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COVER IMAGE: Sponsored child, 11-year-old Kumkum, loves to dance and enjoys mathematics and science: "Because of World Vision... we learn so many things: How to help out at home, how to keep ourselves clean and how to wash our hands." ©2020 Ben Adams/World Vision

THIS PAGE: 10-year-old Juliana plays in her neighbourhood in Bolivia. She is taking part in an activity with World Vision as a rainbow appears above her. ©2020 Jose Luis Roca/World Vision

Message from our Chief Executive

This was my first year as CEO of World Vision UK – and what a year it's been!

The COVID-19 pandemic has brought unprecedented challenges. We've had to adapt to new working conditions here in the UK, while responding to the biggest global health emergency of our lifetimes, in hugely uncertain economic circumstances. And we've played our part, as the World Vision Partnership launched its largest ever global response, reaching nearly 59 million people to date - including nearly 26 million children – across 70 countries¹.

At the same time, as you'll be able to read elsewhere in this report, thanks to our UK supporters we've helped transform the lives of nearly 2 million children in 36 countries.

For the first time since 2016, we actually grew our income year-on-year. That's a testament to the generosity and sacrifice of our supporters and institutional donors: in the midst of what was an incredibly difficult year for many, they have continued to stand with the world's most vulnerable children. Thank you.

2020 also highlighted World Vision UK's agility. This is something we've worked hard to cultivate within our organisation, and this year we reaped the fruits of those labours. We rapidly refocused our programme efforts to protect the world's most vulnerable children from the impacts of the pandemic. Meanwhile, our staff showed a remarkable ability to adapt to the new reality – from working remotely, to switching from face-to-face fundraising to phone calls and digital channels.

While this year we are thankful for the loyalty of our existing supporters, we know we must grow our supporter

numbers in the future in order to achieve the vision we aspire to. To this end, we've been developing innovative ideas like Chosen® – our re-imagining of child sponsorship, where the child chooses the sponsor – and will be ready to scale these up as soon as the time is right. We've also been working more closely than ever with partners including churches, businesses and government to achieve a greater impact.

As an organisation, we recognise that we must strive for continuous improvement. One area we focused on particularly this year was our diversity and inclusion strategy, knowing that we are all equal before God. From listening to our BAME staff, we know there is more we can do as we strive towards a truly inclusive culture at World Vision UK.

This year's annual report also incorporates our biennial statement to the United Nations Global Compact, which encourages organisations worldwide to adopt sustainable and socially responsible policies. The statement shows how we're promoting the 10 principles of the Global Compact with respect to human rights, labour, the environment and the prevention of corruption, and reinforces our commitment to transparency with all our partners.

Our thanks again go to all who have supported us throughout this testing year – and let us thank God, who can do more than we can ever imagine as we seek to shine His light into the darkest corners of the world.



Mark Sheard
Chief Executive



¹ As of December 2020

Message from our Board Chair

'I have the strength to face all conditions, through Christ who strengthens me'
(Philippians 4:13)

What a year it has been. As World Vision UK, and across the global Partnership, the COVID-19 pandemic has brought extreme challenges to our work. As I write this message, the above verse (one of the first I learnt as a child) keeps coming back to me. That our strength to face all conditions – even a global pandemic – comes through Christ who strengthens us.

People often ask me what difference it makes to be part of such a huge global organisation, operating in nearly 100 countries. I reply that while we are global, we're also local. We have National Offices in the countries which we serve: people who are familiar with the issues specific to that area, people who have grown-up facing the same challenges as the communities they're helping.

When I'm next asked that question, I'll add that we've been able to respond to a global pandemic, thanks to having those feet on the ground, in the places where the need is greatest.

Of course, in the UK, we've all rightly been focused on the challenges that COVID-19 has brought here, and many reading this will have experienced personal tragedy and other hardships resulting from the pandemic. We stand with you in prayer. And, of course, we also stand with those in places battling COVID-19 with no NHS, no running water to wash hands, no space to social distance, and little infrastructure to ensure the food supply chains hold up.

The global World Vision response to this pandemic has been extraordinary, both in its speed and scale. By far the largest operation in our 70-year history, covering more than 70 countries, we aim to help 72 million people, including 36 million children, within 18 months.

This includes a range of projects from supporting health services with equipment and training, to delivering workbooks and food parcels to vulnerable children, isolated in remote areas. To date (December 2020), our global response has reached nearly 59 million people, including nearly 26 million children.

The effects of COVID will be long term, affecting the way we work for many months to come. The World Vision Partnership's ability to respond is largely thanks to gifts from people like you and me. You can find out how to directly support the COVID-19 emergency response on page 68.

In the UK, as a Board, we were delighted to welcome Mark Sheard to the role of CEO this year. We've been hugely impressed with the work that Mark and his team have done to adapt to the challenges that coronavirus has brought. World Vision UK has remained fully operational throughout the lockdown periods and our desire to serve the world's most vulnerable children is stronger than ever.

Issues of diversity and inclusion have been much in the news this year. I'm delighted to say that we've made progress in broadening the gender and ethnic diversity of our Board and this is an ongoing process. In the organisation there is important work going on to further both diversity and to develop a deep sense of inclusion for all the team. There is still more to do.

Thank you for all the support you have given to World Vision this year. May God bless and protect you and your family this coming year.



Richard Izard
Board Chair





Strategic report

A detailed look at our objectives and what we achieved for the financial year ended 30 September 2020, and our objectives for the coming year.

THIS PAGE: 2-year-old Alex, in Honduras, attends World Vision's Parenting with tenderness course, with his family. His father Roger says: "Because of World Vision, this is a better community for children. There's more caring."
© 2020 Jon Warren / World Vision

Who we are

Our focus is on helping the most vulnerable children overcome poverty and experience fullness of life. We help children – of all faiths and none – inspired by our Christian faith.

World Vision UK is part of the World Vision Partnership, which has over 70 years of experience working with communities and partners to create opportunities for better futures for vulnerable children ... even in the toughest places.

We empower communities, guide them to set their own goals and equip them so that the progress made is sustained and continued, long after we've left.

When disaster strikes, we're on the ground, quickly providing immediate support – and we stay, helping to rebuild lives for children, families and communities.

Within the UK, we raise awareness of the issues facing vulnerable children, and give them a platform to speak out on the issues they care about. We give the public unique opportunities to engage with global issues at a local level, and to help create change through giving, campaigning and praying. And we connect with government to influence changes that will improve life for the vulnerable children we serve.



Our strategy

Our vision for every child, life in all its fullness; Our prayer for every heart, the will to make it so.

In World Vision's 70th year, the above vision and prayer continue to guide us. We believe God has called us to stand with the world's most vulnerable children, to shine Christ's light and love into their lives.

We seek to inspire people living in the UK to join us – through giving, through prayer and through taking actions that will drive change. This is our contribution to the international World Vision Partnership's promise to the world's most vulnerable children – a global strategy that compels us to work relentlessly to give all children the chance to achieve their God-given potential.

In last year's annual review, we called out the importance of "absorbing the shocks that a volatile, uncertain world throws at us" – though we had no idea at the time just what this would mean.

While we pray for a swift end to the COVID-19 pandemic, its repercussions will be felt for a long time to come. A recent World Bank report warns that up to 150 million people are at risk of being pushed into extreme poverty in 2021 because of COVID-19. The fallout from the pandemic threatens to undo decades of progress in the fight against poverty and inequality, and could profoundly damage the prospects of a generation of the world's most vulnerable children.

Now more than ever we must stand with them. We face many challenges. In the UK, people are suffering from the economic effects of COVID-19, government spending on overseas aid has been cut and is under further pressure, and Brexit brings more uncertainty. Yet we boldly and humbly follow our calling, knowing that God in His abundant grace will provide for us and guide us.

PRIORITIES

Last year, we identified four priorities to focus on:

Inspiring more people to join us – growing our supporter numbers so we can help more of the world's most vulnerable children.

Generating more unrestricted income – pursuing innovation and partnerships to raise more funding that we can spend when and where it's needed most.

Building a sustainable grants model – amplifying our impact through grants, while becoming more discerning in our approach and recovering more of the costs of applying for and managing them.

Becoming a thriving organisation – investing in strong leadership and core capabilities to achieve our goals in a changing world.

The following pages demonstrate how we put these priorities into action over the past year.



OPPOSITE: World Vision staff in Lebanon give out sanitation products in the refugee camps and show Syrian children how to wash their hands well, as part of the COVID-19 response. ©2020 Maria Bou Chaava/World Vision

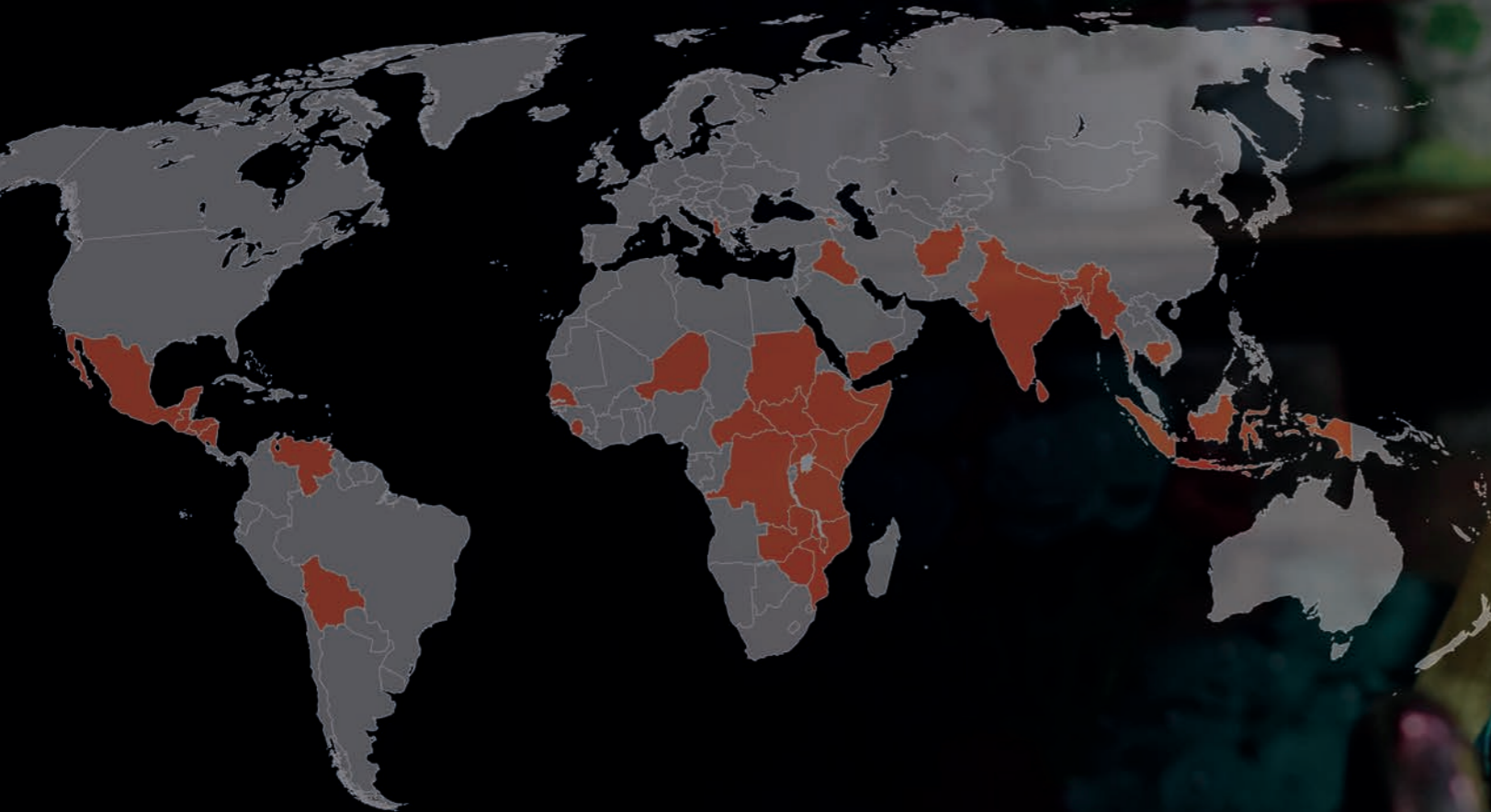
Our **impact** in numbers

We supported

3.6 million

people including

2 million children



174 projects across 36 countries



Responded to emergencies in 24 countries, reaching over 500,000 children



Met 86% of our output targets



Raised £69.6 million



THIS PAGE: Akhi, 17, from Bangladesh missed out on an education while working in a factory to support her family. World Vision provided training on tailoring and a sewing machine to help her start her own business. She's now supporting the poorest in her community by making low cost face masks to help stop the spread of COVID-19. ©2020 Suborno Chisim / World Vision

Our impact

- 
 Last year World Vision UK supported nearly **2 million children** in **174 projects** across **36 countries**, directly benefiting a total of more than **3.6 million people**.
- 
 This included humanitarian emergency responses in **24 countries** reaching **over half a million children**, and **more than a million people** in total.
- 
 In keeping with our calling, we have sought to help the world's most vulnerable children: **21% of the children we helped were in the most fragile contexts**, including Syria, Afghanistan and Somalia, and **47% in places where development is very low**, like Zimbabwe, Ethiopia and Mozambique.
- 
 We met **86% of our output targets** across our projects – these are tangible results like the number of teachers trained or tonnes of food distributed to hungry families.
- 
 Together with the World Vision Partnership, we also helped reduce the impact of the COVID-19 pandemic in the places where we work: globally, this work benefited nearly **59 million people including nearly 26 million children**².

Responding to emergencies

From the sudden shock of storm, earthquake or violence to the slow squeeze of drought and displacement, we cannot stand by when we see children caught in crisis. This year, we responded to humanitarian emergencies in 24 countries. As well as providing life-saving support like food and water, shelter and medicine, we bring care and protection to children who are suffering and facing greater risks as a result of crises. And we support families to build their lives back stronger than before.

In our emergency responses this year:

- We made sure people had clean water: we gave water purification filters or tablets to over 1,000 families, delivered water to 660 households, built 235 water tanks and repaired a further 15 boreholes which serve 22,500 households.

- We made sure families didn't go hungry: we gave cash or vouchers to more than 90,000 families so they could buy food, and distributed over 6,000 tonnes of food and over 66,000 tonnes of enriched flour.
- We provided direct cash assistance to more than 40,000 families, enabling them to meet their essential needs.
- We helped people maintain their health and dignity by giving out 15,000 hygiene kits, including 900 menstrual hygiene kits.
- We gave seed packages to over 15,000 families so they could grow their own food.
- We trained nearly 13,000 people in skills vital in emergencies, including public health and hygiene, inclusion, child protection and gender-based violence.

² Source: [wvi.org/sites/default/files/2020-12/Global_SitRep_No19_20201214_final.pdf](https://www.wvi.org/sites/default/files/2020-12/Global_SitRep_No19_20201214_final.pdf)



THIS PAGE: After the explosion in Beirut, World Vision gave food parcels to the most vulnerable families affected. ©2020 Maria Bou Chaaya/World Vision



COVID-19

The COVID-19 pandemic dominated everything this year. The virus has caused a global health emergency on a scale never witnessed before in our lifetimes, claiming more than 1.5 million lives and infecting another 68 million people at the time of writing³, and putting huge pressure on health systems. But its wider impact has been even greater, with children around the world affected by schools closing and the impacts of lockdowns. Families' incomes have plummeted, leaving millions of children hungry and many forced to work and beg.

The World Vision Partnership responded to this unprecedented challenge with a massive global effort to prevent the spread of the disease, bolster local health systems and speak up for the most vulnerable, ensuring they receive the support they need from governments and agencies. To date, this global response has reached nearly 59 million people, including nearly 26 million children.

Our efforts have included working with faith leaders and community health leaders in the Democratic Republic of the Congo to teach people about stopping the spread of the virus. The project, in partnership with the Foreign, Commonwealth and Development Office (FCDO) and

Unilever, has reached over 160,000 people directly, and an estimated 5 million via radio broadcast and text messages.

We've adapted and restructured existing programmes to support local government COVID responses, including by distributing PPE and spreading public health messages. In Somalia, where we're working through the Global Fund to tackle TB, we expanded our existing testing capacity to include COVID testing.

Other life-changing work around the world continues despite COVID constraints. In Zimbabwe, for example, we've been using mobile phones and online technology to deliver our training activities, support children's literacy and numeracy, and enable communities to report child protection concerns in confidence. All of our long-term sponsorship programmes have made adaptations to carry on improving child wellbeing safely and respond to the pandemic, and children have been actively participating in awareness-raising and advocacy activity.

³ As of December 2020

ABOVE: This mum and son took part in a project to try remote learning for young children, during Zimbabwe's coronavirus lockdown. "I can help my son and ensure he's paying attention. I'm glad, because otherwise he'll start to forget what he's learnt before." ©2020 Munyaradzu T. Nkomo/World Vision



SCOVIA IS BEAMING.

The 15-year-old is delighted that thanks to World Vision she can continue with her education despite the pandemic.

School has looked different for children right around the world in 2020 as COVID-19 turned homes into classrooms and saw mums and dads become teachers.

However, Scovia was more uncertain than most about whether her education would be able to continue.

Scovia is part of a child-headed household. She, and her 16-year-old brother Evans, look after their younger siblings in the Bidi Bidi refugee settlement, Uganda, where there is also limited technology to connect them with their teachers and lessons.

So, when World Vision gave the family a radio the joy was palpable. The children can now listen to their lessons and continue their education.

"We will be distributing more radios because the need is there," said World Vision Child Protection Coordinator in Bidi Bidi Solomon Okech in May.

"But today our focus is on the children from child-headed and foster families that are under our care because they are among the most vulnerable groups."

World Vision has also been helping the most vulnerable children and their families with hand washing facilities, soap and food.



14-year-old Issac who also lives in Bidi Bidi with his foster family was similarly enthusiastic when he received his radio.

With schools closed Issac has been working, digging a garden, from 7am each day (something he would usually only do at weekends). Now digging stops at 10am to allow him to prepare for his radio lessons which start at 10.30am.

"Some of my friends stay very far away. I could only see them at school. I miss them and I miss learning new things," said Issac.

"I want to study so hard and be the president of South Sudan in future, I want to bring back peace to our country."

ABOVE: Scovia, 15, and her brother Evans, 16, are responsible for their younger siblings. They were excited to receive a radio to help them all learn from their home in Uganda. ©2020 Aggrey Nyondwa/World Vision
ABOVE INSET: Isaac, 14, is one of the first children to receive a radio in his refugee settlement in Uganda, to help him study. ©2020 Aggrey Nyondwa/World Vision





Reaching the most vulnerable children

We have made a promise to serve the world's most vulnerable children. In research last year, we found that we were not always reaching children with disabilities and this is something we have been striving to rectify this year.

Our office in India, where World Vision UK funds three area programmes, is a leader in this area. Stigma and entrenched inequalities mean many people with disabilities remain 'invisible' and don't get the support they need. For over a decade, World Vision India has sought to ensure people with disabilities benefit fully from our work, while at the same time challenging inequalities and removing the barriers that prevent people from exercising their rights.

In 2020, we trained 2,000 faith leaders on disability inclusion, and worked with hundreds of local groups to support children and adults to get the official documents they need to access vital support services. We also helped around 1,500 people with disabilities to start small businesses – like Mahesh Thakur (pictured below). His wife struggled to care for their five children on her meagre wages as a labourer, but with our support, Mahesh was able to begin selling spices in a local market. Now, his family can afford three nutritious meals a day and his children are going to school. "World Vision India has shown me a new way to live and changed the future of my children," he says.

This year, we've also been looking into how the COVID-19 pandemic is affecting people in India living with disabilities, especially women and children. Our reports have been shared widely, including with the government of India. We're using them to inform the next phase of our COVID-19 response strategy, to ensure that every child is given the best chance to recover from this crisis.



ABOVE: With World Vision's support, Mahesh is now earning an income and able to support his family. ©2020 World Vision

LEFT: Chandra, 10, from Bhojpur was born with a physical disability that meant she wasn't able to go to school regularly. We gave her a wheelchair, meaning she's back in school. "Now I can meet my friends, and my sister every day takes me out in the market," she says. "I am so happy about it." ©2020 World Vision

Climate change

As a faith-based organisation, we believe God has called us to be stewards of the earth, and we all have a part to play. While climate change affects us all, those who are already vulnerable suffer the most. Rural areas where most people rely on agriculture for their food and livelihoods are particularly hard hit, as low and irregular rainfall, prolonged droughts, frequent flooding and invasive species threaten people's lives and livelihoods. These challenges in turn pose health risks, and often result in food insecurity, conflict and displacement, driving communities deeper into poverty.

In Nyatike in Kenya, alongside other food security improvements, we've supported farmers to adopt "climate-smart" agricultural techniques that increase yields in a sustainable way while coping with shifting weather patterns. Today, 62% of households have adopted climate-smart practices like agroforestry, growing drought-tolerant crop varieties and improving soil and water management. Back in 2009, just 25% of families in the community were able to provide well for their children, but that's now more than doubled to around 60%.

Also in Kenya, in Mandera, we worked with the community to rehabilitate reservoirs and provide water tanks so families can collect water during the rainy season, and livestock have water during dry periods. Nearly 20,000 people now no longer have to worry about lack of water – especially

important during the COVID-19 pandemic. We also provided two underground rainwater harvesting tanks that will store water for use during increasingly long dry periods. Meanwhile, following our awareness-raising, more than 850 people have taken out insurance to protect themselves against the loss of livestock during a disaster.

BELOW: Nereah with the ugali she's just cooked for her family in Kenya. The flour for the ugali came from her family's first ever good maize harvest, thanks to practicing Farmer Managed Natural Regeneration.

©2020 Susan Otieno/World Vision

BOTTOM: 13-year-old Naaman with his mum Pamela. Using FMNR techniques learned from his neighbour, Naaman has improved his family plot. They now enjoy homegrown guava and avocado, as well as maize and beans.

©2020 Susan Otieno/World Vision





Our commitment to safeguarding

Safeguarding those we serve goes to the heart of World Vision UK's culture and values. It is embraced by our board, staff, supporters, consultants, partners, and volunteers.



Our commitment to the safety and wellbeing of everyone we work with is central to who we are and everything we do.

We believe that God has made all people in His image, and we aim to treat everyone with the same dignity and respect. We abhor any misuse of power, status or trusted position for any harm, abuse or exploitative actions and practice 'zero tolerance', endeavouring to tackle this root cause of abuse by raising awareness to prevent, report and respond to any suspected or known concerns and allegations.

Ultimate responsibility for safeguarding rests with the board, with duties delegated to two sub-committees, one overseeing the cultural aspects of safeguarding within World Vision UK, the second overseeing risk and reporting. The sub-committees review and monitor the effective implementation of policy and processes and review the log of reported incidents. The board approves the Safeguarding Policy and receives an annual report on safeguarding. A safeguarding Trustee supports the board to embrace a strong safeguarding culture in all its activities.

During the year, the board reported eight safeguarding serious incidents to the Charity Commission. Seven of these incidents concerned sexual exploitation and abuse that occurred overseas in communities where our programmes were being implemented, but did not involve those working for World Vision. One incident was an allegation against staff of sexual misconduct which was found to be unsubstantiated.

We undertake safer recruitment checks on staff, contractors, consultants, partners and volunteers who are likely to come into contact with the children and vulnerable adults we work with, or access their data. All are informed of their duty of care to report any safeguarding concerns as soon as possible. Additionally, during the last 12 months we have joined the Steering Committee for Humanitarian Response's Inter-Agency Misconduct Disclosure Scheme, which enables safeguarding reference checks to be undertaken between participating agencies on recruitment.

The designated safeguarding manager ensures our staff and board undertake mandatory basic and refresher training, and annually sign our behaviour protocols, which embed each individual's responsibility to report any concerns. Staff teams have a safeguarding focal point person to support them in their understanding and compliance with our policy and processes. The whistleblowing freephone number and email is available, alongside our Safeguarding Policy, from the front page of our website for both internal and external use. We received one whistleblowing report this year.

We place considerable effort on undertaking safeguarding risk assessments for all our activities. In a grant programme abroad, for example, our complaints mechanisms must be child-friendly, in the local language, easily accessible and always responded to. Or for a fundraising initiative in the UK, fundraisers and volunteers must be fully informed on how to behave, keep themselves and others safe, and report any suspected or known concerns.

Treating all people with dignity and respect, ensuring they are safe, is our top priority. It requires constant awareness and commitment to safeguard ourselves and all those we serve.

Armenia farewell!

World Vision has been working in Armenia since the devastating earthquake in 1988, when the republic was still part of the Soviet Union. Now, our Armenia office is able to fund itself through local fundraising and grants, meaning this was the last year UK supporters provided funding for our activities here. We give thanks for the progress we've seen over the past 30 years.

UK supporters have particularly helped rural communities in the Sisian and Alaverdi regions, promoting child protection and participation, health, education and economic development.

Education: In 2004 there were just eight kindergartens in Sisian, but we've established 13 more, trained staff, created playgrounds and refurbished buildings. In Alaverdi, we renovated eight kindergartens and established six new ones. All are now rated as satisfactory or above, (compared to just 13% in Sisian five years ago). We've also established children's clubs which are now being run by the communities themselves. And while schools used not to provide any extracurricular activities, now more than 2,000 children take part in out-of-school clubs and by 2020 they were being run by the community themselves.

Economic development: The average income for a farming family in Sisian has risen from \$45 to \$63 per month. Meanwhile, more than 300 of the poorest people in the region have joined Producer Groups, and the amount of productive land has quadrupled, compared with just three

years ago. Profits from Producer Groups not only provide for the members' families but are also used to help the most vulnerable children in the community.

Child protection & participation: Children in the country now also have a greater say over the decisions that affect their lives, and more recognition of their rights. Other achievements include a 25% fall in the proportion of caregivers using physical or emotional violence to discipline their children and more fathers getting positively involved in raising young children.

In recent years we've focused particularly on the most vulnerable families, including through the introduction of community social workers. Thanks to the tremendous efforts of World Vision Armenia, all communities of more than 5,000 people must now have a community social worker. Our colleagues in Armenia are now working with the government to ensure these social workers can continue to support the most vulnerable households. The true success of the work in Armenia is its sustainability. By working together with communities and authorities, the transformation can continue without us.

Evidence of impacting the most vulnerable

For further information on our impact in 2020 please download our impact summary and case studies at worldvision.org.uk/ourimpact



OPPOSITE (clockwise): The members of the Impact Club love the inspiring atmosphere. They run various projects to bring their community together in Armenia; Razmik, 23, taking care of the beehives he was able to purchase thanks to a small social entrepreneurship grant he received from World Vision Armenia; since her husband died, Lusine has struggled to provide for her three children. But when she was given a sewing machine, 80 metres of fabric, and a table to work on, she started a small business. Now, she dreams about becoming a sponsor one day. "I don't know where I could have been without that support... Now it is my turn to do good deeds."; Julieta and her siblings used to miss school because they had no proper clothes. Now 10, Julieta's life is completely different. The children are clean and neat and studying well, while her dad earns enough to support them. "I want to study well and go to police academy to become a policewoman," says Julieta. ©2020 World Vision



Inspiring giving

We can only deliver our promise to the world's most vulnerable children through the generous support of people in the UK. Inspiring more people to join us through giving is a key part of our mission.

Individual giving

We are thankful for the £32.5 million donated to us this year by our child sponsors and other individual supporters. Though this represents a slight fall on last year's voluntary income, we have come through the COVID-19 crisis strongly, and are confident that we can get back on track with our long-term objective of growing our base of supporters.

In the first part of the year, we were achieving our targets for fundraising and were encouraged by the number of new child sponsors joining us. We continued to innovate, successfully launching our new Chosen sponsorship concept where children get to choose their own sponsor. We held 'choosing events' at four churches, and had lined up more at a number of Christian events before COVID-19 struck. In response to the disruption, we've been busy developing

an online version of Chosen and are excited to take this empowering experience to more churches and the wider public next year.

When coronavirus put a stop to many of our planned activities, from face-to-face fundraising to festivals, we prayerfully considered our next steps. Our teams worked hard to rapidly switch to digital and other forms of fundraising, including developing a successful pilot multichannel programme, while keeping costs down. Even our Global 6K – where people run or walk 6km, the average distance people in some of the world's poorest countries have to walk each day to fetch water – became a virtual event. Still, 780 people took part, raising £17,000 for water-related projects.

We focused on communicating with our existing supporters, reassuring and updating them on how their donations were making a difference during the pandemic. We are humbled that, after a small initial spike, we had few supporter cancellations during this period. At the same time, generous supporters donated an amazing £750,000 to our emergency COVID-19 appeal.

We also launched our new monthly giving programme Childhood Rescue, recruiting several hundred people to

support our work with vulnerable children in the world's most dangerous places, from war zones to refugee camps. And we received further support from corporate fundraising partnerships, including a campaign with online fashion retailer YOOX, part of the YOOX Net-a-Porter group.

Another challenge this year was the end of eight long-term programmes involving over 7,000 sponsors. This is a cause for celebration, as it means these communities are ready to continue their development without us – see page 16 for what has been achieved in Armenia for instance. However, it's also a time when many decide to end their support, contributing to a fall in our total number of sponsors this year. We're thankful to all those who have given generously throughout these programmes, and to those who have chosen to begin the life-changing sponsorship journey again with another child, or to support us in another way.

Grant income

Our institutional grant income this year was £33.3 million, up nearly £8.7 million on last year - helped by a £5.6 million grant for tackling food insecurity in Zambia, and a £1.4 million grant for work in Afghanistan in partnership with the Norwegian Refugee Council. Both of these were with what is now the Foreign, Commonwealth and Development Office (FCDO), for whom we are a trusted partner in its overseas development work. This was highlighted in April when we achieved 100% compliance against the FCDO

supplier code of conduct, meaning the UK government has assessed we fully meet its standards in areas such as value for money, ethics, transparency and safeguarding.

Grants with FCDO make up just under half (48%) of the value of our grant portfolio. We remain focused on the need for a diverse range of institutional partners and were grateful to maintain our European Union presence with a new grant from the EU Trust Fund, worth £10 million over four years, for work in Uganda. The World Food Programme, Start Fund and Global Fund also provided significant funding.

World Vision UK has identified the importance of building our capacity to win commercial contracts – where payment is based on achieving specific results – and has been progressing on this journey over the last few years. This capacity building is starting to bear fruit with more staff across the organisation, both in the UK and globally, now having the skills and capabilities to support further progress in this funding modality.

For further details on the income we raised this year, please see our financial review on page 28.

LEFT: Victoria, Kirsty and Buba discover which child in Uganda has chosen them as their sponsor. ©2020 World Vision
ABOVE: Members of Jireh Church, Bebbington, were among those who took part in our Virtual Global 6K for Water.

Little people, big inspiration

In the middle of the first national lockdown, children around the UK used their precious leisure time to raise money to help more vulnerable children. Here are some of our youngest – and most inspirational – supporters.



6-year-old Joel cycled 500 laps of his garden, raising over **£900**.

Kamran (9) took on a 10k run, while his sister Sophia (7) ran 6k. They trained for weeks beforehand, whatever the weather, and raised an amazing **£4,500**.



When 7-year-old Christopher read how coronavirus can affect vulnerable children, he wanted to help. He designed and sold a t-shirt, donating more than **£300** to World Vision.



11-year-old Lydia performed songs from musicals via Zoom, for her church family, raising a fantastic **£355**.



At just **16 months old**, Cobie is our youngest fundraiser so far. He joined his father and grandad on a cycle challenge, covering 50 miles and raising over **£1,600**.

Fundraising with care

We are tremendously thankful for all of our supporters. Their generosity is humbling, both in terms of financial support and their engagement with the children and the communities we serve. We are determined to respond to their kindness by treating them with respect and courtesy, especially around how we fundraise with them and how we manage the data we have about them.



Our overall approach to fundraising

We aim to inspire supporters to join us in transforming the lives of the world's most vulnerable children, and to enhance their experience and deepen their engagement by offering a number of ways for them to get involved. If they have given us their permission, we may ask them to give financially. If so, we will always explain why we need donations, in clear language, and always respect their preferences about the ways in which we communicate with them.

We acquire new supporters through our website and other online work; through churches, Christian festivals and public events; and by inviting support from the public in person at various locations, such as carefully selected shopping centres. Unfortunately, our face-to-face fundraising activities have been vastly reduced this year due to COVID-19. All our fundraising teams are managed by World Vision staff.

Our fundraising standards

We are proud to be members of the Fundraising Regulator and we abide by their Fundraising Code of Practice, which covers various aspects of fundraising. Staff training has been rolled out to cover the updated Code of Practice including for all new starters.

We have also worked hard to ensure that all staff are aware of, and sensitive to, data protection issues in their day-to-day work, embedding this into our culture. All staff have received compulsory training and must attend annual refresher training.

We monitor our fundraising carefully, as well as the overall service we give to our supporters. All supporter phone calls, emails and letters – positive and negative – are logged with summaries and key issues communicated back to the management team on a regular basis. Our rigorous policies and standards around complaints mean we are particularly vigilant in monitoring and responding to them, no matter how large or small. Last year we received 16 category A

complaints compared to 41 in 2019. (These are complaints deemed to be more serious in their nature and that need further investigation.) This fall may be attributed to a reduction in both our face-to-face recruitment activities and our ongoing campaign activities.

We also conduct an annual 'Pulse Check' survey with a large representative sample of supporters and ask for their feedback. While we have been encouraged by the findings, we will continue to monitor responses to ensure our high standards are maintained and in line with our supporters' expectations.

Being sensitive with our fundraising

We're very aware of the potential for fundraising to become persistent and intrusive, as well as making us appear ungrateful to our supporters for the generosity they may have already shown us. We have therefore established internal standards to guide how often we contact supporters. And when we do contact them, we provide clear and simple ways for them to opt out in the future.

Treating supporters fairly

We do not want to exploit or put undue pressure on anyone, especially people who may appear to be vulnerable or in vulnerable circumstances. We have a policy and practices to help us identify potentially vulnerable people when speaking to potential supporters face to face. We are currently updating our policy to also help with our direct communications once someone has become a supporter. Where we reasonably believe that a person may be in a vulnerable position and may not be able to make an informed decision, we will politely end the interaction and/or no longer ask for donations.





THIS PAGE: Preet Gill MP, Shadow Secretary of State for International Development (right), at the launch of our *No Happily Ever After* report. © 2020 Gareth Wallace/World Vision

Inspiring action

Standing with the world's most vulnerable children means taking action that can transform their lives – and inspiring others to do the same, through prayer and advocacy to change the hearts and minds of people in power.

One way we do this is by enabling children to speak out and be heard on the issues that matter to them – as in our *No Happily Ever After* report, which drew on the views of children and young people from Afghanistan, Bangladesh, Niger and the UK to call for government action against early marriage.

Government advocacy: With the creation of FCDO, we have worked hard to strengthen our engagement with the Secretary of State for Foreign, Commonwealth and Development Affairs Dominic Raab, and other senior government ministers and civil servants. This included sharing the findings of our series of Aftershocks reports – rapid response assessments of the impacts of COVID-19 on the world's most vulnerable children. Baroness Sugg, the then Parliamentary Under-Secretary of State and the Special Envoy for Girls' Education, responded positively to the reports and showed government support for priorities such as preventing child marriage in the wake of COVID-19.

We're grateful to our local MP in Milton Keynes, Ben Everitt, who has been an advocate for the world's most vulnerable children with the Secretary of State. We've also maintained positive relationships across the political spectrum, including with Preet Gill MP, the Labour Shadow Secretary of State for International Development, who spoke at several World Vision events this year. We've also continued to work closely with the cross-party International Development Committee on their inquiries, including their report on the impacts of COVID-19.

We urged the new FCDO to maintain its commitments to the world's most vulnerable children, including its promise to end violence against children in emergencies – the focus of our It Takes A World campaign. Many of our supporters were moved to write to their MPs to raise concerns about this – over 500 MPs were contacted by World Vision supporters from their constituencies. We also organised a well-attended event at the Big Tent Ideas Festival to discuss

the merger of DFID and the Foreign and Commonwealth Office. Our speakers included Canadian MP John McKay and former DIFD Minister Harriett Baldwin MP, alongside World Vision staff from Australia and the UK. We were able as a Partnership to share the unique perspective from two other countries that have merged their foreign ministries and international development agencies.

Faith Based Organisations (FBOs): Our CEO Mark Sheard has worked together with the CEOs of other FBOs on faith engagement with the FCDO. Together they attended Minister of State, Lord Ahmad's, Faith in Development Roundtable events where areas of mutual interest and concern can be raised. This is an area where our distinctive faith identity and expertise can deepen our relationship, as the FCDO reaches out to FBOs as partners.

In the absence of our usual round of Political Party Conference Fringe events, we also maintained our annual partnership with our Faith in Aid group; INGO's working together on a panel event, with our CEO speaking alongside Labour Shadow Secretary of State Preet Gill MP and representatives from Christian Aid, Tearfund and Islamic Relief.

Church engagement: While sadly many places of worship closed this year, we have continued to offer resources and support to UK churches, including through online initiatives in partnership with Alpha Scotland and Your Neighbour. With Alpha, we ran a four-week virtual Church Leaders' Café, bringing together 140 leaders from 39 countries to share experiences, learn and pray together. Before the lockdown, we held events with Gather Network, Hillsong and Alpha, reaching around 200 church leaders and helping to deepen our relationships with these important networks as partners in God's mission. We celebrate our indispensable partnerships with the many churches and churchgoers who join us in prayer, sharing our commitment to the world's most vulnerable children.

Our plans for the year ahead

Our call is to transform the lives of children in the world's hardest places.

To have this transformative impact, it's imperative that we focus on making the cultural and structural changes needed to help us increase our income that will in turn, enable us to increase our impact. In particular, during the coming year we will focus on our priorities of:

Returning our supporter numbers to a path of growth

The COVID-19 crisis has demonstrated just how important and valuable our long-term supporters are. They have continued to fund our life-changing work, and our ambition is that, by 2024, their numbers will be growing again. We look forward to rebuilding our face-to-face fundraising and our presence at events, when restrictions allow. And we'll continue to adapt and develop new channels, as well as recruiting more sponsors online. We'll also work together across the organisation to identify new opportunities to engage supporters.

Building and growing sustainable and diversified institutional funding

Strengthening our institutional funding model will allow us to amplify our impact for the most vulnerable children. We'll continue to develop our relationships with the new FCDO, through offering a clear value proposition and strategic engagement with officials, ministers and MPs. We will also further develop our capacity to open up other institutional income streams and types of funding, especially commercial contracts. This will mean further developing and strengthening strategic partnerships outside the traditional development sector, including with corporates, academia and media.

Innovating and partnering for greater impact and income

Two issues we've previously identified that inhibit our ambitions for growth are our over-reliance on a few income streams, like child sponsorship, and a lack of unrestricted funds that we can use for investment. To address these issues, we are establishing a new Strategic Partnerships directorate. This new department will focus on developing new relationships to increase philanthropic income, increasing the breadth and pace of development of partnerships with churches and church networks in the UK, and testing new offerings for corporate audiences.

Improving our agility and effectiveness

2020 demonstrated how important our focus on being agile and adaptable has been, and we will continue to improve in this area because the external environment will remain volatile over the coming year. We will continue to ensure our resources are allocated where they're needed most and we are developing a strategic workforce plan to enable us to maintain the necessary capability and capacity within our agreed salary spend. We are also accelerating our digital transformation programme to make the most of the opportunities offered by digital technology.

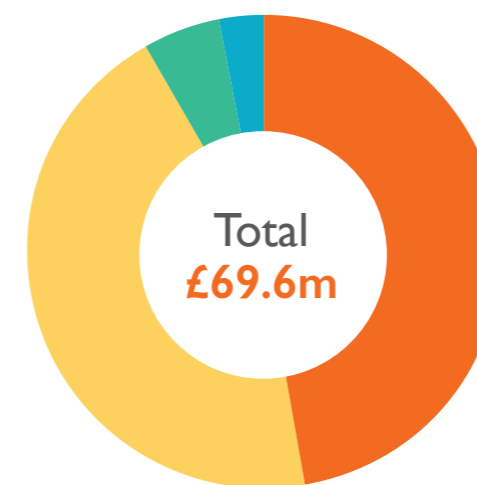
OPPOSITE: 9-year-old Carlos with his favourite teddy, called Monkey. His family now have a water system, solar power and a bathroom at their home in Honduras. ©2020 Jon Warren/World Vision



Five-year finances

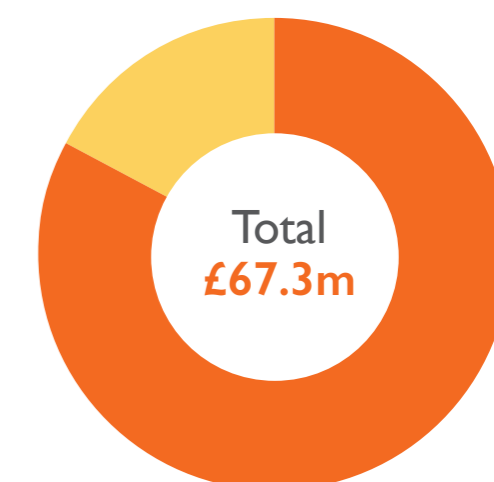
| | 2016 £'000 | 2017 £'000 | 2018 £'000 | 2019 £'000 | 2020 £'000 |
|--|---------------|---------------|----------------|----------------|---------------|
| Committed giving and other donations | 36,239 | 34,438 | 33,209 | 31,568 | 30,240 |
| Donations for emergencies | 2,753 | 2,824 | 2,662 | 2,872 | 2,256 |
| Institutional grants | 46,548 | 38,784 | 23,373 | 24,569 | 33,272 |
| Donated goods and services | 9,204 | 16,603 | 4,982 | 3,030 | 3,692 |
| Charitable activities - government service contracts | 456 | 274 | 242 | - | - |
| Investment and other income | 172 | 270 | 117 | 189 | 120 |
| Total income | 95,372 | 93,193 | 64,585 | 62,228 | 69,580 |
| Cost of raising funds | 11,512 | 9,507 | 12,072 | 11,822 | 11,286 |
| Charitable activities | 81,698 | 80,545 | 55,413 | 53,131 | 55,963 |
| Total expenditure | 93,210 | 90,052 | 67,485 | 64,953 | 67,249 |
| Investment gains | 153 | 121 | 149 | 133 | 89 |
| Net movement in funds | 2,315 | 3,262 | (2,751) | (2,592) | 2,420 |
| The funds of the charity | | | | | |
| Restricted and designated funds | 12,025 | 16,027 | 11,983 | 8,603 | 9,412 |
| General fund | 6,423 | 5,683 | 6,976 | 7,764 | 9,375 |
| Total funds | 18,448 | 21,710 | 18,959 | 16,367 | 18,787 |
| Ratios | | | | | |
| 5 Year Average | | | | | |
| Percentage of total expenditure: | | | | | |
| Cost of raising funds | 15.2% | 12.4% | 10.6% | 17.9% | 18.2% |
| Charitable activities | 84.8% | 87.6% | 89.4% | 82.1% | 81.8% |
| Free reserves | | | | | |
| Number of days' expenditure | 28 | 28 | 40 | 46 | 54 |

Finances at a glance



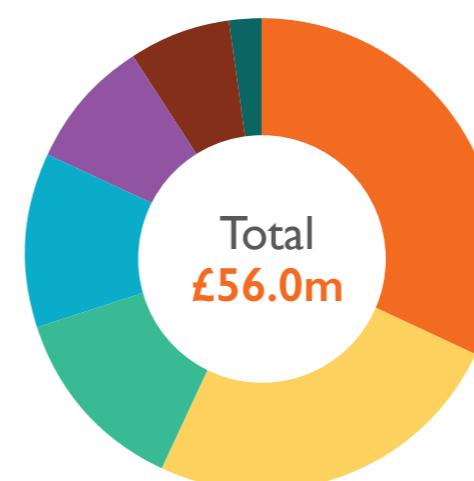
Our income

- Institutional grants, **£33.3m, 48%**
- Committed giving and other donations, **£30.2m, 43%**
- Donated goods and services, **£3.7m, 5%**
- Donations for emergencies, **£2.3m, 3%**
- Other, **£0.1m, 1%**



Our expenditure

- Charitable activities, **£56.0m, 83%**
- Raising funds, **£11.3m, 17%**



Our charitable activities

- Food security and nutrition, **£18.0m, 32%**
- Health and WASH, **£14.0m, 25%**
- Community engagement, **£7.3m, 13%**
- Education, **£6.7m, 12%**
- Disaster mitigation and shelter, **£5.0m, 9%**
- Child protection, **£3.9m, 7%**
- Livelihoods/economic development, **£1.1m, 2%**

Financial review

Despite massive disruption from COVID-19, we ended the year with a strong performance, showing growth in our income, our expenditure on our charitable objectives and our reserves for the future. We're grateful for the faithful generosity of our supporters, the shared vision of our partners, the tireless passion of our staff, and the love of God who has blessed us with more than we had imagined possible.

Income

Total income grew, year on year, for the first time since 2016 to £69.6m (2019: £62.2m), an amazing result in the context of the challenges presented by the COVID-19 pandemic. Similar to 2016, this performance was driven by strong institutional grant income of £33.3m (2019: £24.6m), which was particularly elevated by a significant £5.6m grant from FCOD won early in the year and fully deployed within the financial year to tackle food insecurity in Zambia.

The charity's committed giving income streams, which are predominantly based upon our child sponsorship scheme, have been in decline for the last decade. This long-term trend continued in 2020, falling to £30.2m (2019: £31.6m). The impact of government measures starting in March 2020 to limit the spread of COVID-19 meant that face-to-face activities to inspire individuals to engage in child sponsorship had to cease. These activities began again during the summer but were still significantly curtailed in scale due to social distancing measures and had to be suspended again from the second lockdown in November. The combination of the planned closure of some sponsorship programmes at the end of their lifecycles (usually up to 15 years), and the uncertainty and downturn in economic conditions, resulted in the number of child sponsorships falling to 67,000 at the end of the year (2019: 73,000). Corresponding sponsorship income fell in line with this, to £18.6m (2019: £19.6m). The overall decline in committed giving was mitigated somewhat by the receipt of the largest single gift in our history of £1.3m.

While the pandemic obstructed our efforts to raise funds, it also exacerbated issues of injustice amongst the world's most vulnerable who we seek to serve. In 2020 we received £2.3m in emergency income. This included £750,000 from the coronavirus appeal issued to our supporters and an allocation of £1.3m from the Disasters Emergency Committee coronavirus appeal. In 2019 total donations raised for emergencies was £2.9 million.

Finally, donated goods and services income, which represents gifts in kind of mainly food and vouchers from the World Food Programme, grew to £3.7m (2019: £3.0m).

Although the growth in income during the year is encouraging, particularly in the context that we faced, we

are conscious that the coming year is likely to be even more challenging. The Government's international aid budget administered by the FCDO will be smaller as a result of the pressure on public finances. The Government may also legislate to enact the proposed reduction of international aid spending from 0.7% to 0.5% of GNI (gross national income). The recessionary impact of the pandemic and an increasing scepticism towards international relief and development, are expected to make fundraising more difficult and costly. Measures to mitigate the spread of COVID-19 are anticipated to continue disrupting public fundraising, thus curtailing in-person opportunities to inspire others to give to our cause. During 2020, we continued to grow our investment in digital fundraising channels, including a new multichannel programme, and further cultivating these will be important for the coming year. We are in addition broadening our fundraising towards a wider audience, having recently created a new Strategic Partnerships directorate which will focus on areas where we believe we have significant growth potential, such as philanthropy, churches and corporate partnerships.

Expenditure

Funding our charitable activities is key to achieving the change we seek for the most vulnerable children and their communities. As with our income, total expenditure grew for the first time since 2016, to £67.3m (2019: £65.0m). Of this, charitable expenditure comprised £56.0m (2019: £53.1m), representing 83% (2019: 82%) of our total expenditure, and this was directly attributable to the increase in income.

Expenditure on raising funds fell in 2020 to £11.3m (2019: £11.8m). This was because of fewer opportunities to fundraise due to COVID-19 restrictions. By conserving these resources, they will be available when fundraising conditions improve. Pandemic restrictions also meant a sudden move to home working and, consequently, a reduction in costs such as travel and facilities management. Staff have shown agility and flexibility throughout these changes and we continue to adjust our processes and practices as required, including for example field monitoring and assurance mechanisms, so that they can be performed effectively despite reduced office working and international travel.

As part of our total expenditure we have continued to invest in our strategic capabilities which will enable us to better connect with and inspire our supporters and the wider public around our cause. During 2020 this has included work on a project to update our website, both in content and technical infrastructure, which will go live in 2021. We have also commenced a project to replace our customer relationship management (CRM) system with a more technically capable and cost-efficient solution which

will improve our supporters' experiences and better serve their, and our, needs.

As a charity that raises funds predominately in Sterling and remits funds to projects largely denominated in US Dollars we need to manage our foreign exchange exposure. In 2020 Sterling remained weak against other major currencies, reaching a decade low against the US Dollar at the peak of the UK pandemic. This weakening potentially reduces the value of funding available to where it is needed most. However, by working closely with World Vision International's Global Treasury department, we have been able to mitigate much of this impact by agreeing remittances in advance and hedging those amounts through a systematic and structured programme over a number of years. As a result the average effective exchange rate from Sterling to US Dollar we achieved on our USD-denominated remittances was 1.32 compared to the floating market average for the year of 1.28.

Reserves

Our Trustees agree to set aside reserves to ensure our long-term financial viability. Our Reserves Policy is reviewed periodically and considers perceived operating risks, strategic objectives and the required level of unrestricted funds. The basis for determining the target level of reserves is adjusted as these factors change. The current target level of free reserves has been set between £5.7m and £7.3m.

Funds

The charity holds three categories of reserves:

- Unrestricted Funds, divided into:
 - General Fund
 - Designated Funds
- Restricted Funds

At the end of 2020, total funds stood at £18.8m (2019: £16.4m).

General Fund

The General Fund, also known as Free Reserves, is that part of a charity's unrestricted funds that is freely available to spend on any of the charity's purposes. Due to a strong performance during the year, our General Fund increased to £9.4m (2019: £7.8m). We are grateful to have ended the year well above our free reserves target range, which puts us in a robust financial position to weather the difficult economic and fundraising conditions we expect to face in the coming year. We plan for reserves to come back in-line with our Reserves Policy within the next two years, following investment in the new CRM system, and as suitable opportunities to grow our supporter base are identified.

Designated Funds

Designated funds of £2.7m (2019: £2.6m) relate to the Fixed Asset Fund that represents the value of fixed assets less related financing. This fund adjusts as the values of these assets are amortised over their useful economic lives and as new assets are acquired.

Restricted Funds

Restricted funds, which are those subject to conditions imposed by donors or implied by the nature of the appeal, amounted to £6.8m (2019: £5.9m).

Going concern

The Trustees have assessed the adequacy of the charity's financial resources, taking into consideration our current financial position and expected plans. Nothing has come to their attention that would cast doubt on the charity's ability to continue to operate. Accordingly, the Trustees have adopted the basis of going concern in preparing these annual financial statements.

Internal controls

The charity has implemented systems of internal financial controls and procedures that are reviewed regularly by management. These systems provide reasonable, but not absolute, assurance against errors or loss. The procedures aim to ensure the completeness and accuracy of accounting records and document the ways in which Trustees have delegated financial authority within defined limits. The internal controls provide reasonable assurance that:

- financial controls are in place to safeguard assets;
- transactions are properly authorised and recorded;
- material errors or irregularities are either prevented or would be detected in a timely period.

The World Vision Partnership has a global internal audit function that is responsible for making sure appropriate arrangements are in place to provide audit and assurance on its overseas operations, including those to which World Vision UK makes its remittances. The primary accountability of the internal auditors is to the audit committee of World Vision International, the legal entity providing international coordination and leadership of the World Vision Partnership. Internal audit findings for all countries WVUK funds are available for review. These findings are reviewed as part of our decisions to fund, as well as monitoring of our funding. World Vision UK Board committees review internal audit findings and other risks in relation to our overseas activities. Governmental and institutional donors may also require audits of their funding.

Risk management

Working with the world's most vulnerable children requires us to operate in places that are inherently challenging, often due to conflict, corruption, natural disasters, weak infrastructure and poor governance. While we cannot eliminate these risks completely, we do seek to ensure the risks we face in the delivery of our work are accurately assessed, continually monitored and appropriately managed. This both supports the achievement of our mission and at the same time protects our staff, beneficiaries, partners, assets and reputation.

This year, the global pandemic has impacted all of our operations, both in the UK and overseas, and we detail in this section the risk impact of the pandemic and our mitigations and management thereof.

Our Trustees have ultimate responsibility for risk management and are committed to an organisational culture that enables World Vision UK to achieve its strategic objectives through appropriate management of risk. Trustees approve our Risk Management Policy and determine the level of risk they are prepared to accept, which is summarised in our risk appetite statement and approved annually. The Board of Trustees has delegated regular scrutiny of risk management to the Finance, Audit and Risk Committee (FARCom), which meets three times a year together with the Chairs of the other Board Committees for this purpose. The FARCom Chair then reports on risk to the subsequent full Board of Trustee meetings.

World Vision maintains a corporate risk register that is regularly updated and reviewed by the management team. Risks are documented at corporate, programme and project level. Risks are categorised by their strategic or operational importance, and each risk is then assessed according to the likelihood of it occurring and the impact upon our work if it did. Mitigating controls are documented for each risk and the residual risks are tested against the Trustees' appetite for risk. The Strategic Leadership Team reviews the significant strategic and operational risks on a regular basis and ensures that appropriate and effective internal controls are in place to mitigate them. They also consider new and emerging risks for their potential impact on our work. Significant risks, either emerging or that are escalating in their potential impact, are highlighted to Trustees for their consideration and monitoring.

In March 2020, the Risk Register was modified to include an assessment of the impact of the pandemic on each of the risks we monitor and the mitigating actions undertaken were noted. Over the course of the year, the impact of the pandemic was continually reviewed. As a result World Vision UK is in a strong position to manage the impact of the pandemic on our work as the disruption and consequences continue and evolve.

We recognise the absolute importance of operating within our legal and regulatory requirements and assess compliance on a quarterly basis. Serious incidents, as defined by the Charity Commission, and breaches of policy are logged and monitored to inform the ongoing development of risk management strategies. This ensures lessons are learnt and that we are flexible and responsive to changes as they arise. In addition, serious incidents and compliance with legal and regulatory requirements are reported to management as a part of our quarterly business review process so that assurance can be provided to our Trustees. In accordance with delegated authority from the Board, the status of serious incidents and compliance are reported to and reviewed by the relevant committees of the Board at each of their meetings. Serious incidents or compliance breaches are reported to external regulatory bodies as required by their regulatory guidelines.

A summary of the significant risks we've faced this year in pursuing our key strategic priorities and how we've mitigated and managed them is outlined in the table opposite.

| Strategic Priority | Key Risks | Mitigating Actions |
|---|--|---|
| Transforming the lives of the world's most vulnerable children | <p>Our international programmes take place in areas characterised by unstable governmental, political and social environments, increasingly in fragile contexts with heightened security risks which can lead to disruption and serious delays or even failure in programme delivery.</p> <p>The global pandemic has significantly impacted our programming work and our programme quality monitoring and assurance activities have been affected by the restrictions on travel.</p> <p>The risk of safeguarding incidents occurring and causing harm continues to be a top priority to ensure the safety and welfare of those who come into contact with our work. Safeguarding is addressed as a separate strategic priority in this table.</p> | <p>We continuously monitor the contexts in which we operate. Our grants acquisition framework includes appropriate due diligence of partners, and detailed identification, monitoring and evaluation of external risks.</p> <p>In response to the pandemic, the focus of our programmes has shifted to supporting children and their communities through COVID-19 prevention activity, providing PPE and hygiene support and community education to prevent the spread of the virus.</p> <p>In response to the travel restrictions as a result of COVID-19, we have introduced enhanced guidelines for project monitoring from the UK. The guidelines include monitoring of COVID-19 specific risks, an increased frequency of project meetings between World Vision UK and World Vision field offices and requesting evidence for project activities to back up project reporting.</p> |
| Inspiring more people to join us and generating more unrestricted income | <p>There is a potential threat to the growth of our supporter base and our income as a result of the adverse economic impacts caused by the pandemic affecting the ability of our existing or potential new supporters to give to our cause.</p> <p>World Vision UK has been heavily reliant on a face-to-face model for reaching new supporters. However government lockdowns and social distancing requirements have closed down planned activities, which has resulted in significantly fewer new supporters joining us and this disruption is expected to continue throughout 2021.</p> <p>There is also a risk during planned programme closures (after around 15years) that supporters will decide not to sponsor a new child in a new programme. A significant number of planned programme closures in the next few financial years may therefore reduce our supporter numbers.</p> | <p>We have been very encouraged by the continuing generous support of our existing child sponsors and private donors. We are actively monitoring the impact of the economic downturn and will adjust our promotional activities accordingly.</p> <p>The disruption to our face-to-face model has led us to invest in new fundraising channels with an enhanced digital presence to attract new supporters. Further investment will be made in digital fundraising channels in 2021.</p> <p>We have created a new Strategic Partnerships directorate to focus on developing new and innovative fundraising opportunities with the objective of generating higher levels of unrestricted income.</p> <p>We have detailed plans in place to engage with our supporters to offer new child sponsorship opportunities when existing area programmes close.</p> |

| Strategic Priority | Key Risks | Mitigating Actions |
|---|--|---|
| Building a sustainable institutional funding model | <p>In June 2020, the Government announced the merger of DIFD and the FCO to create the new FCDO. This is expected to lead to policy changes in the role, priorities and extent of UK Government involvement in international aid.</p> <p>As a result of the pandemic and resulting pressure on public finances, the Government will have less funding available for international aid from a lower GNI. It has also announced it will not meet its commitment to spend 0.7% of GNI on international aid in 2021. In addition, the Government may need to legislate to enact the proposed reduction of international aid spending from 0.7% to 0.5% of GNI.</p> <p>These changes all place downward pressure on our ability to secure the levels of grant funding achieved previously from DFID and increases the need to diversify our institutional funding sources and contract models, while seeking to recover more of the costs incurred in applying for and managing them. Failure to obtain the targeted levels of institutional funding diminishes the impact we can have in alleviating poverty and providing support for children and their communities.</p> | <p>We are closely monitoring and actively engaging with the new FCDO to understand and assess the impact of changes in priorities and availability of funding.</p> <p>We are not solely dependent on the FCDO for institutional funding and will continue seeking to diversify our institutional funding base, including developing our capabilities in new forms of contracting such as outcomes-funded contracts in the form of Development Impact Bonds.</p> |
| Safeguarding children, other beneficiaries and staff | <p>Any safeguarding incident perpetrated by World Vision staff which causes harm, or where we do not respond effectively to incidents reported to us, seriously undermines our reputation and the trust and confidence placed in us by children, communities and others who come into contact with our work, and therefore our ability to achieve our mission of positively transforming people's lives.</p> <p>Safeguarding issues in the sector, together with media scrutiny, may also undermine trust and confidence and our reputation, resulting in loss of public support and investment from donors.</p> <p>Restrictions on travel and public gatherings and the closure of schools in response to the pandemic have negatively impacted the ability of World Vision Partnership staff to provide timely access to survivor-centred support, and investigate and follow up on safeguarding incidents connected to our programmes and in the communities we support.</p> | <p>Safeguarding continues to be a top priority. World Vision UK has a prominent role in working with the World Vision Partnership, our field offices and donors to ensure that our Safeguarding Policy, processes and procedures effectively support our zero tolerance approach. Training and vetting checks on staff are in place and we are a member of the Humanitarian Response Inter-Agency Misconduct Disclosure Scheme.</p> <p>We fulfil our obligations to report serious incidents to the Charity Commission and donors in a timely and transparent manner and seek to identify changes needed in safeguarding and programming practice to further reduce the risk of safeguarding incidents occurring. During the year and as part of our continuous improvement outlook, we upgraded and streamlined our internal process and procedures for managing serious incidents.</p> <p>World Vision International has provided guidance to Field Offices on applying the World Vision International Safeguarding Policy within the restrictions in place due to COVID-19. This includes guidance for safe online and phone/text engagement with communities, developing remote systems to report safeguarding concerns and the continued promotion of reporting hotlines. Field monitoring has continued in many countries, although with some reduction in frequency.</p> |

| Strategic Priority | Key Risks | Mitigating Actions |
|---|---|--|
| Becoming a thriving and agile organisation | <p>The requirement to shift to remote working as a result of the global pandemic triggered a number of risks to staff wellbeing and business continuity. As the pandemic has continued we have been monitoring closely the impact on physical and mental health, and on staff morale, productivity, capacity and effectiveness and thus our ability to achieve our strategic goals.</p> <p>There are also risks associated with the restructuring of departments and continuous improvement initiatives which can create uncertainty and demotivation amongst remaining staff and lead to staff demotivation, a loss of talent and disruption to performance.</p> <p>In recent years we have been addressing risks associated with diversity and inclusion in our organisation, particularly recognising the lack of diversity in our senior management team and on the Board. Following a listening exercise and staff consultation undertaken after the tragic and pivotal death of George Floyd, we recognise that, however unintentional and unconscious, systemic racial discrimination exists in our organisation and that our reputation amongst our own staff, as an employer and Christian organisation are at risk if we don't take urgent steps to ensure that racial discrimination is completely absent from our organisation.</p> | <p>In March 2020, our entire employee base shifted successfully to working from home, adhering to government advice to halt the spread of the pandemic. We have a robust business continuity plan in place and our Business Continuity Group meets regularly to address the impact of changing government regulations on our activities and staff.</p> <p>Our IT systems have supported full remote connectivity from the start of the pandemic, enabling us to minimise the disruption to our work. Robust security systems are in place to mitigate against the threat of cyber attack and to protect against data loss. Staff are trained in information security and systems are regularly tested to ensure our controls remain effective.</p> <p>We have increased staff communications to keep staff connected, updated and motivated about our strategy, performance and changes in the organisation and provide regular remote faith at work activities to provide our employees with connection and community. Homeworking risk assessments were undertaken and equipment provided to enable staff to work safely and effectively from their homes. Staff have flexibility around working hours to accommodate additional demands at home. Staff wellbeing, monitoring and employee assistance programmes are in place to address needs as they arise.</p> <p>We have published an updated and expanded Diversity and Inclusion Action Plan and the actions we are taking over the coming months will ensure we have inclusive policies and practices, that everyone is aware of what racism and other forms of discrimination look like, and is confident to challenge it, and that we will see greater diversity in the leadership of our organisation.</p> |

Corporate structure, governance and management

The unique structure of the World Vision Partnership means that we can work alongside children, families, and communities in almost 100 countries to overcome poverty and injustice.

The World Vision Partnership is a network of national organisations constituted in a federal partnership. Many are governed by local Boards of Trustees while other country offices are branches of World Vision International and may have local Advisory Councils. This means overall control of World Vision is not held by a central body but shared with our global partners. World Vision UK is a committed member of the World Vision Partnership. Through the Covenant of Partnership, we agree to follow common policies, standards, and core documents such as statements of mission, vision and values that bind the Partnership together.

The Covenant holds us together, under God, by voluntary commitment rather than legal contract.

The Board of Directors of World Vision International oversees the World Vision Partnership's global strategy and coordination, including approving global budgets and determining international policy. The World Vision International Board appoints and evaluates the International President, who is the Chief Executive Officer and a World Vision International Board member. The World Vision International Board has 24 Board members from 19 countries, drawn from all the continents in which the Partnership operates. This system empowers World Vision offices in developing countries and ensures regional opinion is expressed.

Corporate governance

The Board of Directors of World Vision UK (our Trustees) and World Vision International recognise good governance is vital to the effectiveness of our mission and an important safeguard for accountability to the public and other stakeholders. We invest significant effort in seeking to continually improve governance both in the UK and internationally. World Vision International has a Governance Department that assists local Boards and Advisory Councils with governance by publishing guidance and providing training and support. It also enables mutual accountability by facilitating peer reviews that evaluate alignment with the World Vision Partnership's core documents and compliance with good governance practice. The World Vision Partnership conducted a peer review of World Vision UK's governance structures and processes in June 2019 and concluded that World Vision UK's performance "consistently meets the majority of requirements or greater".

World Vision UK

World Vision UK is a company limited by guarantee, incorporated in England and Wales on 3 November 1982 (No. 1675552), and a registered charity in England and Wales (No. 285908). As a charitable company, World Vision UK's governing document, its Articles of Association (revised 3 October 2018), provides that the Trustees (who are also the Directors of World Vision UK for the purposes of company law) are the only members of the charity and limits member liability to £1. The Articles set out World Vision UK's charitable objects, the Trustees' powers to achieve these objects and matters relating to the running of the charity's internal affairs. Under charity law our Trustees have the legal duties and responsibilities of charity trustees and under company law, the legal duties and responsibilities of company directors.

Charitable objects and public benefit

Trustees have a duty to develop strategic plans which further their organisation's charitable objects and provide public benefit. This report sets out World Vision UK's charitable aims and activities for the year ended 30 September 2020, carried out in accordance with World Vision UK's charitable objects (as set out in our governing document). The Trustees have had regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives, planning future activities, and considering how these activities will achieve World Vision UK's charitable aims and objectives, which are:

1. To relieve or prevent poverty anywhere in the world, particularly (but not exclusively) among children, by means including (but not limited to):
 - emergency relief that assists people affected by conflict or disaster
 - sustainable development that improves the conditions of life in socially and economically disadvantaged communities
 - advocacy by educating, engaging with, and mobilising people in the UK and other countries concerning the nature, causes and effects of such emergencies and poverty.
2. To promote and uphold the principles of the Christian religion, including (but not limited to) working with and strengthening the work of Christian churches in any part of the world in providing services to communities, including, but not limited to, those affected by conflict, disasters and poverty, regardless of race, nationality, religion, gender or political affiliation.

Board and management roles

The Board of Trustees is responsible for the governance and management of the charity. Our Trustees are committed to World Vision UK's mission and values and to ensuring the charity delivers its charitable purposes for the public benefit. To ensure our Trustees understand their responsibilities, they are required to review the Charity Commission's guidance: The Essential Trustee (CC3) and the charity's governing document before joining the Board (and then on an annual basis) and undertake an external charity governance training course.

The Board of Trustees' principal roles are:

- approving World Vision UK's mission, strategies, high level policies and annual business plan
- appointing and overseeing the Chief Executive
- monitoring performance and risk management
- reporting performance with integrity and transparency
- ensuring compliance with UK law and regulation
- managing its own governance processes, including annual evaluation of Board, committee, Chair, and individual Trustee performance
- adding value by advising and supporting the Chief Executive and senior management team
- representing the interests of World Vision UK's various stakeholders.

The Board delegates day-to-day responsibility for operational management to the Chief Executive, who leads the Strategic Leadership team, together comprising the 'Principal Officers' (see page 66). The Principal Officers develop organisational plans, policies, and processes, and are responsible for their implementation, following Board review, advice and approval.

Board composition

The Board is comprised of independent, unremunerated, non-executive Trustees. To reflect the federal model of the World Vision Partnership, the World Vision International President is represented on the Board by a nominee and the remaining Trustees are appointed by the Board of Trustees.

The Trustees are committed to good governance and delegate responsibility for oversight of World Vision UK's governance to its Board Development Committee (BDC). The BDC is responsible for promoting Board effectiveness and implementing governance best practice. As part of this role, the BDC is responsible for finding and recommending candidates for Board membership.

The Trustees recognise that an effective Board must work as a team and bring together a balance of skills, experience, background, and knowledge that will provide different perspectives to inform and enhance Board decision-making.

Accordingly, Trustee recruitment, induction, training, and development are Board priorities, governed by Board policies which are regularly reviewed by the BDC.

The BDC oversees Board composition and manages Trustee recruitment to ensure a broad mix of skills and backgrounds. The committee reviews Board composition annually, considering the Board's skills, experience, gender, and diversity needs before making a recommendation to the Board for a targeted recruitment programme. The recruitment process is open and rigorous. The BDC usually retains the services of a recruitment consultant to ensure a diverse list of candidates but will also approach candidates directly who meet the Board's recruitment criteria. Trustees are appointed following a competitive interview and short-listing process in which candidates are assessed against Board-approved criteria.

Trustees are appointed by the Board for an initial term of three years. Trustees are then appointed for a second term of three years and a third term of one, two or three years, depending on the needs of the Board and performance. The maximum term of nine years may be extended if a Trustee is appointed to the World Vision International Board or for a Trustee serving as Board Chair. The Board Chair and Vice Chair are elected by the Trustees annually.

The BDC oversees an individual induction and mentoring programme for new Trustees, which includes an external one-day governance training course; a day spent meeting the Strategic Leadership Team and a visit to World Vision's work in the field (unfortunately COVID-19 restrictions meant planned trips in 2020 have been deferred).

In 2019-2020, the Trustees were pleased to welcome three new members to the Board and gave thanks to Linda Emery in March 2020, when Linda retired after nine years' service to World Vision as a Trustee, Committee Chair and Vice Chair.

Code of conduct

The Board of Trustees expects every Trustee, staff member and the organisation, to conduct themselves in accordance with the highest ethical standards. Trustees are required to uphold and maintain World Vision's values, vision and mission and the effectiveness and reputation of the organisation. Trustees evaluate themselves annually against these standards and the Board's Code of Conduct and Conflict of Interest Policy, and are required to disclose any conflicts of interest and where any conflict, or potential conflict, is identified, may not participate in Board discussion or decision-making on related matters.

Board expenses

No fees or remuneration are paid for serving as a Trustee. World Vision UK reimburses reasonable expenses incurred while acting as a Trustee. This includes travel, accommodation and childcare expenses required to attend meetings, training and orientation events (which include a visit to World Vision's work in the field). Every effort is made to ensure costs are modest.

Board meetings and Board committees

The Trustees meet regularly throughout the year, with three full day meetings in November, March and July. The Trustees spend a half-day session in October meeting with staff from across the organisation to hear their views. The Trustees also spend a day of spiritual retreat with the Strategic Leadership Team each year and join staff for the World Vision Day of Prayer which marks the start of each new financial year on 1 October.

Important governance work is carried out by committees. Each member will usually be a member of at least one or two committees. Committees meet before each Board meeting to discharge oversight responsibilities established by Board-approved terms of reference, which are reviewed annually. Each committee includes Trustees with relevant skills and experience and committees are encouraged to seek additional expertise from 'Special Advisers' should the need arise. The Public Engagement Committee is currently benefitting from the expertise of a Special Adviser appointed in 2019. The Board does not delegate major decisions to Board committees. Instead, committees are responsible for considering significant issues in depth and then reporting to the Board, to inform Board discussion and bring recommendations to the Board for consideration.

The roles of Board committees are:

- The Board Development Committee is responsible for promoting good governance and ensuring the Board works as effectively as possible. It oversees the Board's education, training and development (including diversity and inclusion training), Trustee recruitment and induction and Board performance evaluation.
- The Finance, Audit and Risk Committee reviews the annual financial plan and budget, monitors risk and financial performance, and ensures compliance with financial and risk policies and UK legislation. In addition, it liaises with the external auditors, reviews assessments of internal controls and internal audit findings, and reviews all serious incident reports and management decisions regarding the reporting of serious incidents to the Charity Commission.
- The Organisational Effectiveness Committee approves remuneration and people performance policies for all staff and monitors feedback from employee surveys and initiatives to address areas needing improvement.

It reviews organisational strategies including those for development of Innovation, Information & Communications Technology and organisational culture and development and oversees safeguarding policies and procedures, and provides assurance to the Board that safeguarding policies and procedures are aligned with World Vision Partnership, UK regulatory and donor requirements.

- The Public Engagement Committee reviews and advises on marketing, communication and campaign strategies, monitors performance against the annual business plan and ensures compliance with fundraising regulation.
- The Policy and Programmes Committee reviews and advises on World Vision UK's development and relief programmes, its institutional grants and advocacy strategies, and oversees their implementation and the impact they have.
- Ad-hoc Board Working Groups are set up to consider specific topics from time to time, as and when required.

Charity Governance Code

In 2018, the Trustees adopted the Charity Governance Code as part of their governance and assurance processes. In 2020, the Trustees continued to apply Code principles and assess Board governance against the Code. The Trustees review the Code annually and apply its principles when evaluating individual Trustee, committee, Chair and Board performance and a detailed review is conducted every three years to ensure the Board is continuing to meet high governance standards and identify areas for improvement.

Significant governance actions and events included:

- Trustee Recruitment: In preparation for scheduled retirements in 2020/2021, the Board appointed two new Trustees in October 2019 with specialisms in development and marketing, and a legal specialist in October 2020.
- Diversity: Building on diversity training undertaken in 2018, the Trustees focused on improving Board diversity, including gender and ethnic background, and set Board diversity objectives for 2020 and 2021.
- Board effectiveness: Trustees conduct annual review of Trustee, committee, Chair and Board performance, and 'Peer-to-Peer' 360-feedback and Board exit interviews were added to the Board's performance management processes.
- In March 2020, the Board re-appointed Richard Izard as Board Chair for a third 12-month term and Douglas Millican as Vice Chair for a second 12-month term. The Trustees agreed to extend Richard's term of service from March 2021 to allow Richard to remain as Chair for an additional year to lead the Board, and support the charity as it implements plans devised in 2019 for income growth and the development of a new Strategic Partnerships directorate.

- Chief Executive Recruitment: in March 2020, the Board appointed Mark Sheard, a former Trustee and Board Chair (2007 – 2016), as Interim Chief Executive. In October 2020, the Board appointed Mark on a permanent basis following a formal assessment of Mark's suitability for the role against objective recruitment criteria and consultation with the World Vision International President, the Strategic Leadership Team and recruitment and legal advisers.
- The Board reviewed and approved an updated Code of Conduct and Modern Slavery Statement; new or updated policies on Chief Executive Performance Management, Data Protection, Executive Remuneration, Pay, Reward, Safeguarding, Special Advisers and Whistleblowing and revised Terms of Reference for its Board Development and Organisation Effectiveness Committees.
- Trustees reviewed Charity Commission guidance on Campaigning & Advocacy, Safeguarding and Public Benefit.
- One Trustee visited field operations in Tanzania and Uganda and reported to the Board on their experiences of World Vision's work and impact.

Trustees' Duties in relation to Section 172 of the Companies Act 2006

The Trustees, as Directors of World Vision UK, must act in accordance with a set of general duties as detailed in Section 172 of the Companies Act 2006, which includes a duty to promote the success of the company, (which in our charitable context will mean promoting our charitable purposes) and in doing so have regard (amongst other matters) to:

- the likely consequences of any decision in the long term,
- the interests of the company's employees,
- the need to foster the company's business relationships with suppliers, customers and others (which in our charitable context will include suppliers, customers, beneficiaries, funders and the wider community),
- the impact of the company's operations on the community and the environment, and
- the desirability of the company maintaining a reputation for high standards of business conduct.

Throughout this report, we have summarised our governance framework, our values and behaviours, and how we have engaged with stakeholders during the year. The following paragraphs are not intended to be an exhaustive list, but are illustrative of how the Trustees have fulfilled these duties during the year.

Decision making

As part of their induction, all Trustees are briefed on their duties, which are fulfilled partly through the governance structure (Trustee meetings and committee structure) detailed opposite. The Board receives a Quarterly Chief Executive Performance Report and reviews this at each

of its full day Board meetings, to provide assurance and inform discussion, and to assist the Trustees in their decision making. The Board also consider the views and needs of key stakeholders, and the long-term consequences of their decisions, in Board discussions and decision making.

In addition, the Trustees have ultimate responsibility for risk management. For further details on the organisation's approach to risk management and the significant risks we face please refer to pages 30-33.

Engagement with staff

Trustees dedicate time each October to meet staff in small groups, without management present, to provide an opportunity for staff to hold the Board to account. In addition, the Board Chair provides a report to staff following each full day Board meeting to share key messages and decisions with staff. The chairs of both the Staff Consultative Committee and BELONG (the staff diversity and inclusion group) are introduced to the Chair of the Organisation Effectiveness Committee to provide a Board contact should these staff groups wish to engage the Board on any matter. The Board also review the results of regular staff surveys.

Business relations with beneficiaries, supporters and suppliers

Throughout this report we have shown how we have engaged with our beneficiaries – the children, families and communities that we partner with around the world. Our programmes are run in accordance with World Vision International's Programme Accountability Framework, which outlines how we should use our position in communities responsibly and create mechanisms that empower these communities and their children to hold us to account. Our Development Programming Model also equips staff at a local level to work effectively with partners toward the sustained well-being of children within families and communities – especially the most vulnerable.

We aim to treat all of our supporters with respect, especially around how we fundraise with them. We're members of the Fundraising Regulator and we abide by their Fundraising Code of Practice. More details on how we fundraise with care can be found on page 21.

The Trustees have reviewed and agreed an Ethical Policy which supports due diligence procedures when partnering with new suppliers, grant bodies and other NGOs. This ensures that neither donors, partners nor their sub-contractors have any association with unethical practices. More information on how we work responsibly with suppliers and partners can be found on pages 40-41.

Environmental impact

Trustees recognise that the vulnerable communities we aim to serve, are the ones most impacted by climate

change and environmental disasters. We've begun monitoring and reporting on our environmental impact (see page 42) and signed up to the United Nations Global Compact, which encourages a precautionary approach to environmental challenges, and initiatives which promote greater environmental responsibility and encourage environmentally friendly technologies (see page 40). Within our field programmes we also seek to abide by the Code of Conduct for the International Red Cross and Red Crescent Movement and NGOs in Disaster Relief, which specifies "we will pay particular attention to environmental concerns in the design and management of relief programmes".

High standards of business conduct

The Trustees expect the organisation to maintain the highest standards of conduct in all aspects of business, whether with potential supporters, our existing donors, contractors or partners. The Board's committees (noted on page 36) have oversight of each part of the business, for instance, the Public Engagement Committee ensures we adhere to the Fundraising Code of Practice, the Finance, Audit and Risk Committee ensures we comply with data protection and other regulations overseen by the Information Commissioner's Office, and the Organisational Effectiveness Committee ensures staff are treated fairly and equitably and that we have legally compliant HR and Health and Safety Policies.

Our people and culture

Safeguarding

Our Safeguarding Policy and processes are informed and directed by the World Vision Partnership Safeguarding Management Policy and guidance. Our Safeguarding Policy and implementation guidance is annually reviewed and updated to ensure lessons learnt and changes in legislation and regulation, as well as charity sector best practices, are included. The revised policy is approved annually by the Board. All World Vision UK representatives are then required to read and sign that they understand and will uphold the policy and processes.

Mandatory training on safeguarding for staff and Trustees has been updated in the last 12 months and is delivered face to face, either in person or digitally. This allows the time and space for greater collaborative information sharing and questioning, which reinforces everyone's duty of care to prevent and respond to concerns. Staff compliance with the Safeguarding Policy and processes are reported monthly to senior leadership and regularly to the Board's Organisational Effectiveness Committee.

During the last year we have informed all suppliers and contractors who work with us about our Safeguarding Policy and processes, requesting their written assurance



ABOVE: Solean, 14, collects a care package from World Vision Cambodia staff, after her area was hit by floods. ©2020 Dara Chhim/World Vision

that they will adhere to these standards in undertaking their contracts with us.

Our child-safe digital engagement guidance was reviewed and updated in February 2020 to include more information on gathering informed consent before children's images are used on social media or by marketers and communicators engaging external audiences digitally.

World Vision UK is committed to continuous improvement of safeguarding efforts which emphasises prevention of sexual exploitation and abuse. The Safeguarding Policy and processes are kept under review to ensure these documents accurately record how we go about this.

Remuneration

The Board's Organisational Effectiveness Committee approves and confirms the arrangements of World Vision UK's remuneration, reward and people management policies. Using a structured job evaluation and reward structure, salaries are benchmarked to national salary data. World Vision UK is measured against comparable sector organisations, taking into account charity income, location and sector market rate, and this information, together with any budget restrictions, is used to set rewards.

Staff engagement

Staff communication is critical for embedding a positive working environment within the organisation. We have a weekly internal news bulletin, regular updates from the Strategic Leadership Team, bi-monthly all-staff meetings and frequent staff briefings on specific events. Our internal digital collaboration tools enable us to share information and we use them to actively seek, and respond to, feedback from staff. The Board Chair also writes to all staff following each board meeting, briefly outlining the subject matter discussed and any key decisions taken, and Board members meet staff in small groups each October.

Part of communicating with staff is the active partnership between senior management and the Staff Consultative Committee to consult and communicate with a representative body of staff on all matters that impact our employees. Matters that are regularly consulted upon include economic, financial and strategic developments, any employment issues regarding employees' working environments, and any decisions that may lead to substantial changes in organisational structure or terms and conditions.

Becoming a thriving organisation

It's important we use the talent and resources we have to further our mission and achieve our vision. In 2020, we therefore undertook a review of our operating model and began a process of continuous improvement with key changes in the year including:

- The way in which we planned and monitored performance, focussing on outcomes achieved, not just milestones and outputs
- We've significantly reshaped our leadership and organisational structure to streamline decision-making and empower teams to deliver the outcomes we want to see
- Our commitment to equality, diversity and inclusion and our approach to talent management has changed with clear action plans seeking to bring better outcomes for the beneficiaries we serve and also for our staff
- We've documented and improved business critical processes, making us more efficient and our investment in digital solutions during 2019 enabled us to adapt rapidly and effectively when COVID-19 restrictions necessitated remote working.

COMMITMENT TO EQUALITY, DIVERSITY AND INCLUSION

While there has been ongoing work at World Vision on equality, diversity and inclusion in past years, the killing of George Floyd in May and the worldwide anger and passion this awoke prompted a renewed focus and acceleration of our collective desire to make our organisation a truly diverse and inclusive place to work.

Senior leaders held a listening and learning exercise with staff identifying as Black, Asian and Minority Ethnic, which showed us there were far greater issues within the organisation, particularly relating to racism, than we were previously aware of. These included frustrations about the lack of ethnic diversity at leadership level. In recognition that both structural racism and individual intolerance exist at World Vision UK, we issued a public statement on anti-racism (available on our website). To turn words into actions that make a difference, a comprehensive and detailed action plan was created in partnership with our very active staff diversity and inclusion group, BELONG. The key areas of focus are:

- Developing inclusive leadership within World Vision
- Creating greater awareness and understanding of racism throughout the organisation
- Increasing diversity at leadership level
- Practical actions including training, reporting channels, KPIs and process change.

We have recognised there is a learning journey we need to go on and have sought input from external experts, engaged

with the Partnership and sector peers, and tapped into the knowledge and insight of our own staff group. We're developing a mandatory programme of learning that will support meaningful change at individual and organisational level. This starts with an across-the board awareness of our unconscious bias, aspects of racism and other forms of exclusivity. A specific focus is on the role of managers in creating inclusive teams, and on equality in recruitment. Our senior leaders, including the Board, have committed to self-reflection and growth in their understanding of their role in creating an inclusive and fair environment where all can thrive.

We are also being much clearer (at induction, through performance management and in our behaviour protocols) on our expectations around staff behaviours, and sending a clear message that we will not tolerate behaviours which might cause others to feel less welcome and included.

A set of metrics and qualitative measures based on staff surveys will tell us what progress these actions are driving. We recognise this is not a quick-fix area of activity. But this year our commitment and intention has been restated loud and clear. Our collective focus now shifts to the implementation of meaningful change, as we become a more diverse and more inclusive organisation.



Communication on Engagement with the United Nations Global Compact

The United Nations Global Compact is a voluntary initiative, which World Vision UK has signed-up to, committing to implement sustainable practices and support UN goals.

This Communication on Engagement describes the actions that we've taken to support and promote the UN Global Compact and its principles over the last two years.

Principles 1 & 2: Human Rights

World Vision runs programmes in contexts around the world where people could be considered highly vulnerable due to poverty, conflict, displacement, and difficulties accessing their basic human rights. Such situations increase the possibility of human rights abuses and therefore we have clear policies and procedures in place to ensure people's human rights are protected and we do no harm wherever we work.

You can read more about our commitment to safeguarding and the actions we've taken on pages 17 and 38.

Furthermore, World Vision UK has, and regularly updates, a range of Human Resource policies meeting the requirements of UK Employment Law and, in some instances, enhanced to offer greater staff benefits. We have detailed policies and behavioural protocols reflecting our zero tolerance of sexual exploitation and abuse, bullying and harassment. Our Board of Trustees monitors World Vision UK's remuneration, reward and people management policies.

Further information about the implementation of these policies and how leaders engage with staff can be found on page 39.

Principles 3, 4, 5 & 6: Labour

World Vision UK and the wider World Vision Partnership share a zero tolerance stance on modern slavery and human trafficking. Together, we are pro-active in preventing such acts within our own supply chain and ensuring that we only partner with organisations that also observe appropriate ethical standards.

We actively engage in international research into child labour, gathering evidence of what works and what doesn't in fragile contexts. Our research includes best practice in supply chains focussed on removing the worst forms of child labour.

We publish, annually, a Modern Slavery Statement to confirm our stance on preventing modern slavery, including human trafficking and labour violations.

We provide training on modern slavery for staff and partners and we have a Whistleblowing Policy in place through which any misconduct, as well as illegal acts in general, can be reported.

We follow a robust Ethical Policy supporting due diligence procedures which are carried out into the track record of significant donors, partners or suppliers and on their sub-contractors, to ensure that neither the donors, partner or their sub-contractors have any association with child labour, human trafficking or bonded/slave labour.

We operate a Code of Conduct Policy emphasising our commitment to conduct that is both ethical and legal and confirming that we oppose illegal acts in any of our activities. World Vision UK requires adherence by personnel to all applicable laws and organisational policies.

The World Vision Partnership Guide to Humanitarian Standards reminds programme staff of the risk of trafficking and directs them to use socially responsible businesses and local labour and ensure that procedures are in place to provide a safe working environment and appropriate remuneration.

We have a Serious Incidents Policy in place, supported by rigorous procedures, to investigate any adverse practices or incidents reported to us and to implement preventative actions, both here in the UK and in relation to our partners and their sub-contractors.

We remain committed to keeping our policies, procedures and training under review and updating these as needed to maximise the contribution they make to efforts to tackle modern slavery and human trafficking internationally.

Principles 7, 8 & 9: Environment

World Vision UK takes the environmental impact of our work extremely seriously; many of the communities we serve are directly affected by climate change and environmental degradation. We have issued an Environmental Policy Statement, which is on our website, and have agreed a climate change action plan for the year ahead. This will include the development of an Environmental Stewardship Policy and agreeing a baseline of emissions and carbon emission reduction targets towards the goal of reducing our environmental footprint and achieving net-zero emissions.

We have also systematically raised awareness with our employees on sustainability and environmental issues in a manner that is creating greater environmental responsibility.

World Vision UK is a signatory to the Glasgow Action Plan, an initiative of the Bond Development & Environment Group and The Climate Coalition to influence international Climate Change Policy and particularly CoP26 to be held in Glasgow in November 2021.

We have also intentionally encouraged the use and diffusion of environmentally friendly technology and models in our field work, such as climate-smart agriculture, fuel-efficient cookstoves, and carbon removal through reforestation using World Vision's farmer-managed natural regeneration approach, (see case study below).

Principle 10: Anti-Corruption

World Vision UK will not accept corruption or corrupt acts within any aspect of our work. We act in compliance with all anti bribery legislation and ensure that our partners, sub-contractors and anyone acting on our behalf, or affiliated with us does too. We have comprehensive policies and guidelines, including (but not limited to) an Anti-Fraud Policy, Bribery Policy, Conflict of Interest Policy and Money

Laundering Policy. All staff are also made aware of our Whistleblowing Policy, with access to a dedicated reporting hotline. As a global Partnership, all World Vision offices and entities align and comply with Partnership-wide Anti-Corruption Policies.

We have robust systems guiding due diligence on all potential partners, with particular attention to their own internal anti-corruption and bribery policies. This process is currently under review to further strengthen it, particularly with regard to international partners. We also ensure that written agreements with partners (including their agents, consultants and sub-contractors), in all programmes, include requirements for compliance with anti-bribery procedures and policies.

We recognise our responsibilities to respect human rights, and we're committed to supporting and respecting the protection of human rights in all our implementation activities and programmes.



YILMANA DENSA, ETHIOPIA

Our Farmer Managed Natural Regeneration or FMNR model, is being used in Yilmana Densa project in Ethiopia to improve 165 hectares of land. It involves a mixture of tree planting and the natural regeneration of old tree stumps. The 167 local families living nearby have experienced annual landslides, flooding and reduced crops from the eroded land. With World Vision training, community members have now planted or regenerated 23,513 indigenous forest seedlings and protected them from free-grazing livestock. The results: a dramatic regeneration of trees, once parched bodies of water have reappeared, soil erosion has stopped and flooding is rarely an issue now.

LEFT: Farmer Aseme, in Ethiopia, is better able to provide for his wife and child, thanks to FMNR techniques he's learnt. ©2020 World Vision

Energy and carbon reporting

World Vision UK is committed to improving our environmental performance by reducing our contribution to environmental degradation and by baselining our carbon footprint and setting targets to reduce our emissions. Over the last 20 years, we've continuously made purposeful changes to our efficiency (see list opposite) and we're currently working to develop a timeline within which to achieve our ultimate goal of net-zero emissions.

Our staff-led Green Team is in the process of establishing an environmental impact baseline of the World Vision office and activities, which will be used as a basis to assess the impact of measures we introduce to reduce our carbon footprint over time.

Recognising the strong link between child vulnerability and climate change, World Vision International has developed a tool to measure the organisation's energy and carbon (electricity, gas/gas oil, and water), transport (rail, road, and air), and paper usage. World Vision UK has chosen to align with this approach, and to add to it where possible for a more complete picture of our environmental impact.

We have managed to set up tracking of all the utilities and transport usage, with data gathered from 2019 for transport, and as far back as 2007 for utilities. A system of tracking of paper usage is being devised and in future we aim to measure emissions from waste disposal, hotel stays, homeworking and cloud data storage.

Carbon emissions

World Vision UK operates out of two offices – in Milton Keynes and in London Victoria (although our lease on the London Victoria office comes to an end during 2021). Utilities bills for the Milton Keynes office allow us to keep track of the amount of electricity, gas/gas oil and water used, and to convert this to equivalent amounts of CO2 emissions (CO2e) based on Defra's conversion factors⁴. For the London Victoria office, utilities are included in the lease, so data on actual usage could not be obtained. Based on floor area, we estimated the London office's energy usage to be 17.8% of Milton Keynes office usage. In both offices, the contribution of water was negligible compared to gas/gas oil and electricity, with a total of 846kg of CO2e estimated as a result of the combined water usage of both offices. Gas/gas oil and electricity usage, on the other hand, are significant sources of CO2e, as displayed in the table below.

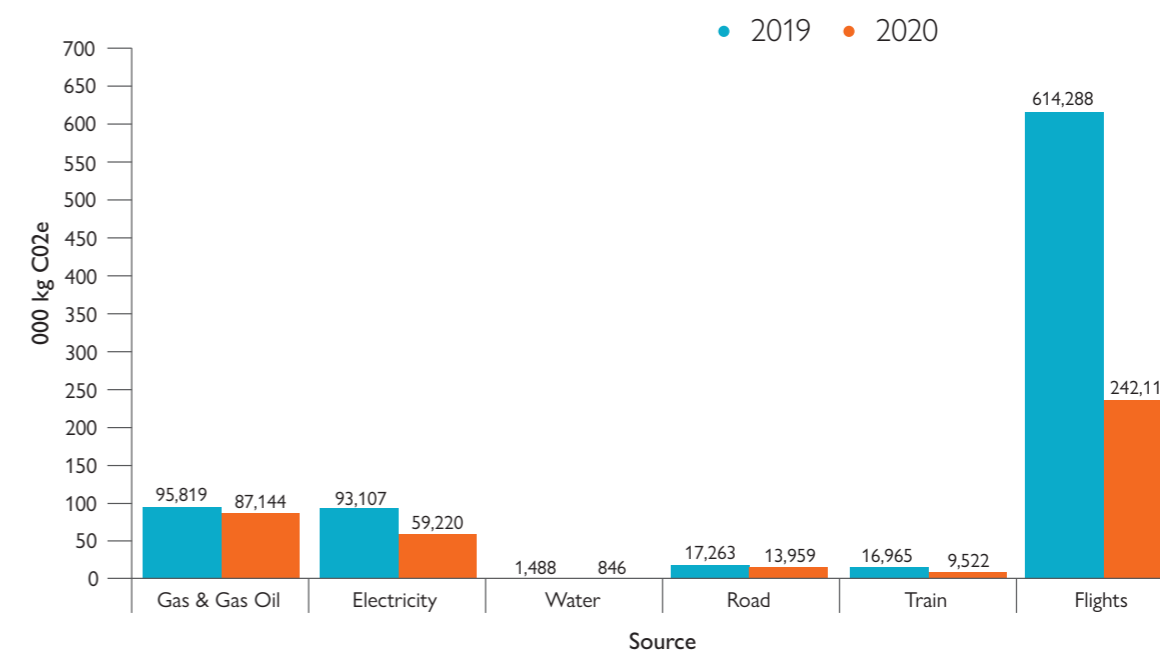
Significant decreases were seen in electricity, gas/gas oil and water use in 2020 compared to 2019. However due to the impact of the pandemic, which resulted in most staff working from home for more than half of the financial year (March until September), these two years are not comparable on a like for like basis as we do not yet have a methodology for measuring incremental home working-related carbon emissions. The carbon emissions from electricity have shown a higher percentage decrease than actual electricity usage because of the improvement in the

mix of UK energy supplies from 2019 to 2020 and therefore a change in the Defra conversion factor.

In addition to utilities usage and CO2e, we are now recording data from flights, train journeys and car travel. Measurement of paper usage and emissions from waste will be added in 2021.

While the number of flights taken in 2020 decreased significantly when compared to 2019 and 2018 as a result of the pandemic business disruption, flights remain the single biggest source of carbon emissions for World Vision UK, accounting for 59% of CO2e in 2020 across all the activities currently being tracked.

2019 and 2020 CO2e emissions (kg) by source



Intensity metrics for World Vision UK have been calculated using number of employees. Again while recognising the shortcomings of a comparison between 2020 and preceding years, we think it is still interesting to note that in 2020, for the emissions we measure, the CO2e per employee was 1533kg, compared to 3290kg and 2897kg in 2019 and 2018 respectively. The reduction in the number of flights taken in 2020 is the most significant factor driving this change which indicates a key area in which we can seek to reduce the intensity of emissions in future years.

Carbon reduction

World Vision UK has been taking measures over nearly twenty years to become more environmentally sustainable and intentionally reduce carbon emissions and the environmental impact of our office footprint, highlights of which include:

- 2001 - planned preventative maintenance approach that keeps machinery running longer and means less waste
- 2006 - encouraging staff to bike to the office, through the introduction of the cycle to work scheme, and the installation of new showers and a bike shed
- 2008c. - Environmental Days introduced and staff encouraged to car share/use public transport if possible

- 2009c. - improved energy performance with Power Perfector (Voltage Optimizer)
- 2010 - water blocks installed in the toilets and signage about turning off lights placed in meeting rooms
- 2012 - waterless urinals installed and timers introduced on water coolers, and communications and practices introduced to reduce general waste, increase recycling and collect food waste for composting
- 2014 - timer control on the ventilation fan and temperature sensors installed around the building
- 2016 - improved management control over the hvac system, light sensors installed in the toilets and skype booths and increased use of video-conferencing encouraged to reduce travel
- 2019 - moved away from using disposable plastic cups to glass in the office
- 2020 - commenced a programme of installing LED lighting.

| Carbon emissions from energy and water in 2020 | Amount used (kWh) | Carbon emission (CO2e kg) |
|--|-------------------|---------------------------|
| Milton Keynes office: electricity | 191,984 | 50,252 |
| Milton Keynes office: gas | 329,306 | 68,420 |
| London Victoria office: electricity | 34,262 | 8,968 |
| London Victoria office: gas oil | 58,769 | 18,724 |
| Total electricity | 226,246 | 59,220 |
| Total gas/gas oil | 388,075 | 87,144 |
| Total | 614,321 | 146,364 |

| | | 2019 | 2020 | Decrease from 2019 to 2020 |
|-----------------------|---|----------------|----------------|----------------------------|
| Utilities MK & London | Electricity usage (kWh) | 327,462 | 226,246 | 31% |
| | Gas/Gas oil usage (kWh) | 421,526 | 388,076 | 8% |
| | Water usage (m3) | 1,414 | 804 | 43% |
| | CO2e kg from electricity | 93,107 | 59,220 | 36% |
| | CO2e kg from gas/gas oil | 95,819 | 87,144 | 9% |
| | CO2e kg from water | 1,488 | 846 | 43% |
| | Estimated total CO2e kg from utilities | 190,414 | 147,210 | 23% |

⁴ <https://www.gov.uk/government/publications/greenhouse-gas-reporting-conversion-factors-2020>

Statement of Trustees' responsibilities

The Trustees (who are also Directors of World Vision UK for the purposes of company law) are responsible for preparing the financial statements and Annual Report, including the Strategic Report, in accordance with applicable law and regulations. Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company. The records should also enable the Board to ensure that the financial statements comply with the Companies Act 2006. Trustees are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware. The Trustees have taken all steps that

they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

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

Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

The Strategic Report is approved by the Trustees as Directors of World Vision UK.

The Annual Report is approved by the Board on 26 February 2021 and signed on behalf of the Board by:



Richard Izard
Board Chair – World Vision UK

Financial statements

A detailed look at our finances for the financial year ended 30 September 2020.



OPPOSITE: Mother of two, Sarom, learnt about breastfeeding and how to make nutritious food for her children through attendance at a World Vision nutrition programme in Cambodia. ©2010 Eam Makara/World Vision

Statement of financial activities

(including income and expenditure account) for the year ended 30 September 2020

| | Notes | Restricted funds £'000 | Unrestricted funds £'000 | 2020 £'000 | Restricted funds £'000 | Unrestricted funds £'000 | 2019 £'000 |
|------------------------------------|-----------|---------------------------|-----------------------------|---------------|---------------------------|-----------------------------|----------------|
| Income from: | | | | | | | |
| Donations and legacies | 2a | 59,749 | 9,711 | 69,460 | 52,589 | 9,450 | 62,039 |
| Investment | 3 | - | 49 | 49 | - | 63 | 63 |
| Other | 4 | 10 | 61 | 71 | 62 | 64 | 126 |
| Total income | | 59,759 | 9,821 | 69,580 | 52,651 | 9,577 | 62,228 |
| Expenditure on: | | | | | | | |
| Raising funds | 5 | 6,217 | 5,069 | 11,286 | 6,553 | 5,269 | 11,822 |
| Charitable activities | 6 | 52,678 | 3,285 | 55,963 | 49,452 | 3,679 | 53,131 |
| Total expenditure | | 58,895 | 8,354 | 67,249 | 56,005 | 8,948 | 64,953 |
| Gains on investments | 13 | - | 89 | 89 | - | 133 | 133 |
| Net income/(expenditure) | | 862 | 1,558 | 2,420 | (3,354) | 762 | (2,592) |
| Net movement in funds | | 862 | 1,558 | 2,420 | (3,354) | 762 | (2,592) |
| Reconciliation of funds: | | | | | | | |
| Total funds brought forward | 18 | 5,936 | 10,431 | 16,367 | 9,290 | 9,669 | 18,959 |
| Total funds carried forward | 18 | 6,800 | 11,987 | 18,787 | 5,936 | 10,431 | 16,367 |

Balance sheet

as at 30 September 2020

| | Notes | 2020 £'000 | 2019 £'000 |
|---|-------|---------------|---------------|
| Fixed assets | | | |
| Intangible assets | 11 | 242 | 369 |
| Tangible fixed assets | 12 | 5,095 | 5,289 |
| Investments | 13 | 1,561 | 1,472 |
| Total fixed assets | | 6,898 | 7,130 |
| Current assets | | | |
| Debtors | 14 | 4,224 | 5,558 |
| Cash at bank | | 14,683 | 12,507 |
| Total current assets | | 18,907 | 18,065 |
| Liabilities | | | |
| Creditors: Amounts falling due within one year | 15 | (4,252) | (4,698) |
| Net current assets | | 14,655 | 13,367 |
| Total assets less current liabilities | | 21,553 | 20,467 |
| Creditors: Amounts falling due after more than one year | 16 | (2,766) | (4,130) |
| Total net assets | | 18,787 | 16,367 |
| The funds of the charity | | | |
| Restricted funds | 18 | 6,800 | 5,936 |
| Tangible fixed assets fund | 18 | 2,612 | 2,667 |
| General fund | 18 | 9,375 | 7,764 |
| Total unrestricted funds | | 11,987 | 10,431 |
| Total funds | 18 | 18,787 | 16,367 |

The financial statements of World Vision UK, registered number 1675552, were approved by the Board and authorised for issue on 26 February 2021.



Douglas Millican



Richard Izard (Board Chair)

Statement of cash flows

for the year ended 30 September 2020

| | 2020 £'000 | 2020 £'000 | 2019 £'000 | 2019 £'000 |
|---|---------------|---------------|---------------|---------------|
| Cash flows from operating activities: | | | | |
| Net cash provided by operating activities a | | 2,408 | | (397) |
| Cash flows from investing activities: | | | | |
| Deposit interest received | 49 | | 63 | |
| Purchase of property, plant and equipment | (15) | | (91) | |
| Purchase of intangible fixed assets | - | | (11) | |
| Net cash from investing activities | | 34 | | (39) |
| Cash flows from financing activities: | | | | |
| Repayment of borrowings | (266) | | (295) | |
| Cash flows from financing activities | | (266) | | (295) |
| Change in cash and cash equivalents in the year | | 2,176 | | (731) |
| Cash and cash equivalents at the beginning of the year | | 12,507 | | 13,238 |
| Cash and cash equivalents at the end of the year b | | 14,683 | | 12,507 |
| Notes | | | | |
| Reconciliation of net income to net cash flows | | 2020 | | 2019 |
| a from operating activities | | £'000 | | £'000 |
| Net income for the year (as per the statement of financial activities) | | 2,420 | | (2,592) |
| Adjustments for: | | | | |
| Depreciation charge | | 209 | | 235 |
| Amortisation charge | | 127 | | 125 |
| Gains on investments | | (89) | | (133) |
| Bank interest received | | (49) | | (63) |
| Loss on disposal of fixed assets | | - | | 62 |
| Decrease in debtors | | 1,334 | | 1,178 |
| (Decrease)/increase in creditors and provisions | | (1,544) | | 791 |
| Net cash provided by operating activities | | 2,408 | | (397) |
| b Analysis of cash and cash equivalents | | 2020 | | 2019 |
| | | £'000 | | £'000 |
| Cash at bank | | 14,683 | | 12,507 |
| Total cash at bank | | 14,683 | | 12,507 |

Notes to the accounts

for the year ended 30 September 2020

1. Accounting policies

World Vision UK is a registered charity no. 285908, a company limited by guarantee and registered in England no. 1675552. The members of the charity are the Trustees named on page 66. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. The charity's registered office is World Vision House, Opal Drive, Fox Milne, Milton Keynes MK15 0ZR.

a. Basis of preparation

These financial statements have been prepared in accordance with 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)' - (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (August 2014) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

b. Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

c. Going concern

The Trustees consider that there are no material uncertainties regarding the charity's ability to continue as a going concern. Accordingly, they continue to adopt the going concern basis in preparing the financial statements as outlined in the Financial Review.

d. Income

Income is recognised when the charity has entitlement to the funds, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

For legacies, entitlement is taken as the earlier of the date on which either: the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

Donated goods and services, including the donated element of transportation services provided to the charity at a reduced fee, are valued at market value and included in income when distributed or utilised.

e. Expenditure

Expenditure is accounted for on an accruals basis and is recognised when there is a legal or constructive obligation to pay. Where expenditure cannot be directly attributed to particular headings it is allocated on a basis consistent with the use of the relevant resources measured by reference to headcount.

Expenditure on raising funds relates to activities that are intended to generate income including servicing supporters who donate under committed giving schemes such as child sponsorship. The cost of fundraising campaigns is expensed in the year in which it is incurred although income derived from the initiatives may arise in future years.

Charitable activities comprise of the following:

Funding for overseas programmes are monies expended to overseas programmes or donated goods and services distributed to partner entities.

Programme support costs represent the costs incurred by UK-based staff in assisting programmes overseas, including their technical development, staffing, training, management and financial control.

Advocacy, education and research are the costs incurred in the UK to educate or influence governments, institutions and members of the public on poverty issues and includes campaigning and lobbying, public policy and research work, Christian engagement activities and educational and news publications.

Governance costs relate to the general running of the charity as opposed to the direct management functions inherent in the activities of the charity. They provide the governance infrastructure which allows the charity to operate and to generate the information required for public accountability and includes the strategic planning processes that contribute to the future development of the charity.

f. Foreign exchange

Transactions denominated in foreign currency are translated into Sterling and recorded at the exchange rates ruling at the date of the transactions. Monetary assets and liabilities denominated in a foreign currency are translated into Sterling at the exchange rates at the balance sheet date. Translation differences are dealt with in the Statement of Financial Activities.

g. Tangible fixed assets and depreciation

Except for laptops and computer peripherals which are expensed on acquisition, tangible fixed assets costing more than £1,000 are capitalised.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost less estimated residual value of each asset evenly over its estimated useful life as follows:

| | |
|--------------------------------|---------------|
| Freehold land | nil |
| Building | 50 years |
| Equipment, including computers | 3 or 5 years |
| Other fixed assets | 3 to 10 years |

h. Intangible fixed assets and amortisation

Intangible fixed assets are held on the balance sheet at cost less accumulated amortisation and impairment losses.

Computer software, including development costs, is capitalised as an intangible asset and amortised on a straight line basis over its expected useful life of 5 years.

Impairment reviews are conducted when events and changes in circumstances indicate that an impairment may have occurred. If any asset is found to have a carrying value materially higher than its recoverable amount, it is written down accordingly.

i. Investments

Investments are valued at mid-market value at the balance sheet date.

j. Funds

Restricted funds are subject to conditions imposed by donors or implied by the nature of the appeal.

Designated funds are amounts which have been put aside at the discretion of the Trustees. The Tangible fixed assets fund represents the net book value of fixed assets less related borrowings, and therefore is not available for distribution.

General fund comprises of accumulated surpluses less deficits after transfers to designated funds. It allows the charity to budget for anticipated commitments in the short and medium term and to provide adequate working capital.

k. Pensions

The charity operates a defined contribution pension scheme. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

l. Leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities as incurred.

m. Irrecoverable Value Added Taxation (VAT)

The company is unable to recover the majority of VAT charged on its purchases which is included in the related expense or asset in the accounts.

n. Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

o. Cash at bank

Cash at bank is held to meet short term cash commitments as they fall due rather than for investment purposes and includes all cash equivalents held in the form of short term highly liquid investments. A cash equivalent will normally have a short maturity of three months or less from the date of acquisition.

p. Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

q. Financial instruments

World Vision UK's financial instruments are all common basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

r. Volunteers

The charity had seven volunteers working in its offices across all areas in 2020. In accordance with the SORP no monetary value has been attributed to their work. The tasks undertaken would, if it not performed by volunteers, require the employment of paid personnel. The charity is grateful for the support of volunteers which help enable monetary donations to go further.

s. Critical accounting judgements and estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom exactly equal the related actual results. It is in the opinion of the Trustees that there are no estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

RIGHT: Jasmine, 11, lives with her grandfather Mohammad in Bangladesh. The family received cash, which will help Mohammad to support Jasmine and her two sisters. ©2019 Md. Shabir Hussain/World Vision



2a Donations and legacies

At 30 September 2020, the number of children in the child sponsorship committed giving scheme was approximately 67,000 (2019: 73,000).

| | Restricted £'000 | Unrestricted £'000 | 2020 £'000 | 2019 £'000 |
|---|---------------------|-----------------------|---------------|---------------|
| Committed giving and other donations | | | | |
| Child Sponsorship committed giving scheme | 18,596 | - | 18,596 | 19,642 |
| Legacies | | 272 | 272 | 571 |
| Other donations | 1,933 | 4,673 | 6,606 | 6,188 |
| Tax recovered under Gift Aid | - | 4,766 | 4,766 | 5,167 |
| | 20,529 | 9,711 | 30,240 | 31,568 |
| Donations for emergencies | | | | |
| Emergency appeals | 954 | - | 954 | 781 |
| Disasters Emergency Committee appeals | 1,302 | - | 1,302 | 2,091 |
| | 2,256 | - | 2,256 | 2,872 |
| Institutional grants (see Note 2b) | 33,272 | - | 33,272 | 24,569 |
| Donated goods and services (see Note 2c) | 3,692 | - | 3,692 | 3,030 |
| Total donations and legacies | 59,749 | 9,711 | 69,460 | 62,039 |

2b Institutional grants

| | 2020 £'000 | 2019 £'000 |
|---|---------------|---------------|
| Development grants | 23,837 | 20,237 |
| Relief grants | 9,435 | 4,332 |
| | 33,272 | 24,569 |
| <i>Grants receivable from:</i> | | |
| Foreign, Commonwealth & Development Office: | | |
| Girls' Education Challenge - Transition, DRC | 1,942 | 2,165 |
| Girls' Education Challenge - Transition, Zimbabwe | 3,509 | 4,430 |
| Food Insecurity Emergency Response - Sudan | 5,598 | - |
| Tackling Child Labour and Modern Slavery, UK Aid Connect Project | 2,247 | 2,031 |
| Transition to Development - Sudan Humanitarian Resilience Programme | 1,087 | 1,043 |
| Ebola Crisis West Africa | - | 10 |
| El Niño Response | - | (46) |
| Syria Emergency Response | - | 5 |
| Effectiveness of Cash Programming on Nutrition Outcomes | 3 | - |
| Enhancing resilience of the flood affected people, Bangladesh | - | (2) |
| Integrated emergency response to the Rohingya population | - | 14 |
| R2HC Uganda | - | 216 |
| Effective Approaches to End Worst Forms of Child Labour | 157 | 287 |
| Weather and Information Services for Africa - WISER | 29 | 452 |
| South Sudan - Research on Cash and Intimate Partner Violence in humanitarian settings | 240 | 247 |
| UNOPS Phase 2 | 28 | 701 |
| UNOPS Phase 5 | 579 | - |
| Ethiopia - Gedeo and West Guji IDP Emergency | 342 | 100 |
| Norwegian Refugee Council led, Early Recovery and Durable Solution | 15 | - |
| DRC - Unilever COVID-19 Response (jointly funded by FCDO) | 950 | - |
| The Global Fund to Fight AIDS, Tuberculosis and Malaria | 7,314 | 4,358 |
| United Nations | 517 | 585 |
| European Community Humanitarian Office (ECHO) | 438 | 1,147 |
| Other European Union | 5,758 | 4,759 |
| Start Fund | 2,518 | 2,067 |
| Other | 1 | - |
| | 33,272 | 24,569 |

2c Donated goods and services

| | 2020 £'000 | 2019 £'000 |
|--|---------------|---------------|
| <i>Donated goods and services received from:</i> | | |
| World Food Programme (WFP) and other UN agencies | 3,692 | 3,007 |
| International Book Aid | - | 23 |
| | 3,692 | 3,030 |

3 Investment income

| | 2020 £'000 | 2019 £'000 |
|---------------|---------------|---------------|
| Bank interest | 49 | 63 |
| | 49 | 63 |

4 Other income

| | 2020 £'000 | 2019 £'000 |
|--|---------------|---------------|
| Use of premises | 25 | 70 |
| Brand marketing | - | 56 |
| UK Government - Coronavirus Job Retention Scheme | 46 | - |
| | 71 | 126 |

Use of premises income relates to administration fees and income relating to the use of the charity's premises by other parties. Brand Marketing income relates to a grant from World Vision International which contributed towards a brand marketing campaign during the prior year.

5 Expenditure

| | Costs of generating funds £'000 | Funding to overseas programmes £'000 | Programme support costs £'000 | Advocacy, education and research £'000 | Governance costs £'000 | Support costs £'000 | 2020 total £'000 | 2019 total £'000 |
|------------------------------------|------------------------------------|---|----------------------------------|---|---------------------------|------------------------|---------------------|---------------------|
| Raising funds | 8,236 | - | - | - | 424 | 2,626 | 11,286 | 11,822 |
| Charitable activities (see Note 6) | - | 50,245 | 1,962 | 1,939 | 215 | 1,602 | 55,963 | 53,131 |
| Total resources expended | 8,236 | 50,245 | 1,962 | 1,939 | 639 | 4,228 | 67,249 | 64,953 |

| Costs incurred in the United Kingdom: | Programme support costs £'000 | Advocacy, education and research £'000 | Cost of generating funds £'000 | Governance costs £'000 | Support costs £'000 | 2020 £'000 | 2019 £'000 | Basis of Allocation |
|---------------------------------------|----------------------------------|---|-----------------------------------|---------------------------|------------------------|---------------|---------------|---------------------|
| Salaries | 1,696 | 1,138 | 4,106 | 525 | 2,316 | 9,781 | 9,435 | Direct |
| Employment benefits | 10 | 3 | 15 | 20 | 329 | 377 | 407 | Direct |
| Temporary staff | 9 | 85 | 635 | 11 | - | 740 | 1,084 | Direct |
| Training | 3 | 1 | 1 | - | 59 | 64 | 85 | Direct |
| Recruitment | 8 | 13 | 33 | 6 | 97 | 157 | 159 | Direct |
| Travel and subsistence | 68 | 50 | 168 | 13 | 17 | 316 | 608 | Direct |
| Advertising and awareness raising | 1 | 65 | 540 | - | - | 606 | 899 | Direct |
| Research and consultancy | 133 | 90 | 214 | 41 | 53 | 531 | 469 | Direct |
| Other marketing and communications | 12 | 391 | 2,221 | (1) | 268 | 2,891 | 3,330 | Direct |
| Equipment maintenance and rental | - | 70 | 218 | 1 | 389 | 678 | 434 | Direct |
| Depreciation and amortisation | - | - | - | - | 336 | 336 | 354 | Direct |
| Occupancy and supplies | 9 | 20 | 42 | 3 | 247 | 321 | 612 | Direct |
| Legal and professional | 12 | 12 | 37 | 18 | 58 | 137 | 131 | Direct |
| Bank charges and exchange differences | 1 | 1 | 6 | 2 | 22 | 32 | (27) | Direct |
| Mortgage interest | - | - | - | - | 37 | 37 | 49 | Direct |
| | 1,962 | 1,939 | 8,236 | 639 | 4,228 | 17,004 | 18,029 | |

| Allocation of support costs: | Programme support costs £'000 | Advocacy, education and research £'000 | Cost of generating funds £'000 | Governance costs £'000 | Support costs £'000 | 2020 £'000 | 2019 £'000 |
|------------------------------------|----------------------------------|---|-----------------------------------|---------------------------|------------------------|---------------|---------------|
| Raising funds | - | - | 2,549 | 77 | (2,626) | - | - |
| Charitable activities (see Note 6) | 956 | 607 | - | 39 | (1,602) | - | - |
| Allocation of support costs | 956 | 607 | 2,549 | 116 | (4,228) | - | - |
| | 2,918 | 2,546 | 10,785 | 755 | - | 17,004 | 18,029 |

| Governance costs are made up as follows: | 2020 £'000 | 2019 £'000 |
|---|---------------|---------------|
| Board (includes Trustees' remuneration - see Note 10) | 1 | 60 |
| Statutory audit (see Note 7) | 43 | 41 |
| Management | 711 | 799 |
| | 755 | 900 |

6 Charitable activities

| | Restricted £'000 | Unrestricted £'000 | 2020 £'000 | 2019 £'000 |
|--|---------------------|-----------------------|---------------|---------------|
| Support was given to the following regions (including donated goods and services) | | | | |
| East Africa | 17,896 | 405 | 18,301 | 18,424 |
| Southern Africa | 18,287 | 123 | 18,410 | 12,517 |
| West Africa | 4,562 | 46 | 4,608 | 3,657 |
| Asia | 5,758 | 50 | 5,808 | 7,766 |
| Latin America | 1,750 | 65 | 1,815 | 2,919 |
| Middle East/Eastern Europe | 1,275 | 28 | 1,303 | 1,641 |
| Total cost of overseas programmes | 49,528 | 717 | 50,245 | 46,924 |
| Programme support costs | 1,081 | 881 | 1,962 | 2,194 |
| Allocation of advocacy, education and research | 1,068 | 871 | 1,939 | 2,053 |
| Allocation of governance | 118 | 97 | 215 | 254 |
| Allocation of support costs | 883 | 719 | 1,602 | 1,706 |
| | 52,678 | 3,285 | 55,963 | 53,131 |

Cost of overseas programmes

Most of our expenditure to overseas programmes for development, relief and advocacy was made to the regions listed above through World Vision International to World Vision partner entities. We also made payments for overseas programmes through non World Vision partners amounting to £5,280,000 (2019: £2,905,000). This included two material grants: £730,000 (2019: £117,000) granted to War Child UK to work with communities in the Central African Republic and the Democratic Republic of Congo on preventing children from being recruited by armed

groups and to reintegrate children who have been recruited by armed groups into communities, and £637,000 (2019: £893,000) granted to Care International UK for work to improve girls' education in Zimbabwe.

World Vision UK's share of the programme costs of World Vision International which are not country specific are included above in proportion to the charity's remittances to World Vision International for each region.

7 Net income/(expenditure)

| | 2020 £'000 | 2019 £'000 |
|---|---------------|---------------|
| This is stated after charging: | | |
| Depreciation / amortisation of owned assets | 336 | 360 |
| Loss on disposal of fixed assets | - | 62 |
| Operating lease rentals – plant and machinery | 53 | 68 |
| Operating lease rentals – buildings | 151 | 175 |
| Interest payable on mortgage loans | 37 | 49 |
| Auditors' remuneration – audit fees | 43 | 41 |
| – other | 6 | 8 |

8 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases are as follows for each of the periods:

| | Property | | Equipment | |
|--------------------|---------------|---------------|---------------|---------------|
| | 2020 £'000 | 2019 £'000 | 2020 £'000 | 2019 £'000 |
| Less than one year | 62 | 170 | 52 | 54 |
| One to five years | - | 219 | 75 | 128 |
| | 62 | 389 | 127 | 182 |

9 Employee costs

| | 2020 £'000 | 2019 £'000 |
|---|---------------|---------------|
| Aggregate payroll costs were as follows: | | |
| Wages and salaries | 8,438 | 8,118 |
| Social security costs | 796 | 787 |
| Other pension costs | 547 | 530 |
| | 9,781 | 9,435 |

Redundancy costs are paid in cash and accounted for, on an accruals basis, at the point a firm commitment is made and redundancy is confirmed in writing. Redundancy costs, included above, amounted to £53,000 during the year (2019: £nil), of which £31,000 was provided for at year end (2019: £nil).

| | Number | Number |
|--|--------|--------|
| The number of employees whose total employee benefits (excluding employer pension costs and Employer National Insurance Contributions) fell into the following bands: | | |
| £60,001 - £70,000 | 1 | 2 |
| £70,001 - £80,000 | 2 | 2 |
| £80,001 - £90,000 | 2 | 2 |
| £90,001 - £100,000 | - | - |
| £100,001 - £110,000 | - | 1 |

The highest paid executive director is the Chief Executive Officer. During 2020, this post was initially held by Tim Pilkington who departed partway through the year, succeeded by Mark Sheard. The aggregate of their remuneration and benefits in respect of this role, including pension contributions and Employer National Insurance Contributions for the year was £119,000 (2019: £128,000). As a result of these individuals each occupying the role for part of a year, there were no employees during 2020 whose total employee benefits fell into the £100,001- £110,000 band in the table above (2019: one).

The key management personnel of the charity comprise the Trustees, the Chief Executive Officer, Chief Financial Officer, Director of Policy and Programmes, Director of Public Engagement and Director of People and Business Excellence. The total remuneration and benefits including pension contributions and Employer National Insurance Contributions of the key management personnel was £517,000, for 5 roles (2019: £559,000, 6 roles).

The functional analysis of average monthly staff numbers is:

| | 2020 Number | 2019 Number |
|---|----------------|----------------|
| Fundraising and supporter communication | 133 | 111 |
| Programme support | 44 | 48 |
| Advocacy, education and research | 14 | 20 |
| Support and governance | 65 | 76 |
| | 256 | 255 |

While the charity supports and controls its overseas programmes from the UK, implementation is performed through field-based partners, mostly members of the World Vision Partnership. This means that the charity does not employ staff to implement programmes and a large proportion of the charity's staff raise funds for those programmes and work with its supporters.

10 Trustees' remuneration

The Trustees received no remuneration for their services. Directly incurred expenses are reimbursed, if claimed, and in 2020 totalled £761 (2019: £1,372), which was claimed by 4 Trustees (2019: 3 trustees).

Indemnity insurance is provided for the Trustees and Principal Officers of the charity. Premiums paid totalled £16,335 (2019: £14,112).

11 Intangible fixed assets

| | Software £'000 | Total £'000 |
|------------------------|-------------------|----------------|
| <i>Cost:</i> | | |
| At 1 October 2019 | 4,477 | 4,477 |
| Transfer of Assets | - | - |
| Additions | - | - |
| At 30 September 2020 | 4,477 | 4,477 |
| <i>Amortisation:</i> | | |
| At 1 October 2019 | 4,108 | 4,108 |
| Charge for the year | 127 | 127 |
| At 30 September 2020 | 4,235 | 4,235 |
| <i>Net book value:</i> | | |
| At 30 September 2020 | 242 | 242 |
| At 1 October 2019 | 369 | 369 |

12 Tangible fixed assets

The cost of freehold land amounting to £670,000 (2017: £670,000) is not depreciated.

| | Freehold land and building £'000 | Computer and office equipment £'000 | Fixtures and fittings £'000 | Total £'000 |
|------------------------|--|--|-----------------------------------|----------------|
| <i>Cost:</i> | | | | |
| At 1 October 2019 | 7,050 | 306 | 575 | 7,931 |
| Transfer of Assets | - | - | - | - |
| Additions | - | 7 | 8 | 15 |
| Disposals | - | (3) | - | (3) |
| At 30 September 2020 | 7,050 | 310 | 583 | 7,943 |
| <i>Depreciation:</i> | | | | |
| At 1 October 2019 | 2,034 | 210 | 398 | 2,642 |
| Transfer of Assets | - | - | - | - |
| Charge for the year | 128 | 48 | 33 | 209 |
| Disposals | - | (3) | - | (3) |
| At 30 September 2020 | 2,162 | 255 | 431 | 2,848 |
| <i>Net book value:</i> | | | | |
| At 30 September 2020 | 4,888 | 55 | 152 | 5,095 |
| At 1 October 2019 | 5,016 | 96 | 177 | 5,289 |

13 Investments

All fixed asset investments are held within the UK.

The charity holds the entire issue of share capital of one £1 share in World Vision Trading Limited. This has been excluded from consolidation on the grounds of materiality. There are no further interests in subsidiaries, so group accounts have not been prepared. Accordingly these accounts present information about the charity and not its group.

| | 2020 £'000 | 2019 £'000 |
|--|---------------|---------------|
| Financial Investments | | |
| Common investment funds held by the charity | | |
| Market value at 1 October | 1,472 | 1,338 |
| Net investment gains | 89 | 133 |
| Market value at 30 September | 1,561 | 1,472 |
| Historical cost at 30 September | 452 | 452 |

14 Debtors

| | 2020 £'000 | 2019 £'000 |
|--|---------------|---------------|
| Institutional grants receivable | 2,142 | 2,292 |
| Amounts owed by other World Vision entities | 158 | 707 |
| Tax recoverable (Gift Aid) | 377 | 659 |
| Prepayments and accrued income (including legacy income) | 192 | 229 |
| Other debtors | 1,355 | 1,671 |
| | 4,224 | 5,558 |

Included in 'Other debtors' are mobilisation payments totalling £272,000 (2019: £1,164,000) issued to implementing partners which are due in over 1 year.

15 Creditors

Amounts falling due within one year

| | 2020 £'000 | 2019 £'000 |
|---|---------------|---------------|
| Mortgage loan (see also note 16) | 280 | 265 |
| Amounts owed to other World Vision entities | 547 | 1,974 |
| Accruals and deferred income | 1,459 | 1,131 |
| Taxation and social security | 288 | 244 |
| Other creditors | 1,678 | 1,084 |
| | 4,252 | 4,698 |

Included within 'Other creditors' are outstanding pension contributions amounting to £79,000 (2019: £72,000).

16 Creditors

Amounts falling due after more than one year

The mortgage loan is secured on the charity's property and is repayable over 25 years from October 2003. Interest is charged at LIBOR (London Inter-Bank Offer Rate) plus a MLA cost (Mandatory Liquid Assets cost) plus 0.7%.

| | 2020 £'000 | 2019 £'000 |
|---|---------------|---------------|
| Mortgage loan repayable between 1-5 years | 1,283 | 1,216 |
| Mortgage loan repayable in more than 5 years | 1,163 | 1,510 |
| | 2,446 | 2,726 |
| Foreign Commonwealth and Development Office (FCDO) mobilisation funding repayable between 1-5 years | 320 | 1,404 |
| Total liabilities due after more than 1 year | 2,766 | 4,130 |

17 Financial instruments

| | 2020 £'000 | 2019 £'000 |
|--|---------------|---------------|
| Financial assets | | |
| Financial assets measured at fair value through income and expenditure | 1,561 | 1,471 |
| Financial assets measured at amortised cost | 18,714 | 17,847 |
| | 20,275 | 19,318 |
| Financial liabilities | | |
| Financial liabilities measured at amortised cost | 6,411 | 7,178 |

Financial assets measured at fair value through income and expenditure comprises common investment funds. Financial assets measured at amortised cost comprises cash at bank, trade debtors and accrued income. Financial liabilities measured at amortised cost comprises trade creditors, accruals and other creditors.

The entity's income, expense, gains and losses in respect of financial instruments are summarised below:

| | 2020 £'000 | 2019 £'000 |
|--|---------------|---------------|
| Income, expense, gains and losses | | |
| Total investment income for financial assets measured at fair value through income and expenditure | 89 | 133 |
| Net gains on financial assets measured at amortised cost through income and expenditure | 49 | 63 |

18 Funds

The transfer between the General fund and the designated Tangible fixed assets fund represents net movements on fixed assets and the related loan.

The General fund at 30 September 2020 includes cumulative net unrealised gains on investments of £1,109,000 (2019: unrealised gain of £1,020,000) see Note 13.

| | Restricted funds | | Unrestricted funds | | Total |
|---|------------------|----------------------------------|--------------------|---------------|-------|
| | £'000 | Tangible fixed assets fund £'000 | General fund £'000 | £'000 | |
| Balance at 1 October 2019 | 9,290 | 2,693 | 6,976 | 18,959 | |
| Incoming resources | 52,651 | - | 9,577 | 62,228 | |
| Outgoing resources | (56,005) | (353) | (8,595) | (64,953) | |
| Transfers between funds | - | 327 | (327) | - | |
| Net unrealised investment gain | - | - | 133 | 133 | |
| Balance at 30 September 2019 | 5,936 | 2,667 | 7,764 | 16,367 | |
| Represented by: | | | | | |
| Fixed assets | - | 5,658 | - | 5,658 | |
| Investments | - | - | 1,472 | 1,472 | |
| Debtors | 4,390 | - | 1,168 | 5,558 | |
| Cash at bank and in hand | 5,297 | - | 7,210 | 12,507 | |
| Creditors: amounts falling due within one year | (2,347) | (265) | (2,086) | (4,698) | |
| Creditors: amounts falling due after more than one year | (1,404) | (2,726) | - | (4,130) | |
| Balance at 30 September 2019 | 5,936 | 2,667 | 7,764 | 16,367 | |

| | Restricted funds | | Unrestricted funds | | Total |
|---|------------------|----------------------------------|--------------------|---------------|-------|
| | £'000 | Tangible fixed assets fund £'000 | General fund £'000 | £'000 | |
| Balance at 1 October 2019 | 5,936 | 2,667 | 7,764 | 16,367 | |
| Incoming resources | 59,759 | - | 9,821 | 69,580 | |
| Outgoing resources | (58,895) | (335) | (8,019) | (67,249) | |
| Transfers between funds | - | 280 | (280) | - | |
| Net unrealised investment gain | - | - | 89 | 89 | |
| Balance at 30 September 2020 | 6,800 | 2,612 | 9,375 | 18,787 | |
| Represented by: | | | | | |
| Fixed assets | - | 5,337 | - | 5,337 | |
| Investments | - | - | 1,561 | 1,561 | |
| Debtors | 3,430 | - | 794 | 4,224 | |
| Cash at bank and in hand | 5,367 | 1 | 9,315 | 14,683 | |
| Creditors: amounts falling due within one year | (1,677) | (280) | (2,295) | (4,252) | |
| Creditors: amounts falling due after more than one year | (320) | (2,446) | - | (2,766) | |
| Balance at 30 September 2020 | 6,800 | 2,612 | 9,375 | 18,787 | |

| Restricted funds | Balance 2018 £'000 | Incoming resources £'000 | Outgoing resources £'000 | Transfers between funds £'000 | Balance 2019 £'000 |
|----------------------------|--------------------|--------------------------|--------------------------|-------------------------------|--------------------|
| East Africa | 1,806 | 17,018 | (17,934) | - | 890 |
| Southern Africa | 1,498 | 11,826 | (12,176) | - | 1,148 |
| West Africa | 1,771 | 4,495 | (4,611) | - | 1,655 |
| Asia | 1,619 | 6,604 | (8,216) | - | 7 |
| Latin America | 1,076 | 3,193 | (3,405) | - | 864 |
| Middle East/Eastern Europe | 295 | 1,884 | (2,021) | - | 158 |
| Cross regional initiatives | 1,225 | 7,631 | (7,642) | - | 1,214 |
| Total | 9,290 | 52,651 | (56,005) | - | 5,936 |

| Restricted funds | Balance 2019 £'000 | Incoming resources £'000 | Outgoing resources £'000 | Transfers between funds £'000 | Balance 2020 £'000 |
|----------------------------|--------------------|--------------------------|--------------------------|-------------------------------|--------------------|
| East Africa | 890 | 17,881 | (17,916) | - | 855 |
| Southern Africa | 1,148 | 18,702 | (18,308) | - | 1,542 |
| West Africa | 1,655 | 5,510 | (5,606) | - | 1,559 |
| Asia | 7 | 7,358 | (6,733) | - | 632 |
| Latin America | 864 | 1,879 | (2,123) | - | 620 |
| Middle East/Eastern Europe | 158 | 1,915 | (1,668) | - | 405 |
| Cross regional initiatives | 1,214 | 6,514 | (6,541) | - | 1,187 |
| Total | 5,936 | 59,759 | (58,895) | - | 6,800 |

Material restricted fund surpluses at the year-end typically arise as a result of the variance in timing between income being recognised from donors and commitments being made to the field.

19 Commitments and contingent liabilities

Pension commitments

The charity operates a defined contribution scheme for its employees. The assets of the scheme are held separately from those of the charity in a group personal pension scheme, for which the charity has no responsibility other than regular contributions on behalf of employees.

Contingent liabilities

There were no contingent liabilities at year end (2019: none).

20 Taxation

As a registered charity the company is exempt from taxation on its income and gains to the extent that they are applied for its charitable purposes.

21 Related party transactions

Marcus Frost is World Vision International's Global Marketing Director and World Vision International's representative member on the Board of World Vision UK.

The charity remitted £44,073,000 (2019: £43,694,000) to World Vision International to fund overseas programme costs (see also Note 6) and charged £70,000 (2019: £64,000) for office space, IT and payroll services.

At the end of the year, World Vision International and its partner entities owed the charity £158,000 (2019: £707,000), see Note 14. World Vision UK owed World Vision International and its partner entities £547,000 (2019: £1,974,000), see Note 15.

There are no other related party transactions or balances other than those noted above.

Financial statements

for the year ended 30 September 2020

Auditor's Report

Independent Auditor's Report to the Members of World Vision UK

Opinion

We have audited the financial statements of World Vision UK for the year ended 30 September 2020 which comprise the statement of financial activities, the balance sheet, the cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 30 September 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may

cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report or the Directors' Report included within the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

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

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

Auditor's responsibilities for the audit of the financial statements

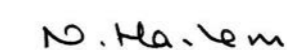
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Use of our report

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



Naziari Hashemi
Senior Statutory Auditor

For and on behalf of
Crowe U.K. LLP
Statutory Auditor
London
2 March 2021

Trustees, principal officers and advisers

Board of Trustees

Serena Brown
Simon Burne
Linda Emery (retired March 2020)
Anna Harvey (resigned January 2020)
Charlotte Hull (appointed October 2019, resigned February 2021)
Alice Huntley (appointed October 2019)
Marcus Frost
Richard Izard, Board Chair
Fola Komolafe
Marcus Manuel
Douglas Millican, Board Vice Chair
Mark Parsons
Rev Canon David Richards
Catherine Taylor (appointed October 2020)
Julian Thomas

Special Adviser to the Board (Public Engagement Committee)

Lucy Barker

Secretary

Elisabeth Madden

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Chief Executive

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Mark Sheard (from March 2020)

Director of Policy and Programmes

David Westwood

Director of Public Engagement

Graeme Newton

Director of Finance, Risk and Central Services

Paul Wratten (until March 2020)
Elisabeth Madden (from March 2020)

Director of People and Business Excellence

Jacquie Heany

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Registered Office

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Thank you

With special thanks to all the supporters listed: individuals, families, charitable trusts, companies, and institutions who have invested significantly in our work this year – plus those who wish to remain anonymous. We really value your partnership as we serve the world's most vulnerable children.

The Bagley Family
Big Bear Bespoke Education Ltd
The Bishop Radford Trust
The Brett Family
Disasters Emergency Committee
European Commission
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The Henderson Charitable Trust
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We also thank our many supporters who make great sacrifices to give smaller amounts. Your contributions are greatly appreciated.

Join us

We've been privileged to help millions of children over the last 70 years. But none of it could happen without our Hidden Heroes – especially our staff in difficult places and our supporters who give, campaign and pray with us. Together, we can transform the lives of the world's most vulnerable children.

Sponsor a child

Sponsoring a child is one of the most effective and rewarding ways to give. You change a child's life by helping build-up their community – from a place of need to one of opportunity. And it lasts.

To sponsor a child today:

Tel: 0800 50 10 10

worldvision.org.uk/child-sponsorship

Be Chosen

Poverty steals choices from children. Through Chosen, you can help to give those choices back – starting with their chance to choose you as their sponsor. This is child sponsorship with a twist.

To find out more visit: worldvision.org.uk/chosen

Coronavirus emergency

Many vulnerable children will see their childhoods snatched away by the pandemic. Donations to our COVID-19 response are helping to prevent the spread of the virus, support healthcare and protect children from the wider effects of the pandemic.

Donate today: worldvision.org.uk/coronavirus

Help the most vulnerable

In the world's most dangerous places, children are under threat every day, but it's difficult to set up long-term help. Through Childhood Rescue, you can help where hunger, drought and disease, and now coronavirus and its impacts, threaten to damage childhoods.

Sign up to Childhood Rescue at:

worldvision.org.uk/childhoodrescue

Go the extra 3.7 miles

Six kilometres (or 3.7 miles) is the average distance people in the developing world walk to get water for their families. Our Global 6K for Water brings people together to complete a 6K trail and bring water to vulnerable communities.

Find out how to take part at: global6k.org.uk

Shape your legacy

By remembering World Vision in your Will, your gift – no matter how big or small – will help to transform the lives of the world's most vulnerable children. It's a special way to continue supporting a cause you care about in years to come.

To find out more and request a free legacy brochure:

Tel: 01908 84 10 60

email: legacies@worldvision.org.uk

Pray with us

Our monthly prayer newsletter, Together Amen, shares updates and requests for prayer from many of the communities we're working with.

Sign up to join us in prayer:

worldvision.org.uk/pray-together

Your church and World Vision

The Church is our indispensable partner. Throughout the year, you can engage your church family and change children's lives by becoming one of the first churches to be Chosen, or by using our seasonal resources, like October's Pumpkin Heroes.

To find out more: worldvision.org.uk/churches

Volunteer with us

World Vision Volunteers help spread the word about World Vision at events and festivals around the UK. They've even continued throughout 2020, with virtual talks and events.

To find out more about becoming a volunteer, visit worldvision.org.uk/volunteer

End violence against children

It takes a world is World Vision's global campaign to end violence against children. In the UK, we're calling on the government to invest in safer futures for the world's children. Let your MP know that keeping children safe from violence is important to you.

Find out how at: worldvision.org.uk/ITAW

Stay in touch

Follow us: [@WorldVisionUK](https://twitter.com/WorldVisionUK)



I have come that they may have life and have it to the full

JOHN 10:10

World Vision UK

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worldvision.org.uk

Follow us: [@WorldVisionUK](https://www.instagram.com/WorldVisionUK)



At World Vision, our focus is on helping the most vulnerable children, in the most dangerous places, overcome poverty and injustice. Inspired by our Christian faith, we've worked together with communities, partners, local leaders and governments, for over 70 years, so that children – of all faiths and none – are empowered to experience fullness of life.

World Vision UK is a registered charity no. 285908, a company limited by guarantee and registered in England no. 1675552. Registered office as above.