ANNUAL REPORT
2025



WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS

Registered Charity No. 1159255 (England & Wales)

OUR PURPOSE

The World Association of Girl Guides and Girl Scouts (WAGGGS) is the world's largest voluntary Movement in the world dedicated to empowering girls and young women.

The object of WAGGGS is to further the aims of the Girl Guide/Girl Scout Movement by providing girls and young women with opportunities for self-development through leadership, responsible citizenship and service in their own and world communities.

Our mission is **to enable girls and young women to develop their fullest potential as responsible citizens of the world**.

We do this by:

- Connecting the international Movement
- Strengthening Girl Guiding and Girl Scouting organisations
- Facilitating shared leadership and identity
- Coordinating collective insight and impact
- Amplifying the Movement's voice and influence

Across the world, girls and young women face challenges that stop them reaching their fullest potential.

Our vision describes the world they deserve to live in: **an equal world where all girls can thrive.**

By 2032, we will be a girl-led Movement where every and any girl feels confident to lead and empowered to create a better world together. There are many ways that girls and young women lead within their lives, their communities and the Movement. Within the Movement this includes having some young women serving as Trustees on our World Board.

Through Girl Guiding and Girl Scouting, girls and young women learn to believe in their power to help themselves and others. This confidence and resilience enable them to thrive in a changing world, not only as future leaders, but as leaders today.

At the heart of the Girl Guide and Girl Scout experience is our non-formal education method, which supports the development of girls and young women. When used well, it creates a learning environment where young people are encouraged to take the lead and make their own choices.

In 2025, the World Association of Girl Guides and Girl Scouts brought together Member Organisations from 153 countries and territories and reached a historic milestone of **11.5 million members** across five regions around the world.

We're supported by over 400 volunteers from 70 Member Organisations in active roles at any one time, along with 142 paid personnel in 33 countries and territories. Together, they make up the WAGGGS Global Team.

We're immensely proud of the achievements of the Girl Guiding and Girl Scouting community, our volunteers and supporters around the world who help ensure that girls and young women continue to experience the lasting value of being a Girl Guide and Girl Scout.

CHAIR'S MESSAGE

I am pleased to present this year's Annual Report highlighting the impact WAGGGS has made in 2025.

Throughout the year, our global Movement demonstrated focus, resilience and unity. Member Organisations across all Regions led with dedication, delivering change for girls and young women through impactful programmes, strengthened advocacy and continued investment in leadership development.

A key milestone in 2025 was the five Regional Conferences and the induction of the new Regional Committees who will support the delivery of our work over the next three years.

Another significant development was the appointment of WAGGGS's new Executive Management Team, led by Chief Executive, Nadine El Achy. With deep roots in the Movement and extensive leadership experience, Nadine brings a clear strategic vision and a strong commitment to collaboration. Her leadership, in partnership with the World Board and the Global Team, marks a new chapter for WAGGGS, one that is grounded in shared leadership, transparency and collective accountability.

Throughout the year, we supported Member Organisations in delivering meaningful initiatives. From climate action and gender equality advocacy to capacity-building events and innovative programmes, the strength of the Movement lies in the commitment and creativity of its Members.

Financially, WAGGGS continues to strengthen its sustainability. Careful management, effective fundraising and strategic cost controls allowed us to begin reinvesting in the areas that matter most. This strong financial position ensures we can continue to respond to emerging needs while staying focused on our long-term goals.

On behalf of the World Board, I would like to thank all those who make this work possible. The commitment of our Member Organisations, volunteers, staff, partners and supporters continues to drive our Movement forward. Together, we are building a future where every girl and young woman is empowered to lead and shape the world around her.

While the world around us can at times feel divided, within WAGGGS, in all our diversity, we stand as one team, one Movement – building a better world, one girl, one leader, at a time.



Sarah Govan-Sisk
WAGGGS World Board Chair



PERFORMANCE IN 2025

OUR HIGHLIGHTS

In 2025, the Movement proudly achieved a reach of **11.5 million members across 153 countries and territories**. This marked the highest membership figure ever recorded and represented a **three per cent growth** compared to the previous year.

We continue to make meaningful progress in supporting our Member Organisations and expanding opportunities for girls and young women to grow, lead and thrive. One million girls and young women engaged with our global programmes, demonstrating the reach and relevance of our work.

The implementation of our 2024–2029 Global Strategy saw us focus on three strategic outcomes:

- A united and connected, girl- and young women-led Movement
- Thriving, inclusive Member Organisations delivering a high-quality Girl Guiding and Girl Scouting experience
- A sustainable WAGGGS

KEY ACHIEVEMENTS FROM 2025

- >10,000 members engaged with the Growing and Learning programme
- >500,000 community members reached by social action projects
- >9,000 young women participated in meaningful international connections through WAGGGS
- £1.3 million in grants enabled young women to participate in WAGGGS programmes and events
- 70 MOs accessed WAGGGS badge programmes
- >265,000 girls and young women completed a global badge programme
- >400 active volunteers engaged in WAGGGS workstreams



OUTCOME 1: A UNITED AND CONNECTED GIRL- AND YOUNG WOMEN-LED MOVEMENT

➢ A strong and cohesive identity for the Girl Guide and Girl Scout Movement

Speaking out on the global stage

Across our Movement, girls and young women are stepping up, speaking out and making change happen. We support them to raise their voices on the issues that matter most to them and equip them to advocate for real change.

In 2025, 315 young women were trained in advocacy.

We supported 22 young women to amplify their voices in three UN spaces: the UN Climate Change Conference (COP30), the Seventh Session of the United Nations Environment Assembly (UNEA-7) and the UN Commission on the Status of Women (CSW69).

At COP30 in Belém, Brazil, seven WAGGGS Advocacy Champions stood firmly for gender justice in climate solutions. They delivered key demands to governments and corporations, calling for climate action that includes and empowers girls and young women.

Six Global Advocacy Champions from the 2025 WAGGGS Advocacy Cohort participated at the United Nations CSW in New York, along with three WAGGGS staff members. Throughout CSW69, our Advocacy Champions had the opportunity to participate in and gain insights from both the side events at the United Nations CSW and the parallel events at the NGO CSW. In addition, we hosted our own side event titled Young Women Leading the Way – Implementing Beijing 30+ for a Gender-Equal Future.

➢ Unity, solidarity and active collaboration in the Movement

Improving our Campfire community

Campfire is the digital home of WAGGGS. It's a place where staff, volunteers and our Members can connect and collaborate, wherever they are in the world. By the end of 2025, users from 145 Member Organisations were part of the Campfire community and over 90,000 people visited the platform throughout the year.

A shared moment of global connection

Since 1926, World Thinking Day has been a powerful expression of unity and friendship across borders. In 2025, the theme was "Our Story", which focused on reflecting on the symbolism, history and core values of the Movement, allowing Girl Guides and Girl Scouts to dive into the past, present and future of the global sisterhood.

In 2025, the World Thinking Day Campfire page was viewed nearly 12,000 times, reaching participants across the globe and reflecting the continued enthusiasm for this shared celebration. Sales of more than 66,000 badges and 2,000 pins raised over £26,000 for the World Thinking Day Fund. This vital support helps deliver projects that empower girls and young women around the world.

➢ Global connections for girls and young women to build leadership and global citizenship

Transformational experiences at our World Centres

Our five World Centres – Nuestra Cabaña (Mexico), Our Chalet (Switzerland), Pax Lodge (UK), Sangam (India) and Kusafiri (currently in Ghana) – are powerful spaces where young women grow, lead and connect across cultures.

In 2025, they continued to serve as hubs of inspiration and learning:

- 6,000 Girl Guides and Girl Scouts from 44 Member Organisations visited our Centres
- 174 scholarships and travel grants enabled life-changing opportunities
- 57 in-person events connected young people through shared learning and adventure

The World Centre Volunteer Leadership Programme reached 92 young women from over 42 Member Organisations who developed vital skills in teamwork, intercultural communication and leadership. Travel grants and scholarships ensured wide, diverse participation, helping remove financial barriers to this unique experience.

Empowering young women through leadership programmes

WAGGGS's leadership programmes continue to equip young women with the skills, confidence and vision to lead change in their communities and beyond.

At the Helen Storrow Seminar in February 2025, 30 participants aged 18–30 from 30 countries gathered at Our Chalet World Centre, in Switzerland, to explore "Food Sustainability". Participants explored the connection between food and the environment during this leadership development programme.

The Arab and Europe Regions hosted Young Women's Forums in 2025 where they explored leadership, advocacy and governance through interactive workshops and discussion.

Girls leading the fight against plastic pollution

Through the Plastic Tide Turners Challenge (PTTC), an initiative with the United Nations Environment Programme, WAGGGS continued to empower girls and young women to tackle plastic pollution and lead environmental change.



YESS Girls' Movement

Dubbed "the journey of a lifetime", our international exchange programme, the YESS Girls' Movement, supported by NOREC, a Norwegian government agency, gives young women the opportunity to live and volunteer in another country. Celebrating its 12th year, 55 young women engaged in six- to nine-month exchanges across 13 countries. Since its launch, 386 participants from 17 Member Organisations have participated.

➢ Meaningful youth participation at regional and global levels

Embedding youth leadership across the Movement

WAGGGS made strides in 2025 towards becoming a truly girl- and young women-led Movement, which is part of our long-term vision, Compass 2032. By investing in meaningful youth participation, we're equipping both our internal teams and Member Organisations with the tools, systems and culture needed to ensure girls and young women shape decisions at every level.

Key progress in 2025 includes:

- Implementing the Meaningful Youth Participation Framework, a shared reference to help embed consistent youth-led practice across the Movement.
- Creating a cross-staff working group to review current practice and drive action through tailored improvement plans.
- Collaborating with senior management and the Monitoring, Evaluation and Learning team to define measurable indicators for tracking progress towards our vision.
- Hosting youth events prior to Regional Conferences.

OUTCOME 2: MEMBER ORGANISATIONS ARE SUPPORTED TO BE THRIVING, INCLUSIVE AND DELIVER A HIGH-QUALITY GIRL GUIDING AND GIRL SCOUTING EXPERIENCE

➢ Member Organisation collaboration and networking for quality Girl Guiding and Girl Scouting

The annual Academy in the Europe Region (delivered in partnership with World Scouting) was held in Greece in November 2025 and offered a great opportunity for training and networking.

Detailed planning is underway to host a Growing and Learning Forum at Kusafiri in October/November 2026.



➢ Support Member Organisations to provide high-quality Girl Guiding and Girl Scouting

Equipping Member Organisations with tailored support and tools

To help build a stronger, more resilient Movement, WAGGGS delivered support and resources to Member Organisations across all five regions. This work was grounded in regional priorities and focused on core areas such as governance, leadership, fundraising and programme quality.

What we achieved in 2025:

- **Building skills where they're needed most:** Fundraising, communications and membership growth were addressed through regional webinars, one-to-one coaching and the Fundraising Toolkit.
- **From assessment to action with the Capacity Assessment Tool:** 20 Member Organisations submitted updated assessments, bringing the total to 41 MOs that have used the CAT 2.0 tool to identify strengths and areas for improvement. In-person sessions in countries including Albania, Bahrain, Colombia and Peru provided teams with space for meaningful reflection and follow-up planning. The tool has also been used with Potential Member Organisations such as the Faroe Islands and Morocco.

- **Growing and Learning (GAL) Part I:** Developed with input from 47 Member Organisations, GAL is a new policy document that brings together the characteristics of quality learning and development both for youth and adults. It will be followed up with the launch of GAL Part II – guidelines and pathways to accreditation – in 2026 at the World Conference.
- **Deepening relationships**: Through Member Organisation visits across all five WAGGGS Regions, Regional Teams strengthened relationships, identified opportunities for growth and provided tailored support to Member Organisations. These 14 engagements deepened collaboration, built mutual trust and enabled WAGGGS to remain responsive to the evolving needs and priorities of its Member Organisations.

Standing with Member Organisations through crisis

In times of instability, WAGGGS works alongside Member Organisations to help them navigate crisis and continue delivering the life-changing benefits of Girl Guiding and Girl Scouting.

In 2025, Mauritania, Sudan and Yemen continued their one-to-one partnerships with WAGGGS volunteers, which included implementing recovery action plans.

Member Organisations affected by conflict continued to take part in WAGGGS activities, including Regional Conferences.

These tailored interventions are more than crisis response – they represent long-term investments in organisational strength, capacity and the enduring impact of Guiding.

➢ WAGGGS initiatives model the characteristics of quality Girl Guiding and Girl Scouting

Driving change through facilitation and youth leadership

Skilled facilitators and empowered young leaders are at the heart of transformation across our global Movement.

As a member of the Big Six – a strategic alliance of leading international youth organisations – WAGGGS continued to play a leading role in the second phase of the Global Youth Mobilization (GYM) initiative, supported by the EU Youth Empowerment Fund. Through the Network Solutions model, WAGGGS managed £320,000 in grants and helped launch youth-led projects from 36 Member Organisations and two World Centres, addressing urgent issues such as climate action, gender equality and inclusion.

Girls leading climate action on a global scale

Girl-Led Action on Climate Change (GLACC), funded by the AKO Foundation and UNICEF Eastern and Southern Africa Regional Office, is a transformative, girl-designed programme to equip girls and young women to lead climate action at all levels. Now active in 22 countries across Africa, Asia Pacific and Latin America and the Caribbean, GLACC equips participants with climate knowledge, resilience skills and advocacy tools.

134,000 girls and young women earned their GLACC badge in 2025, gaining knowledge of the gendered impacts of climate change and practical resilience skills. In total, 3,367 unit leaders were

trained in the programme, supporting long-term integration across participating Member Organisations.

GLACC was shortlisted in the Education Excellence category at the 2025 UK Global Good Awards.

Safer digital spaces for young people



The internet allows young people to connect with friends, learn new things and enjoy their free time. But there are pressing issues for young people when they are online, including cyberbullying, exposure to violent content, misinformation and unequal access.

Surf Smart 2.0, supported by Norton (one of Gen's Cyber Safety brands), is a non-formal education curriculum to support young people to connect safely and positively online. During the year, the project empowered 44,695 young people to navigate the digital world with safety and confidence. Supported by 705 trained leaders, girls and young women learned how to recognise online risks, make informed choices and advocate for safer digital spaces. Surf Smart launched the new Advocacy for Generation Digital (A4GD) resource and a new module on AI within Surf Smart – with grants for both Surf Smart and A4GD being launched in 2026.

Surf Smart won the Big Impact category at the 2025 UK Third Sector Awards.

Building confidence, breaking down barriers

Free Being Me (FBM), in partnership with the Dove Self-Esteem Project, encourages young people, especially girls, to speak out against society's beauty standards. More than 100,000 people completed the FBM or Action on Body confidence badge, learning about body confidence and self-esteem and taking action to support others.

In 2025, Free Being Me trained nearly 36,000 leaders across 43 countries.

Free Being Me and the partnership between the Dove Self-Esteem Project and WAGGGS was awarded Silver in the Best Educational Programme category at the 2025 Corporate Engagement Awards.

Expanding access and confidence in STEM across the Movement
Building on the 2022 global consultation involving 109 Member Organisations and over 8,000 young people, we are delivering the STEM Changemakers programme in Nepal, Sri Lanka, Malaysia, Singapore and Taiwan with support from the Spectris Foundation and the KLA Foundation.

It has been fantastic to see this new programme reaching so many girls and young women. In total in 2025, 560 leaders were trained, and 6,172 girls and young women completed the badge.

In Hong Kong, Singapore and Taiwan, the Girls for Green Energy programme, in partnership with Siemens Energy, continued into its second year of delivery after a successful first year pilot. This innovative programme uses a blended approach that includes online game-based activities, offline

reflection sessions and peer-led learning to help young people explore renewable energy, clean technologies and climate action.

With continued support from Johnson & Johnson, we expanded delivery of the Discovering STEM initiative at our World Centres. Building on the success of the project at Sangam, we extended it to all World Centre locations giving visitors the opportunity to take part in engaging STEM activities as part of their World Centre experience.

OUTCOME 3: A SUSTAINABLE WAGGGS

A strong financial and operational foundation is essential for WAGGGS to deliver long-term impact for girls and young women. Sustainability means we can support Member Organisations effectively, respond to global challenges and grow a Movement that is ready for the future.

➢ Financial Sustainability



WAGGGS continued to strengthen its organisational sustainability during 2025 by investing in the systems, capabilities and long-term planning needed to support the Movement's mission for future generations. Building on the strong financial recovery achieved in 2024, the organisation focused on embedding resilience across its finances, operations, governance and global infrastructure.

While 2024 marked a year of strong financial performance, with unrestricted operations returning to surplus and reserves strengthening, 2025 represented a deliberate shift towards investing in organisational capacity. Although unrestricted income reduced compared with 2024, the organisation maintained a positive unrestricted operating position while making targeted investments to strengthen organisational capability and support future growth.

WAGGGS is committed to building an organisation that is financially resilient, operationally effective and equipped to respond to future opportunities and challenges. WAGGGS is ensuring it has the capacity to deliver sustainable impact for girls and young women while advancing Strategic Outcome 3: A Sustainable WAGGGS.

Building Long-Term Fundraising Sustainability

A key achievement during the year was the consolidation of WAGGGS's fundraising strategy, providing a clear framework to diversify income, strengthen donor relationships and increase long-term financial resilience. Alongside this, the Finance Team was strengthened, and financial controls were further enhanced, reinforcing governance and improving financial oversight across the organisation.

New Membership Fee Model

Following the 2024 Extraordinary General Meeting, a new Membership Fee Model was implemented in 2025.

Across the triennium, membership fee income has remained stable and predictable, increasing slightly from £1.59 million in 2024 to an expected £1.63 million in 2026.

Most Member Organisations have been able to meet their new contributions under the revised structure. Four Member Organisations have active repayment plans, and all are keeping to these.

These mechanisms are working as intended: providing flexibility, supporting MOs in difficulty and ensuring that no organisation is left behind.

Overall, the World Board is confident that the new membership fee model is delivering what it was designed to deliver: financial sustainability for WAGGGS and a manageable, transparent fee structure for Member Organisations. This is a model built on partnership, fairness and shared responsibility, and it positions us well for the years ahead.

Europe Contribution

At a regional level, the Europe Contribution (EC) was reviewed in 2025, with a new model adopted at the 18th European Guide Conference. The EC is a regional funding mechanism established by Member Organisations to support enhanced activities, training, and strategic initiatives for Girl Guiding and Girl Scouting across Europe. The adoption of the new model represented a significant moment of shared commitment, with Member Organisations reaching a long-awaited consensus on how best to resource the Region's priorities moving forward.

➢ Operational efficiency

Strengthening systems for a sustainable future

We continued to make vital strides in building the systems, tools and culture needed to secure WAGGGS's long-term sustainability:

- **Strengthening Financial Reporting and Decision-Making** with enhanced financial reporting leading to improved visibility of financial performance, reserves and cash flow, enabling more informed decision-making, stronger long-term planning and more effective allocation of resources.
- Our **Monitoring, Evaluation and Learning framework** is fast becoming a key organisational asset, enabling us to track progress, learn as we go and make evidence-based decisions. We have introduced shared Key Performance Indicators aligned to our three-year action plan.
- **Safeguarding** remains a cornerstone of our work. In 2025, we continued to support Member Organisations to strengthen local systems and have supported the review or implementation of 20 Safeguarding Policies across the Movement.

Data-driven decisions and strategic direction

Building on the full World Centres Evaluation in 2024, we completed full site surveys of all World Centres in 2025, enabling WAGGGS to proactively plan its investment across its capital assets for the next decade. We also conducted a Kusafiri Evaluation which is being delivered from Ghana in the 2024–2026 triennium, to support long-term planning for this World Centre.

➢ Global Team culture and effectiveness

Strengthened regional delivery

WAGGGS primarily delivers its membership offer to MOs via the regional structure, including relationship management and capacity strengthening.

In 2025, WAGGGS launched a refreshed and more collaborative Regional Committee induction to strengthen leadership across the Movement. Designed to give newly elected Regional Committee members confidence, clarity and a sense of connection as part of the Global Team, the induction brought together six linked stages of learning, combining supported handover, online modules and a global in-person gathering. The 2025 induction stands as a key milestone in nurturing empowered, collaborative volunteer leadership across the Movement.

Stronger governance for a stronger Movement



Our Regional Conferences in 2025 were delivered in a variety of formats and served as an opportunity to complete a thorough review. The recommendations of the Regional Conference evaluations were adopted by the World Board in 2025 and resulted in a commitment to continue to deliver Regional Conferences each triennium, ideally in a hybrid format to honour the preference of Member Organisations to meet in person wherever practical but also ensuring access for all. This was supported by the work of the Governance Review, which also recommended that World Conferences should be delivered in a hybrid format moving forward.

The **National Council for Voluntary Organisations** (NCVO) supported the Governance Review by assessing the effectiveness of the World Board structure and processes. Governance Review proposals will be brought to the 39th World Conference in 2026 to support shaping a more inclusive and future-ready organisation.



LOOKING FORWARD TO 2026

WAGGGS will deliver two key organisational events in 2026:

- 39th World Conference in Cambodia
- Growing and Learning Forum in Ghana

2026 will see a new World Board lead the organisation in the coming years, which will be bolstered by the comprehensive induction already provided to the Regional Chairs.

Delivery against the Global Strategy's three strategic outcomes will continue, with further investment in organisational Monitoring, Evaluation and Learning and the implementation of a new Customer Relationship Management system.

Planning will continue for the 2028 Centenary of WAGGGS – a moment to raise the profile of the organisation and its Members and to reach more girls and young women.

A new Theory of Change for WAGGGS will be implemented, following extensive consultation, to inform our areas of focus as we move into the latter part of the 2024-2029 Global Strategy and build towards Compass 2032..

Following a review of all capital assets, a ten-year Investment Plan begins in 2026 with initial building work at the Olave Centre to modernise the World Bureau and add new guest accommodation to Pax Lodge. A fundraising campaign will seek donations for further capital investment at all the WAGGGS World Centres.










FINANCIAL REVIEW

Financial Performance

WAGGGS remained financially stable throughout 2025, with unrestricted funds delivering a surplus of £251,000. Strong financial management, careful control of expenditure and favourable investment performance strengthened the organisation's unrestricted financial position and supported continued delivery of the Global Strategy 2024–2029.

Total income for the year was £8.7 million and expenditure was £9.2 million; both closely aligned with expectations. Membership fee income remained stable, fundraising performance was resilient and the organisation continued to invest in strategic priorities designed to strengthen long-term sustainability and impact.

The overall reported result for the year was a deficit of £334,000. This outcome was primarily driven by timing differences within restricted funds, where income and expenditure on multi-year grants are recognised in different financial periods in accordance with charity accounting requirements. These timing differences are expected and do not represent an underlying funding shortfall.

Stronger-than-expected investment returns generated gains of £211,000 during the year, further strengthening the organisation's financial resilience and improving the overall financial position.

Unrestricted Funds

Unrestricted income totalled £4.8 million (2024: £5.8 million), while unrestricted expenditure amounted to £4.9 million (2024: £4.3 million). This resulted in an operating deficit of £46,000 before investment gains. Net investment gains of £239,000, together with exchange translation gains of £58,000, more than offset this deficit, resulting in an unrestricted surplus of £251,000 for the year. This positive outcome reflects disciplined financial management, effective cost control and favourable investment performance.

Income from membership fees was £1.6 million following the implementation of the revised membership fee model approved by Member Organisations.

Income from donations and legacies declined compared with the previous year, primarily because 2024 included an exceptional legacy of US$1.1 million from the estate of Marcia Jane Keeler. Income from the Olave Baden-Powell Society remained broadly in line with the previous year and continued to represent a significant source of unrestricted income. Operating income from the World Centres, together with conference, event fees and other, increased compared with the previous year.

Unrestricted expenditure increased during the year, reflecting planned investment in organisational capacity, systems and strategic priorities. Expenditure remained carefully managed throughout the year, ensuring that these investments were delivered within the organisation's financial resources.

Restricted Funds

Restricted income totalled £3.8 million (2024: £3.8 million) and supported a diverse portfolio of programmes focused on leadership, advocacy, education, sustainability and youth participation. Major initiatives delivered during the year included Global Youth Mobilisation, YESS Girls' Movement, Girls for Green Energy and Surf Smart.

Restricted expenditure totalled £4.4 million (2024: £4.0 million). As is common with multi-year grant-funded programmes, the timing of income recognition and programme delivery resulted in a deficit within restricted funds during the year. Under charity accounting standards, grant income is recognised when specific conditions are met, while programme expenditure may occur over a longer period. This can create annual surpluses or deficits within restricted funds even where programmes remain fully funded and on track for delivery.

World Centres

The World Centres continued to play a vital role in delivering the WAGGGS mission, providing international experiences, leadership development opportunities and opportunities for girls and young women from around the world to connect and learn.

Pax Lodge delivered a particularly strong performance during 2025, exceeding occupancy and income targets through increased bed nights, programme participation and event activity. Nuestra Cabaña also performed ahead of expectations. While Our Chalet and Sangam experienced lower occupancy levels than forecast, expenditure was carefully managed in line with activity levels, helping to mitigate the impact on overall performance. 2025 saw the first year of implementation of Kusafiri in Ghana, where the host Member Organisation leads on the operational delivery of events and activities.

The ongoing development of the World Centres remains an important component of WAGGGS's long-term financial sustainability strategy and its commitment to providing transformational international experiences.

Financial Sustainability

Building a sustainable financial future remains a key organisational priority. During 2025, WAGGGS continued to strengthen its financial foundations through implementation of the revised membership fee framework, enhancement of fundraising capacity and improved financial planning processes. The World Board approved a new Fundraising Strategy for 2026–2029, designed to diversify income streams, deepen engagement with supporters and partners and strengthen long-term financial resilience. Together with continued focus on operational efficiency and strategic investment, these measures support delivery of Outcome 3 of the Global Strategy: A Sustainable WAGGGS.

Reserves Policy

In 2025, the World Board continued to monitor reserves closely throughout the year to ensure WAGGGS maintained sufficient resources to manage risk, respond to unforeseen challenges and invest in future opportunities. The strong unrestricted performance, together with favourable investment returns, strengthened the organisation's overall financial resilience and supported delivery of its strategic objectives.

The Reserves Policy is reviewed annually and aims to ensure the organisation has sufficient unrestricted reserves available to support the ongoing operations of the organisation. This includes a minimum of six months of staff salary and operating costs (£2.9 million). The Reserves Policy takes full account of the requirements and guidance set out in the Charity Commission publication 'Charity Reserves: Building Resilience' (CC19).

In 2026, the World Board will approve a revised Reserves Policy to ensure that the level of unrestricted reserves continues to accurately reflect WAGGGS's financial commitments and its resources. Under the revised policy, WAGGGS will maintain unrestricted reserves to cover six months of staff and

operational costs and two months of consultant and professional service costs. Based on the approved 2026 budget, this increases the minimum unrestricted reserves from £2.9 million to £3.1 million. At 31 December 2025, WAGGGS held £4.7 million in general unrestricted reserves, exceeding the policy requirement and providing strong financial stability.

The Audit, Finance and Risk Committee reviews the reserves position during the year and annually reviews the Reserves Policy.

Three categories of reserves are held by WAGGGS:

- **Restricted reserves** are those funds given by donors/grant givers whereby the terms of the funding agreement specify that the funds be restricted for a particular purpose. Balance as at 31 December 2025 is £6.3 million (2024: £6.9 million).

- **Endowment reserves** are those funds given to WAGGGS by an external donor to be applied in accordance with the donor's intentions and where one of those intentions is preservation of the original capital. WAGGGS holds two endowment funds:
    - **The Cheryl Watkins Endowment Fund**, which supports leaders within the Guiding Movement over the age of 60 to attend Our Chalet. The balance of this fund at 31 December 2025 was £973k.
    - **The Chalet Endowment Fund**, which provides for the maintenance and upkeep of Our Chalet. The balance of this fund at 31 December 2025 was £155k.

  The total balance of endowment reserves at 31 December 2025 was £1.1 million (2024: £1.1 million).

- **Unrestricted reserves** are categorised between designated reserves and general unrestricted reserves.
    - **Designated reserves** comprise the unrestricted funds of the Our Chalet Foundation. These funds are included within the Group financial statements as a result of the UK charity accounting requirements relating to control and consolidation. The Trustees have designated these reserves to make clear that, while they form part of the Group's unrestricted reserves, they are held by the Our Chalet Foundation for its own charitable purposes and are not available to WAGGGS as part of its general free reserves. This designation provides transparency to users of the financial statements regarding the nature and availability of these funds. Designated reserves amounted to £178k at 31 December 2025 (2024: £0).
    - **General unrestricted reserves** comprise the remainder of the Group's unrestricted reserves after deducting designated reserves. These reserves are available to support WAGGGS's general activities and objectives in accordance with the Trustees' discretion. General unrestricted reserves amounted to £4.7 million at 31 December 2025 (2024: £4.6 million, restated)
    - At 31 December 2025, £3.2 million of WAGGGS's restricted funds was represented by tangible fixed assets used in the delivery of its charitable purposes, principally Nuestra Cabaña, Pax Lodge and the World Bureau properties. These assets are not readily realisable and would only become available through their disposal. As they are used to deliver WAGGGS's charitable activities, the Trustees do not regard these amounts as available to support WAGGGS' general operations.

Investment Policies and Performance

The WAGGGS Constitution permits the World Board to invest funds that are not immediately required to support WAGGGS's activities, subject to any applicable legal requirements and restrictions.

The World Board has adopted an ethical investment policy that reflects WAGGGS's values and the Trustees' responsibilities under charity law.

Quilter Cheviot Investment Management (QC) manages the investment portfolio under a balanced investment mandate, designed to achieve long-term returns through a combination of capital appreciation and income while avoiding unnecessary investment risk. The World Board has adopted a medium-risk appetite for the investment portfolio, and the investment managers are required to apply the ethical investment policy in all investment decisions. Performance is monitored regularly against relevant industry benchmarks.

Going Concern

In assessing the appropriateness of adopting the going concern basis in preparing the financial statements, the World Board has considered WAGGGS's financial position, reserves, cash flow forecasts and principal risks, together with the approved operating and financial plans for 2026.



At 31 December 2025, WAGGGS held net assets of £12.2 million, including unrestricted reserves that continue to provide an important source of financial resilience. During the year, unrestricted funds delivered a surplus of £251,000, reflecting strong financial management, careful control of expenditure and favourable investment performance.

The World Board reviewed detailed financial forecasts covering at least twelve months from the date of approval of the financial statements. These forecasts include expected income from membership fees, fundraising, grants, World Centre operations and investment income, together with planned expenditure to support delivery of the WAGGGS Global Strategy 2024–2029. The forecasts also considered the potential impact of adverse changes in income, programme funding and operational activity.



The World Board also considered the financial plans for 2026, which include continued implementation of the revised membership fee framework, delivery of the Fundraising Strategy 2026–2029, ongoing investment in strategic priorities and organisational capacity and actions designed to strengthen long-term financial sustainability. These plans are supported by a diverse portfolio of income sources, active financial monitoring and established cost-control measures.

While the global economic environment continues to present uncertainty, including inflationary pressures and fluctuations in investment markets, the World Board is satisfied that WAGGGS has adequate financial resources and appropriate management actions available to respond to potential challenges.

Accordingly, the World Board has a reasonable expectation that WAGGGS has sufficient resources to continue in operational existence for the foreseeable future and therefore continues to adopt the going concern basis in preparing these financial statements.

Internal Control

The World Board is responsible for ensuring that WAGGGS maintains an effective system of internal control and for reviewing its effectiveness on a regular basis. The system is designed to manage risk and safeguard the organisation's assets while supporting the achievement of strategic objectives.

The system of internal control includes clearly defined organisational structures, delegated authorities, financial regulations, policies and procedures and comprehensive budgeting and forecasting processes. Financial performance is monitored through regular management reporting, including monthly management accounts, cash flow forecasts and variance analysis against approved budgets.

The World Board receives regular reports on financial and operational performance and reviews significant matters arising during the year. The Audit, Finance and Risk Committee supports the World Board in overseeing financial reporting, internal controls, risk management and external audit arrangements.

The World Board is satisfied that appropriate systems of internal control were in place throughout 2025 and that these systems continue to provide reasonable assurance regarding the safeguarding of assets, the reliability of financial information and compliance with applicable laws and regulations.

Risk Statement

WAGGGS continually reviews and strengthens its approach to risk management to support the delivery of its charitable objectives. The organisation maintains a comprehensive organisational risk register, which is reviewed regularly by the Senior Management Team and the Audit, Finance and Risk Committee. The World Board approves the risk register annually and receives quarterly reports on significant risks, changes in risk ratings and progress against mitigation actions. The Audit, Finance and Risk Committee provides oversight of the effectiveness of the risk management framework and monitors the implementation of agreed actions.

Following a comprehensive review during 2025, the organisational risk register was refreshed to better reflect WAGGGS's strategic priorities and operating environment. The following were identified as the principal risks and uncertainties facing WAGGGS and its subsidiary undertakings. These risks are monitored through the organisation's risk management framework and reviewed regularly by management, the Audit, Finance and Risk Committee, and the World Board.

Governance and Regulatory Compliance

Governance and regulatory compliance were a principal risk due to identified gaps in planned maintenance in mid-2025 and the complexity of operating multiple legal entities across different jurisdictions. Efforts were made in the second half of 2025 to ensure that directors, trustees and senior staff met their legal obligations. Mitigations in 2025 included implementing corrective actions to ensure full compliance with building and safety regulations, a comprehensive governance review, an independent evaluation of Board effectiveness, and working with external legal and accounting advisers across relevant jurisdictions.

Membership Retention and Financial Sustainability

As an international membership organisation, WAGGGS faces an ongoing risk that one or more Member Organisations, particularly those representing a significant proportion of global membership or membership fee income, may reduce their engagement with or withdraw from the Movement. Mitigation and management actions in 2025 included maintaining close engagement with Member Organisations, tailoring WAGGGS's offer to the differing needs of Member Organisations, supporting financially challenged MOs through the Membership Fee Support Fund, and diversifying income streams to reduce reliance on membership fee income.

Reputational Risk

In 2025, the Trustees recognised the risk of significant reputational damage arising from geopolitical conflicts, unauthorised advocacy, safeguarding incidents within affiliated organisations, donor-related controversies, or failure to meet stakeholder expectations. As a global movement operating across diverse cultural and political contexts, differing views among members and stakeholders may create tensions that could affect the organisation's reputation and unity. Mitigation and management actions included implementing a new Communications Policy, monitoring donor-related reputational issues and maintaining stakeholder engagement, and proactive communications with Member Organisations, supporters and key partners.

World Centres are unable to reach cost neutrality

WAGGGS World Centres suffered a decline in visitors and income due to the COVID-19 pandemic. Traveller confidence was returning in 2025 although remained susceptible to international events (e.g. conflicts and disease outbreaks). Mitigation and management actions in 2025 to help ensure cost neutrality across the World Centres included marketing to WAGGGS Member Organisations, increased use of the World Centres for WAGGGS programme events, careful oversight of expenditure at each centre, and infrastructure planning.

World Conference 2026

The World Conference 2026 was identified as a significant operational and reputational risk during 2025 due to its scale, international setting and the need to safeguard participants. The Trustees therefore maintained close oversight of preparations and the measures put in place to manage these risks, including security assessments, insurance, emergency response, business continuity and contingency planning.

The Conference was successfully delivered in Cambodia, with no significant incidents. With the event now completed, the Trustees can confirm that the risks identified in 2025 did not materialise, and the specific event-related risk has therefore been closed.

The Trustees consider the organisation's overall risk profile to be stable, with appropriate mitigation measures in place for the current principal risks.

Appointment of Auditors

Following a competitive tender process, **Crowe UK LLP** were appointed as WAGGGS's auditors during the year. The Trustees extend their appreciation to **Moore Kingston Smith LLP** for their support, professionalism and commitment during their tenure as WAGGGS's auditors.

THANK YOU

Her Royal Highness Princess Benedikte of Denmark

Her Majesty Queen of Malaysia Seri Paduka Baginda The Raja Permaisuri Agong Tunku Hajah Azizah Aminah Maimunah Iskandariah

Leaders Awardees (£50,000+ Lifetime giving)

- Her Majesty Queen of Malaysia Seri Paduka Baginda The Raja Permaisuri Agong Tunku Hajah Azizah Aminah Maimunah Iskandariah (Malaysia)
- Corinna Hauri (Switzerland)
- Terri Bone (USA)

The Princess Benedikte Awardees (£25,000+ Lifetime giving)

- Marcus Lee Andrew (Malaysia)
- Terri Bone (USA)
- June Chang (Malaysia)
- Louise Fast (Canada)
- Kimber Fender (USA)
- Sheryl Ghan (USA)
- Minna Jensen (Denmark)
- Colleen Messing (USA)
- Mary Williams (USA)

Ongoing supporters

We would like to thank all our supporters who have reached OB-PS President's Award, OB-PS Global Award and OB-PS Gold Award recognitions. Their generosity supports our work and mission.

Legacies

We would like to remember the many individuals who left a gift in their Will to WAGGGS in 2025. Their generosity ensures that we can continue our work supporting girls and young women to develop their fullest potential as responsible citizens of the world.

Our many supporters, including:

- Friends of the World Centres
- Friends of WAGGGS Regions and WAGGGS Member Organisations
- Olave Baden-Powell Society
- World Foundation for Girl Guides and Girl Scouts, Inc.

Our many partners and donors:

- AKO Foundation
- Avery & Brown
- Avery Row
- BRCK Foundation
- Carey Olsen LLP
- Compass Plus Technologies
- Council of Europe, European Youth Foundation

- DDCAP Group (DDGI Limited)
- Dove (Unilever)
- Duke of Edinburgh's International Award Foundation
- Erasmus+
- European Commission
- Food and Agriculture Organization of the United Nations (FAO)
- GreenZone
- Harwin
- International Federation of Red Cross and Red Crescent Societies (IFRC)
- Johnson & Johnson
- Kim and John McKenna
- KLA Foundation
- Moveero
- Norton (Gen)
- Norwegian Agency for Exchange Cooperation (NOREC)
- Q19 Group
- Radius
- Rotterdam Marriott Hotel
- Salling Foundation
- Siemens Energy
- Spectris Foundation
- UN Women Georgia
- UNICEF Eastern and Southern Africa
- United General Insurance Corporation
- United Nations Environment Programme (UNEP)
- WASH United
- Women Deliver
- World Scouting
- World Young Men's Christian Association (WYMCA)
- World Young Women's Christian Association (WYWCA)
- YorkTel



Structure, Governance and Management

STRUCTURE AND GOVERNING DOCUMENT

The World Association of Girl Guides and Girl Scouts (WAGGGS) is a Charitable Incorporated Organisation (CIO), which was formally registered with the Charity Commission for England and Wales on 18 November 2014. The governing document of WAGGGS is the CIO Constitution and Bye-Laws.

WORLD CONFERENCE

A World Conference (General Meeting) of all Full and Associate Member Organisations of WAGGGS is convened at least once every three years. This event provides an opportunity for Member Organisations to receive the Triennial Report, elect World Board members, review and vote on proposed amendments to the Constitution and Bye-laws, select the host for the next World Conference and set the strategic direction for WAGGGS for the upcoming triennium.

Between World Conference meetings, WAGGGS conducts extensive consultations with Member Organisations, young women and girls to assess their needs and priorities.

WORLD BOARD

The World Board, which serves as the Board of Trustees of the charity, is responsible for the overall direction, strategy, governance and control of WAGGGS. Acting collectively, the Trustees are accountable for ensuring that the organisation complies with all applicable UK legal and regulatory requirements. The specific responsibilities of the World Board are set out in Article 13 of the CIO Constitution.

The World Board is comprised of 17 voting members. 12 members are elected by Member Organisations at the World Conference for six-year terms (this is staggered so that six Trustees change every triennium). The remaining five members are the Chairs of the Regional Committees, who are elected at their respective Regional Conferences for three-year terms. Regional Chairs may serve a further three-year term on the World Board if re-elected to their Regional Committee and subsequently re-elected as Chair in accordance with agreed procedures.

Member Organisations nominate candidates for election to the World Board and Regional Committees. Prior to elections, Member Organisations are provided with information on the knowledge, skills and experience sought to ensure an appropriate balance of expertise. Member Organisations also nominate suitably qualified individuals to serve on the Board's committees, including the Audit, Finance and Risk Committee and on other Board-established working groups.

Where no elected Trustee has the necessary qualifications and experience to fulfil the role of Treasurer, the World Board may appoint a suitably qualified individual from within or outside the Movement. The Treasurer serves as Chair of the Audit, Finance and Risk Committee and attends World Board meetings in a non-voting capacity.

All Trustees undertake a structured induction programme on appointment, covering their legal duties and responsibilities as charity trustees, the governance framework of WAGGGS, its strategic priorities and the principal risks facing the organisation. Trustees also participate in an ongoing programme of development throughout their term to ensure they remain informed of developments in charity governance, regulation and areas relevant to the charity's work.

The World Board oversees the implementation of the strategy approved by the World Conference and monitors organisational performance against agreed objectives. Each year, the Board approves a rolling

three-year operational plan, comprising a detailed plan for the forthcoming year and indicative plans for the following two years, to support delivery of the strategy.

The World Board is responsible for overseeing the charity's financial sustainability, risk management framework and system of internal controls, ensuring that appropriate arrangements are in place to safeguard the charity's assets and resources.

The World Board meets at least four times each year. The Chief Executive, Deputy Chief Executive and Chief Operating Officer attend Board meetings in a non-voting capacity, together with the Treasurer where they are not an elected Trustee. Other individuals may be invited to attend meetings, where appropriate, to provide specialist advice or to support the Board in the discharge of its responsibilities.

REGIONAL COMMITTEES

WAGGGS has five Regional Committees representing the Africa, Arab, Asia Pacific, Europe and Western Hemisphere Regions. The World Board sets the Terms of Reference for the Regional Committees.

Each Regional Committee is responsible for supporting the delivery of WAGGGS's Global Strategy within its region by developing and overseeing Regional Action Plans aligned with the strategic priorities approved by Member Organisations at the World Conference. The Committees also provide regional insight and advice to inform the World Board's strategic decision-making and play an important role in building and maintaining relationships with Member Organisations, supporting their development and strengthening organisational capacity in response to regional needs. Acting as the link between the global organisation and Member Organisations, the Regional Committees help ensure that WAGGGS's strategic priorities, programmes and opportunities are responsive to regional contexts while enabling Member Organisations to contribute to and benefit from the global Movement.

FUNCTIONAL COMMITTEES

WAGGGS's Constitution empowers the World Board to delegate specific responsibilities to functional committees. The World Board establishes the Terms of Reference for each committee, clearly defining its responsibilities and delegated authority and reviews these regularly to ensure they remain effective and aligned with the organisation's governance framework.

In 2025, the functional committees of the World Board were as follows:

Audit, Finance and Risk Committee

The Audit, Finance and Risk Committee supports the World Board in its oversight of WAGGGS's financial management, audit, risk management and internal control framework. The Committee is responsible for reviewing the charity's financial policies and plans and providing assurance to the World Board on matters relating to financial governance.

The Committee advises the World Board on the appropriate level of free reserves and the strategic asset allocation for WAGGGS's investment portfolio. It also recommends the appointment of investment managers and, with support from the Investments Sub-committee, monitors investment performance.

The Committee oversees the external audit process, recommending the appointment of the external auditors and the approval of the Trustees' Annual Report and Financial Statements to the World

Board. It meets periodically with the external auditors to review the effectiveness of audit processes, internal controls and financial reporting.

The Committee also oversees WAGGGS's risk management framework, reviewing the effectiveness of risk management policies and processes and making recommendations to the World Board to strengthen the organisation's governance and resilience.

Governance Committee

The Governance Committee supports the World Board by providing oversight and advice on governance matters and promoting effective governance practices across WAGGGS. The Committee also oversees the development and review of governance policies and processes to support good governance throughout the organisation.

Through the volunteer Constitutions Coordinator, the Committee maintains oversight of matters relating to Member Organisations' constitutions and bye-laws, supporting compliance with WAGGGS's constitutional requirements and promoting good governance across the Movement.

Nominations Committee

The Nominations Committee leads the process of identifying, encouraging and assessing suitably qualified candidates for election to the World Board and Regional Committees. The Committee reviews nominations against the skills, experience and competencies set out in the relevant role profiles, supporting the election of individuals who can contribute effectively to the governance of WAGGGS.

Acting independently and impartially, the Committee seeks to ensure that the nominations process is rigorous, fair, transparent and aligned with WAGGGS's governance principles.

People Committee

The People Committee supports the World Board by providing oversight and strategic direction on matters relating to the WAGGGS Global Team, comprising both staff and volunteers. The Committee oversees the organisation's people strategy, policies and practices, ensuring they support the delivery of WAGGGS's strategic objectives.

The Committee provides assurance to the World Board that WAGGGS is meeting its legal and regulatory obligations in relation to its workforce and is adopting good practice as both an employer and an organisation that engages volunteers.

OLAVE BADEN-POWELL SOCIETY

The Olave Baden-Powell Society (OB-PS) is an international group of donors who have committed to supporting the work of WAGGGS financially. OB-PS cooperates closely with the WAGGGS World Board and Individual Giving team.

WAGGGS–WORLD SCOUTING CONSULTATIVE COMMITTEE

The WAGGGS–World Scouting Consultative Committee fosters communication and collaboration between the two organisations. The Committee comprises two trustees from each organisation together with their respective Chief Executives and meets at least annually to strengthen partnership working, share strategic perspectives and consider matters of mutual interest.

WAGGGS GROUP STRUCTURE

WAGGGS has a number of subsidiaries, listed below, which comprise the WAGGGS Group. The results of each subsidiary are consolidated into the Group accounts.

WAGGGS CIO

WAGGGS is a Charitable Incorporated Organisation (CIO), formally registered with the Charity Commission for England and Wales (number 1159255) on 18 November 2014 and is the parent entity for the WAGGGS Group. The governing document of WAGGGS is the CIO Constitution and Bye-Laws.

WAGGGS Trading Limited

WAGGGS Trading Limited (company registered in England and Wales, number 07533080) is a wholly owned subsidiary of the WAGGGS CIO, which holds all of its issued share capital. The company undertakes the commercial and trading activities of WAGGGS in support of the charity's objectives.

The Directors of WAGGGS Trading Limited are appointed by the World Board. A Deed of Covenant is in place under which the taxable profits of WAGGGS Trading Limited are donated to the WAGGGS CIO, ensuring that the profits generated through its trading activities are applied in furtherance of the charity's purposes.

WAGGGSMEX Limited

WAGGGS has control of a dormant company, WAGGGSMEX Limited (company registered in England and Wales, number 01650327). WAGGGSMEX Limited is a wholly owned subsidiary of the WAGGGS CIO which owns all the issued share capital. The Directors of WAGGGSMEX Limited are appointed by the World Board of the WAGGGS CIO. The entity has not traded in the year.

Our Chalet Association

The Our Chalet Association was founded on 15 December 1930 under Article 60ff of the Code Civil Suisse. The operations of the Our Chalet World Centre are run by the Our Chalet Association, which has a rental agreement in place with the Our Chalet Foundation for the use of the building. The Our Chalet Association is governed by an Executive Committee, appointed by the Active Members of the association. A majority of the Active Members are voting members of the WAGGGS World Board.

Foundation for Girl Guides and Girl Scouts International Centre, Our Chalet Adelboden

The Foundation for Girl Guides and Girl Scouts International Centre, Our Chalet Adelboden ("Our Chalet Foundation") was registered as a foundation (stiftung) in Switzerland in 1996. The Our Chalet Foundation owns the Our Chalet World Centre property and has a rental agreement in place with the Our Chalet Association. The Our Chalet Foundation is governed by a Board of Trustees. The WAGGGS World Board and WAGGGS Europe Region each have one seat on the Board of the Our Chalet Foundation. The majority of positions on the Board of Trustees are appointed by the Executive Committee of the Our Chalet Association.

Nuestra Cabaña, A.C.

Nuestra Cabaña, A.C. is an Asociación Civil (non-profit association), registered in Mexico since 1986 (tax identification number NCA880620IF4). The World Board of WAGGGS appoints the Board of Directors of Nuestra Cabaña, A.C.

The Cabaña, S.A. DE C.V.

The Cabaña S.A. de C.V. (Sociedad Anónima de Capital Variable) is a company registered in Mexico since 1954 (tax identification number CAB5407071W6). It holds the title to the land and property of the Nuestra Cabaña World Centre. The Cabaña S.A. de C.V. has two shareholders, WAGGGSMEX Limited and the WAGGGS CIO, who appoint the Board of Directors.

WAGGGS Mexico Comercializadora S.A. DE C.V.

WAGGGS Mexico Comercializadora S.A. de C.V. is a company registered in Mexico and was established in 2025. This entity manages the operations of the Nuestra Cabaña World Centre. WAGGGS Mexico Comercializadora S.A. de C.V. has two shareholders, WAGGGSMEX Limited and the WAGGGS CIO, who appoint the Board of Directors.

Sangam World Centre of the World Association of Girl Guides and Girl Scouts

The Sangam World Centre of the World Association of Girl Guides and Girl Scouts is registered in India as a charitable public trust (registration number E-35498 (M)) for the operation of the Sangam World Centre. The Trustees are appointed by the World Board of WAGGGS.

World Association of Girl Guides and Girl Scouts (Europe)

The World Association of Girl Guides and Girl Scouts (Europe) is an Association Internationale Sans But Lucratif (AISBL) registered in Belgium under company number BE 0457.323.425. The Chair of the World Board of WAGGGS, the Chair of the Europe Region (a World Board member) and the Chief Executive of WAGGGS are ex-officio Directors of the company.

TRUSTEES, OFFICERS AND PROFESSIONAL ADVISORS

Who served during the financial year and/or in the period up to the approval of the report and accounts.

WORLD BOARD

Candela González	Chair (retired June 2026)
Sarah Govan-Sisk	Chair (elected June 2026)
Fiona Lejosne	Vice Chair
Christiane Rouhana	Vice Chair (retired June 2026)
Signe Obel	Vice Chair (from June 2026)
Fatemah Alfailakawi	(elected June 2026)
Stefanie Argus	Chair, Western Hemisphere Region (retired July 2025)
Ghofrane Ben Hamed	Chair, Arab Region (elected August 2025)
Jessica Bond	(retired June 2026)
Fiona Bradley	Chair of the Governance Committee (retired June 2026)
Caroline Brown	Chair, Europe Region (elected July 2025)
Elizabeth Chatuwa	Chair, Africa Region (elected July 2025)
Marina De Mattey Derosa	Chair, Western Hemisphere Region (elected July 2025)
Monika Dreik	Chair of the People Committee
Lydia Fang	(elected June 2026)
Medhavi Chamathya Fernando	(retired June 2026)
Sarah Hammoud	Chair, Arab Region (retired August 2025)
Natasha Montesalvo	(elected June 2026)
Helga Mutasingwa	
Josephine Mwangi	
Debra Nakatomi	(retired June 2026)
Paula Neher-Old	Chair, Europe Region (retired July 2025)
Chempaka Emalin Pahamin	Chair, Asia Pacific Region (retired August 2025)
Faniry Rakotoarivony	Chair, Africa Region (retired July 2025)
Sharrada Segeran	
Niumath Shafeeg	Chair, Asia Pacific Region (elected August 2025)
Tricia Tilford	(elected June 2026)
Hina Velji	(elected June 2026)

OTHERS

Laura Davis	WAGGGS Treasurer and Chair of the Audit, Finance and Risk Committee
Ana María Mideros	Chair of the Nominations Committee
Pamela Rice	First Approved Person (up to June 2026)
Antonia Yip	Second Approved Person (up to June 2026)
Elli Kodjamani	First Approved Person (from June 2026)
Rama Adjovi	Second Approved Person (from June 2026)

OLAVE BADEN-POWELL SOCIETY

Patron HRH Princess Benedikte of Denmark
President Kaela Sáenz Oriti

SENIOR MANAGEMENT TEAM (SMT) – STAFF

The day-to-day running of WAGGGS, its operational decisions, the implementation of approved strategy and the exercise of executive responsibility is delegated to the Chief Executive and her Senior Management Team (SMT):

Nadine El Achy	Chief Executive (from April 2025)
Guy Holloway	Acting Chief Executive (from August 2024-March 2025)
Sally Elkes	Deputy Chief Executive (from June 2025)
Paul Bigmore	Head of Global Programmes (to May 2025), Chief Operating Officer (from June 2025)
Sophie Rymer	Head of Global Programmes (from June 2025)
Andii Verhoeven	Head of Learning and Leadership Development
Louise Sargeant	Interim Director of Finance (from August 2024-February 2025)
Susana Nino	Director of Finance (from February 2025)
Imogen Fitzpatrick	Head of Strategic Partnerships and Communications (to February 2026)
Amy Jarvis	Head of Strategic Partnerships & Communications (from February 2026)
Nicola Lawrence	Head of Governance
Inga Pikse	Head of Philanthropy and Individual Giving
Natalia Plou	Head of Membership and Regional Support
Magdalene Thomas	Head of International Operations

WAGGGS bases its reward policies and strategies on the needs of the organisation. Salaries are benchmarked against other comparable organisations to ensure that WAGGGS pays a suitable rate of pay to all the staff in relation to the environment in which they work. The WAGGGS Salary and Reward Policy and Procedures forms part of the organisation's set of policies available to all staff through the online portal. More information can be found in note 8 of the Policy.

PROFESSIONAL ADVISORS

Bankers
National Westminster Bank plc, 250 Bishopsgate, London, EC2M 4AA, UK

Independent Auditors
Crowe U.K. LLP, 55 Ludgate Hill, London, EC4M 7JW, UK

Investment Managers
Quilter Cheviot Investment Management, One Kingsway, London, WC2B 6AN, UK

UK Legal Advisors
Broadfield Law UK LLP, One Bartholomew Close, Barts Square, London, EC1A 7BL, UK
Mills & Reeve LLP, 7th & 8th Floors, 24 King William Street, London, EC4R 9AT, UK
Bulfin & Co, 128 Manor Way, Ruislip, Middlesex, HA4 8HR, UK

PRINCIPAL OFFICE

World Association of Girl Guides and Girl Scouts, World Bureau, Olave Centre, 12c Lyndhurst Road, London, NW3 5PQ, UK

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The World Board (as the Board of Trustees) is responsible for preparing the trustees' report and the financial statements in accordance with applicable law and regulations. Charity law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have agreed to prepare the financial statements in accordance with UK generally accepted accounting practice (UK Accounting Standards and applicable law). Under charity 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 charity as at the end of the financial year and of its incoming resources and application of those resources, including income and expenditure for the year. In preparing the financial statements, the trustees are required to:

- Select suitable accounting policies and 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 standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the Financial Statements on a going concern basis unless it is inappropriate to presume that the charity will continue its activities.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and that disclose, with reasonable accuracy at any time, the financial position of WAGGGS and enable them to ensure that the financial statements comply with the Charities Act 2011, the 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) and the provisions of the WAGGGS Constitution and Bye-Laws. They are also responsible for safeguarding the assets of the charity and for their proper application, as required by charity law 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 charity's auditor is unaware.
- The trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the charity and the financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Public Benefit

The trustees have paid due regard to the Charity Commission's guidance on providing public benefit while reviewing the charity's aims and objectives, deciding what activities the charity should undertake and assessing how donations received will help the charity meet its objectives.

This report describes the activities undertaken during the year to deliver the objectives set out in the WAGGGS Global Strategy 2024–2029 through the organisation's approved operational plan and budget. WAGGGS delivers a range of programmes and initiatives designed to empower girls and young

women around the world. Wherever practicable, the views and experiences of girls and young women are incorporated into the design, delivery and evaluation of these programmes, helping to ensure that they respond to the diverse needs of Member Organisations and beneficiaries across WAGGGS's five regions and maximise the charity's public benefit.

Approved and authorised for issue by the Board of Trustees on 3rd October 2026.



Sarah Govan-Sisk
WAGGGS World Board Chair



Laura Davis
WAGGGS Treasurer

WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS

Opinion

We have audited the financial statements of the World Association of Girl Guides and Girl Scouts (the 'parent charity') and its subsidiaries (the 'Group') for the year ended 31 December 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated Statement of Cash Flows and the related notes, 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 Group's and of the parent charity's affairs as at 31 December 2025 and of the Group's 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 Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS (CONTINUED)

Other information

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

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept by the parent charity; or
- the financial statements are not in agreement with the accounting records and returns; 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 are responsible for the preparation of the financial statements which 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 Group's and the parent charity'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 Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS (CONTINUED)

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

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

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

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

We obtained an understanding of the legal and regulatory frameworks within which the Charity and Group operates, focusing on those laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, including financial reporting legislation and the Charities SORP (FRS 102), and tax regulations. We assessed the required compliance with these laws and regulations as part of our audit procedures on the related financial statement items.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which might be necessary to the group’s ability to operate or to avoid a material penalty. Auditing standards limit the required audit procedures to identify non-compliance with these laws and regulations to enquiry of the Trustees and other management and inspection of regulatory and legal correspondence, if any.

We also considered the opportunities and incentives that may exist within the group for fraud. We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be within the timing of recognition of grant and legacy income and the override of controls by management. Our audit procedures to respond to these risks included enquiries of management, internal audit, legal counsel and the Audit, Finance and Risk Committee about their own identification and assessment of the risks of irregularities, sample testing on the posting of journals and income, reviewing regulatory correspondence with the Charity Commission, and reading minutes of meetings of those charged with governance.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, the further removed non-compliance with laws and regulations (irregularities) is from the events and transactions reflected in the financial statements, the less likely the inherently limited procedures required by auditing standards would identify it.

In addition, as with any audit, there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE WORLD ASSOCIATION OF GIRL GUIDES AND GIRL SCOUTS (CONTINUED)

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's Trustees 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 charity and the charity's Trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Crowe U.K. LLP

Crowe U.K. LLP
Statutory Auditor

London

Date: 30 October 2026

Crowe U.K. LLP are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Endowment funds 2025 £000	Total funds 2025 £000	*As restated Total funds 2024 £000*
Income and endowments from:						
Donations and legacies	4	**847**	**1,347**	**-**	**2,194**	*3,972*
Charitable activities	5	**3,562**	**2,452**	**-**	**6,014**	*4,927*
Other trading activities	6	**246**	**1**	**-**	**247**	*492*
Investments	7	**171**	**-**	**32**	**203**	*208*
Other income		**-**	**-**	**-**	**-**	*1*
Total income and endowments		**4,826**	**3,800**	**32**	**8,658**	*9,600*
Expenditure on:						
Raising funds	8	**773**	**-**	**-**	**773**	*623*
Charitable activities	9	**4,099**	**4,358**	**8**	**8,465**	*7,700*
Total expenditure		**4,872**	**4,358**	**8**	**9,238**	*8,323*
Net (expenditure)/income before net gains/(losses) on investments		**(46)**	**(558)**	**24**	**(580)**	*1,277*
Net gains/(losses) on investments		**239**	**(28)**	**-**	**211**	*(27)*
Net movement in funds before other recognised gains/(losses)		**193**	**(586)**	**24**	**(369)**	*1,250*
Other recognised gains/(losses):						
Exchange gains/(losses) on translation	11	**58**	**(27)**	**4**	**35**	*10*
Net movement in funds		**251**	**(613)**	**28**	**(334)**	*1,260*

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Endowment funds 2025 £000	Total funds 2025 £000	*As restated Total funds 2024 £000*
Reconciliation of funds:						
Total funds brought forward as previously stated		**3,811**	**6,872**	**1,100**	**11,783**	*11,328*
Prior year adjustment	24	**805**	**-**	**-**	**805**	*-*
Total funds brought forward as restated		**4,616**	**6,872**	**1,100**	**12,588**	*11,328*
Net movement in funds		**251**	**(613)**	**28**	**(334)**	*1,260*
Total funds carried forward		**4,867**	**6,259**	**1,128**	**12,254**	*12,588*

The Consolidated Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 13 to 46 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2025

	Note		2025 £000		*As restated 2024 £000*
Fixed assets					
Intangible assets	15		**-**		*1*
Tangible assets	16		**3,603**		*3,664*
Investments	17		**4,773**		*4,437*
			8,376		*8,102*
Current assets					
Stocks	18	**215**		*241*	
Debtors	19	**1,582**		*1,879*	
Investments	20	**620**		*574*	
Cash at bank and in hand		**4,102**		*3,674*	
		6,519		*6,368*	
Current liabilities					
Creditors: amounts falling due within one year	21	**(2,365)**		*(1,646)*	
Net current assets			**4,154**		*4,722*
Total assets less current liabilities			**12,530**		*12,824*
Creditors: amounts falling due after more than one year	22		**(276)**		*(236)*
Total net assets			**12,254**		*12,588*

CONSOLIDATED BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2025

	Note		2025 £000		*As restated 2024 £000*
Charity funds					
Endowment funds	25		**1,128**		*1,100*
Restricted funds:					
Restricted funds	25	**3,047**		*3,619*	
Restricted property	25	**3,212**		*3,253*	
Total restricted funds			**6,259**		*6,872*
Unrestricted funds					
Designated funds	25	**178**		-	
General funds	25	**4,689**		*4,616*	
Total unrestricted funds			**4,867**		*4,616*
Total funds			**12,254**		*12,588*

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Sarah Govan-Sisk
Chair

Date: 3 October 2026

The notes on pages 13 to 46 form part of these financial statements.

CHARITY BALANCE SHEET
AS AT 31 DECEMBER 2025

	Note		2025 £000		*As restated 2024 £000*
Fixed assets					
Intangible assets	15		**-**		*1*
Tangible assets	16		**3,262**		*3,303*
Investments	17		**4,743**		*4,407*
			8,005		*7,711*
Current assets					
Stocks	18	**48**		*56*	
Debtors	19	**2,344**		*2,816*	
Investments	20	**218**		*192*	
Cash at bank and in hand		**2,560**		*2,075*	
		5,170		*5,139*	
Current liabilities					
Creditors: amounts falling due within one year	21	**(2,349)**		*(1,605)*	
Net current assets			**2,821**		*3,534*
Total assets less current liabilities			**10,826**		*11,245*
Creditors: amounts falling due after more than one year	22		**(11)**		*(2)*
Total net assets			**10,815**		*11,243*

CHARITY BALANCE SHEET (CONTINUED)
AS AT 31 DECEMBER 2025

	Note		2025 £000		As restated 2024 £000
Charity funds					
Endowment funds	26		**973**		*973*
Restricted funds:					
Restricted funds	26	**2,123**		*2,828*	
Restricted property	26	**3,090**		*3,119*	
Total restricted funds			**5,213**		*5,947*
Unrestricted funds	26		**4,629**		*4,323*
Total funds			**10,815**		*11,243*

The Charity's net movement in funds for the year was deficit of £428k *(2024 - surplus £1,199k).*

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:



Sarah Govan-Sisk
Chair

Date: 3 October 2026

The notes on pages 13 to 46 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2025

	Note	2025 £000	*As restated 2024 £000*
Cash flows from operating activities			
Net cash used in operating activities	28	**422**	*536*
Cash flows from investing activities			
Dividends and interests from investments		**203**	*208*
Purchase of tangible fixed assets		**(26)**	*(16)*
Proceeds from sale of investments		**822**	*243*
Purchase of investments		**(947)**	*(580)*
Net cash provided by/(used in) investing activities		**52**	**(145)**
Change in cash and cash equivalents in the year		**474**	**391**
Cash and cash equivalents at the beginning of the year	29	**4,248**	*3,857*
Cash and cash equivalents at the end of the year	29	**4,722**	*4,248*

The notes on pages 13 to 46 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

1. General information

The World Association of Girl Guides and Girl Scouts (WAGGGS) is a Charitable Incorporated Organisation (CIO) registered with the Charity Commission for England and Wales (no. 1159255). The registered office is World Bureau, Olave Centre, London, NW3 5PQ.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published in October 2019 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The World Association of Girl Guides and Girl Scouts meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The Consolidated Statement of Financial Activities (SOFA) and Consolidated Balance Sheet consolidate the financial statements of the Charity and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis. Also included within the consolidation is Foundation for Girl Guides and Girl Scouts, Our Chalet Adelboden, also known as Our Chalet Foundation, included within the consolidation due to WAGGGS having control over the Board.

The financial statements are presented in sterling which is also the functional currency of the Charity.

2.2 Going concern

In assessing the appropriateness of adopting the going concern basis in preparing the financial statements, the World Board has considered WAGGGS’s financial position, reserves, cash flow forecasts and principal risks, together with the approved operating and financial plans for 2026.

At 31 December 2025, WAGGGS held net assets of £12.3 million, including unrestricted reserves that continue to provide an important source of financial resilience. During the year, unrestricted funds delivered a surplus of £251k, reflecting strong financial management, careful control of expenditure and favourable investment performance.

The World Board reviewed detailed financial forecasts covering at least twelve months from the date of approval of the financial statements. These forecasts include expected income from membership fees, fundraising, grants, World Centre operations and investment income, together with planned expenditure to support delivery of the WAGGGS Global Strategy 2024–2029. The forecasts have been stress-tested to assess the potential impact of adverse changes in income, programme funding and operational activity.

The World Board also considered the financial plans for 2026, which include continued implementation of the revised membership fee framework, delivery of the Fundraising Strategy

2. Accounting policies (continued)

2.2 Going concern (continued)

2026–2029, ongoing investment in strategic priorities and organisational capacity, and actions designed to strengthen long-term financial sustainability. These plans are supported by a diverse portfolio of income sources, active financial monitoring and established cost-control measures.

While the global economic environment continues to present uncertainty, including inflationary pressures and fluctuations in investment markets, the World Board is satisfied that WAGGGS has adequate financial resources and appropriate management actions available to respond to potential challenges.

Accordingly, the World Board has a reasonable expectation that WAGGGS has sufficient resources to continue in operational existence for the foreseeable future and therefore continues to adopt the going concern basis in preparing these financial statements.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably. he following specific policies apply to categories of income:

- Membership fee income relates to the annual fee payable by Member Organisations as a condition of membership. This is accounted for on a receivable basis, net of provisions.
- Legacies are credited to the Statement of Financial Activities on a case-by-case basis in accordance with the requirements of the SORP (being probability, entitlement and measurement). Entitlement is taken as the earlier date on which either:
    - the Charity receives a distribution from the estate or
    - the Charity has received notification in writing from the estate executors of the amount to be received by the Charity from the estate.
- Donations are accounted for where there is adequate probability of receipt.
- Grants for specific purposes are recognised as income when receivable and are shown as restricted income. The exception to this rule is where grants are received with preconditions attached, and where the preconditions have not been met and as such the Charity is not entitled to the income by the balance sheet date. Such grants are included in creditors as deferred income.
- Investment income, primarily from dividends and interest, is included gross and accounted for when receivable.
- Income from other trading activities represents sale of materials and goods including publications, uniform and other items purely for charitable purposes. These are accounted for at the point of sale.
- World Centres operating income consists primarily of receipts for board, lodging and event costs. This is accounted for on a receivable basis.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are comprised of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Group to raise funds for its charitable purposes and includes costs of all fundraising activities and non-charitable trading. These include investment fund manager fees and the salaries and overheads of the staff that directly undertake fundraising activities plus allocated support costs.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

Support Services represent the central costs not directly attributable to WAGGGS' global outcomes but are in support of WAGGGS' charitable activities.

Governance costs include the direct costs of the administration of WAGGGS and compliance with constitutional and statutory requirements including an appropriate share of support costs. These costs include audit, legal advice for Trustees and costs associated with Board meetings and the governance elements of the Regional Conferences and World Conference.

The allocation of staff salaries, other benefits and overheads not directly attributable to a particular functional activity are apportioned over the relevant categories on the basis of management estimates of time spent by individual staff on various activities in support of WAGGGS' global outcomes.

All expenditure is inclusive of irrecoverable VAT.

2.5 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The expected cost of holiday entitlement is recognised in expenditure in the period in which the employee's services are received. Any unused entitlement is recognised as a liability. The best estimate of the expenditure required to settle an obligation for termination benefits is recognised immediately as an expense when the Charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2. Accounting policies (continued)

2.6 Foreign currencies

Monetary assets and liabilities denominated in foreign currencies are translated into sterling at rates of exchange ruling at the reporting date.

Transactions in foreign currencies are translated into sterling at the rate ruling on the date of the transaction.

Assets and liabilities of overseas operations are translated into sterling at the rate ruling at the reporting date. Income and expenses of overseas operations are translated at the average rate for the year.

All exchange gains and losses are recognised in the Consolidated Statement of Financial Activities.

2.7 Intangible assets and amortisation

Intangible assets are capitalised and recognised when future economic benefits are probable, and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life and charged to the Statement of Financial Activities.

The estimated useful lives are as follows:

Trademarks	-	10 years
Computer software	-	3-5 years

2.8 Tangible fixed assets and depreciation

Tangible fixed assets costing £1,000 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the cost model, tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses. All costs incurred to bring a tangible fixed asset into its intended working condition should be included in the measurement of cost.

At each reporting date, the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

2. Accounting policies (continued)

2.8 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- 50 years
Leasehold property	- the length of the lease
Leasehold improvements	- 20 years or length of remaining lease, if shorter
Fixtures and fittings	- 5 years
Office equipment	- 5 years
Computer equipment	- 3 years

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the Consolidated Statement of Financial Activities.

2.9 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as ‘gains/(losses) on investments’ in the Consolidated Statement of Financial Activities.

Investments in subsidiaries are valued at cost less provision for impairment.

Investments held as fixed assets are shown at cost less provision for impairment.

2.10 Stocks

Stocks are valued at the lower of cost or net realisable value after making due allowance for obsolete and slow-moving stocks.

2.11 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2. Accounting policies (continued)

2.12 Financial instruments

Financial assets
Basic financial assets, which include other debtors, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost, being transaction price less amounts settled and less any impairment losses.

Investments are a basic financial instrument and are included in the balance sheet initially at transaction value and subsequently recognised at their fair value at the end of the financial period. For listed investments, fair value is determined by reference to quoted market prices at the reporting date. For units held in collective investment schemes, fair value is based on the published net asset value of the relevant fund. Realised and unrealised gains and losses are credited or debited to the Statement of Financial Activities in the year in which they arise.

Financial liabilities
Basic financial liabilities, which include trade creditors, employees' salaries provision and other creditors, are initially measured at transaction price and subsequently measured at amortised cost, being transaction price less amounts settled.

2.13 Pensions

The Group operates a defined contribution (money purchase) pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Designated reserves comprise the unrestricted funds of the Our Chalet Foundation. These funds are included within the Group financial statements as a result of the UK charity accounting requirements relating to control and consolidation. The Trustees have designated these reserves to make clear that, while they form part of the Group's unrestricted reserves, they are held by the Our Chalet Foundation for its own charitable purposes and are not available to WAGGGS as part of its general free reserves.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Endowment funds are funds which must be applied in accordance with the donor's intentions and where one of those intentions is the preservation of the original capital given. The aim and use of each endowment fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

3. Critical accounting estimates and areas of judgement

In the application of the Group's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised.

Key estimates are undertaken in the allocation of support costs.

The Trustees consider the estimates involved in the valuation of investments to have a significant effect on amounts recognised in the financial statements. These are taken directly from the investment managers' reports.

Critical accounting estimates and assumptions:

The Trustees do not consider that there are any critical estimates or areas of judgement that need to be brought to the attention of the readers of the financial statements.

4. Income from donations and legacies

	Unrestricted funds 2025 £000	**Restricted funds 2025 £000**	**Total funds 2025 £000**	*As restated Total funds 2024 £000*
Donations and legacies	88	786	**874**	*2,425*
World Thinking Day	54	-	**54**	*72*
Olave Baden-Powell Society	638	191	**829**	*820*
Regions	1	65	**66**	*38*
World Centres	66	305	**371**	*617*
Total 2025	847	1,347	**2,194**	*3,972*
Total 2024 as restated	*2,004*	*1,968*	*3,972*	

5. Income from charitable activities

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Total funds 2025 £000	*Total funds 2024 £000*
Membership fees	1,610	-	**1,610**	*1,589*
World Centres operating income	1,165	-	**1,165**	*895*
Grants for specific programmes	11	2,357	**2,368**	*1,793*
Conference, event fees and other	776	95	**871**	*650*
Total 2025	3,562	2,452	**6,014**	*4,927*
Total 2024	*3,118*	*1,809*	*4,927*	

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025

6. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Total funds 2025 £000	*Total funds 2024 £000*
Trading activities	246	1	**247**	*492*
Total 2025	246	1	**247**	*492*
Total 2024	*490*	*2*	*492*	

7. Investment income

	Unrestricted funds 2025 £000	Endowment funds 2025 £000	Total funds 2025 £000	*Total funds 2024 £000*
Dividend income	104	27	**131**	*131*
Interest income	67	5	**72**	*77*
Total 2025	171	32	**203**	*208*
Total 2024	*172*	*36*	*208*	

8. Expenditure on raising funds

Fundraising trading expenses

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Total funds 2025 £000	*As restated Total funds 2024 £000*
Expenditure of raising funds	773	-	**773**	*623*
Total 2025	773	-	**773**	*623*
Total 2024 as restated	*550*	*73*	*623*	

9. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Endowment funds 2025 £000	Total 2025 £000	*As restated Total 2024 £000*
Strategic theme 1 - A united and connected girl - and young women-led Movement	2,438	1,582	8	**4,028**	*3,968*
Strategic theme 2 - MOs are supported to be thriving, inclusive and deliver a high-quality Girl Guide and Girl Scout experience	828	2,574	-	**3,402**	*2,734*
Strategic theme 3 - A sustainable WAGGGS	833	202	-	**1,035**	*998*
Total 2025	4,099	4,358	8	**8,465**	*7,700*
Total 2024 as restated	*3,721*	*3,972*	*7*	*7,700*	

9. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

Basis of Expenditure Classification

Expenditure has been classified by the three strategic themes used in our 2024-2029 Global Strategy:

- A united and connected girl- and young women-led Movement
- MOs are supported to be thriving, inclusive and deliver a high-quality Girl Guide and Girl Scout experience
- A sustainable WAGGGS

To ensure accurate classification of expenditure across charitable activities and the cost of raising funds, a structured methodology was applied:

- Restricted Funds: All restricted expenditure was reviewed by fund code. Each item was classified according to the strategic goal most closely aligned with the fund's intended purpose.
- Unrestricted Funds: Expenditure funded by unrestricted income was assessed by cost centre and expenditure type. A proportion of each item was then allocated to one or more strategic goals, if applicable, and the remaining to the cost of raising funds.

This classification process was underpinned by a detailed analysis of the direct relationship between expenditure and WAGGGS's activities. The aim was to reflect the true nature and purpose of each transaction with consistency and transparency.

Comparative 2024 expenditure has been restated following a review of the allocation of World Centres expenditure. It was previously weighted towards "Raising funds" on the basis that accommodation, conference and event fees were considered income-generating activities. It has since been concluded that the maintenance and operation of the World Centres primarily support programme delivery and the achievement of strategic objectives, and the expenditure has been reclassified accordingly.

10. Analysis of grants

GRANTS PAID	2025 NUMBER OF GRANTS	2025 VALUE	*2024 NUMBER OF GRANTS*	*2024 VALUE*
	No	**£'000**	*No*	*£'000*
Delegates & Individuals	98	37	*413*	*108*
Member Organisations	290	1,303	*174*	*952*
Total Grants Paid	**388**	**1,340**	*587*	*1,060*

DETAILED ANALYSIS OF GRANTS	2025 NUMBER OF GRANTS	DELEGATES & INDIVIDUALS	MEMBER ORGANISATIONS	TOTAL 2025
	No	**£'000**	**£'000**	**£'000**
AKO Foundation (GLACC)	**35**	-	168	**168**
Arab Region Contributions	**18**	1	4	**5**
Disaster and Emergency Fund	**1**	-	17	**17**
European Contribution	**6**	-	12	**12**
Friends Asia-Pacific Region	**8**	-	27	**27**
Gen/Norton (Surf Smart)	**32**	-	133	**133**
Global Youth Mobilization (GYM)	**32**	-	160	**160**
Julie Dawson Fund	**4**	1	-	**1**
KLA Foundation (STEM Changemakers)	**21**	-	49	**49**
NOREC (YESS Girls' Movement 2024)	**2**	-	1	**1**
NOREC (YESS Girls' Movement 2025)	**84**	18	509	**527**
Siemens Energy (Girls for Green Energy)	**9**	-	23	**23**
Spectris Foundation (STEM Changemakers)	**6**	-	17	**17**
UNEP (Plastic Tide Turners)	**11**	-	12	**12**
UNICEF (GLACC)	**13**	-	64	**64**
Unilever/Dove (Free Being Me)	**38**	-	97	**97**
United Nations (Gender Equality Badge)	**14**	-	8	**8**
Unrestricted Funds	**23**	2	2	**4**
World Foundation (Sangam Leadership Events)	**31**	15	-	**15**
	388	**37**	**1,303**	**1,340**

11. Other gains

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Endowment funds 2025 £000	**Total funds 2025 £000**	*Total funds 2024 £000*
Exchange gains/(losses) on translation	58	(27)	4	**35**	*10*
Total 2025	58	(27)	4	**35**	*10*
Total 2024	*16*	*(6)*	*-*	*10*	

12. Auditor's remuneration

	2025 £000	*2024 £000*
Fees payable to the Charity's auditor and its associates for the audit of the Charity's annual accounts	**44**	*71*
Fees payable to the Charity's auditor and its associates in respect of:		
All non-audit services not included above	**6**	*-*

13. Staff costs

	Group 2025 £000	*Group 2024 £000*	**Charity 2025 £000**	*Charity 2024 £000*
Wages and salaries	**2,345**	*2,042*	**1,891**	*1,589*
Social security costs	**307**	*245*	**230**	*180*
Contribution to defined contribution pension schemes	**156**	*148*	**118**	*114*
	2,808	*2,435*	**2,239**	*1,883*

During the year redundancy payments of £2.5k *(2024 - £Nil)* were made. No amounts were outstanding at the year end.

13. Staff costs (continued)

The average number of persons employed by the Group and Charity during the year was as follows:

	Group 2025 No.	*Group 2024 No.*	**Charity 2025 No.**	*Charity 2024 No.*
Charitable activities	**47**	*54*	**25**	*23*
Fundraising	**8**	*10*	**7**	*9*
Support services	**29**	*11*	**8**	*10*
	84	*75*	**40**	*42*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2025 No.	*Group 2024 No.*
In the band £60,001 - £70,000	**4**	*2*
In the band £70,001 - £80,000	**1**	*-*
In the band £80,001 - £90,000	**1**	*1*

The key management personnel of the Group and Charity comprise the Trustees and the Senior Management Team (SMT) as listed in the Trustees report. The total employee benefits of the key management personnel of the Group during the year were £875k *(2024 - £834k)*.

14. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2024 - £NIL)*.

During the year ended 31 December 2025, expenses totalling £58k were reimbursed or paid directly to 23 Trustees *(2024 - £46k to 18 Trustees)* for courses, travelling and accommodation expenses.

15. Intangible assets

Group

	Computer software & Trademarks £000
Cost	
At 1 January 2025	**158**
At 31 December 2025	**158**
Amortisation	
At 1 January 2025	**157**
Charge for the year	**1**
At 31 December 2025	**158**
Net book value	
At 31 December 2025	**-**
At 31 December 2024	*1*

15. Intangible assets (continued)

Charity

	Computer software & Trademarks £000
Cost	
At 1 January 2025	**153**
At 31 December 2025	**153**
Amortisation	
At 1 January 2025	**152**
Charge for the year	**1**
At 31 December 2025	**153**
Net book value	
At 31 December 2025	**-**
At 31 December 2024	*1*

16. Tangible assets

Group

	Freehold land & buildings £000	Leasehold land & buildings £000	Furniture & equipment £000	Total £000
Cost or valuation				
At 1 January 2025	**2,322**	**4,509**	**627**	**7,458**
Additions	**-**	**-**	**26**	**26**
Disposals	**-**	**-**	**(52)**	**(52)**
Foreign exchange movement	**(113)**	**(1)**	**(19)**	**(133)**
At 31 December 2025	**2,209**	**4,508**	**582**	**7,299**
Depreciation				
At 1 January 2025	**1,989**	**1,240**	**565**	**3,794**
Charge for the year	**4**	**43**	**20**	**67**
On disposals	**-**	**-**	**(52)**	**(52)**
Foreign exchange movement	**(96)**	**-**	**(17)**	**(113)**
At 31 December 2025	**1,897**	**1,283**	**516**	**3,696**
Net book value				
At 31 December 2025	**312**	**3,225**	**66**	**3,603**
At 31 December 2024	*333*	*3,269*	*62*	*3,664*

16. Tangible assets (continued)

Charity

	Leasehold land & buildings £000	Furniture & equipment £000	Total £000
Cost or valuation			
At 1 January 2025	**4,495**	**309**	**4,804**
Additions	**-**	**18**	**18**
Disposals	**-**	**(52)**	**(52)**
At 31 December 2025	**4,495**	**275**	**4,770**
Depreciation			
At 1 January 2025	**1,238**	**263**	**1,501**
Charge for the year	**43**	**16**	**59**
On disposals	**-**	**(52)**	**(52)**
At 31 December 2025	**1,281**	**227**	**1,508**
Net book value			
At 31 December 2025	**3,214**	**48**	**3,262**
At 31 December 2024	*3,257*	*46*	*3,303*

17. Fixed asset investments

Group	Listed investments £000
Cost or valuation	
At 1 January 2025	**4,437**
Additions	**947**
Disposals	**(851)**
Change in market value	**240**
At 31 December 2025	**4,773**
Net book value	
At 31 December 2025	**4,773**
At 31 December 2024	*4,437*

Charity	Listed investments £000
Cost or valuation	
At 1 January 2025	**4,407**
Additions	**947**
Disposals	**(851)**
Change in market value	**240**
At 31 December 2025	**4,743**
Net book value	
At 31 December 2025	**4,743**
At 31 December 2024	*4,407*

Fixed asset investments (continued)

At the balance sheet date, the portfolio was invested as follows:

	Group 2025 £000	*Group 2024 £000*	**Charity 2025 £000**	*Charity 2024 £000*
UK equity shares	**448**	*435*	**418**	*405*
UK fixed interest bonds and deposits	**2,230**	*1,952*	**2,230**	*1,952*
Property unit trusts	**624**	*662*	**624**	*662*
Overseas equities and mutual funds	**1,371**	*1,195*	**1,371**	*1,195*
Overseas fixed interest bonds and deposits	**-**	*193*	**-**	*193*
Money market funds	**100**	-	**100**	-
	4,773	*4,437*	**4,743**	*4,407*

The following investments represent more than 5% of the value of the main portfolio at the balance sheet date:

	Group 2025 £000	*Group 2024 £000*	**Charity 2025 £000**	*Charity 2024 £000*
Fidelity Moneybuilder Income Fund	**304**	*299*	**304**	*299*
Premier Miton Corporate Bond Monthly Income Fund	**-**	*203*	**-**	*203*
Wellington Global Credit ESG Fund	**-**	*192*	**-**	*192*
	304	*694*	**304**	*694*

18. Stocks

	Group 2025 £000	*Group 2024 £000*	**Charity 2025 £000**	*Charity 2024 £000*
Uniforms, publications, badges and souvenirs	**215**	*241*	**48**	*56*

19. Debtors

	Group 2025 £000	*Group As restated 2024 £000*	Charity 2025 £000	*Charity As restated 2024 £000*
Due within one year				
Trade debtors	**245**	*112*	**163**	*105*
Amounts owed by group undertakings	**-**	*-*	**983**	*1,056*
Other debtors	**76**	*46*	**49**	*5*
Prepayments	**355**	*412*	**307**	*403*
Accrued income	**906**	*1,309*	**842**	*1,247*
	1,582	*1,879*	**2,344**	*2,816*

20. Current asset investments

	Group 2025 £000	*Group As restated 2024 £000*	Charity 2025 £000	*Charity As restated 2024 £000*
Short-term investments	**620**	*574*	**218**	*192*

During the year, the Charity reviewed the presentation of certain NatWest reserve accounts held within cash management arrangements. These accounts provide immediate access to funds and are used to earn interest on surplus cash balances through automatic daily transfers from the Charity's current accounts. Accordingly, the comparative figures for 2024 have been restated to reclassify these balances from short-term investments to cash at bank and in hand, as this presentation more appropriately reflects the nature and liquidity of the accounts. This reclassification has no impact on the Charity's total net assets, total funds or net movement in funds for the year.

21. Creditors: Amounts falling due within one year

	Group 2025 £000	*Group 2024 £000*	Charity 2025 £000	*Charity 2024 £000*
Trade creditors	**361**	*303*	**197**	*242*
Amounts owed to group undertakings	**-**	*-*	**830**	*574*
Other taxation and social security	**78**	*69*	**53**	*44*
Other creditors	**247**	*194*	**84**	*47*
Accruals and deferred income	**1,679**	*1,080*	**1,185**	*698*
	2,365	*1,646*	**2,349**	*1,605*

	Group 2025 £000	*Group 2024 £000*	Charity 2025 £000	*Charity 2024 £000*
Deferred income				
Deferred income at 1 January 2025	**862**	*987*	**559**	*743*
Resources deferred during the year	**1,460**	*862*	**1,038**	*559*
Amounts released from previous periods	**(862)**	*(987)*	**(559)**	*(743)*
Deferred income at 31 January 2025	**1,460**	*862*	**1,038**	*559*

Deferred income at year end relates to Member Organisation fees paid in advance, advances paid for accommodation at the World Centres and grants received in advance.

22. Creditors: Amounts falling due after more than one year

	Group 2025 £000	*Group 2024 £000*	Charity 2025 £000	*Charity 2024 £000*
Covid-19 loan	**31**	*46*	**-**	*-*
Other creditors	**245**	*190*	**11**	*2*
	276	*236*	**11**	*2*

The Covid-19 loan was granted to Our Chalet Association for the sum of CHF100,000 through Berner Kantonalbank AG. It is repayable by September 2027.

23. Financial instruments

	Group 2025 £000	*Group 2024 £000*	**Charity 2025 £000**	*Charity 2024 £000*
Financial assets				
Financial assets measured at fair value through income and expenditure	**4,773**	*4,437*	**4,743**	*4,407*

Financial assets measured at fair value through income and expenditure comprise investments.

24. Prior year adjustments

The comparative figures have been restated to recognise a prior year adjustment of a legacy of £805k. The legacy was received in 2025. However, it was determined that WAGGGS was legally entitled to the legacy in 2024 and therefore the prior year financial statements have been restated. The impact on the financial statements comparatives has been to increase unrestricted donations and legacy income by £805k and to increase the prepayments and accrued income debtor by the same amount. This increased the 2024 net income from £455k to £1,260k, unrestricted funds from £3,811k to £4,616k and the total funds from £11,783k to £12,588k.

25. Summary of funds

Summary of funds - current year

	As restated Balance at 1 January 2025 £000	Income £000	Expenditure £000	Transfers in/out £000	Gains/ (Losses) £000	Balance at 31 December 2025 £000
Designated funds	**-**	**82**	**(82)**	**177**	**1**	**178**
General funds	**4,616**	**4,744**	**(4,790)**	**(177)**	**296**	**4,689**
Endowment funds	**1,100**	**32**	**(8)**	**-**	**4**	**1,128**
Restricted funds	**6,872**	**3,800**	**(4,358)**	**-**	**(55)**	**6,259**
	12,588	**8,658**	**(9,238)**	**-**	**246**	**12,254**

Summary of funds - prior year

	Balance at 1 January 2024 £000	*As restated Income £000*	*Expenditure £000*	*Gains/ (Losses) £000*	*As restated Balance at 31 December 2024 £000*
General funds	*3,130*	*5,785*	*(4,271)*	*(28)*	*4,616*
Endowment funds	*1,028*	*36*	*(7)*	*43*	*1,100*
Restricted funds	*7,170*	*3,779*	*(4,045)*	*(32)*	*6,872*
	11,328	*9,600*	*(8,323)*	*(17)*	*12,588*

26. Statement of funds

Statement of funds - current year - Group	As restated at 1 January 2025 £'000	Income £'000	Expenditure £'000	Transfers £'000	Gains / (Losses) £'000	Balance at 31 December 2025 £'000
Cheryl Watkins	973	-	-	-	-	**973**
The Chalet Endowment Fund	127	32	(8)	-	4	**155**
Endowment Fund	**1,100**	**32**	**(8)**	**-**	**4**	**1,128**
RESTRICTED FUNDS						
Restricted Property						
World Bureau	1,510	-	(14)	-	(6)	**1,490**
Pax Lodge	1,624	-	(14)	-	(6)	**1,604**
Nuestra Cabaña	119	-	(1)	-	-	**118**
Total Restricted Property Funds	**3,253**	**-**	**(29)**	**-**	**(12)**	**3,212**
World Bureau						
A. Bartlow Legacy	125	-	(20)	-	-	**105**
Advocacy	26	2	(24)	-	-	**4**
Body Confidence	178	317	(323)	-	-	**172**
Capacity Building	137	30	(93)	-	-	**74**
Climate	193	461	(414)	-	-	**240**
Disaster and Emergency Fund	150	-	(17)	-	-	**133**
Gender Based Violence	21	9	(17)	-	2	**15**
International Experience and Youth Exchange	23	1,152	(1,160)	-	-	**15**
Internet Safety	265	-	(130)	-	(39)	**96**
Julie Dawson	512	-	(362)	-	-	**150**
Leadership	104	32	(82)	-	(7)	**47**
Membership	408	91	(79)	-	-	**420**
Other donations	139	282	(183)	-	(11)	**227**
STEM	426	352	(373)	-	-	**405**
UPS	7	-	-	-	-	**7**
World Conference and other travel grants	38	86	(45)	-	-	**79**
Youth led action on the SDGs	82	332	(316)	-	(1)	**97**
	2,834	**3,146**	**(3,638)**	**-**	**(56)**	**2,286**
World Centres & Europe						
Europe	213	407	(424)	-	-	**196**
Kusafiri	22	3	(13)	-	-	**12**
Nuestra Cabaña - others	172	161	(152)	-	-	**181**
Our Chalet	331	77	(88)	-	13	**333**
Pax Lodge – others	37	6	(14)	-	-	**29**
Sangam	10	-	-	-	-	**10**
	785	**654**	**(691)**	**-**	**13**	**761**
Other Restricted Funds	**3,619**	**3,800**	**(4,329)**	**-**	**(43)**	**3,047**
Total Restricted Funds	**6,872**	**3,800**	**(4,358)**	**-**	**(55)**	**6,259**
UNRESTRICTED FUNDS						
DESIGNATED FUNDS						
Our Chalet Foundation	-	82	(82)	177	1	**178**
General	**4,616**	**4,744**	**(4,790)**	**(177)**	**296**	**4,689**
Total General Funds	**4,616**	**4,826**	**(4,872)**	**-**	**297**	**4,867**
Total Funds	**12,588**	**8,658**	**(9,238)**	**-**	**246**	**12,254**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

Statement of funds - prior year - Group	As restated at 1 January 2024 £'000	As restated Income £'000	Expenditure £'000	Gains / (Losses) £'000	Balance at 31 December 2024 £'000
Cheryl Watkins	931	-	-	42	**973**
The Chalet Endowment Fund	97	36	(7)	1	**127**
Endowment Fund	**1,028**	**36**	**(7)**	**43**	**1,100**
RESTRICTED FUNDS					
Restricted Property					
World Bureau	1,524	-	(14)	-	**1,510**
Pax Lodge	1,638	-	(14)	-	**1,624**
Nuestra Cabaña	119	-	-	-	**119**
Total Restricted Property Funds	**3,281**	**-**	**(28)**	**-**	**3,253**
World Bureau					
A. Bartlow Legacy	154	-	(30)	1	**125**
Advocacy	45	97	(122)	6	**26**
Body Confidence	118	484	(425)	1	**178**
Capacity Building	119	57	(40)	1	**137**
Climate	96	595	(499)	1	**193**
Disaster and Emergency Fund	151	-	(2)	1	**150**
Gender Based Violence	17	41	(37)	-	**21**
International Experience and Youth Exchange	10	991	(978)	-	**23**
Internet Safety	461	-	(198)	2	**265**
Julie Dawson	1,126	-	(588)	(26)	**512**
Leadership	104	99	(81)	(18)	**104**
Membership	407	43	(45)	3	**408**
Other donations	144	48	(39)	(14)	**139**
STEM	11	483	(71)	3	**426**
UPS	16	-	(9)	-	**7**
World Conference and other travel grants	41	-	(3)	-	**38**
Youth led action on the SDGs	15	313	(247)	1	**82**
	3,035	**3,251**	**(3,414)**	**(38)**	**2,834**
World Centres & Europe					
Europe	220	311	(318)	-	**213**
Kusafiri	24	3	(5)	-	**22**
Nuestra Cabaña - others	175	147	(150)	-	**172**
Our Chalet	377	58	(110)	6	**331**
Pax Lodge – others	40	9	(12)	-	**37**
Sangam	18	-	(8)	-	**10**
	854	**528**	**(603)**	**6**	**785**
Other Restricted Funds	**3,889**	**3,779**	**(4,017)**	**(32)**	**3,619**
Total Restricted Funds	**7,170**	**3,779**	**(4,045)**	**(32)**	**6,872**
UNRESTRICTED FUNDS					
General	**3,130**	**5,785**	**(4,271)**	**(28)**	**4,616**
Total Funds	**11,328**	**9,600**	**(8,323)**	**(17)**	**12,588**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

Statement of funds - current year - Charity	As restated at 1 January 2025 £'000	Income £'000	Expenditure £'000	Gains / (Losses) £'000	Balance at 31 December 2025 £'000
Cheryl Watkins	**973**	-	-	-	**973**
Endowment Fund	**973**	**-**	**-**	**-**	**973**
RESTRICTED FUNDS					
Restricted Property					
World Bureau	1,504	-	(14)	-	**1,490**
Pax Lodge	1,615	-	(15)	-	**1,600**
Total Restricted Property Funds	**3,119**	**-**	**(29)**	**-**	**3,090**
World Bureau					
A. Bartlow Legacy	124	-	(20)	-	**104**
Advocacy	26	2	(24)	-	**4**
Body Confidence	177	-	(160)	-	**17**
Capacity Building	136	30	(93)	-	**73**
Climate	192	461	(414)	-	**239**
Disaster and Emergency Fund	149	-	(17)	-	**132**
Gender Based Violence	21	9	(17)	2	**15**
International Experience and Youth Exchange	23	1,152	(1,160)	-	**15**
Internet Safety	263	-	(130)	(40)	**93**
Julie Dawson	509	-	(362)	-	**147**
Leadership	104	-	(48)	-	**56**
Membership	408	91	(79)	-	**420**
Other donations	70	269	(172)	(2)	**167**
STEM	423	352	(373)	-	**402**
UPS	6	-	-	-	**6**
World Conference and other travel grants	38	86	(45)	-	**79**
Youth led action on the SDGs	81	332	(316)	(1)	**97**
	2,750	**2,784**	**(3,430)**	**(41)**	**2,063**
World Centres & Europe					
Kusafiri	22	3	(13)	-	**12**
Nuestra Cabaña - others	17	1	(1)	-	**17**
Pax Lodge – others	37	6	(14)	-	**29**
Sangam	2	-	-	-	**2**
	78	**10**	**(28)**	**-**	**60**
Other Restricted Funds	**2,828**	**2,794**	**(3,458)**	**(41)**	**2,123**
Total Restricted Funds	**5,947**	**2,794**	**(3,487)**	**(41)**	**5,213**
UNRESTRICTED FUNDS					
General	**4,323**	**3,422**	**(3,366)**	**250**	**4,629**
Total Funds	**11,243**	**6,216**	**(6,853)**	**209**	**10,815**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

Statement of funds - prior year - Charity	As restated at 1 January 2024 £'000	As restated income £'000	Expenditure £'000	Gains / (Losses) £'000	As restated at 31 December 2024 £'000
Cheryl Watkins	**931**	-	-	**42**	**973**
Endowment Fund	**931**	**-**	**-**	**42**	**973**
RESTRICTED FUNDS					
Restricted Property					
World Bureau	1,518	-	(14)	-	**1,504**
Pax Lodge	1,629	-	(14)	-	**1,615**
Total Restricted Property Funds	**3,147**	**-**	**(28)**	**-**	**3,119**
World Bureau					
A. Bartlow Legacy	154	-	(30)	-	**124**
Advocacy	45	97	(122)	6	**26**
Body Confidence	118	194	(135)	-	**177**
Capacity Building	119	57	(40)	-	**136**
Climate	96	595	(499)	-	**192**
Disaster and Emergency Fund	151	-	(2)	-	**149**
Gender Based Violence	17	41	(37)	-	**21**
International Experience and Youth Exchange	10	991	(978)	-	**23**
Internet Safety	461	-	(198)	-	**263**
Julie Dawson	1,126	-	(588)	(29)	**509**
Leadership	92	57	(39)	(6)	**104**
Membership	410	43	(45)	-	**408**
Other donations	62	27	(19)	-	**70**
STEM	11	483	(71)	-	**423**
UPS	15	-	(9)	-	**6**
World Conference and other travel grants	41	-	(3)	-	**38**
Youth led action on the SDGs	15	313	(247)	-	**81**
	2,943	**2,898**	**(3,062)**	**(29)**	**2,750**
World Centres & Europe					
Kusafiri	24	3	(5)	-	**22**
Nuestra Cabaña - others	17	-	-	-	**17**
Pax Lodge – others	40	9	(12)	-	**37**
Sangam	10	-	(8)	-	**2**
	91	**12**	**(25)**	**-**	**78**
Other Restricted Funds	**3,034**	**2,910**	**(3,087)**	**(29)**	**2,828**
Total Restricted Funds	**6,181**	**2,910**	**(3,115)**	**(29)**	**5,947**
UNRESTRICTED FUNDS					
General	**2,932**	**4,045**	**(2,555)**	**(99)**	**4,323**
Total Funds	**10,044**	**6,955**	**(5,670)**	**(86)**	**11,243**

ENDOWMENT FUND
The fund stated above consists of:
Cheryl Watkins - To support leaders within the Guiding Movement over the age of 60 to attend Our Chalet for capacity development and training.
The Chalet Endowment Fund - Providing for the maintenance and upkeep of Our Chalet.

RESTRICTED FUNDS
Restricted property funds
To be used for the upkeep and depreciation of the World Bureau and the centres, over the period of the remaining lease.

World Bureau
A. Bartlow Legacy - To support Guiding activities in African Member Organisations.
Advocacy - To support the delivery of advocacy campaigns.
Body Confidence - For body confidence and self-esteem programmes delivered by WAGGGS Member Organisations, primarily the Free Being Me programme.
Capacity Building - Building the capacity of WAGGGS Member Organisations through tailored support, training, and tools to strengthen programmes for girls, young women, and volunteers.
Climate - Global environment projects to be carried out by girls and young women in Girl Guiding and Girl Scouting, primarily through the Girl-led Action on Climate programme.
Disaster and Emergency Fund - To support WAGGGS Member Organisations aiding refugees and those displaced by war. The MOs provide community activities and humanitarian assistance.
Gender Based Violence - To support campaigns in Member Organisations to combat gender-based violence.
International Experience and Youth Exchange - Leadership exchange programme to girls and young women, primarily the YESS Girls' Movement.
Internet Safety - Supports girls and young people to connect safely and positively online, primarily through the Surf Smart programme.
Julie Dawson - Global Girls Leadership Programme.
Leadership - Primarily for workshops, seminars and training.
Membership - Primarily to support Guiding activities in Member Organisations.
Other donations - Other strategic-related issues not specifically in relation to leadership, membership and advocacy.
STEM - To support Member Organisations to deliver STEM programme activities to girls and young women, primarily through the STEM Changemakers programme.
UPS - A programme that focused on volunteering and diversity and inclusion.
World Conference and other travel grants - Primarily for the provision of travel grants to girls and young women.
Youth led action on the SDGs - To support Member Organisations to deliver projects of youth-led action on the Sustainable Development Goals, primarily through the Global Youth Mobilisation programme.

World Centres & Europe
To be used for the provision of scholarships, support for training events held at the World Centres, operational expenditure of Nuestra Cabaña (Pledge) and building improvements.

DESIGNATED FUNDS
Our Chalet Foundation - This is the designation of funds equal to the unrestricted funds of Our Chalet Foundation. These funds are included within the Group financial statements as a result of the UK charity accounting requirements relating to control and consolidation. The Trustees have designated these reserves to make clear that, while they are presented as part of the Group's unrestricted funds, they are held by the Our Chalet Foundation for its own charitable purposes and are not available to WAGGGS as part of its general free reserves. The designation is intended to provide transparency to users of the financial statements regarding the nature and availability of these funds.

TRANSFERS
During the year a transfer was made out of general unrestricted funds into the designated fund - Our Chalet Foundation to transfer the historical balance.

Reclassification of funds
During the year, a review of fund classifications identified that some balances had previously been allocated incorrectly between funds. A thorough analysis was undertaken, and funds have now been re-categorised. As a result, reclassifications have been made to the opening balances to reflect the correct classification.

27. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2025 £000	Restricted funds 2025 £000	Endowment funds 2025 £000	Total funds 2025 £000
Tangible assets	390	3,213	-	**3,603**
Fixed asset investments	3,661	-	1,112	**4,773**
Current assets	3,457	3,046	16	**6,519**
Creditors due within one year	(2,365)	-	-	**(2,365)**
Creditors due in more than one year	(276)	-	-	**(276)**
Total	4,867	6,259	1,128	**12,254**

Analysis of net assets between funds - prior year

	As restated Unrestricted funds 2024 £000	*Restricted funds 2024 £000*	*Endowment funds 2024 £000*	*As restated Total funds 2024 £000*
Tangible assets	*411*	*3,253*	-	*3,664*
Intangible assets	*1*	-	-	*1*
Fixed asset investments	*3,615*	-	*822*	*4,437*
Current assets	*2,471*	*3,619*	*278*	*6,368*
Creditors due within one year	*(1,646)*	-	-	*(1,646)*
Creditors due in more than one year	*(236)*	-	-	*(236)*
Total as restated	*4,616*	*6,872*	*1,100*	*12,588*

28. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2025 £000	*Group 2024 £000*
Net (expenditure)/income for the year (as per the Statement of Financial Activities)	**(369)**	*1,250*
Adjustments for:		
Depreciation charges	**67**	*65*
Amortisation charges	**1**	*1*
Losses on investments	**(211)**	*-*
Dividends and interests from investments	**(203)**	*(208)*
Decrease/(increase) in stocks	**26**	*(20)*
Decrease/(increase) in debtors	**297**	*(353)*
Increase/(decrease) in creditors	**759**	*(236)*
Effect of foreign exchange rates	**55**	*37*
Net cash provided by operating activities	**422**	*536*

29. Analysis of cash and cash equivalents

	Group 2025 £000	*Group As restated 2024 £000*
Cash in hand	**4,102**	*2,928*
Short-term investments	**620**	*1,320*
Total cash and cash equivalents	**4,722**	*4,248*

30. Analysis of changes in net debt

	As restated at 1 January 2025 £000	Cash flows £000	At 31 December 2025 £000
Cash at bank and in hand	**3,674**	**428**	**4,102**
Debt due after one year	**(46)**	**15**	**(31)**
Short-term investments	**574**	**46**	**620**
	4,202	**489**	**4,691**

31. Pension commitments

The Group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Group in an independently administered fund. The pension cost charge in note 13 represents contributions payable by the Group to the fund and £101k *(2024 - £14k)* were payable to the fund at the balance sheet date and are included in other creditors.

32. Related party transactions

During the year, the Group had the following transactions and balances with the subsidiaries listed in note 33, all transactions are at arms length.

	2025 £000	*2024 £000*
Income received from subsidiaries	**-**	*21*
Distribution of surplus from subsidiaries	**73**	*147*
Amounts owed from subsidiaries	**98**	*574*

33. Principal subsidiaries, associates and joint ventures

The following were subsidiary undertakings of the Charity, all are included in this consolidated set of accounts:

Names	Registered number	Place of registration and business	Holding
WAGGGS Trading Limited	07533080	Company registered in England and Wales	100%
Our Chalet Association	N/A	Unregistered association in Switzerland	100%
Foundation for Girl Guides and Girl Scouts, Our Chalet Adelboden	CHE-110.315.351	Foundation registered in Switzerland	-%
Nuestra Cabana, A.C.	NCA880620IF4	Non-profit association registered in Mexico	100%
The Cabana S.A. De C.V.	CAB5407071W6	Company registered in Mexico	100%
WAGGGS Mexico Comercializadora S.A. de C.V.	WMC241108GN2	Company registered in Mexico	100%
Sangam WAGGGS	E-35498	Charitable public trust registered in India	100%
WAGGGS (Europe) AISBL	BE 0457.323.425	Company registered in Belgium	100%

33. Principal subsidiaries, associates and joint ventures (continued)

The financial results of the subsidiaries for the year were:

Names	Income £000	Expenditure £000	Surplus/ (Deficit) for the year £000	Net assets £000
WAGGGS Trading Limited	**665**	**(592)**	**73**	**-**
Our Chalet Association	**907**	**(915)**	**(8)**	**707**
Foundation for Girl Guides and Girl Scouts, Our Chalet Adelboden	**82**	**(69)**	**13**	**262**
Nuestra Cabana, A.C.	**1**	**(40)**	**(39)**	**(71)**
The Cabana S.A. De C.V.	**218**	**(285)**	**(67)**	**15**
WAGGGS Mexico Comercializadora S.A. de C.V.	**157**	**(170)**	**(13)**	**(11)**
Sangam WAGGGS	**295**	**(249)**	**46**	**104**
WAGGGS (Europe) AISBL	**408**	**(427)**	**(19)**	**201**

Foundation for Girl Guides and Girl Scouts, Our Chalet Adelboden, also known as Our Chalet Foundation is included within the consolidation due to WAGGGS having control over the Board under UK accounting requirements. The Trustees have designated funds of Our Chalet Foundation to make clear that, while they are presented as part of the Group's unrestricted funds, they are held by the Our Chalet Foundation for its own charitable purposes and are not available to WAGGGS as part of its general free reserves. The designation is intended to provide transparency to users of the financial statements regarding the nature and availability of these funds.



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