
- Gender Leadership Programme (Asia Region)
- Aspire (Trading)
- Future Leaders Programme (Trading)
- Portfolio of Oxford Based Courses including a range of interpersonal and business skills
- Knowledge of Oxfam Courses and resources for remote learning
- Work Place Coaches Programme
- Programme Leadership Coaches
- Team Coaching for Country Leadership Teams
- Group Process Consultation
- Executive Coaching Programme
- Executive Opportunities Programme
- Action Learning Set Facilitator Development
- Cross-Affiliate Mentoring Scheme
- Career Coaching Programme (Asia and MEEECIS Regions)

Participation in key leadership programmes is usually through an application process which is fed into by the talent management and succession planning processes.

Additionally the organisation now has an online learning management system. A number of e-learning packages are available and currently being developed:

- One Oxfam Induction (induction into the Oxfam Confederation)
- Introduction to Performance Management
- Designing Training for Adult Learners

This technology is also being used as a vehicle for technical/advisory functions to reach their audiences including the Humanitarian Department, Logistics Team, HR Systems Team, Programme Funding Team, Programme Quality Team, Trading Shop Support Team and UK Campaigning Team.

Indicator 14: LA12 Percentage of employees receiving regular performance and career development reviews.

In this indicator the acronyms for the Regions are explained at 2.7 above. UKPP is our UK Poverty Programme which forms part of our International Division. IDHQ is the International Division Headquarters.

Performance Review (PR) ratings as at June 2013 – UK Divisions

This year's overall % of PR ratings recorded in the system has fallen from 99.3% last year to 94.4% this year.

Performance Review (PR) ratings as at June 2013 – International Division

The international division overall percentage of Performance Ratings being recorded in the system has fallen since last year, going from 79.5% to 71.7% this year. West Africa has improved their PRs recording into the system this year. South Africa have the least data available (most behind with the input) at this point in time, with only 34.5% completion rate.

Performance review ratings as at June 2013 –International Division

| Region | No PR Rating | % No PR Rating | PR Rating complete | % PR Rating complete | Total | 2012 % PRs complete |
|----------------------|--------------|----------------|--------------------|----------------------|-------|---------------------|
| Asia | 93 | 11.18% | 739 | 88.82% | 832 | 84.70% |
| HECA | 526 | 45.11% | 640 | 54.89% | 1166 | 37.70% |
| IDHQ | 10 | 4.46% | 214 | 95.54% | 224 | 95.20% |
| LAC | 45 | 21.33% | 166 | 78.67% | 211 | 96.10% |
| MECIS | 89 | 25.14% | 265 | 74.86% | 354 | 88.60% |
| Southern Africa | 110 | 65.48% | 58 | 34.52% | 168 | 58.70% |
| UK Poverty Programme | 1 | 2.33% | 42 | 97.67% | 43 | 68.40% |
| West Africa | 78 | 21.31% | 288 | 78.69% | 366 | 71.40% |
| Total | 952 | 28.30% | 2412 | 71.70% | 3364 | 66.80% |

Indicator 15: LA13 Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.

In this section we provide diversity information concerning staff as a whole, staff by grade and by region. At the end we provide statistics for the Council of Trustees.

Table 8 Gender by level (GB divisions, excluding international division)

| Gender | A and Directors | B | C | D | SMs* | E | F | Unknown | Total |
|--------|-----------------|-----|-----|-----|------|-----|----|---------|-------|
| F | 12 | 119 | 202 | 149 | 479 | 153 | 39 | 4 | 1157 |
| M | 17 | 69 | 161 | 65 | 173 | 85 | 30 | | 600 |
| Total | 29 | 188 | 363 | 214 | 652 | 238 | 69 | 4 | 1757 |

*SMs = Shop Managers

| | A and Directors | B | C | D | SMs* | E | F |
|---------------|-----------------|-----|-----|-----|------|-----|-----|
| % Female 2013 | 41% | 63% | 56% | 70% | 73% | 64% | 57% |
| % Female 2012 | 43% | 65% | 58% | 70% | 73% | 68% | 58% |
| % Female 2011 | 46% | 61% | 59% | 70% | 73% | 69% | 61% |

On average, 66% of staff across all grades in GB Divisions is female. If Shop Managers are excluded from this statistic, then females account for 61% of staff across all levels. There has been a reduction in the percentage of female staff at all levels, with the exception of level D which has remained the same at 70%.

Table 9 International staff numbers by region

| Region | 2013 Headcount | 2012 Headcount | % change |
|----------------------|----------------|----------------|--------------|
| Asia | 839 | 794 | 5.67% |
| HECA | 1192 | 1183 | 0.76% |
| IDHQ | 229 | 232 | -1.29% |
| LAC | 215 | 325 | -33.85% |
| MECIS | 395 | 265 | 49.06% |
| Southern Africa | 167 | 197 | -15.23% |
| UK Poverty Programme | 44 | 42 | 4.76% |
| West Africa | 371 | 405 | -8.40% |
| Grand total | 3452 | 3443 | 0.26% |

International Division headcount has increased by a very small percentage. This is still considerably below the 4053 employees in March 2008. MEEECIS had the largest increase in headcount. Asia also showed an increase; this may still be as an effect of merging to the 'one Asia' region. LAC, Southern Africa and West Africa all showed a reduction in headcount.

Table 10 Ethnicity of staff in Great Britain (All GB based)

| | 2013 | | 2012 | | 2011 | |
|-----------------------|-------|------------|-------|------------|-------|------------|
| | count | percentage | count | percentage | count | percentage |
| Total ethnic minority | 190 | 9.62% | 209 | 10.30% | 157 | 8.20% |
| Total white | 1528 | 77.33% | 1543 | 76.00% | 1521 | 79.90% |
| Total unknown | 258 | 13.05% | 277 | 13.70% | 226 | 11.90% |

OECD Status:

We use the information in the table below about the proportion of staff from OECD and non-OECD countries as a proxy for information on local hiring.

International division diversity by region (OECD status)

Table 11

| OECD | 2013 | | | | 2012 | |
|----------------------|-------------|------------|-------------|--------------|-------------|--------------|
| | Total | OECD | Non OECD | Non OECD % | Total | Non OECD % |
| Asia | 839 | 22 | 817 | 97.4% | 794 | 97.0% |
| HECA | 1192 | 54 | 1138 | 95.5% | 1183 | 94.3% |
| IDHQ | 229 | 190 | 39 | 17.0% | 232 | 15.1% |
| LAC | 215 | 46 | 169 | 78.6% | 325 | 84.6% |
| MECIS | 395 | 65 | 330 | 83.5% | 265 | 81.1% |
| Southern Africa | 167 | 8 | 159 | 95.2% | 197 | 94.9% |
| UK Poverty Programme | 44 | 44 | 0 | 0.0% | 42 | 0.0% |
| West Africa | 371 | 42 | 329 | 88.7% | 405 | 91.1% |
| Grand total | 3452 | 471 | 2981 | 86.4% | 3443 | 86.1% |

The Overall non-OECD status percentage has increased slightly, by 0.3%, there have been no significant changes from 2012 to the regions.

Gender (International division)

Table 12

| Region | Female in 2013 | Male in 2013 | Female % in 2013 | Female % in 2012 |
|----------------------|----------------|--------------|------------------|------------------|
| Asia | 317 | 522 | 38% | 37% |
| HECA | 373 | 819 | 31% | 30% |
| IDHQ | 132 | 97 | 58% | 57% |
| LAC | 119 | 96 | 55% | 46% |
| MECIS | 174 | 221 | 44% | 45% |
| Southern Africa | 69 | 98 | 41% | 43% |
| UK Poverty Programme | 35 | 9 | 80% | 79% |
| West Africa | 123 | 248 | 33% | 31% |
| Total | 1342 | 2110 | 39% | 38% |

The UK based departments, UKPP and IDHQ, generally have a much higher percentage of female staff. The figures for Asia are skewed as these figures are comprised of the figures for South and East Asia. HECA and West Africa have the lowest representations at only 31% and 33% respectively, however both of these have shown an increase from 2012.

Disability (international division)

TABLE 13

| Disability | 2013 | | | 2012 | | |
|------------|-------|----------------|--------------|-------|----------------|--------------|
| | Total | Has disability | Disability % | Total | Has disability | Disability % |
| Asia | 839 | 4 | 0.5% | 794 | 4 | 0.5 |
| HECA | 1192 | 4 | 0.3% | 1183 | 4 | 0.3 |

| | | | | | | |
|----------------------|-------------|-----------|-------------|-------------|-----------|------------|
| IDHQ | 229 | 3 | 1.3% | 232 | 3 | 1.3 |
| LAC | 215 | 1 | 0.5% | 325 | 1 | 0.3 |
| MEEECIS | 395 | 2 | 0.5% | 265 | 2 | 0.8 |
| Southern Africa | 167 | 1 | 0.6% | 197 | 1 | 0.5 |
| UK Poverty Programme | 44 | 1 | 2.3% | 42 | 2 | 4.8 |
| West Africa | 371 | 1 | 0.3% | 405 | 1 | 0.2 |
| Total | 3452 | 17 | 0.5% | 3443 | 18 | 0.5 |

Table 14 GB Divisions by age group

| Age group | 2013 Headcount | 2013 | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2005 | 2004 |
|--------------|----------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| < 18 | 0 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 1% | 0% |
| 18-29 | 273 | 16% | 16% | 15% | 15% | 15% | 16% | 17% | 16% | 15% | 16% |
| 30-44 | 681 | 39% | 39% | 38% | 38% | 39% | 41% | 41% | 42% | 43% | 46% |
| 45-64 | 744 | 42% | 42% | 44% | 44% | 44% | 41% | 40% | 40% | 41% | 39% |
| 65+ | 61 | 3% | 3% | 3% | 3% | 2% | 1% | 1% | 1% | 1% | 1% |
| Total | 1759 | 100 |

The 45-64 age group is the largest amongst OGB employees in GB Divisions. 50% of this age group is made up of shop managers. The 30-44 age group is more common (73%) amongst staff on non-shop grades. Note that Deputy Shop Managers are graded as Level E staff so are included as non-shop grades. Only Shop Managers are included in 'shop grades'.

Table 15 International division percentage by age group

| Age group | April 2013 | April 2012 | April 2011 |
|--------------|------------|------------|------------|
| < 18 | 0 | 0 | 0 |
| 18-29 | 20 | 20 | 18 |
| 30-44 | 59 | 59 | 60 |
| 45-64 | 21 | 21 | 22 |
| 65+ | 0 | 0 | 0 |
| Total | 100 | 100 | 100 |

There are no significant changes in the age profile in the International Division since last year.

Society

Indicator 16: SO1 Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.

All PIPs now require as mandatory a Logic Model that states the intended effect of the programme on the target community. Monitoring processes tend to focus on impact to direct

beneficiaries, rather than the wider community. However, accountability processes ensure that our programmes and practices are transparent to the wider community, and offer the opportunity for them to feedback any issues and complaints arising. Guidelines exist on entering, operating and exiting programmes responsibly.

Indicator 17: SO3 Percentage of employees trained in organization's anti-corruption policies and procedures.

The Bribery Act 2010 came into force on 1 July 2011. Oxfam GB has a Code of Conduct (which is signed by all staff) and financial policies and procedures that address anti-corruption. The Disclosure of Malpractice policy and procedures are communicated widely, and all staff have access to it, for example through posters in offices, the Code of Conduct, and the Guide to Mandatory Procedures in the International Division.

Fraud

We confirmed losses of £703,810.11 through fraud, theft or bribery in 2012-2013, of which we have recovered £17,042.05 so far. This compares to losses in 2011-2012 of £509,322.78 (of which £20,112 was recovered). This increase in recorded loss sits alongside a 64% increase in reporting of suspicions. We therefore attribute the rise to improvements in Oxfam's ability to detect fraud, as we are investing significantly in improving detection, response and prevention. This includes the rolling-out of a coherent programme of counter-fraud work that captures and enhances our learning from incidents, improves communications, and emphasises prevention through education.

Safeguarding

Last year we reported on the appointment of a new internal post-holder in 2011/2012. After several months in the role, the Global Safeguarding Coordinator identified that the Safeguarding function would benefit from being positioned within a team that was more removed from the Programme. Consequently the position was moved from the Programme, Performance and Accountability Team to the Internal Audit Team, strengthening linkages with our risk management work.

During this period, the post-holder led the development of our first Global Safeguarding Strategy, which looks to embed our Safeguarding work in Oxfam GB's core management systems: namely People, Programme and Risk. Significant achievements made during this period were the establishment of a Safeguarding Steering Group, comprising of senior staff members from across the divisions, and in the establishment of a Regional Safeguarding Focal Point network, with post-holders identified from all 6 Regions.

As in previous years, we remain committed to transparency on allegations of sexual exploitation and abuse perpetrated by Oxfam staff and partners. In 2012/2013 we saw an increase in the number of reported allegations from 12 to 19.

All but 4 of the 19 allegations were or are in the process of being investigated. 42% resulted in disciplinary action, 5.3% found insufficient evidence to take action and 21.1% were being investigated at the time of this report. Of these allegations, 5 were received from the Trading Division, 13 from the International Division and 1 from the Fundraising and Supporter Marketing Division.

As noted by HAP and Save the Children, under-reporting is a major barrier to tackling sexual exploitation and abuse. By appointing a dedicated Safeguarding post-holder we have raised visibility of our Preventing Sexual Exploitation and Abuse policy and reporting procedures. We believe this is the reason why more people have come forward to report allegations.

Product Responsibility

Indicator 18: PR6 Programs for adherence to laws, standards, and voluntary codes related to ethical fundraising and marketing communications, including advertising, promotion, and sponsorship.

We are members of the UK Fundraising Standards Board (FRSB), the Institute of Fundraising (IoF) and the Public Fundraising Regulatory Association (PFRA). Our membership of the FRSB requires us to comply with the IoF Codes of Fundraising Practice and Code of Conduct. These are in addition to our compliance with our legal obligations, such as Data Protection. We train our fundraisers on the relevant laws and these codes.

In 2012 one complaint was made direct to the Fundraising Standards Report. We reported 55- complaints to the Fundraising Standards Board (see Indicator 2).

We do not sell any products that are banned in any of our markets or, to our knowledge, are the subject of adverse stakeholder questions or public debate. We apply strict ethical survey criteria. See pages 17 and 18 of our Accountability Report 2010.

<http://www.oxfam.org.uk/what-we-do/about-us/plans-reports-and-policies/plans-reports-and-policies-archive>

We report on other regulatory issues under Indicator 2. In 2012 there were 47 complaints to the Telephone Preference Service and none from the Advertising Standards Authority.

Concluding Remarks

As a member of the INGO Accountability Charter (<http://www.ingoaccountabilitycharter.org/>), this report will be reviewed by an independent INGO Charter panel. The panel reviewed our 2012 GRI report in December 2012, and a copy of their review report is at www.oxfam.org.uk/accountability.

As last year, we have self-assessed our GRI application level as C. We have not sought an independent verification, due to the cost.

GRI Self-Assessment Application Level

| Report Application Level | | C | C+ | B | B+ | A | A+ |
|--------------------------|--|--|-------------------------------------|---|---------------------------|---|---------------------------|
| Standard Disclosures | G3 Profile Disclosures OUTPUT | Report on: 1.1 2.1 - 2.10 3.1 - 3.8, 3.10 - 3.12 4.1 - 4.4, 4.14 - 4.15 | Report Externally Assured | Report on all criteria listed for Level C plus: 1.2 3.9, 3.13 4.5 - 4.13, 4.16 - 4.17 | Report Externally Assured | Same as requirement for Level B | Report Externally Assured |
| | G3 Management Approach Disclosures OUTPUT | Not Required | | Management Approach Disclosures for each Indicator Category | | Management Approach Disclosures for each Indicator Category | |
| | G3 Performance Indicators & Sector Supplement Performance Indicators OUTPUT | Report on a minimum of 10 Performance Indicators, including at least one from each of: Economic, Social and Environmental. | | Report on a minimum of 20 Performance Indicators, at least one from each of Economic, Environmental, Human rights, Labor, Society, Product Reponsibility. | | Report on each core G3 and Sector Supplement* Indicator with due regard to the Materiality Principle by either: a) reporting on the Indicator or b) explaining the reason for its omission. | |
| | |  | *Sector supplement in final version | | | | |

GRI Application Level C

I hereby declare that to the best of my understanding this report fulfils the requirements for a GRI G3 Application Level C.

Name: Joss Saunders
Position: Company Secretary, Oxfam GB
Date: 23rd December 2013

‘Copyright and Trademark Notice

This document is copyright-protected by Stichting Global Reporting Initiative (GRI). The reproduction and distribution of this document for information is permitted without prior permission from GRI. However, neither this document nor any extract from it may be reproduced, stored, translated, or transferred in any form or by any means (electronic, mechanical, photocopied, recorded, or otherwise) for any other purpose without prior written permission from GRI.’

The copyright in the content is owned by Oxfam GB

Annex

Process for producing this report

In producing this report, we have used the Global Reporting Initiative's 'Technical Protocol; Applying the Report Content Principles' (www.globalreports.org). As in 2010, we decided to use the NGO sector supplement level C reporting tool developed by the GRI multi-stakeholder process that completed in May 2010, and to report on all of the indicators in that reporting tool.

We reviewed the range of stakeholders included. We decided that the nine areas of focus laid out in our Accountability Report 2010 as the nine areas for our accountability objectives in 2010-13 are also appropriate for this report.

During the year we continued to engage with our primary stakeholders (the people affected by our programmes), women in the communities we work with and women's rights organisations, partners, supporters, staff and volunteers, governments and regulators and the targets of our advocacy. We also continued engaging with suppliers in relation to labour standards and environmental impacts. Some of the ways we engaged with these stakeholders, and the issues they raised, are addressed in this report.

We also reviewed the sustainability and accountability context of our operations. The main developments in these environments that have had an impact on our reporting are:

- The continuing failure by the international community to reach a fair, ambitious and binding global deal in climate change, which highlights the importance of continuing to reduce our Carbon footprint, and to report on it;
- The increased vulnerability of people in poverty as a result of volatile food prices and conflicts over land, with the increasing phenomenon of land grabs: this has led us to develop new alliances and partnerships with organisations and communities working on food justice issues.
- New regulating and aid sector developments, the Bribery Act in UK and the National Audit Office report on Bribery, the British Governments Transparency guarantee, and IATI (International Aid Transparency Initiative), the developing work on aid effectiveness.

Within the Oxfam Family, the change processes of our Single Management Structure process, which aims to coordinate more effectively the work of all Oxfam affiliates at a programme level, has had a material effect on the way in which our focus on accountability has evolved. In this report we find an emphasis on using a common approach with the other Oxfams to accountability and sustainability, although as before, the work of those Oxfams is outside the scope of the report itself. In 2010 Oxfam International and several other Oxfams also reported using the GRI framework, as members of the INGO Charter (<http://www.ingoaccountabilitycharter.org/>)