



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Date **2025-09-16**
Time **09:30 - 12:15**
Location **Microsoft Teams Meeting/ Ystwyth Boardroom**

Charitable Funds Committee Meeting

Charitable Funds Committee

NHS Wales

Agenda - 16 September 2025

1 GOVERNANCE

09:30, 0 min

1.1 Welcome and Apologies

09:30, 5 min

Iwan Thomas (Hywel Dda UHB - Independent Board Member)

Apologies: Huw Thomas - Rhian Davies acting as deputy.

1.2 Declarations of Interest

09:35, 0 min

Iwan Thomas (Hywel Dda UHB - Independent Board Member)

1.3 Minutes from the Charitable Funds Committee Meeting held on 17 June 2025

09:35, 5 min

Iwan Thomas (Hywel Dda UHB - Independent Board Member)

1.4 Matters Arising and Table of Actions from the Charitable Funds Committee Meeting held on 17 June 2025

09:40, 5 min

Iwan Thomas (Hywel Dda UHB - Independent Board Member)

1.5 Ratification of any Approvals Made Outside the Meeting via Chair's Action

09:45, 0 min

Iwan Thomas (Hywel Dda UHB - Independent Board Member)

None.

1.6 Assurance and Risk Report

09:45, 10 min

Sharon Daniel (Hywel Dda UHB - Executive Director of Nursing, Quality & Patient Experience)

2 PERFORMANCE

09:55, 0 min

2.1 Integrated Hywel Dda Health Charities Performance Report

09:55, 15 min

Timothy John (Hywel Dda UHB - Head of Accounting & Statutory Reporting), Nicola Llewelyn (Hywel Dda UHB - Head of Hywel Dda Health Charities)

Update regarding BET discussions to be included in IP report.

2.2 HDdHC Investment Advisor Update (External CCLA)

10:10, 20 min

Antonia Cavalier, Client Director, CCLA. Attending via Teams.

Annual sustainable outcomes report to be discussed at the September meeting.

3 APPROVAL OF CHARITABLE FUNDS EXPENDITURE

10:30, 5 min

Nicola Llewelyn (Hywel Dda UHB - Head of Hywel Dda Health Charities)

Covering SBAR.

3.1 DEVELOPMENT OF THERAPEUTIC GARDENS AT PRINCE PHILIP HOSPITAL

10:35, 25 min

Andrew Carruthers (Hywel Dda UHB - Chief Operating Officer), Gareth Rees (Hywel Dda UHB - Operations Directorate), Neil Mason (Hywel Dda UHB - Head of Service: Older Adult MH), Stuart Bancroft (Assistant General Manager - Hywel Dda UHB)

3.2 "Heads Up!" Initiative - Cancer Services Hair Loss Support

11:00, 15 min

Gina Beard (Hywel Dda UHB - Lead Cancer Nurse)

Continuation funding request, years 3 & 4.

3.3 HARP (Hywel Dda Arts Referral Pathway)

11:15, 15 min

Kathryn Lambert (Hywel Dda UHB - Head of Arts and Health / Pennaeth y Celfyddydau ac Iechyd), Rhian Rees (Hywel Dda UHB - Public Health Practitioner), Mathew Lawrence (Hywel Dda UHB - Deputy Head of Innovation & Tritech)

4 Impact of Charitable Expenditure

11:30, 0 min

Nicola Llewelyn (Hywel Dda UHB - Head of Hywel Dda Health Charities)

4.1 TRAINEE HAEMATOLOGY CLINICAL NURSE SPECIALIST FOR CEREDIGION & PEMBROKESHIRE

11:30, 10 min

Gina Beard (Hywel Dda UHB - Lead Cancer Nurse)

End of project report. (Approved CCG, 18 Aug 2025)

4.2 INTERACTIVE SINGING AND MOVEMENT SESSIONS FOR OLDER ADULT MENTAL HEALTH & ADULT FRAILTY INPATIENT WARDS

11:40, 10 min

Kathryn Lambert (Hywel Dda UHB - Head of Arts and Health / Pennaeth y Celfyddydau ac Iechyd), Mathew Lawrence (Hywel Dda UHB - Deputy Head of Innovation & Tritech), Ruth Jones (Hywel Dda UHB - Arts and Health Project Manager), Donna Major (Hywel Dda UHB - Junior Sister), Lara Williams (Hywel Dda UHB - Occupational Therapist)

(Mid-term evaluation report.)

Will include a request for the Ceredigion funding to be spent over 12 months rather than 24 months to align with the Carmarthenshire expenditure.

5 OPERATIONAL/STRATEGIC ISSUES

11:50, 0 min

6 RISK AND ASSURANCE

11:50, 0 min

6.1 Charitable Funds Sub-Committee Update Report

11:50, 5 min

John Evans (Hywel Dda UHB - (Deputy Director, Medical Directorate])

7 FOR INFORMATION

11:55, 0 min

7.1 Charitable Funds Committee Annual Work Programme

11:55, 5 min

Iwan Thomas (Hywel Dda UHB - Independent Board Member)

8 ANY OTHER BUSINESS

12:00, 0 min

Iwan Thomas (Hywel Dda UHB - Independent Board Member)

Wellness Boxes - Sian-Marie James
Bi-monthly Charity Commission newsletter will be circulated to CFC on a quarterly basis via AOB.

9

DATE AND TIME OF NEXT MEETING

12:00, 0 min

Iwan Thomas (Hywel Dda UHB - Independent Board Member)

8 December 2025; 09:30 - 12:15

Table of contents

2025-09-16 09:30 - 12:15

1 - GOVERNANCE	10
<hr/>	
1.1 - Welcome and Apologies	11
<hr/>	
1.2 - Declarations of Interest	12
<hr/>	
1.3 - Minutes from the Charitable Funds Committee Meeting held on 17 June 2025	13
<hr/>	
Attachments	
2025-06-17 - Draft Minutes Charitable Funds Committee Meeting (IT)	14
1.4 - Matters Arising and Table of Actions from the Charitable Funds Committee Meeting held on 17 June 2025	28
<hr/>	
Attachments	
Draft CFC Table of Actions 17 June 2025 - for 16 September 2025 meeting (I~	29
1.5 - Ratification of any Approvals Made Outside the Meeting via Chair's Action	31
<hr/>	
1.6 - Assurance and Risk Report	32
<hr/>	
Attachments	
1.6 Charitable Funds Committee September 2025 FINAL (RW)	33
1.6 Copy of Appendix 1 - Operational Risk Register (RW)	40
2 - PERFORMANCE	41
<hr/>	
2.1 - Integrated Hywel Dda Health Charities Performance Report	42

Attachments	
2.1 SBAR IP Report CFC Sept 2025	43
2.1 Annex 1 Financial Overview to M3 CFC Sept 25	47
2.1 Annex 2 Workplan Update June-August 2025	59
2.1 Annex 3 Highlights at HDdHC Sept 2025 V2	63
2.2 - HDdHC Investment Advisor Update (External CCLA)	67

Attachments	
2.2 20250916_Investment update_Hywel Dda Health Charities (AC CCLA)	68
2.2 Better-World-SIO-2024-Online_6_0 (CCLA)	108
3 - APPROVAL OF CHARITABLE FUNDS EXPENDITURE	159

Attachments	
3.0 - CFC Expenditure Requests SBAR_Sept 2025	160
3.1 - DEVELOPMENT OF THERAPEUTIC GARDENS AT PRINCE PHILIP HOSPITAL	165

Attachments	
3.1 Final_PPH gardens funding request_02.09.25-V2	166
3.2 - "Heads Up!" Initiative - Cancer Services Hair Loss Support	188

Attachments	
3.2 Charitable Funds Submission Heads Up Phase 2 Cancer Services CF03296 -~	189
3.3 - HARP (Hywel Dda Arts Referral Pathway)	200

Attachments	
3.3 HARP request over 10k_03.09.2025Final (KL_NL)	201
4 - Impact of Charitable Expenditure	215

Attachments	
4.0 - CFC Evaluation Reports SBAR_September 2025 (NL)	216
4.1 - TRAINEE HAEMATOLOGY CLINICAL NURSE SPECIALIST FOR CEREDIGION & PEMBROKESHIRE	220
<hr/>	
Attachments	
4.1 Final Evaluation Report CFC Haematology Trainee CNS (V1 GB, DJ - CCG a~	221
4.2 - INTERACTIVE SINGING AND MOVEMENT SESSIONS FOR OLDER ADULT MENTAL HEALTH & ADULT FRAILTY INPATIENT WARDS	224
<hr/>	
Attachments	
4.2 Interactive Singing and Movement Sessions for older adult mental heal~	225
5 - OPERATIONAL/STRATEGIC ISSUES	236
<hr/>	
6 - RISK AND ASSURANCE	237
<hr/>	
6.1 - Charitable Funds Sub-Committee Update Report	238
<hr/>	
Attachments	
6.1 CFSC Update Report_September 2025 (JE)	239
7 - FOR INFORMATION	244
<hr/>	
7.1 - Charitable Funds Committee Annual Work Programme	245
<hr/>	
Attachments	
CFC Work Plan 2024-25 (for September 2025 CFC) 17.07.2025	246
8 - ANY OTHER BUSINESS	253
<hr/>	
Attachments	
8.0 AOB - Charity Commission News July 2025	254
9 - DATE AND TIME OF NEXT MEETING	260
<hr/>	

1

09:30, 0 Mins

1 - GOVERNANCE

1.1

09:30, 5 Mins

1.1 - Welcome and Apologies

*Iwan Thomas (Hywel
Dda UHB -
Independent Board
Member)*

Apologies: Huw Thomas - Rhian Davies acting as deputy.

1.2

09:35, 0 Mins

1.2 - Declarations of Interest

*Iwan Thomas (Hywel
Dda UHB -
Independent Board
Member)*

1.3

09:35, 5 Mins

1.3 - Minutes from the Charitable Funds
Committee Meeting held on 17 June 2025

*Iwan Thomas (Hywel
Dda UHB -
Independent Board
Member)*

| For approval

Attachments

2025-06-17 - Draft Minutes Charitable Funds Committee Meeting (IT).docx

MINUTES OF THE HDD Charitable Funds Committee (CFC) MEETING

Date of Meeting: **09:30, Tuesday 17 June 2025**
Venue: **Microsoft Teams Meeting/ Ystwyth Boardroom**

Present: Iwan Thomas, Independent Member, Chair
Sarah Harraway, Independent Member, Committee Vice Chair
Huw Thomas, Executive Director of Finance
Sharon Daniel, Executive Director of Nursing, Quality and Patient Experience (part)
Janice Cole-Williams, Assistant Director of Nursing deputising for Sharon Daniel
Executive Director of Nursing, Quality and Patient Experience (part)
Ann Murphy, Independent Member

In Attendance: Sian-Marie James, Assistant Director of Corporate Legal Services and Public Affairs
Andrew Carruthers, Chief Operating Officer (part)
Jo Bradburn, Deputy Director of Allied Health Professions and Health Science, deputising for Mr James Severs, Executive Director of Allied Health Professions and Health Science
Carly Hill, Assistant Director, Charitable Funds Sub-Committee Chair
Anthony Dean, Staff Side Representative
Timothy John, Head of Accounting & Statutory Reporting
Tracy Davies, Deputy Head of Financial Accounting
Nicola Llewelyn, Head of Hywel Dda Health Charities
Daisy Mannifield, Client Investment Director, CCLA (part)
Clare James, Head of Corporate Governance (part)
Donna Blinston, Advanced Nurse Practitioner Hepatology (part)
Gina Beard, Lead Cancer Nurse (part)
Clare Strudwick, Committee Services Officer (Secretariat)

Minutes Item Ref.		Action
CFC(25)104	Welcome and Apologies	
	Mr Iwan Thomas welcomed everyone to the meeting and extended a warm welcome to Mrs Sarah Harraway, the new CFC Vice Chair.	
	Apologies had been received from: James Severs , Executive Director of Allied Health Professions and Health Science	
	Rhodri Evans , Independent Member	
CFC(25)105	Declarations of Interest	
	<u>Decision:</u>	

There were no declarations of interest.

CFC(25)106 **Minutes from the Charitable Funds Committee Meeting held on 18 March 2025**

The minutes of the Charitable Funds Committee (CFC) meeting held on 18 March 2025 were reviewed and approved as a correct record of proceedings

Decision:

RESOLVED – The minutes of the Charitable Funds Committee (CFC) meeting held on the 18 March 2025 were accepted as an accurate record of the meeting.

CFC(25)107 **Matters Arising and Table of Actions from the Charitable Funds Committee Meeting held on 18 March 2025**

The Table of Actions arising from the CFC meeting on the 18 March 2025 was reviewed, with an update provided on the one outstanding action as follows:

CFC(25)88: Hydrotherapy Pool at the Pentre Awel Village, Llanelli.

Mrs Nicola Llewelyn reported she had received an update from Mr Lee Davies' team indicating that two aspects still require clarification, however it is anticipated that the Collaboration Agreement would be finalised shortly.

Decision:

The Table of Actions arising from the CFC meeting on the 18 March 2025 was reviewed.

CFC(25)108 **Ratification of any Approvals Made Outside the Meeting via Chair's Action**

Decision: There were no approvals made outside of the meeting via Chair's Actions.

CFC(25)109 **Annual Review of Terms of Reference (ToR)**

Mrs Clare James outlined the amendments to the CFC ToR, in addition to those agreed at Board on 30 January 2025.

Mr Iwan Thomas thanked Mrs James and her team for all their work regarding the review.

Decision:

The Charitable Funds Committee **APPROVED** the Charitable Funds Committee's Terms of Reference (version22) for onward ratification by the Board on 31 July 2025.

CFC(25)110 **Charitable Funds Annual Report - 2024/2025**

Mr Iwan Thomas, as new Chair of the CFC, extended his thanks to his predecessor, Mrs Delyth Raynsford, for her contribution guidance and support over many years.

Mr Iwan Thomas presented the CFC Annual Report for 2024-2025 to the Committee that outlined the work of the CFC over the past year, detailing

items brought to Board for alert, advise and assurance. He reflected on the work of the main committee and sub-committees over the previous twelve months and was grateful to everyone for their input and attendance.

Mr Iwan Thomas emphasised the merit of the qualitative as well as the quantitative data which had been gathered during the year, reflecting the value of the work of the CFC. Giving the example to the Paxman Scalp Cooling units, Mr Iwan Thomas recognised the significant impact such projects can have on the individual patients involved. He stated it was fantastic to see applications of such merit filtering through to the Committee, recognising the contribution made by Mrs Nicola Llewellyn and the charity team to this process.

Citing the examples of protocols regarding finance governance which have been established, Mr Iwan Thomas emphasised how the CFC continues to evolve and develop.

Mrs Sharon Daniel acknowledged that some very complex issues had been discussed over the year and thanked everyone for their continuing support.

Decision:

The Charitable Funds Committee **APPROVED** the Charitable Funds Committee's Annual Report 2024/2025 for onward transmission to Board for **ENDORSEMENT** at the meeting scheduled to be held on 26 June 2025.

CFC(25)111 **Annual Review of Sub-Committee Terms of Reference**

Ms Carly Hill presented the updated Charitable Funds Sub-Committee (CFSC) Terms of Reference to the CFC for approval and advised of the minor changes to section 3.1 Operational Responsibility Changes and 4 updated membership list.

Ms Hill reported it was her last meeting as Chair of the CFC Sub-Committee and extended her thanks to Mrs Llewellyn and members of the Sub-Committee.

Mr Thomas thanked Ms Hill and the sub-committee for the work they undertake regarding the minutia of matters and operational detail, which in turn allows the main CFC to focus on strategic balance.

Mrs Llewellyn acknowledged the improvements made from a governance perspective by Ms Hill and the Sub-Committee and the checks and challenges they had made on all the funding requests submitted this year.

Mr Huw Thomas concurred, from a financial governance perspective the Sub-Committee had added a huge amount of benefit and that Ms Hill's role as Chair was key to those successes.

Decision:

The Charitable Funds Committee **APPROVED** the proposed changes to the Charitable Funds Sub-Committee terms of reference.

CFC(25)112 **CFC 2024/2025 Self-Assessment Report**

Mrs James presented the CFC Self-Assessment Report 2024/2025 to the Committee, detailing the outcome of the CFC self-assessment process, as well as outlining the proposed actions going forward to ensure improved effectiveness.

Mrs Ann Murphy relayed her concern regarding the low number of self-assessment replies received and the issues this presents with regards to achieving a balanced view. Mrs Murphy questioned how the process of gathering data could be improved to achieve a better response rate.

Mr Huw Thomas reflected that the CFC is a committee of the Corporate Trustee and provides no distinction between an IM and an Executive member, it is a unique characteristic of the charity that all are equal weighted members. Mr Thomas suggested the need to stagger the circulation of forms to members for completion to avoid forms from all Committees being received at the same time.

Mrs Daniel raised the issue of inviting 'service leads' and how that might be defined, identifying the most likely candidate as being one of the Clinical Care Group (CCG) triumvirate.

Mr Iwan Thomas suggested rather than the submission of a short digital form, perhaps a paper copy circulated at the Committee and collected at the end by the CSO would provide a better instant data capture.

Mrs James welcomed the comments and suggestions and agreed to relay them back to the Corporate Governance Team for consideration in this year's assessment process with the aim of improving the response rate.

CJ

Decision:

The Charitable Funds Committee **CONSIDERED** the outputs from the Committee Self-Assessment process and **AGREED** to the actions to be taken to improve its effectiveness.

CFC(25)113 **Integrated Hywel Dda Health Charities Performance Report**

Mr Iwan Thomas complemented the level of clarity provided by the Integrated Charities Performance Report, particularly in relation to the assessment section in terms of financial performance considerations, providing information about income from donations and including the caveat that donation levels will vary significantly, especially in regard to specific fundraising from year to year and that legacy income is also unpredictable.

Mr Iwan Thomas also highlighted spending in the current quarter on building refurbishment, staff, education and welfare, emphasising how important it is to invest in people as they are the HB's biggest asset.

Mr Timothy John reported that the figures in the performance report will form the draft financial statement that will be submitted to the auditors.

Mr John highlighted a decrease in net funds of circa. £1.3m to the year ending 31 March 2025 due to a decrease in legacies as well as an overall loss on investments of £380k.

Regarding the assessment of financial performance, Mr John flagged two key benchmarks: for every £1.00 spent, £5.05 was generated in income, resulting in £0.73 available to spend from every pound raised.

Mr Iwan Thomas thanked Mr John and Mrs Tracy Davies for their work consolidating the various funding streams and legacies and their work to identify added value.

Ms Harraway questioned why the charity is maintaining a reserve of circa £10m, instead of allocating to beneficial projects. In response, Mr Huw Thomas acknowledged the challenges, noting that many of the individual funds are restricted and do not permit cross-fund expenditure.

Mrs Daniel reported the team had undertaken substantial work to consolidate various funds, resulting in an accumulation of larger amounts in funds which individuals could then use to purchase items. This work is further outlined in agenda item 2.2, "The Support for Life Fund".

Mrs Llewelyn detailed the work being undertaken to allow fund managers to be more innovative, undertaking early stage working with the new CCG structures to allow proactive consideration of charitable funds rather than a reactive approach. The introduction of the new operational structures and the rationalisation of funds had created greater opportunities to begin utilising the charitable funds more effectively.

Mrs Llewelyn reported she would like CFC to feature as part of the HB's Annual Plan and that with the new fund structure there is now an opportunity to achieve this ambition.

Mrs Davies provided clarification to Mr Iwan Thomas that the £2.6m reported in table 3 had been allocated and was already accounted for.

Mrs Murphy shared her experience from working on the ward, noting that donations from members of the public often ended up in numerous small, isolated funds. Mrs Murphy thanked Mrs Llewelyn for her hard work to amalgamate the approximately 2000 funds to enable the £10m to be made available to spend.

Decision:

The Charitable Funds Committee **NOTED** the content of the Integrated Hywel Dda Health Charities Performance Report.

CFC(25)114 Expenditure Plan for the Support for Life Response Fund

Mrs Llewelyn reported that the Expenditure Plan for the Support for Life Response Fund agenda item followed on from the Support for Life Response Fund presented to CFC in September 2024.

Mrs Llewelyn stated the intention is for the fund to be used effectively to achieve funding priorities for 2023-2028 such as; improving patient experience throughout the whole care and treatment journey, including

home based care. Staff wellbeing and professional development as well as looking to encourage innovation and excellence with the delivery of healthcare.

Mrs Llewelyn reported, upon reflection, it was considered more appropriate and transparent to undertake an open call for applications for CFC funding, rather than to solely focus on under-represented areas of the HB that had previously had limited access to funds.

Mrs Llewelyn detailed that early discussions were taking place with potential applications for funding.

Mr Huw Thomas raised the issue of VAT tax advantages and whether it was worth stating overtly in the call for funding, that applications were particularly welcome from those areas which were tax efficient. Mr Huw Thomas suggested that having two fixed application windows per year for charitable funding would provide a more strategic approach, including the potential to reclaim 20% VAT on certain items. He also emphasised the importance of targeted engagement and communication.

Mr Iwan Thomas expressed concerns regarding the small size of the fundraising team and their ability to manage such a programme. In response, Mrs Llewelyn reported that lessons learnt from the COVID emergency appeal meant that the charities team were very mindful in the first instance of conducting targeted conversations with senior managers and senior clinical leads to cascade information down through the relevant networks to ensure expectations were managed and that requests were appropriate aligned with strategic objectives.

Mr Iwan Thomas agreed the importance of ensuring quality applications were received and suggested the charities team engage with Mrs Alwena Moakes Hughes, Communications and Engagement Director to ensure this took place.

Mr Iwan Thomas emphasised a desire to see a wider engagement with communities and not to purely focus on the main HDdUHB hospital sites.

Mrs Llewelyn outlined the governance processes whereby funding requests would be submitted via the management team of each particular service area and that a representative of an Executive Director of each service area sat on the CFSC.

Mrs Llewelyn confirmed to Mrs Daniel that the provision of the twice-yearly applications for £400,000 from the Support for Life Response Fund, was dependent on receiving donations and legacies.

In response to a question from Mrs Daniel, Mrs Llewelyn reported that there was work progressing on rebranding and renaming the Support for Life Response Fund.

Mr Iwan Thomas believed that engagement with the Communication team should be undertaken to consider an appropriate new name for the fund. Suggesting perhaps, in line with the Welsh Government approach elsewhere, that branding the fund with a single Welsh name should be

NL

adopted which would allow people to readily recognise and easily promote the fund and remove any ambiguity arising from the current name.

Decision:

The Charitable Funds Committee **CONSIDERED** and **APPROVED:**

- The establishment of a twice-yearly application window for funding applications from the Support for Life Response Fund.
- The ring-fencing of £400,000 for an application window to take place between July and October 2025.
- Retaining the remaining balance of the Support for Life Response Fund for a second application window in spring 2026 and to also meet any new or emerging needs that may arise.
- Subject to the caveat that this may change year on year dependant on the availability of sufficient funds and any new or emerging needs that may arise.

CFC(25)115 HDdHC Investment Advisor Update (External CCLA)

Ms Daisy Mannifield, Client Investment Director, CCLA presented the HDdHC Investment Advisor Update, providing an evaluation as of 30 May 2025. Ms Mannifield reported the market value of the total portfolio was £13,546,533 million, with the COIF Charities Ethical Investment Fund returning 3% higher value than the previous year. The COIF Deposit Fund rate which tracked the UK base rate returned 4.16% but was subject to base rate fluctuations. The forecasted annual income for the year ahead was £465,206.

Ms Mannifield reported since inception in December 2022 the total fund held by HDdHC was up 14.1%.

Ms Mannifield reported on the turbulence experienced in the equity markets as a result of Donald Trump's tariff policy and it's stop start nature. Ms Mannifield detailed how the equity market is particularly concentrated in the 'Magnificent Seven' companies of Apple, Microsoft, Alphabet, Meta, Amazon, Tesla and Nvidia, in a similar way as during the dotcom bubble.

Ms Mannifield advised that UK Commercial property has been performing well, and that with interest rates starting to come down, people have started to purchase commercial property. Referring to UK Government bonds as well as cash holdings in combination with holdings in equity and property, Ms Mannifield detailed how CCLA aims to provide a balanced investment portfolio on HDdHC's behalf.

Ms Mannifield reported the cumulative performance of the fund as 5.69% citing the fact that CCLA were not holding full market weight of the 'Magnificent Seven' or bank equities in comparison to benchmarks for the return level.

Ms Mannifield stated that 5% of equities of the COIF Ethical Investment Fund had been sold on 12 March 2025, and that CCLA is now returning that 5% into the equity market, with 3% already invested back. The COIF Ethical Investment Fund currently holds approximately 68% of its assets in equities.

Ms Mannifield outlined the sustainability and investment philosophy adopted by CCLA under Align, Assess and Act and how CCLA integrates environmental and social governance factors into the investment process, by creating coalitions with other investors to make a difference in terms of better health, better environment and better work.

Ms Mannifield advised that NHS Charities Together have recently signed up to the investor statement, a group of organisations who hold a total fund value of £800m. CCLA by operating this scheme and engaging with such investors have been working with companies to improve their practices e.g. CCLA worked with Gregg's to develop a healthy living food range and have been working with other companies to eliminate modern slavery in company supply chains.

Mr Huw Thomas expressed a desire for HDdUHB annual reporting to reflect the improvements that CCLA has made as a result of investing on behalf of HDdHC. Ms Mannifield agreed to share CCLA annual sustainability report so extracts, especially with regard to health benefits, can be used in annual reporting. **DM/HT**

Addressing concerns around market concentration, Ms Mannifield explained how CCLA is actively researching which companies are likely to benefit from developments such as artificial intelligence (AI) including analysis of company supply chains to identify those positioned to benefit from AI advancements.

Ms Mannifield agreed to share details of the active investor statement scheme with HDdHC and Mr Iwan Thomas requested a report to return to a future CFC meeting regarding this scheme and whether HDdHC should become a signatory. **DM/HT/TJ**

Decision:

The Charitable Funds Committee **NOTED** the Investment Advisor Update Report.

CFC(25)116 Allocation and level of cash holdings

Mr John presented the Allocation and Level of Cash Holdings Report to Committee, detailing how circa £6m had been transferred across to the CCLA *COIF Charities Deposit Fund* and completed by late November 2023. As of 30 April 2025, Charitable Funds had £4.9m deposited in the *COIF Deposit Fund* and £8.4m invested in the *COIF Ethical Fund*.

Concerning risk, Mr John outlined how CCLA profiled the risks of the funds using a risk indicator scale of one to seven, with one being the lowest risk and seven the highest. The *COIF Charities Deposit Fund* had the lowest risk classification of one, whilst the *COIF Ethical Investment Fund* had a rating of four out of seven, which CCLA considered to be a medium risk. Both funds offered daily liquidity with no lock in or notice period, there was however a risk that any investments other than cash could increase or decrease in value with past performance not a reliable indicator of future results.

Mr John reported he and Mr Huw Thomas, had met with Ms Daisy Mannifield (CCLA) to discuss how the most effective strategies for allocating funds across various investment vehicles. Whilst CCLA could not directly advise on this, given that allocation splits are unique to every charity, Mr John detailed how following these discussions, the finance team had considered a suitable methodology for apportionment of funds based existing financial commitments. These commitments would be reviewed on a quarterly basis as a matter of course but would not prohibit the opportunity to amend the amount of funds held in each fund as required.

In reply to a query from Ms Harraway regarding level of risk appetite, Mr Huw Thomas replied that previously there had not been a robust framework to determine how much should be allocated to a cash holding versus investments. This report outlines the allocation of funding in accordance with the CFC's defined risk appetite, noting that time remains as good a metric for assessment. It was also confirmed that there has been no change to the CFC's risk appetite.

Decision:

Members of the Charitable Funds Committee **APPROVED:**

- the methodology for the retention of funds within the Deposit Fund and
- the transfer of £3.1m currently held in the Deposit Fund to the Ethical Fund.

Mrs Janice Cole-Williams joined the meeting.

CFC(25)117 **DEVELOPMENT OF THERAPEUTIC GARDENS AT PRINCE PHILIP HOSPITAL**

Mr Andrew Carruthers joined the meeting.

Mr Carruthers extended his apologies for the deferral of the intended paper and provided a verbal update to the Committee.

Mr Carruthers reported tender costs had been received on the evening of Thursday 12 June and that the tender costs were significantly higher than those anticipated and considered at the CFC meeting 18 March 2025.

Mr Carruthers stated with the costs returning £106k higher than expected, he did not believe it was an acceptable position to return to CFC and request increased funding.

Mr Carruthers reported he was not assured that a number of the variations in the tender had followed due process and been discussed fully through the project group and that work was now required to understand these concerns. Mr Carruthers added that he would be reviewing the contractor framework agreement associated with the scheme.

In reply to Mr Iwan Thomas' query as to which items had been added into the re-submitted tender request that were not in the original specification, Mr Carruthers identified the flooring as an example where whilst you

would expect a tactile flooring with a different texture to just a concrete or slab finish, that appeared to have been added to the specification at the last minute and was an example of what has increased the costs.

Mr Huw Thomas expressed his concern regarding procurement that these variations to the tender had been approved without following appropriate processes.

Mr Carruthers clarified the matter was not within procurement and that he would be investigating the circumstances that had arisen.

Mr Carruthers stated he has appointed Mr Gareth Rees to lead the project on his behalf and reported that Mr Rees was both surprised and frustrated by the outcome of the tender, as he considered the original costs to be reasonable.

On a more positive note, Mr Carruthers reported that a number of volunteer groups had expressed an interest in being involved and that good progress had been made within the local community and HB with groups interested in maintaining the gardens.

Given the anticipated benefits of the sensory gardens for both staff and patients and the HB's prior investment in fencing off the area, Mrs Daniel requested clarification regarding the timelines required to return accurate appraisals to CFC.

Mr Carruthers agreed to discuss with Mr Gareth Rees regarding achievable timelines and keep the CFC informed as to the feasibility of returning the application for funding to the 16 September 2025 CFC meeting.

AC

Decision:

The Charitable Funds Committee **NOTED** the update provided and agreed to **ALERT** the board via the CFC update report.

Mr Carruthers left the meeting.

CFC(25)118 Patient Experience, Bronglais Hospital FibroScan

Ms Donna Blinston joined the meeting.

Ms Donna Blinston outlined the benefits provided by the new Fibroscan machines, highlighting their small size and portability and how the two probes are interchangeable by a touch of a button making the machine easier to use, especially when a patient is self-conscious of their weight.

Ms Blinston reported that the new Fibroscan has the additional benefit that it can measure both the stiffness (fibrosis) of the liver as well as the CAP measurement showing the amount of fat in the liver (steatosis). The old machine was only able to measure fibrosis, meaning in the patient received a false sense of security if the score was low, resulting in patients not making the necessary required life changes.

Ms Blinston stated that following weight loss and exercise, patients can see their fat measurement decrease and this provides motivation and incentive for lifestyle change.

Furthermore, Ms Blinston detailed the Fibroscan procedure is painless, non-invasive and provides instant results. Being able to show patients their scans and images immediately allows for education and direct patient tailored advice, helping with motivation and empowerment, and resulting in patients being less likely to miss scan appointments.

Ms Blinston presented two patient stories that particularly illustrated the significant benefits and positive impact to patients by the Fibroscan machine.

Carri-Anne, a patient, had experienced raised liver enzymes for several years. Despite trying numerous diet plans, and remaining persistent, she saw no improvement in her condition. Carri-Anne's first liver FibroScan showed a liver stiffness of 9.1 equating to advanced fibrosis and her CAP reading was 348, showing moderate Steatosis. Carri-Anne was diagnosed with metabolic associated fatty liver disease and undertook a tailored health education programme with a diet and exercise plan. Despite persevering with the plan, she showed no weight loss, however her diabetes and cholesterol levels were clearly improved. On scanning Carri-Anne's liver with the FibroScan, her fibrosis had come down to 6.8 and her CAP reading was reduced to 276 which is mild steatosis. This was a massive achievement, Carri-Ann cried in clinic saying she felt like she would never be able to improve, however with the FibroScan machine itself meant she could see those improvements and knew she could change her lifestyle, providing her with a personal achievement and also empowering her to continue.

The second patient story Ms Blinston shared with committee concerned a gentleman called Matthew, who had been referred for an assessment of his alcohol related fatty liver disease. The FibroScan produced a reading of 49, showing quite established alcohol related liver cirrhosis. A CAP reading of greater than 400 showed severe steatosis, a very inflamed fatty scarred liver. Matthew linked in with local support services to help him reduce his alcohol. Using the FibroScan as part of his motivation it was agreed to scan him in three months' time in order to help him improve. Drinking was still a problem, but the Fibroscan provided Matthew with little targets, getting him off spirits onto lager in three months, rescanning him helped with motivation when his levels reduced to 27. Working with local alcohol support services on diet, exercise and alcohol reduction Matthew reduced his drinking to once or twice a week and his levels when scanned six months later produced a reading of 17.8 and CAP reduced to 290, moderate steatosis.

Ms Blinston explained the FibroScan had proved pivotal for Matthew, giving him hope, where previously he had felt like a failure and had no motivation to stop drinking. Likewise, the FibroScan readings provided something tangible for Matthew's mum to see. Whilst Matthew is still drinking, he is working hard and making progress. The Fibroscan provided Matthew with a sense of self belief and confidence and helped

rebuild the family relationship, whereas previously his mum had been critical.

Mrs Blinston shared Matthew's heartfelt letter with the CFC: 'the fibroscan gave me hope.... Felt like I had failed myself and my mum... seeing the improvement and how my health and future is in my hands is a massive empowerment, when I saw the score of 17.8 F3 Advanced fibrosis after achieving 2 alcohol free nights I was proud of myself and so was my family, a feeling I have not had in a long while...'

Ms Blinston reported the FibroScan machine has been pivotal in a vitamin E pilot study with 28 of 30 patients showing improved levels of liver stiffness and liver enzymes. From September 2025, this pilot will be part of a research and development project with Innovation Wales.

The small portable nature of the scanner has allowed greater access via outreach 'one stop shop' clinics in the community across the HB, offering health assessments to some of the most vulnerable groups in the community, who do not engage with healthcare such as the homeless, people on probation and offenders.

Ms Blinston reported the lightweight nature of the FibroScan allowed her to conduct home visits to housebound patients where previously she could not carry the old scanner upstairs.

Mr Iwan Thomas extended a huge thanks to Mrs Blinston and her team for the work undertaken and for explaining the impact the equipment had provided for patients such as Carri-Anne and Matthew. Mr Iwan Thomas expressed how important it was to hear patient stories to understand what the HDdHC team and CFC has been able to support through the work of charitable funds.

Decision:

The Charitable Funds Committee **DISCUSSED** the patient experience story, Bronglais Hospital FibroScan.

Ms Blinston left the meeting.

CFC(25)119 **Opening of the Leri Cancer Unit at Bronglais Hospital**

Mrs Gina Beard joined the meeting.

Mrs Beard provided a presentation on the recent opening of the Leri Cancer Unit at Bronglais Hospital.

Mrs Beard reported the aim of the opening day was to be as inclusive as possible, with invitations widely distributed as well as to those specifically involved in the project such as cancer teams, specific donors and the arts in health project group, in total over 200 people attended the event.

Mrs Beard reported the cancer hair loss charity, Heads Up! had conducted a pop-up table as part of the open day event, as the new Leri Cancer Unit is able to offer a face to face Heads Up! service whereas previously only a remote service was available.

Mrs Beard presented a series of photos of the opening day, BBC presenter Eleri Sion hosted the event, ensuring it was conducted bilingually. Staff past and present attended including those involved in the HDdHC funded haematology nurse trainee scheme.

Mrs Beard explained the team from the cancer unit themselves cut the opening ribbon to the unit.

Mrs Beard shared photos of the unit showcasing the Arts in Health project and how the bespoke artwork, stained glass windows, linocuts and murals in the treatment and waiting rooms created a sense of calm and wellness capturing Welsh identity and the local environment.

Mr Iwan Thomas thanked Mrs Beard for her uplifting and inspirational presentation.

Mr Huw Thomas reported he had attended the open day and commented on how impressive the Leri unit is. In particular, how the art is woven throughout the unit creating a welcoming environment. Mr Huw Thomas reported there was a model to be considered for capital projects in the future, where consideration should be given to incorporate art at the start of a project. e.g. the Cross Hands development.

Mr Iwan Thomas agreed the positive impact such an approach could have in terms of helping those individuals who are using the service and centre.

Mrs Llewelyn reported formal evaluation of the scheme will follow the process for a capital scheme and the CFC as the predominant vendor will receive a report within 12 months of the overall project.

Mrs Llewelyn confirmed that the Arts and Health team are working through future capital schemes and reviewing formulas for the calculation of an appropriate budget to consider for art in schemes of this nature. Discussions are also taking place with the charity, looking at enhancements over and above capital schemes that may be Welsh Government funded. Furthermore, the CFC investment in the Arts and Health team, to appoint an additional staff member will enable more of this work to be undertaken.

Decision:

The Charitable Funds Committee **DISCUSSED** the presentation on the Opening of the Leri Cancer Unit at Bronglais Hospital

Mrs Gina Beard left the meeting.

CFC(25)120 **Charitable Funds Sub-Committee Update Report**

Ms Carly Hill presented the Charitable Funds Sub-Committee Update Report.

Ms Hill reported this was her last meeting as Chair of the CFSC and she wished to take the opportunity to thank Mrs Llewelyn, Mr John and Ms Davies specifically for their help during her tenure on the sub-committee. Ms Hill extended her thanks to members of the CFC.

No questions were received on the Update Report.

Mr Iwan Thomas thanked Ms Hill for her dedicated work.

Decision:

The Charitable Funds Committee **NOTED** the content of the Charitable Funds Committee and was satisfied with the provision of assurance provided by the Charitable Funds Sub-Committee.

CFC(25)121 Charitable Funds Committee Risk Register

Mrs Janice Cole-Williams presented the Charitable Funds Committee Risk Register.

Mrs Llewelyn advised that the Business Executive Team (BET) meeting where the report was due to be discussed had been stood down and that the report was due to come to BET next month for discussion and scrutiny.

Decision:

The Charitable Funds Committee (CFC) received **ASSURANCE** that:

- All identified controls are in place and working effectively.
- All planned actions will be implemented within stated timescales and will reduce the risk further and/or mitigate the impact if the risk materialises.
- Challenged where assurances are inadequate.

CFC(25)122 Charitable Funds Committee Annual Work Programme

The CFC Committee Annual Work Plan for 2025/2026 was presented to the Committee for information.

Decision:

The Charitable Funds Committee **NOTED** the Committee Annual Work Plan for 2025.2026.

CFC(25)123 ANY OTHER BUSINESS

There were no other matters of business to be considered.

Decision:

No other matters of business.

DATE AND TIME OF NEXT MEETING

The date of the next CFC meeting is 16 September 2025; 09:30 - 12:15

1.4

09:40, 5 Mins

1.4 - Matters Arising and Table of Actions from the Charitable Funds Committee Meeting held on 17 June 2025

Iwan Thomas (Hywel Dda UHB - Independent Board Member)

| For approval

Attachments

[Draft CFC Table of Actions 17 June 2025 - for 16 September 2025 meeting \(I~.docx\)](#)



**TABLE OF ACTIONS FROM
CHARITABLE FUNDS COMMITTEE MEETING
17 June 2025.**

MINUTE REF	ACTION	LEAD	TIME SCALE	PROGRESS
CFC(25)112	CFC 2024/2025 Self-Assessment Report) To feedback suggestions by the CFC to the Corporate Governance Team regarding how the process of data gathering could be improved to achieve a better response rate.	JW/CJ	September 2025 CFC	Complete. Discussed with the team and feedback will be considered when reviewing the next self assessment process for 2025/6. (December 2025)
CFC(25)114	Expenditure Plan for the Support for Life Response Fund The charities team to engage with Mrs Alwena Moakes Hughes regarding communications for the twice yearly, Support for Life Response Fund and to consider an appropriate new name for the fund.	NL	September 2025 CFC	Complete. Update included within the Integrated Performance Report (item 2.1)
CFC(25)115	HDdHC Investment Advisor Update CCLA to share annual sustainability reports to enable extracts to be used in HDdUHB and HDdHC Annual Reporting.	DM/HT	September 2025	Complete. DM shared annual sustainability reports and contact details.
CFC(25)115	HDdHC Investment Advisor Update To present a report on the CCLA active investor statement scheme to a future CFC meeting.	DM/HT/TJ	September 2025	In Progress: Meeting scheduled with CCLA Deputy Head of Sustainability, update to be provided at December CFC.
CFC(25)117	Development of Therapeutic Gardens at Prince Philip Hospital To clarify achievable timelines and update the CFC as to the feasibility of	AC	September 2025	Complete. Scheduled for September 2025 CFC agenda.

	returning the application for funding to the September CFC meeting.			
CFC(25)88	Hydrotherapy Pool at the Pentre Awel Village, Llanelli. Photographic evidence to be returned to the Pittsburgh Bank to evidence funds from the J C Williams Trust (Elizabeth Williams Endowment) have been spent in an appropriate manner.	AP/ER	17 June 2025 CFC	In progress: Collaboration Agreement still being finalised. Final update and report to be sent to Pittsburgh Bank once Collaboration Agreement signed.

1.5

09:45, 0 Mins

1.5 - Ratification of any Approvals Made
Outside the Meeting via Chair's Action

*Iwan Thomas (Hywel
Dda UHB -
Independent Board
Member)*

None.

1.6

09:45, 10 Mins

1.6 - Assurance and Risk Report

*Sharon Daniel (Hywel
Dda UHB - Executive
Director of Nursing,
Quality & Patient
Experience)*

| For approval

Attachments

[1.6 Charitable Funds Committee September 2025 FINAL \(RW\).pptx](#)

[1.6 Copy of Appendix 1 - Operational Risk Register \(RW\).xlsx](#)



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board



Assurance and Risk Report

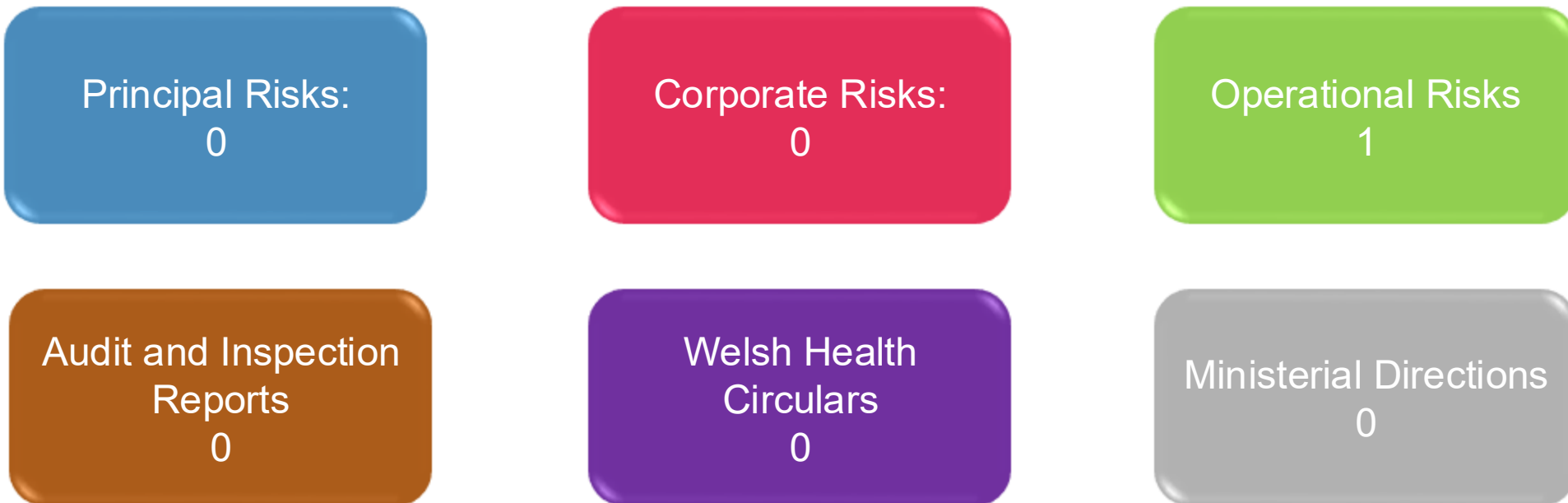
Situation



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

This report provides the Charitable Funds Committee (CFC) with the current status of the risks, audits and inspections recommendations, Welsh Health Circulars (WHCs) and Ministerial Directions (MDs) within its remit. The Committee is asked to seek assurance from Lead Executive Directors that risks are being managed effectively, and that recommendations from audit and inspections, WHCs and MDs are being implemented by the Health Board.



Risk Management - Overview



Effective risk management requires a ‘monitoring and review’ structure to be in place to ensure that risks are effectively identified and assessed, and that appropriate controls and responses are in place.

The Health Board’s risk management process is recorded via the Datix Risk Register module, and enables risks to be recorded at either Principal, Corporate or Operational level. An escalation process is in place to ensure that risks which require escalation or de-escalation are done via appropriate approval processes and governance arrangements.

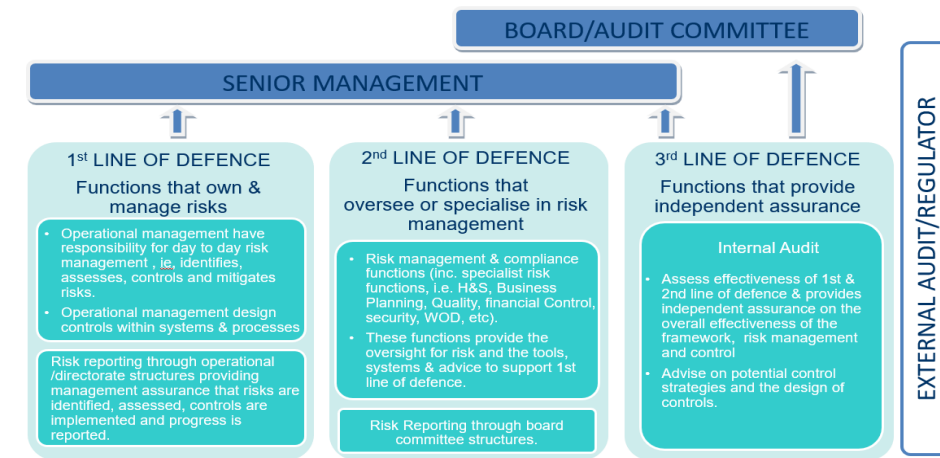
The Health Board operates within the widely accepted “Three Lines of Defence” model to ensure the appropriate responsibility is allocated for the management, reporting and escalation of risk.

Risks are aligned to an appropriate Clinical Care Group or Executive Function (hereto referred to as “Functions”), and each has a designated risk lead responsible for reviewing in a timely and comprehensive manner.

The Board’s Committees are responsible for the monitoring and scrutiny of corporate and operational risks within their remit and providing assurance to the Board that risks are being managed effectively and report areas of significant concern (e.g. where the risk appetite is exceeded, or there is a lack of action).

Committees are also responsible for reviewing risks over tolerance and where appropriate, recommend the ‘acceptance’ of risks that cannot be brought within risk appetite.

A revised approach to risk tolerance was agreed by the Board at its meeting in March 2025 to reflect the organisation’s readiness to bear the risk after risk treatment, in order to achieve its objectives. Risk leads are required to provide a rationale for the target risk score (TRS), and an expected date when the target risk score (TRS) will be achieved. These are mandatory fields on Datix as of 1 July 2025, and therefore where risks do not currently have this detail, risk leads will be asked to provide by the next report to CFC.



Operational Risks assigned to CFC



There is currently one operational risk on Datix which is aligned to CFC and is within the review date.

The risk has been identified as reportable to CFC based on the following criteria:

- The CFC has been selected by the risk lead as the 'Assuring Committee' on Datix;
- The risk has been identified at operational level (previously Service and Directorate level) on the Datix risk module;
- The current risk score is 'extreme' or 'high'; and
- The current risk score is either equal to or exceeds the target risk score.

The following slide summarises the operational risk aligned to CFC. The Risk Register attached at Appendix 1, provides full detail of the risk, including control measures in place and the risk action plan to further manage and mitigate the risk.

Hywel Dda Risk Heat Map					
	LIKELIHOOD →				
IMPACT ↓	Rare 1	Unlikely 2	Possible 3	Likely 4	Almost Certain 5
Catastrophic 5	Yellow	Orange	Red	Red	Red
Major 4	Yellow	Orange	2045 NEW Orange	Red	Red
Moderate 3	Green	Yellow	Orange	Orange	Red
Minor 2	Green	Yellow	Yellow	Orange	Orange
Negligible 1	Green	Yellow	Yellow	Orange	Orange

Operational Risk assigned to CFC



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Risk Reference & Title	Lead Director	Current Risk Score	Target Risk Score (TRS)	Expected Date to Achieve TRS
2045 - Risk of the Health Board not being able to sustain a paid fundraising function for its charity due to low returns on investment (ROI)	Executive Director of Nursing, Quality and Patient Experience	12 NEW (Reviewed 15/08/25)	12	31/12/2025

Rationale for Current Risk Score (CRS)

With all the current control measures in place, the risk score remains high. For the period ending 31 July 2025, income from donations has increased by 5.9% compared with the same period in the previous financial year.

Further analysis of the charity’s performance was undertaken during quarter 2 and presented to the Business Executive Team on 9 July 2025. The Executive Team discussed the charity’s current running costs, current and previous income levels and the benchmarking data on fundraising performance. The Executive Team requested that a review of the impact of existing vacancies within the team be undertaken and be presented to Business Executive Team within six months.

Rationale for Target Risk Score (TRS)

The nature of charitable giving is unpredictable and it is difficult to predict annual charitable income levels.



The committee is requested, in relation to the areas presented in this paper, to:

Risk Management

- **RECEIVE ASSURANCE** that identified controls are in place and working effectively; and
- **RECEIVE ASSURANCE** that all planned actions are credible and deliverable, and in line with agreed plans, and will be implemented within stated timescales and will reduce risks further and/or mitigate the impact should risks materialise.



DIOGEL | CYNALIADWY | HYGYRCH | CAREDIG
SAFE | SUSTAINABLE | ACCESSIBLE | KIND



GIG
CYMRU
NHS
WALES

Bwrdd Iechyd Prifysgol
Hywel Dda
University Health Board

Risk Ref	Clinical Care Group / Executive Function	Clinical Service Group / Executive Function Service	Clinical Service Sub-Group / Executive Function Service	Executive Director	Clinical Care Group Director / Executive Function Lead	Clinical Service Group Lead / Executive Function Service Lead	Clinical Service Sub-Group Lead / Executive Function Service Lead	Date risk identified	Risk Statement	Existing Control Measures Currently in Place	Domain	Current Likelihood	Current Impact	Current Risk Score	Rationale for Current Risk Score	Additional Risk Action Required	By Whom	By When	Progress Update on Risk Actions	Lead Committee	Target Likelihood	Target Impact	Target Risk Score (tolerable score)	Rationale for Target Risk Score	Detailed Risk Decision	Review date
2045	Director of Nursing, Quality and Patient Experience	Nursing, Quality and Patient Experience	NQPE: Charitable Funds	Daniel, Sharon	Daniel, Sharon	Llewelyn, Nicola	Llewelyn, Nicola	13-Dec-24	<p>There is a risk of of HDdUHB not being able to sustain a paid fundraising function for its charity.</p> <p>This is caused by the increased investment in fundraising costs since 2021/22 and the level of charitable income generated by the charity resulting in variable levels of ROI.</p> <p>This will lead to an impact/affect on:</p> <ol style="list-style-type: none"> The charity's ability to sustain its current staffing structure. The charity's ability to generate income from proactive fundraising activities in future years. Staff wellbeing and morale: Fundraising staff may disengage and lose motivation if there is uncertainty regarding the sustainability of the team. Loss of confidence if key stakeholders (NHS staff, public, donors) do not feel that the charity is using its resources efficiently. The charity's ability to improve experiences for, and make a positive difference to, the health and wellbeing of Health Board's patients, service users and staff due to reduced resources. <p>Risk location, Health Board wide.</p>	<ol style="list-style-type: none"> Review of the charity's fundraising and communications activities, including an assessment on the return on investment of fundraising costs, submitted to the December 2024 Charitable Funds Committee meeting for discussion. Charitable income and financial performance reported to the CFC on a quarterly basis for scrutiny. Financial reports submitted to the CFC include a comparison of the charity's performance against a sector wide recognised benchmark/ratio for return on investment. Annual work plans submitted to the CFC on an annual basis for consideration and approval. Progress reports on the annual work plan submitted to the CFC on a quarterly basis. Income reports produced by the finance team on a monthly basis for scrutiny by the Head of Hywel Dda Health Charities (HDdHC) and Fundraising Team. Agreement to not fill the vacant positions (x2) within the fundraising/communications team without Executive Director consideration and approval when income levels have stabilised or increased. Fundraising Manager has monthly 1-2-1s with the fundraising team to discuss operational issues and progress against the fundraising workplan. Senior Communications Officer has monthly 1-2-1s with the Communications Assistant to discuss operational issues and progress against the communications workplan. Head of Hywel Dda Health Charities has a monthly 1-2-1 with the Fundraising Manager and Senior Communications Officer to discuss operational issues and progress against the workplan. Further analysis of the charity's performance undertaken during quarter 2 and presented to the Business Executive Team on 9 July 2025. 	Finance Inc. claims	3	4	12	<p>With all the current control measures in place, the risk score remains high. For the period ending 31 July 2025, income from donations has increased by 5.9% compared with the same period in the previous financial year.</p> <p>Further analysis of the charity's performance was undertaken during quarter 2 and presented to the Business Executive Team on 9 July 2025. The Executive Team discussed the charity's current running costs, current and previous income levels and the benchmarking data on fundraising performance. The Executive Team requested that a review of the impact of existing vacancies within the team be undertaken and be presented to Business Executive Team within 6 months.</p>	<p>Review of the impact of holding two vacancies within the fundraising team to be undertaken and the findings presented to the Executive Team.</p>	Llewelyn, Nicola	31-Jan-26	<p>Further analysis of the charity's performance was undertaken during quarter 2 and presented to the Business Executive Team on 9 July 2025. The Executive Team discussed the charity's current running costs, current and previous income levels and the benchmarking data on fundraising performance. The Executive Team requested that a review of the impact of existing vacancies within the team be undertaken and be presented to Business Executive Team within 6 months.</p>	Charitable Funds Committee	3	4	12	<p>The nature of charitable giving is unpredictable and it is difficult to predict annual charitable income levels.</p>	Treat	15-Aug-25

2 - PERFORMANCE

2.1

09:55, 15 Mins

2.1 - Integrated Hywel Dda Health Charities Performance Report

*Timothy John (Hywel Dda UHB - Head of Accounting & Statutory Reporting),
Nicola Llewelyn (Hywel Dda UHB - Head of Hywel Dda Health Charities)*

Update regarding BET discussions to be included in IP report.

| For discussion

Attachments

[2.1 SBAR IP Report CFC Sept 2025.docx](#)

[2.1 Annex 1 Financial Overview to M3 CFC Sept 25.pptx](#)

[2.1 Annex 2 Workplan Update June-August 2025.docx](#)

[2.1 Annex 3 Highlights at HDdHC Sept 2025 V2.pdf](#)

**PWYLLGOR CRONFA ELUSENNOL
CHARITABLE FUNDS COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	16 September 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Hywel Dda Health Charities Integrated Performance Report.
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Huw Thomas, Executive Director of Finance Sharon Daniel, Executive Director of Nursing, Quality and Patient Experience
SWYDDOG ADRODD: REPORTING OFFICER:	Tim John, Head of Accounting & Statutory Reporting Nicola Llewelyn, Head of Hywel Dda Health Charities

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report provides the Charitable Funds Committee (CFC), on behalf of the Corporate Trustee, with an integrated overview of Hywel Dda Health Charities' (HDdHC) performance and financial position as of 30 June 2025. The report is intended to provide the CFC with key financial information and a summary of activities and key achievements in line with the charity's work plan for 2025/26.

Cefndir / Background

Hywel Dda University Health Board's (HDdUHB) standing orders state that "The Board may and, where directed by the Welsh Government must, appoint Committees of the Health Board (HB) either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by committees."

In accordance with the Standing Orders (and the Health Board's Scheme of Delegation), the Board has nominated a committee to be known as the Charitable Funds Committee (CFC). The CFC has been established as a Committee of the Health Board and constituted from 22 July 2010.

HDdUHB is the Corporate Trustee of Hywel Dda Health Charities (HDdHC).

The purpose of the CFC is:

- To make and monitor arrangements for the control and management of the Health Board's Charitable Funds, within the budget, priorities and spending criteria determined by the Board and consistent with the legislative framework.
- To provide assurance to the Board in its role as Corporate Trustee of the charitable funds held and administered by the Health Board.

- To develop the strategy and objectives for the Charity for consideration by the Board, and to provide assurance that an appropriate infrastructure is in place for the efficient and effective running of the Charity.
- To agree issues to be escalated to the Board with recommendations for action.

Asesiad / Assessment

The charity's key financial performance considerations for the period ended 30 June 2025 are detailed in the Financial Overview slide pack attached at Annex 1.

Also included in the Financial Overview at Annex 1 is the following supplementary information relating to the charity's financial performance for the CFC's consideration:

- Statement of Financial Activity for the period ending 30 June 2025.
- Material commitments to 30 June 2025.
- HDdHC staffing structure as at September 2025

In addition to the Financial Overview at Annex 1, attached is the following information on the charity's key achievements, in line with the objectives of the approved work plan for 2025/26:

- Progress update on the 2025/26 workplan (Annex 2)
- Spring 2025 highlights from the fundraising and communications support team (Annex 3).

Argymhelliad / Recommendation

The Charitable Funds Committee is requested to **DISCUSS** the content of this report on the charity's performance.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	<p>3.1 To make and monitor arrangements for the control and management of the Health Board's Charitable Funds, within the budget, priorities and spending criteria determined by the Board and consistent with the legislative framework.</p> <p>3.2 To provide assurance to the Board in its role as Corporate Trustee of the charitable funds held and administered by the Health Board.</p> <p>3.3 To develop the strategy and objectives for the Charity for consideration by the Board, and to provide assurance that an appropriate infrastructure is in place for the efficient and effective running of the Charity.</p> <p>3.4 To agree issues to be escalated to the Board with recommendations for action.</p>
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	<p>Risk reference: 2045</p> <p>Risk description: There is a risk of HDdUHB not being able to sustain a paid fundraising function for its charity.</p> <p>Causes: This is caused by the increased investment in fundraising costs since 2021/22 and the level of charitable income generated by the charity resulting in variable levels of Return of Investment (ROI).</p>
Parthau Ansawdd: Domains of Quality	Not Applicable

Quality and Engagement Act (sharepoint.com)	
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Ledger reports and investment reports.
Rhestr Termiau: Glossary of Terms:	Included within the body of the report.
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cronfa Elusennol: Parties / Committees consulted prior to Charitable Funds Committee:	Fundraising Team

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	The report sets out the financial position of the charity. Income generated from fundraising activities is a key source of income for Hywel Dda Health Charities. The charity is therefore duty bound to ensure that the correct controls and governance arrangements exist with regards to all aspects of fundraising.
Ansawdd / Gofal Claf: Quality / Patient Care:	Charity objects are in support of NHS services locally.
Gweithlu: Workforce:	Expenditure on governance and support costs (including fundraising and finance) included in Annex 1 of the Integrated Performance Report.
Risg: Risk:	Reputational risk if associated with unethical fundraising.
Cyfreithiol: Legal:	The charity's financial reporting is in line with charity law and guidance.
Enw Da: Reputational:	Reputational risk if associated with unethical fundraising.

Gyfrinachedd: Privacy:	No impact.
Cydraddoldeb: Equality:	No EqIA is considered necessary for a report of this type.



Elusennau Iechyd
HYWEL DDA
Health Charities

Integrated Performance Report

Financial Overview

2025/26 Quarter 1 ending 30 June 2025

Incoming Resources

Income

Incoming Resources	Period ending 30 June 2025 £	Period ending 30 June 2024 £	Variance £	Variance %
Donations	143,308	135,304	8,004	6
Legacies	10,000	2,000	8,000	400
Grant funding received	5,090	1,125	3,965	352
Income from other trading activities (HDdHC Lottery)	4,967	3,322	1,645	50
Investment income	120,715	145,758	(25,043)	(17)
Total Income	284,079	287,508	(3,429)	(1)

Summary

- Modest increase in income from donations and legacies to month 3 compared to the same period in the previous financial year 2024/25.
- Income levels will continue to be monitored closely during 2025/26 to stabilise and increase where possible.
- Business Executive Team meeting 9 July 2025 – Executive Team (ET) discussed the charity’s current running costs, current and previous income levels and benchmarking data on fundraising performance.
- Fundraising team should be considered a ‘charity team’ and not merely a fundraising team to reflect the wide-ranging and varied work undertaken by officers. Job titles of the fundraising team will be updated to reflect this.
- ET requested a review of the impact of holding two vacancies within the team be undertaken and be presented to Business ET within six months.
- Annex 2 – current staffing structure outlining the revised job titles and vacancies being held.

Benchmarks

Amount available to spend on grants for every £1 donated

£0.53 to June 2025

£0.52 to 30 June 2024

Income generated for every £1 spent on fundraising

£2.41 to June 2025

£1.95 to 30 June 2024

Donations

	Period ending 30 June 2025 £	Period ending 30 June 2024 £	Variance £	Variance %
Donations	143,308	135,304	8,004	6

- Modest increase in donations for the period ending 30 June 2025 compared to the same period in the previous financial year.
- In the current year to date, donations for Carmarthenshire are significantly higher than the other counties. This is due to a large donation received from a local prostate cancer charity to support improvements at the Glangwili Hospital (GGH) Chemotherapy Day Unit and another successful Long Course Weekend Wales event and the level of staff fundraising at the event.

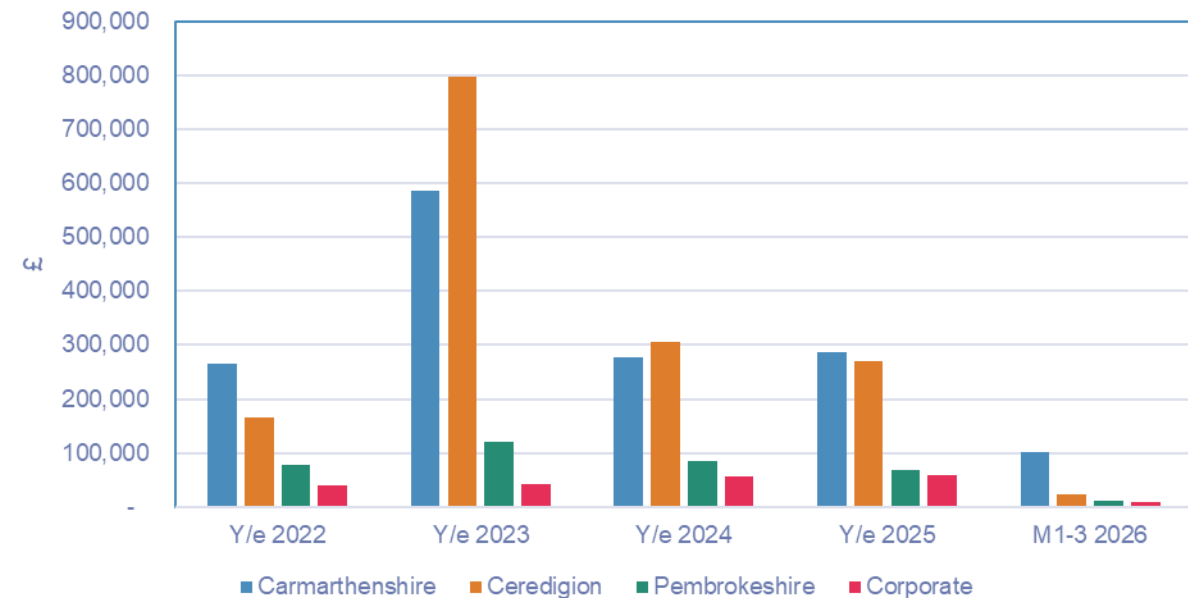
Annual donations from 2021/22 to 30 June 2025

Annual donations split by region

Donations



Donations by region

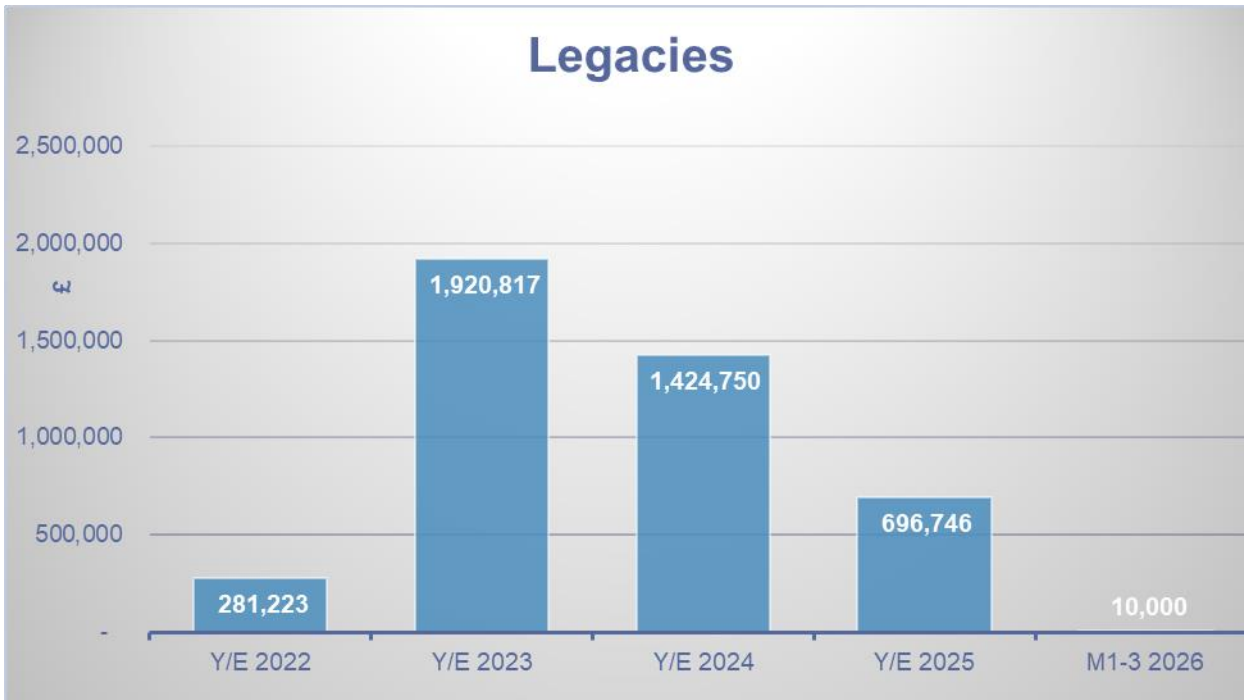


Legacies

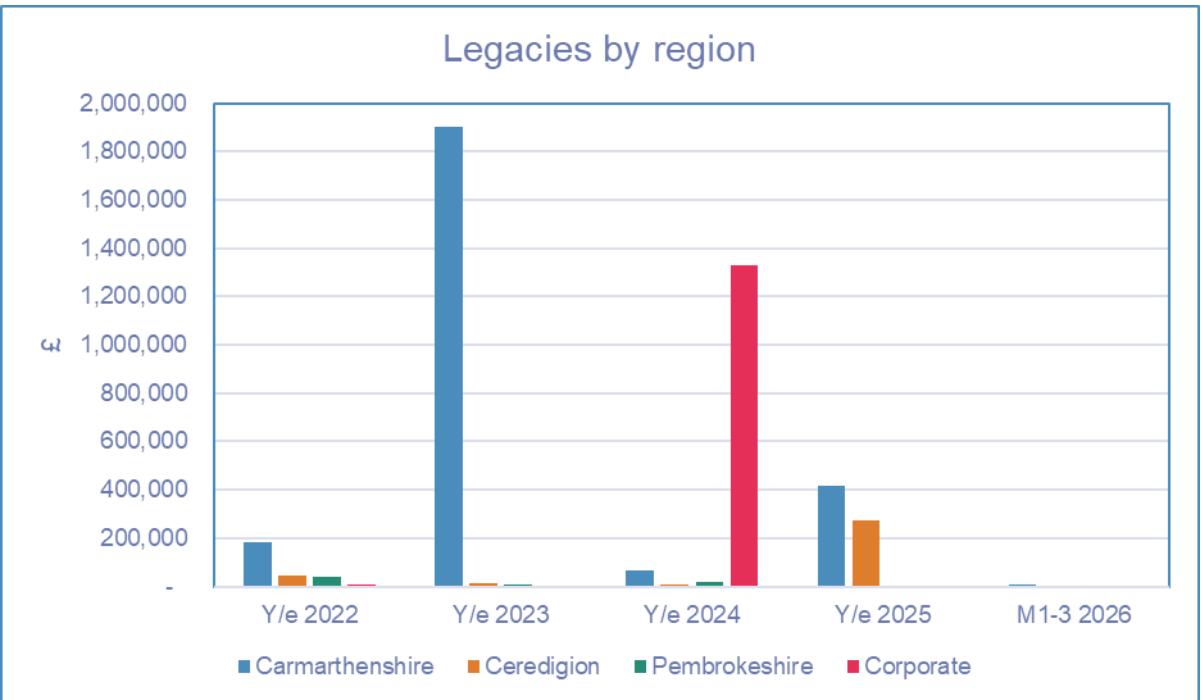
	Period ending 30 June 2025 £	Period ending 30 June 2024 £	Variance £	Variance %
Legacies	10,000	2,000	8,000	400

- Legacy income for the period ending 30 June 2025 was received in aid of Carmarthenshire services.
- Legacy income for 2025/26 is predicted to be significantly higher than the previous financial year.
- Work on the stewardship of legacy pledges and the oversight of the settlement of estates where the charity is a named beneficiary continues to ensure that outstanding legacy income is received in a timely manner.

Legacy income from 2021/22 to 30 June 2025



Annual legacy income split by region



Resources Expended

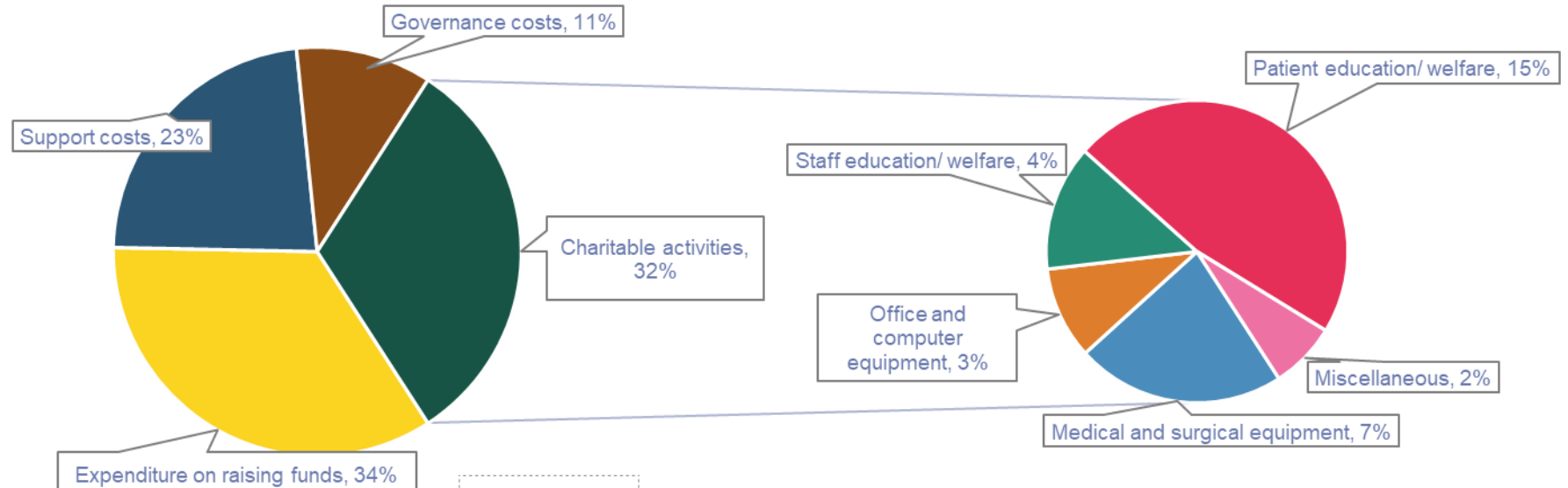
Expenditure

Resources Expended	Period ending 30 June 2025 £	Period ending 30 June 2024 £	Variance £	Variance %
Charitable activities (grant making)	62,684	250,251	(187,567)	(75)
Expenditure on raising funds	68,122	73,244	(5,122)	(7)
Support costs	45,570	44,577	993	2
Governance costs	21,302	19,116	2,186	11
Total Expenditure	197,678	387,187	(189,509)	(49)

Summary

- Significant decrease in reported expenditure on charitable activities (invoices paid) during this period compared to same period in 2024/25.
- 38 funding requests totalling £121,095 were approved from 1 April to 30 June 2025 compared to 51 requests totalling £91,992 approved during the same period in 2024/25.

Analysis of % spend by type



Expenditure on Charitable Activities

Expenditure on Charitable Activities

	Period ending 30 June 2025 £	Period ending 30 June 2025 %	2024/25 £	2023/24 £
Medical and surgical equipment	14,057	7	409,329	759,159
Office and computer equipment	6,181	3	72,110	86,223
Building and refurbishment	0	0	1,692,149	1,394,762
Staff education/welfare	8,433	4	55,769	186,759
Patient education/welfare	29,556	15	54,937	411,174
Miscellaneous	4,456	2	52,670	61,090
Total	62,684	32	2,336,964	2,899,167

Notable expenditure incurred to 30 June 2025 (over £5,000):

Medical and surgical equipment

- Full body passive/active movement therapy device (£7,487)

Building and refurbishment

- No spend in period

Staff education and welfare

- No individual spend over £5k

Patient education and welfare

- Interactive singing and movement sessions for dementia patients and year 2 of the Year 2 Health Domestic Violence Advocate project at BGH (£26,795).

Efforts to increase charitable expenditure

- New fund structures have created greater opportunities to utilise charitable funds more effectively; however, we are not yet seeing increases in our expenditure on charitable activities.
- Qtr 2 2025/26 – further work will be undertaken with the Clinical Care Groups (CCG) to encourage proactive rather than reactive consideration of charitable expenditure.
- The aim is to incorporate consideration of charitable expenditure into the annual planning processes to ensure that charitable funds are recognised as an enabler to deliver enhancements above and beyond what the NHS can provide.
- The CCG's will be asked to develop and submit expenditure plans for consideration by the CFC (during quarter 4) for the funds held within their areas of responsibility.
- Following the closure of the 2024/25 year-end position, up-to-date charitable fund balances aligned to the new fund structures will be available in October 2025 which is anticipated to result in an increase in expenditure requests.

Expenditure on Governance, Support and Raising Funds

Governance, support and expenditure on fundraising					
£		Annual Budget 2025/26	Budget to 30 June 2025	Spend to 30 June 2025	(Under) / Over spend to 30 June 2025
Finance		107,487	26,872	26,872	0
Fundraising Team	Pay	408,719	102,180	96,776	(5,403)
Fundraising	Non-Pay	46,910	11,728	7,092	(4,636)
Sub-total		563,116	140,779	130,740	(10,039)
Audit		17,016	4,254	4,254	0
Total		580,132	145,033	134,994	(10,039)

Apportionment of costs across funds			
£	Restricted/ Unrestricted Funds	Endowment Funds	Total
Investment Income	(103,735)	(16,980)	(120,715)
Governance & Support - Finance, Fundraising & Support Team	130,740	0	130,740
Audit Fees	4,254	0	4,254
Investment (Gains) & Losses	(1,901)	(695)	(2,596)
(Surplus) / Deficit	29,358	(17,675)	11,683

Costs analysed by category of spend				
£	Expenditure on raising funds	Support	Governance	Total
Fundraising Team				
Pay	61,030	27,813	7,933	96,776
Non-Pay	7,092			7,092
Finance		17,757	9,115	26,872
Audit			4,254	4,254
Total	68,122	45,570	21,302	134,994

- In March 2025, the CFC approved a total governance, support and fundraising budget of £563,116 for the 2025/26 financial year.
- For the period ending 30 June 2025, the reported position is an underspend of £10,039, mainly due to a vacancy being held within the team.
- Dividend and interest on endowment funds have been applied to their restricted funds.
- There was a net deficit from unrestricted/restricted apportionments (after investment gains) across funds of £29,358 for the period ending 30 June 2025.
- *Unrestricted and restricted funds: income earned from surplus cash from general restricted funds invested. The income earned is apportioned against all unrestricted and restricted funds based on an average fund balance across the whole year.*
- *Endowment funds: income earned from an investment where the capital cannot be spent, and that income earned is to be used for a specific purpose and is therefore restricted and not be generally apportioned across all funds.*

Appendix 1

Financial Performance

Supplementary Information

Position as at 30 June 2025

1. Statement of Financial Activity for the period ended 30 June 2025

HYWEL DDA LOCAL HEALTH BOARD									
CHARITABLE FUND REPORT - SUMMARY									
FOR THE PERIOD ENDING 30 JUNE 2025									
	Corporate	Acute Services	Carmarthen Community	Ceredigion Community	Pembrokeshire Community	Mental Health & Learning Disabilities	Other To be apportioned	Total	
	£	£	£	£	£	£	£	£	£
Incoming resources									
Donations	9,079	121,047	4,989	1,365	1,209	5,619	0	143,308	
Legacies	0	10,000	0	0	0	0	0	10,000	
Grants receivable	90	0	0	0	0	5,000	0	5,090	
Investment income	0	16,980	0	0	0	0	103,735	120,715	
Income from other trading activities	4,967	0	0	0	0	0	0	4,967	
Other incoming resources	0	0	0	0	0	0	0	0	
	14,136	148,027	4,989	1,365	1,209	10,619	103,735	284,079	
Resources expended									
Expenditure on raising funds	0	0	0	0	0	0	(68,122)	(68,122)	
Charitable activities	(32,067)	(25,315)	(2,304)	(1,890)	0	(1,109)	0	(62,684)	
Support Costs	0	0	0	0	0	0	(45,570)	(45,570)	
Governance costs	0	0	0	0	0	0	(21,302)	(21,302)	
Investment Management	0	0	0	0	0	0	0	0	
	(32,067)	(25,315)	(2,304)	(1,890)	0	(1,109)	(134,994)	(197,678)	
Net incoming/(outgoing) resources before transfers	(17,931)	122,711	2,686	(525)	1,209	9,510	(31,259)	86,401	
Gross transfers between funds	0	0	0	0	0	0	0	0	
Net incoming/(outgoing) resources	(17,931)	122,711	2,686	(525)	1,209	9,510	(31,259)	86,401	
Gains/(losses) on investment assets									
Realised and Unrealised	0	695	0	0	0	0	1,901	2,596	
Net movement in funds	(17,931)	123,406	2,686	(525)	1,209	9,510	(29,358)	88,997	
Opening balance at 01 April 2025	1,487,902	7,504,889	1,238,550	456,308	142,185	223,942	(323,871)	10,729,905	
Closing balance at 30 June 2025	1,469,971	7,628,295	1,241,236	455,783	143,394	233,452	(353,229)	10,818,902	

2: Outstanding material commitments as at 30 June 2025 (approved by CFC)

Service	£	Description	Date Approved	Status
Cancer Service - Ceredigion	0	BGH Chemotherapy Development	Jun-21	Funds committed to the delivery of a new Chemotherapy Day Unit at BGH. Expenditure of funds will be aligned to the delivery of the capital scheme.
Cancer Service - Ceredigion	134,638	BGH Chemotherapy Development	Mar-24	
Cancer Services - Health Board Wide	15,603	Heads Up to Cancer - Cancer Hair Loss project	Sep-23	On going project
Arts and Health (Nursing, Quality & Patient Experience)	26,295	Creative Activities for Staff Wellbeing – Arts and Health	Sep-23	On going project
Arts and Health (Nursing, Quality & Patient Experience)	194,295	Arts and Health Capacity Building- to contribute to the salary and oncosts of a B6 Project Support Officer and activities budget for patients	Mar-24	On going project
Mental Health & Learning Disabilities, Community & Integretad Medicine	58,670	Interactive singing & movement sessions	Jun-24	On going project
Carmarthenshire Community	1,543,382	Pentre Awel Hydrotherapy Pool	Mar-25	On going project
	1,972,883			

Appendix 2

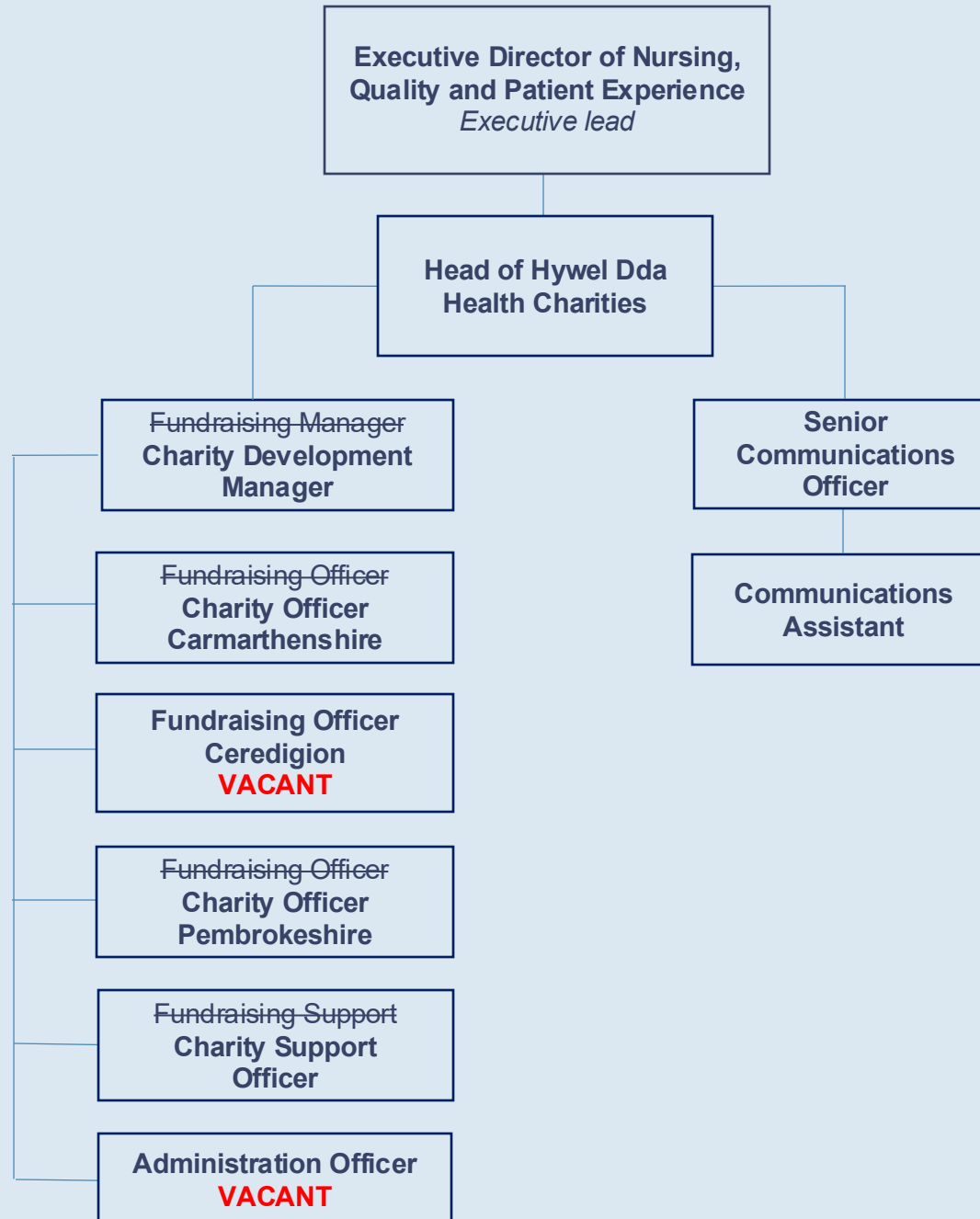
Staffing Structure

As at September 2025

Hywel Dda Health Charities

Staffing Structure

As at September 2025





Elusennau Iechyd
HYWEL DDA
Health Charities

2025-26



Elusennau Iechyd
HYWEL DDA
Health Charities

Workplan 2025-26

Progress update June to August 2025

Strategic objective 1: Making a difference

Priority areas for 2025/26

	Activity	Update on progress to August 2025	RAG rating
1.	<p>Launch the new online charitable funds application process for expenditure requests under £10,000.</p> <p><i>Carried forward from 2024/25</i></p>	<ul style="list-style-type: none"> The new charitable funded application process for study leave (incorporating expenditure approval into the HDdUHB study leave application) has been tested and will be launched before the end of September 2025. Further testing on the new application process for general charitable funds requests is required and additional colleagues from across the organisation have been invited to test the new application form. The feedback received during September 2025 will inform the final version. Work on the automated authorisation process will begin in September 2025 when dedicated software development time is available to complete this function. Pending the availability of dedicated software development time, staff training will be delivered on the new administration processes during October 2025 and the new application process will be launched in late October/early November 2025. 	Yellow
2.	<p>Launch the internal communications campaign and associated user-friendly guidance to ensure that staff are aware of, and understand, the new charitable funds application process and new fund structure.</p> <p><i>Carried forward from 2024/25</i></p>	<ul style="list-style-type: none"> All communications materials for the internal campaign have been developed in readiness for the launch of the new application process. 	Yellow
3.	<p>Launch the guidance for our fund managers to ensure that they understand the nature and value of the funds they are responsible for as well as their roles and responsibilities as custodians of our charitable funds.</p> <p><i>Carried forward from 2024/25</i></p>	<ul style="list-style-type: none"> Guidance for fund managers has been developed in readiness for the launch of the new application process. 	Yellow
4.	<p>Develop an expenditure plan for the charity's general fund that provides equitable access to funding for areas where measurable improvements can be made to maximise patient benefit.</p>	<ul style="list-style-type: none"> Complete. In June 2025 the CFC approved the establishment of a twice-yearly application window for funding applications from the general fund and the ring-fencing of £400,000 for an application window to take place between July and October 2025. Over 60 enquiries received on the funding opportunity, and a large number of applications are being developed to meet the submission deadline of 3 October 2025. To better reflect the impact and purpose of our general fund, we propose renaming the 'Support for Life Response Fund' the 'Making a Difference' Fund (Welsh: 'Gronfa 	Green

Gwneud Gwahaniaeth'). This new name aligns with the language we consistently use in our communications and fundraising activities, including the long-standing social media hashtags #MakingADifference / #GwneudGwahaniaeth. The name change will support clearer messaging and a stronger emotional connection with donors and supporters, while continuing to represent the broad scope of charitable activity the fund enables across the Health Board. The name has received a positive response from supporters and the Health Board's Communications Team.

Strategic objective 2: Fundraising and Communications

Priority areas for 2025/26

	Activities	Update on progress to August 2025	RAG rating
1.	Complete the upgrade of the charity's current Customer Relationship Management (CRM) database to a new and improved web version. <i>Carried forward from 2024/25</i>	<ul style="list-style-type: none"> There have been further delays to the CRM upgrade due to ongoing conversations with the supplier regarding insurance requirements as set out in the Data Processing Agreement (DPA). We are working closely with Information Governance and Legal Services to resolve this delay. The delays are not having a significant impact on our service provision as our existing CRM is still operational. 	Yellow
2.	Plan and deliver a new charity-led mass participation event to encourage increased fundraising for the charity	<ul style="list-style-type: none"> The new Fire Walk event was launched on 8 September 2025 and will take place on Saturday 25 October 2025 at Glangwili Hospital. The event will enable up to 100 fundraisers aged 16 and over to walk bare foot over red-hot wood embers whilst fundraising for the charity. 	Green
3.	Identify and apply for relevant funding opportunities from external grant-giving trusts and foundations for eligible projects across HDdUB to increase the charity's income from this funding source.	<ul style="list-style-type: none"> A bid for £25,000 has been submitted to the NHS Charities Together Greener Communities grant fund for a project supporting improvements to the garden areas at St Non Ward, Withybush Hospital. Unsuccessful bid for £150,000 to the NHS Charities Together Innovation Challenge grant fund for an arts project supporting children and young people on the Child and Adolescent Mental Health Service (CAMHS) waiting list. 	Green
4.	Plan and deliver a fundraising campaign for Tonic Surf (surf therapy sessions) in aid of the Child and Adolescent Mental Health Service (CAMHS).	<ul style="list-style-type: none"> Successful application to the Tesco Stronger Starts scheme. Tonic Surf is one of three projects open to the customer vote in the Haverfordwest store until 30 September 2025. Successfully won the customer vote in two Aberystwyth Tesco stores receiving £1,500 for the initiative. Successful application for £3,000 from the Community Cohesion Small Grants Fund 2025 to deliver the surf therapy programme to ten children and young people aged 14-25. 	Green

5. Further develop the charity's visibility across the HDdUHB estate by developing bespoke fundraising materials for four services (one in each acute hospital) as a pilot project with a view to rolling out to further services in future if successful. The package will include individualised branding, an online donation page, flyer, large poster and social media support.

- Personalised marketing material for the four Intensive Care Units (including flyers and focus on expenditure posters) have been distributed and the dedicated online donations page for critical care has been launched.
- Progress will be monitored during the next quarter with a view to rolling out this approach across cancer services during the next quarter.

Strategic objective 3: Maximising the contribution

Priority areas for 2025/26

Activities	Update on progress to August 2025	RAG rating
1. Introduce the Qlik Sense data visualization platform to provide an improved financial reporting system for all charitable funds cost centres.	<ul style="list-style-type: none"> • This work has been postponed until quarter 3 due to the resources required for the compilation of the 2024/25 year end accounts. 	

RAG rating performance status indicators		
Green	Amber	Red
On track, no substantial issues that require action.	Some issues requiring action to keep the project on track. Maintain a watching brief to ensure objective does not move into the red.	Serious issues requiring urgent action. Objective likely not to be delivered. Significant action required to prevent negative impact.



FIRST FIRE WALK EVENT LAUNCHES



Earlier this month we launched our first Fire Walk event, which will take place at Glangwili Hospital on 25th October 2025.

We want to offer our supporters a thrilling experience – and it doesn't come much more exhilarating than walking barefoot across five metres of 800°C burning embers!

We aim to appeal to individuals looking for a personal challenge and teams seeking a bonding experience.

Fundraisers will receive full support with their fundraising, full firewalking training on the day, and a night of adrenaline, achievement and community spirit!

Claire Rumble, Fundraising Officer at the charity, said: "This is a fantastic opportunity for our supporters to challenge themselves while making a real difference to our local NHS. We can't wait to see our supporters take on the flames!"

LONG COURSE WEEKEND IS MOST SUCCESSFUL TO DATE

We were the official charity partner at Long Course Weekend Wales for the fourth year running in 2025, and our fundraisers did us proud at the swimming, cycling and running events which took place on 27th – 29th June.

The number of fundraisers taking part reached a new high this year at 26 including 5 fundraisers who took part in the full Long Course Weekend by completing swimming, cycling and running events.

In total, the event raised over £14,500 for the charity.

Thousands of people saw our highly-branded stand, our video on the big screen, and our advert in the event brochure. Most importantly, they saw our fully-branded and fantastic fundraisers competing in every event!

Social media engagement throughout the three days was also outstanding, pushing up our follower numbers.

Tara Nickerson, Fundraising Manager, said: "The engagement with the charity at Long Course Weekend Wales continues to grow, with even more fundraisers taking part each year. What's most encouraging is the number of Hywel Dda staff taking part. The event provides a great opportunity to engage staff with our work, and it gives them the chance to go the extra mile for their service."



RAISING OUR PROFILE AT THE ROYAL WELSH



We were delighted to have been invited to the A&B Auto Mowers stand at the Royal Welsh Show to promote our charity.

The family-run business is fundraising for the health board's Palliative Care service and they hosted a special charity raffle at their Royal Welsh stand in memory of family member and colleague Alun Rees Thomas.

As well as providing the charity with a very prominent platform to promote our work, A&B Auto Mowers raised over £5,000 for the Palliative Care service.

NHS BIRTHDAY CAMPAIGN BRINGS STAFF TOGETHER ACROSS HYWEL DDA



A huge THANK YOU to staff across the health board who joined us to celebrate the NHS's birthday in early July! It was a great opportunity to engage with thousands of staff and raise the profile of the charity's work.

COMMUNICATIONS: ONE-MONTH SNAPSHOT

Between 20/07/25 and 20/08/25 we issued 10 press releases which secured positive media coverage for both the charity and the health board.

Between 20/07/25 and 20/08/25 we issued 152 social media posts across our Facebook, X and Instagram pages and via Viva Engage. Highest performing post (Facebook - English, 06/08/25): Zac and Nick Davies fundraiser for Ward 10 at Withybush Hospital.

Newspaper coverage
31%



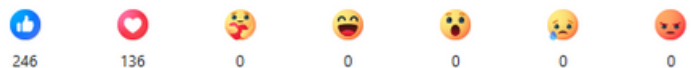
Online coverage
69%



Overview

Views	Reach	Interactions	Link clicks
23,616	13,387	134	41

399



IN FOCUS:

HOW CHARITABLE DONATIONS ARE ENHANCING HEALTHCARE ACROSS HYWEL DDA

NEW CARE PACKAGES PROVIDE COMFORT TO PATIENTS RECEIVING END-OF-LIFE CARE



Thanks to generous donations, we've been able to provide 'Hospice in Hospital' care packages for patients receiving end-of-life care and their families at Glangwili Hospital.

The care packages include snacks, drinks and toiletries as well as practical

aids such as a handheld fan and keepsakes including Forget Me Not seeds, two wooden hearts and handprint kits.

Dr Isobel Jackson, Consultant in Palliative Medicine, said: "We are very grateful that charitable funds have enabled us to create these care packages for patients receiving end-of-life care and their families.

"This can be a difficult time for patients and their loved ones. These tokens of kindness and care will go some way in supporting them through this period. We hope that these packages will reaffirm the importance of providing compassionate care to those dying

in our hospital with the recognition that a little kindness can go a long way.

"We individualise each bag to some degree to ensure the most useful items are provided to each patient and family depending on their specific needs. Some of the items are practical, with a focus on immediate comfort while some are more orientated towards memory creation and future keepsakes."

The family of a patient who has recently received one of the care packages said: "The team enabled a more dignified and less painful last few hours for our Dad. The bag we received was so carefully put together."

NEW WALL ART BRIGHTENS UP BRONGLAIS STROKE WARD

Thanks to generous donations, we've been able to fund new wall art for Ystwyth Ward, the acute stroke, rehabilitation and frailty ward, at Bronglais Hospital.

The murals of local scenery bring a bit of Wales' beauty to the ward and create a calming environment for patients.

Alaw Ciornei, Ward Sister, said: "We're incredibly grateful for the generous donations we have received that have enabled us to purchase the new wall art for Ystwyth Ward.

"The murals will be of enormous benefit by creating a source of comfort and also distracting



patients, especially patients living with dementia, who experience mood disturbances.

"Art can help increase serotonin levels and increase blood flow to the part of the brain associated with pleasure. Murals have proven to be therapeutic, fostering mental wellbeing by tapping into the psychology of colour and visual storytelling to evoke emotions and create immersive experiences."

CHARITY-FUNDED CANCER PSYCHOLOGICAL SUPPORT SERVICE PRAISED BY PATIENTS AND CARERS



Over 3,000 counselling sessions are being delivered every year to people in the Hywel Dda region affected by cancer, thanks to our generous communities.

Charitable donations have funded a psychological support service for people receiving treatment for cancer, their families and carers, and also the Hywel Dda cancer workforce.

Sharon, a cancer patient who accessed the service, said: "I think it actually unlocked the real me. I'm now looking at things in a different way, I can deal with my thoughts and generally see the positive side of things, rather than the negative."

The CaPS service was developed thanks to charitable funding. We funded a two-year pilot CaPS project in 2019–21, with further funding provided for Phase 2 of the initiative, which ran from 2022–25. As of April 2025, the service was embedded into core cancer services and is funded by the health board.

The CaPS project delivers psychological support to people affected by cancer aged 16+ within the health board population. Specialist Cancer Counsellors are employed across the three counties of Hywel Dda, and they receive a current average of 23 referrals per month.

"There are no waiting lists at all," explained Gina Beard, Lead Cancer Nurse at the health board (pictured). "Referrals are received, assessed and contacted within two weeks, which means that cancer patients in the area get the psychological support they need very quickly.

"The service offers a range of virtual or face-to-face options, so it can adapt to patients' communication needs. And the service also extends to cancer patients' carers and the parents of children with cancer."

Each patient or carer is allocated a counsellor who will deliver up to 12 counselling sessions, depending on need. This results in over 3,000 counselling sessions being delivered every year.

OUTDOOR FURNITURE FUNDED FOR CHILD HEALTH DEPARTMENT STAFF



Thanks to generous donations, we've been able to purchase outdoor furniture for staff at the Child Health Departments at Withybush and Bronglais Hospitals.

We funded a bench and a picnic bench for both hospitals.

Donna Osbourne, Service Support Manager, said: "This new furniture will encourage staff to take breaks and sit outside, taking in the fresh air and getting them away from their desks and screens. It will also create a better working environment for our staff as they can eat together and socialise which will really help improve the wellbeing within the teams."

For more charity updates, please visit:
hywelddahealthcharities.org.uk



2.2

10:10, 20 Mins

2.2 - HDdHC Investment Advisor Update (External CCLA)

Antonia Cavalier, Client Director, CCLA. Attending via Teams.

Annual sustainable outcomes report to be discussed at the September meeting.

| For assurance

Attachments

[2.2 20250916 Investment update Hywel Dda Health Charities \(AC CCLA\).pdf](#)

[2.2 Better-World-SIO-2024-Online 6 0 \(CCLA\).pdf](#)

Hywel Dda Health Charities

Antonia Cavalier, Client Investment Director

16th September 2025



image courtesy of Koestler Arts

Portfolio valuation

Holdings	Market value	Forecast income yield	Forecast annual income
COIF Charities Ethical Investment Fund The General Investment Fund	£6,276,137	3.04%	£190,903
COIF Charities Ethical Investment Fund The Permanent Endowment Fund	£2,293,849	3.04%	£69,773
COIF Charities Deposit Fund	£4,968,070	3.92%	£194,947
Total portfolio	£13,538,056	3.37%	£455,622

Initial investment

General Investment (15 Dec 2022) – £5,907,001
 Permanent Endowment (15 Dec 2022) – £2,158,934
 Deposit Account (12 Dec 2023) - £6,000,000
 - Sold £1,200,000 (17 Feb 2025)
 - Sold £300,000 (27 Mar 2025)

Income received to date:

General Investment – £459,940
 Permanent Endowment – £168,102

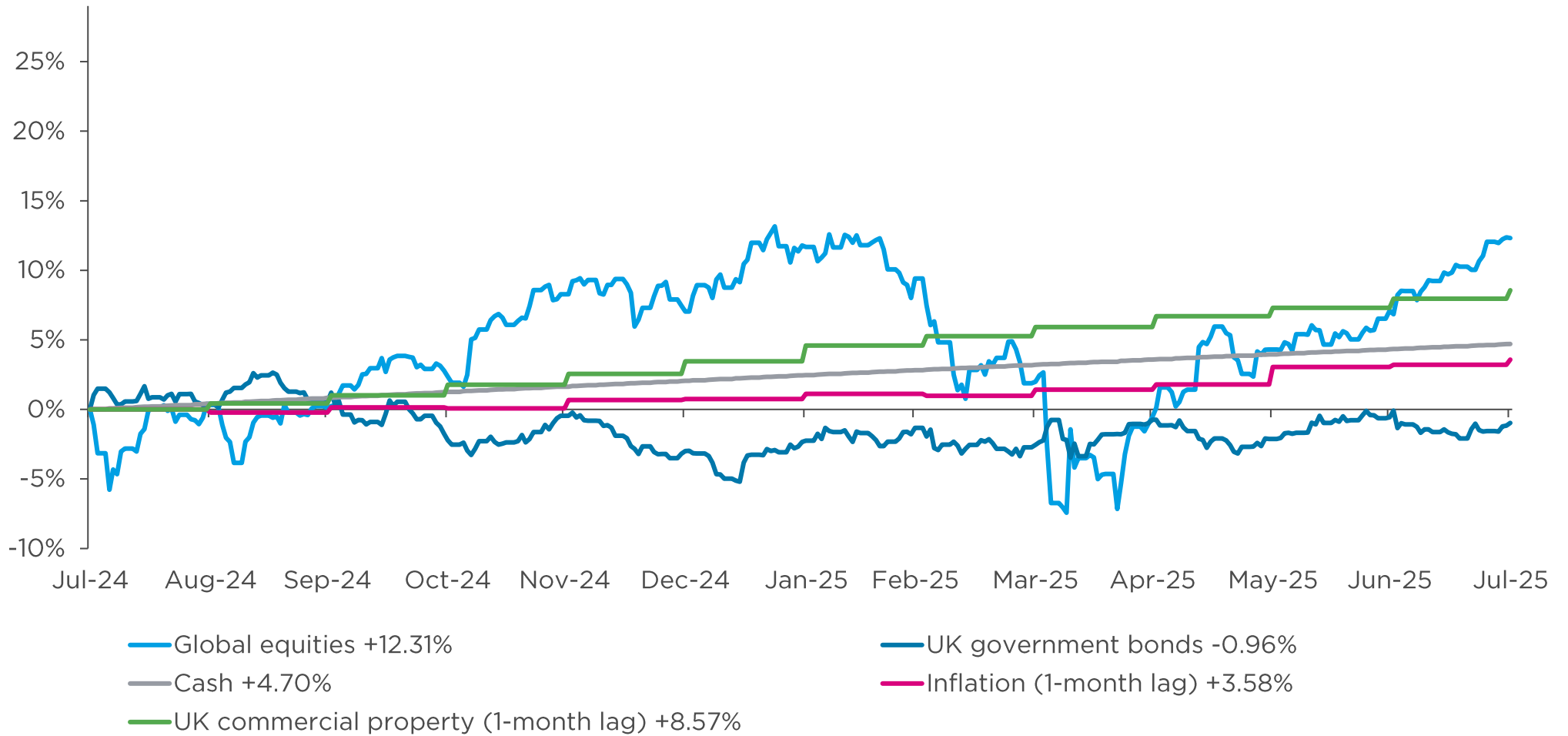
Source: CCLA as 28 August 2025. Annual income figures from long-term funds are based on current fund share holdings and forecast distributions per fund unit for calendar year 2025. Annual income figures for COIF Charities Deposit Fund balances are based on the current declared interest rate which is subject to change. Please note that this portfolio valuation is not intended for audit purposes. Forecast yields and annual income is not guaranteed. Please see valuation risk warning at the end of this presentation.

Portfolio performance

Net performance as at 30 June 2025	Current quarter (%)	Last twelve months (%)	Since Inception (%)
Permanent Endowment Fund	+0.8	-1.3	+15.0
General Investment Fund	+0.8	-1.3	+15.0
Deposit Account	+1.1	+4.7	+7.7
Your portfolio	+0.9	+0.7	+15.1
Consumer Price Index	+1.8	+3.4	-

Source: CCLA as at 30 June 2025
 Inception Date: 15 December 2022
 Performance is shown net of management fees and expenses on a unit price basis with net income reinvested. Net returns will be lower after the deduction of fees and charges. Past performance is not a reliable indicator of future results.

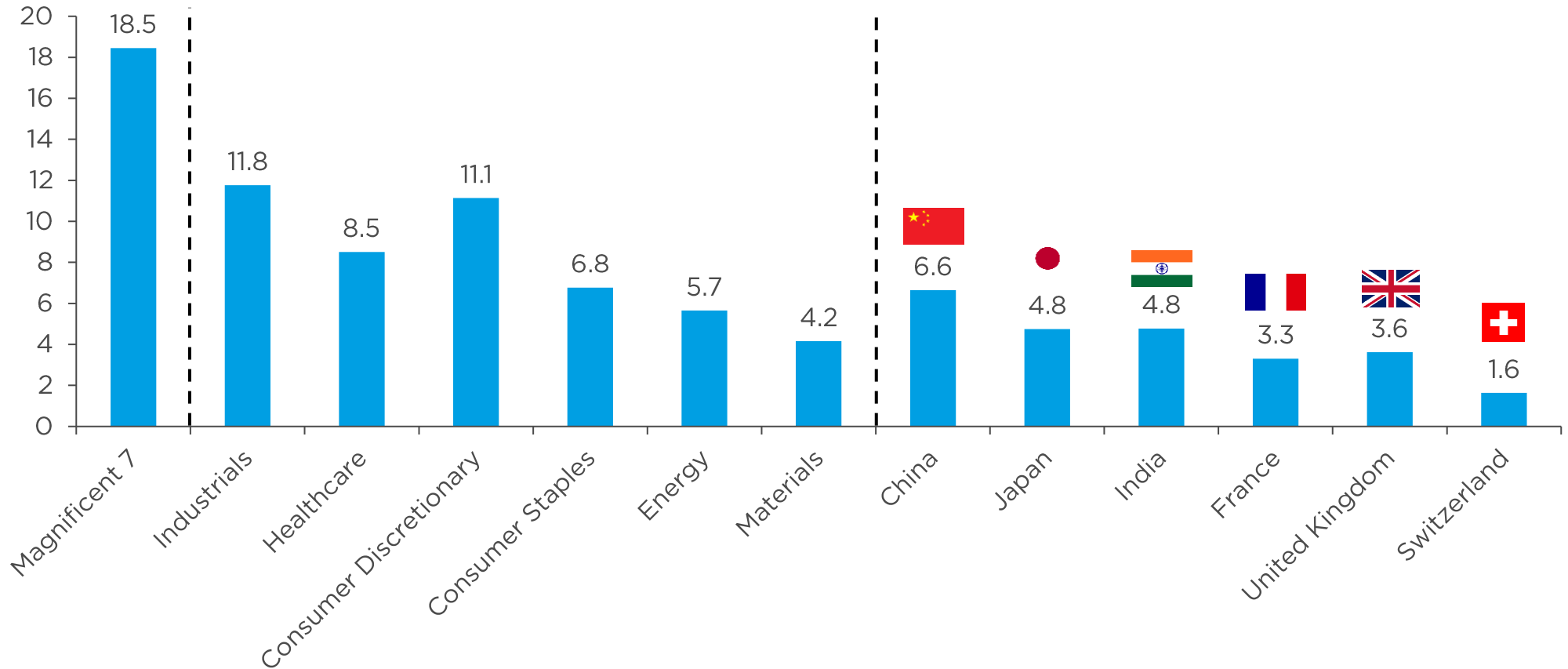
Market review – 12-month returns



Source: Bloomberg, as at 31 July 2025. Inflation and UK commercial property performance are on a one-month lag. **Past performance is not a reliable indicator of future results.**

Is the market too concentrated now?

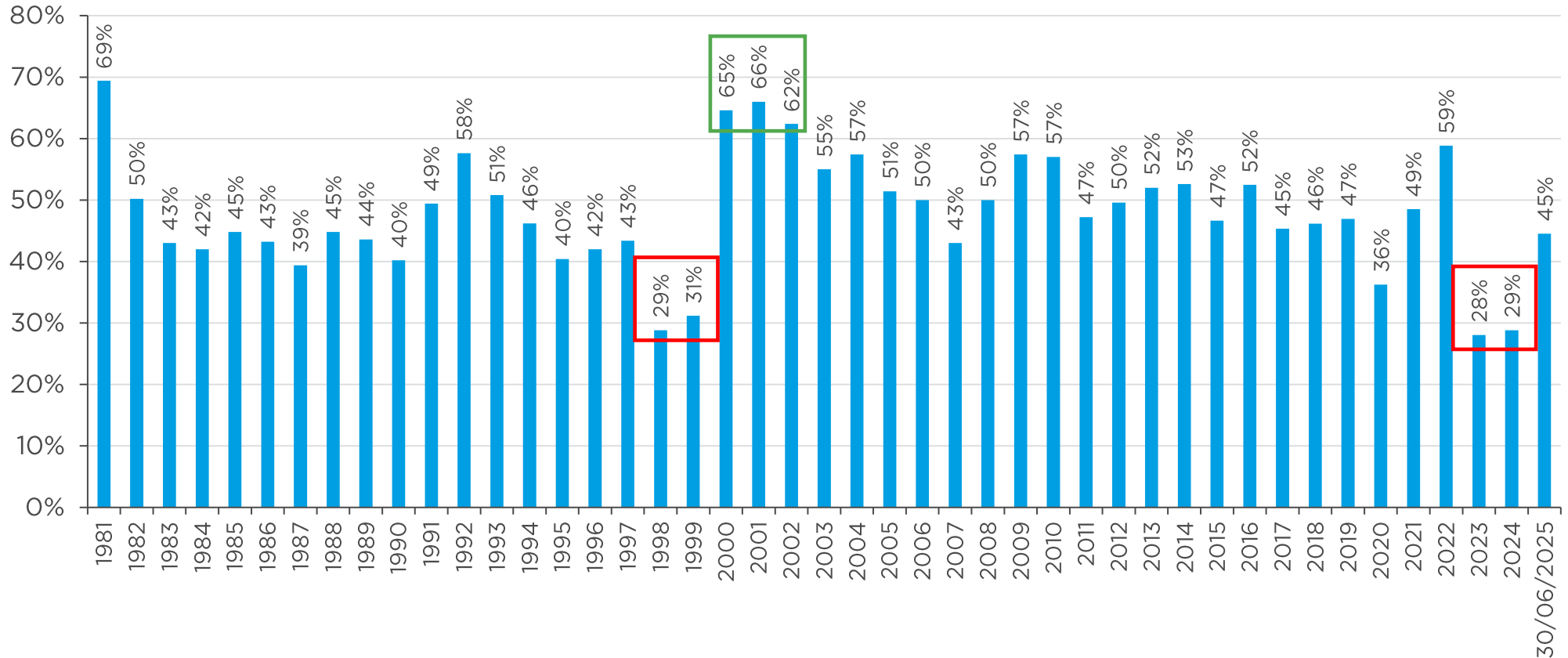
Market cap (\$ trillion)



Source: CCLA, as at July 2025. Apple, Microsoft, Alphabet, Meta, Amazon, Tesla and Nvidia comprise the 'magnificent 7'. The graph includes the aggregate market cap for the above MSCI ACWI global industrials, health care, consumer discretionary, consumer staples, energy and materials sectors in \$tn. Country stock markets include CSI 300 Index, Nikkei 225 Index, NSE Nifty 500 Index, CAC All Tradable Index, FTSE All-Share Index and Swiss Market Index, in \$tn.

Breadth of market leadership

Percentage of S&P 500 stocks outperforming the index



Source: Bloomberg, as at 30 June 2025.

Economic and market outlook

Consensus expectations

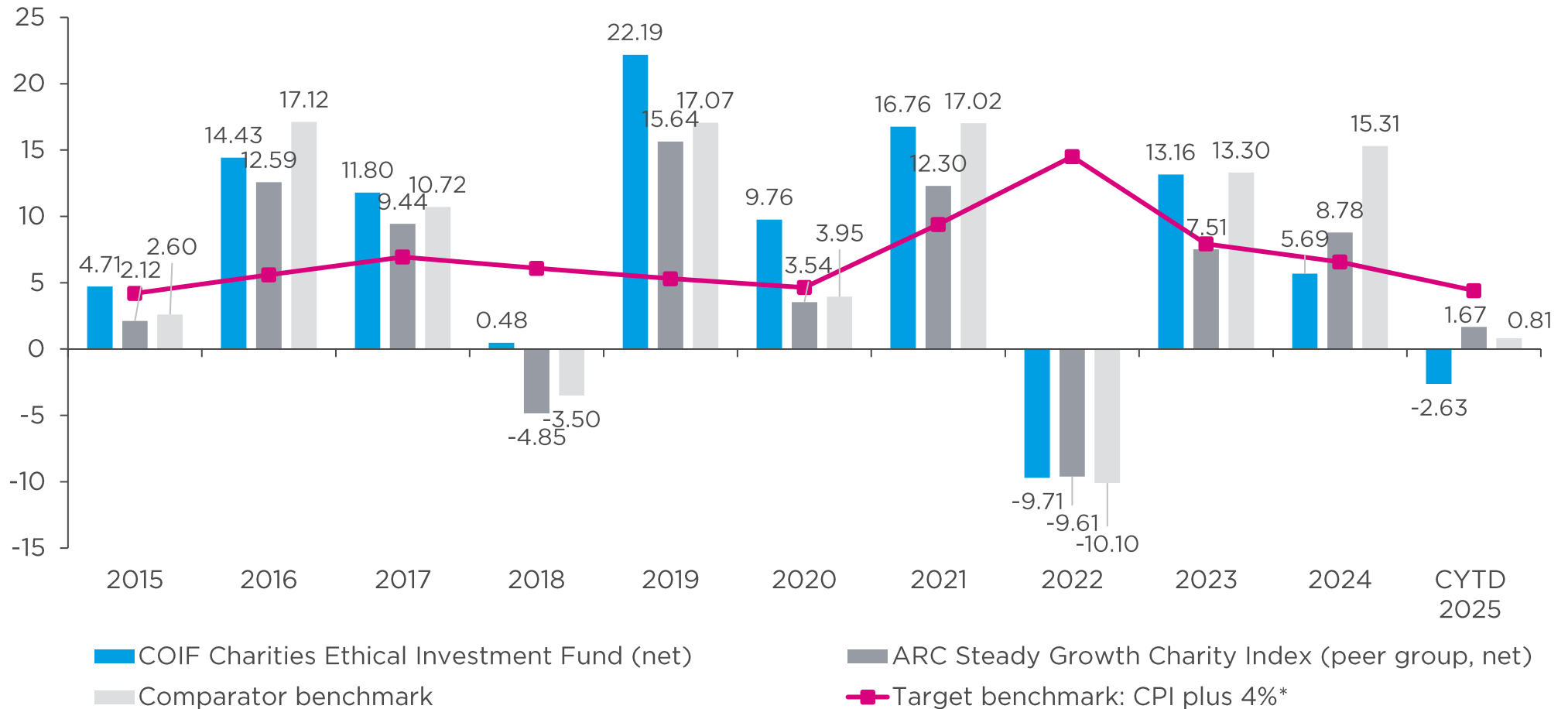
- Growth is expected to slow but avoid recession – the **classical ‘soft landing’**
 - US GDP expected +1.4% in ‘25, +1.6% in ‘26
 - Euro GDP +1.0% in ‘25, +1.1% in ‘26
 - UK GDP +1.1% in ‘25, +1.2% in ‘26
- Inflation continues to decelerate (US CPI 3.0% in ‘25, 2.8% in ‘26 per consensus), allowing ...
- ... policy interest rates to be cut (1 cut in US and 2 cuts in UK expected in next 12 months)
- This is a goldilocks outcome – neither too hot nor too cold – which would be favourable for risk assets, particularly equities
- Consensus says Trump 47 will have a similar effect on markets as Trump 45
 - Equities up, bonds down

Our expectations

- We think US growth could slow and rest of the world growth accelerate more than consensus
- We also think US inflation will surprise on the upside
- ... which may make the market’s rate cut call hard to achieve
- Services lead indicators remain strong and point to rising GDP and earnings
- We reduced equity risk in March by 5% points, adding to cash and index-linked gilts
- As perception of tariff risk faded, we added back to equity in May and June
- **Now ~74% Equity (inc. private equity) across investment funds; have reduced infrastructure from 10% to 5% over the last year; 9% fixed interest**

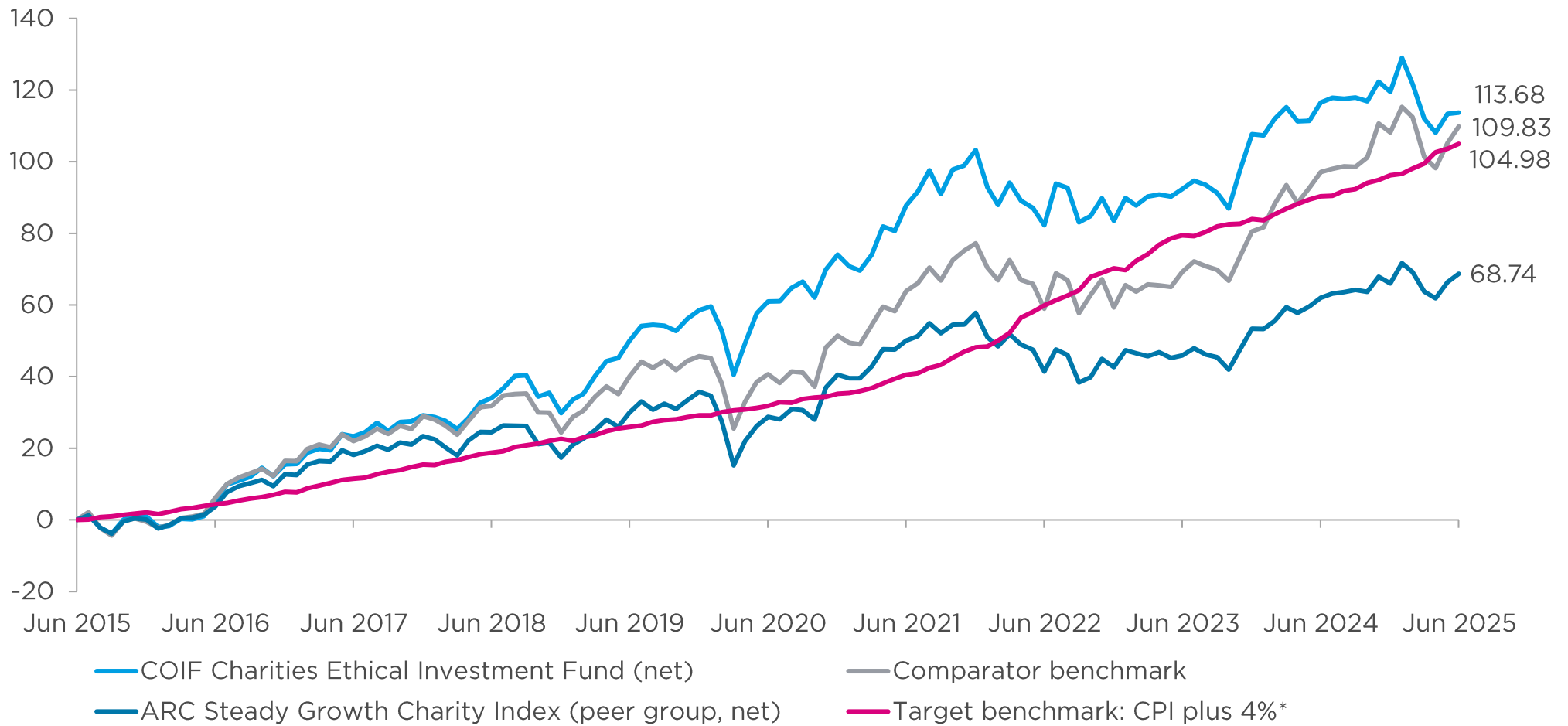
Source: CCLA, as at July 2025. The market review, analysis, and any projections contained in this document represent the current house view and should not be relied upon to form the basis of any investment decisions.

Calendar year and year-to-date returns (%)



Source: CCLA, as at 30 June 2025 (provisional data). *Target benchmark: gross returns of CPI+5%. Note: CPI+4% has been used for the performance charts to give a comparable net figure by assuming 1% costs. Comparator benchmark: MSCI World Index (75%), Markit iBoxx £ Gilts Index (15%), MSCI UK Monthly Property Index (5%) and SONIA (5%). The comparator benchmark is subject to change. Please refer to detailed description in the appendix. Performance shown after management fees and other expenses, with the gross income reinvested. **Past performance is not a reliable indicator of future returns.**

Cumulative performance (%)

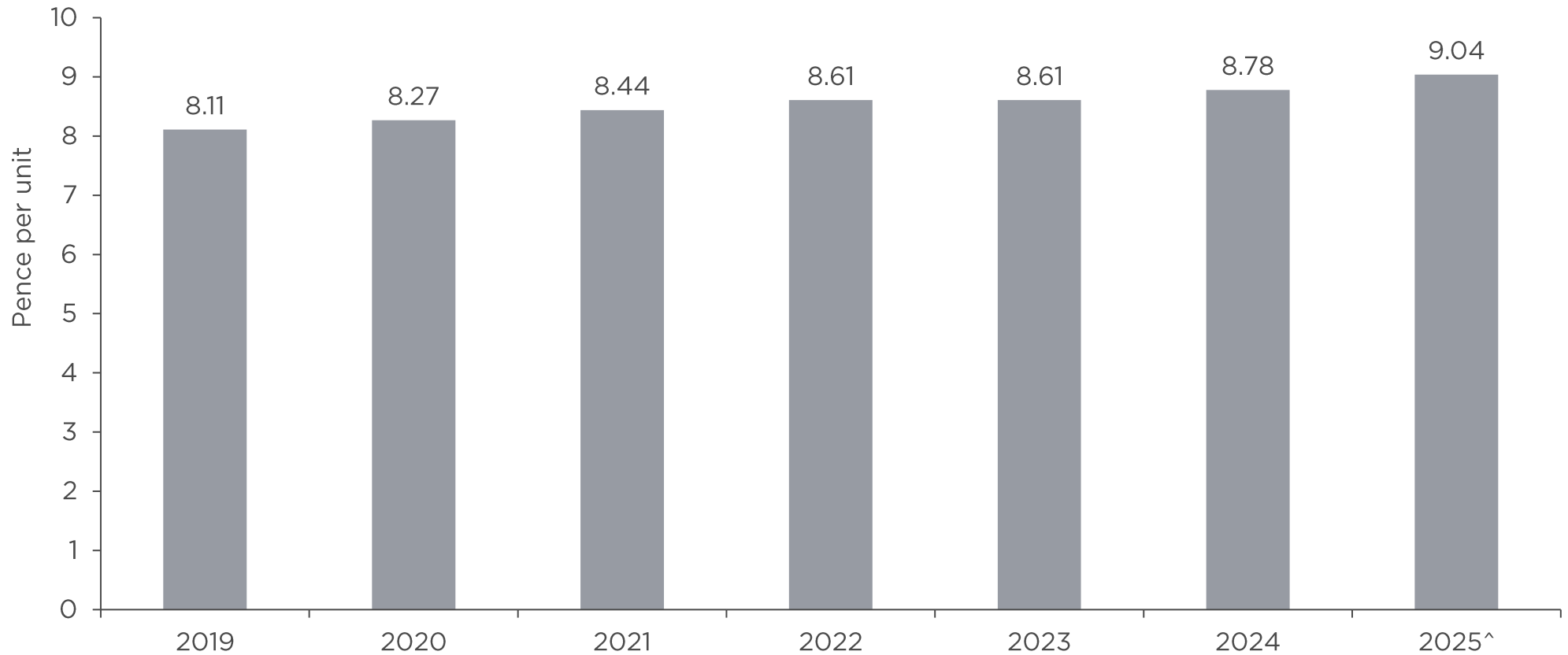


Source: CCLA, as at 30 June 2025. *Target benchmark: gross returns of CPI+5%. Note: CPI+4% has been used for the performance charts to give a comparable net figure by assuming 1% costs. Comparator benchmark: MSCI World Index (75%), Markit iBoxx £ Gilts Index (15%), MSCI UK Monthly Property Index (5%) and SONIA (5%). The comparator benchmark is subject to change. Please refer to detailed description in the appendix. Performance shown after management fees and other expenses, with the gross income reinvested.

Past performance is not a reliable indicator of future returns.

Historical and projected annual distribution

Current yield: 3.05%*



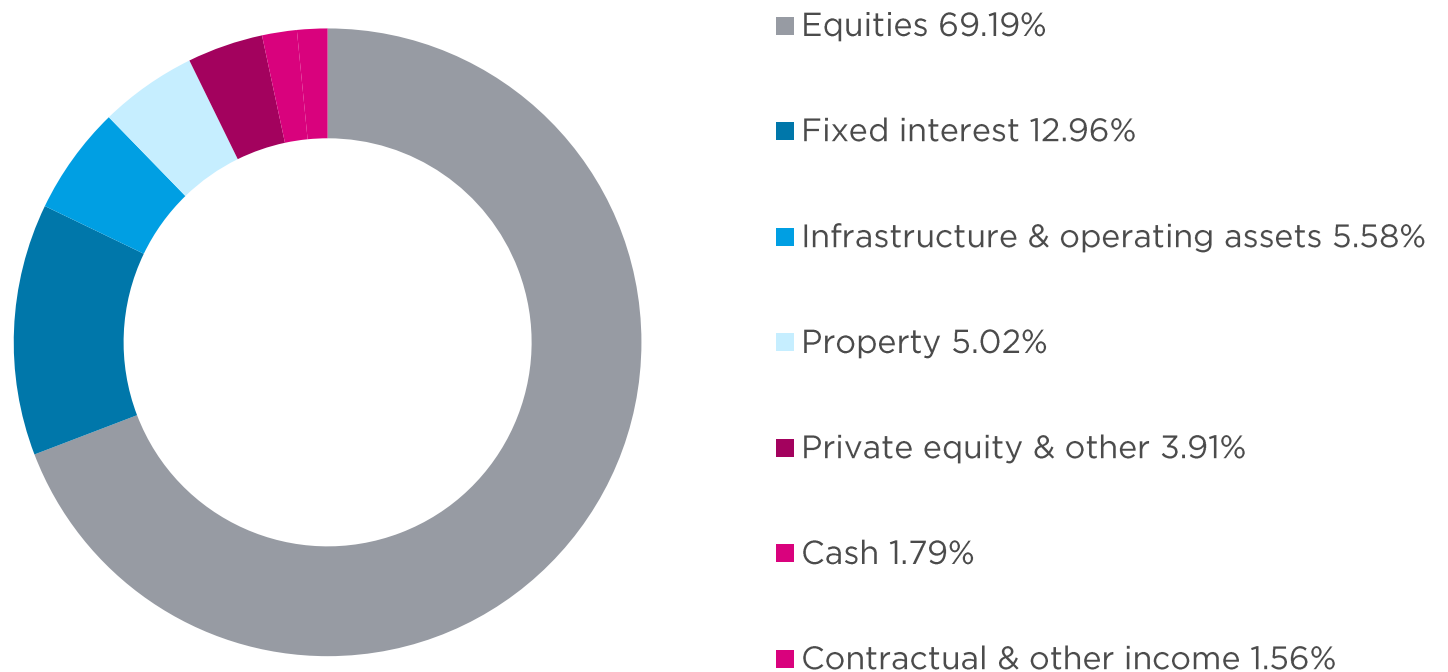
Source: CCLA, as at 30 June 2025. Data shows COIF Ethical Fund. ^Projected annual distribution for COIF Ethical Fund. Projections are subject to change. *Yield is based on unit price as at 30 June 2025 and a projected annual distribution of 9.04 pence per share. Forecast yields are not guaranteed. **Past distribution is not a reliable indicator of future results.**

COIF Ethical Investment Fund

Fund size:
£2,232m

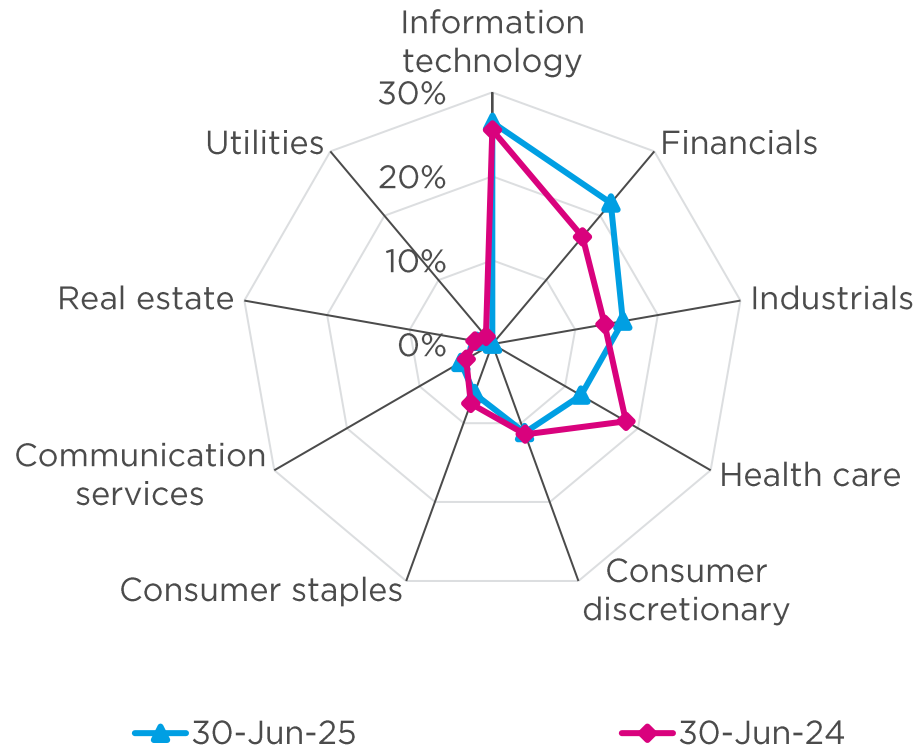
- A multi-asset, long-term fund suitable for eligible charity investors
- Seeks to provide highly diversified and well-balanced spread of investments
- Managed to meet ethical and responsible investment standards
- Uses alternative asset types to provide contractual cash flows

Source: CCLA, as at 30 June 2025. Asset allocation is subject to change. Infrastructure and operating assets refers to investments that facilitate the functioning of society with the potential for steady cash flows. Contractual assets refers to investments that generate contracted cash flows over a specific period and are typically secured against assets.



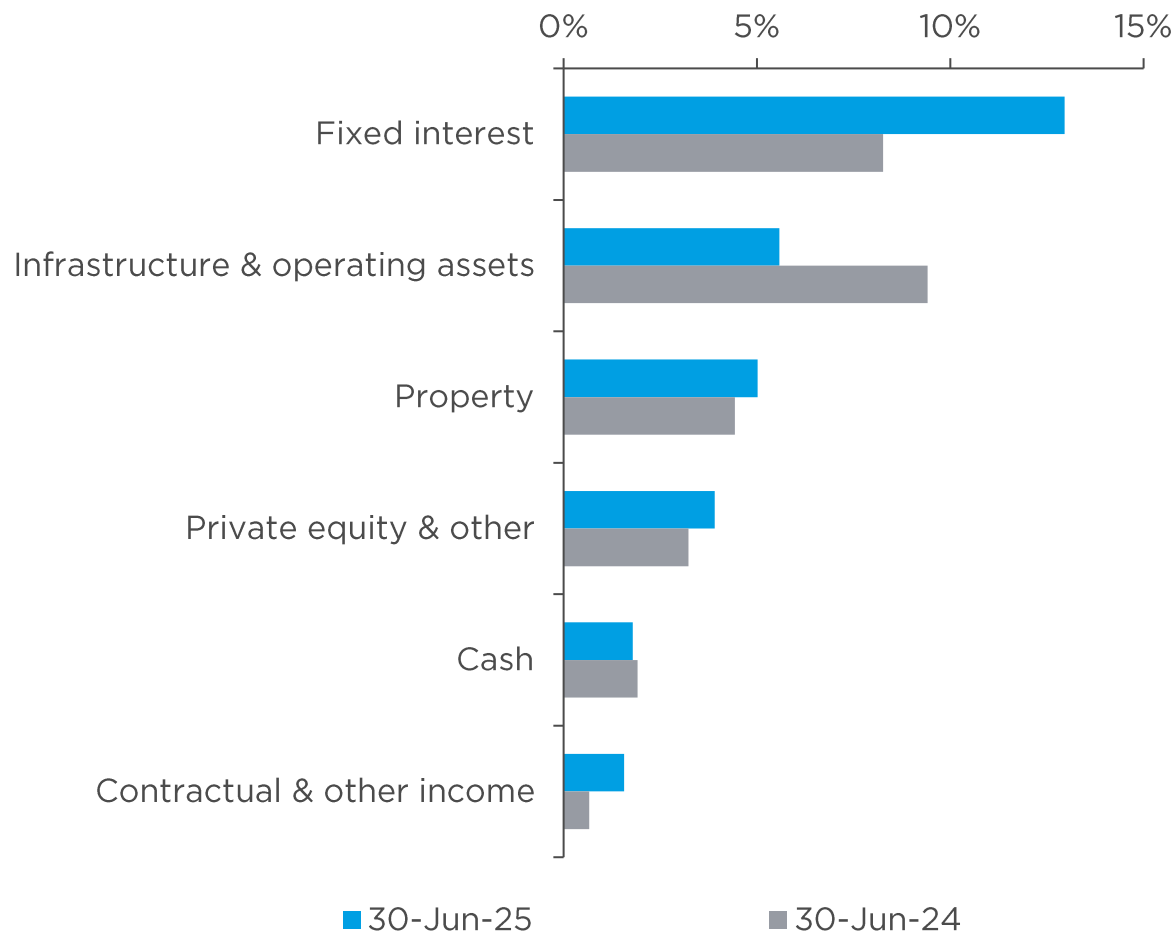
Equity positioning

- Over the past 12 months exposure to IT has remained similar. Exposure to semiconductors has been reduced, whilst we exited Adobe in software and added a new position in PTC, an industrial software business.
- Health care exposure has fallen due to muted performance and uncertainty over US healthcare policy. We have exited positions in United Health, Humana, Avantor and Icon. Elsewhere, we introduced new positions in diagnostic company Diasorin and rare disease franchise Recordati.
- Overall exposure to financials has risen with strong recent performance from market infrastructure names such as Tradeweb, London Stock Exchange Group and Visa. We introduced insurance broker AJ Gallagher and private equity manager Intermediate Capital.
- Within industrials, we have taken profits in areas of the portfolio where valuations have expanded and introduced a new holding in equipment rental business Ashtead, Epiroc a mining equipment company and Siemens, a leader in industrial automation and software with a European focus.
- Consumer exposure has been rebalanced over the last 12 months with shares in Nike, Starbucks and Pepsi sold. New positions have been initiated in luxury group Hermes and TJX, a leading discount retailer.



Source: CCLA, as at 30 June 2025. Data showing COIF Ethical Fund. Sector weights are the percentage of the total equity assets in the portfolio. Asset allocation is subject to change. The market review, analysis, and any projections contained in this slide represent the house view and should not be relied upon to form the basis of any investment decisions. **Past performance is not a reliable indicator for future results.**

Positioning in other assets



- The non-equity assets provide diversification and contribute to returns over time.
- We invest in high-quality real assets such as traditional infrastructure, renewable energy, student accommodation and logistics warehousing.
- A structurally higher interest rate environment is a headwind for assets that derive the majority of their return from a fixed stream of cashflows, distributed as dividends. We have pivoted the alternatives allocation towards assets that derive a higher proportion of their forward-looking returns from capital growth. This explains the year-on-year reduction in the infrastructure & operating assets.
- This has been reinvested into fixed income assets that provide portfolio diversification and income to support the distribution.

Source: CCLA, as at 30 June 2025. Data showing COIF Ethical Fund. Asset allocation is subject to change. Infrastructure and operating assets refers to investments that facilitate the functioning of society with the potential for steady cash flows. Contractual assets refers to investments that generate contracted cash flows over a specific period and are typically secured against assets.

COIF Charities Deposit Fund

Fund size:

£2.086bn

Yield:

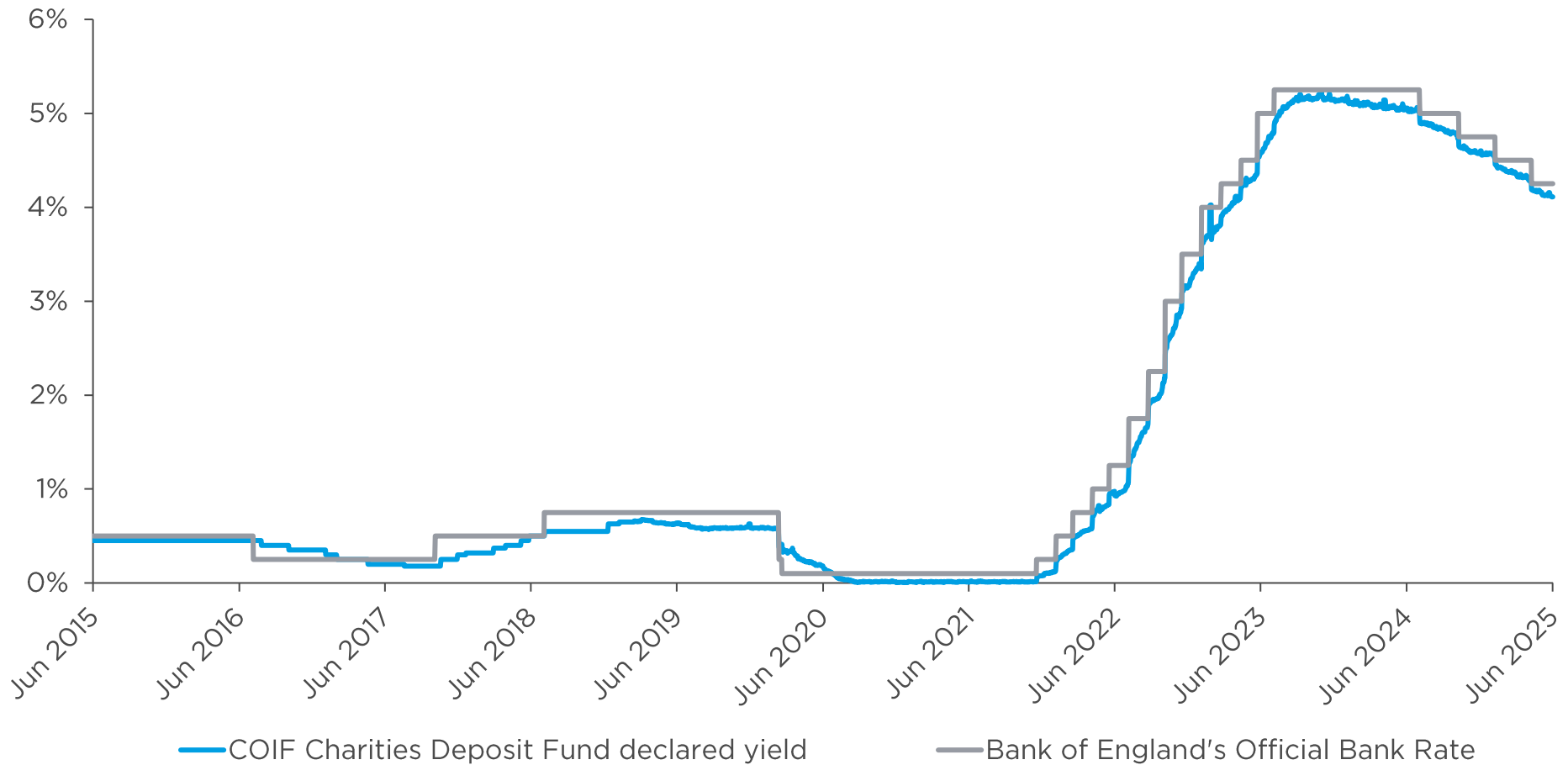
4.1894% AEY*

(4.2932% for
balances over £15m)

- AAmmf fund rating by Fitch Ratings
- Clear focus on capital security
- Professional cash management team
- Rigorous due diligence and diversification across institutions
- Daily liquidity
- Interest is paid monthly, net of all fees

Source: CCLA, as at 30 June 2025.*AEY = annual equivalent yield, which illustrates what the annual interest rate would be if the monthly interest rates were compounded.

Money market funds are offering better rates



Source: CCLA, as at 30 June 2025. Declared yield is net of fees. **Past yield is not a reliable indicator of future results.**

Good Investment

Our approach is guided by three imperatives.

Act

Driving change

Healthy markets require healthy communities and a healthy planet

Assess

Re-assessing the fundamentals

Changing regulation, legislation and consumer choice will harm unsustainable businesses

Align

Aligning with our clients

We are the guardians, not the owners of the assets that we manage

A track record of catalysing real change



Pushing for better workforce mental health

- Created the CCLA Corporate Mental Health Benchmarks, ranking 220 companies on their mental health commitments
- In 2022-25, 71 companies improved their ranking, with a combined workforce of 5.2 million
- CCLA's Global Investor Coalition on Workplace Mental Health now supported by £8 trillion in AUM*



Net-zero portfolios through real-world action

- Long heritage of climate engagement, dating to 2010
- Founder signatory to the Net Zero Asset Manager's Initiative
- Co-created the Powering Past Coal Alliance Finance Principles
- Represented on the Delivery Group of the UK Transition Plan Taskforce
- Corporate engagement targeting top portfolio emitters



Improving the business response to modern slavery

- Former Independent Anti-Slavery Commissioner, Dame Sara Thornton, leads CCLA's modern slavery policy engagement
- Created 'Find It, Fix It, Prevent It' investor coalition, now supported by £19 trillion AUM*
- CCLA's Modern Slavery UK Benchmark has incentivised 35 companies to improve approach
- Focused hospitality/construction sector engagements underway

Source: CCLA, as at 31 March 2025. * Supporting assets under management (AUM) correct as at 31 December 2024 and updated annually.

Appendices

A force for Good



No. 1

Largest manager of UK charities by number¹



170⁺

Team of staff supporting clients across the UK



60⁺

Years of experience investing sustainably



5 star

Rating in all PRI equity categories



Catalyst

A leader in driving real & positive change



Ethical

investing is rooted in our investments



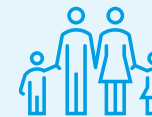
c. £15bn+

In assets under management²



£22tn+

Of assets supporting CCLA initiatives³



Find it, Fix it, Prevent it

Campaign against modern slavery

¹Charity Finance surveys 2020 to 2024. ²CCLA, 30 June 2025.

³CCLA initiatives and investor coalitions include modern slavery, mental health, 31 December 2024.

Engaging for a better world



NextEra Energy
Climate lobbying

In Q2 24, we led the filing of a shareholder proposal, highlighting a misalignment between its 'Real Zero' goal and its lobbying/policy influence activities. The proposal received an encouraging 33% support; a further resolution was filed for the 2025 AGM season, but was withdrawn following engagement.¹



Nestlé
Climate disclosure

Nestlé has demonstrated progress on specific asks, including reporting emissions reductions from 2018, and analysis into the relative contributions of decarbonisation levers to its GHG emissions reductions targets. It has addressed climate in remuneration by adding emission reductions as part of its performance share plan.



Coca-Cola Co
Labour rights

Following a series of articles highlighting exploitative working conditions and bonded labour in the Indian sugar supply chain, CCLA began engaging with the company to provide remedy and improve labour standards. Coca-Cola has engaged constructively and launched several initiatives aimed at creating a more responsible sugar cane industry.²



Watches of Switzerland
Living Wage

In Feb 2023, we commenced engagement with several UK-listed investee companies asking them to commit to paying a wage based on the cost of living to all their staff. The company became a Living Wage Accredited employer in 2024.



Unilever
Nutrition

Unilever disclosed the proportion of sales revenue and volume from healthier products globally and in 16 key markets, against six government-endorsed nutrient profiling models. By 2024, it had become the first company to do this for three consecutive years, cementing its position as a leader in nutrition transparency.



Novo Nordisk
Workplace mental health

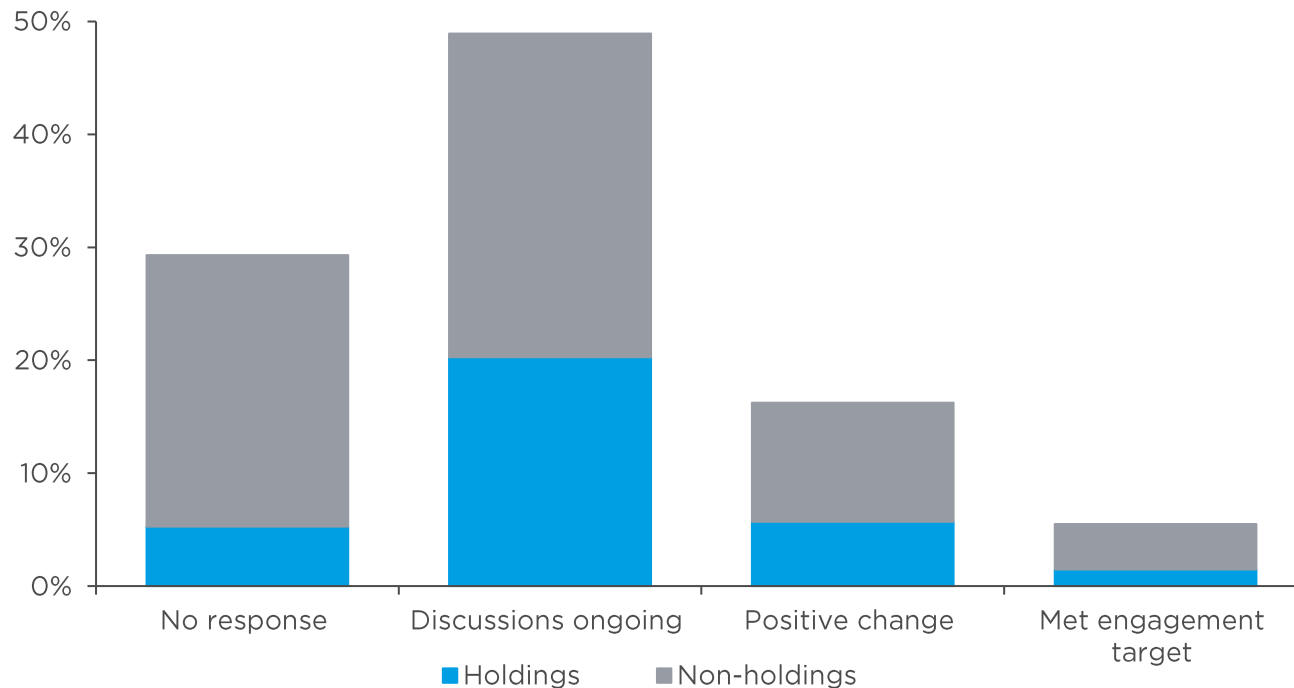
Consistently improved since its first mental health benchmark assessment in 2022 (score improved by 35 percentage points over three years). The uplift has been driven by added disclosure covering management responsibility for health and safety (including mental health); health and safety certifications in production facilities; and physical and mental wellbeing performance data. Moved from benchmark Tier 5 in 2022 to Tier 3 in 2024.

Source: CCLA, May 2025. CCLA is a shareholder in each of these companies at the time of writing. ¹Sold prior to AGM.

²www.coca-colacompany.com/media-center/update-on-collective-actions-to-advance-working-conditions-for-sugarcane-workers-in-india.

2024 Better World outcomes

We engaged with 273 companies, with 475 individual engagements across all our themes.



Source: CCLA, as at 31 December 2024. Better work: human rights, Living Wage and modern slavery engagement. Better health: mental health and nutrition engagement. Better environment: climate action, biodiversity and plastics. Please note that some companies are covered by multiple engagement themes.

Better work

126 companies under engagement
(39 holdings)

Better health

224 companies under engagement
(60 holdings)

Better environment

125 companies under engagement
(56 holdings)

Values-based restrictions

Value alignment	Further details	COIF Charities Ethical Investment Fund
Adult entertainment		>10% revenue from production and/or distribution of adult entertainment
Alcohol		>10% revenue from production and/or retail of alcohol and related services
Animal testing		Companies involved in animal testing without positive indicators (specific sectors)
Armaments	Civilian firearms	>10% revenue from civilian firearms production and/or retail (including key components)
	Controversial weapons	Production of landmines, cluster munitions, chemical or biological weapons (core weapons and components)
	Military and defence industry	>10% revenue from the production of military weapons and equipment (core weapons, components, equipment/services) + the provision of key non-weapons related tailor-made products for the defence industry
	Nuclear weapons	Production of nuclear weapons (core weapons and components)
Breast milk substitutes		Does not meet CCLA's minimum standard using Access to Nutrition Initiative BMS/CF index scores
Cannabis		>10% revenue from production and/or retail of non-medicinal cannabis
Climate change	Coal	Companies which produce more than 10 million metric tons of coal or have plans to expand their coal production
		Companies expanding coal-fired power generation or primarily generating electricity without aligning with the Paris Climate Agreement (as defined by CCLA).
	Oil and gas	>10% revenue from oil and gas extraction, refining or production
	Oil/tar sands	>5% revenue from oil/tar sands extraction
	Thermal coal	>5% revenue from thermal coal extraction

Values-based restrictions continued

Value alignment	Further details	COIF Charities Ethical Investment Fund
Gambling		>10% revenue from the operation of gambling establishments and the provision of key support services and products
High interest rate lending		>10% revenue from high interest rate lending
Oppressive regimes		The fund will not purchase sovereign debt issued by countries identified as being among the world's most oppressive*
Sanctity of life		Production of single-use abortifacients
Tobacco		Production of tobacco >5% revenue from retail of tobacco and related services
Minimum ESG risk restrictions	CCLA governance	Companies with poor CCLA governance rating require investment committee approval
	Controversies	Companies that fail our controversy process including non-conformance with the UN Global Compact, the UN Guiding Principles on Business and Human Rights and/or other factors defined by CCLA require investment committee approval
	ESG rating	Companies with poor Sustainalytics ESG ratings require investment committee approval

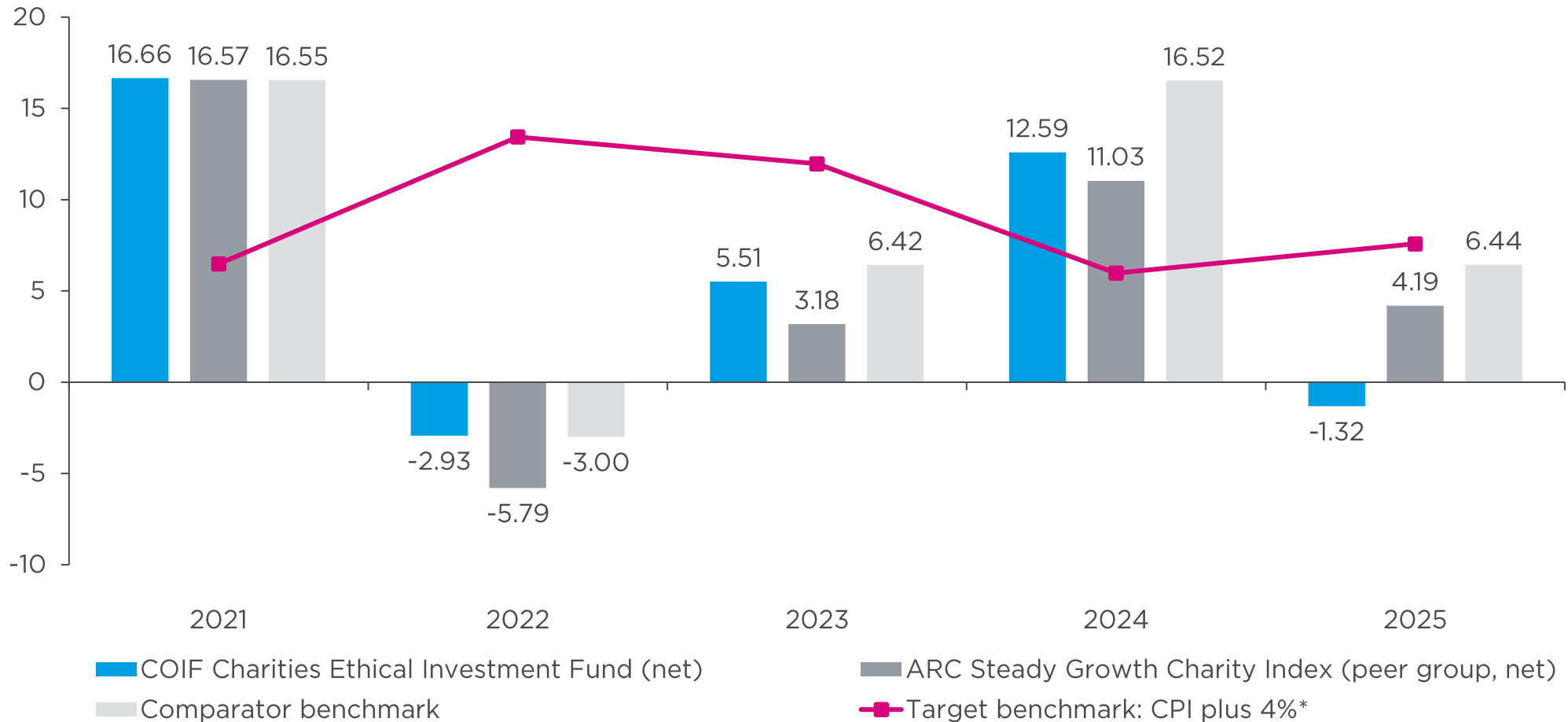
*See [Approach to sovereign debt](#). Further details of restrictions can be found on our [website](#).

Annualised performance

Annualised returns % as at 30 June 2025	1 year	3 years	5 years	10 years
COIF Charities Ethical Investment Fund (net)	-1.32	5.44	5.83	7.89
Target benchmark: CPI plus 4%*	7.58	8.48	9.04	7.32
Comparator benchmark	6.44	9.69	8.33	7.69
ARC Steady Growth Charity Index (peer group, net)	4.19	6.08	5.56	5.37

Source: CCLA, as at 30 June 2025 (provisional data). *Target benchmark: gross returns of CPI+5%. Note: CPI+4% has been used for the performance charts to give a comparable net figure by assuming 1% costs. Comparator benchmark: MSCI World Index (75%), Markit iBoxx £ Gilts Index (15%), MSCI UK Monthly Property Index (5%) and SONIA (5%). The comparator benchmark is subject to change. Please refer to detailed description in the appendix. Performance shown after management fees and other expenses, with the gross income reinvested. **Past performance is not a reliable indicator of future returns.**

Discrete year performance (to 30 June) (%)



Source: CCLA, as at 30 June 2025 (provisional data). *Target benchmark: gross returns of CPI+5%. Note: CPI+4% has been used for the performance charts to give a comparable net figure by assuming 1% costs. Comparator benchmark: MSCI World Index (75%), Markit iBoxx £ Gilts Index (15%), MSCI UK Monthly Property Index (5%) and SONIA (5%). The comparator benchmark is subject to change. Please refer to detailed description in the appendix. Performance shown after management fees and other expenses, with the gross income reinvested. **Past performance is not a reliable indicator of future returns.**

Performance in 2025 to date



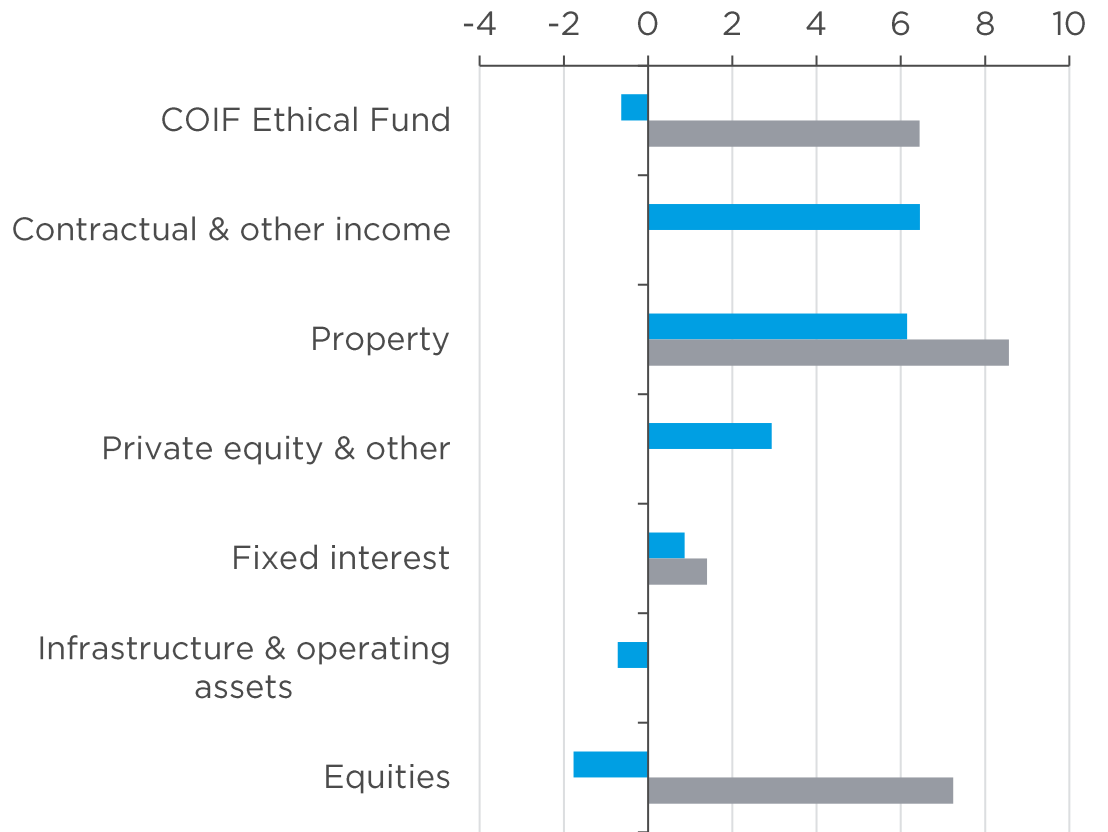
- Positive relative returns from holdings in consumer and software names
- In relative terms underweight to Tesla, Apple and energy a positive
- Positive absolute returns from fixed income and property



- Equities have struggled relative to the market in three main areas
- Life science companies within healthcare have suffered from policy uncertainty
- In financials, we saw weakness in private equity managers which compares to strength in banks where we are underweight
- Our US focused industrials have been faced with tariff disruption
- Private equity assets have been challenged by a muted exit environment

Source: CCLA as at 30 June 2025

Performance in absolute terms, by asset class



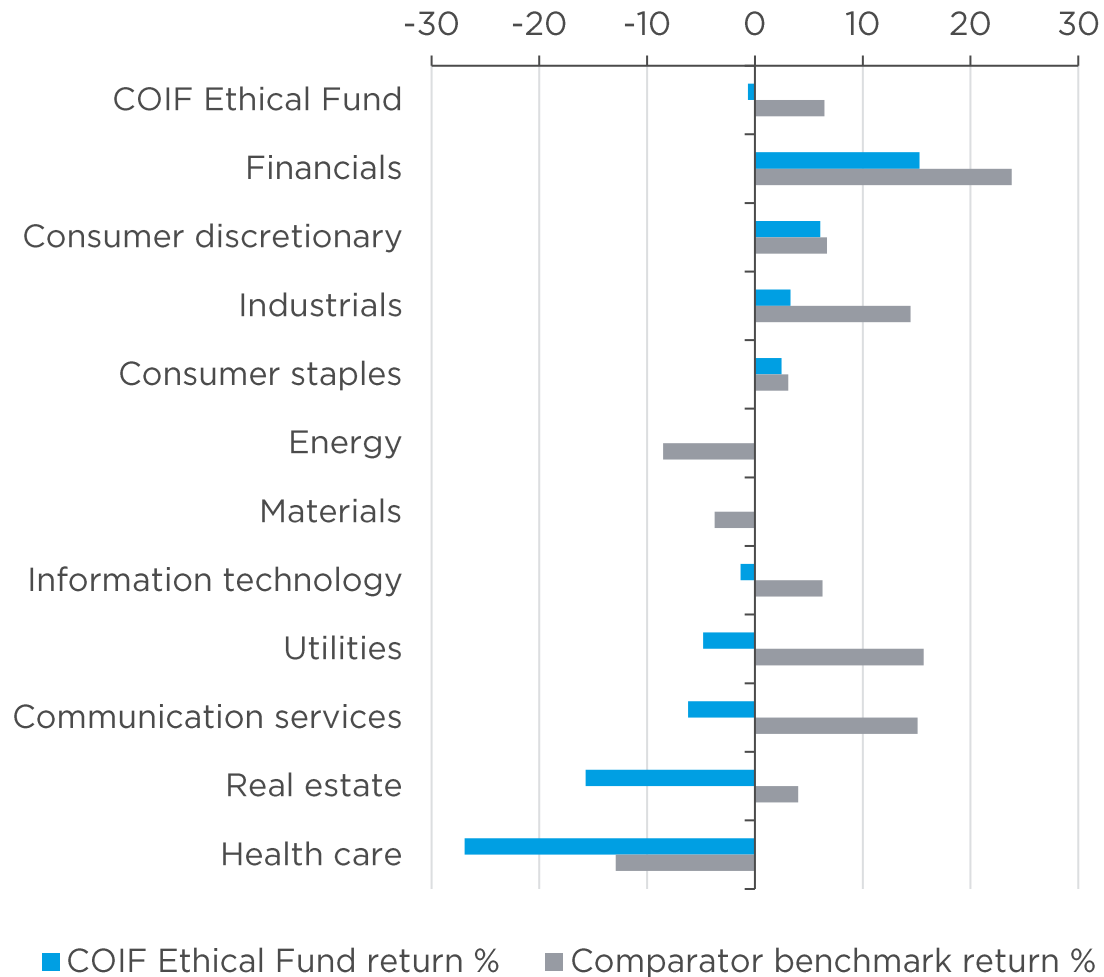
■ COIF Ethical Fund return % ■ Comparator benchmark return %

What were the key factors in the portfolio's total return performance?

- Over one year, performance across all major asset classes was mixed, with some strong performance in some of the alternative assets offset by weaker returns in equity and infrastructure.
- Equity performance was negative over the period, with much of the weakness in Q1 2025 a result of the uncertainty in financial markets caused by Trump's tariffs.
- Contractual income performance has largely been driven by corporate activity e.g. Hipgnosis takeover.
- Property performance has been strong as result of corporate activity and narrowing discounts to NAV.
- Listed private equity returns were strong as sentiment towards the sector improved.
- Fixed income performance was positive over the year, with strength particularly from investment-grade credit.

Source: CCLA showing total return performance for the COIF Ethical Fund, one year to 30 June 2025. Comparator benchmark: 75% MSCI World Index, 15% Markit iBoxx Gilts £, 5% MSCI UK Monthly Property Index and 5% SONIA. Infrastructure and operating assets refers to investments that facilitate the functioning of society with the potential for steady cash flows. Contractual assets refers to investments that generate contracted cash flows over a specific period and are typically secured against assets. Please note the cash return has been excluded; this is because the zero start balances of these balances created distorted returns. **Past performance is not a reliable indicator of future results.** Performance is shown gross of management fees and expenses. Net returns will be lower after the deduction of fees and charges. This information does not constitute the provision of financial, investment or other professional advice.

Performance in absolute terms, by equity sector

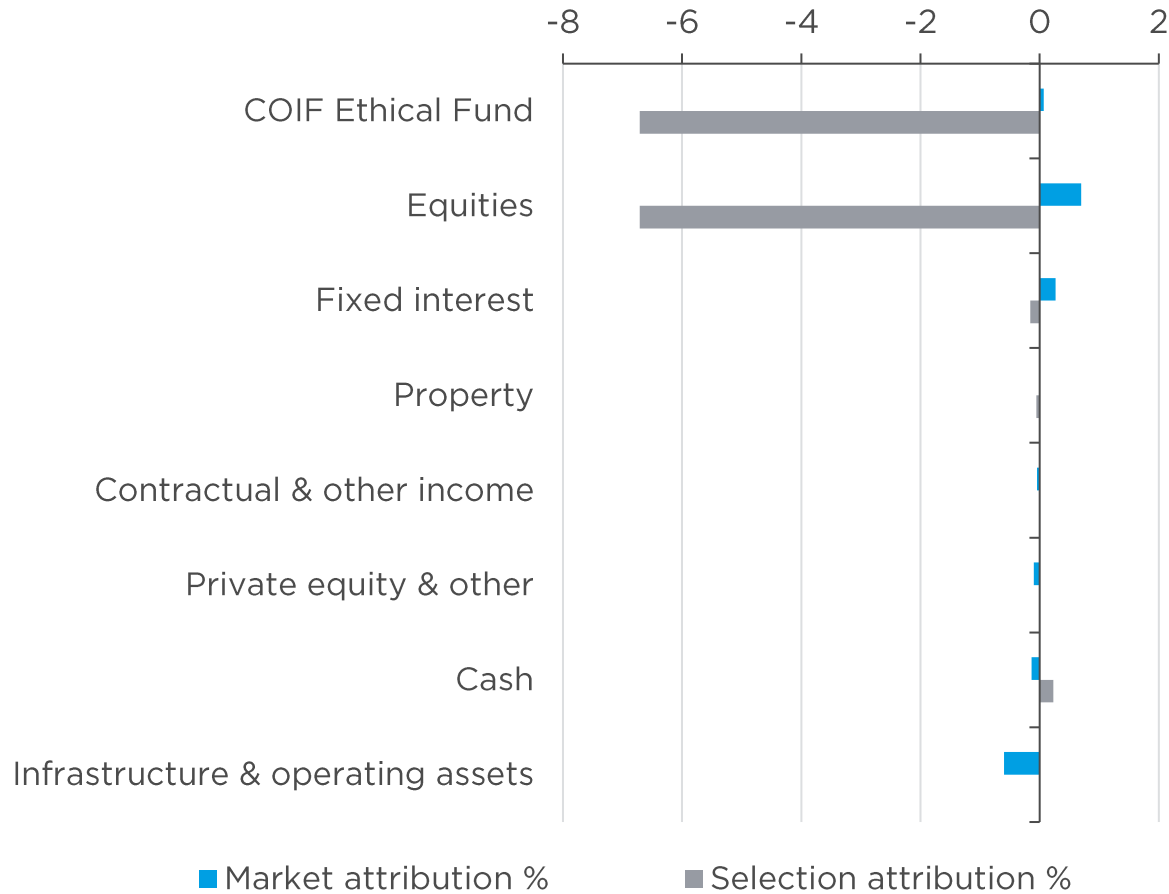


What were the key factors in the absolute performance of different equity sectors?

- In financials we saw strong absolute performance from exchanges and data providers, as well as across some of the insurance broker names.
- In information technology, good performance from some of the semiconductor businesses and software names was offset by weaker returns in some of the technology hardware and equipment names.
- Performance in healthcare was weak, with both life science tools and pharmaceuticals businesses suffering declines. Healthcare equipment companies such as Stryker and EssilorLuxottica fared better.
- Within industrials, performance in some US focussed businesses was weak due to tariff uncertainty. Other positions such as Relx and Trane Technologies did well.
- Performance in consumer was solid with strength in O'Reilly, Compass and Hermes.

Source: CCLA showing total return performance for the COIF Ethical Fund, one year to 30 June 2025. Comparator benchmark: 75% MSCI World Index, 15% Markit iBoxx Gilts £, 5% MSCI UK Monthly Property Index and 5% SONA. **Past performance is not a reliable indicator of future results.** Performance is shown gross of management fees and expenses. Net returns will be lower after the deduction of fees and charges. This information does not constitute the provision of financial, investment or other professional advice.

Performance relative to the benchmark, by asset class



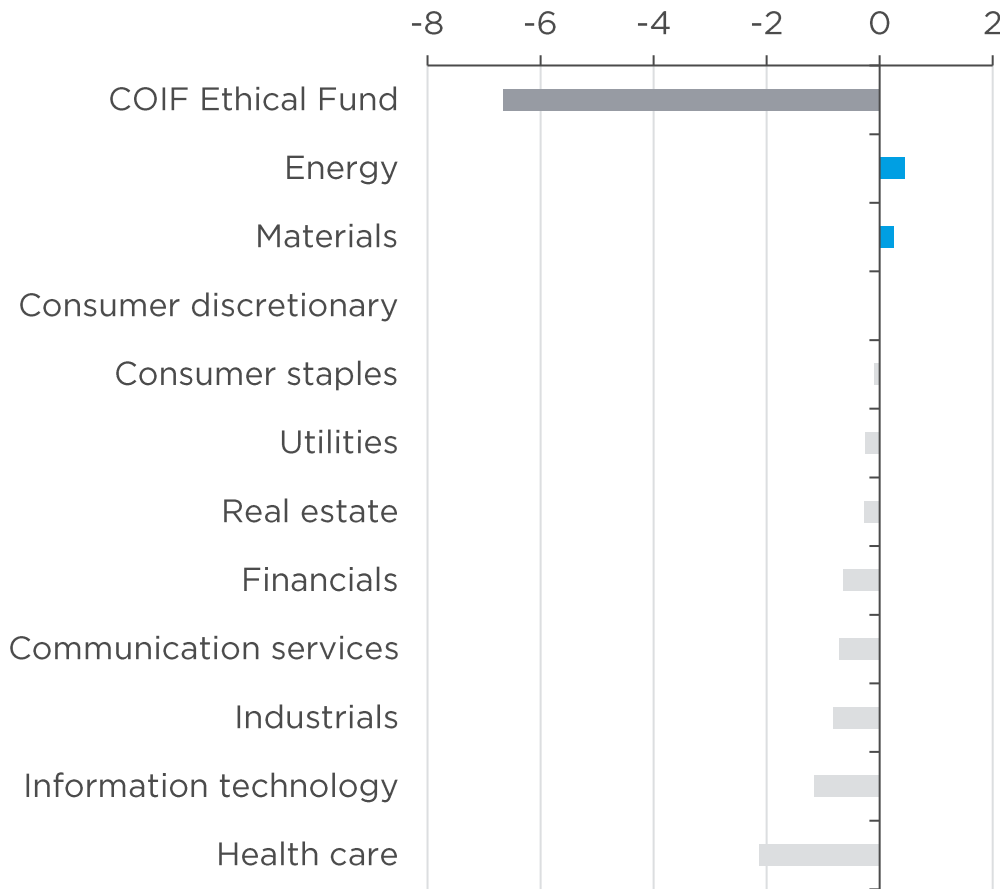
What were the key factors in the portfolio's performance relative to the comparator benchmark?

- Asset allocation effect was minimal, whilst security selection was a negative over the period.
- The underweight to fixed income was a positive, however this was partially offset by the allocation to infrastructure which delivered negative returns over the year.
- Stock selection in equities was the largest detractor to relative performance over the period, with benchmark returns concentrated in a small number of names.

Source: CCLA showing COIF Ethical Fund, one year to 30 June 2025. Allocation effect = (portfolio weighting – benchmark weighting) x benchmark return. Selection effect = (portfolio return – benchmark return) x benchmark weight. Comparator benchmark: 75% MSCI World Index, 15% Markit iBoxx Gilts £, 5% MSCI UK Monthly Property Index and 5% SONIA. Cash is made up of forward contracts, money market instruments and cash. Infrastructure and operating assets refers to investments that facilitate the functioning of society with the potential for steady cash flows. Contractual assets refers to investments that generate contracted cash flows over a specific period and are typically secured against assets. **Past performance contribution and attribution is not a reliable indicator of future results.** Performance is shown gross of management fees and expenses. Net returns will be lower after the deduction of fees and charges. This information does not constitute the provision of financial, investment or other professional advice.

Performance relative to the benchmark, by equity sector

Total attribution (%)



Examples of contributors to and detractors from the performance of the Fund's equity holdings, relative to the equity benchmark:

- In information technology, weakness in selected software and semiconductor positions such as NXP, Synopsys and Hexagon offset strength in TSMC and Broadcom.
- Within financials, our underweight position to the banking sector was a relative headwind, however we saw strength in financial services businesses such as Visa and Mastercard, and capital markets businesses such as Deutsche Boerse and Tradeweb Markets.
- Returns in healthcare were weak across pharmaceuticals, biotechnology and life sciences names due to significant US policy uncertainty.
- US driven industrials were weak due to tariff uncertainty, whilst index returns were driven by European aerospace and defence companies.

Source: CCLA showing COIF Ethical Fund, one year to 30 June 2025. Attribution = (asset weight - benchmark asset weight) x (asset performance - benchmark asset performance). Comparator benchmark: 75% MSCI World Index, 15% Markit iBoxx Gilts £, 5% MSCI UK Monthly Property Index and 5% SONIA. **Past performance and attribution is not a reliable indicator of future results.** Performance is shown gross of management fees and expenses. Net returns will be lower after the deduction of fees and charges. This information does not constitute the provision of financial, investment or other professional advice.

Asset allocation overview

Our overarching goal is to deliver investment performance of CPI+5% gross of fees

Equities

Through direct participation in economic growth, equities are expected to provide most of the long-term increase in capital value

Allocation range:
50–85%¹

Alternatives and property

Including infrastructure, contractual income, property, and private equity as a source of diversification and capital growth

Allocation range:
0–35%²

Fixed income

Fixed income assets traditionally used to provide diversification, relative valuation versus equities and other asset classes has improved

Allocation range:
0–50%³

Cash

Cash, as an almost riskless asset, acts as a further source of risk reduction where necessary

Allocation range:
0–10%

¹Excludes listed investment trusts and companies with underlying exposure to alternatives such as property. ²Property exposure is limited to 10% of the portfolio. ³Includes near-cash and money-market instruments. Infrastructure and operating assets refers to investments that facilitate the functioning of society with the potential for steady cash flows. Contractual assets refers to investments that generate contracted cash flows over a specific period and are typically secured against assets. The asset allocation ranges are subject to periodic review and change.

Portfolio return assumptions (COIF Ethical Investment Fund)

Strategic asset allocation (SAA) 10-year real returns (median CCLA)

	SAA (%)	Long-term expected real return (%)	Long-term standard deviation (%)
Global equity	75.0	4.3	19.5
UK property	5.0	4.5	10.1
Conventional gilts	15.0	2.1	6.0
Index-linked gilts	0.0	2.5	6.0
IG credit	0.0	3.7	8.4
Sterling cash	5.0	1.0	1.4
Alternatives	0.0	7.5	10.0
Total/weighted average	100.0	3.8	15.4

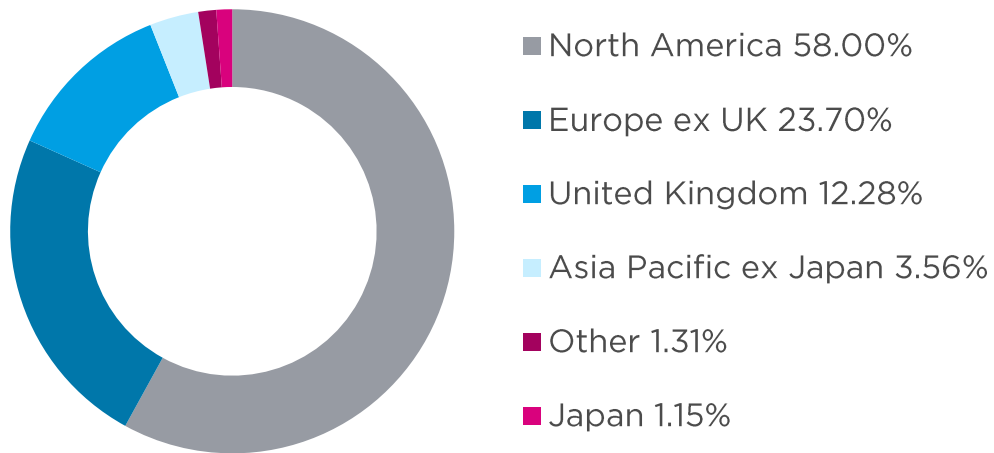
Tactical asset allocation (TAA) 10-year real returns (median CCLA)

	TAA (%)	Long-term expected real return (%)	Long-term standard deviation (%)
Global equity	70.8	4.3	19.5
UK property	4.8	4.5	10.1
Conventional gilts	2.0	2.1	6.0
Index-linked gilts	4.9	2.5	6.0
IG credit	2.8	3.7	8.4
Sterling cash	3.8	1.0	1.4
Alternatives	11.0	7.5	10.0
Total/weighted average	100.0	4.4	15.3

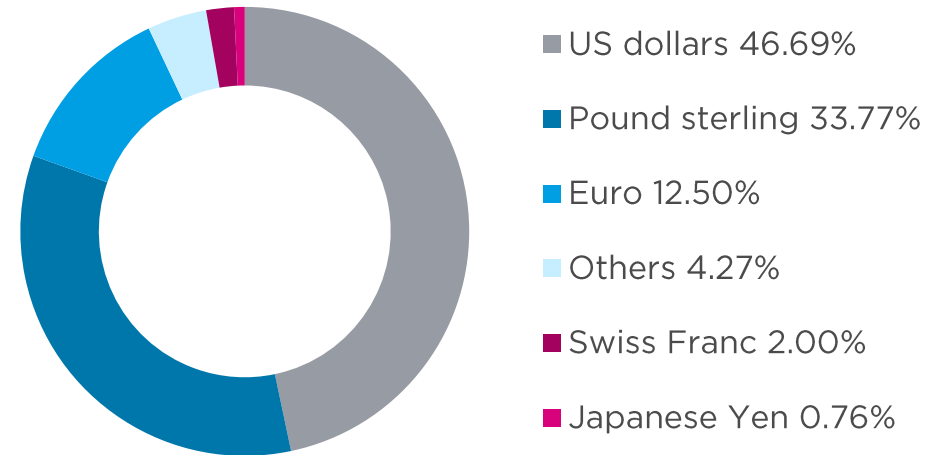
Source: CCLA, as at 31 July 2025. Note: UK CPI assumption is 2.5%. Asset allocation of the COIF Charities Ethical Investment Fund.

Statement of positioning

Equity region weighting (equities only)



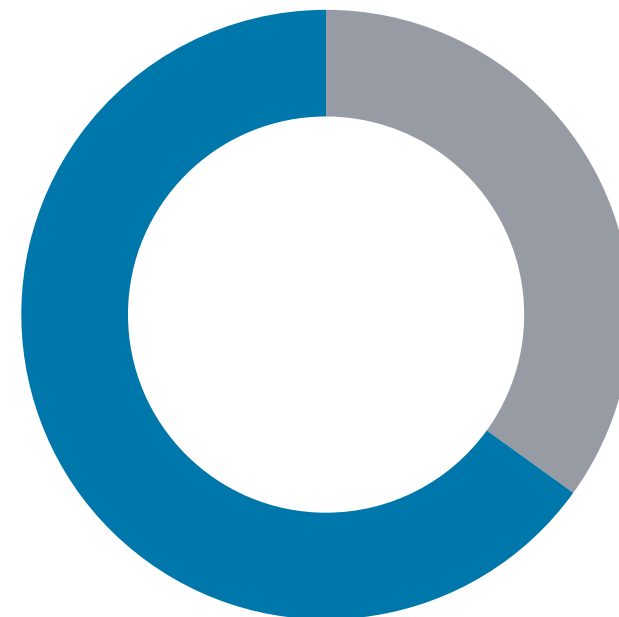
Currency exposure (total fund)



Source CCLA, as at 30 June 2025. Data showing COIF Ethical Fund. Regional weights shown are the percentage of total equity of the portfolio. Asset allocation is subject to change.

Top 20 holdings

Security name	Portfolio weight %
UKT 3.25% 22/01/2044	2.66
Microsoft	2.58
UK ILG 1.25% 22/11/2027	2.51
UKT 4.5% 07/12/2042	2.50
COIF Charities Property Fund	2.49
UK ILG 0.125% 10/08/2028	2.47
COIF Charities Short Duration Bond Fund	1.94
Amazon	1.85
Alphabet	1.73
Visa	1.37
Deutsche Börse	1.34
Experian	1.32
Roper Technologies	1.31
HDFC Bank	1.28
Intercontinental Exchange	1.28
London Stock Exchange	1.27
RELX	1.27
Universal Music	1.27
S&P Global	1.25
Coca-Cola	1.24



- Top 20 holdings 34.94%
- Rest of the portfolio 65.06%

Source: CCLA, as at 30 June 2025. Holdings are subject to change.

Bond portfolio characteristics

Fixed income allocation in the COIF Charities Ethical Investment Fund

Fund/security	Portfolio weight (%)	Modified duration (yrs)	Spread duration (%)	Yield to worst (%)
COIF Charities Short Duration Bond Fund*	1.94	1.84	2.92	5.12
Federated Hermes Sustainable Global Investment Grade Credit Fund	0.90	5.86	5.28	4.22
UKT 4.50% 12/42	2.50	11.74	--	5.05
UKT 3.25% 01/44	2.66	12.79	--	5.13
UKT IL 0.125% 8/28	2.47	1.55	--	0.41
UKT IL 1.25% 11/27	2.51	1.18	--	0.35
Weighted average	100.00	5.77	0.85	3.15
Fund level	12.98	0.71	0.10	3.15

Source: CCLA and Federated Hermes, as at 30 June 2025. Allocation is subject to change. *Portfolio management of the fund has been delegated to Federated Hermes under the oversight of CCLA and fund management remains the responsibility of CCLA as of 27 July 2022.

Alternatives positioning

Source: CCLA, as at 30 June 2025. Asset allocation is subject to change. Infrastructure and operating assets refers to investments that facilitate the functioning of society with the potential for steady cash flows. Contractual assets refers to investments that generate contracted cash flows over a specific period and are typically secured against assets.

Asset class	Sub-asset class	COIF Ethical Fund %
Contractual and other income	Alternative Credit	1.56
Infrastructure and operating assets	General Infrastructure	2.72
	Renewable Infrastructure	1.92
	Student Accommodation	0.91
	Care Home Property	0.03
Private equity and other	Private Equity	3.91
Property	Generalist Commercial	2.49
	Logistics Warehouses	2.27
	Residential Property	0.26
Total		16.06

Costs and charges

COIF Charities funds	Fund management fee (% p.a.)			Ongoing charges figure (% p.a.)	
	AMC	Other expenses	Total	Cost of underlying investments	Total
Investment Fund	0.60	0.08	0.68	0.18	0.86
Ethical Fund	0.60	0.07	0.67	0.18	0.85
Global Equity Fund	0.75	0.05	0.80	0.00	0.80
Short Duration Bond Fund	0.22	0.08	0.30	0.00	0.30
Property Fund	0.65	0.16	0.81	0.00	0.81
Deposit Fund	0.20	0.05	0.25	0.00	0.25

The ongoing charges figure (OCF) shows the total annual operating costs taken from the fund. The OCF is the sum of two components: these are the fund management fee (FMF) and the cost of underlying investments. The FMF includes CCLA's annual management charge (AMC), VAT payable thereon where applicable (including any VAT reclaims received during the accounting period that the FMF is based on), and other costs and expenses of operating and administering the fund such as trustee/depositary, audit, custody, legal, regulatory and professional fees, and may include other charges such as Fitch Ratings fees if applicable. The underlying investments' costs are the impact to the fund of costs incurred in other funds or similar investments (e.g. investment trusts, limited liability partnerships) in which the CCLA fund invests. The OCF does not include the fund's transaction costs (i.e. the costs of buying and selling the underlying investments in a fund). For more information on costs, including transaction costs, please refer to the fund's key information document.

Performance comparator explained

The COIF Charities Investment Fund and the COIF Charities Ethical Investment Fund are actively managed to achieve their target benchmark. Over time, they aim to achieve an average annual total return after costs of inflation (as measured by the UK Consumer Prices Index) plus 4%. (Note: the actual target benchmark is gross returns of CPI+5%. CPI+4% has been used to give a comparable net figure by assuming 1% costs.)

To give our clients insight into the progress of their investments over shorter periods we have created a composite comparator benchmark. This is not a formal target, neither does it constrain the types of investments in which the fund may invest, but is intended as a guide. It is based on established investment market indices, weighted in proportions designed to broadly reflect the risk and return profile of the underlying assets of the fund over the long term.

To keep the information relevant the comparator benchmark may be adjusted from time to time to reflect changes in long term return expectations and any structural changes in the fund.

Comparator benchmark: MSCI World Index (75%), Markit iBoxx £ Gilts Index (15%), MSCI UK Monthly Property Index (5%) and Sterling Overnight Index Average (5%).

The comparator benchmark (blended index returns) is calculated by CCLA using end-of-day index-level values licensed from MSCI (MSCI data). For the avoidance of doubt, MSCI is not the benchmark administrator for, or a contributor, submitter or supervised contributor to, the blended index returns, and the MSCI data is not considered a contribution or submission in relation to the blended

returns, as those terms may be defined in any rules, laws, regulations, legislation or international standards. MSCI data is provided as is, without warranty or liability and no copying or distribution is permitted. MSCI does not make any representation regarding the advisability of any investment or strategy and does not sponsor, promote, issue, sell or otherwise recommend or endorse any investment or strategy, including any financial products or strategies based on, tracking or otherwise utilising any MSCI data, models, analytics or other materials or information.

Comparator benchmark detail and history are as follows:

From: 1.1.2021: MSCI World Index 75%; MSCI UK Monthly Property Index, 5%; Markit iBoxx £ Gilts Index, 15% and SONIA (Sterling Overnight Index Average), 5%.

From 1.1.18 to 31.12.2020: MSCI World ex UK Index, 45%; MSCI UK Investable Market Index, 30%; MSCI UK Monthly Property Index, 5%; Markit iBoxx £ Gilts Index, 15% and 7-day LIBID, 5%.

From 1.1.16 to 31.12.17: MSCI UK Investable Market Index, 45%; MSCI Europe ex UK Index, 10%; MSCI North America Index, 10%; MSCI Pacific Index, 10%; IPD UK All Property Index, 5%; Markit iBoxx £ Gilts Index, 15% and 7-day LIBID, 5%.

From 01.01.12 to 31.12.2015 MSCI UK All Cap 45%, MSCI Europe Ex UK (50% Hedged) 10%, MSCI North America (50% Hedged) 10%, MSCI Pacific (50% Hedged) 10%, IPD All Property Index 5%, BarCap Gilt 15% & 7 Day LIBID 5%.

Important information

This document is a financial promotion and is for information only. It does not provide financial, investment or other professional advice.

To make sure you understand whether our product is suitable for you, please read the key information document and the scheme particulars and consider the risk factors identified in those documents. The sustainability approach for each of our funds is outlined in its consumer-facing disclosure document. We strongly recommend you get independent professional advice before investing.

Past performance is not a reliable indicator of future results. The value of investments and the income from them may fall as well as rise. You may not get back the amount you originally invested and may lose money.

The fund can invest in different currencies. Changes in exchange rates will therefore affect the value of your investment. Investing in emerging markets involves a greater risk of loss as such investments can be more sensitive to political and economic conditions than developed markets. The annual management charge is paid from capital (except for the Short Duration Bond Fund). Where charges are taken from capital rather than income, capital growth will be constrained and there is a risk of capital loss.

Any forward-looking statements are based on our current opinions, expectations, and projections. We do not have to update or amend these. Actual results could be significantly different than expected.

Investment in a CCLA COIF Charities fund is only available to charities within the meaning of section 1(1) of the Charities Act 2011. The CCLA COIF Charities funds are approved by the Charity Commission as Common Investment Funds under section 24 of the Charities Act 1993 (as has been

replaced by the Charities Act 2011) and are Unregulated Collective Investment Schemes and unauthorised Alternative Investment Funds.

Issued by CCLA Investment Management Limited (registered in England & Wales, No. 02183088, at One Angel Lane, London, EC4R 3AB) is authorised and regulated by the Financial Conduct Authority.

CCLA Fund Managers Limited (registered in England & Wales, No. 8735639, at One Angel Lane, London, EC4R 3AB) is authorised and regulated by the Financial Conduct Authority and is the manager of the COIF Charities funds (registered charity numbers 218873, 803610, 1093084, 1121433 and 1132054).

All names, logos and brands shown in this document are the property of their respective owners and do not imply endorsement. These have been used for the purposes of this presentation only and its intended audience. This document is not for wider distribution.

For information about how we obtain and use your personal data please see our privacy policy at www.ccla.co.uk/privacy-notice.

Notice and disclaimer for reporting licences

Certain information herein is reproduced by permission of MSCI Inc., its affiliates and information providers (MSCI) ©2024. No reproduction or dissemination of the Information is permitted without an appropriate licence. MSCI makes no express or implied warranties (including merchantability or fitness) as to the information and disclaims all liability to the extent permitted by law. No information constitutes investment advice, except for any applicable Information from MSCI ESG Research. Subject also to msci.com/disclaimer.

CCLA

One Angel Lane
London EC4R 3AB

Freephone **0800 022 3505**
clientservices@ccla.co.uk
www.ccla.co.uk

CCLA

BECAUSE GOOD IS BETTER

Better World

Sustainable Investment
Outcomes 2024





Contents



CCLA supports Koestler Arts

Koestler Arts is the UK's leading arts charity. It is nationally respected for its ground-breaking work using the arts as a catalyst for positive change in the lives of people within the criminal justice system and in the public's perception of their potential.

www.koestlerarts.org.uk

Cover image courtesy of Koestler Arts. *Flight to Freedom*, HMP Stanford Hill (Sheppey Cluster).

See inside back cover for details of other Koestler Arts images within this report.

Ending the sustainability Hokey Cokey	3
What is Good Investment?	4
Industry recognition	5
Stewardship in action	6
Sustainability and our investment process	9
Corporate governance and our portfolios	14
Better environment	18
Climate-related public policy update	22
A history of climate action	24
Climate stewardship	26
Better work	38
Modern slavery public policy update	40
CCLA Modern Slavery UK Benchmark	42
'Better work' controversy-related engagements	50
Engaging with Nike on labour standards	52
Better health	54
Air pollution	70
Voting	72
Appendices	79
Endnotes	96

Ending the sustainability Hokey Cokey

As I come to review sustainable investment over the past year, I am reminded of a song called the 'Hokey Cokey'. For those fortunate enough to be unfamiliar with this musical abomination, the song is about putting a part of your body (arms, followed by legs) in and then out repeatedly before having a shake and turning around. Quite frankly, it makes no sense.

Sadly, however, it is an apt metaphor for the investment management industry's approach to sustainability. First, most firms were 'out', sustainability being seen as the preserve of a sandal-wearing minority. Then they were 'in', as sustainability began to emerge as the key to growing client engagement. Now, faced with a changing political environment in North America and the perception that clients no longer care, a whole lot are 'out' once again.

This is not just a damning indictment of our industry's commitment to doing good. It is - to put it bluntly - quite dangerous.

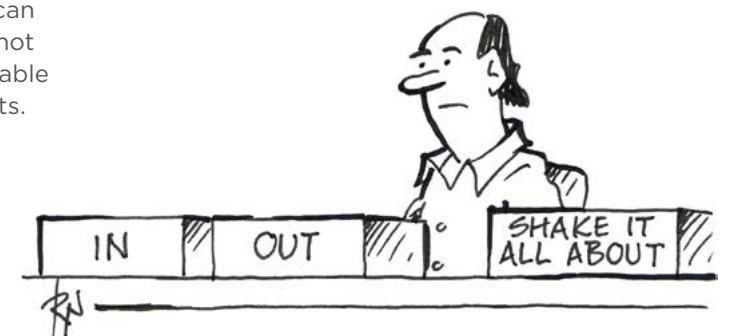
At CCLA, we believe that investment markets can only be as healthy as the environment and communities that support them and that we need to do our bit to build a better world. This is not marketing rhetoric - it is a firm-wide recognition that sustainability matters. It is an understanding that, despite the noise, we are not in a good place. That continuing along the same unsustainable path will impact investment returns over the long term, and that the investment industry can play a role in building a better future. This is not altruism - it is essential if we are going to be able to continue to deliver financially for our clients.

I am deeply proud of the content of this report, which I hope provides a glimpse as to what we can achieve. In it you will find examples of how we - as a purpose-driven firm - are redoubling our efforts to drive change as others falter. You will see how we have continued to push the firms that we invest in to be a little bit better and, more importantly, you will find examples of how time and again they have responded positively to the challenges we have set.

However, I hope this report also shows that we cannot do this alone. To achieve change on the scale that is needed, we need others to join the charge. The path in front of us is daunting, but it is more achievable if we travel it together. So, as well as a celebration of what we have achieved, I hope this report will act as a rallying call to our industry to be better.

When it comes to sustainability, the investment industry needs to go beyond being 'in' and then 'out', and we must stake more than just an arm or a leg. Instead, we need to put our whole selves in and stay there. To properly serve our clients, we need to end the sustainability Hokey Cokey.

Peter Hugh Smith
Chief Executive, CCLA



www.CartoonStock.com

What is Good Investment?

Our aim is to deliver consistent, risk-adjusted returns to our clients in a way that aligns with their values and furthers their mission. We achieve this through the following principles.

Act

Investment markets can only be as healthy as the environment and communities that support them. We act to bring about positive social and environmental change by:

- using our ownership rights to improve the sustainability of the assets in which we invest
- bringing investors together to address systemic risks that have not had the attention that they require
- seeking to be a catalyst for change in the investment industry.

By accelerating progress in meeting some of the world's major sustainability challenges, we can reduce the risk of negative impacts on the performance of our clients' assets and promote the smooth functioning of society.

Assess

We assess environmental, social and governance (ESG) standards because we believe that a combination of legislation, regulation and changing societal preferences will impact negatively upon the most unsustainable businesses.

We avoid investing in companies that have uncompensated, unwanted, unwarranted or unmitigated ESG risks as evidenced by:

- poor management or weak corporate governance
- an unacceptable social or environmental impact
- not demonstrating a willingness to improve through investor engagement.

Investment markets have a poor record in pricing these risks. Our ESG assessment framework supports our aim to deliver consistent long-term risk-adjusted returns to our clients.

Align

We are the guardians, not the owners, of the assets that we manage. Accordingly, we have a responsibility to:

- align investment portfolios with our clients' objectives, values and beliefs
- report on the outcomes of all our work
- be transparent about everything that we do on our clients' behalf.

By investing in a way that we believe is aligned with our clients' values, we are better able to meet their objectives and offer more than just a financial return.

This is what we call Good Investment.

LEARN MORE ONLINE

Want a greater understanding of what we mean by Good Investment and to hear about real-world examples of our stewardship?



Watch the Good Investment video at ccla.co.uk/what-good-investment

Industry recognition

While investing sustainably is a priority for many, evaluating the approach of institutional asset managers remains a challenge.

We recognise the importance of credible industry standards such as the Principles for Responsible Investment's annual assessment process and the Financial Reporting Council's UK Stewardship Code.

As we are a signatory to both, our approach is assessed regularly. The full results are available on our website.¹



The UK Stewardship Code

We have been accepted as a signatory to the Financial Reporting Council's UK Stewardship Code 2020.² The code sets out 12 principles that aim to set high stewardship standards for those investing money on behalf of UK savers. Refer to our website for our response for 2023-2024.³



Principles for Responsible Investment

The UN-supported Principles for Responsible Investment (PRI) is the world's leading proponent of responsible investment.

CCLA's ratings for 2023 (the latest available) are set out below and available on our website.⁴

Module	CCLA rating (out of 5)	CCLA score	Approx. median score
Policy, governance and strategy	5	95%	60%
Direct – listed equity – other (how we integrate ESG in listed equity)	5	98%	51%
Direct – real estate (how we integrate ESG in property)	4	69%	62%
Confidence building measures	5	100%	80%



“I just want a little recognition, nothing much, maybe a Lifetime Achievement Award.”


www.CartoonStock.com

Stewardship in action


Throughout 2024 we have continued to drive forward and expand our flagship engagement programmes and also taken steps to explore new areas. Each is covered in more detail in the pages that follow.

2024


January


 CCLA's Dr Martin Buttle joins the Advisory Committee of the UN PRI's Advance Programme⁵


March

 CCLA submits written evidence jointly with Rathbones to the House of Lords Modern Slavery Act 2015 Committee's call for evidence of the impact and effectiveness of the Act

May

 A NextEra Energy resolution co-filed by CCLA on climate lobbying achieves 33% of the shareholder vote


 Following engagement, Empiric Student Properties puts its ESG targets to vote at its annual general meeting

 An Amazon resolution co-filed by CCLA on freedom of association and collective bargaining rights receives 37% of the independent shareholder vote


July


 Collaborative investor letter sent to UK 100 mental health benchmark companies, supported by investors with \$8.5 trillion in assets under management

August


 CCLA begins to build a collaborative working group to engage with Coca-Cola Co following allegations of human rights abuse at Indian sugar suppliers

October


 The CCLA Corporate Mental Health Benchmark: Global 100+ is published,⁷ with 12 companies improving sufficiently to move up a Performance Tier since 2023

 CCLA writes to the Minister of State for Food Security and Rural Affairs in support of a review of the Seasonal Worker scheme by the Migration Advisory Committee

Key


 Better environment

 Better work

 Better health


February


 CCLA's Dame Sara Thornton briefs the House of Lords Modern Slavery Act 2015 Committee

 Following engagement, Watches of Switzerland becomes Living Wage accredited


We receive confirmation that we retain FRC Stewardship Code signatory status


April

 Dame Sara Thornton and Dr Martin Buttle give evidence to the House of Lords Modern Slavery Act 2015 Committee


 CCLA and Guy's & St Thomas' Foundation join forces to commission a scoping study into a new investor intervention on corporate air pollution


June


 With 50 supporter investors, CCLA sends a public investor letter to Amazon in support of workers at its Coventry fulfilment centre

 The CCLA Corporate Mental Health Benchmark: UK 100 is published,⁶ with 24 companies improving sufficiently to move up a Performance Tier since 2023


September

 CCLA and the Local Authority Pension Fund Forum (LAPFF) join forces to coordinate sending 'Say on Climate' letters to 76 FTSE 100 companies, supported by £1.6 trillion in assets under management


 CCLA joins the Home Office Forced Labour Forum on a proposed update to the Modern Slavery Act 2015 Section 54 guidance

 A Nike* resolution co-filed by CCLA on severance pay and supplier working conditions receives 12% of the shareholder vote

November

 Collaborative investor letter sent to global mental health benchmark companies, supported by investors with \$10 trillion in assets under management

 CCLA and Guy's & St Thomas' Foundation partner to launch a public consultation into a potential benchmark on corporate air pollution

 The CCLA Modern Slavery UK Benchmark 2024 is published,⁸ with 35 companies improving sufficiently to move up a Performance Tier since 2023

December

Assets under management supporting CCLA stewardship initiatives reach £22.3 trillion

*Not held in CCLA portfolio(s) as at 31 December 2024.



Sustainability *and our* investment process

The primary aim of our sustainability work is to preserve the long-term value of our clients' investments by driving positive change.

Assessing financial materiality

We believe that a combination of legislation, regulation and changing societal preferences can impact negatively on the cash flow of the most unsustainable business models. When considering a potential equity purchase, we seek to identify and avoid investing in companies that have uncompensated, unwanted, unwarranted or unmitigated environmental, social and governance (ESG) risks as evidenced by:

- poor management or weak corporate governance
- an unacceptable social or environmental impact
- not demonstrating a willingness to improve through investor engagement.

Our approach is designed to help us identify and address any extra-financial risks that may harm investment returns in the future.

Prior to purchase, we assess companies' ESG risks in conjunction with their financial position. We include this assessment in our analysis for every potential equity investment and it is a standard component of the overall investment case. It applies to all listed equities, irrespective of their geography or sector, and includes the following four considerations:

- 1 Corporate governance.** We have developed a bespoke quantitative corporate governance rating tool that assesses the board structure, ownership, accounting practices and management capabilities of listed companies. Supported by a qualitative review process, this tool allows us to identify any strengths and weaknesses of companies' governance structures and how these adapt over the life of the holding.
- 2 Climate change.** All assets are managed in line with CCLA's Climate Change and Investment Policy.⁹ This requires CCLA to annually review the impact of climate change – and progress made towards a net-zero economy – on every sector and to stress-test carbon-intensive businesses' decarbonisation plans against the requirements of the Paris Agreement on climate change.¹⁰
- 3 Wider sustainability factors.** Potential investee companies are reviewed on their approach to the most financially material sustainability risks relevant to their industry. We use Sustainalytics' ESG Risk Ratings,¹¹ which is based on widely recognised materiality frameworks, including those of the Sustainability Accounting Standards



Board and the Global Reporting Initiative.¹² Any companies considered high risk require Investment Committee approval.

4 Corporate behaviour and standards.

Assets are reviewed against any sustainability-related controversies in which a company has been involved. We pay particular attention to controversies that suggest a company either has breached, or may in the future breach, international standards set out in the UN Global Compact and UN Guiding Principles on Business and Human Rights.¹³

Where we identify material concerns, we conduct further research, potentially including a fact-finding meeting with management. Subject to the success (or otherwise) of this research, companies can be approved for purchase.

Once an investment is made, companies are routinely monitored to ensure that standards do not slip.

Assessing real-world materiality

While our investment process focuses on financially material sustainability issues, our engagement work seeks to encourage companies to minimise their negative environmental and social impacts. This approach acknowledges that while many sustainability issues do not impact companies' short-term financial performance, they can have a significant negative impact on our environment and communities.

Accordingly, we also assess companies' impacts on the real world and build both company-specific and systemic programmes aimed at changing company behaviour for the better. These efforts are based on three themes:

- **better environment** – considering both climate change and wider environmental concerns
- **better work** – encouraging high labour standards and protection of human rights
- **better health** – improving the health of workers, customers and communities.

Some sustainability risks are so pervasive that they cannot be mitigated by diversification and careful stock selection. Climate action failure, social cohesion erosion, public health crises: these represent system-wide dangers, not only to portfolios but also to the environment and the functioning of society. Accordingly, much of our stewardship work aims to tackle systemic sustainability risks – those affecting all or most companies, across industries and geographical regions.

Working for you

This combination of financial and real-world sustainability analysis allows us to identify, and avoid, the most unsustainable businesses and to develop ambitious engagement action plans to push others forward.

We closely monitor the progress of those companies with an engagement action plan. We reconsider investment in companies if they refuse to engage or do not respond adequately to engagement on the most serious issues.

These are defined as involvement in controversies that suggest a company has either breached, or may in the future breach, international standards set out in the UN Global Compact and UN Guiding Principles on Business and Human Rights.

The approach described above is designed to help us control risk, to deliver more consistent investment returns and to build on our purpose of helping our clients to maximise their impact on society by harnessing the power of investment markets.

MINIMUM STANDARDS FOR INVESTMENT

Our minimum standards for investment, across all funds and segregated portfolios, exclude companies with a predetermined revenue threshold coming from:

- climate change
- tobacco
- cannabis
- indiscriminate weaponry (we have a zero-tolerance policy if the company is involved in the production of landmines, cluster munitions, or chemical or biological weapons)
- sovereign debt issued by countries identified as being among the world's most oppressive.¹⁴

These minimum standards are designed to help us capture – and avoid – businesses that we believe have a significant negative social and/or environmental impact that cannot be addressed through engagement.

At the end of calendar year 2024, the minimum standards set out above resulted in 3.9% of the investment universe being excluded from our pool of potential equity investments (based on the MSCI World Index).



SUSTAINABILITY CONSIDERATIONS FOR OTHER ASSET CLASSES

Money markets

In 2024, we developed a bespoke assessment framework for counterparties used in our money market funds. As a minimum, we consider a counterparty's:

- corporate governance practices
- approach to financing climate change
- association with any controversies.

As of this report's publication, this was a work in progress and there were no related engagements underway.

Property

For our property funds, we seek to integrate sustainability into our asset selection, management and refurbishment processes. Prior to purchase, all potential properties, tenants and vendors are subject to an initial due diligence check focusing on ensuring tenant activities are consistent with the values-based restrictions attached to the fund, and we adhere to market practice in preventing financial crime. Should the proposal pass this initial stage the team will then undertake enhanced due diligence on environmental risk and energy efficiency associated with the building.

There were no new properties purchased during 2024. However, we did undertake several significant upgrades to improve the sustainability of properties owned in our portfolio. In 2024, we completed the refurbishment of a vacant office floor in 80 Cannon Street (owned in the COIF Charity Property Fund). This multi-let property, originally developed in 1974, had operated with a building-wide gas-powered heating and cooling system.

We conducted an energy assessment to identify potential improvements. The floor initially had an 'E' EPC rating. Although leasing a floor with this rating is currently permissible under MEEs regulations, anticipated increases in minimum standards would render the space unlettable without enhancements.

Our refurbishment works entailed replacing the outdated heating and cooling system with an all-electric alternative, installing energy-efficient LED lighting throughout, introducing secondary glazing to minimise heat loss, and incorporating water-saving fittings.

Upon completion, the floor received an EPC 'B' rating, reflecting the energy-efficient modifications implemented. The space was successfully leased in August, illustrating that even in a challenging office market, tenants are drawn to energy-efficient premises.

We are reliant on our tenants and third party managing agents to collect and share appropriate data on the performance of our buildings, and this has been a substantial barrier to our ability to set targets and monitor progress in our property investments. In 2024, EVORA Global Limited was appointed to assist in the development and implementation of our approach to sustainability in property, including the expansion of asset-level action plans and portfolio risk management.

Alternatives

During the year we engaged with six listed alternatives held in our portfolios, focusing of the need for board members to undertake a strategic review to either address an underperforming share price or to return value to shareholders.

At two of these companies, we agitated for change at board level. At US Solar Fund, we recommended the appointment of an independent director with expertise in the disposal of US solar assets and delivering strong outcomes for shareholders. Following a recruitment process, a suitable director was appointed.

Our approach at PRS REIT went one step further and involved the filing of a requisition to convene an EGM, and calling on shareholders to remove two of the five independent non-executive directors. More details of the proposal and the board's subsequent actions can be found on page 16.

COLLABORATING FOR CHANGE

At the end of 2024, our sustainability initiatives are supported by:

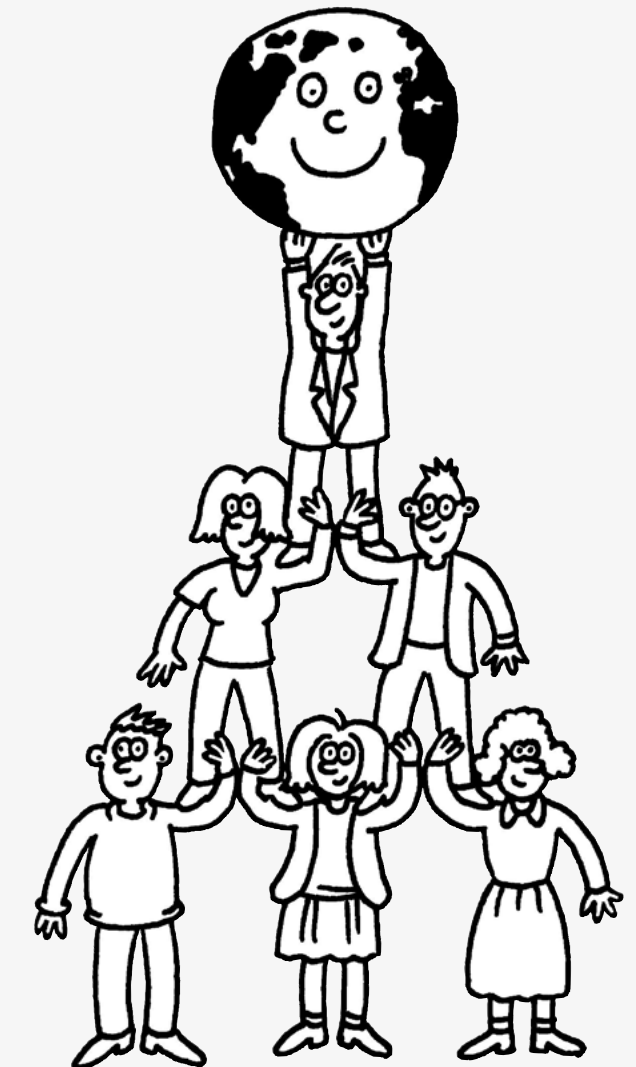
114
investors[†]

across
15
countries

in
4
continents

representing assets
under management of

£22.3 trillion



Collaboration is the key
to unlocking progress at scale.
We are hugely grateful to every
investor that supports our initiatives.

[†]114 investors includes institutional asset managers, asset owners, stewardship service providers and investor membership organisations.

Corporate governance and our portfolios

Corporate governance is the system by which companies are directed and controlled. A board of directors is responsible for the governance of a company. The role of shareholders is to appoint the directors and auditors to satisfy themselves that an appropriate governance structure is in place.

Good corporate governance generally requires the following:

- a well-functioning board, which can both lead and control the business in nurturing its long-term success
- effective sub-committees (reporting to the board): nomination, remuneration and audit (and risk)
- executive remuneration that aligns the interests of the directors with the long-term interests of the company and its shareholders.

We believe that companies with poor management or weak corporate governance represent a risk to investment performance. For this reason, we have developed a process that includes quantitative and qualitative analysis to identify and avoid companies with weak governance.

Governance evaluation process

We use a bespoke quantitative corporate governance rating tool, designed to assess companies' board structure, ownership, accounting practices and management capabilities.

The panel on the next page details what each theme assesses and how these themes are weighted. A secondary, qualitative overlay allows us to identify strengths and weaknesses in a company's governance structure and how these adapt over the life of the holding.



“Do you solemnly swear to never question my authority?”

www.CartoonStock.com

OUR GOVERNANCE EVALUATION PROCESS

We score and weight companies on the following themes:

15% capital stewardship

ASSESSES THE QUALITY OF MANAGEMENT AND ITS ABILITY TO GENERATE CASH AND MANAGE GROWTH

15% accounting

ASSESSES THE QUALITY OF THE COMPANY'S FINANCIAL STATEMENTS AND ITS ACCOUNTING

35% board composition

ASSESSES THE QUALITY OF THE INDIVIDUALS, THEIR INDEPENDENCE AND THEIR TRACK RECORD

35% shareholder rights

ASSESSES THE OWNERSHIP STRUCTURE OF THE COMPANY

Corporate governance and the investment process

At CCLA, our governance evaluation process is an integral part of our investment process and operates as follows:

- Corporate governance analysis is conducted on all prospective investments prior to purchase.
- Companies with a high governance risk will only be eligible for investment with the approval of CCLA's Investment Committee.
- For a high-risk company to be approved for investment, the relevant investment analyst must demonstrate why the risk rating is incorrect or not of concern. This can require detailed qualitative analysis, fact-finding discussions with the company, and ongoing, target-based engagement.
- Should an existing holding's rating decline to 'high risk', a full governance review is required and approval from CCLA's Investment Committee must be secured for our continued investment.
- Review of high-governance-risk companies and portfolio structure by governance rating are standing agenda items at CCLA's Investment Committee meetings.

Governance and our portfolios

Using our proprietary quantitative corporate governance rating tool, we award all companies that we assess a governance rating from A (best) to F (worst). Shown in percentage terms, the chart on page 17 compares the governance ratings of companies in our funds with those in the MSCI World Index.

A secondary, qualitative analysis is undertaken on every company prior to investment. High-risk companies (those rated E and F) are not permissible investments without approval of CCLA's Investment Committee.



At the end of 2024, we held 11 companies deemed high risk according to our governance analysis. Investment in these companies was approved by CCLA's Investment Committee, for the reasons outlined below:

- **AIA Group.** The main governance concern is the length of tenure of certain board members. While the average length of board tenure is 7 years, and there have been three new appointments during the past 12 months, half of the audit committee members' tenures exceed 10 years. This is a concern as the committee is responsible for the oversight of the financial reporting process, including risk. Longstanding tenure may result in a lack of challenge to historic decisions in which a committee member may have been involved. We will monitor board and committee changes over the following year. Should the situation not improve, we will engage with the aim of increasing audit committee independence.

- **Alexandria Real Estate Equities.** The founding director remains on the board as combined chair and CEO. However, balance is achieved through the presence of several independent directors and a wide shareholder base.
- **Schneider Electric.** Jean-Pascal Tricoire served as CEO of the company until 4 May 2023, after which he was appointed chair of the Supervisory Board. While common practice in the local market, such an appointment is contrary to best practice and Tricoire's re-election attracted a 20% dissent vote at the 2023 annual general meeting. This concern is balanced by the existence of an independent lead director and a large proportion of independent directors on the board and its committees. We will continue to monitor the situation.

- **DiaSorin, EssilorLuxottica, LVMH Moet Hennessy Louis Vuitton, Nike*, Novo Nordisk and Pernod Ricard.** Each of these companies has a degree of ownership concentration, which can be unfavourable for minority shareholder rights. While this was flagged in our quantitative governance analysis, our qualitative review showed that the companies had high-quality management teams, a strong track record of delivering value for minority shareholders and a long-term perspective. We will continue to monitor their governance arrangements.

Two of the eleven companies are family founded and controlled. Engagement is underway to push for a more equitable balance of controlling and minority shareholders:

- **Alphabet.** The company has developed an unconventional governance structure to protect itself from the short-term nature of Wall Street trading. We are pushing for the appointment of a senior independent director.
- **CME Group.** Under the company's articles, the individual share classes have the right to appoint directors. The board has made several attempts to unify the structure but has been unable to obtain the level of support required from each individual class of shareholder.

*Not held in CCLA portfolio(s) as at 31 December 2024.

ENGAGING WITH THE BOARD OF PRS REIT

CCLA is a major shareholder in PRS REIT and we have had concerns for some time about the low valuation of the company's shares and lack of action taken by the board to address the problem.

In the summer of 2024, we requested a meeting with the board, which took place in June. Unknown to us until the day before the meeting, the board had agreed changes to its investment advisory and development management agreements that extended the term of the contract with the underlying investment manager. This change was scheduled to take effect just one day after our planned meeting.

The news raised serious concerns for us. Not only had the board failed to undergo a meaningful consultation process with shareholders on its proposed plans, but

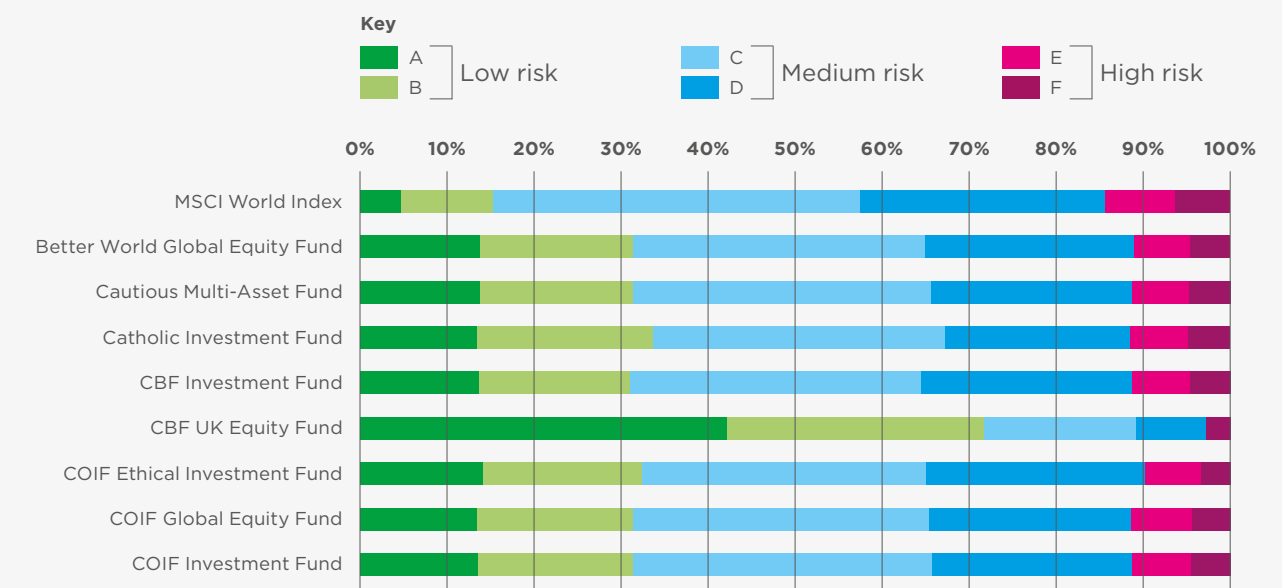
it had also awarded an overly generous five-year contract to the incumbent manager, despite its mediocre performance record.

Accordingly, we gathered a group of major shareholders and filed a requisition to convene an extraordinary general meeting. We called on all shareholders to vote on ordinary resolutions to remove two of the five existing independent non-executive directors: the chair, Stephen Paul Smith, and David Steffan Francis.

In response, the company offered to remove the chair and to add two directors (nominated by the investor group) if we would withdraw the requisition notice. This was agreed and the company has since undergone a strategic review and put itself up for sale. This is good news because the board is now able to return value to shareholders that is closer to the net asset value.

OUR PROPRIETARY GOVERNANCE RATING

Using a proprietary quantitative corporate governance rating tool, we award all companies a governance rating from A (best) to F (worst). High-risk companies (i.e. those rated E and F) are not permissible investments without the approval of CCLA's Investment Committee.



The comparison against the MSCI World Index is for information purposes only. The governance ratings only apply to listed equities held in each fund (listed equities excludes investment trusts and other collective investment schemes). Not all listed equity holdings in the funds are included in the MSCI World Index. The funds' data is reweighted to 100% for comparison purposes. Source: Sustainability, UBS HOLT and CCLA, as at 31 December 2024.



Better environment

TARGET:
SUSTAINABLE DEVELOPMENT GOAL 13

Take urgent action to combat climate change and its impacts.



We view climate change as a significant threat to our planet, ecosystems and communities.

Climate change has been a primary focus in our stewardship work since 2010. In 2024, we continued to focus on policy engagement, working directly with governments and with other investors to bring about more progressive climate legislation.

We also continued to focus on decarbonising the operations and supply chains of our highest-emitting investee companies, and built out our engagements on nature, biodiversity and plastics.

Climate action

Climate change is a critical challenge for global markets, communities and the environment. Our climate engagement strategy is designed to support the transition to a decarbonised economy through real-world emissions reductions.

As stewards of our clients' investments, we use our financial power and ownership rights to push companies forward on reducing the emissions associated with their operations and value chains. We have long supported work to limit the global temperature increase to below 1.5 °C and are committed to accelerating the transition to a net-zero economy.

Our strategy has three components:

- 1 Pushing for better regulation and legislation.** It is our belief that governments must create the conditions that render it economically viable for businesses to phase out damaging activities – in particular, those that contribute to climate change. For this reason, we are working with policymakers, both in the UK and overseas, towards more meaningful regulatory action. Examples include the UK and Canadian governments' Powering Past Coal Alliance and the Transition Plan Taskforce (see page 22).
- 2 Corporate engagement.** Investors can be highly influential in encouraging companies to take steps to reduce their own environmental impacts. Our climate

- 3 Avoidance.** We avoid investing in companies that are highly exposed to changing legislation and regulation aimed at tackling climate change. Accordingly, we do not invest directly in any companies that focus on extracting, producing, or refining coal, oil sands, oil or gas. We assess the remaining exposed industries against the goals of the Paris Agreement on climate change.¹⁶

This report covers our activity and outcomes in 2024 in relation to points 1 and 2. For details of our approach to point 3, refer to our report 'A Climate for Good Investment'.¹⁷



Our climate pledge

We are a founding signatory to the Net Zero Asset Managers initiative and have committed to decarbonising our listed equity portfolios in a way that is consistent with an ambition to reach net-zero emissions by 2050 or sooner.

The global economy needs to decarbonise and given that climate change is the most important sustainability issue for many of our clients, we recognise that our portfolios need to decarbonise too.

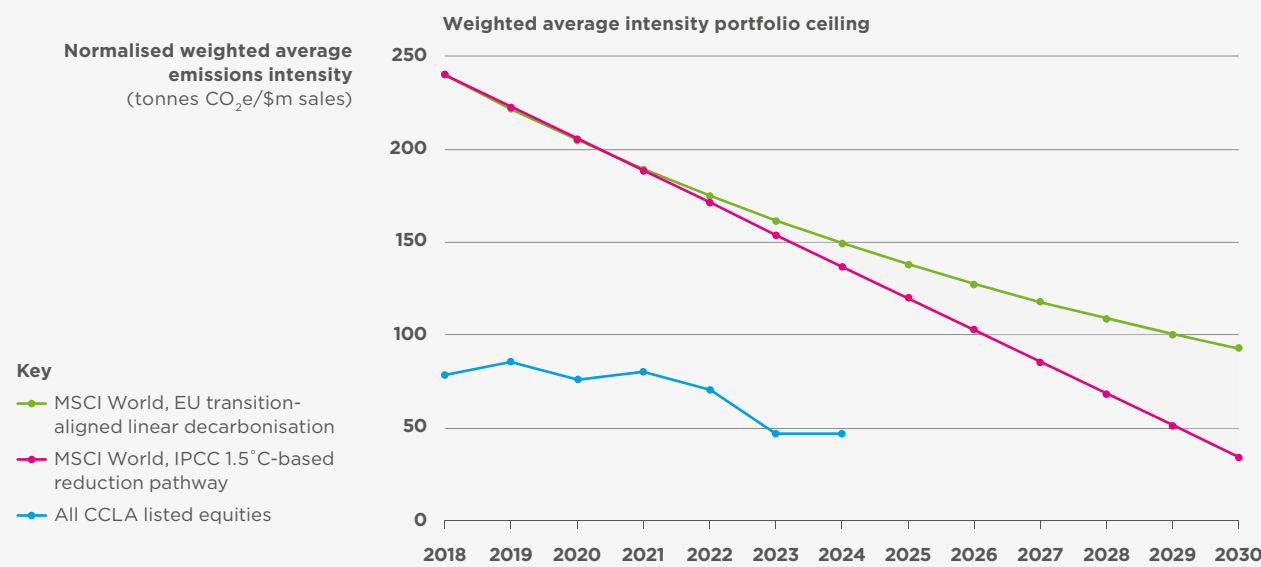
The Paris Climate Change Agreement aims to limit global temperature rises to a level that is just 1.5 degrees Celsius above pre-industrial levels. We aim to mirror this trajectory through a gradual reduction in the carbon footprint of our equity portfolio.

To execute the necessary transition, we have created a maximum carbon footprint that decreases over time in line with the necessary trajectory to align our portfolios with a 1.5 °C warming target. This allows the flexibility to buy and sell a variety of businesses over time, as long as the overall fund or portfolio carbon footprint does not breach the maximum permitted level.

We have set our decarbonisation targets through a decreasing maximum carbon footprint based on the MSCI World Index. Informed by the Intergovernmental Panel on Climate Change's special report on the impacts of global warming of 1.5 °C and the recommendations of the UN Environment Programme,¹⁸ our ceiling decreases year on year, as shown in the chart below. Our decrease is consistent with the aggregate decarbonisation rate required to limit temperature rises to 1.5 °C above pre-industrial levels and remains on track in 2024.

While our portfolio of listed equity holdings performs well on climate metrics, we are aware that measures of portfolio decarbonisation can be inaccurate and should not distract from the need to decrease real-world emissions. Accordingly, we aim to meet our decarbonisation targets through work to accelerate the transition to a low carbon economy.

NET-ZERO TARGET-SETTING

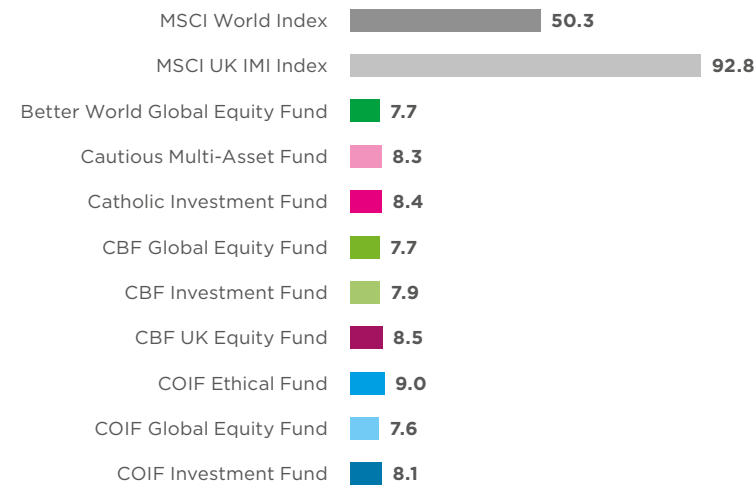


Source: IPCC, MSCI and CCLA as at 31 December 2024.

CARBON MEASUREMENTS

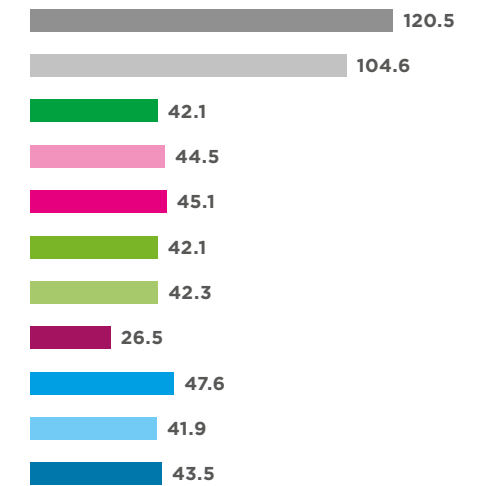
What is my portfolio's normalised carbon footprint per million dollars invested?

Carbon emissions (tonnes CO₂e/\$m invested)



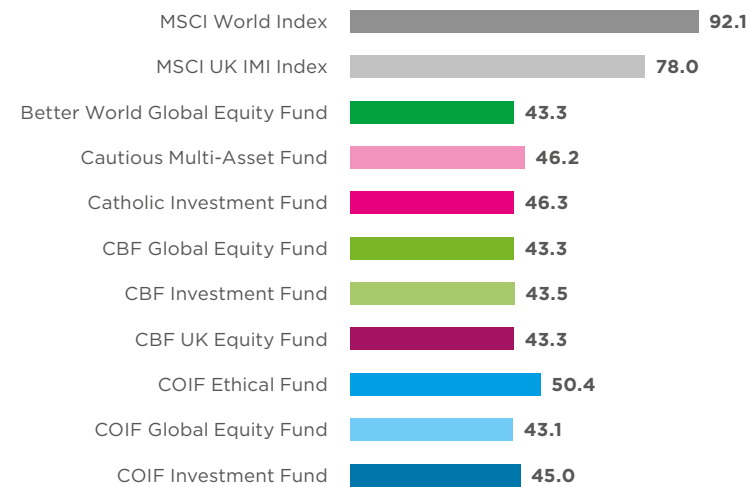
How efficient is my portfolio in terms of carbon emissions per unit of output?

Carbon intensity (tonnes CO₂e/\$m sales)



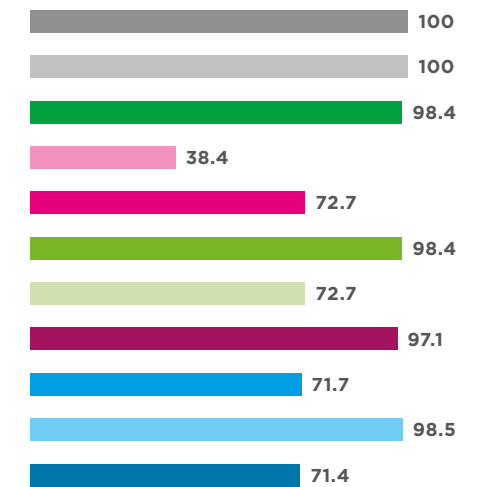
What is my portfolio's exposure to carbon-intensive companies?

Weighted average carbon intensity (tonnes CO₂e/\$m)



How much of my portfolio is comprised of listed equities?

Coverage (% of fund comprised of listed equities)



Source: MSCI ESG Manager, as at 31 December 2024. Fund metrics relate to equity holdings only and include scope 1 and 2 emissions.



Climate-related public policy update

In 2024 we continued our efforts to influence climate-related public policy, both in the UK and overseas.

Transition Plan Taskforce

Progressive regulation and legislation will play a vital role in accelerating the transition to net zero. CCLA was represented on the Delivery Group of the UK government's 2022-24 Transition Plan Taskforce (TPT), which was established by HM Treasury to develop the 'gold standard' for transition plans and to strengthen disclosure requirements across the UK economy. The TPT has set sector-specific guidance for mandatory disclosure on corporate transition planning, with CCLA's Helen Wildsmith being part of the electricity sector working group. Mandatory transition planning in the UK was referenced in the Labour Party manifesto for the 2024 election, and responsibility for TPT's work has been assumed by the International Sustainability Standards Board.

Powering Past Coal Alliance

Since we invest globally, we also participate in other markets where we can influence systemic change. Since 2017 we have taken an active role in the Powering Past Coal Alliance (PPCA), co-chaired by the governments of Canada and the UK. This coalition of national and subnational governments, businesses and organisations works to advance the transition from unabated coal power generation to clean energy. The PPCA's new Finance Principles were launched at the 29th United Nations Climate Change Conference (COP29), in 2024.

Glasgow Financial Alliance for Net Zero

In March 2024, we joined the Glasgow Financial Alliance for Net Zero (GFANZ) workstream on public policy. GFANZ aims to champion the importance of national-level transition planning, focusing on how private finance can support these plans by ensuring they are both investable and attractive to private capital. The group has also been working to push for better outcomes and greater consistency in regulatory transition plan standards.

Institutional Investors Group on Climate Change

CCLA is part of the Institutional Investors Group on Climate Change (IIGCC) UK Policy Working Group, which was set up in early 2024. IIGCC published its 'Call to action' to the UK government in May 2024.¹⁹ It urged leaders to adopt a whole-of-government approach, laying out 10 critical policy measures, and called for a comprehensive green industrial strategy to support the decarbonisation of the economy.

Global Investor Statement to Governments on the Climate Crisis

We signed the 2024 Global Investor Statement to Governments on the Climate Crisis, which is considered the most comprehensive investor call for climate action to date. The statement has a greater emphasis on nature and calls for mandating climate-related disclosures. It also strongly advocates for a whole-of-government approach to achieving ambitious climate targets through implementing economy-wide policies and sector-specific strategies, particularly for high-emitting industries.²⁰

We will continue our direct and indirect policy activity and take further action to support businesses and governments in efforts to shift to a net-zero-emissions economy.



A history of climate action



2007

CCLA is an early signatory to the UN Principles for Responsible Investment



2012

The shareholder advocacy campaign Aiming for A is launched (it will go on to be an inspiration for Climate Action 100+)



2015

Aiming for A files successful climate-related shareholder resolutions at BP and Shell



2017

Aiming for A is superseded by Climate Action 100+ and CCLA is a founding member

CCLA joins the Powering Past Coal Alliance



2020

With the UK government and others, CCLA becomes a seed investor in the Clean Growth Fund

CCLA sells its remaining direct holdings in oil and gas extraction companies



CCLA's Helen Wildsmith wins the prestigious Joan Bavaria Award for her pioneering work on responsible investment and climate action

CCLA joins the Financing a Just Transition Alliance

2022

Helen Wildsmith joins the Delivery Group of the UK government's Transition Plan Taskforce as an investment sector expert on mining and electrical utilities



2023

A climate-related shareholder resolution co-filed by CCLA at Bank of America receives strong shareholder support (28.5%)

CCLA is now Climate Action 100+ co-lead for engagement with Home Depot, Honeywell International*, Nestlé and Unilever

The Transition Plan Taskforce issues its final disclosure framework

Focused engagement commences targeting the 30 highest greenhouse gas-emitting companies held in CCLA portfolios (meetings are held with 16 of them in 2023)

2010

CCLA starts its climate action pathway with a carbon disclosure watch list

2013

The COIF Charities Ethical Investment Fund restricts investment in thermal coal

CCLA becomes a cornerstone investor in the Bluefield Solar Income Fund



2016

Aiming for A files successful climate-related shareholder resolutions at Anglo American, Glencore and Rio Tinto



2019

The COIF Charities Ethical Investment Fund restricts direct investment in oil and gas extraction companies*

Following engagement, Duke Energy commits to net-zero emissions by 2050



CCLA works with UK and Canadian governments to launch the Powering Past Coal Alliance's Finance Principles

2021

CCLA pledges to achieve net zero by 2050

CCLA becomes lead investor for Unilever on behalf of Climate Action 100+

Following dialogue, Unilever is the first FTSE 100 company to introduce a 'say on climate' vote



CCLA becomes a founding signatory to the Institutional Investors Group on Climate Change's Net Zero Asset Managers initiative



NextEra Energy responds to engagement by increasing its climate disclosures

2024

CCLA joins the Glasgow Financial Alliance for Net Zero workstream on public policy

CCLA and the Local Authority Pension Fund Forum (LAPFF) partner to send 'say on climate' letters to 76 FTSE 100 companies, with 39 supporting investor signatories representing £1.6 trillion in assets under management

Following engagement, Empiric Student Properties puts its environmental, social and governance (ESG) targets to a shareholder vote

A NextEra Energy shareholder proposal co-filed by CCLA achieves 33% of the shareholder vote

*Defined as companies that derive more than 10% of their revenues from the extraction, production or refining of oil and gas.

*Not held in CCLA portfolio(s) as at 31 December 2024.

Climate stewardship

We do not invest directly in any companies that focus on extracting, producing, or refining coal, oil sands, oil or gas, nor any company in a high-carbon sector that we believe does not align with the Paris Agreement.²¹ In our view, these businesses are highly exposed to changing legislation and regulation aimed at tackling climate change.

Nonetheless, we continue to invest in companies across a range of sectors that can influence climate change. These include electrical utilities companies, consumer goods businesses, health care companies and information technology companies.

At its core, our engagement strategy aims to drive and accelerate corporate emissions reductions. It is conducted both directly and as part of climate-related collaborative investor initiatives, such as Climate Action 100+ (CA100+) and the Institutional Investors Group on Climate Change's (IIGCC) Net Zero Engagement initiative.

Our engagement activity is consistent across all our equity funds and multi-asset funds that hold listed equities; it does not vary from fund to fund. It is monitored by our Investment Committee. Poor corporate responses can, in extreme cases (i.e. where a company has breached, or may in the future breach, international standards set out in the UN Global Compact and UN Guiding Principles on Business and Human Rights), lead to divestment.

Top 30 emitters in our portfolios

We focus our active ownership work on the 30 largest greenhouse gas (GHG) emitting listed equity holdings in our portfolios, identified using scope 1 and 2 and estimated scope 3 emissions. While scopes 1 and 2 are used for portfolio metrics due to their reliability, we also consider estimated scope 3 emissions where material. Scope 3 usually represents the largest share of a company's climate impact, and despite data challenges, we include it in our engagement priorities to address the most significant emissions across the full value chain.

Our aim is to persuade companies to set credible decarbonisation plans, monitor performance against these plans and follow through on successful implementation. The top 30 emitters in our portfolios are set out on the next page with corresponding CDP scores, which give an overview of companies' overall climate change disclosure standards.²²



“There’s someone here to see you regarding the climate reparations bill.”

TOP 30 GHG EMITTERS IN OUR PORTFOLIOS

List criteria Best practice transparency and performance A	Leadership Implementing current best practices A-	Management Taking coordinated action on environmental issues B	Awareness Knowledge of impacts on/of environment C	Disclosure Starting to disclose environmental impacts D	Not scored (i.e. disclosed but missed deadline) E	No disclosure F
Alphabet	ASML Holding 👤👤	Abbott Laboratories	Costco Wholesale*		Microsoft	
LVMH ●	Coca-Cola Co	Amazon ■	Deere & Co 👤👤		NextEra Energy 👤👤**	
Trane Technologies 👤👤**	Eaton*	Ferguson* 👤👤	Medtronic 👤👤			
	Home Depot 👤👤*	Honeywell International* *				
	Johnson & Johnson 👤👤	Rio Tinto 👤👤**				
	Lloyds Banking Group*	Taiwan Semiconductor Manufacturing Co ●				
	Nestlé 👤👤*	UnitedHealth Group				
	Nike*					
	PepsiCo* ■					
	Pfizer*					
	Procter & Gamble 👤👤**					
	Siemens 👤👤●					
	Thermo Fisher Scientific					
	Unilever 👤👤*					
	Union Pacific					

Key
 * CA100+ co-lead
 ** CA100+ contributor
 ● IIGCC's Net Zero Engagement Initiative
 ■ Other collaboration
 👤👤 Meeting(s) held in 2024

*Not held in CCLA portfolio(s) as at 31 December 2024. Source: MSCI and CDP. CDP company scores 2023 (latest available as at December 2024). Top 30 portfolio emitters for scopes 1 and 2 and estimated scope 3 emissions as at 31 March 2024. IIGCC NZEI: Institutional Investors Group on Climate Change's Net Zero Engagement Initiative.



“Is my homeowners policy covered for Global Warming?”



Engagement in 2024

We had dedicated climate-related engagement meetings with 13 of our top 30 greenhouse gas-emitting companies in 2024. Beyond our engagements with the top 30 companies, we use a variety of other approaches to ensure that systemic climate risk is addressed:

1 In September, in collaboration with the Local Authority Pension Fund Forum (LAPFF), we wrote to 76 FTSE 100 companies that had not held a vote on their climate transition plans in the past three years. Such votes allow shareholders to express their views on a company's transition plan through a dedicated resolution, rather than having to vote against the re-election of a board member or another item on the agenda. CCLA and LAPFF were joined by 39 other investors with £1.6 trillion assets under management.

This initiative has seen a marked increase in response rates, indicating growing engagement. Prior to the 2023 annual general meeting (AGM) season, the response rate was 19%; it has since risen to 64%. In 2024, one company committed to holding a vote on its transition plan at its 2025 AGM, while another plans to do so in 2026. The majority of companies in 2024 indicated that they would keep a transition plan vote under review, showing an increasing focus on ensuring accountability to shareholders.

2 As part of the continuing IIGCC Net Zero Engagement Initiative, in October we co-signed letters to 160 companies requesting information about their climate transition plan development. We sought clarification as to whether these plans would be put to shareholders for approval, aligning with expectations for transparency and accountability in managing climate-related financial risks and transition planning.

3 In 2024 our support for CDP's annual Non-Disclosure Campaign focused on companies failing to provide information to shareholders on risks posed by climate change, forestry and water security (the last of these including plastics). The campaign aims to drive up the rate of corporate environmental disclosures. In 2024 this involved contacting 1,590 listed companies that had so far failed to respond to CDP. By the end of 2024, CDP reported that 317 companies had disclosed this information following engagement. These included CCLA portfolio companies O'Reilly Automotive and Sonic Healthcare on climate change and Home Depot on forestry.

4 A core aspect of our engagement with companies is monitoring whether their carbon reduction targets are science based. In 2023, we participated in a CDP initiative that involved writing to more than 2,100 high-impact companies. The letters asked the companies to commit to and set 1.5°C-aligned science-based targets by signing up to the Science Based Targets initiative (SBTi). In all, 71 companies did so as a result, including two of our portfolio companies: in 2024, Danaher committed to the SBTi targets and RELX had its targets validated.

SCOPE 1, 2 AND 3 EMISSIONS

The scope 1, 2 and 3 system is a way of categorising the different kinds of carbon emissions a company creates in its operations and in its wider value chain.

Scope 1

This is made up of the greenhouse gas emissions that a company makes directly – for example, while running boilers and vehicles.

Scope 2

This consists of emissions for which a company is indirectly responsible – for example, emissions resulting from the production of the energy and electricity that it buys to heat and cool its buildings.

Scope 3

This covers all other indirect emissions associated with a company both up and down its value chain. Scope 3 includes emissions created by a company's suppliers and extends right down to the emissions created by its products when customers or consumers purchase and use them. Scope 3 emissions tend to account for the majority of a company's carbon footprint but are also the most difficult to measure and address.

Progress on climate

The outcomes of our engagement on climate in 2024 are set out below. The icons represent the status of our engagement for each company.

Key

- No response
- Discussions ongoing
- Positive change
- Met engagement target

Abbott Laboratories Health care

Engagement with Abbott has been ongoing through correspondence since the company has not held any shareholder-focused environmental, social and governance (ESG) events. Abbott has set emissions reduction targets validated by the Science Based Targets initiative and has shared updates on its progress towards achieving these goals.

Alphabet Information technology

Communications with Alphabet have been brief, and not particularly informative beyond signposting of materials on the company website. We investigated co-filing a shareholder resolution asking how the company's climate commitments align with its lobbying activities, including actions taken directly and through trade associations. We were unable to progress co-filing as we hold non-voting shares.


Amazon Consumer staples

Communications continued with Amazon about the transparency and completeness of its scope 3 emissions reporting. Specifically, we questioned the exclusion of significant emissions, especially from its third-party product sales and supply chain activities. While Amazon maintained that it only reports emissions directly relevant to its business, we urged it to provide more detailed and accurate reporting, following the Greenhouse Gas Protocol Corporate Standard.²³ We also supported a related shareholder resolution at the annual meeting asking for improvement on scope 3 emissions disclosures.



 **Coca-Cola Co**
Consumer staples

We corresponded with Coca-Cola in 2024, highlighting the need to accelerate its decarbonisation and encouraging the company to develop a comprehensive, publicly available transition plan. Although we outlined specific recommendations, including mechanisms for shareholder accountability, the company did not respond.

 **Costco Wholesale***
Consumer staples


Engagement aimed to clarify several aspects of the company's climate transition plan, including how specific actions would lead to emissions reductions, potential long-term targets beyond 2030, and how aligning with a 1.5 °C pathway could impact stakeholders. We also sought information on the company's stance on climate policies and how it engages with industry associations on these matters. Costco acknowledged the importance of these areas but did not provide firm commitments.

 **Deere & Co**
Industrials

A meeting in the summer provided an opportunity to press for more transparency on Deere & Co's decarbonisation progress. The company has committed to aligning its strategy with a 1.5 °C pathway, with discussions highlighting the importance of reducing scope 3 emissions through precision technology and balancing investments in biofuels with electrification. Responding to a request for evidence of how the company planned to align future capital spending with decarbonisation goals, representatives emphasised the integration of sustainability with financial performance.

 **Eaton***
Industrials


We wrote to Eaton to inquire about the main steps it is taking to meet its emissions reduction targets and the potential to accelerate decarbonisation progress up to 2030 but have not yet received a response.

 **Empiric Student Property**
Infrastructure

Following engagement, Empiric presented its short-term ESG targets for shareholder approval at the company's May 2024 AGM (see panel on the next page for details).

 **Ferguson***
Industrials

We engaged with Ferguson to explore its decarbonisation plans, focusing on setting science-based targets and improving how it measures and reports scope 3 emissions. Ferguson shared its approach to balancing environmental goals with long-term business success, highlighting actions such as virtual power purchase agreements, electric vehicle technology and improving supply chain visibility. While the company is on track to meet its emissions intensity targets, absolute emissions have increased, and the company recognises the need for more comprehensive scope 3 reporting. We encouraged greater transparency in its climate lobbying as it refines its transition plan.

 **Home Depot**
Consumer staples

At a December meeting, we commended Home Depot for having its targets validated by the Science Based Targets initiative and for improving the breakdown of its scope 3 emissions. Disclosure has improved such that reporting is published annually. We will continue to push forward on our other asks: disclosure of all scope 3 categories, a clearer decarbonisation roadmap, a public statement on alignment with the Paris Agreement and consistency with positions taken by the company's trade associations.


CLIMATE ENGAGEMENT WITH EMPIRIC STUDENT PROPERTIES

In 2023, we engaged extensively with Empiric Student Properties, meeting the company's CEO and chief finance and sustainability officer, and continuing discussions with the latter throughout the year. These meetings centred on measures to improve the energy efficiency of Empiric's buildings, the development and disclosure of a climate transition plan, and the possibility (which we encouraged) of the company seeking shareholder approval for the plan through a formal resolution at its AGM.

We maintained a constructive dialogue with the company, providing examples of peer companies that had already taken similar steps relating to seeking feedback by means of a resolution. Empiric was responsive, planning to accelerate the roll-out of energy efficiency measures and seek validation of its decarbonisation targets from the Science Based Targets initiative by 2025 and to include the plan in board discussions around its AGM agenda.

At its May 2024 AGM, instead of focusing on past ESG achievements, Empiric presented its short-term ESG targets for shareholder approval. These targets, covering 2024 and 2025, emphasised near-term decarbonisation goals alongside other governance priorities. Approximately three-quarters of shareholders supported the resolution. The directors also committed to revisit these targets every two years, giving shareholders a regular opportunity to review and approve updates and ensuring transparency and accountability.

Following the AGM, we were encouraged by Empiric's commitment to engage with larger shareholders who voted against the resolution; this showed its willingness to listen and address concerns. The company expressed appreciation for our constructive input, highlighting the role of collaboration in aligning its strategic priorities with shareholder expectations.




 **Honeywell International***
Industrials

Honeywell has not responded to repeated requests for discussions about its decarbonisation transition strategy, making engagement challenging. As a new addition to the Climate Action 100+ focus list, it received its first benchmark assessment in October, setting a clear baseline for future dialogue. We sold our shares in Honeywell in 2024 for investment reasons.

 **Johnson & Johnson**
Health care

A meeting with Johnson & Johnson representatives gave the opportunity for a deep dive into decarbonisation initiatives – for example, relating to upstream transportation and distribution, one of the company's larger scope 3 emissions categories. As with other areas of indirect emissions, working with suppliers is crucial, and the biggest impact will come from supplier-led reductions. We suggested that the company could provide more transparency and details in its roadmap for emissions reductions and also be clearer on how its stance on climate issues aligns with that of its industry trade associations.

*Not held in CCLA portfolio(s) as at 31 December 2024.

Key  No response  Discussions ongoing  Positive change  Met engagement target



LVMH Moët Hennessy Louis Vuitton
Consumer discretionary

During 2024, we engaged with LVMH on its climate transition plans, including decarbonisation targets, emissions reporting and governance, highlighting progress under its climate programme while noting its targets are pending validation by the Science Based Targets initiative.

Medtronic
Health care

We met with Medtronic to discuss its progress on decarbonisation. The company has increased its renewable energy use and expects its Science Based Targets certification by mid-2025, supported by its first virtual power purchase agreement. While Medtronic has made progress in governance and operational sustainability, including by appointing a chief sustainability officer, there is potential for setting clear scope 3 emissions targets and aligning executive pay with climate goals. We also sought clarity on how the company engages with shareholders on its transition plan, encouraging greater transparency and alignment with investor expectations.

Microsoft
Information technology

Having had a brief exchange of correspondence with Microsoft in 2023, in 2024 we followed up with more detailed questions on the company's emissions reduction initiatives, including its withdrawal from its Science Based Targets initiative commitment and its positioning with trade associations' climate advocacy. We have not yet received a reply to our latest communication.

Nestlé
Consumer staples

Nestlé demonstrated progress against engagement requests including reporting emissions reductions from 2018 and providing detailed insights into the relative contributions of decarbonisation levers to its greenhouse gas emissions reductions. The company also addressed climate in remuneration by adding emissions reductions as part of its performance share plan. A second meeting focused on further areas where improvements had been requested, including more transparency on its scope 3 emissions breakdown, on offsets, and on the scope, scalability and timelines of agroforestry investments. We also highlighted areas for improvement in the company's lobbying review. Nestlé made various commitments to improve disclosure and will provide a review on lobbying disclosure in May 2025.

NextEra Energy
Electrical utilities

NextEra Energy is one of the world's largest generators of renewable energy. Despite its leadership in decarbonising the US electricity sector, the company has lagged behind its peers in climate-related disclosure. CCLA has been engaging with the company since 2021. More recent engagement has focused on improving lobbying disclosure, including trade association alignment with the company's 2045 decarbonisation goal. Our 2024 shareholder lobbying resolution achieved 33% of the investor vote. A further resolution has been filed for the 2025 AGM season (see the voting section on page 72 for details).

Nike*
Consumer discretionary

After corresponding with Nike in 2023 regarding its emissions reduction approach, we requested a meeting in 2024. The company replied with an offer to address questions. However, since we subsequently sold the company, the engagement was not pursued further.

COP29: PROGRESS IN THE FACE OF HEADWINDS

Negotiations at the 29th United Nations Climate Change Conference (COP29) in Baku continued 35 hours beyond the deadline, highlighting the challenges in finding consensus among nearly 200 countries. While some progress was made, many consider the outcomes not to be of the scale and scope needed to address the urgency of the climate crisis.

One major result was a commitment from wealthier nations to provide \$300 billion annually for developing countries' energy transitions. Although this has been the largest financial pledge made at COPs to date, it is still only a fraction of the \$1.3 trillion a year experts estimate is needed for energy transition and adaptation.²⁴

There were some positive developments, such as the UK, Colombia and New Zealand

joining the Coalition on Phasing Out Fossil Fuel Incentives Including Subsidies (COFFIS). This group aims to end subsidies for fossil fuels, supporting the shift to renewable energy systems. The conference also emphasised the need for clearer sector-specific plans that outline how industries such as transport, energy and manufacturing will decarbonise.

A carbon credit mechanism was adopted to help make emissions cuts more affordable. The 'Baku to Belém Roadmap to 1.3T' also set a plan to scale climate finance to \$1.3 trillion annually by 2035.

As UN Secretary-General António Guterres put it, 'Climate finance is not charity. It's an investment in our shared future.'²⁵ While COP29 made some progress, the message from Baku is clear: much more action is needed, and soon.

PepsiCo*
Consumer staples

Before it was sold from our funds, PepsiCo was a top 30 emitter in our portfolio. A collaborative meeting with the company in 2023 recognised progress it had made in addressing scope 3 emissions reductions, in including climate metrics in executive compensation, and in addressing a potential misalignment between the company's climate transition plans and its lobbying activities and trade association memberships. When we met with representatives in 2023, the company had not yet published a detailed transition plan. In 2024 its climate strategy (in the form of a road-map) together with additional detail in its new ESG reporting showed improvement in transition planning disclosure.

Pfizer*
Health care

After meeting with company representatives in December 2023, a follow-up meeting was scheduled for later in 2024. The company was sold from our portfolio before the meeting took place and the engagement was not carried forward.

Procter & Gamble
Consumer staples

Discussions with Procter & Gamble (P&G) focused on its plans to reduce carbon emissions in both its supply chain and its operations. On carbon credits for offsetting, P&G explained that its main goal is to reduce emissions directly, and only use natural or technical offsetting solutions to address any remaining emissions. We suggested that P&G set a target for reducing emissions from agriculture sourcing and land use changes associated with its products.

*Not held in CCLA portfolio(s) as at 31 December 2024.

Key No response Discussions ongoing Positive change Met engagement target



CLIMATE-RELATED LOBBYING ACTIVITY AT UNILEVER

We have been engaging with Unilever on its climate transition for several years. Following constructive discussions, it became the first FTSE 100 company to seek shareholder approval for its transition plan at its AGM. Ahead of its 2024 AGM, we had several meetings to discuss expectations for the plan's development. The result was a strong 97.5% vote in favour, showing widespread shareholder support of the company's updated climate strategy.

We were particularly pleased to see that Unilever's decarbonisation roadmap now provides more detail, especially on indirect emissions. In response to our input, the company added a clear graphic in its reporting, outlining specific emissions reduction measures through to 2030 and quantifying each action's contribution to overall emissions reduction. This added clarity improves understanding of Unilever's strategy and carbon reduction plans.

Having pushed on climate-related lobbying and advocacy, we were pleased to see Unilever issue its first climate policy engagement review. This received a 100% score from InfluenceMap, a non-governmental organisation that assesses companies on their climate policy engagement. This is noteworthy, as only a handful of companies have achieved scores of more than 50%. The review analysed Unilever's policy advocacy across over 600 associations and resulted in the company calling on some trade associations to improve their climate policy reporting and align their positions with the Paris Agreement.

We had a productive subsequent meeting with representatives from Unilever, the consultancy Volans (which had helped Unilever draw up the review), InfluenceMap and our other co-lead investor in Unilever. The discussion focused on how Unilever and investors can influence systemic change, adapt to new analytical methodologies and encourage standardisation in climate policy reporting.

Rio Tinto Mining

We held two meetings with Rio Tinto to discuss plans for cutting emissions and making transparency improvements, especially in how the company decarbonises its operations and manages its supply chain. While progress has been made towards 2030 targets and in collaborations with the steel industry, we asked for more detail on scaling these initiatives and tackling supply chain emissions. We highlighted the importance of making sure the narrative in the company's annual report aligns with the financial data, so that investors can clearly see how climate goals match up with financial decisions. Lastly, we urged Rio Tinto to take a stronger, more transparent approach to advocating for better climate policies, especially given its evolving stance on Australian environmental protection and biodiversity legislation.

Roche Holding Health care

In 2024, Roche submitted near- and long-term emissions reduction targets to the Science Based Targets initiative. These targets seek to reduce greenhouse gas emissions across its operations (scopes 1 and 2) and throughout its up- and downstream value chain (scope 3) to achieve net-zero emissions across its entire value chain by 2045. In 2023 the company reduced its scope 1 and 2 emissions by 6.9% and its scope 3 emissions by 7.4%.

Siemens Industrials

We engaged with Siemens to encourage clearer plans and actions for its climate transition strategy. Siemens has raised its 2030 scope 3 reduction target from 15% to 30% and recently had its targets validated by the Science Based Targets initiative. At its AGM, we urged the company to set out a detailed timeline for its

transition plan and to consider putting it to a shareholder vote, as peers such as Schneider Electric have done. Although Siemens had previously stated that no other shareholders were asking for this, two speakers before us at the AGM made the same request. We appreciate the progress made so far and will continue to push for greater transparency and accountability on the company's decarbonisation strategy.

Taiwan Semiconductor Manufacturing Co Information technology

Collaborative correspondence has included asking the company to set a science-based emissions reduction target through the Science Based Target initiative. More recently, as part of the Net Zero Engagement Initiative investor group, we asked for more information on how the company expects to achieve its targets and how it is engaging with governments on bottlenecks in policy. The company has recently made some progress, such as an increased target for its use of renewables by 2030 and improved scope 3 disclosures, which came in 2024.

Thermo Fisher Scientific Health care

Thermo Fisher Scientific provided a brief response to correspondence requesting information on elements of its carbon transition plan. We have requested a follow-up meeting.

Trane Technologies Industrials

Having recently joined the Climate Action 100+ group, we met the company to discuss several areas central to its climate transition. This included its approach to scope 3 emissions, where investors would benefit from a clearer strategy for reductions. Currently, efficiency is a primary component of this strategy. We also explored Trane's capital allocation to next-generation climate technologies, such as heat pumps, and its position on offsetting. We recognised improved public policy disclosure and encouraged the company to be more transparent on its lobbying and trade associations activity.

Unilever Consumer staples

We have been engaging with Unilever on its climate transition for several years. In 2024, we welcomed the news that it had achieved a 100% score from InfluenceMap on its approach to climate-related lobbying and advocacy (see panel on the previous page for details).

Union Pacific Industrials

We contacted Union Pacific to initiate a dialogue regarding its climate action plan and alignment with broader climate goals towards the end of the year. The company responded positively and a meeting is scheduled for 2025.

UnitedHealth Group Health care

UnitedHealth has committed to science-based target-setting through the Science Based Targets initiative. The company was awaiting the publication of the Transition Plan Taskforce financial sector guidance in 2024 for further development of its transition plan and is open to additional engagement.

US Bank* Financial services

In a collaborative engagement with Ceres and the Interfaith Center on Corporate Responsibility (ICCR), we discussed the bank's climate strategy and disclosures. The conversation focused on transition planning, sustainable finance and public policy advocacy. US Bank provided updates on its sector-specific net-zero transition plans, highlighting its challenges and progress in data collection and policy development. The bank committed to improving its data quality and disclosures, aiming to align with global emissions reduction commitments and enhance transparency in its climate-related activities.

*Not held in CCLA portfolio(s) as at 31 December 2024.

Key No response Discussions ongoing Positive change Met engagement target



Plastics engagement

While climate action is our highest environment-related engagement priority, we recognise that other areas also require investor attention.

The intersection between plastics and the drivers of oil demand have been recognised by the International Energy Agency, which predicts that petrochemicals, which include plastics, will become the largest driver of oil demand, accounting for almost 50% of the growth in oil demand by 2050.²⁶ Given their significant environmental impact, particularly due to their persistence in ecosystems, we have continued some company engagement on this topic as well as participating in initiatives aimed at influencing policy measures.

The outcomes of our engagement on plastics in 2024 are set out below.

Procter & Gamble Consumer staples

Engagement with Procter & Gamble (P&G) continued in 2024 on its progress towards reducing the use of plastic packaging and adopting sustainable alternatives. In Europe the company is trialling biodegradable and paper-based packaging, which has been well received by consumers and trade partners. P&G reported a 13% reduction in virgin plastic use in 2023 and remains committed to 100% recyclable or reusable packaging by 2030. It also highlighted the potential for product sustainability to drive premium pricing, attract new customers and deliver operational efficiencies.

Unilever Consumer staples

Continuing collaborative engagement from 2023, we followed up with Unilever to discuss its progress in reducing its use of plastics. We had been pushing for a reduction of single-use plastics and disclosure of non-plastic packaging use. The company has updated its plastics and packaging targets, aiming to reduce virgin plastic use and improve recyclability, with new timelines for rigid plastics (2030) and flexible plastics (2035). Unilever is focusing on solutions such as paper-based packaging and concentrated products, scaling successful projects to suit different markets. Collaboration with other businesses and pushing for better recycling regulations are priorities.

PLASTICS POLICY ENGAGEMENT

In June 2024, we signed an investor statement calling on petrochemical companies producing plastics to transition to safe and environmentally sound practices by reducing their fossil fuel dependency and eliminating their use of hazardous chemicals.²⁷

In April, we co-signed a letter organised by the PRI and other partners, urging negotiating governments to commit to a robust, internationally binding agreement to combat plastic pollution. The recipient governments are members of the Intergovernmental Negotiating Committee (INC) which has been tasked by the UN to draft a legally binding agreement by the end of 2024. In November, nearly 200 countries participated in a week-long United Nations-backed summit in Busan, South Korea, which, unfortunately, concluded in early December without securing a legally binding agreement on how to address plastic pollution in the future.

Biodiversity engagement

In 2023, we joined the new Nature Action 100 engagement initiative, a global investor engagement initiative inspired by the work of Climate Action 100+. We co-signed letters to 100 companies deemed to be systemically important in reversing nature and biodiversity loss by 2030. In 2024, we commenced engagement with three of our portfolio holdings: AstraZeneca, McDonald's and Zoetis.

The outcomes of our engagement on biodiversity in 2024 are set out below.

AstraZeneca Health care

At a meeting with AstraZeneca in 2024, we focused on governance, risk management and targets on biodiversity. AstraZeneca's board oversees the company's efforts around biodiversity and natural capital, and the company is developing a framework to assess biodiversity risks across its value chain by 2024, aiming for sustainable sourcing of all critical materials by 2028. It plans to set future goals aligned with guidance from the Taskforce on Nature-related Financial Disclosures.²⁸ Since the meeting, Nature Action 100 has issued its benchmark scoring for all 100 companies, and we have sought a follow-up meeting to discuss these results.

McDonald's Consumer discretionary

McDonald's responded to initial correspondence from Nature Action 100, explaining how it integrates sustainable practices, biodiversity protection and regenerative agriculture into its operations, and noting that it is aiming for deforestation-free supply chains by 2030. Since then, we have made several attempts to arrange a meeting, but the company has been unresponsive. We have co-filed a shareholder proposal on this topic asking for the company to prepare a public report assessing the extent to which its supply chains and operations impact biodiversity and are vulnerable to biodiversity loss (see the voting section on page 72 for details).

Zoetis Health care

In October 2024, we met Zoetis to discuss aligning the company's sustainability strategy with biodiversity goals. We discussed its biodiversity priorities, related materiality assessments, antibiotics use and the sustainability of its packaging. Zoetis committed to incorporating biodiversity more fully into its future materiality assessments, highlighted a shift from antibiotics to preventative health care solutions, and shared insights on fostering collaboration with stakeholders to enhance environmental practices, including plastic reduction pilots and broader engagement initiatives.

THE PRINCIPLES FOR RESPONSIBLE INVESTMENT'S SPRING INITIATIVE FOR NATURE

We are represented on the Advisory Committee of the Principles for Responsible Investment's Spring initiative for nature. The initiative focuses on forest loss and land degradation, policy alignment aimed at decoupling economic activity from deforestation, and broader responsible political engagement. We are co-lead investor for engagement with L'Oréal, with initial outreach achieved with the company in 2024.

Key



No response



Discussions ongoing



Positive change



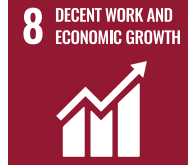
Met engagement target

Better work



TARGET:
SUSTAINABLE DEVELOPMENT GOAL 8

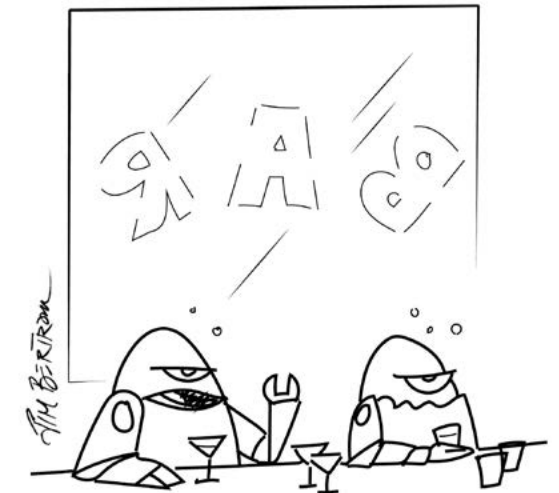
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



Despite significant progress over centuries, far too many businesses still have a very poor record in the area of labour rights.

Labour rights encompass a wide range of fundamental human rights, including the rights to decent work, freedom of association, equal opportunity, and protection against discrimination, exploitation and abuse in the workplace.

During the reporting period, we launched the second iteration of the CCLA Modern Slavery UK Benchmark and pressed ahead with concerted efforts to strengthen the legislative environment on modern slavery. We continued engaging with companies on the Living Wage for employees and the supply chain, and worked hard to address human and labour rights controversies affecting our investee businesses. All these themes are covered in the following pages.



“Before automation how did humans endure work?”

MODERN SLAVERY

Modern slavery is an umbrella term encompassing slavery, servitude, human trafficking, and forced or compulsory labour.²⁹ Victims are controlled by punishment, debt bondage, threats, violence, deception or coercion.³⁰ While the true extent of this crime is hidden, it is estimated that 50 million people worldwide are in a state of modern slavery.³¹ It infiltrates the supply chains of many everyday products and commodities, including food, electronics and clothing. It is also rife in construction and hospitality.

While some companies are more exposed to the risk of modern slavery than others, we believe that all businesses are linked to modern slavery in some way – either directly, or indirectly via their supply chains.

We have spent years bringing investors together to help improve the efficacy of corporate action to find and fight modern slavery in supply chains. In 2024, this work accelerated.



Modern slavery public policy update

Review of the Modern Slavery Act 2015

As investors, we have long argued that the UK's Modern Slavery Act 2015 needs to be strengthened so that the requirements placed on companies to publish modern slavery statements are clearer and more exacting. We have also argued that there need to be sanctions for non-compliance and that the law should apply to public bodies as well as companies.

During 2024 we gave both written and oral evidence to the House of Lords review of the Modern Slavery Act. We collaborated with Rathbones to make a joint written submission to the inquiry,³² and in April CCLA's Dame Sara Thornton and Dr Martin Buttle gave evidence to the committee. They argued for the Modern Slavery Act to be amended but also advocated for the need for the UK to go further and adopt mandatory human rights due diligence.



There had been a lengthy debate in the European Union on this issue over the past few years and, after several setbacks, the European Parliament formally adopted the Corporate Sustainability Due Diligence Directive in May 2024.³³ The directive introduces legal obligations on large companies trading in Europe in respect of the adverse impacts of their activities on human rights and environmental protection. We believe that a similar approach in the UK would provide consistency of standards for businesses and would reduce the risk of goods made with forced labour being deposited in the UK.

Other work on modern slavery policy

Over the course of the year, we engaged with Baroness Young of Hornsey as she sought support for her private members' Bill, the **Commercial Organisations and Public Authorities Duty (Human Rights and Environment) Bill**. The Bill had its second reading, but the July general election meant that it could progress no further.



We continued to focus on **exploitation in UK agriculture** and in March met with Mark Spencer MP, then Minister of State for Food, Farming and Fisheries. We were accompanied by a group of 14 institutional investors. This was the group that had supported us in 2023 in writing to Thérèse Coffey, then Secretary of State for Environment, Food and Rural Affairs, urging the government to implement the recommendations of an independent review into labour shortages in the UK's food supply chain.³⁴

During the meeting we urged the government to support work being done by the Seasonal Worker Scheme Taskforce (SWST) on **recruitment-related costs borne by agricultural workers**. In particular, the Seasonal Worker visa scheme is not compliant with international best practice on the Employer Pays Principle. We welcomed a joint feasibility study between the Department for Environment, Food and Rural Affairs and the SWST and are pleased to be the investor voice on the Project Advisory Group.

During 2024, we contributed to the Migration Advisory Committee's report on the **Seasonal Worker visa**, which was published in June.³⁵ The report recommends that there needs to be greater security about the future of the scheme, fairer work and pay for workers, and better communication and enforcement of worker rights. Significantly, the report also recommended consideration of the Employer Pays Principle. Professor Brian Bell, chair of the committee, attended a meeting of CCLA's Find it, Fix it, Prevent it initiative to share his findings with investors. We then wrote on behalf of six investors with over £1 trillion in assets under management and advisement to Daniel Zeichner MP, Minister of State for Food Security and Rural Affairs, in support of the Migration Advisory Committee's report.

Construction is another high-risk area for modern slavery and we have continued to work with investors and the construction sector to urge robust action. In April we convened a roundtable bringing together investors, law enforcement, civil society, government officials and 23 construction industry representatives. The debate was positive. Since then, several companies have overhauled

their approach, and representatives of the sector are working together to develop information and intelligence-sharing. We published a joint statement in August that was signed by 17 organisations, including seven major construction companies.³⁶ We continue to work with this sector and have participated in several events since our seminal roundtable.

Over the past year we have contributed to the Home Office's Modern Slavery Engagement Forum on Prevention and Enforcement. In particular, we are members of the Forced Labour Forum, which is advising the Home Office as it revises the statutory guidance on **transparency in supply chains**. This guidance for businesses on Section 54 of the Modern Slavery Act is important and our work on the Modern Slavery UK Benchmark has demonstrated the need for it to be updated and revised. The Forced Labour Forum is a good opportunity to provide an investor perspective.

The **2024 CCLA Modern Slavery UK Benchmark**, published in November, also gave us a strong platform for engagement with policy professionals. In December, we presented our findings at both the Westminster Legal Policy Forum and the Cross Whitehall Group on Forced Labour in Supply Chains.



Lastly, we were delighted to present an investor perspective to the Commonwealth Parliamentary Association. This group of legislators, from across the Commonwealth, is considering the need for **law and regulation on modern slavery**. Led by CCLA's CEO, Peter Hugh Smith, we set out CCLA's approach to modern slavery within the wider context of 'good investment', the Financial Conduct Authority's Sustainability Disclosure Requirements regime and broader public policy.

CCLA Modern Slavery UK Benchmark

There are clear steps that companies can take to reduce modern slavery around the world. Large listed companies can be particularly influential in setting international norms and in efforts to find, fix and prevent modern slavery.

The CCLA Modern Slavery UK Benchmark, launched in 2023, aims to:

- develop a framework on the degree to which companies are active in the fight against modern slavery
- create an objective assessment of corporate modern slavery performance aligned with statutory requirements, government guidance, and international voluntary standards on business and human rights
- support investor engagement with companies on their approach to modern slavery
- provide a vehicle for learning and sharing good practice
- create a mechanism to leverage business competition to drive improvement in practice.

The CCLA Modern Slavery UK Benchmark assesses the largest UK-listed companies on the following:

- Modern Slavery Act compliance and registry
- conformance with Home Office guidance
- efforts to find, fix and prevent modern slavery in business operations and supply chains.

Companies are assigned to one of five Performance Tiers based on an assessment of their published information. The Performance Tiers are designed to correspond with the Independent Anti-Slavery Commissioner's maturity framework:³⁷

- Tier 1: Leading on human rights innovation
- Tier 2: Evolving good practice
- Tier 3: Meeting basic expectations
- Tier 4: Barely achieving compliance
- Tier 5: No modern slavery statement.

2024 MODERN SLAVERY UK BENCHMARK IN NUMBERS

110 companies assessed

IN 2024

67 companies engaged

DIRECTLY WITH CCLA¹

10 companies mentioned

THE CCLA MODERN SLAVERY UK BENCHMARK IN THEIR PUBLIC REPORTING²

35 companies improved

SUFFICIENTLY TO MOVE UP BY ONE OR MORE PERFORMANCE TIER

¹ Includes engagements between the launch of the 2023 benchmark and the end of 2024.
² Abrdn, Anglo American, Marks & Spencer Group, National Grid, NatWest Group, Persimmon, RELX, Rio Tinto, Schroders and Tesco.

MODERN SLAVERY UK BENCHMARK: 2024 IMPROVERS

The 35 companies listed below improved their score sufficiently between their 2023 and 2024 modern slavery assessments to move up by one or more Performance Tier. For the full company rankings, refer to the 2024 CCLA Modern Slavery UK Benchmark report.³⁸

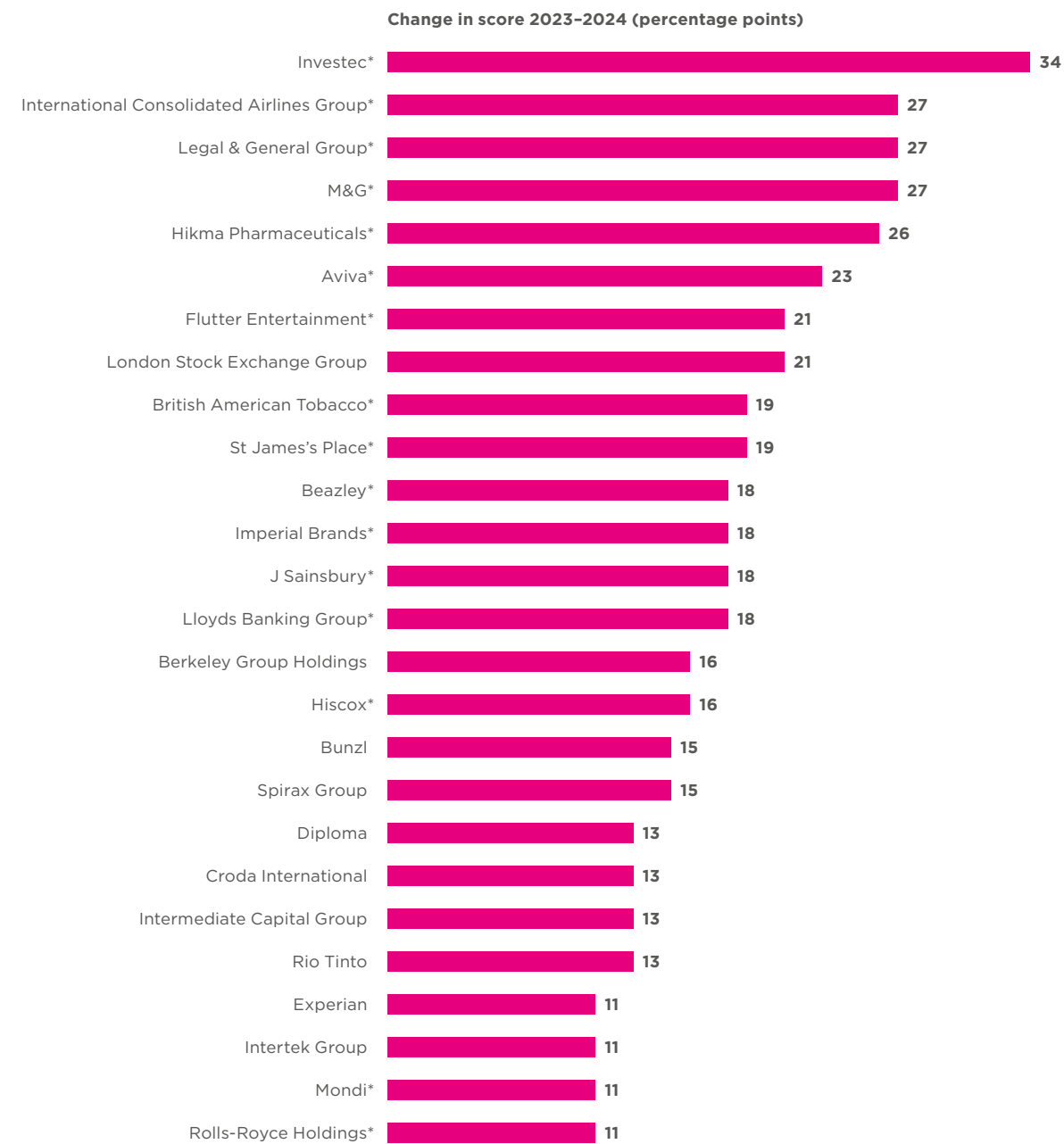
Company	Performance Tier in 2023	Performance Tier in 2024
Abrdn*	3	2
Airtel Africa*	5	4
Ashtead Group	4	3
Associated British Foods*	2	1
Aviva*	3	1
Beazley*	4	3
British American Tobacco*	2	1
BT Group*	3	2
Bunzl	3	2
Centrica*	3	2
CRH*	3	2
Croda International	4	3
Dechra Pharmaceuticals*	4	3
Entain*	3	2
Experian	3	2
Flutter Entertainment*	4	3
Hikma Pharmaceuticals*	4	3
Hiscox*	4	3
IMI*	4	3
Imperial Brands*	2	1
Intermediate Capital Group	4	3
International Consolidated Airlines Group*	4	2
Intertek Group	3	2
Investec*	4	3
J Sainsbury*	2	1
Legal & General Group*	4	2
Lloyds Banking Group*	3	2
London Stock Exchange Group	4	3
M&G*	4	2
Mondi*	3	2
Ocado Group*	3	2
Rio Tinto	2	1
Spirax Group	4	3
St James's Place*	4	3
Weir Group*	4	3

*Not held in CCLA portfolio(s) as at 31 December 2024.



TOP IMPROVERS BY PERCENTAGE SCORE 2023-2024

The following companies improved their score by 10 or more percentage points in the CCLA Modern Slavery UK Benchmark between its first iteration (in 2023) and 2024. For the full company rankings, refer to the CCLA Modern Slavery UK Benchmark report.³⁹



*Not held in CCLA portfolio(s) as at 31 December 2024.

MODERN SLAVERY UK BENCHMARK ASSESSMENT CRITERIA

The CCLA Modern Slavery UK Benchmark assessment criteria were created by mapping and combining content from the following resources:

- Modern Slavery Act 2015
- Guidance derived from the Modern Slavery Act 2015
- Business & Human Rights Resource Centre
- Ethical Trading Initiative Base Code
- International Responsible Business Conduct
- KnowTheChain
- Stronger Together
- UN Guiding Principles on Business and Human Rights
- UN Guiding Principles Reporting Framework.

CCLA'S FIND IT, FIX IT, PREVENT IT MODERN SLAVERY INITIATIVE

Find it, Fix it, Prevent it is an investor collaboration created, convened and resourced by CCLA. It was formally launched at the London Stock Exchange in 2019 and is overseen by an advisory committee that brings together investors, academics and non-governmental organisations to share knowledge, set targets and monitor progress.

At the end of 2024, the Find it, Fix it, Prevent it investor coalition numbered 70 investors with a combined £18 trillion in assets under management. For details of the collaboration, refer to the 2024 Find it, Fix it, Prevent it annual report.⁴⁰

Progress on modern slavery

The outcomes of our engagement on modern slavery in 2024 are set out below.

Key

- No response
- Discussions ongoing
- Positive change
- Met engagement target

Admiral Group Financials

Admiral is included in the Modern Slavery UK Benchmark, ranked in Tier 3 in 2023 (meeting basic expectations). We met its representatives in 2024 to discuss the company's approach to modern slavery. It remains in Tier 3 (meeting basic expectations) and discussions continue.

Ashtead Group Industrials

Ashtead Group is in the Modern Slavery UK Benchmark and improved by one Performance Tier in 2024, moving from Tier 4 to Tier 3 (meeting basic expectations). It disclosed working with the Slave Free Alliance and disclosed more in the Find it Fix it, Prevent it sections of the scorecard.

AstraZeneca Health care

AstraZeneca is in the scope of the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 2 (evolving good practice). We corresponded with the company in 2024 to discuss its approach to modern slavery. It remains in Tier 2.

Auto Trader Group Communication services

Auto Trader was ranked in Tier 4 (barely achieving compliance) in the 2023 Modern Slavery UK Benchmark. We met the company during 2024 to discuss its approach to modern slavery. It remains in Tier 4 in 2024 and discussions continue.



Berkeley Group Holdings
Consumer discretionary

Berkeley Group was rated Tier 3 (meeting basic expectations) in the 2023 Modern Slavery UK Benchmark. It was also part of our Find it, Fix it, Prevent it modern slavery engagement focused on construction firms. We invited the company to attend a construction sector investor roundtable that we hosted in April 2024. The company remains in Tier 3 in 2024.

Bunzl
Industrials

Bunzl is in the scope of the Modern Slavery UK Benchmark and ranked in Tier 3 (meeting basic expectations) in 2023. We corresponded with the company during 2024, and it subsequently moved up to Tier 2 (evolving good practice) in 2024.

Compass Group
Consumer discretionary

Compass was selected as a priority company for engagement on modern slavery in 2020 under the Find it, Fix it, Prevent it initiative. It is also part of the Modern Slavery UK Benchmark, where it was ranked in Tier 2 (evolving good practice) in both 2023 and 2024. Compass Group have taken the lessons from their due diligence and remedy in the Middle East and applied the learnings to their broader supply base. They are members of the Fair Food Program in the US, for example.

Croda International
Materials

Croda is in the scope of the Modern Slavery UK Benchmark. In 2023 it was rated Tier 4 (barely achieving compliance). We met the company in March and November 2024 to discuss its approach to modern slavery. In its 2024 benchmark assessment, it moved up one Tier to Tier 3 (meeting basic expectations).

Diageo
Consumer staples

Diageo is in the scope of the Modern Slavery UK Benchmark. In 2023 the company was rated Tier 2 (evolving good practice). We met the company in September 2023 and in 2024 it retains its Tier 2 position.

Diploma
Industrials

Diploma is in the scope of the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 4 (barely achieving compliance). It remains in Tier 4 in the 2024 benchmark and has not yet engaged with us on this topic.

Experian
Industrials

Experian is in the scope of the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 3 (meeting basic expectations). We met the company in 2023 to discuss its approach. In 2024 the company has moved up one Tier in the benchmark to Tier 2 (evolving good practice). We continue to engage with the company on this topic.

Genuit Group
Industrials

Genuit was targeted for engagement under our Find it, Fix it, Prevent it construction sector engagement on modern slavery. We met the company to discuss its approach in January 2024 and representatives joined the construction sector roundtable.

Halma
Information technology

Halma is in the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 3 (meeting basic expectations). We corresponded with the company in 2024 and it retains its Tier 3 ranking.

Informa
Communication services

Informa engaged with the benchmarking process but remained at Tier 2 (evolving good practice) in 2024.

InterContinental Hotels Group
Consumer discretionary

The InterContinental Hotels Group was selected for engagement in 2020 under the Find it, Fix it, Prevent it initiative. CCLA continues to engage with the company via the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 2 (evolving good practice), where it remains in 2024.

Intermediate Capital Group
Financials

Intermediate Capital Group is in the scope of the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 4 (barely achieving compliance). We corresponded with the company during the year and by the 2024 assessment, it had improved sufficiently to move up to Tier 3 (meeting basic expectations). They improved by committing to further mapping their supply chain, signing up to a policy aligned to the UN Guiding Principles, and disclosing further information about its grievance mechanisms.

Intertek Group
Industrials

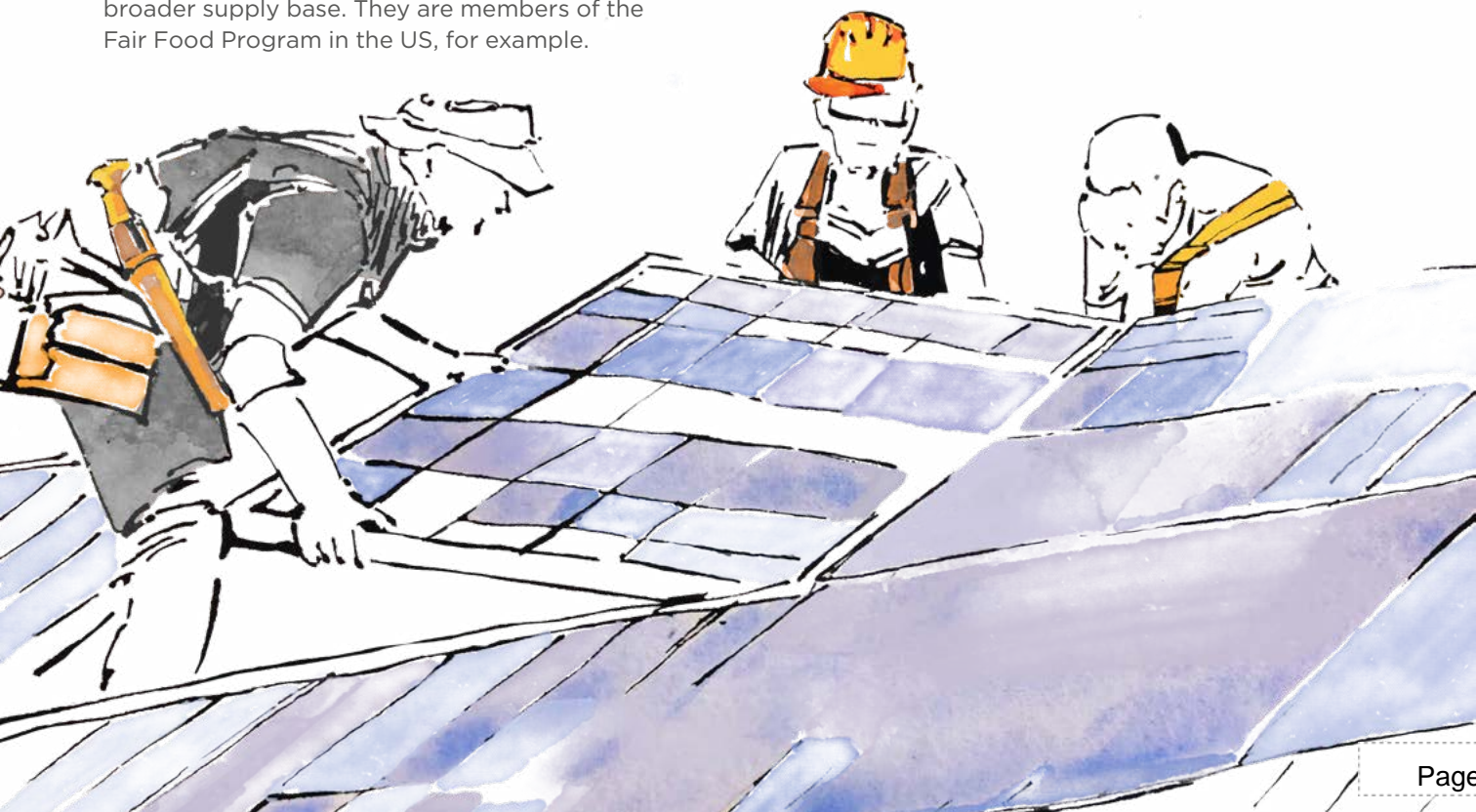
Intertek is in the scope of the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 3 (meeting basic expectations). We corresponded with the company during the year. By its 2024 assessment, it had improved sufficiently to move up to Tier 2 (evolving good practice).

Lloyds Banking Group*
Financials

Lloyds is in the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 3 (meeting basic expectations). We met the company in May and October 2024 to discuss its approach to modern slavery. It subsequently moved up to Tier 2 (evolving good practice) in 2024.

London Stock Exchange Group
Financials

The London Stock Exchange Group is in the scope of the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 4 (barely achieving compliance). We met with the company in 2024 to discuss its approach to modern slavery. By its 2024 modern slavery assessment, it had improved sufficiently to move up to Tier 3 (meeting basic expectations).



*Not held in CCLA portfolio(s) as at 31 December 2024.

Key No response Discussions ongoing Positive change Met engagement target



McDonald's
Consumer discretionary

In September 2024, BBC Panorama broadcast 'Slavery on the high street', a documentary uncovering how an organised crime group had trafficked vulnerable Czech nationals into the UK and forced them to work in McDonald's restaurants in Cambridgeshire, while controlling their movement and taking their pay. See the section on controversies on page 50 for details of our engagement.

Prudential
Financials

Prudential is in the scope of the Modern Slavery UK Benchmark. In 2023 it was ranked in Tier 3 (meeting basic expectations). We met the company in October 2024 to discuss its approach to modern slavery. It continues to rank in Tier 3 in the benchmark in 2024.

Reckitt Benckiser Group
Consumer staples

Reckitt Benckiser topped the Modern Slavery UK Benchmark in 2023 and representatives from the company spoke at our benchmark launch event. We met with Reckitt Benckiser in September 2024 and they continue to be ranked in Tier 1 (leading on human rights innovation) in 2024.

RELX
Industrials

RELX engaged with the Modern Slavery UK Benchmark but did not improve its performance in 2024, remaining in Tier 2 (evolving good practice). Discussions continue.

Rightmove
Communication services

Rightmove is in the scope of the Modern Slavery UK Benchmark and ranked in Tier 3 (meeting basic expectations) in 2023. We corresponded with the company during in 2024 to discuss its approach to modern slavery. It continues to rank in Tier 3 in the benchmark in 2024.

Rio Tinto
Materials

Rio Tinto is in the scope of the Modern Slavery UK Benchmark and ranked in Tier 2 (evolving good practice) in 2023. We corresponded with the company in 2024 and it improved sufficiently to move up to Tier 1 in 2024 (leading on human rights innovation).

Sage Group
Information technology

Sage Group is in the scope of the Modern Slavery UK Benchmark and ranked in Tier 4 in 2023 (barely achieving compliance). We met the company in March and September 2024 to discuss its approach to modern slavery. It continues to rank in Tier 4 in 2024. However, due to its reporting cycle, it had not had a chance to respond to engagement on this topic. We expect improvements in 2025.

SEGRO
Real estate

SEGRO is in the scope of the Modern Slavery UK Benchmark and ranked in Tier 3 in 2023 (meeting basic expectations). We corresponded with the company in 2024 and it remains in Tier 3 in 2024.

Spirax Group
Industrials

Spirax Group is included in the Modern Slavery UK Benchmark and ranked in Tier 4 in 2023 (barely achieving compliance). We met the company in February 2024 to discuss its approach to modern slavery. It improved sufficiently to move up to Tier 3 in 2024 (meeting basic expectations).

Unilever
Consumer staples

Unilever is in the scope of the Modern Slavery UK Benchmark. In 2023 it was ranked in the top Tier of the benchmark (leading on human rights innovation). We met the company to discuss this topic in 2024 and the company retains its Tier 1 position.

Progress on the Living Wage

In early 2023, we commenced engagement with several UK-listed companies with the aim of persuading them to become Living Wage accredited. We chose companies in sectors where there is a high proportion of low-paid workers, namely hospitality and retail, as well as businesses with large call centres.

Also in 2023, we joined an alliance of financial institutions known as the Platform Living Wage Financials (PLWF). The alliance encourages companies to aim for living wages in their global supply chains. We are a member of PLWF's apparel and textile working group and are part of the engagement working group for the following companies.

The outcomes of our engagement on the Living Wage in 2024 are set out below.

Greggs
Consumer discretionary

We have been engaging with Greggs on its policies on pay and retention as a member of ShareAction's Good Work Coalition since 2023. We met with the company in March and October 2024. Although Greggs is not a Living Wage accredited employer, it does have a collective bargaining agreement with the Bakers, Food and Allied Workers Union and claims that wages and benefits are negotiated with workers on an annual basis. Discussions continue.

LVMH Moët Hennessy Louis Vuitton
Consumer discretionary

LVMH is a focus of our engagement under PLWF. In June 2024, news emerged that Italian authorities had put LVMH subsidiary Dior under special measures after finding that the company had not taken sufficient measures to address the exploitation of Chinese migrant workers in northern Italy. CCLA joined engagement calls with PLWF members to address these concerns. LVMH has announced that Dior plans to bring more Italian production in-house to address this problem.

Nestlé
Consumer staples

As part of PLWF, we have been engaging with Nestlé to ensure that workers in the company's supply chain are paid a living wage or have a living income. Nestlé is ranked as 'maturing', the middle tier of five in a PLWF analysis published in 2023.⁴¹ The next PLWF report is scheduled for publication in January 2025 and we await the outcome.⁴²

Watches of Switzerland
Consumer discretionary

Following engagement that commenced in 2023, Watches of Switzerland became a Living Wage accredited employer in 2024.

Progress relating to the UN PRI Advance programme

The outcomes of our engagement relating to the United Nations Principles for Responsible Investment (PRI) Advance programme in 2024 are set out below.

NextEra Energy
Utilities

In 2023, CCLA joined the UN PRI Advance work programme as lead investor for NextEra Energy. The focus of the engagement is the company's approach to human rights – in particular, forced labour in its solar panel supply chain. During 2023, the company confirmed a new onshoring/nearshoring/friendshoring strategy for solar and said that it was working on a new human rights policy. We met to discuss this with the company in July 2024, but it became clear that little progress had been made. A shareholder proposal has been filed at the company, which we plan to support when it goes to vote.

Key No response Discussions ongoing Positive change Met engagement target



‘Better work’ controversy-related engagements

We monitor our equity holdings for involvement in significant sustainability-related controversies on an ongoing basis. Several investee companies were involved in severe human or labour rights controversies during 2024. Our approach to controversies recognises that things can go wrong, no matter how good a business is, and that rather than walk away, it is better to remain invested and push the company to improve.

Freedom of association and collective bargaining

Amazon Consumer staples

CCLA has co-filed a shareholder proposal two years running at Amazon on the topic of freedom of association and collective bargaining, calling for the company to publish an independent report into the alignment of its practices with its own policies and human rights standards. See the voting section on page 72 for details of this engagement.

Starbucks* Consumer discretionary

In 2022-2023 we were part of a collaborative engagement with Starbucks regarding its practices on freedom of association and collective bargaining. A 2023 resolution on the issue passed and Starbucks published an independent report into its labour practices, which identified issues that needed to be addressed. In February 2024, Starbucks signed a recognition agreement with Workers United.

Human rights and labour standards

Coca-Cola Co and PepsiCo are significant buyers of sugar from Maharashtra in India. Following a series of *New York Times* articles in mid-2024 highlighting exploitative working conditions and bonded labour in the Indian sugar supply chain, we began engaging with these companies to push them to provide remedy and improve labour standards in this area.

Coca-Cola Co Consumer staples

CCLA is lead investor for a collaborative engagement initiative on the topic of human rights and labour standards at Coca-Cola, supported by investors in the Interfaith Center on Corporate Responsibility’s Equitable Global Supply Chains group and members of the Council of Institutional Investors. Since the problem in Maharashtra came to light, we have been asking Coca-Cola to demonstrate leadership in tackling this deep-rooted and complex human rights issue. Discussions continued in 2024 and in December Coca-Cola has engaged constructively and launched several initiatives in India with a view to creating a more responsible sugar cane industry. Coca-Cola published a statement outlining the steps it has taken to address the issue.⁴³

Costco Wholesale* Consumer staples

In June 2024, we wrote to Costco to raise concerns about allegations (first raised by the Outlaw Ocean Project) of forced labour, including the use of Uyghur forced labour in its seafood supply chain. Shortly after writing to the company, we sold our holdings in Costco and the engagement ceased.

McDonald’s Consumer discretionary

In September 2024, BBC Panorama broadcast ‘Slavery on the high street’, a documentary uncovering how an organised crime group had trafficked vulnerable Czech nationals into the UK and forced them to work in McDonald’s restaurants in Cambridgeshire, while controlling their movement and taking their pay. Following the broadcast, CCLA wrote to McDonald’s, which responded to confirm that it has a human rights policy covering all franchisees and that it co-operated with the enforcement agencies. The response also stated that important lessons had been learned. Discussions continue.

Separately and since 2023, McDonald’s has been involved in reported allegations of widespread sexual harassment in UK retail stores. In July 2023, CCLA wrote to McDonald’s about the issue and its response, which we deemed to be inadequate. McDonald’s acknowledged the problem and issued an apology. It has since signed a legally binding agreement with the Equality and Human Rights Commission. In August 2024, McDonald’s additionally published a civil rights audit covering how the company is working to promote a diverse, equitable and inclusive workplace.⁴⁴

PepsiCo* Consumer staples

Following the reports, we began engaging with PepsiCo to push them to provide remedy and improve labour standards in this area. Prior to the sale of our holding in PepsiCo, we were part of a collaborative engagement working group on the topic of human rights and labour standards with the company. A resolution on the issue has been filed by Mercy Investment Services for the 2025 season.

Semiconductors in Russian weaponry

News emerged in 2023 that electronic chips manufactured by Western technology firms had been found in Russian weaponry linked to war crimes in Ukraine.

*Not held in CCLA portfolio(s) as at 31 December 2024.

NVIDIA Information technology

CCLA is engaging with NVIDIA in relation to its downstream human rights due diligence processes, following allegations that its semiconductor chips had been found in Russian weaponry. The majority of these chips are ‘dual use’ and ‘off the shelf’, meaning they can be designed for consumer use but reprogrammed to guide weaponry. CCLA and a group of investors met with NVIDIA several times during 2024. The company is now working with a human rights consultancy called Article One to undertake a human rights impact assessment that includes upstream and downstream risk.

NXP Semiconductors Information technology

In September 2023, CCLA co-signed a letter sent on behalf of a group of investors by Cardano to raise concerns about allegations that semiconductor chips manufactured by Western technology firms had been found in Russian weaponry linked to war crimes in Ukraine. The company acknowledged the problem but argued that it is difficult to track dual-use technology. Discussions continue.

Severance pay

Nike* Consumer staples

In late 2023, we wrote to Nike on behalf of 70 other investors to raise concerns about the lack of remedy for workers made redundant without severance pay at two supplier factories during the Covid-19 pandemic. Despite unions’ concerted efforts over three years, Nike is yet to support these workers. In 2024, we co-filed a resolution at the company requesting that it commission an independent study on the degree to which ‘binding agreements’ and ‘worker-driven responsibility measures’ might strengthen its supply chain labour rights programme in high-risk contexts in the future. See page 52 for further details.

Key



No response



Discussions ongoing



Positive change



Met engagement target



Engaging with Nike on labour standards

In the mid-1990s, Nike* became the poster child for a new type of globalised business model. In this model, the manufacture of apparel was increasingly outsourced to countries – mainly in Southeast Asia – where labour was plentiful and cheap.

Nike's so-called 'sweatshop scandal' was reputationally damaging and prompted measures to improve the working conditions of employees in its factories. The company pioneered a new form of private regulation for supply chain labour standards, including a supplier code of conduct and social auditors to monitor compliance. This approach has since been adopted by almost all major companies sourcing products from high-risk countries.

In this context, we believe Nike can do more to strengthen labour rights in its supply chain, particularly given the recent passing of the European Union's Corporate Sustainability Due Diligence Directive (arguably a 30-years-delayed response to the issues that first surfaced in the 1990s).⁴⁵

Nike's problem is twofold. The first problem relates to non-payment of wages at two supplier factories following Covid-related closures. Workers at Hong Seng Knitting and Ramatex are owed an estimated \$2.2 million combined in terminal compensation and legally owed partial wages. Nike has refused to engage with trade union groups and non-governmental organisations and is now being investigated by the US National Contact Point for Responsible Business Conduct.

Second, the company is not a member of the International Accord, which relates to building safety in the textile and garment industry.⁴⁶ The initiative is widely regarded as one of the most effective interventions in supply chain labour standards, and failure to support it puts workers' safety at risk.

Shareholder proposal

During the summer of 2023, we held an investor webinar to highlight the plight of workers at Hong Seng Knitting and Ramatex and to raise investor awareness. We then drafted a public letter asking Nike to intervene and ensure remedy for the affected workers, gathering more than 60 investor signatories. Nike failed to provide a formal response.

In March 2024, CCLA co-filed a resolution calling on Nike to 'publish a report evaluating how implementing worker-driven social responsibility (WSR) principles and supporting binding agreements would impact the Company's ability to identify and remediate human rights issues in sourcing from high-risk countries'.

WSR initiatives are designed to protect the rights of workers and include binding agreements between workers and brands and independent monitoring. They also support effective reporting of harms through grievance mechanisms and worker participation in the design and provision of remedy. WSR initiatives are aligned with the United Nations Guiding Principles on Business and Human Rights and considered effective, even where workers are vulnerable to exploitation.

Our proposal rested on growing evidence that the prevailing approach of private regulation of global supply chains may no longer be fit for purpose, particularly at a time when the European Union is mandating human rights due diligence and remedy for people adversely affected by business practices.

Many of Nike's peers have taken steps to improve conditions for workers and remediate rights violations by employing WSR approaches or binding agreements with labour organisations. Nike has failed to do the same.

Building the vote

During the summer of 2024, CCLA worked to build a supportive vote at Nike's September annual general meeting (AGM). We:

- published two 'exempt solicitations'⁴⁷ with the US Securities and Exchange Commission
- spoke to proxy advisor firms Glass Lewis and ISS
- set up discussions with Nike's top 10 investors
- held an investor webinar to explain the necessity of the resolution
- briefed media outlets.

The proposal received 12.3% investor support at the AGM on 10 September, about average for a human rights resolution. We successfully raised awareness of WSR and binding agreements – a new topic for some investors – and have paved the way for strong investor collaboration on this topic ahead of the company's next AGM.

Today, Nike has over 500 suppliers in 38 countries globally, and more than 1.1 million workers in its global supply chain.⁴⁸ As investors, it is our duty to champion the rights of these workers and to ensure that the company upholds the highest labour standards. We aim to encourage a company that was once a leader in the field to return to this path and believe that, with time, Nike will be responsive.

*Not held in CCLA portfolio(s) as at 31 December 2024.



Better health

TARGET:
SUSTAINABLE DEVELOPMENT GOAL 3

Ensure healthy lives and promote well-being for all at all ages.



The private sector undertakes a great many activities that affect people's health.

A company's approach to the health, safety and welfare of its own workforce can have a direct impact on its profitability. More broadly, the products or services that a company sells can influence the health of consumers, while the by-products of manufacturing and transportation can contribute to illness and disease.

In 2024, we published the third iteration of our award-winning Corporate Mental Health Benchmark⁴⁹ and continued to grow the supporting investor coalition. We built on 2023's engagement aimed at improving the nutritional quality of manufactured foods, and took tentative steps towards a new initiative aimed at tackling corporate air pollution.

CCLA Corporate Mental Health Benchmark

An estimated 12 billion working days are lost globally each year to depression and anxiety alone, at an annual cost of \$1 trillion in lost productivity.⁵⁰ In the business context, mental ill-health at work costs employers in the private sector an estimated average of over £1,800 per employee (every employee) each year.⁵¹ Meanwhile, according to Deloitte, for every £1 invested in mental health interventions in the workplace, companies receive an average return of £4.70.⁵²

The CCLA Corporate Mental Health Benchmark, launched in 2022, aims to inform and accelerate progress in this area – an area that has historically been hidden behind closed doors in the workplace. We acknowledge that benchmarking is a long game, but at three years old, our initiative appears to be doing its job in driving corporate performance on workplace mental health.

In 2024, the CCLA Corporate Mental Health Benchmark evaluated 220 listed companies against 27 assessment criteria based on the information publicly available during the assessment period.






The criteria cover four thematic pillars:

1. management commitment and policy
2. governance and management
3. leadership and innovation
4. performance reporting and impact.

Companies are assigned to one of five Performance Tiers based on an evaluation of their published information. Assessments take place annually, allowing investors to track company improvement over time.

The performance framework recognises that every company is at a different stage in the journey towards integrating mental health into its business strategy and reporting.



Tier	Overall performance score range	Tier description
	81%-100%	Companies are leading the way on workplace mental health management and disclosure
	61%-80%	Companies are well on the way to demonstrating a strategic approach to workplace mental health management and disclosure
	41%-60%	Companies are on the way to developing robust systems for workplace mental health management and disclosure
	21%-40%	Companies are on the journey and have begun to formalise their approach to workplace mental health management and disclosure
	0%-20%	Companies are at the start of the journey to adopting a formal approach to workplace mental health management and disclosure

2024 CORPORATE MENTAL HEALTH BENCHMARK IN NUMBERS

220 companies assessed

IN 2024

10 companies mentioned

THE CCLA CORPORATE MENTAL HEALTH BENCHMARK IN THEIR PUBLIC REPORTING¹

- 1 BT Group, Centrica, Dunelm Group, Experian, HSBC Holdings, J Sainsbury, NatWest Group, Roche Holding, Serco Group and Weir Group.
- 2 Includes engagements between the launch of the 2023 benchmark and the end of 2024.

137 companies engaged

DIRECTLY WITH CCLA ON MENTAL HEALTH²

36 companies improved

SUFFICIENTLY TO MOVE UP BY ONE OR MORE PERFORMANCE TIER



GLOBAL INVESTOR COALITION ON WORKPLACE MENTAL HEALTH

Already, the CCLA Corporate Mental Health Benchmark is starting to serve as an important engagement tool and an accountability mechanism for a growing global coalition of institutional investors and asset owners. The global investor statement on workplace mental health⁵³ was launched in July 2022 with 29 founding signatories representing \$7 trillion in assets under management.

At the end of 2024, the investor statement had 56 investor signatories with a combined \$10 trillion in assets under management. Given the level of engagement we are already seeing – both from companies covered by the benchmark and from investors – we are confident that the benchmark will continue to provide incentives for the world’s largest businesses to improve.





CORPORATE MENTAL HEALTH BENCHMARK: 2024 IMPROVERS

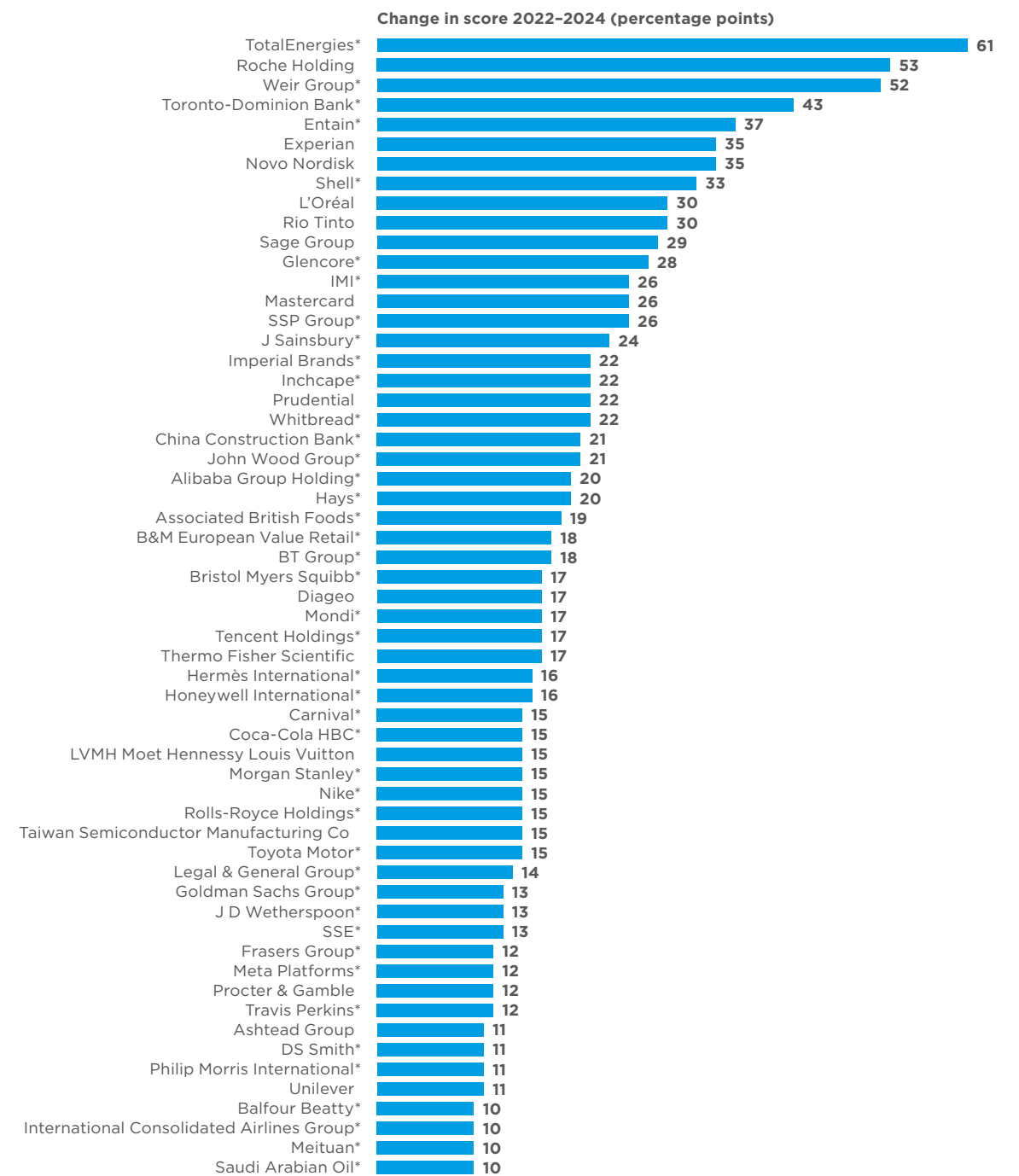
The 36 companies listed below improved their score sufficiently between their 2023 and 2024 mental health assessments to move up by one or more Performance Tier. For full company rankings, refer to the CCLA Corporate Mental Health Benchmark reports.⁵⁴

Company	Performance Tier in 2023	Performance Tier in 2024
Admiral Group	4	3
Alibaba Group Holding*	5	4
Associated British Foods*	3	2
B&M European Value Retail*	5	4
Balfour Beatty*	3	2
BT Group*	2	1
Coca-Cola HBC*	5	4
easyJet*	5	4
Entain*	2	1
Firstgroup*	4	3
Flutter Entertainment*	5	4
Frasers Group*	5	4
Glencore*	4	3
Goldman Sachs Group*	4	3
Grafton Group*	4	3
Hays*	4	3
Honeywell International*	5	4
Imperial Brands*	4	3
Inchcape*	5	4
J D Wetherspoon*	5	4
J Sainsbury*	2	1
John Wood Group*	4	3
L'Oréal	4	3
Legal & General Group*	3	2
Novo Nordisk	4	3
Prudential	3	2
Reliance Industries*	5	4
Roche Holding	3	2
Rolls-Royce Holdings*	4	3
Sage Group	4	3
Shell*	3	2
Taiwan Semiconductor Manufacturing Co	5	4
Tencent Holdings*	5	4
T-Mobile US*	5	4
TotalEnergies*	3	2
Travis Perkins*	4	3

*Not held in CCLA portfolio(s) as at 31 December 2024.

TOP IMPROVERS BY PERCENTAGE SCORE 2022-2024

The following companies improved their score by 10 or more percentage points in the CCLA Corporate Mental Health Benchmark between its inception (in 2022) and 2024. For the full company rankings, refer to the CCLA Corporate Mental Health Benchmark reports.⁵⁵



*Not held in CCLA portfolio(s) as at 31 December 2024.



Progress on mental health

The outcomes of our engagement on mental health in 2024 are set out below.

Key

- No response
- Discussions ongoing
- Positive change
- Met engagement target

Abbott Laboratories Health care

Abbott remains in Tier 4 in the 2024 benchmark. This was the first year in which the company engaged with the benchmarking process. It acknowledged the recommendations coming out of the 2023 benchmark assessment and reviewed and responded to its 2024 preliminary assessment in July of that year. We await the outcome of the 2025 assessment.

Accenture Information technology

We met Accenture in May 2024 to discuss the Corporate Mental Health Benchmark recommendations. During the call we were told that the company already had a team working through CCLA's recommendations to guide efforts ahead of the next assessment. The company ranks in Tier 3 for the second year running but has increased its score marginally since last year. The company notes challenges in reporting, given it spans 120 countries, but we believe the commitment is there and that improvement will come with time.

Admiral Group Financials

We have been in regular contact with Admiral on mental health since 2022. Having been ranked in Tier 4 in 2022 and 2023, in 2024 the company improved its score sufficiently to move up to Tier 3. The company responded to a collaborative investor letter sent in July 2024 and is now working on a gap analysis of its own practices and disclosures against the benchmark criteria.

Adobe Information technology

Adobe engaged with the benchmarking process in 2024. Its score decreased marginally since 2023, which was disappointing, since the company stated an intention to address some of the gaps we had highlighted during a meeting with the company on this topic in 2023. It remains in Tier 4 and we will continue to press ahead on this engagement.

AIA Group Financials

AIA was new to the mental health benchmark in 2023 and was ranked in Tier 4 in both 2023 and 2024. It did not engage with the benchmarking process in 2024, but it did respond to a collaborative investor letter in November. We had a dedicated call with the company in January 2025 to discuss its key recommendations.

Alphabet Communication services

Alphabet remains in the lowest Performance Tier of the benchmark in 2024. It started to respond to emails at the end of 2023 and reviewed its preliminary assessment in 2024. We have not yet had a dedicated call with the company to discuss mental health, and representatives have told us that they do not accommodate individual calls. We will consider a different approach in 2025.

Amazon Consumer discretionary

We had two dedicated engagement calls with Amazon's Global Head of Behavioural Health to discuss mental health in 2024. The first took place in August, after the 2024 benchmark assessments had taken place; the second followed the publication of the benchmark ranking. The company was disappointed to drop a Performance Tier in 2024 but is confident it can improve in 2025. We are now in regular contact and plan to meet again in the first quarter of 2025 to catch up on progress.

Ashtead Group Industrials

Having initially improved its performance in the benchmark between 2022 and 2023, Ashtead Group slipped back to its original position, in Tier 4, in 2024. Discussions continue.

ASML Holding Information technology

ASML has been ranked in Tier 4 in 2022, 2023 and 2024. During a call in May 2024, we discussed multiple ways in which the company could improve its approach. We will request a further meeting in 2025 now that the company has received up-to-date recommendations.

AstraZeneca Health care

We had our first dedicated call with AstraZeneca on mental health in April 2024. It was productive but did not lead to better performance. Unfortunately the company dropped down to Tier 4 in 2024. It has not yet responded to the most recent collaborative investor letter, sent to its CEO in November 2024. We will follow up in 2025.

Broadcom Information technology

Broadcom increased its score marginally in the 2024 Corporate Mental Health Benchmark but remains in Tier 5. We have not had any communication from the company and will continue efforts to secure a meeting in 2025.

Bunzl Industrials

Bunzl has been ranked in Tier 5 of the Corporate Mental Health Benchmark since 2022 and has not responded to engagement. We will follow up again in 2025.

Cisco Systems Information technology

Cisco engaged with the benchmarking process in 2024, including reviewing and commenting on its preliminary assessment report. However, unfortunately it moved down a Performance Tier, to Tier 4.

Coca-Cola Co Consumer staples

Coca-Cola is ranked in Tier 5 (worst) in the Corporate Mental Health Benchmark. The company responded to a collaborative investor letter sent to its CEO in November 2024, and we had our first call with the company on mental health in the same month. We suggested areas in the company's website and reporting where it could add certain information about its mental health approach, which was appreciated. The company does not seem hugely motivated to improve, but the 2025 benchmark outcome will be illuminating. We hope to work with Coca-Cola towards incremental improvement over time.

Compass Group Consumer discretionary

Compass engaged with us throughout 2023 and 2024 on mental health and has been assessed as Tier 3 in each year. Its score has declined marginally over the three years so we will be following up in 2025.

*Not held in CCLA portfolio(s) as at 31 December 2024.

- Key**
- No response
- Discussions ongoing
- Positive change
- Met engagement target



Costco Wholesale*
Consumer staples

After many attempts to get a response, we finally heard from Costco in May 2024. We raised specific questions relating to mental health via email; these were answered, although the company remains in Tier 5 in 2024 and is reluctant to meet. We have secured a call with the company for the first quarter of 2025.

Danaher
Health care

Danaher has increased its score benchmark marginally since 2023, although it remains in Tier 5 and did not engage with the benchmarking process in 2024.

Deere & Co
Industrials

Deere & Co was new to the Corporate Mental Health Benchmark in 2023 and was assessed as Tier 4 in both 2023 and 2024. The company did not engage with us during the benchmarking period, but it did respond to a collaborative investor letter that was sent to the company's CEO in November following the launch of the 2024 benchmark. We met the company in December to discuss the mental health framework and assessment timeline for 2025. Discussions will continue.

Diageo
Consumer staples

Diageo is one of the top improvers over three years, having improved its score by 17 percentage points since 2022 and being ranked in Tier 2 in 2024. We were in regular contact with the company in 2024 and it is motivated to continue its upwards trajectory. Key recommendations relate to mental health training for line managers and objective- and target-setting.

Experian
Industrials

Experian has engaged with us on mental health since 2022. After the publication of the first benchmark, we provided the company

with detailed feedback and recommendations for improvement. Towards the end of the year, it duly notified us of a new publication, its 'Global approach to mental health and wellbeing', which outlines the company's commitment to mental health. It details the scope, governance and management processes of its mental health commitments and includes clear performance reporting and impact metrics. As a result, Experian improved its benchmark score by 33 percentage points year on year and was able to move from Tier 3 in 2022 to Tier 1 in 2023. Experian retained its Tier 1 position in 2024, one of only six companies in the top Performance Tier in the UK benchmark.

Greggs
Consumer discretionary

Greggs informed us of new mental health disclosure in its annual report, published in April 2024. Unfortunately this came too late for the Corporate Mental Health Benchmark assessment in March, so the company remains in Tier 5. We are hopeful that the new disclosure will result in an uplift to the company's performance in 2025.

Hermès International
Consumer discretionary

Hermès improved from Tier 5 to Tier 4 between 2022 and 2023, and retained its Tier 4 ranking in 2024. The company did not engage with the benchmarking process, but it did respond to a collaborative investor letter that was sent to the company's CEO in November 2024. We had a call with the company in December, where it outlined its commitment to mental health and shared the news that it is preparing a new publication, due out in early 2025, that will include information on mental health.

Home Depot
Consumer discretionary

Home Depot engaged with the 2024 assessment process but remained in Tier 5. We have not had a dedicated call with the company on mental health but will aim to do so in 2025.

Honeywell International*
Industrials

Honeywell moved up from Tier 5 in 2023 to Tier 4 in 2024, scoring three times its original score from 2022. We have not had a dedicated engagement call with the company on mental health.

Informa
Communication services

Informa did not engage with the Corporate Mental Health Benchmark and did not improve its performance during the year, remaining in Tier 4.

Intertek Group
Industrials

It was a disappointment to us that Intertek remained in Tier 5 in 2024. From a call with the company in late 2022, we were led to believe that the benchmark report had been escalated to the CEO, who was very supportive of the initiative. We met with the company in December 2024 (after several failed attempts to get a response throughout the year). The team was responsive and seemed keen to improve, noting that they would like to work quickly in order to get the right information included in their upcoming reporting cycle.

Intuit
Information technology

Intuit remains in Tier 5 in 2024. During a call in July, we learned that it would be publishing its 2024 fiscal year corporate responsibility report in January 2025, which would be an opportunity to bring more information about mental health into the public domain. However, during a follow-up meeting in December, we were told that there would be little included on mental health in the new reporting framework. We have requested a further call in the first quarter of 2025, this time including the individual responsible for mental health at Intuit.

Johnson & Johnson
Health care

Johnson & Johnson engaged with the benchmarking process in both 2023 and 2024. Unfortunately the company dropped down to Tier 4 in 2024 as some of its disclosures were more than two years old and therefore out of scope of the assessment. It remains close to the boundary with Tier 3 so we are hopeful for a positive outcome in 2025.

Lloyds Banking Group*
Financials

Lloyds has engaged exceptionally well with the initiative. Having been ranked in the top Performance Tier in 2022, the company received a new CEO and lost some of its focus on mental health. As a consequence, it moved down to Tier 2 in 2023 and remains there in 2024. Lloyds has stated its intention to regain its Tier 1 status and we have been in discussions with the company throughout the year.

London Stock Exchange Group
Financials

The London Stock Exchange Group engaged with the initiative throughout 2023 and 2024. It increased its score in the Corporate Mental Health Benchmark in 2024, albeit remaining in Tier 4. Discussions continue and we are hopeful that the company will move up a Tier in 2025.

L'Oréal
Consumer staples

L'Oréal increased its score significantly in 2024 and moved up from Tier 4 to Tier 3. During a meeting in November, the team said they had worked hard on mental health and were pleased to see this work reflected in the benchmark results.

*Not held in CCLA portfolio(s) as at 31 December 2024.

Key No response Discussions ongoing Positive change Met engagement target

*Not held in CCLA portfolio(s) as at 31 December 2024.



LVMH Moët Hennessy Louis Vuitton
Consumer discretionary

LVMH engaged with the benchmarking process in 2024 and remains in Performance Tier 3. Having been placed in Tier 4 in 2022, it has improved its underlying score by 15 percentage points since the first assessment and now ranks in the top quintile of global companies assessed. We have a meeting scheduled for January 2025.

Mastercard
Financials

Mastercard has engaged with us on mental health since 2022. We had three meetings with the company in 2023 and a further call in 2024. At our most recent meeting, company representatives disclosed that following 2023's feedback, they built a dedicated project to follow our guidance and align with the benchmark. They shared the news that they had rolled out a mental health champions programme and that it had received 10 times the expected uptake. Between 2022 and 2024 the company increased its score in the benchmark by 26 percentage points, resulting in a move from Tier 4 to Tier 3.

McDonald's
Consumer discretionary

McDonald's engaged with the benchmarking process and responded to our queries in April 2024. We have not had a dedicated meeting to discuss mental health with the company and it remains in Tier 5 in 2024. We will attempt to secure a meeting in 2025.

Medtronic
Health care

Medtronic ranks in Tier 4 in the benchmark in 2024. While it engaged with the benchmarking process in 2024, we have not had a dedicated call with the company on mental health. At year end, it had not responded to a collaborative investor letter that was sent out in November. We will follow up in 2025.

Microsoft
Information technology

We had a detailed call in late 2023 and the company engaged with the benchmarking process in 2024. While Microsoft remains in Tier 5 in 2024, it has responded to a collaborative engagement letter that we sent to the company's CEO in November, and we have a call scheduled for January 2025.

Nestlé
Consumer staples

Nestlé engaged with the benchmarking process but remains in Tier 4 in 2024. The company responded to a collaborative investor letter that we sent to say that it had been passed to the CEO's office. We have a meeting scheduled for January 2025.

NextEra Energy
Utilities

The company has not responded to engagement on mental health in 2024 and remains in Tier 5. We will follow up in 2025.

Nike*
Consumer discretionary

Nike remains in Tier 4 in 2024 and did not respond to engagement during the year. Nonetheless, its benchmark score has improved steadily year on year, having increased by 15 percentage points since 2022.

Novartis*
Health care

Novartis was assessed as Tier 3 in 2022. It engaged with us throughout 2023 and 2024. Having edged up into Tier 2 in 2023, it dropped a few points in 2024 and, as a result, slipped back down to Tier 3. Nevertheless, this represents top-quintile performance and we are in ongoing discussions to get the company higher in the ranking again. We have a meeting scheduled to discuss mental health in January 2025.

Novo Nordisk
Health care

Novo Nordisk told us it had taken our recommendations into account during the 2022 assessment period and made some improvements to its environmental, social and governance (ESG) reporting portal. This took the form of increased disclosure on the company's website covering management responsibility for health and safety (including mental health); health and safety certifications in production facilities; and physical and mental wellbeing performance data. As a result, the company moved up from Tier 5 in 2022 to Tier 4 in 2023. Novo Nordisk has continued to improve in 2024, now ranking in Tier 3, having increased its underlying benchmark score by 35 percentage points since 2022. We met the company in December 2024 to discuss how it could improve further ahead of the 2025 assessment.

NVIDIA
Information technology

NVIDIA is ranked in Tier 5 in the Corporate Mental Health Benchmark and did not respond to engagement on mental health in 2024.

PepsiCo*
Consumer staples

PepsiCo has ranked in Tier 4 in the Corporate Mental Health Benchmark for three years running and did not respond to engagement on mental health in 2024, despite multiple attempts to secure a meeting. It has not yet responded to a collaborative investor letter that we sent to the company's CEO in November 2024.

Pfizer*
Health care

Pfizer was ranked in Tier 4 in 2022, 2023 and 2024 and did not engage with us on mental health in 2024. This is particularly disappointing for a health care company and we will follow up in 2025.

Procter & Gamble
Consumer staples

Procter & Gamble has engaged with this initiative for several years. In 2024, it again ranked in Tier 4; our contacts at the company voiced frustration at how difficult it is to get their work disclosed to the outside world due to a complex internal sign-off process. We were given a tour of the company's head office in Geneva during a visit in September. The company's score has increased by 12 percentage points since 2022.

Prudential
Financials

Having been ranked in Tier 3 in 2022 and 2023, the company moved up to Tier 2 in 2024. This followed regular communication with the company and two engagement calls in 2024, at which the company shared with us detailed analysis undertaken to establish the gaps in its mental health management systems and reporting framework. Prudential is the 10th biggest improver in the global mental health benchmark over three years and seems highly motivated to improve further.

Reckitt Benckiser Group
Consumer staples

Reckitt Benckiser has ranked in Tier 3 three years running. It has engaged with us during this time but we have not yet had a dedicated call to discuss mental health. Its score in the Corporate Mental Health Benchmark has improved marginally since 2022.

RELX
Industrials

RELX did not engage with the mental health benchmarking project in 2024 and fell from Tier 3 to Tier 4. This was because some of its key disclosures were more than two years old and therefore fell out of scope for the assessment.

*Not held in CCLA portfolio(s) as at 31 December 2024.

*Not held in CCLA portfolio(s) as at 31 December 2024.

Key No response Discussions ongoing Positive change Met engagement target



Rio Tinto
Materials

Rio Tinto has engaged with us on mental health since 2021. The company has improved its score in the mental health benchmark by 30 percentage points since its first assessment in 2022 and is now ranked in Tier 2. During a meeting with the company in July 2024, we were told that the collaborative investor letter that we had sent to the company following the launch of the UK benchmark in June had been read by the CEO, who had praised the work and given the mental health team further impetus to reach Tier 1.

Roche Holding
Health care

Having been ranked in Tier 5 in 2022, Roche improved sufficiently to move up two Performance Tiers, to Tier 3, in 2023. In 2024, it improved yet again and made it into Tier 2 (one of only four companies to achieve this ranking in the global benchmark). This makes the company the second largest improver in the global mental health benchmark since the project's inception; it has improved its score by more than 50% in three years. We are in regular contact with the company on mental health and met several times during 2024.

S&P Global
Financials

S&P Global was new to the Corporate Mental Health Benchmark in 2024 and ranked as Tier 4. It has not yet responded to engagement.

Sage Group
Information technology

Sage Group engaged with the initiative and successfully moved up to Tier 3 in 2024. Its score has increased by 29 percentage points since 2022.

Siemens
Industrials

Our engagement with the company has been positive but so far only included those responsible for mental health at Siemens UK. While the UK is seen as more progressive on mental health than the rest of the group, it can only influence and not control the group activities. Unfortunately, the company lost a few points in 2024 and slipped down to Tier 4. Discussions continue.

Spirax Group
Industrials

Spirax Group was new to the Corporate Mental Health Benchmark in 2024. During a call in February, we were told that the timing was fortuitous as the company was about to launch a new website and new disclosures, and had an opportunity to publish a new mental health policy. Spirax ranked in Tier 3 in its first assessment and we look forward to seeing how it performs in 2025.

Taiwan Semiconductor Manufacturing Co
Information technology

Taiwan Semiconductor Manufacturing Co has engaged with us on mental health since its first assessment, in 2022. Following receipt of the initial recommendations, the company requested a call in 2023, which was attended by the Head of Investor Relations plus five members of the HR and ESG teams. They had prepared a PowerPoint and showed us screenshots of upcoming new disclosures and information relating to mental health, subsequently released shortly after the 2023 assessment period. These efforts paid off and the company moved up to Tier 4 in 2024.

Texas Instruments
Information technology

Despite multiple attempts to make contact, Texas Instruments did not engage with us on mental health in 2024. Its score has increased marginally since 2022 but the company remains in Tier 5.

Thermo Fisher Scientific
Health care

Thermo Fisher moved up from Tier 5 in 2022 to Tier 4 in 2023 and remained there in 2024. It has engaged with the benchmarking process but we have not had a dedicated call to discuss mental health to date. Its score has increased 17 percentage points since 2022.

Unilever
Consumer staples

Unilever has engaged with us on mental health for three years and its score has increased by 11 percentage points since 2022. The company is now ranked in Tier 2 and we are in regular contact.

Union Pacific
Industrials

Union Pacific has remained in Tier 4 since its first assessment in 2022. In November 2024, we sent a collaborative investor letter to the company's CEO along with detailed recommendations as to how the company could improve. We had a detailed call with the company to discuss these recommendations in December 2024. During the meeting, the company shared details of its mental health approach, some of which are not yet disclosed. Company representatives acknowledged the opportunity to improve and said they plan to work on enhancing disclosures on mental health, which they said is a big priority at Union Pacific.

UnitedHealth Group
Health care

UnitedHealth began to engage with us on mental health in 2023, but it has been assessed as Tier 5 for three years running.

Visa
Financials

Visa was assessed as Tier 4 in 2023 and 2024. It responded to a collaborative investor letter sent to the company's CEO in November 2024 and we met in December. The company said that it had been using CCLA's benchmark over the past two years to help inform its strategy and governance framework. While they felt they did not have enough to disclose in 2023, they told us they were confident in their ability to improve their ranking in 2025.

Key No response Discussions ongoing Positive change Met engagement target



Progress on nutrition and obesity

Good nutrition is fundamental to good health, yet humankind is experiencing a growing epidemic of diet-related ill-health. It is increasingly important and urgent for investors to take action to effect change in corporate behaviour.

Those commercial organisations that design, manufacture, advertise, and sell unhealthy food and drinks have a direct influence on our eating habits. Investors can be a driving force in raising ambitions around mandatory nutrition reporting and holding industry to account.

As investors, we can identify where a company may be missing out on an opportunity to develop healthier products and categories. We can engage where a company is failing to see the public health impacts of its own activities through the eyes of regulators and notice where its food portfolio may be more at risk from changing legislation than the portfolios of its peers. We can push for more responsible marketing and clear nutritional labelling and address concerns about a company's approach to food manufacturing.

Through engaging with companies on nutrition, we can make business models more resilient and play a role in improving public health.

We support ShareAction's Healthy Markets Initiative and the Access to Nutrition initiative (ATNi).⁵⁶ Through these coalitions, we have been engaging with four investee companies for several years: Coca-Cola Co, Nestlé, PepsiCo and Unilever.

Primarily, we are asking these companies to commit to producing healthier products and to make these products more accessible, more affordable and more available. Our specific requests relate to disclosure, target-setting, and reporting on progress against nutrition-related targets.

In November, we co-signed a letter (coordinated by ShareAction) to US food and beverage manufacturers, including Coca-Cola Co and PepsiCo, pressing these companies to adopt enhanced nutrition disclosure practices. At the end of 2024, we await a response.

The outcomes of our engagement on nutrition and obesity in 2024 are set out below.

Coca-Cola Co Consumer staples

We support ATNi's engagement (led by Achmea and PIMCO) with Coca-Cola. During 2023 and 2024, engagement focused on Coca-Cola's product portfolio and the low percentage of its products that qualify as healthy. Unlike its main competitors, Coca-Cola does not have or use a nutrient profiling model. Facing a continued lack of any meaningful progress, despite several meetings with the company, we took the decision to co-file a shareholder proposal at the company for its 2024 annual general meeting. Unfortunately, this was rejected by the US Securities and Exchange Commission before it went to a shareholder vote (see the voting section on page 72).

Nestlé Consumer staples

We first started engaging with Nestlé on nutrition in 2017. Over the past three years, the frequency of dialogue has increased and resulted in some notable success. In 2022, Nestlé agreed to disclose the nutritional information of its products and to strengthen its responsible marketing practices. From 1 January 2023, marketing of formula milk for infants aged 0-6 months ceased. In 2023, having initially stated that it was too early for the company to set targets on sales of healthy foods, and facing the potential of a shareholder proposal, Nestlé agreed to set a target to increase the sales of healthy products. While this is a step in the right direction, we are disappointed that the target is absolute and not proportional. In 2024, we pre-declared our support for a shareholder proposal calling on the company to increase the number of healthy food options it offers compared to the amount of unhealthy food it sells. The resolution won 11% of the shareholder vote. Discussions continue.

PepsiCo* Consumer staples

PepsiCo's governance framework on nutrition is strong; it was one of only two companies (the other being Unilever) in the ATNi US Index 2022 that had linked CEO remuneration to nutrition objectives.⁵⁷ In 2023 and 2024, engagement primarily focused on PepsiCo's product portfolio. We are asking the company to disclose the healthiness of its food and beverage portfolio against a government-endorsed nutrient profiling model, and to set targets on sales of healthier products. In the past year, the company has introduced two new targets, including a new sodium goal and a goal to introduce healthier products to its portfolio. These come in addition to existing targets on calories in beverages and saturated fat in foods. The company has not yet agreed to disclose its product portfolio against government-endorsed nutrient profiling models.

Unilever Consumer staples

In 2022, following the co-filing and negotiated withdrawal of a shareholder proposal, Unilever agreed to a new industry-leading standard on transparency around sales of healthy products. It now discloses the proportions of its sales revenue and sales volume that are associated with healthier food and drinks products, globally and in 16 key markets, against six government-endorsed nutrient profiling models (NPMs) and against its own internal model. The company has also set targets for sales of healthier products, although these are based on servings (rather than sales) and are assessed using Unilever's internal NPM. Engagement in 2024 centred around pushing the company to base its targets on sales and to use a government-endorsed NPM as the basis for these measurements. We met the company several times in 2023 and again in 2024, by which time it had become the first company to publicly disclose the performance of its product portfolio against six NPMs for three consecutive years.

*Not held in CCLA portfolio(s) as at 31 December 2024.



“If this food is healthy, then what about the rest of the store?”

INVESTOR COALITION ON FOOD POLICY

The Investor Coalition on Food Policy is convened and resourced by the Food Foundation⁵⁸ and overseen by an advisory group of core investors. The coalition exists to engage with policymakers to advocate for well-designed regulation aimed at creating a healthier, more sustainable and more affordable food system.

We joined the coalition when it was founded in 2021 in response to the UK's National Food Strategy and were involved with meetings with the then Minister of State for Farming, Fisheries and Food at the Department for Environment, Food and Rural Affairs, and representatives from the Department of Health and Social Care. We continued to participate in 2024.

Key



No response



Discussions ongoing



Positive change



Met engagement target



Air pollution

‘The single biggest environmental threat to human health.’

(World Health Organization, 2022)⁵⁹

In early 2024, we embarked on a new project aimed at tackling corporate air pollution. Inspired by ShareAction’s work on air quality, and with clear evidence of the human and environmental damage caused by poor air quality, we joined forces with Guy’s & St Thomas’ Foundation and set out to create a mechanism for examining company preparedness and resilience to the impacts of urban air pollution.

The case for action

There have been enormous improvements in air quality in Global North countries since the 20th century through regulatory intervention and evolution of economic structures away from industrialisation. Despite this, air pollution levels remain harmful in virtually all countries: 99% of people worldwide breathe air that exceeds World Health Organization (WHO) limits for key pollutants.⁶⁰

WHAT IS AIR POLLUTION?

Air pollution is defined as contamination of the indoor or outdoor environment by any chemical, physical or biological agent that modifies the natural characteristics of the atmosphere. It is ‘the single biggest environmental threat to human health’⁶¹ and poses significant challenges for the environment and the economy.

Air pollution and climate change are inextricably linked: it is estimated that reducing PM2.5 (tiny particles of air pollution) emissions in line with WHO guidelines would achieve a 27% reduction in greenhouse gas emissions.

Poor air quality damages human, environmental and economic health in the following ways:

Human health:

- Pollution is responsible for approximately nine million deaths per year, corresponding to one in six deaths worldwide.⁶²
- It is also a major risk factor for non-communicable diseases including cardiovascular and respiratory diseases, type 2 diabetes, cancers and neurological diseases.

The environment:

- Air pollution is an invisible and pervasive threat to biodiversity and to both terrestrial and aquatic ecosystems worldwide.
- Ground-level ozone damages vegetation and agricultural crop yields, while sulphur can lead to excess levels of acid in lakes and streams, damaging trees and soils.⁶³

The economy:

- Air pollution-related ill-health results in 1.2 billion lost working days annually. This number is projected to reach 3.7 billion by 2060.⁶⁴
- The global cost of health damages from outdoor air pollution was estimated to be \$8.1 trillion in 2019, an economic value equivalent to 6.1% of global gross domestic product.⁶⁵

Air quality is a sustainability blind spot for investors. When compared to climate risks, it is under-represented in corporate disclosure requirements relative to its impact on society.⁶⁶

That said, an increasing number of key reporting standards now require companies to disclose emissions of air pollutants. These include the Global Reporting Initiative, the World Benchmarking Alliance, the Taskforce on Nature-related Financial Disclosures, India’s Business Responsibility and Sustainability Reporting and the European Union’s Corporate Sustainability Reporting Directive.

Acting for change

Our aim is to mobilise the investment industry into action on this underserved topic and to accelerate corporate efforts to measure, disclose

and reduce emissions of toxic pollutants into the air. Successful implementation will bring about positive outcomes for people and for the planet and help to improve the long-term resilience of the companies in which we invest.

During 2024, CCLA and Guy’s & St Thomas’ Foundation joined forces to commission a scoping review by Chronos Sustainability to explore the role of investors in tackling corporate air pollution. The outcome of this review is a proposal to develop a global benchmark to assess company preparedness and resilience to the impacts of urban air pollution.

Specifically, the proposed benchmark will:

1. define investor expectations of companies involved in urban road transport
2. drive increased transparency and disclosure by companies on air pollution
3. provide investors with an accessible way to understand and evaluate corporate practices
4. showcase examples of good practice in corporate management of air pollution for the benefit of investors and companies.

In November 2024, we launched a public consultation to test our proposed approach. The consultation closed on 17 January 2025 and we will report on the outcomes.

REDUCING AIR POLLUTION TO WHO RECOMMENDED LEVELS IN THE UK COULD...⁶⁷

Regain
3m
working days
annually

Reclaim
£1.6bn
annually for
the economy

Save
£900m
in wages
each year

Prevent
17,000
premature
deaths

Voting

We believe that it is in our clients' best interests to vote on all company resolutions, both domestic and overseas, and we aim to do so whenever possible.⁶⁸



We have a bespoke voting template, administered by proxy voting provider ISS, through which we aim to promote exemplary corporate governance and to reflect the underlying values of our clients.⁶⁹

Our full voting record is published quarterly on our website⁷⁰ and a summary of our voting activity is included in our clients' quarterly reports.

Vote escalation principles

When used well, voting can be a powerful driver of change. To maximise our positive impact, we observe the following escalation principles:

- 1 We vote as a house and seek to exercise our clients' voting rights at all investee companies, irrespective of their country of listing.** Our voting position is applied to all portfolios under our management. Clients with discretionary mandates can select alternative policies, though this is rarely done.
- 2 We aim to write to all companies, ideally prior to a company's annual general meeting (AGM), to explain our voting position.** In our experience anonymous, unsubstantiated voting has little effect. We use our voting position to complement our wider stewardship work. Environmental and social considerations are woven into our vote guidelines.
- 3 We hold responsible parties to account for areas within their control and not for areas that they cannot control.** For example, voting against the re-election of an auditor where we have concerns about its independence penalises the wrong party. The audit committee chair is ultimately responsible for selecting an auditor and should be held to account.
- 4 Where progress is found wanting, we are not afraid to escalate.** Where we identify a concern – for example, inappropriate executive remuneration – we will first vote against the remuneration policy (or report),

then against the chair of the remuneration committee, and finally against the entire remuneration committee (in extreme cases, we do so in year one).

- 5 We expect directors to respond to shareholders.** We vote against a director's re-election where we have had an unsatisfactory outcome to sustained engagement and voting activity.

2024 proxy voting record

During 2024, we voted on 2,688 resolutions at 164 company meetings across 159 companies. We took the decision not to vote at the Tritax Eurobox Special and Court meetings as we had already sold our holding prior to the record date.

We take a strong position on excessive and poorly aligned executive remuneration proposals and continue to hold directors accountable for their actions, including where there is a lack of gender diversity in company leadership. The table below sets out our three-year voting record.

Our three-year voting record

	2024 (%)	2023 (%)	2022 (%)
All resolutions			
Abstain	0.7	1.3	0.5
Against	17.2	16.3	13.1
For	82.1	82.4	86.4
Executive remuneration[†]			
Abstain	1.2	8.0	2.9
Against	80.9	74.1	76.6
For	17.9	17.8	20.5
Director election			
Abstain	0.5	1.0	0.2
Against	19.2	19.3	12.9
For	80.3	79.8	86.9

Note: 'Withheld'⁷¹ votes are included within votes 'Against'. Some of the groups do not sum to 100% due to rounding.

[†]The executive remuneration figures do not include votes at companies where the board is wholly composed of non-executive directors.

POLICY ON DIVERSITY

A company’s nomination committee is responsible for ensuring a diverse board of directors. For gender, this is defined in the UK by the Hampton-Alexander Review as minimum 33% female.⁷²

We believe that larger companies should have more progressive governance structures. Accordingly, for companies in the main developed market indices, we require 40% female directors. Outside this group, we look at the number of female directors on the board. For details, please refer to the CCLA proxy voting guidelines.⁷³

On ethnic diversity, we follow the recommendations of the Parker Review and require one director from an ethnic minority background for main developed market indices.⁷⁴

We also consider the composition of a company’s senior management team, requiring at least 40% female directors for large UK companies and at least two female directors for overseas companies.

Where any of these criteria are not met, we begin by voting against the chair of the nomination committee, escalating to vote against every nomination committee member where progress is not made.

Director elections

When we vote, we aim to target relevant directors by withholding support for their election. For example, where we have concerns about executive pay plans, we vote against the chair of the remuneration committee. If the company has a poor approach to gender diversity at board and sub-board level, we vote against the chair of the nomination committee.

In 2024, we did not support the re-election of 260 directors. The table below shows where we withheld support for directors during the year, and our reasons for doing so.



Reason for withholding support for the election of a director	2024 count	Percentage	2023 count	Percentage
Audit	47	18.1	48	17.5
Remuneration	78	30.0	87	31.6
Diversity	76	29.2	71	25.8
Governance	47	18.1	49	17.8
Investment performance	9	3.5	14	5.1
Other	3	1.2	6	2.2
	260	100	275	100

Executive remuneration and pay inequality

While pay should be sufficient to attract, motivate and retain accomplished executives, excessive remuneration can deplete shareholder value.

An executive director’s remuneration package should be structured such that their interests are aligned with the long-term interests of the company (and those of its shareholders). To prevent interest misalignment, pay structures should be simple and explicitly linked to the long-term objectives of the company. Including an element of share ownership within a pay package is one tool for aligning executives’ interests with those of shareholders. To be effective, those shares should represent a significant proportion of the executive’s reward and be held at least until retirement.

Executive remuneration should also be linked to long- as well as short-term performance targets. These targets should be easy to understand, straightforward to measure and disclosed in the remuneration report. Under-performance against the targets should not be rewarded.

We assess and vote on all executive remuneration proposals according to the following principles:

- Remuneration schemes should not breach good local practice.
- Bonuses should be proportionate and not excessive.
- Long-term incentives should outweigh any short-term bonuses.
- Remuneration schemes should incentivise good conduct.
- Non-financial (as well as financial) performance metrics should be incorporated.
- Executive remuneration should not exacerbate inequality within the company.

The table below sets out the factors that contributed to us withholding support for remuneration reports or policies in 2024. Note that some remuneration packages fell foul of multiple principles and are counted more than once.

Reasons for votes against remuneration reports	2024 count	Percentage
Breaches local market good practice	21	8.4
Excessive or disproportionate annual bonus	88	35.2
Annual bonus exceeds long-term incentives	10	4.0
Non-financial or ESG (environmental, social and governance) indicators not incorporated	23	9.2
Potential for remuneration package to breach a given threshold	77	30.8
UK large and mid-cap company not a Living Wage employer	20	8.0
Other	11	4.4
	250	100



“...and now best performance by a chairman at an AGM, defending a massive salary increase.”

Under the category of ‘other’, we consider several areas, some of which are as follows:

- **Climate-specific environmental, social and governance (ESG) indicators.** For example, at Rio Tinto, while ESG metrics, including climate change, accounted for an increasing proportion of the metrics attached to the CEO’s annual bonus, there was no climate-specific metric that would have resulted in zero performance-related pay were it not met.
- **Company performance.** For example, following discussions with CCLA’s Investment Team, we did not support the remuneration report of Assura due to questions over the company’s performance during the year. Our main concern was the 12% increase in the CFO’s salary and the payment of significant bonuses at a time when shareholders were experiencing falls in the company share price and when Assura was underperforming its peers.
- **Remuneration package structure.** For example, once again, the remuneration committee at Novo Nordisk failed to include detail on how bonuses (both short- and long-term) were calculated. This concern was compounded by the fact that a third of the long-term incentive plan award was linked to the same strategic objectives as the short-

term bonus, thus rewarding recipients twice for the same outcomes, albeit over different timeframes.

- **Equality of opportunity.** For example:
 - Kerry Group sought approval for material increases to its maximum bonus and long-term incentive plan (LTIP) opportunities, following similarly large increases in previous years. There was no indication that staff would receive corresponding increases in bonus payments.
 - While the structure of Informa’s remuneration policy conformed with our guidelines, the company has raised the maximum LTIP opportunity for executives and does not similarly suggest how the wider workforce will benefit from company outperformance.
 - The CEO of Sage Group received a 9.9% salary increase, in conjunction with an LTIP grant increase for 2024 (full year), resulting in a material uplift in his overall pay quantum. Additionally, while overall award levels remain within those set by the policy, this was the second year of increases in intended maximum awards for an executive. This raised concerns over increasing inequality within the remuneration package.

ISS RECOMMENDATIONS AND CCLA VOTES COMPARED

Our voting guidelines are administered by proxy voting provider ISS, which works to a bespoke CCLA template.

The application of our template led us to oppose over four times as many management proposals as the standard ISS recommendations. We did not support management proposals on 17.9% of occasions. If we had applied the vote

recommendations in ISS’s standard template, this would have reduced to 3.6%.

Our record on addressing issues with executive remuneration best illustrates our template’s impact. While ISS recommended support for 85.1% of remuneration report or policy votes, we supported just 17.9% in 2024, as shown in the table below.

	ISS standard recommendation		CCLA template	
	With management recommendation (%)	Against management recommendation (%)	With management recommendation (%)	Against management recommendation (%)
All resolutions	93.4	6.5	82.1	17.9
Executive remuneration	88.4	11.6	17.9	82.1
Director election	96.7	3.3	80.3	19.7

How our voting position supports our engagement work

Our voting guidelines are reviewed and updated every year. We aim to be nimble in our approach and seek to step in where we believe corporate practice may be unjust or detrimental to shareholder value.

Our voting template incorporates our position on ESG issues, complements our main engagement themes, and is designed to reflect our clients’ values. It does so both for resolutions proposed by management, such as director elections and remuneration proposals, and for shareholder proposals, which are often more explicitly focused on ESG issues.

Management proposals

Executive remuneration and Living Wage

Our remuneration-related guidelines include voting against remuneration reports of large and mid-cap UK companies where the company is not an accredited Living Wage employer.

During 2024 this was either the sole factor or one of several factors resulting in a vote against remuneration proposals at the following companies: Berkeley Group Holdings, Bunzl, Compass Group, CVS Group, discoverIE Group, Genuit Group, Genus, Greggs, Halma, InterContinental Hotels Group, Judges Scientific, Kainos Group, Prudential, Rio Tinto, Spirax Group and Volution Group.

Climate change

Where a company is in the scope of Climate Action 100+, and where we have concerns about its progress on addressing climate change, we will vote against the re-election of the CEO.

In 2024, we withheld support for two directors:

1. **Jakob Stausholm, CEO at Rio Tinto.** We continue to have constructive engagement with Rio Tinto on climate change. However, while there has been progress, there is still more to do. In recognition of the evidenced improvement, we abstained.
2. **Jon Moeller, CEO/chair at Procter & Gamble.** We voted against Mr Moeller’s re-election for three reasons:
 - The company is part of Climate Action 100+ but has not reflected climate risk in its accounting assumptions.
 - There is a lack of clarity about the company’s position on lobbying/trade association membership and its stated climate goals.
 - Mr Moeller occupies a combined CEO/chair position. This is problematic because executive pay is decided by the board, meaning that a CEO who is also chair votes on their own compensation: a clear conflict of interest.

Shareholder proposals

Shareholder proposals are a meaningful way for shareholders to encourage improved corporate responsibility and often reflect our clients’ aims and priorities.

We are committed to supporting shareholder resolutions that positively address ESG concerns, and we disclose our voting position and rationale quarterly on our website. See [Appendix 3](#) for a full list of our ‘for’ votes during 2024.

Where escalation is necessary, we sometimes coordinate with other investors to co-file our own resolutions. During 2024, we co-filed five proposals at investee companies, summarised below.



Better environment

NextEra Energy (climate)

In 2024, we led the filing of a climate-related shareholder proposal at NextEra Energy. NextEra has a target to reach net-zero carbon emissions by 2045 although some of the trade associations to which it belongs can present forceful obstacles to addressing climate change. Our proposal asked the board to report to shareholders on its approach to identifying and addressing misalignments between NextEra’s lobbying and policy influence activities, and its ‘Real Zero’ goal. The proposal received an encouraging 33% support at the AGM in May. A further resolution has been filed for the 2025 AGM season.

McDonald’s (biodiversity)

We initiated engagement with McDonald’s as part of our membership of Nature Action 100 in 2024. While the company responded to the initial outreach, we have been unable to secure a meeting. Accordingly, we escalated the engagement by co-filing a shareholder proposal for the company’s 2025 AGM asking for McDonald’s to prepare a public report assessing the extent to which its supply chains and operations impact biodiversity and are vulnerable to biodiversity loss.

Better work

Amazon (collective bargaining)

We co-filed a shareholder proposal for Amazon’s 2024 AGM, requesting publication of an independent report into the alignment of the company’s practices on freedom of association and collective bargaining with its own policies and human rights standards. This followed ongoing media reports that Amazon has deployed tactics to discourage its workers from joining unions. The proposal received 31.8% of shareholder vote, or 37.0% excluding insider votes (CEO Jeff Bezos alone owns 10.8% of the voting power). This was down 3% compared to votes for a similar resolution in 2023.

As part of this engagement we wrote to Amazon in June 2024 with the backing of 48 investors with shares totalling \$1 trillion, in support of workers trying to form a union in the Coventry fulfilment centre.

We asked Amazon to:

- implement its stated commitment to the International Labour Organization (ILO) ‘fundamental’ conventions, the ILO Declaration on Fundamental Principles and Rights at Work, and the United Nations’ Universal Declaration of Human Rights⁷⁵
- cease all anti-union communications at Coventry and at all other facilities globally
- commit to negotiating in good faith with the Coventry branch of the GMB union and with other unions at national and global levels.

In December, we submitted paperwork to co-file again for the company’s 2025 AGM.

Nike* (labour standards)

In 2024, we co-filed and voted on a shareholder proposal at Nike on labour standards within the company’s supply chain. The industry practice of relying on social auditing to ensure compliance with supply chain labour policies is easily abused and often fails workers, particularly those in high-risk countries. In the resolution we asked Nike to adopt a worker-centric approach, which would involve binding agreements between the company and the workers in its supply chain. In total, 12.3% of the shareholders supported this resolution and we continue to press this topic with the company (see page 52 for further details).

Better health

Coca-Cola Co (nutrition)

We have been engaging with Coca-Cola for several years on its approach to nutrition. Facing a continued lack of any meaningful progress, we co-filed a shareholder proposal at the company for its 2024 AGM, asking it to adopt an enterprise-wide policy to move towards healthier products, beyond only sugar reduction. Unfortunately, the proposal was challenged by the company’s lawyers and rejected by the US Securities and Exchange Commission (SEC) before going to a shareholder vote. The SEC justified its rejection by arguing that the proposal related to ordinary business matters. We are coordinating with ShareAction and other investors collaborating on this topic to establish how to move the engagement forward with Coca-Cola Co in 2025.

*Not held in CCLA portfolio(s) as at 31 December 2024.

Appendix 1: Active ownership summary

The following list includes direct engagement, all CCLA-led collaborative engagement and third-party-led engagement where we have portfolio holdings.

Company	CCLA holding as at 31 Dec 2024	Better environment		Better work			Better health	
		Climate	Environment (other)	Cost of living and living wage	Modern slavery	Human rights	Mental health	Health (other)
3i Group	No				■			
Abbott Laboratories	Yes	■					■	
AbbVie	No						■	
Abrdn	No				■			
Accenture	Yes	●					■	
Admiral Group	Yes	■			■		■	
Adobe	Yes						■	
Advanced Micro Devices	No						■	
Agricultural Bank of China	No						●	
AIA Group	Yes						■	
Airtel Africa	No	●			■			
Alibaba Group Holding	No						■	
Alphabet	Yes	■					■	
Amazon	Yes	■				●	■	
American Express Co	No						●	
Amgen	No						●	
Anglo American	No				●		■	
Anheuser-Busch InBev	No						●	
Antofagasta	No	●			■		■	
Apple	No						●	
Ashtead Group	Yes	●			■		■	
ASML Holding	Yes	■					■	
Associated British Foods	No	●			■		■	
AstraZeneca	Yes	■	■		■		■	
AT&T	No						●	
Auto Trader Group	Yes	■			■			
Aviva	No				■		■	
B&M European Value Retail	No	●			●		■	
Babcock International Group	No						■	
BAE Systems	No	■			■		■	
Balfour Beatty	No						■	
Bank of America	No						■	
Bank of China	No						●	
Barclays	No				■		■	
Barratt Developments	No	●			■			
Beazley	No	■			■			
Berkeley Group Holdings	Yes	■			■			
Berkshire Hathaway	No						●	
BHP Group	No						■	
Boeing	No						●	
BP	No				■		■	

Key: ● No response ■ Discussions ongoing ■ Positive change ■ Met engagement target



Company	CCLA holding as at 31 Dec 2024	Better environment		Better work			Better health	
		Climate	Environment (other)	Cost of living and living wage	Modern slavery	Human rights	Mental health	Health (other)
Bristol Myers Squibb	No						■	
British American Tobacco	No	■			■		■	
British Land Company	No				■			
Broadcom	Yes						●	
BT Group	No	■			■		■	
Bunzl	Yes	●			■		●	
Burberry Group	No	■			●			
Carnival	No				●		■	
Caterpillar	No						■	
Centrica	No				■		■	
Charles Schwab	No						●	
Chevron	No						●	
China Construction Bank	No						●	
China Life Insurance Co	No						●	
China Merchants Bank	No						■	
Cisco Systems	Yes						■	
Coats Group	No						■	
Coca-Cola Co	Yes	●				■	■	■
Coca-Cola HBC	No	●			●		■	
Comcast	No						■	
Commonwealth Bank of Australia	No						■	
Compass Group	Yes	■			■		■	
Computacenter	No						■	
Contemporary Amperex Technology Co	No						●	
Convatec Group	No	■			●		●	
Costco Wholesale	No	■			■		■	
CRH	No				■			
Croda International	Yes	■			■			
Currys	No						●	
CVS Health	Yes						■	
Danaher	Yes						●	
Darktrace	No	●			●		●	
DCC	No	●			●		●	
Dechra Pharmaceuticals	No				■			
Deere & Co	Yes	■					■	
Diageo	Yes	■			■		■	
Diploma	Yes	●			●			
Direct Line Insurance Group	No						●	
Dowlais Group	No						●	
DS Smith	No	■			●		●	
Dunelm Group	No						■	
easyJet	No	■			■		■	
Eaton	No	●						

Key: ● No response ■ Discussions ongoing ■ Positive change ■ Met engagement target

Company	CCLA holding as at 31 Dec 2024	Better environment		Better work			Better health	
		Climate	Environment (other)	Cost of living and living wage	Modern slavery	Human rights	Mental health	Health (other)
Eli Lilly and Co	No						■	
Empiric Student Property [†]	Yes	■						
Endeavour Mining	No	■			●			
Entain	No	■			■		■	
Experian	Yes	■			■		■	
Exxon Mobil	No						●	
Ferguson	No	■						
Ferrexpo	No						●	
Firstgroup	No						■	
Flutter Entertainment	No				■		■	
Fraser's Group	No	●			●		■	
Fresnillo	No	●			●			
Genuit Group	Yes				■			
Givaudan	No	■						
Glencore	No	■			●		■	
Goldman Sachs Group	No						■	
Grafton Group	No						■	
Greggs	Yes			■			■	
GSK	No	●			■		■	
Haleon	No	■			■		■	
Halma	Yes	■			■			
Hargreaves Lansdown	No	■			■			
Hays	No						■	
HDFC Bank	Yes						●	
Hermès International	Yes						■	
Hikma Pharmaceuticals	No	●			■			
Hiscox	No				■			
Home Depot	Yes	■					■	
Honeywell International	No	●					■	
Howden Joinery Group	No	■			●		●	
HSBC Holdings	No	■			●		■	
IMI	No	●			■		■	
Imperial Brands	No	●			■		■	
Inchcape	No						■	
Industria de Diseño Textil	No						●	
Industrial and Commercial Bank of China	No						●	
Informa	Yes	●			■		●	
Intel	No						■	
InterContinental Hotels Group	Yes	■			■		■	
Intermediate Capital Group	Yes	■			■			
International Business Machines	No						●	
International Consolidated Airlines Group	No	●			■		●	

Key: ● No response ■ Discussions ongoing ■ Positive change ■ Met engagement target

[†]UK-listed real estate investment trust



Company	CCLA holding as at 31 Dec 2024	Better environment		Better work			Better health	
		Climate	Environment (other)	Cost of living and living wage	Modern slavery	Human rights	Mental health	Health (other)
International Distribution Services	No						■	
Intertek Group	Yes	■			■		■	
Intuit	Yes						■	
Investec	No				■			
J D Wetherspoon	No						■	
J Sainsbury	No	■			■		■	
JD Sports Fashion	No	●			■		■	
John Wood Group	No						■	
Johnson & Johnson	Yes	■					■	
Johnson Matthey	No						●	
JPMorgan Chase & Co	No	■					■	
Keller Group	No						●	
Kerry Group	Yes	●						
Keyence	Yes	●						
Kingfisher	No	■			■		■	
Kweichow Moutai Co	No						●	
Land Securities Group	No				■			
Legal & General Group	No				■		■	
Linde	No						●	
Lloyds Banking Group	No	■			■		■	
London Stock Exchange Group	Yes				■		■	
LondonMetric Property	No	■			●			
L'Oréal	Yes	●					■	
Lowe's Companies	No						●	
LVMH Moët Hennessy Louis Vuitton	Yes	■		■			■	
M&G	No				■			
Marks & Spencer Group	No	■			■		■	
Mastercard	Yes		■				■	
McDonald's	Yes		■		■	■	■	
Medtronic	Yes	■					■	
Meituan	No						●	
Melrose Industries	No	■			●		●	
Merck & Co	No						■	
Meta Platforms	No						●	
Microsoft	Yes	●					■	
Mitchells & Butlers	No						●	
Mitie Group	No						●	
Mobico Group (formerly National Express Group)	No						■	
Mondi	No	■			■		■	
Morgan Stanley	No						■	
National Grid	No				■		■	
NatWest Group	No				■		■	

Key: ● No response ■ Discussions ongoing ■ Positive change ■ Met engagement target

Company	CCLA holding as at 31 Dec 2024	Better environment		Better work			Better health	
		Climate	Environment (other)	Cost of living and living wage	Modern slavery	Human rights	Mental health	Health (other)
Nestlé	Yes	■		■			■	■
Netflix	No						■	
NEXT	No	■			■		■	
NextEra Energy	Yes	■				■	●	
Nike	No	■				■	●	
Novartis	No						■	
Novo Nordisk	Yes						■	
NVIDIA	Yes					■	●	
NXP Semiconductors	Yes	■				■		
Ocado Group	No				■		■	
Oracle	No						■	
PayPal Holdings	No						●	
PDD Holdings	No						●	
Pearson	No	■			■		●	
PepsiCo	No	■				■	●	■
Pernod Ricard	Yes	■						
Persimmon	No	■			■			
PetroChina Co	No						●	
Pfizer	No	■					●	
Philip Morris International	No						■	
Phoenix Group Holdings	No	■			■			
Ping An Insurance Group Co of China	No						●	
Procter & Gamble	Yes	■	■				■	
Prosus	No						■	
Prudential	Yes	■			■		■	
Qualcomm	No						●	
Reckitt Benckiser Group	Yes	■			■		■	
Reliance Industries	No						■	
RELX	Yes	■			■		●	
Rentokil Initial	No	●			■		■	
RHI Magnesita	No						●	
Rightmove	Yes	●			●			
Rio Tinto	Yes	■			■		■	
Roche Holding	Yes	■					■	
Rolls-Royce Holdings	No	■			●		■	
Royal Bank of Canada	No						●	
RTX (formerly Raytheon Technologies)	No						■	
S&P Global	Yes						●	
Sage Group	Yes	●			■		■	
Salesforce	No						●	
Samsung Electronics	No						●	
Sanofi	No						■	
SAP	No						■	

Key: ● No response ■ Discussions ongoing ■ Positive change ■ Met engagement target



Company	CCLA holding as at 31 Dec 2024	Better environment		Better work			Better health	
		Climate	Environment (other)	Cost of living and living wage	Modern slavery	Human rights	Mental health	Health (other)
Saudi Arabian Oil	No						●	
Savills	No						■	
Schneider Electric	Yes	■						
Schroders	No	■			■			
SEGRO ⁺	Yes				■			
Serco Group	No						■	
ServiceNow	Yes						■	
Severn Trent	No	■			●			
Shell	No	■			■		■	
Siemens	Yes	■					■	
Smith & Nephew	No	■			●		■	
Smiths Group	No	■			●		●	
Smurfit Kappa Group	No				●		●	
Sony Group	No						●	
Spirax Group	Yes	●			■		■	
Spire Healthcare Group	No						■	
SSE	No	■			■		■	
SSP Group	No						●	
St James's Place	No				■			
Standard Chartered	No				●		■	
Starbucks	No					■		
Taiwan Semiconductor Manufacturing Co	Yes	■					■	
Tata Consultancy Services	No						●	
Taylor Wimpey	No	■			●			
Tencent Holdings	No						■	
Tesco	No	■			■		■	
Tesla	No						●	
Texas Instruments	Yes						●	
Thermo Fisher Scientific	Yes	■					■	
TI Fluid Systems	No						●	
T-Mobile US	No						■	
Toronto-Dominion Bank	No						■	
TotalEnergies	No						■	
Toyota Motor	No						■	
Trane Technologies	Yes	■						
Travis Perkins	No						■	
Tritax Big Box REIT ⁺	No				■			
TUI	No						■	
Uber Technologies	No						●	
Unilever	Yes	■	■		■		■	■
Union Pacific	Yes	■					■	
Unite Group	No				■			
United Parcel Service	No						●	
United Utilities Group	No				●			

Key: ● No response ■ Discussions ongoing ■ Positive change ■ Met engagement target

Company	CCLA holding as at 31 Dec 2024	Better environment		Better work			Better health	
		Climate	Environment (other)	Cost of living and living wage	Modern slavery	Human rights	Mental health	Health (other)
UnitedHealth Group	Yes	■					■	
US Bank	No	■						
Verizon Communications	No						■	
Vesuvius	No						●	
Visa	Yes						■	
Vistry Group	No	■			●			
Vodafone Group	No	■			■		■	
Volkswagen	No						■	
Walmart	No						■	
Walt Disney Co	No						●	
Watches of Switzerland	Yes			■				
Weir Group	No	●			■		■	
Wells Fargo & Co	No						■	
WH Smith	No						■	
Whitbread	No	●			●		■	
Wise	No				●			
WPP	No	●			●		■	
Zoetis	Yes		■					

Key: ● No response ■ Discussions ongoing ■ Positive change ■ Met engagement target



Appendix 2: Collaborating for change

We aim to mobilise the investment industry into action. Here we summarise institutional investor support for CCLA stewardship initiatives as at the end of 2024.

	Find it, Fix it, Prevent it	Cost-of-living crisis	Seasonal Worker scheme	Mental health
Abrdn	■			
Achmea				●
Adrian Dominican Sisters – Portfolio Advisory Board	■			■
AdviserAction				■
Aikya Investment Management	■			
Alken Asset Management				●
AllianceBernstein	■			
Allianz Global Investors				■
Alquity Group				■
Amundi	■			
Anchorage Capital Partners				■
Aon	■			
Arabesque Asset Management				●
Archbishops' Council	■			
Artemis Fund Managers				
Asset Value Investors				■
AustralianSuper	■			
Aviva	■	■		
Barrow Cadbury Trust	■			
Bible Society	■			
Bon Secours Mercy Health				■
Border to Coast Pensions Partnership	■			
Boston Common Asset Management	■			●
Brunel Pension Partnership	■	■		●
Canada Life Asset Management	■		■	
Cardano Asset Management		■		●
Castlefield Investment Partners	■	■		●
CCLA Investment Management	■	■	■	●
Central Finance Board of the Methodist Church	■		■	●
Charles Plater Trust	■			
Christian Aid	■			
Christian Super	■			
Church Commissioners for England	■			●
Church Investors Group	■	■		
Church of England Pensions Board	■			
Church of Scotland Investors' Trust	■			
Close Brothers Asset Management				■
Columbia Threadneedle Investments	■			
Congregation of St Joseph				■
CQS				●
Daughters of Charity, Province of St Louise				■
De Nieuwe Beurskoers	■			
Diocese of Hallam	■			
Diocese of Leicester	■			
Diocese of Westminster	■			
EdenTree	■	■		

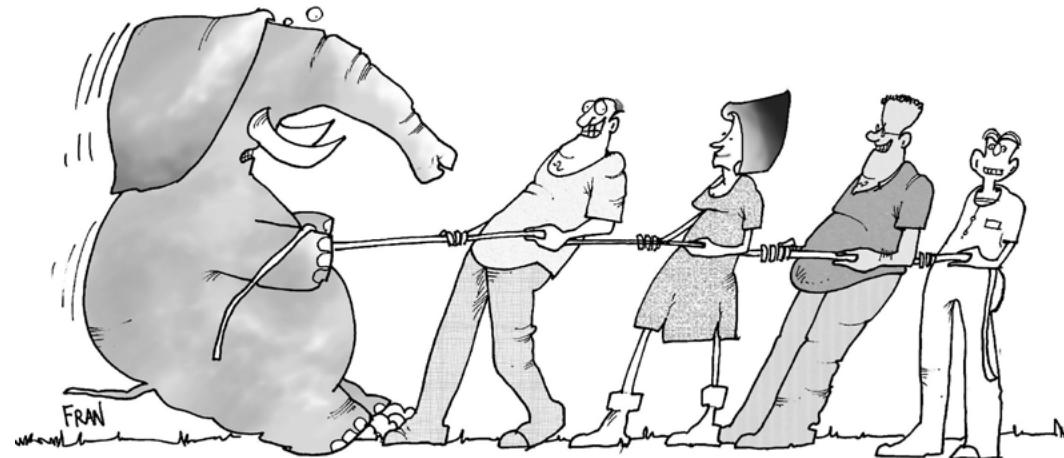
Key: ● Founding signatory ■ Signatory as at 31 December 2024

	Find it, Fix it, Prevent it	Cost-of-living crisis	Seasonal Worker scheme	Mental health
EOS at Federated Hermes (on behalf of its stewardship clients)	■	■		●
Episcopal Church (Domestic and Foreign Missionary Society)	■			
Epworth Investment Management (part of the Central Finance Board of the Methodist Church)	■			●
Ethical Partners Funds Management				●
Evelyn Partners (formerly Tilney and Smith & Williamson Group)	■		■	●
Federated Hermes	■	■		●
Fidelity International	■			
First Sentier Investors				●
Fondo Pensione Cometa				●
Friends Fiduciary				●
Friends Provident Foundation	■	■		
Future Group				●
GAM Investments	■			
Guy's & St Thomas' Foundation				■
IEIR				■
Impax Asset Management				■
Interfaith Center on Corporate Responsibility	■			●
Islington Pension Fund		■		
J Stern & Co				■
Jesuits in Britain	■	■		●
JLens				●
Joseph Rowntree Foundation		■		
KLP Kapitalforvaltning	■			
Lazard Asset Management	■			
Legal and General Investment Management		■		
Legal Education Foundation	■			
LGT	■			
Lindsell Train	■			
Liontrust Asset Management				■
Local Authority Pension Fund Forum	■			
Local Government Pension Scheme Central	■			
M&G Investments	■			
Medical Mission Sisters	■			
Mercy Investment Services	■			●
Miller/Howard Investments				■
NEI Investments				■
Nomura Asset Management				●
OVF (The Norwegian Church Endowment)	■			
Panahpur	■			
Pension Protection Fund	■		■	■
PensionBee		■		
PIRC	■	■	■	
Polden-Puckham Charitable Foundation	■			
Quilter Cheviot	■		■	
Railpen	■			●
Rathbone Greenbank Investments	■			●
Region VI Coalition for Responsible Investment				■
Representative Church Body of the Church in Wales	■			
Representative Church Body of the Church of Ireland	■			

Key: ● Founding signatory ■ Signatory as at 31 December 2024

	Find it, Fix it, Prevent it	Cost-of-living crisis	Seasonal Worker scheme	Mental health
Royal London Asset Management				■
Salvation Army International: UK and Ireland Territory	■			
Sarasin & Partners	■		■	
Schroders	■		■	■
SHARE (Shareholder Association for Research and Education)	■			■
Sisters of St Francis, Dubuque, Iowa				●
Sisters of the Humility of Mary				●
Sjunde AP-fonden (AP7)	■			
Stichting Pensioenfonds voor Huisartsen				■
Strathclyde Pension Fund		■		
Sycomore Asset Management				■
TAM Asset Management				■
Titan Asset Management				■
Trust for London		■		
United Reformed Church Ministers' Pension Trust	■			
United Reformed Church Trust	■			
Vancity Investment Management				■
William Leech Foundation	■			

Key: ● Founding signatory ■ Signatory as at 31 December 2024



“We can do ANYTHING if we all pull together!”

www.CartoonStock.com

Appendix 3: Focus on shareholder resolutions

The table below shows CCLA's 'for' votes in 2024 and how they fit within our environmental, social and governance (ESG) framework. All of these votes took place at annual general meetings.

Company name	Meeting date	Proposal	Environment	Social	Governance
Intuit	18/01/24	Report on climate risk in retirement plan options	■		
Visa	23/01/24	Submit severance agreement (change in control) to shareholder vote			■
Deere & Co	28/02/24	Submit severance agreement (change in control) to shareholder vote			■
Starbucks	13/03/24	Report on pricing of plant-based milk		■	
Agilent Technologies	14/03/24	Adopt simple majority vote			■
Synopsys	10/04/24	Require independent board chair			■
Adobe	17/04/24	Require a majority vote standard for the election of directors with a mandatory resignation policy			■
Adobe	17/04/24	Report on hiring of persons with arrest or incarceration records		■	
Humana	18/04/24	Adopt simple majority vote			■
Nestlé	18/04/24	Report on non-financial matters regarding sales of healthier and less healthy foods		■	
Texas Instruments	25/04/24	Reduce the ownership threshold for shareholders to call a special meeting			■
Texas Instruments	25/04/24	Report on due diligence efforts to trace end-user misuse of company products		■	
Pfizer	25/04/24	Report on the congruency of political spending with the company's stated values and priorities			■
Pfizer	25/04/24	Require independent board chair			■
Coca-Cola Co	01/05/24	Issue a third-party assessment of the safety of non-sugar sweeteners		■	
PepsiCo	01/05/24	Report on risks related to biodiversity and nature loss	■		
PepsiCo	01/05/24	Amend by-laws to adopt a director election resignation			■
PepsiCo	01/05/24	Submit severance agreement (change in control) to shareholder vote			■
PepsiCo	01/05/24	Issue a transparency report on global public policy and political influence			■
PepsiCo	01/05/24	Issue a third-party assessment of the safety of non-sugar sweeteners		■	
PepsiCo	01/05/24	Report on third-party racial equity audit		■	
IDEX	07/05/24	Report on the company's hiring practices with respect to formerly incarcerated people		■	
Danaher	07/05/24	Reduce the ownership threshold for shareholders to call a special meeting			■
Danaher	07/05/24	Report on the effectiveness of diversity, equity and inclusion efforts		■	

Key: ■ CCLA voted in favour of the resolution



Company name	Meeting date	Proposal	Environment	Social	Governance
Stryker	09/05/24	Report on political contributions and expenditures			■
Union Pacific	09/05/24	Submit severance agreement (change in control) to shareholder vote			■
Union Pacific	09/05/24	Amend board's Safety and Service Quality Committee to review staffing levels and confer on safety issues with stakeholders		■	
Honeywell International	14/05/24	Require independent board chair			■
Home Depot	16/05/24	Clawback of incentive payments			■
Home Depot	16/05/24	Report on political spending congruency			■
Home Depot	16/05/24	Disclose a biodiversity impact and dependency assessment		■	
Marsh & McLennan Companies	16/05/24	Provide the right to act by written consent			■
Intercontinental Exchange	17/05/24	Require independent board chair			■
Amazon	22/05/24	Disclose all material scope 3 greenhouse gas emissions	■		
Amazon	22/05/24	Report on efforts to reduce plastic use	■		
Amazon	22/05/24	Report on the impact of the company's climate change strategy, consistent with Just Transition guidelines	■		
Amazon	22/05/24	Report on lobbying payments and policy			■
Amazon	22/05/24	Commission a third-party assessment of company's commitment to freedom of association and collective bargaining		■	
Amazon	22/05/24	Commission a third-party audit on working conditions		■	
Amazon	22/05/24	Commission a third-party study and report on risks associated with use of Rekognition		■	
Amazon	22/05/24	Establish a board committee on AI		■	
Amazon	22/05/24	Establish a public policy committee		■	
Amazon	22/05/24	Report on customer due diligence		■	
Amazon	22/05/24	Report on median and adjusted gender and racial pay gaps		■	
American Tower	22/05/24	Reduce the ownership threshold for shareholders to call a special meeting			■
American Tower	22/05/24	Report on median and adjusted gender and racial pay gaps		■	
McDonald's	22/05/24	Issue a transparency report on global public policy and political influence			■
McDonald's	22/05/24	Adopt antibiotics policy		■	
McDonald's	22/05/24	Disclose poultry welfare indicators		■	
Thermo Fisher Scientific	22/05/24	Adopt simple majority vote requirement			■
Zoetis	22/05/24	Adopt policy on improved majority voting for election of directors			■
NextEra Energy	23/05/24	Report on climate lobbying	■		

Key: ■ CCLA voted in favour of the resolution

Company name	Meeting date	Proposal	Environment	Social	Governance
NextEra Energy	23/05/24	Disclose board skills and diversity matrix		■	
ServiceNow	23/05/24	Adopt simple majority vote			■
UnitedHealth Group	03/06/24	Report on the congruency of political spending with the company's stated values and priorities			■
Ansys	07/06/24	Provide the right to call a special meeting			■
Roper Technologies	12/06/24	Adopt simple majority vote			■
Mastercard	18/06/24	Report on lobbying payments and policy			■
NVIDIA	26/06/24	Adopt simple majority vote			■
Nike	10/09/24	Report on environmental targets	■		
Nike	10/09/24	Report on the effectiveness of supply chain management relating to equity goals and human rights commitments		■	
Nike	10/09/24	Report on median gender and racial pay gaps		■	
Nike	10/09/24	Report on the impact of work-driven responsibility principles and supporting binding agreements in sourcing from high-risk countries		■	
Procter & Gamble	08/10/24	Report on median gender and racial pay gaps		■	
Microsoft	10/12/24	Report on risks of using AI and machine learning tools for oil and gas development and production	■		
Microsoft	10/12/24	Report on AI data sourcing accountability		■	
Microsoft	10/12/24	Report on risks of operating in countries with significant human rights concerns		■	
Microsoft	10/12/24	Report on risks of weapons development		■	
Microsoft	10/12/24	Report on risks related to AI-generated misinformation and disinformation		■	

Key: ■ CCLA voted in favour of the resolution

AI: artificial intelligence



Appendix 4: Other initiatives

To add breadth to our thematic stewardship work, we support a number of initiatives led by other organisations. These are outlined below.

Better environment

Initiative	Lead organisation	Role	Rationale
CDP Climate Change Programme	CDP	Signatory	CDP's climate change programme works to reduce companies' greenhouse gas emissions and mitigate climate change risk. It requests information on the risks and opportunities of climate from the world's largest companies on behalf of a coalition of investors.
CDP Forests Programme	CDP	Signatory	CDP's forests programme helps companies and their investors in understanding and addressing their exposure to forest risk commodities, such as cattle, biofuels, palm oil, timber and soy.
CDP Non-Disclosure Campaign	CDP	Signatory	Focuses on companies that have never responded to CDP or who have not responded in recent years.
CDP Water Program	CDP	Signatory	CDP's water programme provides critical water-related data from the world's largest corporations to inform the global marketplace on investment risk and commercial opportunity.
Ceres & ICCR Banks Working Group	Ceres; ICCR	Member	Provides resources against which bank performance can be measured, with engagement then tailored to each financial institution.
Climate Action 100+	Ceres; IIGCC; PRI	Collaborative/co-lead investor; founding member	Investor-led initiative to ensure the world's largest corporate greenhouse gas emitters act on climate change.
Global Investor Statement to Governments on the Climate Crisis	IIGCC	Signatory	Statement demanding a whole-of-government approach with policy implementation at all levels of government.
IIGCC	IIGCC	Member	Brings the investment community together to work towards a climate-resilient future.
Nature Action 100	IIGCC	Member	Investor engagement to drive greater corporate ambition and action to reverse nature and biodiversity loss.
Net Zero Asset Managers Initiative	IIGCC	Signatory	Aims to galvanise the asset management industry to commit to a goal of net-zero emissions.
Net Zero Engagement Initiative	IIGCC	Member; collaborative investor; signatory	Aims to help investors align more of their portfolio with the goals of the Paris Agreement.
Powering Past Coal Alliance	Powering Past Coal Alliance	Steering committee member	A coalition of national and subnational governments, businesses and organisations working to advance the transition from unabated coal power generation to clean energy.
Spring	PRI	Signatory; advisory committee member	Stewardship initiative for nature, addressing the systemic risks of biodiversity loss.

Initiative	Lead organisation	Role	Rationale
Transition Plan Taskforce (Delivery Group)	UK government	Member	The Transition Plan Taskforce (TPT) aims to help organisations meet their climate goals and support the UK government's pledge to achieve net zero by 2050. Experts lead and contribute to Transition Plan Taskforce workstreams for various sectors.

ICCR: Interfaith Center on Corporate Responsibility; IIGCC: Institutional Investors Group on Climate Change; PRI: Principles for Responsible Investment

Better work

Initiative	Lead organisation	Role	Rationale
Amazon co-filing group	SHARE; SOC Investor Group	Co-filer	Co-ordinates and exchanges information in relation to Amazon resolutions.
Find it, Fix it, Prevent it	CCLA	Founder; manager	An investor network collaborating to make investors more active in the fight against modern slavery.
Good Work Coalition	ShareAction	Member	An investor coalition campaigning to support living wages, tackling insecure work, and promoting diversity, equity and inclusion in the UK workforce.
ICCR – Advancing Worker Justice	ICCR	Member	Brings shareholder advocates and allied worker-led and worker-focused organisations together to advance dignity and justice for all working people in Canada and the United States.
ICCR – Equitable Global Supply Chains	ICCR	Member	Global supply chains need a transformation – one that benefits all stakeholders but especially workers and their communities who are vulnerable to wage theft and to exploitative and oppressive working conditions.
Investor Alliance for Human Rights	Investor Alliance for Human Rights	Member	An alliance aimed at equipping the investment community with the expertise and opportunities to put into practice the investor responsibility to respect human rights.
KnowTheChain	KnowTheChain Business and Human Rights Resource Centre	Member of Fair Food Program advisory group	To coordinate benchmarking relating to modern slavery.
Labour Rights Investor Network	UNI Global Union; Committee on Workers' Capital	Member	A global investor network focusing on the rights to freedom of association and collective bargaining. It acts as an education and exchange platform and a place to connect on issues related to freedom of association and collective bargaining.
Living Hours	Church Investors Group	Supporter	The Living Hours initiative calls on companies to become accredited Living Hours employers by agreeing to provide stable minimum working hours, in addition to paying their staff the real Living Wage. The Church Investors Group supports this initiative.



Initiative	Lead organisation	Role	Rationale
Nike co-filing group	Domini Impact Investments; Trillium Asset Management	Co-filer	CCLA was a co-filer on a resolution at Nike* on worker-driven responsibility and binding agreements to strengthen Nike's Human Rights Programme.
Platform Living Wage Financials	VBDO (Dutch Association of Investors for Sustainable Development)	Member of the Apparel and Footwear Working Group	An alliance of financial institutions that encourages and monitors investee companies to enable living wages and incomes in their global supply chains.
Sugar Supply Chain Engagement Steering Group	ICCR Equitable Global Supply Chains Working Group	Member of steering group	Following a series of <i>New York Times</i> articles on forced labour and human rights abuses in the Indian sugar supply chain, ICCR formed a group of investors engaging with major international buyers of sugar.
UN PRI Advance Programme	United Nations Principles for Responsible Investment	Lead investor on NextEra Energy	A collaborative initiative where institutional investors seek to advance human rights and positive outcomes for people through investor stewardship.
Votes Against Slavery	Rathbones Group	Signatory	A group that aims to address the systemic nature of modern slavery by encouraging the highest standards of supply chain transparency at FTSE 350 companies.
Workforce Disclosure Initiative	Thomson Reuters Foundation	Member	Aims to improve corporate transparency and accountability on workforce issues, provide companies and investors with comprehensive and comparable data, and help to increase the provision of good jobs worldwide.

ICCR: Interfaith Center on Corporate Responsibility.

Better health

Initiative	Lead organisation	Role	Rationale
Access to Medicine Foundation	Access to Medicine Foundation	Signatory	Access to medicine, including the fair and equitable dissemination of medicines and vaccines, should be a significant business concern for global companies involved in the development, manufacture or distribution of medicines.
Access to Nutrition initiative	Access to Nutrition Foundation	Signatory	This initiative assesses how the world's 25 largest global food and beverage manufacturers contribute to addressing malnutrition in all its forms.
Antimicrobial Resistance Benchmark	Access to Medicine Foundation	Signatory	This benchmark compares how pharmaceutical companies are tackling the antimicrobial resistance crisis.
Business Benchmark on Farm Animal Welfare (and Global Investor Collaboration on Farm Animal Welfare)	Chronos Sustainability	Signatory	Analyses the farm animal welfare policies, management systems, reporting and performance of 150 of the world's largest food companies.

*Not held in CCLA portfolio(s) as at 31 December 2024.

Initiative	Lead organisation	Role	Rationale
FAIRR Initiative	FAIRR	Investor member	An investor coalition focused on environmental, social and governance (ESG) risks in protein supply chains. The initiative supports investors through research as well as by running collaborative engagements with the food industry.
Global investor coalition on workplace mental health	CCLA	Lead and signatory	A global investor coalition coordinated by CCLA to galvanise the investment community into action on corporate mental health.
Healthy Markets Initiative	ShareAction	Signatory	Asking companies to commit to producing healthier products and to make these products more available, affordable and accessible.
Investor Action on Antimicrobial Resistance	Access to Medicine Foundation; FAIRR Initiative; Principles for Responsible Investment; UK Department of Health and Social Care	Signatory	A coalition to galvanise investor efforts to address global antimicrobial resistance.
Investor Coalition on Food Policy	Food Foundation	Member	Exists to engage with policymakers to advocate for well-designed regulation aimed at creating a healthier, more sustainable and more affordable food system.
Investor statement on technology, mental health and wellbeing	AXA Investment Managers; Sycomore Asset Management	Signatory	Collaborative engagement initiative to help tech companies define policies and implement measures to mitigate the potential negative impact of technology on their end consumers' mental health and wellbeing.
Long-term Investors in People's Health	ShareAction	Signatory	Broad coalition of investors coordinated and run by ShareAction to tackle major public health issues.



Endnotes

- 1 See www.ccla.co.uk/sustainability
- 2 Financial Reporting Council (20 September 2023), 'UK Stewardship Code', online at www.frc.org.uk/library/standards-codes-policy/stewardship/uk-stewardship-code
- 3 CCLA, 'Response to the UK Stewardship Code principles', online at www.ccla.co.uk/documents/response-uk-stewardship-code-principles/download?inline
- 4 CCLA (2023), 'PRI summary scorecard 2023', online at www.ccla.co.uk/documents/pri-assessment-report-2023/download?inline
- 5 Principles for Responsible Investment (2025), 'Advance', online at www.unpri.org/investment-tools/stewardship/advance
- 6 CCLA (2024), 'CCLA Corporate Mental Health Benchmark: UK 100', online at www.ccla.co.uk/documents/ccla-corporate-mental-health-benchmark-uk-100-2024/download?inline
- 7 CCLA (2024), 'CCLA Corporate Mental Health Benchmark: Global 100+', online at www.ccla.co.uk/documents/ccla-corporate-mental-health-benchmark-global-100-2024/download?inline
- 8 CCLA (2024), 'Modern Slavery UK Benchmark 2024', online at www.ccla.co.uk/documents/modern-slavery-uk-benchmark-2024/download?inline
- 9 CCLA (2024), 'A climate for good investment', online at www.ccla.co.uk/documents/climate-good-investment-tcfd/download?inline
- 10 United Nations Framework Convention on Climate Change (2025), 'The Paris Agreement', online at <https://unfccc.int/process-and-meetings/the-paris-agreement>
- 11 Sustainalytics (2025), 'ESG Risk Ratings', online at www.sustainalytics.com/esg-data
- 12 See <https://sasb.ifrs.org> and www.globalreporting.org
- 13 See <https://unglobalcompact.org> and United Nations (2011), 'Guiding principles on business and human rights', online at www.ohchr.org/sites/default/files/documents/publications/guidingprinciplesbusinesshr_en.pdf
- 14 CCLA does not invest in sovereign debt issued by countries identified as the most oppressive. The identification of such countries is based on an analysis of the following four data sources: Freedom House, Corruption Perception Index, US Commission on International Religious Freedom, UN embargoes (only state-led)/EU embargoes. For details, please visit: www.ccla.co.uk/about-us/policies-and-reports/policies/approach-sovereign-debt
- 15 See www.climateaction100.org
- 16 United Nations Framework Convention on Climate Change (2025), 'The Paris Agreement', online at <https://unfccc.int/process-and-meetings/the-paris-agreement>
- 17 CCLA (2024), 'A climate for good investment', online at www.ccla.co.uk/documents/climate-good-investment-tcfd/download?inline
- 18 Intergovernmental Panel on Climate Change (2018), 'Global warming of 1.5°C: an IPCC special report on the impacts of global warming of 1.5°C above pre-industrial levels and related global greenhouse gas emission pathways', online at www.ipcc.ch/sr15; UN Environment Programme (2020), Emissions Gap Report 2020, online at www.unep.org/emissions-gap-report-2020 in the context of strengthening the global response to the threat of climate change, sustainable development, and efforts to eradicate poverty.
- 19 Institutional Investors Group on Climate Change (2024), 'IIGCC call to action for UK government 2024', online at www.iigcc.org/hubfs/2024%20resources%20uploads/IIGCC%20UK%20Call%20To%20Action%202024.pdf
- 20 Investor Agenda (2024), '2024 global investor statement to governments on the climate crisis', online at <https://theinvestoragenda.org/wp-content/uploads/2024/08/2024-Global-Investor-Statement-to-Governments-on-the-Climate-Crisis.pdf>
- 21 United Nations Framework Convention on Climate Change (2025), 'The Paris Agreement', online at <https://unfccc.int/process-and-meetings/the-paris-agreement>
- 22 CDP is an international non-profit organisation that helps companies, and other organisations, to disclose their climate-related environmental impacts. CDP (2023), 'Scoring introduction 2023', online at https://cdn.cdp.net/cdp-production/cms/guidance_docs/pdfs/000/000/233/original/Scoring-Introduction.pdf
- 23 Greenhouse Gas Protocol, 'The GHG Protocol Corporate Accounting and Reporting Standard', online at <https://ghgprotocol.org/corporate-standard>
- 24 United Nations Climate Change (2024), 'COP29 UN Climate Conference agrees to triple finance to developing countries, protecting lives and livelihoods', online at <https://unfccc.int/news/cop29-un-climate-conference-agrees-to-triple-finance-to-developing-countries-protecting-lives-and>
- 25 António Guterres (12 November 2024), online at <https://news.un.org/en/story/2024/11/1156831>
- 26 International Energy Agency (5 October 2018), 'Petrochemicals set to be the largest driver of world oil demand, latest IEA analysis finds', online at www.iea.org/news/petrochemicals-set-to-be-the-largest-driver-of-world-oil-demand-latest-iea-analysis-finds
- 27 See <https://planet-tracker.org>
- 28 See <https://tnfd.global>
- 29 Modern Slavery Act 2015, online at www.legislation.gov.uk/ukpga/2015/30/section/54/enacted
- 30 Hackney.gov.uk (28 November 2024), 'Modern day slavery', online at <https://hackney.gov.uk/modern-day-slavery>
- 31 International Labour Organization (12 September 2022), 'Modern slavery: 50 million people worldwide in modern slavery', online at www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_855019/lang--en/index.htm
- 32 CCLA and Rathbones (27 March 2024), 'Written evidence (MSA0054)', online at <https://committees.parliament.uk/writtenevidence/129135/pdf>
- 33 Directive (EU) 2024/1760 of the European Parliament and of the Council of 13 June 2024 on corporate sustainability due diligence and amending Directive (EU) 2019/1937 and Regulation (EU) 2023/2859, online at <https://eur-lex.europa.eu/eli/dir/2024/1760/oj>
- 34 Gov.uk (2023), 'Independent review into labour shortages in the food supply chain', online at https://assets.publishing.service.gov.uk/media/649da925bb13dc0012b2e38a/Independent_Review_into_Labour_Shortages_in_the_Food_Supply_Chain_June_2023.pdf
- 35 Migration Advisory Committee (16 July 2024), 'Review of the Seasonal Worker visa', online at www.gov.uk/government/publications/seasonal-worker-visa-review/review-of-the-seasonal-worker-visa-accessible
- 36 Cabinet Office, CCLA and LGT Wealth Management (2024), 'Modern slavery in construction roundtable: 18th April 2024', online at www.ccla.co.uk/documents/construction-sector-roundtable-summary-paper/download?inline
- 37 Office of the Independent Anti-Slavery Commissioner (2020), 'IASC Maturity Framework', online at <https://antislaverycommissioner.co.uk/media/yc2fi3df/iasc-operation-fort-review-june-2020-iasc-maturity-framework.pdf>
- 38 CCLA (2024), 'Modern Slavery UK Benchmark 2024', online at www.ccla.co.uk/documents/modern-slavery-uk-benchmark-2024/download?inline
- 39 CCLA (2024), 'Modern Slavery UK Benchmark 2024', online at www.ccla.co.uk/documents/modern-slavery-uk-benchmark-2024/download?inline
- 40 CCLA (2024), 'Find it, Fix it, Prevent it', online at www.ccla.co.uk/documents/find-it-fix-it-prevent-it-modern-slavery-report-2024/download?inline
- 41 Platform for Living Wage (2022-2023), 'Annual report', online at https://livingwage.nl/wp-content/uploads/2024/11/FINAL-PLWF_AnnualReport2023-1.pdf
- 42 Platform for Living Wage (2023-2024), 'Annual report', online at https://livingwage.nl/wp-content/uploads/2025/01/PLWF-Annual-Rapport_WEB.pdf
- 43 Coca-Cola (20 December 2024), 'Update on collective actions to advance working conditions for sugarcane workers in India', online at www.coca-colacompany.com/media-center/update-on-collective-actions-to-advance-working-conditions-for-sugarcane-workers-in-india
- 44 Wilmer Hale (2024), 'Report on McDonald's Corporation civil rights audit', online at https://corporate.mcdonalds.com/content/dam/sites/corp/nfl/pdf/McDonalds_Civil_Rights_Audit_Report.pdf
- 45 Directive (EU) 2024/1760 of the European Parliament and of the Council of 13 June 2024 on corporate sustainability due diligence and amending Directive (EU) 2019/1937 and Regulation (EU) 2023/2859, online at <https://eur-lex.europa.eu/eli/dir/2024/1760/oj>
- 46 See <https://internationalaccord.org>
- 47 An exempt solicitation is a mechanism that allows for the co-filers of a shareholder proposal to publicly lobby other investors to support a resolution without falling foul of acting in concert rules.
- 48 See www.sec.gov/Archives/edgar/data/320187/000121465924014213/o812245px14a6g.htm
- 49 CCLA (2024), 'CCLA Corporate Mental Health Benchmark: UK 100', online at www.ccla.co.uk/documents/ccla-corporate-mental-health-benchmark-uk-100-2024/download?inline; CCLA (2024), 'CCLA Corporate Mental Health Benchmark: Global 100+', online at www.ccla.co.uk/documents/ccla-corporate-mental-health-benchmark-global-100-2024/download?inline
- 50 World Health Organization and International Labour Organization (2022), 'Mental health at work: policy brief', online at www.who.int/publications/i/item/9789240057944
- 51 Deloitte (2024), 'Mental health and employers', online at www.deloitte.com/uk/en/services/consulting/research/mental-health-and-employers-the-case-for-employers-to-invest-in-supporting-working-parents-and-a-mentally-health-workplace.html
- 52 Deloitte (2024), 'Mental health and employers', online at www.deloitte.com/content/dam/assets-zone2/uk/en/docs/services/consulting/2024/deloitte-uk-mental-health-report-2024-final-new.pdf
- 53 CCLA, 'Global investor statement on workplace mental health', online at www.ccla.co.uk/documents/global-investor-statement-workplace-mental-health/download?inline
- 54 CCLA (2024), 'CCLA Corporate Mental Health Benchmark: UK 100', online at www.ccla.co.uk/documents/ccla-corporate-mental-health-benchmark-uk-100-2024/download?inline; CCLA (2024), 'CCLA Corporate Mental Health Benchmark: Global 100+', online at www.ccla.co.uk/documents/ccla-corporate-mental-health-benchmark-global-100-2024/download?inline
- 55 CCLA (2024), 'CCLA Corporate Mental Health Benchmark: UK 100', online at www.ccla.co.uk/documents/ccla-corporate-mental-health-benchmark-uk-100-2024/download?inline; CCLA (2024), 'CCLA Corporate Mental Health Benchmark: Global 100+', online at www.ccla.co.uk/documents/ccla-corporate-mental-health-benchmark-global-100-2024/download?inline



- 56 See <https://shareaction.org/investor-initiatives/healthy-markets-initiative> and <https://accesstonutrition.org>
- 57 Access to Nutrition Initiative (2022), 'US Index 2022: category reports October 2022', online at <https://accesstonutrition.org/app/uploads/2022/10/Category-Report-Templated.pdf>
- 58 Food Foundation (2025), 'The Investor Coalition on Food Policy', online at <https://foodfoundation.org.uk/initiatives/investor-coalition-food-policy>
- 59 Dr Asaad Hafeez quoted in World Health Organization (15 November 2022), 'WHO hosts training workshop on health impact assessment of air pollution in Kuwait', online at www.emro.who.int/kuwait/news/who-hosts-training-workshop-on-health-impact-assessment-of-air-pollution-in-kuwait.html
- 60 World Health Organization (4 April 2022), 'Billions of people still breathe unhealthy air: new WHO data', online at www.who.int/news/item/04-04-2022-billions-of-people-still-breathe-unhealthy-air-new-who-data
- 61 Dr Asaad Hafeez quoted in World Health Organization (15 November 2022), 'WHO hosts training workshop on health impact assessment of air pollution in Kuwait', online at www.emro.who.int/kuwait/news/who-hosts-training-workshop-on-health-impact-assessment-of-air-pollution-in-kuwait.html
- 62 Richard Fuller et al. (2022), 'Pollution and health: a progress update', *The Lancet: Planetary Health*, 6(6), online at [www.thelancet.com/journals/lanph/article/PIIS2542-5196\(22\)00090-0/fulltext](http://www.thelancet.com/journals/lanph/article/PIIS2542-5196(22)00090-0/fulltext)
- 63 European Environment Agency (28 June 2024), 'Air quality in Europe 2022: impacts of air pollution on ecosystems', online at www.eea.europa.eu/publications/air-quality-in-europe-2022/impacts-of-air-pollution-on-ecosystems
- 64 National Atmospheric Emissions Inventory (18 July 2024), 'Why do we estimate AQ emissions?', online at <https://naei.energysecurity.gov.uk/air-pollutants/why-do-we-estimate-aq-emissions>
- 65 World Bank (19 September 2023), 'Pollution', online at www.worldbank.org/en/topic/pollution
- 66 Ammar Khan (4 April 2024), 'How can investors drive action on air pollution?', Clean Air Fund, online at www.cleanairfund.org/news-item/investors-action-on-air-pollution
- 67 Clean Air Fund (8 September 2020), 'Reaching WHO air quality targets could boost UK economy by £1.6bn annually', online at www.cleanairfund.org/news-item/reaching-who-air-quality-targets-could-boost-uk-economy-by-1-6bn-annually/#:~:text=Breathing%20life%20into%20the%20UK,the%20current%20UK%20legal%20limits

- 68 We aim to vote at all company meetings. In certain circumstances, however, for example in markets that adopt the practice of share blocking (banning the sale of shares from the date that the vote is filed until the shareholder meeting), or where power of attorney requirements result in prohibitively expensive associated costs, it may be impractical to vote. In such instances, we may choose not to do so.
- 69 CCLA (2024), 'Voting guidelines 2024', online at www.ccla.co.uk/documents/ccla-voting-guidelines/download?inline
- 70 CCLA (2025), 'Voting records', online at www.ccla.co.uk/sustainability/corporate-governance/voting-records
- 71 There are two main ways in which to elect a director: by plurality vote or majority vote. A 'plurality vote' means that the winning candidate only needs to get more votes than a competing candidate. If a director runs unopposed, he or she only needs one vote to be elected, so any 'against' votes are meaningless. Because of this, shareholders have the option to express dissatisfaction with a candidate by indicating that they wish to 'withhold' authority to vote their shares in favour of the candidate. A substantial number of 'withhold' votes will not prevent a candidate from getting elected, but it can sometimes influence future decisions by the board of directors concerning director nominees.
- 72 Department for Business and Trade and Department for Business, Energy and Industrial Strategy (2016), 'FTSE women leaders: Hampton-Alexander review', online at www.gov.uk/government/publications/ftse-women-leaders-hampton-alexander-review
- 73 CCLA (2024), 'Voting guidelines 2024', online at www.ccla.co.uk/documents/ccla-voting-guidelines/download?inline
- 74 Department for Business and Trade and Department for Business, Energy and Industrial Strategy (2016), 'Ethnic diversity of UK boards: the Parker Review', online at www.gov.uk/government/publications/ethnic-diversity-of-uk-boards-the-parker-review
- 75 International Labour Organization (2025), 'Conventions, protocols and recommendations', online at www.ilo.org/international-labour-standards/conventions-protocols-and-recommendations; United Nations (1948), 'Universal declaration of human rights', online at www.un.org/sites/un2.un.org/files/2021/03/udhr.pdf

Get in touch

CCLA, One Angel Lane
London EC4R 3AB
Freephone 0800 022 3505
clientservices@ccla.co.uk
www.ccla.co.uk

Images

Courtesy of Koestler Arts

Cover, *Flight to Freedom*,
HM Prison Standford Hill (Sheppey Cluster)

Page 8, *Whitby Harbour*
HM Prison & Young Offender Institution Styal

Pages 10-11, *Tide Out*
HM Prison Oakwood

Pages 18-19, *Tuscany Sunrise*
HM Prison & Young Offender Institution Moorland

Pages 22-23, *Seascape*
Arnold Lodge

Page 38, *Sea Alarm*
HM Prison The Verne

Pages 54-55, *Man and Dog in Autumn*
HM Prison Oakwood

Page 70, *Marshmallow Sunset*
HM Prison & Young Offender Institution Grampian

Page 72, *Kaleidoscope*
HM Prison Ashfield

Other images

Pages 57 and 66: Millie Nice

Pages 40, 46 and 52: Pamela Bentley

Pages 3, 5, 13, 14, 26, 27, 39, 69,

74, 75 and 88: CartoonStock.com

Important information

All data as at 31 December 2024, unless specified otherwise.

This document is issued for information purposes only. It does not constitute the provision of financial, investment or other professional advice. We strongly recommend you seek independent professional advice prior to investing.

The value of investments and the income derived from them may fall as well as rise. Investors may not get back the amount originally invested and may lose money.


Any forward-looking statements are based on CCLA's current opinions, expectations and projections.

CCLA undertakes no obligations to update or revise these. Actual results could differ materially from those anticipated.

All names, logos and brands shown in this document are the property of their respective owners and do not imply endorsement. These have been used for the purposes of this document only.

CCLA Investment Management Limited (a company registered in England and Wales with company number 2183088), whose registered address is One Angel Lane, London EC4R 3AB, is authorised and regulated by the Financial Conduct Authority.

Thank you for your interest

Click here to download
a PDF of the report 



3

10:30, 5 Mins

3 - APPROVAL OF CHARITABLE FUNDS EXPENDITURE

*Nicola Llewelyn
(Hywel Dda UHB -
Head of Hywel Dda
Health Charities)*

Covering SBAR.

| For discussion

Attachments

[3.0 - CFC Expenditure Requests SBAR Sept 2025.docx](#)

**PWYLLGOR CRONFA ELUSENNOL
CHARITABLE FUNDS COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	16 September 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Consideration of Charitable Funds Expenditure Requests
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Sharon Daniel, Executive Director of Nursing, Quality & Patient Experience
SWYDDOG ADRODD: REPORTING OFFICER:	Nicola Llewelyn, Head of Hywel Dda Health Charities

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Penderfyniad/For Decision

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report is presented to the Charitable Funds Committee (CFC) to consider three funding requests against named charitable funds, within the scheme of delegation for authorisation of charitable funds expenditure.

Cefndir / Background

Hywel Dda University Health Board's (HDdUHB) standing orders provide that "The Board may and, where directed by the Welsh Ministers must, appoint Committees of the Health Board either to undertake specific functions on the Board's behalf or to provide advice and assurance to the Board in the exercise of its functions. The Board's commitment to openness and transparency in the conduct of all its business extends equally to the work carried out on its behalf by committees."

In accordance with the Standing Orders (and the Health Board's Scheme of Delegation), the Board established the Charitable Funds Committee (CFC) from 22 July 2010.

HDdUHB is the Corporate Trustee of Hywel Dda Health Charities (the Charity).

The purpose of the CFC is:

- To make and monitor arrangements for the control and management of the Health Board's Charitable Funds, within the budget, priorities and spending criteria determined by the Board and consistent with the legislative framework.
- To provide assurance to the Board in its role as Corporate Trustee of the charitable funds held and administered by the Health Board.
- To develop the strategy and objectives for the Charity for consideration by the Board, and to provide assurance that an appropriate infrastructure is in place for the efficient and effective running of the Charity.
- To agree issues to be escalated to the Board with recommendations for action.

In relation to the consideration and approval of charitable funds expenditure requests, the CFC's Terms of Reference state that the Committee's key responsibilities are to:

- Provide scrutiny with a view to approving or rejecting all requests for expenditure over £50,000 and under £100,000 against named charitable funds, within the scheme of delegation for authorisation of charitable funds expenditure.
- Consider and recommend for approval to the Board in its capacity as Corporate Trustee all requests for expenditure over £100,000 against named charitable funds, within the scheme of delegation for authorisation of charitable funds expenditure.
- Provide scrutiny with a view to approving or rejecting all requests for expenditure, regardless of value, for the following expenditure types:
 - Research and development expenditure.
 - Pay expenditure.
 - Requests of any nature resulting in ongoing charitable funds commitment.

Asesiad / Assessment

The accompanying charitable funds expenditure requests are submitted to the CFC for consideration and approval or for consideration and recommending for approval to the Board in its capacity as Corporate Trustee:

Agenda item	Application	Reporting officers	Value of funding request	Recommendation
Item 3.1	Development of Sensory Gardens at Prince Philip Hospital, Llanelli.	Stuart Bancroft, Assistant General Manager Carmarthenshire System & Neil Mason, Head of Older Adult Mental Health	Option A: £183,287.53 (excluding the bowling facility) Option B: £200,087.53 (including the bowling facility)	Consider and recommend for approval to the Board in its capacity as Corporate Trustee
Item 3.2	Heads Up! Initiative: Cancer Services Hair Loss Support	Gina Beard, Lead Cancer Nurse	£99,235.40	Consider and approve
Item 3.3	HARP: Hywel Dda Arts Referral Programme	Kathryn Lambert, Head of Arts and Health & Rhian Rees, Public Health Practitioner	£25,050.00	Consider and approve

Summarised within the main body of the expenditure requests are key considerations including:

1. Strategic priorities: which of the charity's strategic priorities the funding requests relate to.
2. Reason for request: why the expenditure is needed and how the need has been identified.
3. Risks: whether any risks have been identified and how they will be mitigated.
4. Additionality: how the expenditure is considered 'above and beyond' core NHS provision.
5. Impact: the positive changes or effects that will take place as a result of the expenditure.
6. Patient benefit: how patients will benefit.
7. Beneficiaries: the number of people expected to benefit.

8. Evaluation methods: what methods will be used to measure the effectiveness of the expenditure and the difference it makes.
9. Exit strategy: how the benefits of this expenditure will be sustained beyond the end of the time-limited period of charitable funding.
10. Compliance: details of relevant legislative requirements or standards as well as any Hywel Dda policies and procedures.
11. Strategic alignment: alignment with the Health Board's strategic objectives.
12. Cost breakdown: details of all costs associated with the funding request.

Prior to submission to the CFC, the requests have been reviewed by the Charitable Funds Finance Team and Head of Hywel Dda Health Charities to ensure compliance with the charity's eligibility criteria as set out in the Charitable Funds Financial Administration and Governance Procedure (FP 420).

Argymhelliad / Recommendation

The Charitable Funds Committee is asked to:

- **CONSIDER** and **RECOMMEND FOR APPROVAL** to the Board, in its capacity as Corporate Trustee, the following funding request:

Agenda item	Application	Value of funding request
Item 3.1	Development of Sensory Gardens at Prince Philip Hospital, Llanelli.	Option A: £183,287.53 (excluding the bowling facility) Option B: £200,087.53 (including the bowling facility)

- **CONSIDER** and **APPROVE** the following funding requests:

Agenda item	Application	Value of funding request
Item 3.2	Heads Up! Initiative: Cancer Services Hair Loss Support	£99,235.40
Item 3.3	HARP: Hywel Dda Arts Referral Programme	£25,050.00

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference:
Cyfeirnod Cylch Gorchwyl y Pwyllgor:

4.21 Provide scrutiny with a view to approving or rejecting all requests for expenditure over £50,000 and under £100,000 against named charitable funds, within the scheme of delegation for authorisation of charitable funds expenditure.

4.22 Consider and recommend for approval to the Board in its capacity as Corporate Trustee all requests for expenditure over £100,000 against named charitable funds, within the scheme of delegation for authorisation of charitable funds

	<p>expenditure.</p> <p>4.23 Provide scrutiny with a view to approving or rejecting all requests for expenditure, regardless of value, for the following expenditure types:</p> <ul style="list-style-type: none"> • Research and development expenditure. • Pay expenditure. • Requests of any nature resulting in ongoing charitable funds commitment.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	6. All Apply
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:

Ar sail tystiolaeth: Evidence Base:	Financial reports CFC Terms of Reference Charitable Funds Financial Administration and Governance Procedure (FP 420)
Rhestr Termau: Glossary of Terms:	Included within the main body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cronfa Elusennol: Parties / Committees consulted prior to Charitable Funds Committee:	Finance Business Partner (Accounting & Statutory Reporting)

Effaith: (rhaid cwblhau)
Impact: (must be completed)

Ariannol / Gwerth am Arian: Financial / Service:	Any issues and considerations are identified in the expenditure requests attached in agenda items 3.1 to 3.3
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues and considerations are identified in the expenditure requests attached in agenda items 3.1 to 3.3
Gweithlu: Workforce:	Any issues and considerations are identified in the expenditure requests attached in agenda items 3.1 to 3.3
Risg: Risk:	Any issues and considerations are identified in the expenditure requests attached in agenda items 3.1 to 3.3
Cyfreithiol: Legal:	Any issues and considerations are identified in the expenditure requests attached in agenda items 3.1 to 3.3
Enw Da: Reputational:	Any issues and considerations are identified in the expenditure requests attached in agenda items 3.1 to 3.3
Gyfrinachedd: Privacy:	Any issues and considerations are identified in the expenditure requests attached in agenda items 3.1 to 3.3
Cydraddoldeb: Equality:	Any issues and considerations are identified in the expenditure requests attached in agenda items 3.1 to 3.3

3.1

10:35, 25 Mins

**3.1 - DEVELOPMENT OF THERAPEUTIC
GARDENS AT PRINCE PHILIP HOSPITAL**

**Andrew Carruthers
(Hywel Dda UHB -
Chief Operating
Officer), Gareth Rees
(Hywel Dda UHB -
Operations
Directorate), Neil
Mason (Hywel Dda
UHB - Head of
Service: Older Adult
MH), Stuart Bancroft
(Assistant General
Manager - Hywel Dda
UHB)**

| For approval

Attachments

[3.1 Final PPH gardens funding request 02.09.25-V2.doc](#)

Application for charitable funds expenditure over £10,000

Please complete this form for all charitable expenditure requests over the value of £10,000.

Please read the application guidelines available at [Charities - Home \(sharepoint.com\)](https://sharepoint.com) to help you with completing your funding request. Please direct any questions to: charitablefundsfinance.hdd@wales.nhs.uk / 01267 283055 / 01827 1655.

Section 1: Applicant			
Lead applicant			
Contact name:	Neil Mason	Stuart Bancroft	
Job title:	Head of Older Adult Mental Health	Assistant General Manager	
Department/Service:	Older Adult Mental Health	Carmarthenshire System	
Directorate:	Mental Health & Learning Disabilities Clinical Care Group	Community & Integrated Medicine Clinical Care Group	
Lead director			
Contact name:	Andrew Carruthers		
Job title:	Chief Operating Officer		
Section 2: Application summary			
2.1 Title of charitable funds application:			
Development of Sensory Gardens at Prince Philip Hospital (PPH), Llanelli.			
2.2 Brief description of your application:			
In no more than 50 words please tell us what you are requesting charitable funds for.			
The request is for funding to create therapeutic sensory gardens which transform the experience of patients, their families, and staff at Prince Philip Hospital's Mynydd Mawr and Bryngolau Wards, providing an enhanced healing environment for patients experiencing certain mental health and dementia associated health challenges as well as being available to support staff wellbeing. This important and ambitious project aims to achieve best practice in actively supporting the optimisation of wellbeing and rehabilitation and recovery of older patients through the creation of an outstanding sensory space.			
2.3 Total value of charitable funds requested:		Option A: £183,287.53 (excluding the bowling facility) Option B: £200,087.53 (including the bowling facility)	
Note	Project cost (inc. VAT)	DCP contribution	Charitable funding

			requested
Option A (excluding the bowling facility)	£209,287.53	£26,000.00	£183,287.53
Option B (including the bowling facility)	£226,087.53	£26,000.00	£200,087.53
2.4 Duration of project		Project start date:	01 February 2026
		Project end date:	30 April 2026
2.5 Strategic priorities			
Please identify which of the charity's strategic priorities this application relates to (select all that apply).			
Patient experience: Enhancing the patient experience throughout the whole care and treatment journey.	Staff experience: Supporting the wellbeing and professional development of University Health Board staff.	Innovation: Encouraging and supporting innovation and excellence in the delivery of healthcare.	
Yes	Yes	Yes	
2.6 Expenditure type			
Please select the type of expenditure your application relates to (select all that apply).			
Medical equipment <i>please also complete Appendix 1</i>	Service development or improvement	Staff welfare and Wellbeing	
No	Yes	Yes	
Building/refurbishment Work <i>please also complete Appendix 2</i>	Other <i>If 'yes' selected, please state expenditure type in box oppos</i>	<i>Expenditure type:</i>	
Yes	No		
Section 3: Case for support			
3.1 Funding request:			
Please tell us what you are requesting charitable funds for. Give us as much information as possible so that we can determine whether your request is eligible for support.			
<p>We are requesting funds to create therapeutic gardens which provide a full sensory experience for patients, their families and staff at Mynydd Mawr Ward, a 15-bed elderly care rehabilitation unit and the adjacent Bryngolau Ward, a 15-bed Older Adult Mental Health Unit based at Prince Philip Hospital (PPH), Llanelli.</p> <p>Based on current evidence on the advantages that sensory gardens offer to dementia patients, the Mynydd Mawr and Bryngolau ward gardens fall short of the minimum requirements for patients who are frail, elderly, and/or live with dementia. This should not come as a surprise given this area was never designed for this purpose.</p> <p>The funds will facilitate the creation of new gardens, which have been designed with healing attributes known to optimise recovery and wellbeing and will be available to the two adjoining wards and will take the therapeutic benefits of an effective outdoor space to new levels, demonstrating the health board's ambition to provide the very best care to patients, and the very best environment for staff to deliver care more effectively.</p> <p>To develop the state-of-the-art sensory gardens, the proposed works to be funded by charitable funds would include:</p> <ul style="list-style-type: none"> • Creation of a dementia-friendly sensory walk and pathways. • Provision of sheltered outdoor spaces for dining, resting and therapy. • Development of smaller, intimate spaces for quiet contemplation and private 			

time with visitors.

- Provision of gardening activities, to afford patients options for activity and to become engaged: this will take the form of raised planters which are accessible to all.
- Planting of dementia-friendly herbs and fruits to stimulate sight, touch and smell.
- Artwork and installations to stimulate the senses.
- Inclusion of bird feeders and native rich planting to encourage birds and other wildlife to visit and provide birdsong.
- Creation of spaces for wheelchair users, and provision of wheelchair-accessible outdoor furniture.
- Inclusion of tactile, colourful and varied planting and grass areas to stimulate the senses, evoke memories and varied textures underfoot.
- Installation of handrails around the main walkways for increased safety and stability.
- Laying of level and bound surfaces suitable for wheelchair movement.
- The option to include a raised bowls lawn facility for the exclusive use of Mynydd Mawr Ward.

The spaces are enclosed for safety, privacy and security and have consideration for hard and soft landscape materials appropriate to dementia care and physical rehabilitation and in keeping with nature wherever possible. To this end, advantage will be taken of the recent capital investment made which restores and enhances the perimeter fencing at not insignificant capital costs. The south facing aspect is also a virtue to be taken advantage of to the overall benefit of the patient experience. Further Discretionary Capital funding (DCP) is also being made available to offset some aspect of the scheme which could be considered maintenance by definition. This amounts to a contribution of £26,000 to the scheme.

The project brief has been developed by the Mynydd Mawr and Bryngolau Ward teams and approved by the PPH Unscheduled Care and Mental Health and Learning Disabilities (MHL) management teams. Concept designs were revised in July/ August 2025 by the Hywel Dda University Health Board (HDdUHB) design team following a design review workshop with the Mynydd Mawr and Bryngolau Ward clinical teams:



Paths and Planting



Planters and Accessible Gardening



Accessible Furniture and Shelters



3.2 Reason for request:

Please tell us why this expenditure is needed, how the need has been identified and who this has been discussed with.

This expenditure is needed for the following reasons:

1. There is an opportunity presented by the outdoor space to create sensory gardens which would greatly improve the experience, optimisation of wellbeing and rehabilitation of patients which may indirectly decrease their length of stay in hospital. There is also an opportunity to create spaces which will holistically enhance the wellbeing of patients' families and friends, as well as staff working on the wards.

The expenditure would offer patients, their families, and staff at the two wards with:

- A safe, contemporary dementia-friendly outdoor garden environment.
- Optimising levels of stimulation and activity to promote recovery and wellbeing.
- Bespoke access to nature, fresh air and a sense of space.
- Opportunities for physical exercise and movement as part of rehabilitation.
- Increased engagement with other patients, relatives, friends and staff.
- Secluded areas for privacy, dignity and independence.
- Extended range of meaningful outdoor activities adding purpose and pleasure during the episode of care and treatment.

The gardens will provide tranquil, intimate spaces with seating and sensory planting which will offer colour, fragrance and texture all year round as well as attracting wildlife. They will create sanctuary and immersion in nature, a natural and accessible place away from the intensity of in-patient ward activity as well as a place for patients to meet with family and friends, a place for relatives to take a break or enjoy privacy with their loved-ones, and for staff to take well-earned breaks.

The gardens will provide safe, bespoke multi-purpose areas to accommodate patient rehabilitation, exercise and activity. Prolonged periods of sitting and bed rest can reduce a patient's ability to walk independently and through an elevated risk of de-conditioning can contribute to deterioration of physical function. Improved space for physical rehabilitation will contribute positively to patients' ability to live independently.

The need for the new gardens has been identified by staff working on Bryngolau and Mynydd Mawr Wards. It has long been recognised that patients on the wards would benefit significantly from having access to safe, stimulating and therapeutically designed outdoor spaces. The ward teams have been working since 2018 to develop and implement plans for improvement works. However, due to investment capacity and delays as a result of the COVID-19 pandemic these plans have not yet been realised.

In 2023, a Project Team was formed to oversee the project and delivery of a capital scheme to modernise and improve the outdoor spaces at Mynydd Mawr and Bryngolau Wards. The Project Team comprised of representatives from the PPH Unscheduled Care and MHLDD management teams, PPH Estates Team, HDdUHB Design Team, and the Hywel Dda Health Charities (HDdHC) Fundraising Team.

The aims of the project are supported by a growing body of evidence that documents the benefits of access to nature and green spaces for both mental and physical health, including positive outcomes for heart rates and blood pressure, stress levels, mood and self-esteem. Additionally, incidents of stress and distress, at times culminating in violence and aggression arising from reduced agitation levels have been well documented when access to sensory spaces is available.

2. The outside areas at Mynydd Mawr and Bryngolau were not designed for the healing and wellbeing of patients, particularly those who might be frail, elderly, and/or living with dementia. The gardens are not currently in full use as they do not provide an appropriate or safe space for patients. Paths and walking areas are uneven as the tarmac has lifted due to tree root progression; there are no handrails to support frail patients; seating and raised borders have become rotten and unsafe; plants and shrubs have prickles and thorns and there are no covered areas to provide shelter from the sun or light rain. This means that patients who could benefit greatly from time outdoors are largely confined to the wards.

3.3 Project delivery plan:

Please tell us how you will deliver this charitable-funded project. Provide a timeline for delivery with clear milestones or phases of activity to allow you to monitor progress effectively.

Item	Date
CFC and Corporate Trustee consideration of funding request	September 2025
Tender acceptance	September/October 2025
Contractor mobilisation	February 2026
Construction phase	February - April 2026
Opening of gardens	May 2026

3.4 Risks:

Please tell us what risks have been identified and how they will be mitigated.

The following risks have been identified:

Risk 1: Conflicting expectations between clinical staff, operational managers and design team.

Mitigation:

- Project team to continue to liaise and engage with all stakeholders throughout the development.
- Regular communication and updates to stakeholders to align goals and expectations.

Risk 2: Gardens becoming sources of infection or safety hazards.

Mitigation:

- Collaborate with health and safety and gardening experts on plant selection and garden layout.
- Specification of non-toxic, low-allergen plants and easily cleanable surfaces.
- Provide clear signage, accessible pathways, and adequate lighting.
- Collaborate with estates colleagues on bird feeders and items to encourage birds and other wildlife to visit.

Risk 3: Gardens may be unusable in certain weather conditions.

Mitigation:

- Incorporate covered seating, windbreaks, and shade structures.
- Use hardy, native plants that require minimal intervention.
- Designs will facilitate garden views that can be enjoyed from inside.

Risk 4: Garden deteriorates due to lack of upkeep and maintenance.

Mitigation:

- Specification of low maintenance weather tolerant materials in the design.
- Choose low-maintenance, drought-tolerant plants and materials.
- Schedule regular inspections and upkeep activities.
- Develop a maintenance plan with estates colleagues and dedicated volunteers.
- Foster community ownership through staff/patient involvement.

Risk 5: Gardens may be damaged or misused by users.

Mitigation:

- Specification of durable, vandal-resistant materials and fixtures.
- Ensure gardens are inspected regularly.
- Foster community ownership through staff/patient involvement.

Risk 6: Garden does not achieve desired therapeutic outcomes.

Mitigation:

- Design is based on evidence-based principles.
- Healthcare professionals have been involved in the planning of the gardens to align with therapeutic objectives.
- Monitor impact through surveys and usage data.

Risk 7: Reputational risk if the funds raised to date for this project via the public appeal cannot be spent to achieve aims of the project

Mitigation:

- Proposals for alternative uses of the funding raised to be presented to key stakeholders for consideration and approval.

3.5 Additionality:

Please tell us how this expenditure is considered 'above and beyond' core NHS provision.

Whilst a small element of the scheme can be considered maintenance works by definition, the majority of the expenditure is above and beyond core NHS provision. The plan is to create areas which are not solely functional outdoor spaces which meet health and safety criteria, but which afford a stimulating sensory outdoor garden experience which are ambitious in their creation of engaging and therapeutic spaces for patients, their friends and families, and staff.

The project is considered eligible for charitable funding under the following category of the charity's eligibility criteria:

- Building and/or refurbishment works that create more welcoming and comfortable surroundings for patients, services users, visitors and staff, where no NHS resources are available and will not be available for the foreseeable time (five years minimum). Including improvement to outdoor spaces for patients, services users, visitors and staff.

The scheme has evolved since inception, from one which originally centred around a general upgrade of the external space, to a full sensory garden experience. The gardens will incorporate elements which are beyond basic provision, yet will have a significant impact on the wellbeing of everyone using the gardens. These elements include:

- Sheltered outdoor spaces for dining, resting and therapy.
- Smaller, intimate spaces for quiet contemplation and private time with visitors.
- Accessible raised planters which are accessible to all, promoting garden activities.
- Artwork and installations to stimulate the senses.
- Planting of dementia-friendly herbs and fruits to stimulate sight, touch and smell.
- Inclusion of tactile, colourful and varied planting and grassed areas providing varied textures underfoot to stimulate the senses, evoke memories.
- Inclusion of bird feeders and native rich planting to encourage birds and other wildlife to visit and provide birdsong, enhancing the sense of human wellbeing.
- The option to include a raised bowls lawn with edge ditches and other multiuse spaces.

In autumn 2024 and spring 2025, Healthcare Inspectorate Wales (HIW) completed separate unannounced inspections on Bryngolau and Mynydd Mawr Wards. The inspections found that the wards' gardens did not support the health, safety and wellbeing of patients and were unsuitable for the patient groups.

Recommendations were made that the environmental issues identified should be promptly addressed to provide access for patients to support their physical and mental wellbeing.

General grounds maintenance and remedial work has already been undertaken by local estates colleagues to address the health and safety recommendations made by HIW. However, this has not changed the basis of the proposed scope of works associated with the provision of the sensory garden, which goes above and beyond routine maintenance works.

In 2024/25 the Health Board invested £83,000 of DCP funding in replacement fencing around the perimeter of the outdoor areas of the wards as part of a capital maintenance work. This step is considered an important enabler to the sensory

garden development and preserves the charitable component to one that is wholly in keeping with the eligibility criteria for such funds.

The Health Board (HB) has also made provision for a £26,000 DCP funding allocation from its 2025/26 programme for this project. This is to cover the cost of site clearance and ground works to level the site and the removal of broken tarmac. This contribution for enabling works ensures the main focus of the project remains the provision of the sensory garden experience which is above and beyond routine maintenance works.

When set against the deliverables and expectations the development area involved is not insignificant and given the current cost rates for delivering works in hospital premises in the post pandemic period, the amount of investment sought is considered reasonable. This has been endorsed by the HB's retained professional cost advisers – AtkinsRealis.

The project which brings four essential factors together (orientation, patient type, charitable resource and sympathetic design and construction) will create a standout facility that the HB can showcase in the future as an exemplar.

Although a small element of this project will invariably involve repair and replacement of some building elements, the scheme's main focus is on the delivery of an enhanced sensory experience. This includes dementia friendly walkways and pathways and the creation of level and bound surfaces suitable for wheelchairs; features which go beyond what can be considered maintenance repair works.

Section 4: Impact

4.1 Impact:

Please tell us about the positive changes or effects that will take place as a result of this expenditure (e.g. improved patient experience, improvements to patient health, efficiencies in the provision of care). You will be required to submit an evaluation report to summarise the impact at a later date.

The creation of therapeutic, sensory gardens at the hospital will have far-reaching and transformative impacts on patients, their families and friends, hospital staff, and the HB. By providing a safe, engaging, and therapeutic environment, the garden will address a range of needs related to mental and physical health, emotional wellbeing, and social interaction, while contributing positively to the hospital's overall efforts to deliver the very best care to its population. The project also embraces the HB's operational strategies.

1. Positive effects for patients

- **Dementia-friendly design:** For patients living with dementia, the sensory garden will provide a safe, familiar, and stimulating environment. The sensory elements, such as tactile plants, bright colours, and bird feeders, will engage the senses, helping to reduce agitation, anxiety, and confusion. This can promote a sense of calm and emotional stability.
- **Stress reduction:** Nature has well-documented benefits in lowering stress and improving mood. A calming outdoor environment can offer patients a space to relax, reflect, and regain a sense of autonomy and normality, which is particularly valuable for individuals in rehabilitation or those with dementia.
- **Physical exercise and rehabilitation:** The gardens will offer a safe, accessible space for patients with physical health challenges to engage in

gentle physical activities like walking, stretching, or gardening. Raised beds and outdoor therapy areas will facilitate rehabilitation, aiding mobility and coordination in a non-clinical, relaxed setting.

- **Improved sleep patterns:** Exposure to natural light and outdoor spaces, and outdoor activities in the fresh air, have been shown to help regulate circadian rhythms, promoting better sleep patterns for patients. Improved sleep is important to overall recovery and wellbeing.
- **Engagement and purpose:** Gardening activities, such as potting plants and tending to raised beds, will provide patients with a sense of accomplishment and purpose. These activities are particularly beneficial for those with dementia as they are often familiar, sensory, and routine-based, supporting cognitive stimulation.
- **Social interaction:** The therapeutic garden will create opportunities for patients to interact with one another and with friends and family, share meals, and participate in group activities, which fosters socialisation and reduces feelings of isolation. This is especially important for older patients who may feel disconnected from the outside world during longer stays at hospital.

2. Positive effects for families and friends

- **Emotional support and connection:** The garden will offer families and friends a peaceful, supportive environment in which they can visit and spend quality time with their loved ones. Sheltered outdoor dining areas and private spaces will allow for meaningful, intimate interactions away from the clinical setting.
- **Mental health benefits for visitors:** Being in a natural, serene environment has been shown to reduce stress, not only for patients but also for family members. Visiting a therapeutic garden allows families to feel more connected and less anxious during their loved one's treatment.
- **Improved communication:** The sensory elements of the garden (e.g., tactile plants, visual stimuli, bird sounds) can stimulate conversation, encouraging patients and their families to engage in dialogue that might be difficult within the confines of the hospital room. For patients with dementia, these stimuli can help prompt recognition and memory, improving the quality of family interactions.

3. Positive effects for hospital staff

- **Staff wellbeing and morale:** Healthcare staff working in environments with access to outdoor spaces tend to experience fewer episodes of burnout arising from stress, and fatigue. The therapeutic garden will provide staff with an opportunity to step away from the clinical environment and emotionally reset, improving their overall wellbeing in the process.
- **Enhanced job satisfaction:** Staff will likely feel a greater sense of job satisfaction by working in an environment that fosters patient-centred care and wellbeing. The garden's potential for improving patient outcomes could enhance staff motivation and pride in their workplace.
- **Patient engagement and therapy support:** Staff can use the garden as a therapeutic space for both physical and emotional rehabilitation, offering patients a change of scenery and a way to incorporate nature into their recovery plans. For example, therapists can use the garden for outdoor exercises and movement therapy.

4. Positive effects for the health board

- **Alignment with HB's strategic goals:** The new gardens support the delivery of many of the strategic objectives of the HB (please see 6.2 below).
- **Reduction in healthcare costs:** Providing patients with therapeutic spaces can reduce the length of hospital stays by fostering faster recovery.
- **Improved patient outcomes:** Studies have shown that nature-based interventions can improve recovery times for patients, reduce the incidence of falls, and improve the mental health of patients, which directly impacts the quality of care and hospital performance metrics.
- **Contribution to sustainability:** The installation of bird feeders, sensory plants, and raised beds promotes sustainability by encouraging ecological engagement and supporting biodiversity. This can positively reflect on the HB's commitment to environmental responsibility. Using native plants and low-maintenance landscaping reduces the need for pesticides and fertilizers, contributing to a more sustainable environment.
- **Best practice:** The gardens would demonstrate the HB's ambition for its patients and staff, and its commitment to providing the very best care which sets standards of best practice in Wales.

4.2 Patient benefit:

Please summarise how patients will benefit from this expenditure. If patients will not directly benefit (i.e. the main beneficiaries are staff), please tell us about the direct benefits to staff as well as the indirect patient benefits.

The therapeutic gardens will provide numerous benefits, tailored to the needs of older patients living with diagnoses such as dementia, and those with physical health challenges.

1. Benefits for older patients with diagnoses such as dementia

- **Memory stimulation:** The gardens' dementia-friendly planting and tactile features provide multi-sensory stimuli which can help trigger memories and provide patients with opportunities to connect to familiar sensations. This is particularly important for dementia patients who may have difficulty recalling words or faces but often retain sensory memories.
- **Emotional regulation:** Spending time in nature has been shown to help reduce agitation, lower anxiety, and improve mood. A sensory garden provides a peaceful, stimulating environment where patients can spend time reflecting, avoiding overwhelming stimuli, and helping regulate emotional states. Natural sounds, such as birds singing, and the visual appeal of the colourful plants and artwork can soothe agitated or anxious patients, providing an environment where they can feel calm and comfortable.
- **Reduced symptoms of depression and anxiety:** Exposure to natural spaces has been proven to reduce feelings of depression. For dementia patients, a therapeutic garden can be a source of comfort and joy, improving their quality of life, providing a break from the clinical setting, and offering a more natural, restorative alternative.
- **Encouraging socialisation:** A key benefit of the garden is that it offers opportunities for social interaction in a less intimidating environment than the hospital ward. Patients can engage with each other while sitting in sheltered outdoor spaces for dining or therapy, sharing meals, or participating in simple gardening activities.
- **Family interaction:** Family members and friends of dementia patients can also benefit from a relaxing space to spend time with their loved ones. The private spaces within the garden allow families to engage with their relatives away from the clinical environment, strengthening bonds and enhancing communication, which can be challenging in a hospital setting.

- **Sensory stimulation:** The gardens' tactile and colourful planting and stimulating artwork, combined with sounds of birds and the natural environment, offers multiple avenues for sensory engagement. These features can help stimulate a dementia patient's senses, encouraging physical interaction (touching plants, feeling textures), visual engagement (seeing bright flowers or birds), and even auditory experiences that can be soothing or stimulating, depending on the patient's needs.

2. Benefits for older patients with physical health problems

- **Encouraging movement and exercise:** For older patients in rehabilitation, particularly those recovering from a fall, the therapeutic garden provides a safe and accessible space for gentle exercise. Patients can take short walks along wheelchair-friendly pathways, perform stretching exercises, or participate in outdoor therapy in a relaxed and non-clinical environment. The space allows them to rebuild confidence and mobility in a setting that doesn't feel medical or restrictive.
- **Reduced fall risk:** The gardens' design includes level surfaces and handrails, ensuring that patients with mobility issues or balance challenges can move around safely. This will encourage patients to use the space without fear of falling, which is crucial for those recovering from injury or surgery.
- **Strengthening and flexibility:** Gardening activities, such as raised beds for planting, can encourage patients to engage in light physical activity. The act of bending, reaching, and planting can help improve strength, coordination, and dexterity, particularly for those recovering from a fall or surgery. This not only promotes physical rehabilitation but also offers patients a sense of achievement and purpose.
- **Mental health and wellbeing:** Being in the garden setting also provides mental health benefits. Physical recovery can often be accompanied by mental strain, and a calming outdoor environment provides patients with the opportunity to relax and recover emotionally. Natural light, the soothing sounds of nature, and the visual appeal of plants and flowers can have a profound effect on mood, improving the outlook for patients through the stages of mental health recovery.
- **Fostering autonomy:** For patients in rehabilitation, the sensory garden provides opportunities to practice self-care and independence. The garden design includes private spaces, where patients can spend time alone, either engaging with nature or simply having quiet reflection time. This promotes a sense of autonomy and personal space, which is critical for older adults recovering from physical illness or injury.
- **Purposeful activity:** Patients recovering from physical health issues, such as those with limited mobility, can benefit greatly from gardening activities. The garden features raised planters allowing patients to engage in low-impact, purposeful activities. Tending to plants can improve both mental and physical health, providing patients with a tangible, achievable task that brings a sense of accomplishment.
- **Socialising:** Patients can also interact with others while tending to the garden, providing a social outlet for those who may feel isolated. It creates a space for peer support and camaraderie during the rehabilitation process, especially for those who might not be as comfortable engaging in more traditional therapy or physical activity indoors.

4.3 Beneficiaries:

Please tell us how many people are expected to benefit as a result of this expenditure and

how you have determined these numbers. Beneficiaries may include patients, service users, patient families/carers, and staff.

The following number of people are expected to benefit from this project on an annual basis:

Bryngolau ward

Patients: 85 (83 patients during 2024/25)

Family members, carers and visitors: 255 (average of three per patient)

Staff: 45 (established multi-disciplinary team and visiting staff)

Volunteers: eight (supporting the up-keep of the garden)

Mynydd Mawr ward

Patients: 110 (108 patients during 2024/25)

Family members, carers and visitors: 550 (average of 5 per patient)

Staff: 40 (established multi-disciplinary team and visiting staff)

Volunteers: eight (supporting the up-keep of the garden)

4.4 Evaluation methods:

Please tell us what methods you will use to measure the effectiveness of your expenditure and the difference it makes. Please also describe any baseline information that you have that demonstrates the current position.

Pre-and post-intervention surveys (patient and staff) will be conducted, looking at:

1. Patient: Mental and emotional wellbeing, mood, stress levels, engagement with activities, physical mobility (walking distance, balance, etc), physical activity levels, weight gain/loss and overall quality of life (please note that gathering feedback from patients with severe advanced dementia can be difficult as they may struggle to articulate).

2. Staff: Satisfaction with the working environment, ease of interaction with patients, stress levels, and job satisfaction. Perspectives on how the garden affects patient care and rehabilitation. Improvements in staff-patient interactions in the garden environment. Changes in staff morale and overall work environment.

3. Observational studies will also be conducted; these will look at:

- Frequency of use of the gardens by patients, family members, and staff.
- Interaction levels between patients and staff in the garden.
- Types of activities being done (e.g., walking, sitting, gardening, socialising).
- Instances of patient agitation or distress before and after time spent in the garden.

4. Health and wellbeing assessments will also be conducted for individual patients, looking at length of stay in hospital, physical health (e.g., mobility, physical fitness, weight, appetite), mental health (e.g., reductions in anxiety, depression, agitation) and cognitive functioning (especially relevant for dementia patients).

5. Feedback will also be sought from family members and care givers.

Section 5: Exit strategy (for revenue expenditure requests)

Please tell us how the benefits of this expenditure will be sustained beyond the end of this time-limited period of charitable funding. For project funding, please tell us if it will continue, and how it will be funded. If it will not continue, please tell us how it will be brought to a close.

An essential consideration of this project is the post commissioning maintenance and upkeep of the sensory garden. This is important if the HB is to see a return on investment and those people groups that will benefit from the availability of the facility can do so on a sustained basis. To this end the gardens will require regular seasonal attention to the highest standards to ensure the facility's longevity and continued access by patients long into the future.

The proposals for ongoing maintenance of the gardens will follow a number of delivery strategies as follows:

1. PPH Estates Team: The maintenance of the grounds and gardens will be aligned with contractual arrangements for the PPH site. This will service as the default and is intended mainly to ensure the rustic areas don't become overgrown and unmanageable. The area will be included in the planned maintenance schedule for the general upkeep of the site and this will be overseen by the Local Estates Site Manager. The local Estates team will also be responsible for responding to any calls for ad-hoc reported defects.

2. Establishing a volunteer programme: There are a number of dedicated green-fingered volunteers who were recruited for Shades of Green (Shared Prosperity funded project delivered during 2023/24 in partnership with the National Botanic Garden of Wales) who have expressed an interest in supporting projects in the Llanelli area. The volunteers are enthusiastic and experienced gardeners who have already completed the HDdUHB induction programme for volunteers and would be available to support the gardens on completion of the construction works. The volunteers would be supported by the Future Workforce team who would also support targeted recruitment for volunteers to specifically support the maintenance of the gardens, as and when required, so they continue to provide enjoyable outdoor spaces for our patients, staff and visitors. A number of families and recent visitors to both wards have also expressed an interest in becoming regular volunteers once the work is complete.

3. Community involvement: There is also scope to work with the Future Workforce team to establish dedicated community involvement/volunteer days with local gardening groups and community associations to assist with seasonal planting or themes during the year. This work would be risk assessed on a case-by-case basis, in line with the patient groups being cared for at each ward, and overseen by the Future Workforce Engagement Officer assigned to PPH.

4. Local business engagement: There are also opportunities to extend the community involvement days to business across the locality with a Corporate Social Responsibility (CSR) commitment or to those who may wish to provide sponsorship or in-kind support such as the donation of materials or plants.

5. HDdUHB Green Health Network: the local green health networks provide opportunities for staff across the HB to share ideas, project work and expertise in green health. Opportunities to support the ongoing maintenance and future development of the gardens will be promoted to the PPH network.

In addition, the following approaches will be applied to ensure the benefits of the gardens will be sustained long into the future:

- The service will establish a sensory garden working group that will ensure the efforts for both principal users are coordinated and push toward a unified

goal.

- Identifying staff members to become "garden champions" or ambassadors, responsible for promoting and integrating the garden into patient care plans, ensuring its use in rehabilitation and therapy, and maintaining enthusiasm among patients, families, and staff.
- Integrating the therapeutic gardens into daily rehabilitation and care routines and encouraging staff to use the garden as part of structured activities (e.g., physical therapy, sensory therapy, relaxation sessions) so that it becomes an element of patient care.
- Ensuring that the gardens are integrated into the care pathways of patients: for instance, incorporating nature therapy or horticultural therapy as part of structured rehabilitation programs, ensuring that the garden is seen as a necessary part of care.
- Designing rehabilitation programs that specifically utilize the garden for physical exercise (e.g., walking therapy, gardening activities) and mental stimulation (e.g., sensory activities, relaxation).
- Incorporating garden-based therapies or nature-based interventions into ongoing staff training, making it an integral part of professional development for healthcare workers at the units.
- Monitoring and evaluating the gardens' impact on patient outcomes (e.g., mental health, physical mobility, cognitive function) and staff satisfaction, and using this data to demonstrate the gardens' value.
- Ensuring that the therapeutic gardens are embedded into the overall mission and values of PPH / the HB. This might involve incorporating the garden into staff wellness programs, patient-centred care initiatives, or holistic rehabilitation approaches.

Section 6: Governance

6.1 Compliance:

Please tell us (if applicable), how your expenditure request meets any relevant legislative requirements or standards as well as any Hywel Dda policies and procedures (e.g. Data Protection, Clinical Governance, etc.).

The creation of therapeutic gardens for Mynydd Mawr and Bryngolau Wards aligns with various legislative requirements, standards, and policies.

1. Legislative requirements and standards in Wales and the UK

- The **Health and Social Care (Community Health and Standards) Act 2003 (UK)** outlines the need for providing high-quality services in both the NHS and social care settings that meet patient needs and ensure dignity, independence and choice. The garden aligns with the Act by offering a safe, engaging environment that promotes wellbeing, dignity and choice. The garden will provide opportunities for physical exercise, dignified private spaces, and mental health stimulation, all essential for rehabilitation and care.
- The **Health and Social Care (Wales) Act 2014** promotes the need to integrate services, promote person-centred care, and support health and social wellbeing for individuals across Wales. The garden provides an integrated approach to rehabilitation that complements person-centred care, promoting independence and patient wellbeing.
- The **Social Services and Wellbeing (Wales) Act 2014** prioritises the wellbeing of individuals and encourages a holistic approach to care, ensuring that services are responsive to individual needs and preferences. The gardens offer a holistic, person-centred space that promotes mental and

physical wellbeing.

- The **Equality Act 2010** mandates that services should be inclusive and accessible to people with disabilities, including those with mental health challenges, physical disabilities, and age-related issues. The gardens' dementia-friendly design and wheelchair-accessible pathways comply with the Act by ensuring that all patients, regardless of ability or cognitive function, can safely access and enjoy the outdoor space. The gardens' features, such as handrails and level surfaces, support mobility needs and ensure equal access to outdoor therapy and rehabilitation.

2. HDdUHB Policies and Procedures

- **Clinical Governance and Quality Assurance:** Clinical governance is a key framework for ensuring that healthcare services meet high standards of quality, safety, and effectiveness. The therapeutic garden supports clinical governance by contributing to patient wellbeing and quality of care. By offering a space that encourages physical activity, mental stimulation, and social interaction, the garden enhances patient care, thus supporting Hywel Dda's clinical governance framework. Additionally, ongoing monitoring and feedback from patients and staff can help to assess the garden's impact on health outcomes.
- **Infection Prevention and Control:** Infection control is a crucial aspect of healthcare settings, ensuring the safety of patients and staff by preventing and controlling infections. The gardens will be maintained to high hygiene standards, ensuring the health and safety of all individuals using the space. Regular cleaning and proper care of planting areas, especially raised beds and gardening tools, will be part of the hospital's infection control procedures. The sheltered dining and therapy areas will also be designed with hygiene and safety in mind, following appropriate guidelines to reduce infection risks.
- **Environmental sustainability and resources:** HDdUHB promotes environmental sustainability and the responsible use of resources. The gardens will align with the HB's commitment to sustainability by incorporating native plants, low-maintenance landscaping, and environmentally-friendly materials. The bird feeders and garden's biodiversity can also support local wildlife, contributing to the hospital's environmental goals.
- **Staff wellbeing:** The gardens provide staff members with a safe and restorative space for breaks and reflection, which can reduce burnout and improve job satisfaction. The gardens will be compliant with staff wellbeing policies, offering a supportive environment.

6.2 Strategic alignment:

Please tell us how this funding request aligns with the health board's [strategic objectives](#).

The development of a new therapeutic sensory garden for older patients at PPH aligns closely with HDdUHB strategic priorities, particularly in enhancing mental health services for older adults and promoting holistic care.

HDdUHB provides specialist NHS mental health assessment, treatment, and care for older people facing functional mental health difficulties in later life, including those with dementia. The introduction of a sensory garden supports these patients by offering a calming, nature-rich environment that can reduce agitation and improve mood for patients with dementia or rehabilitation needs. This aligns with the HB's aim **to enable older people to age well and recover their wellbeing**.

The HB's arts and health service integrates creativity, arts, and culture to improve people's health and wellbeing and promote healing and recovery. A sensory garden which incorporates art installations serves as a form of outdoor art therapy, engaging patients through visual, tactile, and auditory stimuli, thereby enhancing their overall wellbeing.

Additionally, the funding request aligns with the following HB strategic objectives:

- It supports the objective to **put safety and quality first**, and ensure as a minimum that our services do no harm, so that people can live safely within their communities. The gardens will prioritise safety and place an emphasis on providing a high-quality environment which can be sustained.
- It supports the objective to **support people to have independent lives**. It will achieve this by speeding up recovery after treatment and care and reducing the amount of time spent in hospital.
- It supports the objective to **use research, knowledge and information** to design evidence-driven health and care services, which are based on what works, shared learning, and innovative solutions.
- It supports the objective to **work in collaboration to find transformative ways of delivering safe, sustainable, accessible and kind services**, so that we work differently to achieve our vision.
- It supports the objective of **ensuring timely discharge from hospital** by supporting the rehabilitation process and providing support for physical exercise, movement and wellbeing.

Section 7: Other

Please provide any other relevant information in support of your funding request.

Bill of reductions

At the June 2025 CFC meeting, the Chief Operating Officer (COO) advised members that tender costs for the project had been received that were significantly higher than those anticipated. Since that time a design review workshop has been held with the Mynydd Mawr and Bryngolau Ward clinical and operational management teams, where the Bill of Reductions exercise was undertaken. As a result of this workshop, £45,154.09 of cost reductions were identified. The following gives an overview of those items listed on the bill that have been omitted or amended within the tender specification and price to ensure the viability of the project whilst still meeting the project brief:

- Slow growing grass instead of artificial grass due to concerns with overheating of artificial grass in warm weather.
- Maroon resin bound gravel instead of coloured asphalt.
- New stepped path and access gate to Bryngolau to be omitted. Existing steps to be retained and cleaned.
- 92square metres of Bryngolau Ward (adjacent to Mynydd Mawr) to be kept as existing and fenced off with gate access due to concerns with reduced sightlines.
- Mature acer tree in Mynydd Mawr garden to be kept in existing location.
- Edging changed to plastic / Glass Reinforced Plastic (GRP).
- Individual pagodas replaced with one large gazebo that spans both gardens. No base needed and as such can blend into flow of paths.
- Potting sheds omitted – day rooms to be utilised for tools.
- Bowling green area to be kept as an optional feature (Option B) priced at approximately £14,000 plus VAT. If excluded, existing area to be fenced off with gate access.

Independent commercial assessment of project costs

AtkinsRéalis has been appointed to review the tender documents received and confirm the accuracy of the financial estimate, to ensure it reflects current anticipated market rates. The report received from AtkinsRéalis in August 2025 confirmed that:

- The contractor has submitted a compliant tender.
- Generally, the rates submitted by the contractor align with rates from other schemes and rates in the market and were considered acceptable.
- It has been agreed that the consultant and professional fees are fixed based on the budget cost and no additional fees will be occurred due to the additional project cost.
- The contractor has provided accurate supporting information for their tender and have provided clarity to the queries raised.
- In consideration of the above review, AtkinsRéalis deemed the contract sum to be reasonable and offering value for money and would recommend the contractor is appointed for the works detailed in the tender report.

Contractor's social value commitment

In the tender return, the contractor has demonstrated a commitment to delivering social value throughout the project. This includes providing certain items free of charge along with supplying certain materials at a reduced rates to maximise project resources. This has created a cost reduction of £16,419. The contractor will also actively support skills development by engaging apprentices where appropriate to gain hand-on experiences in the design and construction of seating areas and signage to assist patients to get full enjoyment from the garden. Sustainability is also a consideration with as many items and materials as possible to be re-purposed and upcycled.

Grass maintenance

Artificial grass has been omitted from the project as a cost reducing measure. At the same time this variation attends to concerns raised by the service from artificial grass overheating underfoot. To retain the sensory aspect of the garden yet also keep ongoing maintenance minimal, slow growing grass is now proposed. It is acknowledged that slow growing grass is more vulnerable to long-term damage than common grass varieties during its establishment however once established, slow growing grass requires less frequent mowing (i.e. every two to three weeks). A maintenance plan for the establishment of the grass will be developed as part of the scheme and sustainability plans outlined in section five above. It is proposed that during the periods of most intense growth that the mowing work will be locally led and efforts to secure, on a donated basis, a robotic mower will be pursued.

Option to include the bowling green

As part of the bill of reduction measures, the bowling green was omitted, with scope provided in the design to include at a future date. This has facilitated the outturn cost figure to be reduced to **£209,287.53** (Option A). However, the acute partner in the service collaborative holds fairly strong views about the inclusion of this facility and whilst inherently were not opposed to its omission, on the basis that the overall scheme viability is more important than the bowling green alone, the prospect of including at a future date given this will introduce added cost leaves the project with a dilemma. As a result, an option (B) to include the bowling green at a time when costs can be kept to a minimum is provided and this

increases the outturn cost figure to £226,087.53 (and additional funding request of £16,800 including VAT).

Construction timeline:

If the project's funding is approved, it is proposed that the construction phase can commence in February 2026 and be completed in April 2026. These dates will avert the need to undertake invasive ground works during winter and allow the sensitive planting to take place at an optimal time of year. The contractor has confirmed that the tender return figure submitted will be held to facilitate this programme intent and apply to either option. Additionally, these dates facilitate the timely expenditure of financial year constrained sums included in the overall project funding package (DCP).

Section 8: Funding requirements

8.1 Cost breakdown:

Please provide a breakdown of all costs associated with this funding request. Alternatively, please attach as a separate document.

Item/Category	Cost (£)	Comments
---------------	----------	----------

Option A (excluding the bowling facility)

Capital Cost Summary

Ref	Cost Centre	Net £	VAT @ 20% £	Gross £
5	Works Cost (DAF2]	158,989.31	31,797.86	190,787.17
6	Fees (DAF3)	5,361.00	1,072.20	6,433.20
7	Non-works Costs (DAF3)	3,000.00	600.00	3,600.00
8	Equipment Costs (DAF2)	0.00	0.00	0.00
9	Contingency	7,949.47	1,589.89	9,539.36
10	Forecast Project Out-turn Cost (Pre VAT Recovery)	175,299.77	35,059.95	210,359.73
11	LESS RECOVERABLE VAT (DAF5)		1,072.20	1,072.20
12	FORECAST PROJECT OUT-TURN COST	175,299.77	33,987.75	209,287.53

- Notes:- 1) HDUHB's Development Approval Form does not account for VAT on Fees, as such are 100% recoverable.

DAF D 22/08/2025

Option B (including the bowling facility)

This option increases the overall project cost by £16,800 (£14,000 & VAT works costs) to £226,087.53.

8.2 Total amount of funding requested:

Option A (excluding the bowling facility)

Net £ <i>Excluding VAT</i>	152,739.61	VAT £	29,654.43	Gross £ <i>Including VAT</i>	183,287.53
--------------------------------------	------------	------------------------	-----------	--	------------

Option B (including the bowling facility)

Net £ <i>Excluding VAT</i>	166,739.61	VAT £	33,349.92	Gross £ <i>Including VAT</i>	200,087.53
--------------------------------------	------------	------------------------	-----------	--	------------

Note: Value of funding requested = total project cost less £26,000 (DCP contribution)

8.3 Designated charitable fund

Charitable fund details:	Balance 30.06.2025	Value of contribution:
---------------------------------	---------------------------	-------------------------------

Mental Health & Learning Disabilities		Option A	Option B
T429 Bryngolau Fund	£8,723.10	£8,723.10	£8,723.10
T691 Bryngolau Ward	£15,066.21	£14,000.00	£14,000.00
T603 MHL D Services Corporate	£14,970.84	£5,000.00	£5,000.00
T790 Mental Health Services Carmarthenshire	£27,746.73	£7,746.73	£7,746.73
Sub total		£35,469.83	£35,469.83
PPH Unscheduled Care		Option A	Option B
T253 Mynydd Mawr Rehabilitation Unit	£7,817.48	£7,817.48	£7,817.48
T742 Mynydd Mawr General Purposes	£81,600.18	£77,500.00	£77,500.00
T716 PPH General Purposes	£65,331.41	£5,000.00	£5,000.00
Sub total		£90,317.48	£90,317.48
Fundraising appeal		Option A	Option B
T592 PPH Gardens Appeal	£41,469.15	£41,469.15	£41,469.15
Sub total		£41,469.15	£41,469.15
Hywel Dda General Fund		Option A	Option B
T600 Support for Life Response Fund	£526,652.61	£16,031.07	£32,831.07
Sub total		£16,031.07	£32,831.07
		Total (£)	183,287.53
			200,087.53

8.4 Alternative funding sources:

Please tell us about alternative funding sources that have been sought before applying for charitable funds. It is important that all other sources of funding have been exhausted prior to submitting an application for charitable funds.

The HBis committing £26,000 of DCP funding from the 2025/26 financial year capital allocation for the project. This contribution covers the cost of site clearance, ground works to level the site and the removal of broken tarmac. As further enhancements to the gardens to improve patient experience do not feature on the HDdUHB capital themed risk registers, it was not possible to secure any additional DCP contributions in the context of a combined capital backlog of c. £300m across HDdUHB estate.

This project was nominated for consideration by the MHL D directorate for submission to the Welsh Government (Capital, Estates & Facilities) Targeted Estates Fund however it was not one of the three bids submitted by HDdUHB to the Welsh Government.

The total area of the enclosed outdoor space at Bryngolau and Mynydd Mawr Wards is circa 1,556 m². Due to the significant area being developed and the proposed scope of works, the professional cost advisers appointed recommend this as a fair estimate for this work, at approximately £74.34 per m² and is within range for external garden spaces of this high-quality type.

Section 9: Authorisation

9.1 Application prepared by:

Contact name:	Job title:	Date:
Neil Mason	Head of Older Adult Mental Health	29.08.2025
Contact name:	Job title:	Date:
Stuart Bancroft	Assistant General	29.08.2025

	Manager	
9.2 Application authorised by:		
Please ensure that your fund manager (approver up to £10,000) has reviewed your application before submission.		
Contact name:	Job title:	Date authorised:
Sarah Perry	General Manager Carmarthenshire System	02.09.2025
Contact name:	Job title:	Date authorised:
Liz Carroll	Mental Health & Learning Disabilities Clinical Care Group	02.09.2025
9.3 Finance Business Partner review:		
Please ensure that your Finance Business Partner has reviewed your application before submission.		
Contact name:	Job title:	Date reviewed:
Lynne Jones	Deputy Head of Business Control – Community & Integrated Medicine	03.09.25
Andrew Thomas	Finance Controller MHL D	03/09/2025

Please return completed form via email to:

charitablefundsfinance.hdd@wales.nhs.uk

or via internal mail to:

Charitable Funds Support Officer
Finance Department
Ty Gorwel, Building 14
St David's Park, Job's Well Road
Carmarthen SA31 3BB

Appendix 1

Assessment for medical equipment (as per [Medical Devices Policy](#)):

Not applicable for this funding request

Appendix 2

Assessment for building or refurbishment work (to be completed by Estates team):

Do you consider this request to be above and beyond routine maintenance work?	Yes
Please explain your answer to the question above:	This charitable funding request is to develop sensory gardens for Bryngolau and Mynydd Mawr Wards that will significantly improve the patient experience. This is above and beyond routine maintenance work and could not be delivered by the local estates team. The DCP contribution will support enabling works that ensures the charitable contributions will cover all above and beyond elements to deliver the sensory gardens elements of the scheme.
Are the costs provided based on a cost estimate or formal quotation?	Yes (via the Health Board's design team)
Are there any immediate or	There is no expectation that additional maintenance

ongoing revenue or maintenance costs associated with this request?	charges will be incurred as a result of this project's upkeep. The areas occupied by the gardens are included in the planned maintenance schedules for the PPH site and grass cutting is already a part of current contractual arrangements with an external provider (funded by the local estates budget). It is acknowledged that there will be a requirement to maintain the gardens as a whole (in addition to grass cutting) to a higher standard following completion of the works. Support will be provided to the working group and garden volunteers to ensure that this can be achieved.	
If yes, please explain how these costs will be met.	N/A – outlined above.	
Estates authorisation		
I confirm that I have read this application in full and that I am supportive of the application.		
Contact name:	Job title:	Date reviewed:
Simon Day	Head of Maintenance & Engineering	2 September 2025

For Charitable Funds Finance Department

Application Reference Number:		CF03295	
Fund Title:	Fund Code:	Current Fund Balance £:	
T429 Bryngolau Fund	T429	£8,723.10	
T691 Bryngolau Ward	T691	£15,066.21	
T603 MHL D Services Corporate	T603	£14,970.84	
T790 Mental Health Services Carmarthenshire	T790	£27,746.73	
T253 Mynydd Mawr Rehabilitation Unit	T253	£7,817.48	
T742 Mynydd Mawr General Purposes	T742	£81,600.18	
T716 PPH General Purposes	T716	£65,331.41	
T592 PPH Gardens Appeal	T592	£41,469.15	
T600 Support for Life Response Fund	T600	£526,652.61	
Finance review			
I confirm that I have reviewed this application and that it can be submitted to the Charitable Funds Sub-Committee / Charitable Funds Committee for consideration.			
Contact name:	Job title:	Date reviewed:	
Jessica Elderfield-Scott	Accounts Assistant	04/09/25	
Outcome of meeting CFC/CFSC			
I confirm that this application has been considered and approved by the Charitable Funds Sub-Committee / Charitable Funds Committee.			
Meeting date:	Outcome:	Contact name:	Job title:

3.2

11:00, 15 Mins

3.2 - "Heads Up!" Initiative - Cancer Services
Hair Loss Support

*Gina Beard (Hywel
Dda UHB - Lead
Cancer Nurse)*

Continuation funding request, years 3 & 4.

| For approval

Attachments

[3.2 Charitable Funds Submission Heads Up Phase 2 Cancer Services CF03296 -~.docx](#)

**Application for charitable funds expenditure
over £10,000**

Please complete this form for all charitable expenditure requests over the value of £10,000.

Please read the application guidelines available at [Charities - Home \(sharepoint.com\)](https://sharepoint.com) to help you with completing your funding request. Please direct any questions to: charitablefundsfinance.hdd@wales.nhs.uk / 01267 283055 / 01827 1655.

Section 1: Applicant		
Lead applicant		
Contact name:	Gina Beard	
Job title:	Lead Cancer Nurse	
Department/Service:	Cancer Services	
Clinical Care Group:	Planned Care and Specialist Services	
Management contact		
Contact name:	James Sheldon	
Job title:	Head of Nursing, Planned Care and Specialist Services	
Section 2: Application summary		
2.1 Title of charitable funds application:		
Phase 2 "Heads Up!" Initiative – Cancer Services Hair Loss Support		
2.2 Brief description of your application:		
In no more than 50 words please tell us what you are requesting charitable funds for.		
£99,235.40 of cancer services charitable funds is requested to continue the "Heads Up!" service which provides expert, person centred, holistic hair loss care for patients. The service connects healthcare professionals and haircare professionals from local communities to empower patients to manage their hair loss journey with independence, dignity and choice.		
2.3 Total value of charitable funds requested:	£99,235.40	
2.4 Duration of project	Project start date:	1 January 2026
	Project end date:	31 December 2027
2.5 Strategic priorities		
Please identify which of the charity's strategic priorities this application relates to (select all that apply).		
Patient experience: Enhancing the patient experience throughout the whole care and treatment journey.	Staff experience: Supporting the wellbeing and professional development of Hywel Dda University Health Board (H DUHB) staff.	Innovation: Encouraging and supporting innovation and excellence in the delivery of healthcare.
Yes	No	No
2.6 Expenditure type		
Please select the type of expenditure your application relates to (select all that apply).		

Medical equipment <i>please also complete Appendix 1</i>	Service development or improvement	Staff welfare and wellbeing
No	No	No
Building/refurbishment Work <i>please also complete Appendix 2</i>	Other <i>If 'yes' selected, please state expenditure type in box oppos</i>	<i>Expenditure type: Person centred non clinical support service</i>
No	Yes	

Section 3: Case for support

3.1 Funding request:

Please tell us what you are requesting charitable funds for. Give us as much information as possible so that we can determine whether your request is eligible for support.

Following Charitable Funds Committee approval on 26.9.2023, HDUHB has, since January 2024, been delivering “Heads Up!” – a service that supports patients affected by chemotherapy hair loss. The funding period will end on 31.12.2025.

HDdUHB is the first Health Board (HB) in Wales to provide this service which improves the patient experience of chemotherapy related hair loss. This proposal is for HDdUHB to use charitable funds to continue this service for a further two years.

The initiative

- Provides a holistic approach to understanding hair loss whilst empowering people with the skills and information they need to manage hair loss related to cancer treatment.
- Supports cancer nurses and hairdressers who have limited training on the process and impact of chemotherapy related treatment related hair loss.

Total cost of service for two year term: £182,338.00

Match funding support available from following external charities:

Cancer Hair Care (CHC) (£28,400)

Withybush Hospital Cancer Day Unit Appeal (£54,702).

Total request from HDdUHB Cancer Services Charitable Funds: £99,235.40

3.2 Reason for request:

Please tell us why this expenditure is needed, how the need has been identified and who this has been discussed with.

A cancer diagnosis brings with it a great deal of anxiety and fear of the unknown. The additional emotional and life changing experience of hair loss at such a time is therefore particularly complex.

The current statutory NHS provision for chemotherapy related hair loss consists of:

1. A duty to inform patients that medication/treatment will cause hair loss;
2. Providing a £90 voucher towards the purchase of one wig.

Evidence from “Cancer Hair Care” reveals that the majority of patients find the actual transition into a wig difficult:

- 70% of female patients who select a wig from the NHS provider only wear their wig 20-30% of the time.
- Patients would benefit from increased awareness of what other options are available for head covering, such as a scarf or headwear with fake fringe, and how to wear these.

- Patients whose faith or cultural beliefs do not allow the wearing of a wig need to be provided with other options.
- Patients are told incorrect information by some hairdressers and healthcare professionals about topics such as scalp cooling, new hair growth, brow and lash care etc.
- Both cancer healthcare professionals and hairdressers report feeling insufficiently informed about cancer treatment related hair loss.

3.3 Project delivery plan:

Please tell us how you will deliver this charitable-funded project. Provide a timeline for delivery with clear milestones or phases of activity to allow you to monitor progress effectively.

Over the past two years Heads Up! has delivered a variety of services to patients and professionals, constantly learning what service users need through co-production and feedback processes, and responding dynamically to patients needs as they arise. A summary of patient feedback is evidenced in Section 4.1 of this report.

The below project plan reflects that patient feedback and ensures the service continues uninterrupted, providing support without any disruption :

Date	Action
September 2025- January 2026	HDdUHB Charitable Funds submission September 2025
	If approved, extend “Heads Up!” contract to run from January 2026
	Tender process currently being prepared by HDdUHB Procurement Team for next phase
	Financial agreements in place (contract prepared)
	Final evaluation of last two year service received from “Heads Up!” Team
	Agreement of improvements/developments 2026 onwards
January 2026	Publicity arrangements
	Service improvements in place
	Constant data collection undertaken by Heads Up! and reported to Senior Management in Cancer Services
	Marketing, social media, etc - constant
	Evaluation 12 month – September – December 2026 – present at CFC
Summer 2027	Evaluation 24 months
	Explore potential for additional funding for service continuation

Payments to service provider will be overseen by the Lead Cancer Nurse and procurement leads for the project.

3.4 Risks:

Please tell us what risks have been identified and how they will be mitigated.

Should the service not be recommissioned, the standard NHS provision (referenced in Section 3.2) will apply and the current service will cease.

3.5 Additionality:

Please tell us how this expenditure is considered ‘above and beyond’ core NHS provision.

Patient benefits

A bespoke service tailored to the rurality of HDdUHB area, offering affordable access to specialist advice to any person in need of cancer treatment related support in hair loss prevention, hair thinning, hair loss or hair care guidance including loss of body and facial hair.

The service is person-centred, holistic and equitable. Self-help and outreach services are available for those who cannot attend face to face. The service encompasses every stage of chemotherapy related hair loss including new hair growth journey and helps patients to move forward post treatment.

Extended support can also be provided to anyone caring for a patient. Products are available that facilitate conversations with children, for example, hair loss dolls and children's activity packs to help patients explain hair loss to young children in the family.

Reaching individuals who may have specific needs around hair loss support is vital. Nurses, hairdressers and patients are educated and made aware of inclusive approaches including:

- Free afro fringes, handmade by volunteers.
- Education regarding the specific needs of people with afro hair who experience hair loss, use scalp cooling etc.
- Education around cultural issues around hair loss, bespoke hijabs suitable for women who have lost their hair.
- Specific support and education around the issues men may have regarding hair loss, facial hair loss etc.

Healthcare professionals and Haircare professionals

Education and training of healthcare and haircare professionals has facilitated evidence-based advice to be more accessible to the patient.

Provision of "Heads Up!" training for local healthcare professionals and hairdressers on the wider issues of chemotherapy treatment related hair loss such as:

- How/why hair loss occurs
- Scalp cooling
- Hair regrowth advice including colouring
- Diversity
- Afro hair
- Myth busting
- Technical facts e.g. the difference between chemotherapy induced alopecia and other treatment related hair loss issues e.g. radiotherapy
- Support for men
- Talking to children

Section 4: Impact

4.1 Impact and patient benefit:

Please tell us about the positive changes that will take place as a result of this expenditure. You must explain how patients will benefit (e.g. improved experience, improvements to patient health, efficiencies in the provision of care). If patients will not directly benefit (i.e. the main beneficiaries are staff), please tell us about the direct benefits to staff as well as the indirect patient benefits.

Note: You will be required to submit an evaluation report to summarise the impact at a later date.

The following key themes are seen through "Heads Up!" patient feedback "Case Studies – a hidden service", Heads Up! 6.08.25 (a working document):

- Increased self-esteem - patients feel more equipped to manage hair loss following a consultation.
- Being heard - patients value having a trained professional to hear their concerns.
- Learning new skills and ideas - learning how to tie a scarf, put on false lashes or adjust hair due to hair thinning are all part of the patient experience.
- Feeling supported - on a regular basis patients praise the HB for providing a holistic service that they did not expect.

- Patients not limited by personal, financial restraints - patients receive free headwear items and hairdressing services.

The following key themes are seen through Heads Up! professional user's feedback:

- Local hairdressers have received training and education, improving the availability of good evidence based support for patients in high street businesses.
- Heads Up! has engaged with Coleg Sir Gâr to bring awareness of chemotherapy related hair loss to hairdressers at the very start of their career, with further funding this can include Ceredigion and Pembrokeshire campuses.
- Two self employed local hairdressers (Rhiannon and Amanda) have received specific train the trainer education (via host charity "Cancer Haircare") to provide local expertise and training, supporting the local economy.
- Local community has embraced the vision and raised the awareness of Heads Up!
- A local Knit and Natter Group create hair loss dolls to support patients in discussing hair loss with children:

"These dolls are such a good idea. I could not believe it when the hairdresser gave me one. She also told me that some local ladies had knitted them. Heartwarming moments during hair loss and chemo were not expected" (Patient Feedback 2024)

4.2 Beneficiaries:

Please tell us how many people are expected to benefit as a result of this expenditure and how you have determined these numbers. Beneficiaries may include patients, service users, patient families/carers, and staff.

The initial bid for "Heads Up!" intended to reach at least 6,655 touchpoints over the two-year period at a cost per head (patient/nurse/hairdresser) of £24.79 to HDdUHB.

Year One: At the end of the first year of Heads Up! the team were on target with a total of 3025 touchpoints with patients, hairdressers and healthcare professionals. 639 individual patient/professionals were reached, some receiving multiple touchpoints.

689 hair lost support packs were provided – these differ according to patient need and availability of products but include items such as headwear, lashes etc and all products are quality checked to ensure they are hypoallergenic and free of harmful chemicals etc.

Nurses and healthcare professionals have received training and education around chemotherapy related hair loss. Each nurse who administers chemotherapy in HDdUHB has accessed this training, plus updates as required. In the first year of Heads Up! 58 healthcare professionals were reached with training in chemotherapy induced hair loss.

"I didn't know what I didn't know!" (Nurse feedback following education event)



Local hairdressers have joined community events, in-hospitals and at education sessions to upscale their knowledge in chemotherapy induced alopecia and related hairdressing services. Cultivating the local hairdressing community is an essential part of making sure that patients can access specialist services. The project has built a community of 'Head's Up!' hairdressers. These are hairdressers that work in local businesses but have accessed training so can be recommended to patients. Patients are also encouraged to make their own hairdressers aware of what Heads Up! offers so that they can be offered support without having to go to a different hairdresser than usual.

"Now when a patient comes to me I know that I am providing them with the best advice. I've always wanted to give something back to the community and I am very proud to be a hairdresser involved with Head's Up!" (hairdresser feedback)

"I think every hairdresser should do this training." (Hairdresser feedback)



Photo: Some of the hairdressers who have attended training at an education event at John Burns Centre, Kidwelly

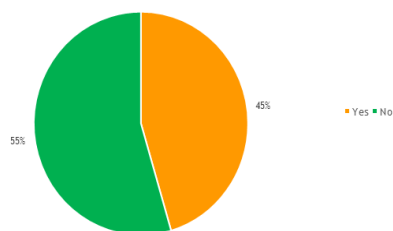
Year Two: as the service is currently still running final figures for phase one regarding touchpoints is not yet available. This will be included in the end of Year two evaluation.

4.3 Evaluation methods:

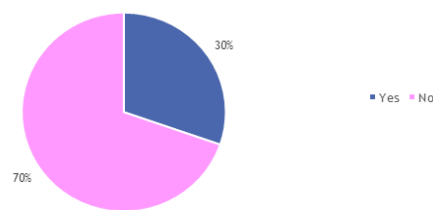
Please tell us what methods you will use to measure the effectiveness of your expenditure and the difference it makes. Please also describe any baseline information that you have that demonstrates the current position.

In early 2023, before the Heads Up! initiative commenced, a baseline patient experience questionnaire was sent out to patients receiving chemotherapy at each HDdUHB site to understand their current experience. 66 responses were received and these were used to inform the initial CFC SBAR in September 2023:

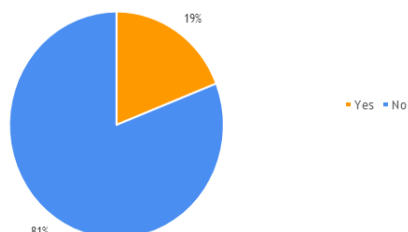
Percentage of patients who were informed about hair cutting and what was appropriate to do



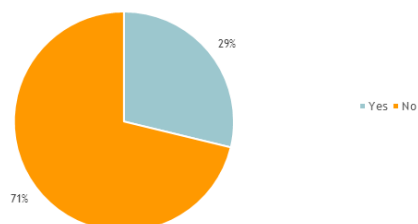
Percentage of patients who had access to a hairdresser who was knowledgeable about scalp care during their treatment



Percentage of patients who had a knowledgeable hairdresser to guide them through the process



Percentage of patients who had access to a hairdresser who could advise them about new hair growth after treatment



Comments received from patients prior to Heads Up:

Question: Please tell us anything else about your hair loss journey below:

"It is very distressing to lose your hair because you stop looking like you, yet another part of you has to let go of. My kids did not want me to cut my hair off. I had no information about how to cover up lashes and eyebrow loss and that has been quite distressing too."

"It was devastating and I hid from people so they did not see my bald head. Spent a fortune on hats to hide my head. Now I am totally comfortable and love ❤️ myself. My hair is gradually growing white It was brown before. Wonderful."

"I used my own hairdresser and made my own decision to cut my hair shorter. No information was provided. Who would have provided this?"

This questionnaire is being offered to the current patient cohort, who have access to Heads Up! to evaluate the difference the initiative has had, since this baseline data was collected.

The Service will continue to be evaluated in the following ways:

- Access to the live questionnaire so that current patient cohorts can give feedback of their hair loss experience.
- Activity and services are logged onto a weekly log sheet.
- Patients, health care professionals, hairdressers give feedback on specific elements of the service provided via feedback forms and consultations.
- Regular review meetings are held with Oncology Senior Nurse Manager and Oncology Coordinator to ensure there are no operational issues, concerns or feedback.
- Workshops and engagement events have been held involving patients, healthcare professionals and local hairdressers to ensure that as the service is co-created and responsive to the needs of those it seeks to serve.
- Patients have helped to select new items of headwear for their free packs, given feedback on services and shared their experiences and insights.

“You have helped me so much this year, especially Rhiannon on her visits to the chemotherapy unit at Glangwili Hospital and provided me with headwear. Also Valerie, who phoned me and gave me lots of valuable information about hair care, skin care and nutrition.” (Patient feedback 2024)

Section 5: Exit strategy (for revenue expenditure requests)

Please tell us how the benefits of this expenditure will be sustained beyond the end of this time-limited period of charitable funding. For project funding, please tell us if it will continue, and how it will be funded. If it will not continue, please tell us how it will be brought to a close.

This initiative is above and beyond what the NHS is funded to provide and due to the current financial climate, it is not envisaged that the service could be mainstreamed into NHS exchequer funds following the initial two-year funding period, and in the event of approval of an additional two years of funding. Cancer services are fortunate to receive significant support from patients, their families and our local communities on an annual basis. Therefore, every two years the Charitable Funds Committee (CFC) will be approached to approve ongoing funding.

Section 6: Governance

6.1 Compliance:

Please tell us (if applicable), how your expenditure request meets any relevant legislative requirements or standards as well as any Hywel Dda policies and procedures (e.g. Data Protection, Clinical Governance, etc.).

Not applicable.

6.2 Strategic alignment:

Please tell us how this funding request aligns with the health board's [strategic objectives](#).

Putting people at the heart of everything we do.

Section 7: Other

Please provide any other relevant information in support of your funding request.

Not applicable.

Section 8: Funding requirements

8.1 Cost breakdown:

Please provide a breakdown of all costs associated with this funding request. Alternatively, please attach as a separate document.

Item/Category	Cost (£)			Comments
	Net £ Exc. VAT	VAT £	Gross £ Inc VAT	
Staffing & staff support	N/A	N/A	81,040	CHC management, service delivery support, volunteer DBS posts.
Education & training	N/A	N/A	23,800 24,000	Includes marketing, online resource development, travel/overnight

				accommodation,venue hire
Equipment & resources	N/A	N/A	39,738 3,200	Includes products, mannequins, patient packs, printed resources, etc
Overheads	N/A	N/A	9,360 1,200	Management charge (prof fees, phone charges, contingency, courier fees etc)
Total			182,338.00	
Match funding from CHC (see section 8.4)			-28,400.00	
Match funding from Pembrokeshire Charity WHCDU Appeal (30% activity)			-54,702.60	

8.2 Total amount of funding requested:

Net £ <i>Excluding VAT</i>		VAT £		Gross £ <i>Including VAT</i>	99,235.40
--------------------------------------	--	--------------	--	--	-----------

8.3 Designated charitable fund

Name of charitable fund:	Charitable fund code/number:	Contribution:
GGH Oncology (available funds £568,049.16)	T705	£91,169.00 (50% activity)
Ceredigion Cancer Services	T865	£8,066.40

8.4 Alternative funding sources:

Please tell us about alternative funding sources that have been sought before applying for charitable funds. It is important that all other sources of funding have been exhausted prior to submitting an application for charitable funds.

Match Funding

HDdUHB has partnered with CHC to deliver Heads Up! during 2024-25. CHC is a service delivered by the UK's leading hair loss support charity Caring Hair (registered charity number 1145258). Founded in 2012 by Jasmin Julia Gupta, an NHS nurse educator and advisor, the charity has a successful track record of providing expert advice and support on all aspects of hair loss, hair loss prevention (scalp cooling) and hair care, before, during and after cancer treatments.

Caring Hair is active in NHS England, delivering services in partnership with a number of English NHS trusts including University College London Hospitals NHS Foundation Trust, Guy's and St Thomas' NHS Foundation Trust and Great Ormond Street Hospital Trust.

Cancer Haircare, have been the umbrella charity that have delivered the Heads Up! initiative in HDdUHB during 2024-2025, providing an expert knowledge base and also an element of match funding. We have also partnered with a local Pembrokeshire charity, Withybush Cancer Day Unit Appeal (WHCDU), who funded the Pembrokeshire element of the service at a cost of £49,500.00 over the two years. This local charity have agreed in principle to continuing to cover the Pembrokeshire service, should the service continue for an additional two years. Cancer Haircare have also agreed to contribute £28,400.00 of the costs for 2026-2027.

Overview of Charitable Funds Request and Alternative Funding Sources

Head's Up 2026_2027	
24 month project	
Project summary	

Cost per head (patient/nurse/professional is equivalent to)	£26.35
Total patients/service reach (estimated)	6,720
Total nurses/cancer support and hair loss professionals reach (estimated)	200
Total patient and nurse/professional reach	6,920
Total project costs	£182,338.00
Total contribution from CHC	£28,400.00
Total Contribution from Withybush Hospital Cancer Day Unit Appeal (30% - Pembrokeshire element - agreement in principle)	£54,702.60
Total grant request	£99,235.40

Procurement Involvement

Following approval of funding at the September 2023 CFC, HDdUHB Procurement Team issued a Voluntary Ex-Ante Transparency (VEAT) notice. This is where a contracting authority has awarded a contract to a supplier without having first published a tender notice. This is an option when the contracting authority has concluded that there is only one suitable supplier who can cater to their requirements. The VEAT notice was published on the Sell2Wales public platform for ten days with intention to award, and following this period, with no challenge, the contract was awarded to CHC.

Procurement has started working on a full and open tender process for a further two years of Heads Up!, should the CFC approve the bid. This decision was made given the ongoing nature of this initiative and to demonstrate full and open transparency of process.

Section 9: Authorisation

9.1 Application prepared by:

Contact name:	Job title:	Date:
Gina Beard	Lead Cancer Nurse	07/08/2025

9.2 Application authorised by:

Please ensure that your General Manager or Head of Service (fund approver up to £10,000) has reviewed your application before submission.

Contact name:	Job title:	Date authorised:
Lisa Humphrey	General Manager	12/08/25

9.3 Clinical Care Group approval:

Please ensure that your application has been reviewed by your Clinical Care Group before submission. This can be arranged via the manager you have listed above.

Contact name:	Job title:	Date authorised:
James Sheldon	Interim Head of Nursing	03/09/2025

9.4 Finance Business Partner review:

Please ensure that your Finance Business Partner has reviewed your application before submission.

Contact name:	Job title:	Date reviewed:
Alison Wride	Finance Business Partner	13/08/25

Please return completed form via email to:

charitablefundsfinance.hdd@wales.nhs.uk

or via internal mail to:

Charitable Funds Support Officer
Finance Department
Ty Gorwel, Building 14

For Charitable Funds Finance Department

Application Reference Number:		CF03296	
Fund Title:	Fund Code:	Current Fund Balance £:	
Glangwili Hospital Cancer Services	T705	£660,260.23	
Ceredigion Cancer Services	T865	£189,835.34	
Finance review			
I confirm that I have reviewed this application and that it can be submitted to the Charitable Funds Sub-Committee / Charitable Funds Committee for consideration.			
Contact name:	Job title:	Date reviewed:	
Jessica Elderfield-Scott	Accounts Assistant	04/09/25	
Outcome of meeting CFSC/CFC			
I confirm that this application has been considered and approved by the Charitable Funds Sub-Committee / Charitable Funds Committee.			
Meeting date:	Outcome:	Contact name:	Job title:

3.3

11:15, 15 Mins

3.3 - HARP (Hywel Dda Arts Referral Pathway)

*Kathryn Lambert
(Hywel Dda UHB -
Head of Arts and
Health / Pennaeth y
Celfyddydau ac
Iechyd), Rhian Rees
(Hywel Dda UHB -
Public Health
Practitioner), Mathew
Lawrence (Hywel
Dda UHB - Deputy
Head of Innovation &
Tritech)*

| For approval

Attachments

[3.3 HARP request over 10k 03.09.2025Final \(KL NL\).doc](#)

Application for charitable funds expenditure over £10,000

Please complete this form for all charitable expenditure requests over the value of £10,000.

Please read the application guidelines available at [Charities - Home \(sharepoint.com\)](https://sharepoint.com) to help you with completing your funding request. Please direct any questions to: charitablefundsfinance.hdd@wales.nhs.uk / 01267 283055 / 01827 1655.

Section 1: Applicant

Lead applicant

Contact name:	Rhian Rees
Job title:	Senior Public Health Practitioner
Department/Service:	Public Health Directorate
Clinical Care Group:	Primary Care

Management contact

Contact name:	Ardiana Gjini
Job title:	Executive Director of Public Health

Section 2: Application summary

2.1 Title of charitable funds application:

Hywel Dda Arts Referral Pathway (HARP)

2.2 Brief description of your application:

In no more than 50 words please tell us what you are requesting charitable funds for.

HARP is a creative health preventions programme supporting frequent GP patients with chronic conditions and isolation through arts workshops which commenced in 2025. Funding will expand delivery across three counties, offering 117 sessions in 2026–27. It aligns with charitable criteria by enhancing patient wellbeing, reducing clinical demand, and demonstrating significant benefits to NHS patients.

2.3 Total value of charitable funds requested:

£25,050

2.4 Duration of project

Project start date:	1 April 2026
Project end date:	31 March 2027

2.5 Strategic priorities

Please identify which of the charity's strategic priorities this application relates to (select all that apply).

Patient experience: Enhancing the patient experience throughout the whole care and treatment journey.	Staff experience: Supporting the wellbeing and professional development of University Health Board staff.	Innovation: Encouraging and supporting innovation and excellence in the delivery of healthcare.
Yes	No	Yes

2.6 Expenditure type

Please select the type of expenditure your application relates to (select all that apply).

Medical equipment <i>please also complete Appendix 1</i>	Service development or improvement	Staff welfare and wellbeing
No	Yes	No
Building/refurbishment Work <i>please also complete Appendix 2</i>	Other <i>If 'yes' selected, please state expenditure type in box opposite.</i>	
No	No	

Section 3: Case for support

3.1 Funding request:

Please tell us what you are requesting charitable funds for. Give us as much information as possible so that we can determine whether your request is eligible for support.

We are requesting charitable funds to support the continuation and scale-up of the **Hywel Dda Arts on Referral Programme (HARP)** in 2026–27. This community-based initiative provides weekly **creative health workshops** for patients who frequently attend GP services and experience chronic conditions, mental health challenges, or social isolation.

The funding will enable delivery of **117 creative sessions** across **target sites in Carmarthenshire, Pembrokeshire and Ceredigion**, providing approximately **1,170 sessions for patients**. Sessions will include gentle movement and visual arts activities, designed to improve wellbeing, reduce loneliness, and alleviate pressure on clinical services.

We are seeking **£25,050** in charitable funding to:

- Contribute to workshop delivery costs (artist fees, venue hire, materials)
- Cover access costs (e.g. transport and access needs)
- Support evaluation by TriTech to build the evidence base

This funding will unlock **£50,000 of match funding** from the Arts Council of Wales, meeting their 40% match requirement.

The programme aligns with charitable funding criteria by:

- Providing **significant and demonstrable benefits to NHS patients**
- Enhancing **patient experience and wellbeing** through arts in health
- Supporting a **preventative, non-clinical model of care**
- Delivering **cost-effective interventions** that reduce GP visits
- Strengthening Hywel Dda's leadership in creative prescribing

3.2 Reason for request:

Please tell us why this expenditure is needed, how the need has been identified and who this has been discussed with.

This expenditure is needed to expand delivery from single GP practices (one in

each county) to GP clusters across the region. The HARP is a community-based initiative that addresses the growing demand for non-clinical, preventative support for patients with chronic conditions, mental health challenges, and social isolation. The need has been identified through:

- Clinical demand: Frequent GP attenders and patients on the Waiting List Support Service require alternative support pathways, to reduce pressure on these services.
- Pilot evaluations: Two successful pilot programmes (2023 and 2025) demonstrated positive patient outcomes, including improved wellbeing and reduced loneliness and anxiety.
- Strategic alignment: The programme supports Hywel Dda's Social Model for Health and Wellbeing, Public Health priorities, and national strategies such as the Well-being of Future Generations Act.

This proposal has been discussed with:

- The Creative Prescribing Working Group, including GPs, public health professionals, researchers, and arts and health sector representatives and the Centre for Social Innovation.
- TriTech Research and Innovation Team, who are leading the evaluation and data collection.
- Arts Council of Wales, who have encouraged us to apply for £50,000 funding providing the 40% match funding required is secured.

In July 2024, work began to engage with wider partners to develop a programme that could respond to the findings of Trittech and test a model for responding to the needs identified by GP partners who were struggling with frequent attenders. Key GP Academy staff have been instrumental in shaping and driving the programme. The inclusion criteria are: Adults with chronic conditions who may be suffering from isolation and mental health challenges.

From April to August 2025, 46 sessions were successfully delivered, benefitting 63 patients participating in a wide range of creative activities including silk painting, creating feelings diaries and making lanterns. The take up rate has varied between 63% and 23% over this period, with improved rates of take up as lessons have been learned regarding engaging with patients effectively.

This funding will enable delivery of a further 117 creative health sessions across three counties, providing 1,170 sessions for patients to attend (dependent on 10 patients attending per session) and contributing to a scalable, evidence-based model for arts in health which is of national significance.

3.3 Project delivery plan:

Please tell us how you will deliver this charitable-funded project. Provide a timeline for delivery with clear milestones or phases of activity to allow you to monitor progress effectively.

Project Delivery Plan: Hywel Dda Arts on Referral Programme (HARP)

Delivery Period: April 2026 – March 2027

Total Sessions: 117 creative health sessions

Locations: St Clears, Tenby, and Cardigan (TBC)

Target Beneficiaries: 146 patients (average 10 per session). This number is calculated as follows:

- Sessions will run over 39 weeks.
- They will be divided into courses of eight weeks duration.
- $39/8 = 4.87$ courses x ten people x three areas = 146 different patients who

could benefit.

The actual number could be lower as some patients transition from one course to another through the year (due to ongoing need or missed sessions due to unforeseen circumstances such as patient sickness).

It is an ambitious target but with lessons learned from seasons one-three and improved systems / resources, we will aim to meet it.

Timeline & Milestones

Phase Timeline Activities Milestones

1. Planning & Preparation October 2025 – March 2026

- Secure match funding from Arts Council of Wales
- Finalise delivery partners and venues
- Recruit artists and facilitators
- Develop referral pathways with GP practices - Funding confirmed
- Delivery team in place
- Referral system operational

2. Programme Launch April 2026

- Begin delivery of weekly sessions in all three locations
- Launch communications and engagement with referring professionals - First sessions delivered
- Patient referrals active

3. Delivery Phase April 2026 – March 2027 (term-time only)

- Run 117 creative health sessions
- Ongoing patient engagement and support
- Collect feedback and data - Mid-point review (October 2026)
- Ongoing data collection

4. Evaluation & Reporting January – March 2027

- TriTech-led evaluation using validated tools (e.g. Short Warwick Edinburgh Mental Wellbeing Scale (SWEMWBS))
- Patient and clinician feedback
- Final report preparation - Evaluation report completed
- Outcomes shared with stakeholders

3.4 Risks:

Please tell us what risks have been identified and how they will be mitigated.

Risks:

Low referral uptake

Initial slow engagement from clinicians and patients may limit participation.
Mitigation: Build awareness through targeted communications, training, and engagement with GP practices and allied health professionals.

Funding shortfall

Failure to secure match funding from Arts Council of Wales could impact delivery.
Mitigation: Early application submission (by 01.10.2025) and strong evidence base to support funding bid. Charitable funds will unlock the required match.

Artist procurement

It takes time to procure, contract and induct skilled facilitators across three counties. Mitigation: Build in time for project set up process before recruiting patients.

Transport and access barriers

Patients may struggle to attend sessions due to rurality or mobility issues. Mitigation: Provide transport support and choose accessible venues. Include access costs in budget.

Data collection challenges

Inconsistent or incomplete evaluation data may limit impact reporting. Mitigation: Partner with TriTech and Centre for Social Innovation to implement robust evaluation tools and processes.

Sustainability post-2027

Risk of programme ending without long-term funding. Mitigation: Use evaluation findings to inform future commissioning and policy. Develop strategic partnerships and explore further funding streams.

3.5 Additionality:

Please tell us how this expenditure is considered 'above and beyond' core NHS provision.

This expenditure is considered 'above and beyond' core NHS provision because it delivers a non-clinical, preventative arts-based intervention that complements but does not replace statutory healthcare services. The HARP programme provides creative health workshops that:

- Enhance patient wellbeing through arts engagement, which is not part of standard NHS treatment pathways.
- Improve patient experience by offering comfort, connection, and emotional support in accessible community settings.
- Reduce demand on clinical services, particularly GP appointments, by addressing underlying social and emotional needs.
- Support strategic innovation, aligning with national wellbeing and mental health plans, but not funded through core NHS budgets.

The programme meets charitable funding criteria by delivering demonstrable benefits to NHS patients, fostering community-based care, and contributing to a cultural shift toward holistic health models. It builds on successful pilots and robust evaluation, offering a scalable model that would not be possible through NHS core funding alone.

Section 4: Impact

4.1 Impact and patient benefit:

Please tell us about the positive changes that will take place as a result of this expenditure. You must explain how patients will benefit (e.g. improved experience, improvements to patient health, efficiencies in the provision of care). If patients will not directly benefit (i.e. the main beneficiaries are staff), please tell us about the direct benefits to staff as well as the indirect patient benefits.

Note: You will be required to submit an evaluation report to summarise the impact at a later date.

The HARP programme will deliver significant and measurable benefits to NHS patients across Carmarthenshire, Pembrokeshire, and Ceredigion. Through 117 creative health workshops, patients who frequently attend GP services and experience chronic conditions, mental health challenges, or social isolation will gain access to a supportive, non-clinical intervention that promotes healing and

wellbeing.

Positive changes expected include:

- **Improved patient experience** through engaging, community-based arts activities that foster connection, confidence, and emotional resilience.
- **Enhanced health outcomes**, including reduced stress, improved mental wellbeing, and increased self-management of chronic conditions.
- **Reduced demand on clinical services**, particularly GP appointments, by offering alternative support pathways.
- **Increased social inclusion**, especially in rural and underserved areas, helping to combat loneliness and isolation.

Evaluation and evidence:

- The programme will be evaluated by TriTech using validated tools (e.g. SWEMWBS), patient stories, and GP data.
- Interim findings from pilot programmes show strong patient and clinician support, with feedback highlighting improved wellbeing and reduced reliance on clinical care.

- *'This group and the creative home delivery service are the best things in my life at the moment, they are creating space for me to breathe '*
- *' this is the focus of my week '*
- *' nice to be working in clay I find it really relaxing '*
- *' I feel I am getting better I want to do more , this group helps me so much , I look forward to it each week.'*
- *'I'm very proud I haven't had a drink today '*

The Evaluation team has conducted interviews with consenting participants from seasons one and two and have reported “**there has been a positive response from participants, who have enjoyed the sessions.... people feel comfortable and welcome in the sessions.**”

Learning:

- A full evaluation report will be submitted to summarise impact and inform future commissioning.
- Behaviourally informed patient packs and conversation guides are being developed for patients and healthcare professionals utilising intelligence gathered through patient contact.

This charitable-funded programme goes beyond core NHS provision by offering a cost-effective, preventative model that supports long-term health and wellbeing for patients in their local community.

4.2 Beneficiaries:

Please tell us how many people are expected to benefit as a result of this expenditure and how you have determined these numbers. Beneficiaries may include patients, service users, patient families/carers, and staff.

Beneficiaries

We expect approximately **146 patients** to directly benefit from this expenditure over the course of the 2026–27 delivery period. This figure is based on:

- **117 creative health sessions** spread over 39 weeks planned across three counties (St Clears, Tenby, and Cardigan (TBC))
- Sessions will be delivered as eight week courses for each patient

- An **average of ten patients per session**, as observed in previous pilot programmes

Primary beneficiaries:

- Patients who are frequent GP attenders and/or on the Waiting List Support Service
- Individuals experiencing chronic conditions, mental health challenges, or social isolation

Secondary beneficiaries:

- **Patient families and carers**, who benefit from improved wellbeing and reduced care burden
- **GPs and healthcare staff**, who experience reduced demand on services and improved patient engagement
- **Community partners and artists**, who contribute to and benefit from a collaborative model of care
- **HDdUHB** as it will be seen to be embedding its Arts and Health, and Social Model for Health and Wellbeing Charters.

These numbers are informed by pilot data and delivery capacity and will be monitored and refined through ongoing evaluation by TriTech.

4.3 Evaluation methods:

Please tell us what methods you will use to measure the effectiveness of your expenditure and the difference it makes. Please also describe any baseline information that you have that demonstrates the current position.

The HARP programme will use a combination of quantitative and qualitative evaluation methods, led by the TriTech Research and Innovation Team and in liaison with the Centre for Social Innovation:

Evaluation Tools and Approaches

Validated wellbeing scales:

SWEMWBS)

South Wales Social Wellbeing Scale (SWSWBS)

Baseline and follow-up assessments:

Conducted at the start and end of patient participation to track changes in wellbeing and engagement.

Qualitative feedback:

Patient stories, focus groups, and feedback forms to capture lived experience and emotional impact.

GP practice data:

Analysis of referral patterns and changes in GP attendance to assess clinical impact.

Multi-agency feedback:

Input from clinicians, arts partners, and service leads to evaluate cross-sector collaboration and service integration.

Baseline Information

Data from 2023 and 2025 pilot programmes shows:

High levels of patient engagement and satisfaction

Early signs of reduced GP visits

Positive feedback from both patients and clinicians (e.g. "life is more bearable", "this group helps me so much")

Interim evaluation reports have already demonstrated the programme's potential

and informed the current delivery model.

A full evaluation report will be submitted at the end of the delivery period (March 2027), summarising outcomes, learning, and recommendations for future commissioning.

Section 5: Exit strategy (for revenue expenditure requests)

Please tell us how the benefits of this expenditure will be sustained beyond the end of this time-limited period of charitable funding. For project funding, please tell us if it will continue, and how it will be funded. If it will not continue, please tell us how it will be brought to a close.

Sustainability Beyond Charitable Funding

The benefits of this expenditure will be sustained through a strategic plan to embed the HARP programme into long-term service delivery across HDdUHB. The charitable funding will enable us to:

- **Build robust evidence** through TriTech-led evaluation to support future commissioning and policy integration.
- **Strengthen partnerships** with GP Collaboratives, Local Authorities, and third-sector organisations to co-fund and co-deliver future programmes.
- **Develop scalable infrastructure**, including referral pathways, artist networks, and behaviourally informed toolkits, which can be reused and adapted.

If further funding is not secured, the programme will be brought to a close in a managed way:

- Final sessions will be delivered by March 2027.
- A comprehensive evaluation report will be shared with stakeholders.
- Patients and referring professionals will be signposted to alternative community support services.

However, the long-term aspiration is to establish a **recognised arts referral pathway**, similar to the National Exercise Referral Scheme (NERS), ensuring continued access to creative health interventions for patients across mid and west Wales.

Section 6: Governance

6.1 Compliance:

Please tell us (if applicable), how your expenditure request meets any relevant legislative requirements or standards as well as any Hywel Dda policies and procedures (e.g. Data Protection, Clinical Governance, etc.).

This expenditure request for the HARP programme complies with relevant legislative requirements and HDdUHB policies and procedures.

Key areas of compliance include:

- **Data Protection:** All patient data collected during referral and evaluation will be handled in accordance with the Health Board's Data Protection Policy and GDPR regulations. TriTech will oversee secure data management and anonymisation for reporting purposes.
- **Clinical Governance:** The programme is aligned with HDdUHB's Social Model for Health and Wellbeing and supports clinical governance by offering a safe, evidence-based, non-clinical intervention that complements primary care.

- **Health & Safety:** Workshops will be delivered in accessible, risk-assessed community venues, with appropriate safeguarding and safety protocols in place for patients and facilitators.
- **Equality and Inclusion:** The programme is designed to be inclusive, with transport support, gender-diverse facilitators, and delivery in rural and underserved areas, in line with the HB’s commitment to the nine protected characteristic groups. An Equality Health Impact Assessment was completed as part of development of the pilot.
- **Evaluation and Accountability:** A formal evaluation report will be submitted at the end of the funding period, ensuring transparency and accountability in line with Hywel Dda’s policies on monitoring and reporting charitable-funded activity.
- **Finance**
We will continue to work with the finance team to explore the most efficient and effective ways to administer project funds in line with financial policies and procedures.

6.2 Strategic alignment:

Please tell us how this funding request aligns with the health board’s [strategic objectives](#).

This funding request for the HARP programme aligns closely with HDdUHB’s strategic vision outlined in *A Healthier Mid and West Wales: Our future generations living well* and our Social Model for Health and Wellbeing Charter. On a national level, the programme also supports the Health Board in meeting Vision 2 of the Mental Health and Wellbeing Strategy, and Recommendation 19 of the Wellbeing of Future Generations Report.

The strategy emphasises a shift from treating illness to **keeping people well, preventing ill-health, and providing early support**—all of which are core to HARP’s objectives.

Key areas of alignment include:

- **Preventative, community-based care:** HARP offers non-clinical, arts-based interventions that support patients in managing chronic conditions and mental health challenges before they escalate.
- **Reducing pressure on clinical services:** By improving wellbeing and reducing GP visits, HARP contributes to more efficient use of NHS resources.
- **Promoting equity and inclusion:** The programme targets underserved rural communities, aligning with the strategy’s commitment to accessible care close to home.
- **Empowering patients:** HARP fosters self-management, confidence, and social connection—supporting the strategy’s goal of helping people live healthy, joyful lives.
- **Integrated working:** The programme builds partnerships across health, arts, and third-sector organisations, reflecting the strategy’s emphasis on joined-up support.

By supporting HARP, charitable funding will directly contribute to the HB’s long-term transformation goals and help demonstrate the value of a **social model for health and wellbeing**.

Section 7: Other

Please provide any other relevant information in support of your funding request.

Additional Supporting Information

The HARP programme represents a pioneering approach to integrating arts into health and wellbeing services, with strong foundations built through previous pilot phases and cross-sector collaboration. Additional factors supporting this funding request include:

- **National Recognition:** HARP is being presented at the *Weave – Arts and Mental Wellbeing Conference* (September 2025) and will be submitted as a Poster for the *Rural Health and Care Conference* (November 2025), showcasing Hywel Dda’s leadership in creative prescribing.
- **Strategic Partnerships:** The programme is co-developed with input from GPs, public health professionals, researchers, and arts organisations, ensuring relevance, sustainability, and alignment with broader health system goals.
- **Scalable Model:** Inspired by the NERS, HARP is designed to be scalable across Wales, with potential for replication in other health boards.
- **Behavioural Insights:** The programme incorporates behaviourally informed approaches and toolkits to support patient engagement and clinician understanding, enhancing long-term impact.
- **Community Empowerment:** By embedding arts in local settings and involving resident artists, HARP strengthens community identity and resilience, contributing to wider public health outcomes.

This funding will not only support direct patient benefit but also contribute to a cultural shift in how health and wellbeing are supported across Hywel Dda.

Section 8: Funding requirements

8.1 Cost breakdown:

Please provide a breakdown of all costs associated with this funding request. Alternatively, please attach as a separate document.

Item/Category	Cost (£)			Comments
	Net £ <i>Exc. VAT</i>	VAT £	Gross £ <i>Inc VAT</i>	
30% of Workshop Costs (£500 per workshop x 117 = £58,500)			£17,550	
Access costs and contingency			£7500	

8.2 Total amount of funding requested:

Net £ <i>Excluding VAT</i>	25,050	VAT £		Gross £ <i>Including VAT</i>	25,050
--------------------------------------	--------	--------------	--	--	--------

8.3 Designated charitable fund

Name of charitable fund:	Charitable fund code/number:
Support for Life Response Fund	T600

8.4 Alternative funding sources:

Please tell us about alternative funding sources that have been sought before applying for charitable funds. It is important that all other sources of funding have been exhausted

prior to submitting an application for charitable funds.

Before applying for charitable funds, we have actively sought alternative funding to support the HARP programme:

- **Arts Council of Wales – SCALE Fund:** We have an opportunity to apply for **£50,000** through the Arts Health and Wellbeing Lottery Funding stream. However, this funding is contingent on securing **40% match funding**, which is the purpose of this charitable funding request.
- **Hywel Dda Charities (Arts and Health Charities Funding):** Our HARP pilot was supported through this internal charitable stream, demonstrating the programme’s alignment with charitable objectives and its impact on patient wellbeing.
- **Core NHS Funding:** We have explored NHS service budgets, but due to the programme’s non-clinical and preventative nature, it falls outside core NHS provision and is not eligible for standard NHS funding.
- **Partnership Contributions:** We continue to explore co-funding opportunities with local authorities, third-sector organisations, and GP collaboratives, but these are not sufficient to meet the match funding requirement within the timeframe.

Section 9: Authorisation

9.1 Application prepared by:

Contact name:	Job title:	Date:
Rhian Rees	Senior Public Health Practitioner	14.08.2025

9.2 Application authorised by:

Please ensure that your General Manager or Head of Service (fund approver up to £10,000) has reviewed your application before submission.

Contact name:	Job title:	Date authorised:
Ardiana Gjini	Executive Director of Public Health	29.08.2025

9.3 Clinical Care Group approval:

Please ensure that your application has been reviewed by your Clinical Care Group before submission. This can be arranged via the manager you have listed above.

Contact name:	Job title:	Date authorised:
Jill Patterson	Director of Primary Care, Community and Long Term Care	01.09.2025

9.4 Finance Business Partner review:

Please ensure that your Finance Business Partner has reviewed your application before submission.

Contact name:	Job title:	Date reviewed:
Carwen Jarman	Senior Finance Business Partner (Unscheduled Care)	01.09.2025

Please return completed form via email to:

charitablefundsfinance.hdd@wales.nhs.uk

or via internal mail to:

Charitable Funds Support Officer

Finance Department

V2 July 2025

Ty Gorwel, Building 14
 St David's Park, Job's Well Road
 Carmarthen SA31 3BB

Appendix 1

Assessment for medical equipment (as per [Medical Devices Policy](#)):

Supplier name:	
Equipment make and model:	
Please provide quote:	<i>Insert quote here</i>
Please tell us about what involvement the Clinical Engineering team has had in this request:	
Please tell us about what involvement the Procurement team has had in this request:	
Is this replacement equipment or is the equipment new to the health board? <i>A replacement device may also be a new make or model.</i>	
If the equipment is new to the health board, has the Medical Devices Steering Group been consulted?	
Will this equipment be used to undertake a new clinical procedure or intervention?	
If the equipment will be used to undertake a new clinical procedure or intervention, has the Clinical Effectiveness team been consulted?	
Does this item appear on HDdUHB's Capital Planning List? If yes, please indicate priority rating.	
Where will this equipment be located?	
Are there any training implications? If so, have the Medical Device Training Team been consulted?	
What is the life expectancy of the equipment?	
Who will maintain the equipment, in line with the Medical Devices Policy ?	
Are there any immediate or ongoing revenue or maintenance costs associated with this request?	
Are there any capital costs associated with this request? If yes, please explain how these costs will	

be met.	
Please confirm approved Statement of Need (SON) reference number and approval date:	

Appendix 2

Assessment for building or refurbishment work (to be completed by Estates team):

Do you consider this request to be above and beyond routine maintenance work?	
Please explain your answer to the question above:	
Are the costs provided based on a cost estimate or formal quotation?	
Are there any immediate or ongoing revenue or maintenance costs associated with this request?	
If yes, please explain how these costs will be met.	
Estates authorisation	
I confirm that I have read this application in full and that I am supportive of the application.	
Contact name:	Job title:
	Date reviewed:

For Charitable Funds Finance Department

Application Reference Number:	CF03294	
Fund Title:	Fund Code:	Current Fund Balance £:
Support for Life Response Fund	T600	£922,395.00
Finance review		
I confirm that I have reviewed this application and that it can be submitted to the Charitable Funds Sub-Committee / Charitable Funds Committee for consideration.		
Contact name:	Job title:	Date reviewed:
Jessica Elderfield-Scott	Accounts Assistant	03/09/25
Outcome of meeting CFSC/CFC		

I confirm that this application has been considered and approved by the Charitable Funds Sub-Committee / Charitable Funds Committee.

Meeting date:	Outcome:	Contact name:	Job title:

4

11:30, 0 Mins

4 - Impact of Charitable Expenditure

*Nicola Llewelyn
(Hywel Dda UHB -
Head of Hywel Dda
Health Charities)*

| For discussion

Attachments

4.0 - CFC Evaluation Reports SBAR September 2025 (NL).docx

**PWYLLGOR CRONFA ELUSENNOL
CHARITABLE FUNDS COMMITTEE**

DYDDIAD Y CYFARFOD: DATE OF MEETING:	16 September 2025
TEITL YR ADRODDIAD: TITLE OF REPORT:	Demonstrating the Impact of Charitable-Funded Expenditure Requests
CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:	Sharon Daniel, Executive Director of Nursing, Quality & Patient Experience
SWYDDOG ADRODD: REPORTING OFFICER:	Nicola Llewelyn, Head of Hywel Dda Health Charities

Pwrpas yr Adroddiad (dewiswch fel yn addas)

Purpose of the Report (select as appropriate)

Ar Gyfer Trafodaeth/For Discussion

ADRODDIAD SCAA

SBAR REPORT

Sefyllfa / Situation

This report is presented to the Charitable Funds Committee (CFC) to demonstrate the impact of charitable funds expenditure requests approved by the CFC and/or Corporate Trustee, within the scheme of delegation for the authorisation of charitable expenditure.

Cefndir / Background

The Hywel Dda Health Charities (HDdHC) evaluation framework has been developed to:

- Demonstrate the positive impact the charity makes on the health, wellbeing and experience of NHS patients, service users and staff across Carmarthenshire, Ceredigion and Pembrokeshire.
- Share learning and best practice to further improve experiences and outcomes for NHS patients, service users and staff.
- Develop case studies for future marketing and fundraising campaigns to tell the story of the positive difference we make.
- Inform the development of future grant-making priorities.
- Access additional data to support statutory reporting requirements on public benefit, demonstrating how we fulfil our charitable objectives.

The evaluation framework is comprised of the following data capture processes and reporting mechanisms that enables the charity to evidence the effectiveness and impact of our charitable expenditure:

Expenditure under £10,000	Expenditure between £10,000 and £50,000	Expenditure over £50,000
Short online questionnaire sent to applicants six months after approval of funding.	Evaluation report template sent to all applicants six to twelve months after approval of funding.	Evaluation report template sent to all applicants nine to twelve months after approval of funding.

		Mid-term evaluation reports also required for project funding.
Applicants asked to rate and describe the positive difference the funding has made.	Applicants asked to discuss what has been achieved as a result of the funding awarded and the positive difference the funding has made.	Applicants asked to discuss what has been achieved as a result of the funding awarded and the positive difference the funding has made.
Applicants also asked to rate the application process and provide suggestions for future improvements.		
Quotes and images collected for publicity purposes and sharing of best practice.	Quotes and images collected for publicity purposes and sharing of best practice.	Quotes and images collected for publicity purposes and sharing of best practice.
Annual report submitted to the Charitable Funds Committee (March).	Annual report submitted to the Charitable Funds Committee (March).	Reports submitted to the CFC on a quarterly basis, in line with the evaluation reporting schedule and CFC work plan.
		Where practical, opportunity to visit funded projects.

Asesiad / Assessment

The accompanying evaluation reports are intended to provide an overview of the impact and positive difference of the charitable funds expenditure requests listed below, approved by the CFC and/or Corporate Trustee within the scheme of delegation for the authorisation of charitable expenditure:

Agenda item	Application	Reporting officer	Funding approved	Value of funding	Reporting period
Item 4.1	Trainee Haematology Clinical Nurse Specialist for Ceredigion and Pembrokeshire	Gina Beard, Lead Cancer Nurse	15 September 2025	£109,228.00	Final report
Item 4.2	Interactive singing and movement sessions for older adult mental health and adult frailty inpatient wards	Kathryn Lambert, Head of Arts and Health	21 June 2024	£64,220.00	Mid-term report

The mid-term evaluation for the interactive singing and movement sessions for older adult mental health and adult frailty inpatient wards (item 4.2) was initially scheduled for presentation. However, to align the provision at Bronglais (BGH) and Withybush Hospitals (WGH) with the delivery model currently in place at Glangwili (GGH) and Prince Philip Hospitals (PPH), a revision to the delivery schedule is now being proposed for approval.

Summarised within the main body of the evaluation reports are key considerations including:

1. Key achievements: what has been achieved and to what extent have the intended aims and objectives been achieved.
2. Impact: the positive changes or effects that have taken place and to what extent the anticipated benefits have been achieved.
3. Beneficiaries: the number of people that have benefited.
4. Lessons learnt: what went well and not so well.
5. Exit strategy: how funded projects will continue beyond the time-limited period of funding or will be brought to a close.
6. Summary of expenditure: breakdown of expenditure associated with the funding requests.

Argymhelliad / Recommendation

The Charitable Funds Committee is requested to:

- **NOTE** the content of the evaluation reports and **DISCUSS** the positive impact of the approved charitable funds expenditure requests.
- **CONSIDER** and **APPROVE** the request to change the delivery schedule for interactive singing and movement sessions for older adult mental health and adult frailty inpatient wards at Bronglais and Withybush Hospitals to bring the provision in line with the delivery model at Glangwili and Prince Philip Hospitals.

Amcanion: (rhaid cwblhau)

Objectives: (must be completed)

Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	4.1 Within the budget, priorities and spending criteria determined by the Board as Corporate Trustee, and consistent with the requirements of the Charities Act 2011 (or any modification of these acts), to apply the charitable funds in accordance with its respective governing documents. 4.8 Seek assurance on delivery against the strategic objectives aligned to the Committee, considering and scrutinising the programmes and processes that are developed and implemented, supporting and endorsing these as appropriate.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Not applicable
Parthau Ansawdd: Domains of Quality Quality and Engagement Act (sharepoint.com)	Not Applicable
Galluogwyr Ansawdd: Enablers of Quality: Quality and Engagement Act (sharepoint.com)	Not Applicable
Amcanion Strategol y BIP: UHB Strategic Objectives:	Not Applicable

Amcanion Cynllunio Planning Objectives	Not Applicable
Amcanion Llesiant BIP: UHB Well-being Objectives: Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022	10. Not Applicable

Gwybodaeth Ychwanegol: Further Information:	
Ar sail tystiolaeth: Evidence Base:	Financial reports Evaluation data gathered by applicants CFC Terms of Reference
Rhestr Termau: Glossary of Terms:	Included within the main body of the report
Partïon / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Cronfa Elusennol: Parties / Committees consulted prior to Charitable Funds Committee:	Finance Business Partner (Accounting & Statutory Reporting)

Effaith: (rhaid cwblhau) Impact: (must be completed)	
Ariannol / Gwerth am Arian: Financial / Service:	Any issues and considerations are identified in the evaluation reports attached in agenda items 4.1 to 4.2
Ansawdd / Gofal Claf: Quality / Patient Care:	Any issues and considerations are identified in the evaluation reports attached in agenda items 4.1 to 4.2
Gweithlu: Workforce:	Any issues and considerations are identified in the evaluation reports attached in agenda items 4.1 to 4.2
Risg: Risk:	Any issues and considerations are identified in the evaluation reports attached in agenda items 4.1 to 4.2
Cyfreithiol: Legal:	Any issues and considerations are identified in the evaluation reports attached in agenda items 4.1 to 4.2
Enw Da: Reputational:	Any issues and considerations are identified in the evaluation reports attached in agenda items 4.1 to 4.2
Gyfrinachedd: Privacy:	Any issues and considerations are identified in the evaluation reports attached in agenda items 4.1 to 4.2
Cydraddoldeb: Equality:	Any issues and considerations are identified in the evaluation reports attached in agenda items 4.1 to 4.2

4.1

11:30, 10 Mins

4.1 - TRAINEE HAEMATOLOGY CLINICAL
NURSE SPECIALIST FOR CEREDIGION &
PEMBROKESHIRE

*Gina Beard (Hywel
Dda UHB - Lead
Cancer Nurse)*

End of project report. (Approved CCG, 18 Aug 2025)

| For information

Attachments

[4.1 Final Evaluation Report CFC Haematology Trainee CNS \(V1 GB, DJ - CCG a~.pdf\)](#)

Evaluation report for charitable-funded requests over £10,000

Please complete this form to tell us about the impact that your charitable funded application has had. We're keen to understand how this funding has made a difference to our patients and service users, their families, carers and Hywel Dda staff.

Please read the guidelines available at [Charities - Home \(sharepoint.com\)](#).

Please direct any questions to CharitableFundsFinance.HDd@wales.nhs.uk/ 01267 283055 / 01827 1655.

Section 1: Applicant

Lead applicant:

Contact name:	Gina Beard
Job title:	Lead Cancer Nurse
Department/Service:	Clinical Haematology
Directorate:	Pathology

Lead director:

Contact name:	Andrew Carruthers
Job title:	Chief Operating Officer

Section 2: Application summary

2.1 Title of application:	Trainee Haematology Clinical Nurse Specialist for Ceredigion and Pembrokeshire
2.2 Application reference:	
2.3 Date approved by CFSC/CFC:	15 th September, 2020
2.4 Value of funding approved:	£109,228.00
2.5 Project start date:	April 2022
2.6 Project end date/estimated completion date:	April 2025

Reporting period:

2.7 Please indicate the period this evaluation report relates to?

Mid-term:		End of funding:	✓
-----------	--	-----------------	---

2.8 Brief description of your application:

In no more than 50 words please tell us what you received approval of charitable funds for.

The Charitable Funds Committee approved the use of charitable funds at the September 2020 meeting for part time Trainee Haematology Clinical Nurse Specialist posts at Ceredigion and Pembrokeshire. The proposal highlighted the fragility of the Clinical Haematology service across Hywel Dda University Health Board and highlighted the need to grow our own experienced nurses in these regions, future proofing the CNS team.

Section 3: Evaluation report

3.1 Key achievements:

Please tell us about what has been achieved as a result of the funding awarded and to what extent the aims and objectives (as set out in the application form) have been achieved.

Both posts were successfully recruited to and both post holders have been in post for the full term of the funded period. The two trainee haematology CNS's worked alongside the established CNS's for the 3 year period gaining valuable insight and receiving strong mentorship. They were able to access masters levels study as part of their trainee role, as well as several tertiary centre visits. They have both now moved into the role of primary Haematology CNS for their respective counties, the previous Ceredigion CNS having fully retired in March 2024 and the Pembrokeshire CNS partially retired and working part time.

3.2 Impact:

Please focus on the positive changes or effects that have taken place as a result of the funding awarded and to what extent the anticipated benefits (as set out in the application form) have been achieved.

The funding award has enabled a seamless and consistent service for patients and a supportive developmental pathway for both nurses.

3.3 Beneficiaries:

Please tell us how many people have benefited as a result of the funding awarded and how you have determined these numbers. Beneficiaries may include patients, service users, patient families/carers, and staff.

It is difficult to quantify numbers of beneficiaries as the main benefit will be for future haematology patients in the two counties, since this funding was to future proof the haematology CNS team – the two nurses themselves have also been beneficiaries of the funding award as they have benefitted from protected study time, supernumerary status and a wealth of support as they have transitioned into the clinical nurse specialist role

3.4 Evaluation methods:

Please tell us what methods you have used to measure the effectiveness of the funding awarded.

Feedback from the Trainee CNS's has confirmed that this has been a successful initiative and this is also evidenced by their commitment to remain in the trainee role for the full 3 year period

3.5 Lessons learnt:

Please tell us what lessons have been learnt from the delivery of your funded project in terms of what went well and not so well. Did you have to adapt your delivery, or did you face any unforeseen challenges? If so, how did you adapt or overcome any challenges? Will any lessons be shared with colleagues across the organisation?

The CNS is Ceredigion retired 1 year from the end of the trainee period. This may have been a challenge but the health board wide Haematology service had recruited a Lead CNS for Haematology who was able to pick up the mentorship and provide further support for the final year of the Ceredigion trainee CNS.

3.6 Exit strategy (for revenue expenditure requests):

Please tell us if, and how, the funded project will continue or has continued beyond the end of the time-limited period of charitable funding. If this project will not continue, please tell us how the project will or has been brought to a close.

The exit strategy was reliant on the retirement of the two experienced CNS's in Ceredigion and Pembrokeshire. This worked well in the main, though the Pembrokeshire CNS is still working part time this has been mitigated by part time hours in the wider health board wide CNS team.

3.7 Other:

Please provide any other relevant information about your funding award and its delivery that you would like to share with us.

Section 4: Expenditure

4.1 Expenditure breakdown:

Please provide a breakdown of all expenditure associated with the funding awarded that has been incurred to date.

Item/Category	Budget (£)	Actual (£)	% Variance <i>budget vs actual</i>
Pay	107,228.00	107,228.00	
Travel	2,000.00	NIL	1.83%
Totals	109,228.00	107,228.00	1.83%

4.2 Outstanding expenditure:

For mid-term evaluation reports, please provide a summary of outstanding expenditure and discuss whether predicted future expenditure is on track:

Section 5: Authorisation

5.1 Evaluation report prepared by:

Contact name:	Job title:	Date:
Gina Beard	Lead Cancer Nurse	23/05/2025

5.2 Evaluation report authorised by:

Contact name:	Job title:	Date authorised:

For Charitable Funds Finance Department

Finance review:

I confirm that I have reviewed this report and that the expenditure incurred to date is an accurate reflection of the project spend.

Contact name:	Job title:	Date reviewed:
Jessica Elderfield-Scott	Accounts Assistant	02/06/25

Please return completed form via email to:

CharitableFundsFinance.HDd@wales.nhs.uk

or via internal mail to:

Charitable Funds Support Officer
Finance Department
Ty Gorwel, Building 14
St David's Park, Job's Well Road
Carmarthen SA31 3BB

4.2

11:40, 10 Mins

4.2 - INTERACTIVE SINGING AND
MOVEMENT SESSIONS FOR OLDER ADULT
MENTAL HEALTH & ADULT FRAILTY
INPATIENT WARDS

*Kathryn Lambert
(Hywel Dda UHB -
Head of Arts and
Health / Pennaeth y
Celfyddydau ac
Iechyd), Mathew
Lawrence (Hywel
Dda UHB - Deputy
Head of Innovation &
Tritech), Ruth Jones
(Hywel Dda UHB -
Arts and Health
Project Manager),
Donna Major (Hywel
Dda UHB - Junior
Sister), Lara Williams
(Hywel Dda UHB -
Occupational
Therapist)*

(Mid-term evaluation report.)

Will include a request for the Ceredigion funding to be spent over 12 months rather than 24 months to align with the Carmarthenshire expenditure.

| For approval

Attachments

[4.2 Interactive Singing and Movement Sessions for older adult mental heal~.docx](#)

Evaluation report for charitable-funded requests over £10,000

Please complete this form to tell us about the impact that your charitable funded application has had. We're keen to understand how this funding has made a difference to our patients and service users, their families, carers and Hywel Dda staff.

Please read the guidelines available at [Charities - Home \(sharepoint.com\)](https://sharepoint.com).

Please direct any questions to CharitableFundsFinance.HDd@wales.nhs.uk / 01267 283055 / 01827 1655.

Section 1: Applicant	
Lead applicant:	
Contact name:	Kathryn Lambert
Job title:	Head of Arts and Health
Department/Service:	Arts and Health
Directorate:	Nursing, Quality and Patient Experience
Lead director:	
Contact name:	Louise O'Connor
Job title:	Assistant Director (Legal and Patient Support) Complaints
Section 2: Application summary	
2.1 Title of application:	Interactive singing and movement sessions for Older Adult Mental Health and Adult Frailty inpatient wards
2.2 Application reference:	Not applicable
2.3 Date approved by CFSC/CFC:	21 June 2024
2.4 Value of funding approved:	£64,220
2.5 Project start date:	26 November 2024
2.6 Project end date/estimated completion date:	31 December 2026
Reporting period:	
2.7 Please indicate the period this evaluation report relates to?	
Mid-term:	<input checked="" type="checkbox"/> End of funding: <input type="checkbox"/>
2.8 Brief description of your application:	
In no more than 50 words please tell us what you received approval of charitable funds for.	

To deliver fortnightly interactive arts and health sessions (singing, movement, art and craft,) for our inpatients with dementia, over two years, across our acute hospitals in our Older Adult Mental Health and Adult Frailty Wards to improve patient wellbeing, reduce distress and agitation and improve staff wellbeing.

Section 3: Evaluation report

3.1 Key achievements:

Please tell us about what has been achieved as a result of the funding awarded and to what extent the aims and objectives (as set out in the application form) have been achieved.

In Autumn 2024 we procured two experienced arts partners to deliver the programme as follows:

The Forget Me Not Chorus has been commissioned to deliver a fortnightly programme of interactive singing and movement for all three Older Adult Mental Health settings – Enlli, Bronglais Hospital (BGH), St Nons, Withybush Hospital (WGH) and Bryngolau, Prince Philip Hospital (PPH).

Arts Care Gofal Celf has been commissioned to deliver a fortnightly programme of mixed visual arts, crafts and movement across two Carmarthenshire acute hospitals Glangwili (wards Teifi, Cadog and Dewi) and PPH (Ward 3). So far painting, music, seated dance, clay, craft, mixed media and silk painting have been offered.

Overall, 92 sessions have been delivered between 26 November 2024 and 21 August 2025 and nearly 600 people have already benefitted. (N.B. participant numbers for the Forget Me Not Chorus for June, July and August have not yet been received, so these will be included as additional data once available). This has been in line with the original funding request as participant numbers have so far averaged 7.76 per session, and 7 per session was predicted.

*“The patients and staff thoroughly enjoy the sessions. They really have a great benefit for the patients and this is evident in their faces and engagement at the time. Staff have been continuing with more spontaneous sessions on the ward in between times also. Thank you”
Enlli Ward (BGH)*

*When asked (patient) what part did you enjoy the most they said, “All of it, it was wonderful.”
(Artist facilitator feedback)*

We have also been working closely with our Tritech Team and Dementia Wellbeing Team to develop an appropriate evaluation model to capture the impact of work to date.

We have piloted the use of the EQ5D Patient Reported Outcome Measures (PROM) and Patient Reported Experience Measure (PREMS) with clinical teams and patients, reviewed after three months of delivery and adaptations have been developed. We have undertaken two focus groups and three interviews to capture the impact of the provision on staff and patients. Current findings show a positive impact on patients, staff and visitors.

We have also successfully secured additional Regional Investment Funding (RIF) slippage to support scaling up and reaching out into three Community Hospitals. RIF funding is also supporting us to develop a series of Art Packs for staff to offer arts activities to patients in between artist-facilitated sessions. Meetings have taken place with relevant clinical leads in South Pembrokeshire, Llandoverly and Amman Valley Community Hospitals, where staff have been enthusiastic and supportive about the programme. Arts Care Gofal Celf has secured the contract for the delivery and the programme will run weekly in South Pembrokeshire and biweekly in Llandoverly and Amman Valley for six months from

September 2025 – March 2025. Evaluation will follow the same model used for the acute settings.

3.2 Impact:

Please focus on the positive changes or effects that have taken place as a result of the funding awarded and to what extent the anticipated benefits (as set out in the application form) have been achieved.

Impact

Qualitative data from interviews with three key ward staff revealed overwhelmingly positive feedback regarding the arts and dementia programme’s influence on patients, staff, and service provision. The funding awarded has had a demonstrable and positive impact across the Older Adult Mental Health and Adult Frailty settings, achieving almost all of the anticipated benefits outlined in the original application. These are listed below with examples of how they are being met through the activities:

<p>Improve emotional wellbeing - providing fun, enjoyable and distracting activities</p>	<p>Patients were reported to be noticeably happier and more engaged during and after sessions. Staff observed a marked improvement in mood, with patients described as “smiley,” “bright,” and “laughing.” <i>‘And then after that they kind of like stay in that bubble for a bit, which is nice. So I definitely think on the day it helps’</i> LS1, Occupational Therapy (OT) Support Worker</p> <p><i>‘the family came in for visiting, and they were like, what’s going on with her today? You know, they were like, really like, gosh, she’s so, like, so bright. And you could, like, you could see a change in their face’</i> AM Ward Sister</p> <p><i>“Lovely way to pass the time, art and a nice chat was wonderful”. Patient</i></p> <p>An OT worker described one patient’s interaction with a session: <i>‘all the interaction staff would have with him were usually quite negative and he was quite verbally aggressive towards staff. And in that session he just kind of brightened up and we all kind of said we’ve actually never seen this man smile...It almost felt like seeing a different person completely because it’s the first time we’ve seen him smile or even just be polite to someone’</i> LS1, OT Support Worker</p> <p>The presence of skilled artists was a key enabler, with all interviewees praising the artists’ ability to engage patients.</p>
<p>Reduce agitated behaviour – which has the potential to improve the ward, reduce the</p>	<p><i>“We’ve often seen patients quite escalated throughout the day. And then the session</i></p>

<p>need for medication and reduce the need for enhanced patient care</p>	<p><i>starts and they're engaged and they're happy and they're bright [...] and they're laughing and smiling.</i>" LS1, OT Support Worker</p> <p>One OT Support worker described a patient who <i>'had quite a difficult dynamic with his wife... He would often escalate around her'</i> She invited his wife to join the Forget Me Not Chorus session and <i>'they actually ended up dancing together like ballroom dancing, which is really beautiful. So...I know that one stuck with us because I think half the staff were crying at that point...She then told us about how they used to dance... they used to go on cruises together and that was really common occupation for them to be dancing together'</i> LS1, OT Support Worker</p> <p>There is no specific evidence to date that indicates reduction in medications</p>
<p>Provide cognitive stimulation - improving movement and dexterity</p>	<p>An improvement in patients' engagement during and after sessions was reported: <i>'And then they have supper coming afterwards and they tend to be more lucid for supper rather than like dozing'</i> AM Ward Sister</p> <p><i>'There's...a gentleman who's got quite bad word finding difficulties, yet he can sit and sing along to a lot of the songs'</i> LS2 OT Support Worker</p> <p>To date, interview data has not provide specific evidence of improvement of movement and dexterity</p>
<p>Provide social interaction - reducing loneliness and isolation</p>	<p>The uplift in emotional wellbeing of patients extended beyond the sessions, created a "domino effect" that enhanced social interaction and engagement with the ward environment. Patients were more likely to gather around communal tables, fostering a sense of togetherness and reducing conflict.</p> <p><i>'once the musicians are left, the group kind of still stays together and they'll have a chat about all that. You know, you can kind of hear them go that was really nice and I'd like to go that to that again'</i> LS1 OT Support Worker</p>
<p>Improve patient experience - improving mood and regulation, reducing boredom, providing time away from the ward</p>	<p>Relatives also responded positively, noting the value of stimulating activities during visits. Some joined in, enhancing the quality of time spent with loved ones.</p>

	<p><i>"Didn't expect to do anything today, and it's been wonderful, far better than expected". (Patient)</i></p> <p><i>'And when you bring them around one table it just gets them away from that 'patient' and more back to a person and what their hobbies are'. AM Ward Sister</i></p>
<p>Improve staff wellbeing</p>	<p>The programme's delivery by external artists allowed staff to focus on other duties, improving workflow and efficiency. The shared experiences of patients and their improved social interaction helped build therapeutic relationships, making routine care tasks easier and more effective.</p> <p>Staff morale was significantly boosted. Witnessing patients' joy and engagement brought satisfaction and renewed energy to their roles. Staff described feeling empowered and inspired, with some initiating their own activities—such as quizzes and choirs—further extending the programme's benefits.</p> <p><i>"And I think it does build [staff] up to see things happening and going on. It definitely does boost morale." LS1, OT Support Worker</i></p>
<p>Improve outcomes for our in-patients with dementia</p>	<p>One patient contacted family in anticipation of a session, highlighting the excitement and emotional significance of the programme.</p> <p><i>"a lot of the service users we have might not recognise staff all the time, and we we're here daily, but for some reason they seem to recognise the musicians quite a lot or often. And I think it must be something to do with...the emotions they're feeling during the session....And because they come in and do the same thing every week, it's like it almost orientates them to, oh, this is this again. And they do often remember the musicians" LS1, OT Support</i></p> <p><i>'the confidence builds and she looks forward to the sessions. And as I say, I've noticed each time they come, she does that a little bit more' LS2, OT Support</i></p> <p><i>'it benefits our frailty pathway then because you've got the patients that you're trying to</i></p>

turn around quicker and they're more happier to get involved with things'. AM Ward Sister

It was mentioned by one staff member that the information about patients enjoying the arts sessions could be added to their discharge pack *'we can identify something that the patients are going to particularly enjoy. And then when they're discharged, that can be part of their package'*. AM Ward Sister.

Quantitative data has been difficult to gather to date, due to lack of fit for purpose PROMS for this provision and patient group. Evaluation is being conducted by TriTech in a way that is proportionate to the funds available. Measuring PROMS would require a substantive research project in collaboration with clinicians and academics which remains an ambition for this project. We are currently redesigning our evaluation tools in partnership with TriTech and the Dementia Wellbeing Team and developing new PREMS that will provide quantitative data on patient wellbeing, mood, engagement and levels of stress / distress for the remainder of the project.

Conclusion

Feedback shows that the arts and dementia programme has clearly enhanced patient wellbeing, strengthened therapeutic relationships, and improved staff morale and service delivery. These outcomes align strongly with Hywel Dda Health Charities' (HDdHC) criteria for funding initiatives that go "above and beyond" core NHS provision, delivering significant benefits to patients and staff alike. The programme has fostered a more connected, compassionate, and vibrant ward environment—an outcome that staff, patients, and families deeply value.

3.3 Beneficiaries:

Please tell us how many people have benefited as a result of the funding awarded and how you have determined these numbers. Beneficiaries may include patients, service users, patient families/carers, and staff.

Beneficiary numbers have been gathered by clinical partners on the wards, arts partners and compiled by our evaluation partners in Trittech.

Overall, 592 people have benefitted so far.

412 patients have taken part since the project started across seven feeder wards to date.

(N.B. participant numbers for Forget Me Not Chorus for June, July and August, have not yet been received so these will be included as additional data once available)

165 staff have been involved

15 visitors/carers and/or relatives

3.4 Evaluation methods:

Please tell us what methods you have used to measure the effectiveness of the funding awarded.

Evaluation Methods

To measure the effectiveness of the funding awarded for the arts and dementia programme, we have implemented a robust and realistic evaluation plan developed in collaboration with the Trittech Research and Evaluation Team, the Dementia Wellbeing Team, the Value-Based Health Care Team, and clinical staff. The plan is designed to reflect the pressures faced by ward teams while ensuring meaningful data collection.

While the EQ5D PROM was initially included, it has proven unsuitable for this intervention due to low completion rates as a consequence of staff capacity and unsuitability for this patient group. As a result, we have shifted to a **PREM-based evaluation model**, focusing on patient experience rather than outcomes, which is more appropriate and accessible.

A **mixed-methods and real world evaluation approach** is currently being adapted, combining both quantitative and qualitative data to assess the programme's impact on patients and staff.

Quantitative Methods

Participant numbers are tracked for each session to monitor engagement.

Discussions with the above partners are focused on how best to measure:

- Patient wellbeing and mood before and after sessions
- Patient levels of stress / distress
- Levels of patient engagement with the sessions

Qualitative Methods

- **Staff interviews** are conducted at the end of the programme to explore perceived impact for patients and staff as well as perceived barriers.
- **Arts partner notes** are completed after each session to capture reflections, patient stories, and observations.
- **Arts partner focus groups** provide insight into delivery challenges and successes.
- **Observation sessions** are carried out quarterly by Tritech to assess patient engagement and ward dynamics.

Challenges

Data capture remains difficult due to the vulnerability of patients and limited staff capacity. The current budget does not support dedicated research staff, which has impacted the consistency of data collection. A future research study with appropriate resourcing would better support this need.

Sharing and Learning

Findings and lessons from the evaluation will be shared across the organisation to inform future programme development and evaluation strategies. This includes refining tools and methods to better suit the needs of patients and staff, ensuring continued improvement and sustainability.

3.5 Lessons learnt:

Please tell us what lessons have been learnt from the delivery of your funded project in terms of what went well and not so well. Did you have to adapt your delivery, or did you face any unforeseen challenges? If so, how did you adapt or overcome any challenges? Will any lessons be shared with colleagues across the organisation?

Lessons Learnt

The delivery of the funded arts and health programme has provided valuable insights into both its strengths and areas for improvement. Overall, qualitative feedback from staff, patients, and artists has been consistently positive, confirming that the activities are well received and have a meaningful impact on wellbeing and ward atmosphere. However, several lessons have emerged that will inform future delivery and evaluation.

What Went Well

The programme's ability to engage patients and uplift staff morale has been a clear success. Artists have been praised for their skill in encouraging participation, and the sessions have fostered a sense of community and therapeutic connection. Staff have also felt empowered to initiate their own activities, extending the programme's benefits beyond its scheduled sessions.

Challenges and Adaptations

We have focused on establishing the programme in the five settings (three Older Adult Mental Health settings - Enlli (BGH), St Nons (WGH) and Bryngolau (PPH) and two Carmarthenshire acute hospitals Glangwili (Teifi, Cadog and Dewi wards in GGH) and Prince Philip (Ward 3, PPH) but to ensure parity of access, the provision needs to be established in Pembrokeshire WGH and Ceredigion BGH adult frailty settings. We have experienced delays delivering the programme in Adult Frailty wards in Ystwyth Ward BGH and Ward 12 WGH due a historic lack of staff capacity in the Arts and Health Team (now resolved due to appointment of two part-time Arts and Health Project Managers) and delays in sign off of the use of the funding. We have now achieved sign off for Ystwyth Ward BGH via the Ceredigion Business and Governance Team and are preparing to procure an arts partner for this delivery.

One of the main challenges has been capturing robust evidence of impact. Due to the vulnerable nature of the patient group, many individuals are unable to complete PROMs, even with support. This has resulted in patchy data and limited quantitative evidence. In response, the project team has removed the EQ5D PROM from the evaluation framework and is now focusing on a revised PREMs model. This shift aims to make data collection more accessible and meaningful for both patients and staff.

Staff have also reported difficulties in finding time to support data capture, and the current budget does not allow for dedicated research staff to assist. A future research study with appropriate resourcing would be better positioned to address this gap.

Operationally, space constraints have posed a recurring challenge. In some settings, the lack of access to day rooms has required sessions to be held in bays, limiting participation. *'It's the only downside of it is when we don't have a day room, I feel bad for them. They're trying to do this amazing activity in such small space'* AM Ward Sister. Additionally, in adult frailty settings, session timing has occasionally clashed with visiting hours, which may have affected attendance. However, it was noted that visitors often joined in, which added value to the sessions.

Sharing Lessons

These lessons are being actively reviewed and will be shared with colleagues across the organisation to inform future programme planning and evaluation. The shift to a PREM-based model and the identification of logistical barriers, will help refine future delivery and ensure that the programme continues to meet the needs of patients and staff effectively.

3.6 Exit strategy (for revenue expenditure requests):

Please tell us if, and how, the funded project will continue or has continued beyond the end of the time-limited period of charitable funding. If this project will not continue, please tell us how the project will or has been brought to a close.

We have already secured some additional funding to support scaling up of provision by piloting the programme in Community Hospital settings. We will include all findings of that project as part of this work.

We are working closely with our TriTech and Dementia Wellbeing Teams to develop our understanding of the best way to capture the evidence of the impact of this project. Together we have identified this programme as an important project to source Research funding for, to better invest in the evaluation of our Arts and Health programme.

3.7 Other:

Please provide any other relevant information about your funding award and its delivery that you would like to share with us.

As stated above, we have experienced delays delivering the programme in Adult Frailty wards in Ystwyth Ward BGH and Ward 12 WGH due a historic lack of staff capacity (now resolved) and delays in sign off. Funds have now been signed off for Ystwyth Ward BGH and sustained efforts are being made for sign off for Ward 12 WGH, where the arts and dementia programme has previously been delivered successfully.

As a consequence, we are requesting a change to the schedule of delivery for acute frailty wards in BGH and WGH from fortnightly delivery over two years to weekly delivery over one year to bring the provision in line with other sites and to ensure the full programme is delivered by November 2026 as planned. There would be no impact on the current budget as this schedule would deliver the same number of sessions as originally planned, but in a shorter time frame.

This model would provide the following added benefits:

- The ability to compare the impact of weekly sessions in acute settings versus the impact of fortnightly sessions.
- A better understanding of the most impactful model for future delivery, with robust evidence to support the selected model.
- A timely and coherent Evaluation Report that covers all settings that are part of the project that is in line with the agreed contribution from TriTech.
- The ability to source further funding for the programme as a whole.

Section 4: Expenditure

4.1 Expenditure breakdown:

Please provide a breakdown of all expenditure associated with the funding awarded that has been incurred to date.

Item/Category	Budget (£)	Actual (£)	% Variance <i>budget vs actual</i>
Forget Me Not Chorus - £185 per session in OAMH settings Nov 2024 - Aug 2025 54 sessions	9990	9990	0
Arts Care Gofal Celf £185 per session in 2 Adult Frailty settings Dec 2024 - Aug 2025 38 sessions	7030	7030	0
Totals	17,020	17,020	0

4.2 Outstanding expenditure:

For mid-term evaluation reports, please provide a summary of outstanding expenditure and discuss whether predicted future expenditure is on track:

The proposed programme and budget were based on a financial model of: £165 per session for interactive singing (to cover the costs of a singing leader and pianist/musician)

and £185 per session for arts and crafts (to cover the costs of preparation and delivery of an artist and materials for patients). Between securing the funds and beginning of delivery, Forget Me not Chorus increased their standard and national rate from £165 to £185 per session due to cost of living increases, so it was agreed that they would deliver two less sessions per year at this rate.

Future expenditure is on track for the five settings where the sessions have been underway since November 2024. There is £15,540 in outstanding expenditure for Forget Me Not Chorus working in three Older Adult Mental Health wards and £12,210 outstanding for Arts Care Gofal Celf in 2 Adult Frailty settings. The two Adult Frailty settings where the activity has not yet begun have had no spend as yet and the budget of £19,240 is outstanding. This can be spent within the predicted future expenditure if approval is granted to run sessions weekly instead of biweekly.

Total of outstanding spend = £46,990

Section 5: Authorisation

5.1 Evaluation report prepared by:

Contact name:	Job title:	Date:
Kathryn Lambert	Head of Arts and Health	12/05/25

5.2 Evaluation report authorised by:

Contact name:	Job title:	Date authorised:
1. Neil Mason	1. Head of Older Adult Mental Health	1. 27:08:25
2. Sarah Perry	2. General Manager (GM), Carmarthenshire System	2. 29.08.25
3. Louisa Standeven	3. GM ,Carmarthen	3. 28.08.25
4. Jessica Showler-Coulson	4. Deputy Head of Nursing Head of Nursing, Ceredigion System	4. 29/08/25

For Charitable Funds Finance Department

Finance review:

I confirm that I have reviewed this report and that the expenditure incurred to date is an accurate reflection of the project spend.

Contact name:	Job title:	Date reviewed:

Please return completed form via email to:

CharitableFundsFinance.HDd@wales.nhs.uk

or via internal mail to:

Charitable Funds Support Officer
 Finance Department
 Ty Gorwel, Building 14
 St David's Park, Job's Well Road
 Carmarthen SA31 3BB

5

11:50, 0 Mins

5 - OPERATIONAL/STRATEGIC ISSUES

6 - RISK AND ASSURANCE

6.1

11:50, 5 Mins

6.1 - Charitable Funds Sub-Committee Update Report

John Evans (Hywel Dda UHB - (Deputy Director, Medical Directorate]

| For assurance

Attachments

6.1 CFSC Update Report September 2025 (JE).docx

CHARITABLE FUNDS SUB-COMMITTEE UPDATE REPORT

Date of last meetings: 8 July 2025

Quoracy: Met

Report by: John Evans (Deputy Director Medical Directorate), Sub-Committee Chair

KEY DISCUSSION POINTS AND MATTERS TO BE ESCALATED FROM THE DISCUSSION AT THE MEETING:

Alert¹ (may require discussion)

The Charitable Funds Sub-Committee had no items of which to **alert** the Charitable Funds Committee.

Advise² (to monitor)

The Charitable Funds Sub-Committee had no items of which to **advise** the Charitable Funds Committee.

Assure³ (to note)

The CFSC wish to **assure** members of the CFC of the following:

- At the Charitable Funds Sub-Committee (CFSC) meeting held on 8 July 2025, members considered and approved three expenditure requests with a value of £47,422.56. Further information on the expenditure requests can be found in Appendix 1.
- Members also considered and approved an expenditure request that had previously been approved at the May 2025 meeting (CF03195 patient waiting room and kitchen refurbishment for Glangwili General Hospital (GGH) Chemotherapy Day Unit £32,727.60). The request was re-submitted due to changes to the scheme that had been made at the request of the Senior Sister following her return from a period of absence (lighting and furniture choices) resulting in a cost increase of £1,483.51.
- The funding requests submitted by the Planned and Specialist Care Clinical Care Group (CCG) were considered and approved pending CCG approval. This was due to the new governance processes that are being implemented within the CCG for charitable expenditure requests over the value of £10,000. For future meetings it is expected that that CCG approval will be received in advance of submission for CFSC consideration.

Review of Risks

Not applicable.

Sharing of learning

¹ There is a lack of confidence that any action in place is sufficient to address the issue satisfactorily and/or within the scope of the operational team or executive to resolve. Engagement, action or intervention required.

² There are areas of concern where assurance has been taken on actions in place but requires close monitoring. An early warning of an emerging and potentially serious concern.

³ There is confidence that actions are robust and will be sufficient to address the issue or generally operating effectively. Routine monitoring.

Not applicable.

Recommendation

The Charitable Funds Committee is requested to **NOTE** the content of this report in respect of the Charitable Funds Sub-Committee's provision of assurance.

Agenda, papers and minutes of the CFSC are available on request from Fundraising.HywelDda@wales.nhs.uk

APPENDIX 1

Summary of expenditure requests considered by the Charitable Funds Sub-Committee:

Meeting: 8 July 2025		
Item	Comments	Decision
<p>CF03225</p> <p>Bespoke fitted pull-down bed</p> <p>GGH Labour Ward, Maternity Services</p> <p>£16,123.32 <i>Inclusive of VAT</i></p>	<p>Request: Purchase and install a bespoke fitted pull-down bed for the bereavement room on the labour ward at GGH. To provide a bed large enough for parents to be able to stay together, in line with the feedback received from parents who have previously experienced stillbirth or neonatal loss.</p> <p>Patient benefit: The labour ward bereavement room currently offers a birthing bed and a single sofa bed for the partner to rest and sleep on. The service has worked with Croyde Medical and Estates colleagues to design a bespoke fitted pull-down bed for the room. This will enable families to share a double bed in the room, whilst still able to provide the birthing bed for labour and birth. The bed will facilitate a much needed, family orientated environment for bereaved parents, where they can provide support and comfort for each other during a very difficult time in their lives.</p> <p>Eligibility: Items that offer additional comforts to patients, their families, relatives and carers to make time spent in hospital more comfortable.</p> <p>Member comments: Clarification sought on the nature of fundraising being undertaken by a local bereavement support group and confirmation provided that the Health Board (HB) would be purchasing the bed. Request to clarify whether the bed is a medical device as the assessment section of the application form had not been completed. Update 18 July 2025: Clinical Engineering has confirmed that the bed is not considered to be a medical device.</p>	<p>Approved subject to confirmation regarding medical device status and subject to CCG approval</p>
<p>CF03226</p> <p>Enhancements to the outdoor play area at GGH Cilgerran Ward</p> <p>£15,745.49 <i>Inclusive of VAT</i></p>	<p>Request: Enhancements to the outdoor play area at Cilgerran Ward, GGH. The project includes re-spraying the graffiti wall, purchase of paint, new toys, play equipment, summer house, storage and more. The play area was fully refurbished in 2017 thanks to a community benefit project. The garden has been well used since, however, following eight years of use, some enhancement and improvement works are required to keep the garden looking its best and to allow us to continue to use the play area to its full potential.</p> <p>Patient benefit: Having a suitable outdoor space is important for the babies, children and young people we support. It allows them to have a safe space away from their beds whilst they are in hospital. It will also give them an opportunity to support their health and wellbeing by engaging with the outdoors. There is a well-established body of solid evidence that shows the contribution that play, particularly outdoor play, can make to children's long-term and immediate wellbeing, to their physical health and to their mental health and resilience.</p> <p>Eligibility: Building and/or refurbishment works that create more welcoming and comfortable surroundings for patients, services users, visitors and staff where no NHS exchequer resources are available and will not</p>	<p>Approved subject to CCG approval</p>



	<p>be available for at least five years.</p> <p>Member comments: Clarification sought on why a permanent ramp cannot be installed in the play area. Confirmation received that this is due to the resin flooring on the play surfaces.</p>	
<p>CF03195</p> <p>WGH Pharmacy staff room refurbishment</p> <p>£15,553.75 <i>Inclusive of VAT</i></p>	<p>Request: Refurbish the staff rest room within the Wthybush Hospital (WGH) Pharmacy Department to provide a much improved and more comfortable environment for staff to rest and recuperate. The project will involve removal of old fixtures with some being repurposed in other areas, re-decoration, new flooring, purchase of new furniture and artwork.</p> <p>Patient/staff benefit: During recent workforce culture work undertaken by the Organisational Development relationship team, an overwhelming theme came through that the current staff room is not fit for purpose, which is having a detrimental effect on staff morale and subsequently well-being. The current area is dated with the furniture worn and unsuitable for the number of staff. The department has been through challenging times in the last few years and getting the room back as an area suitable for rest will have a positive impact on productivity. It is felt the room acts as a hub during periods of rest for communication within the team, which improves output and hopefully patient flow.</p> <p>Eligibility: Refurbishment works or furniture, fixtures and fittings for indoor and outdoor staff rest areas or accommodation, which would result in an improvement in staff rest and welfare facilities where such enhancements would not normally be funded by NHS resources.</p> <p>Member comments: Confirmation received that a) this project is part of an agreed expenditure plan for the remaining funds held by Pharmacy following the review of designated funds, b) there was no funding available as part of the WGH Reinforced Autoclaved Aerated Concrete (RAAC) or fire programme to support this work and c) the aseptic suite programme would not have an impact. Local Estates Department has confirmed that the work is above and beyond routine maintenance which is currently being achieved by the Estates Department. Request is being made to update a dated but fully functioning area to provide a more welcoming environment for staff.</p>	<p>Approved</p>
<p>CF03195</p> <p>Refurbishment of patient waiting room and patient kitchen</p> <p>Chemotherapy Day Unit GGH</p> <p>£34,211.11</p>	<p>Request: Refurbishment of the patient waiting room and adjacent patient kitchen to provide a more comfortable and welcoming environment. The project will involve full redecoration, removal and replacement of old fixtures and fittings, purchase of new furniture and artwork. Work is considered to be above and beyond routine maintenance, because the patient waiting room and kitchen are in good working order, meet WHTMs and are compliant. The request is not to refurbish these areas because there is a need due to a lack of routine maintenance. The request has been made by the service to instead upgrade a dated but fully functioning area to provide a more welcoming and attractive environment for patients.</p> <p>Patient benefit: The current patient waiting room and kitchen are dated and do not provide a welcoming or attractive environment for the many patients who spend a lot of time in this area waiting for treatment or clinic appointments. The aim is to refurbish the waiting room, to provide calming colours with comfortable seating as a less clinical atmosphere, which can help reduce anxiety and physical discomfort for patients. The</p>	<p>Approved subject to CCG approval</p>

<p><i>Inclusive of VAT</i></p>	<p>refurbishment will maximise the space available, creating a more functional area. The improved seating layout will improve the flow of patients and reduce overcrowding, ensuring a more organised and less stressful environment. For clinic appointments and treatment visits we would expect approximately 200 patients per week to benefit (10,400 visits per year).</p> <p>Eligibility: Building and/or refurbishment works that create more welcoming and comfortable surroundings for patients, services users, visitors and staff where no NHS exchequer resources are available and will not be available for at least five years.</p> <p>Member comments: Request originally approved by CFSC on 6 May 2025 but is being re-submitted following changes to the scheme that have been following sickness absence within the CDU management team (lighting and furniture choices) that have resulted in a cost increase of £1,483.51.</p>	
--------------------------------	--	--

7 - FOR INFORMATION

7.1

11:55, 5 Mins

7.1 - Charitable Funds Committee Annual Work Programme *Iwan Thomas (Hywel Dda UHB - Independent Board Member)*

| For information

Attachments

[CFC Work Plan 2024-25 \(for September 2025 CFC\) 17.07.2025.docx](#)

HYWEL DDA HEALTH BOARD – CHARITABLE FUNDS COMMITTEE WORK PLAN 2025/2026

The Charitable Funds Committee (CFC) meets quarterly. Based on this, the following table represents a proposal to incorporate the duties as outlined in the Committee’s Terms of Reference into a basic workplan - April 2025 – March 2026

Agenda Item/Issue	Lead	17 June 2025 <i>Final Paper Deadline 3 June 2025 Exec Approved Papers to be received PRIOR to this date</i>	16 September 2025 <i>Final Paper Deadline 2 September 2025 Exec Approved Papers to be received PRIOR to this date</i>	8 December 2025 <i>Final Paper Deadline 24 November 2025 Exec Approved Papers to be received PRIOR to this date</i>	17 March 2026 <i>Final Paper Deadline 3 March 2026 Exec Approved Papers to be received PRIOR to this date</i>
Governance					
Apologies	Chair	✓	✓	✓	✓
Declaration of Interests	Chair	✓	✓	✓	✓
Minutes from Previous Meeting	Chair	✓	✓	✓	✓
Table of Actions and Matters Arising	Chair	✓	✓	✓	✓
Annual Review of Terms of Reference	Chair	✓			
Annual Review of Scheme of Delegation	NLI/TJ			✓	
Annual Review of Charitable Expenditure Eligibility Criteria	NLI/TJ			✓	
CFC Annual Report to Board	Chair/SD / CSO	✓ (Draft 2024/25)			
CFC Self-assessment of Outcome Report – progress update (6 monthly)	CSO	✓		✓	
Assurance and Risk Report	SD RW/CW		✓	✓	✓
Risk & Assurance					
Sub-Committee Terms of Reference: <ul style="list-style-type: none"> Charitable Funds Sub-Committee 	CFSC Chair	✓			

Agenda Item/Issue	Lead	17 June 2025 <i>Final Paper</i> <i>Deadline 3 June</i> <i>2025 Exec</i> <i>Approved Papers</i> <i>to be received</i> <i>PRIOR to this date</i>	16 September 2025 <i>Final Paper</i> <i>Deadline 2</i> <i>September 2025</i> <i>Exec Approved</i> <i>Papers to be</i> <i>received PRIOR to</i> <i>this date</i>	8 December 2025 <i>Final Paper</i> <i>Deadline 24</i> <i>November 2025</i> <i>Exec Approved</i> <i>Papers to be</i> <i>received PRIOR to</i> <i>this date</i>	17 March 2026 <i>Final Paper</i> <i>Deadline 3 March</i> <i>2026 Exec</i> <i>Approved Papers</i> <i>to be received</i> <i>PRIOR to this date</i>
Sub-Committee Update Reports: • Charitable Funds Sub-Committee	CFSC Chair	✓	✓	✓	✓
Sub-Committee Annual Report: • Charitable Funds Sub-Committee	CFSC Chair				✓
Administrative Committee Annual Meeting (Hydrotherapy Pool: JC Williams (Elizabeth Williams Endowment) Trust Fund) Update Report (March 2026).	SMJ/RD				✓
Small funds of JC Williams Trust managed as part of CFC. Responsibility transferring from Administration Committee. (2 April 2025)	SMJ/RD				TBC
Update on the release of funding for the hydrotherapy pool at the Pentre Awel Village, Llanelli. NB – Evaluation report to come back to CFC Sept/Dec 2026.	ER/AP				✓
Operational/Strategic Issues					
Approval of policies and procedures relating to charitable funds on behalf of the Board (as required)	TJ	✓	✓	✓	✓
Consideration of charitable funds expenditure over £50,000 (as required)	Chair	✓	✓	✓	✓

Agenda Item/Issue	Lead	17 June 2025 <i>Final Paper Deadline 3 June 2025 Exec Approved Papers to be received PRIOR to this date</i>	16 September 2025 <i>Final Paper Deadline 2 September 2025 Exec Approved Papers to be received PRIOR to this date</i>	8 December 2025 <i>Final Paper Deadline 24 November 2025 Exec Approved Papers to be received PRIOR to this date</i>	17 March 2026 <i>Final Paper Deadline 3 March 2026 Exec Approved Papers to be received PRIOR to this date</i>
Review of any approvals made outside the meeting via Chair's Action or via Corporate Trustee	Chair	✓	✓	✓	✓
Acceptance and recommendation of other relevant strategies, policies, procedures, and reports relating to charitable funds, as appropriate for ratification by Board (as required)	All	✓	✓	✓	✓
Review of the Rationalisation of Charitable Funds. (Streamlining of charitable funds.)	TJ/NLI				✓
Hywel Dda Health Charities Expenditure Plan	NLI	✓			
Annual Governance and support costs associated with the running of the Charity (for Board approval)	TJ/NLI				✓
Hywel Dda Health Charities Workplan 2026/27	NLI				✓
<u>IMPACT OF CHARITABLE EXPENDITURE EVALUATION REPORTS:</u>					
COVERING INTRODUCTORY SBAR	NLI	✓	✓	✓	✓
Patient Experience: Bronglais Hospital FibroScan Ultrasound DB to present a patient story to CFC in 6-9 months.	DB	✓			
Update on Expenditure: 'Heads Up!' – Cancer Services Hair Loss Support	GB				✓ Final report

Agenda Item/Issue	Lead	17 June 2025 <i>Final Paper Deadline 3 June 2025 Exec Approved Papers to be received PRIOR to this date</i>	16 September 2025 <i>Final Paper Deadline 2 September 2025 Exec Approved Papers to be received PRIOR to this date</i>	8 December 2025 <i>Final Paper Deadline 24 November 2025 Exec Approved Papers to be received PRIOR to this date</i>	17 March 2026 <i>Final Paper Deadline 3 March 2026 Exec Approved Papers to be received PRIOR to this date</i>
Update on Expenditure: Bronglais Hospital Chemotherapy Unit Project Closure Report NB will return June 2026 to align with Capital Programme evaluation report.	PS		✓		
Update on Expenditure: Arts in Health Provision Capacity Building Annual Review	LOC/KL				✓ Mid-term report (yr1)
Update on Expenditure: Therapeutic Live Music Programme for Critical Care (End of project)	ADT		✓ Deferral requested		
Update on Expenditure: Creative Activities for Staff Wellbeing - Arts in Health	KL/LoC				✓ Mid-term report
Trainee Haematology Clinical Nurse Specialist Proposal for Ceredigion and Pembrokeshire. (End of project)	GB		✓ Final report		
Interactive singing and movement sessions for Older Adult Mental Health and Adult Frailty inpatient wards	KL		✓ Mid-term report		
Purchase of six replacement Paxman scalp cooling units, plus five-year maintenance and training contract	BP		✓ Deferral requested to December 2025		
<u>APPROVAL OF CHARITABLE FUNDS EXPENDITURE:</u>					
COVERING INTRODUCTORY SBAR	NLI	✓	✓	✓	✓

Agenda Item/Issue	Lead	17 June 2025 <i>Final Paper</i> <i>Deadline 3 June</i> <i>2025 Exec</i> <i>Approved Papers</i> <i>to be received</i> <i>PRIOR to this date</i>	16 September 2025 <i>Final Paper</i> <i>Deadline 2</i> <i>September 2025</i> <i>Exec Approved</i> <i>Papers to be</i> <i>received PRIOR to</i> <i>this date</i>	8 December 2025 <i>Final Paper</i> <i>Deadline 24</i> <i>November 2025</i> <i>Exec Approved</i> <i>Papers to be</i> <i>received PRIOR to</i> <i>this date</i>	17 March 2026 <i>Final Paper</i> <i>Deadline 3 March</i> <i>2026 Exec</i> <i>Approved Papers</i> <i>to be received</i> <i>PRIOR to this date</i>
Consideration of funding request from the charity's General Fund	NLI			✓	
Development of Therapeutic Gardens at PPH	AC/NM/ SB		✓		
"Heads Up!" Initiative – Cancer Services Hair Loss Support	GB		✓		
Performance					
Integrated Hywel Dda Health Charities Performance Report including: <ul style="list-style-type: none"> Investment performance Delivery of annual workplan against Strategic Objectives. 	NLI/TJ	✓	✓	✓	✓
Allocation and Level of Cash Holdings (Report on the appropriate allocation of funds for the HDdHC to hold in cash, in addition to determining a reasonable level of risk on any such allocation across cash and investments.)	TJ	✓			
Draft Annual Accounts (2024/25)	HT/RD			✓	
Final Annual Report & Accounts (2024/25) NB - TBC if need and extra-ordinary meeting in January 2026 re this.	HT/RD			✓	
Annual Review of the Deposit Account Balance.	RD/TJ		✓		
Internal Audit Report on Charitable Funds (Subject to confirmation)	Chair/Int ernal Audit				
HDdHC Investment Advisor Update (External CCLA)	DM	✓ In person	✓ Virtual	✓ In person	✓ Virtual

Agenda Item/Issue	Lead	17 June 2025 <i>Final Paper</i> <i>Deadline 3 June</i> <i>2025 Exec</i> <i>Approved Papers</i> <i>to be received</i> <i>PRIOR to this date</i>	16 September 2025 <i>Final Paper</i> <i>Deadline 2</i> <i>September 2025</i> <i>Exec Approved</i> <i>Papers to be</i> <i>received PRIOR to</i> <i>this date</i>	8 December 2025 <i>Final Paper</i> <i>Deadline 24</i> <i>November 2025</i> <i>Exec Approved</i> <i>Papers to be</i> <i>received PRIOR to</i> <i>this date</i>	17 March 2026 <i>Final Paper</i> <i>Deadline 3 March</i> <i>2026 Exec</i> <i>Approved Papers</i> <i>to be received</i> <i>PRIOR to this date</i>
* NB Investment Advisor - to attend the June and December meetings in person and attend virtually in March and September.					
For Information					
CFC Workplan 2025/26	CSO	✓	✓	✓	✓
Administration					
Agenda setting meeting with Chair & Lead Exec at least 6 weeks prior to meeting	CSO	✓	✓	✓	✓
Draft agenda to go to Executive Team	CSO	✓	✓	✓	✓
Call for papers (at least 6 weeks before the meeting to receive papers at least 14 days before the meeting)	CSO	✓	✓	✓	✓
Quality check agenda and papers prior to dissemination	CSO	✓	✓	✓	✓
Disseminate agenda & papers 7 days prior to meeting	CSO	✓	✓	✓	✓
Issue a draft TOA within two days of the meeting	CSO	✓	✓	✓	✓
Circulate minutes and TOA to the Lead Director within 7 days of meeting	CSO	✓	✓	✓	✓
Issue minutes and TOA to Members (including the Committee Chair) following Lead Exec review	CSO	✓	✓	✓	✓
Prepare 3 A's report to Board (to be signed off by Chair & Lead Exec prior to submission)	CSO	✓	✓	✓	✓

Agenda Item/Issue	Lead	17 June 2025 <i>Final Paper Deadline 3 June 2025 Exec Approved Papers to be received PRIOR to this date</i>	16 September 2025 <i>Final Paper Deadline 2 September 2025 Exec Approved Papers to be received PRIOR to this date</i>	8 December 2025 <i>Final Paper Deadline 24 November 2025 Exec Approved Papers to be received PRIOR to this date</i>	17 March 2026 <i>Final Paper Deadline 3 March 2026 Exec Approved Papers to be received PRIOR to this date</i>
Prepare schedule of meeting dates for next financial year	CSO	✓	✓	✓	✓
Prepare Annual Workplan for next financial year	CSO	✓	✓	✓	✓
Invite Audit Wales representative	CSO			✓	
Corporate Trustee SBAR paper for board. Produced following each CFC meeting. <i>If no approval for funding over £100k can be stood down.</i> (Liaise with CM.)	NLI (SD is ED lead)	✓	✓	✓	✓

Chair: Iwan Thomas **Vice Chair:** Sarah Harraway **Lead Executive:** Sharon Daniel

SD	Sharon Daniel	HT	Huw Thomas	JW	Joanne Wilson	NLI	Nicola Llewelyn
RD	Rhian Davies	TJ	Tim John	CFSC	Carly Hill	SMJ	Sian Marie James
DB	Donna Blinston	GB	Gina Beard	PS	Peter Skitt	LOC	Louise O'Connor
KL	Kathryn Lambert	ADT	Abbi Daneil Thomas	ST	Suzanne Tarrant	HH	Heather Hinkin
DM	Daisy Mannifield	CM	Clare Moorcroft	CSO	Committee Services Officer	D	Deferred

8 - ANY OTHER BUSINESS

*Iwan Thomas (Hywel
Dda UHB -
Independent Board
Member)*

Wellness Boxes - Sian-Marie James

Bi-monthly Charity Commission newsletter will be circulated to CFC on a quarterly basis via AOB.

Attachments

[8.0 AOB - Charity Commission News July 2025.pdf](#)

Correspondence

Charity Commission News: July 2025

Updated 22 July 2025

Applies to England and Wales

Contents

New insights into trustee motivations and skills

Updated guidance to help you find new trustees

The new charity accounting framework – next steps

New facts revealed about the sector and public trust

Seeking your views on partnerships in response to emergencies

Save the date: Trustees' Week 2025



© Crown copyright 2025

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3 or write to the Information Policy Team, The National Archives, Kew, London TW9 4DU, or email: psi@nationalarchives.gov.uk.

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at <https://www.gov.uk/government/publications/charity-commission-news/charity-commission-news-july-2025>

New insights into trustee motivations and skills

New research from the Charity Commission and Pro Bono Economics shows the vast majority of trustees are “immensely positive” about their experience, with 8 in 10 trustees likely to recommend the role to others.

Over half of young trustees said trusteeship supported their career development, while older trustees said it gave them the opportunity to give back. The research suggests movement towards gender parity on trustee boards, with 43% of trustees now female compared to 36% in 2017.

Findings suggest some boards could benefit from more people with certain skills including legal, finance, anti-fraud measures and marketing.

This is the most comprehensive survey ever undertaken of trustee motivations and skills. Building a better picture of the experience of trustees helps the Commission, policy makers and the sector better understand the skills, motivations and backgrounds of existing trustees, and engage the broadest possible pool of trustee talent.

[Read the full findings of our research into trustee population \(https://www.gov.uk/government/publications/charity-commission-research-into-trusteeship-and-the-trustee-population/trusteeship-a-positive-opportunity-understanding-skills-experience-and-demographics-in-england-and-wales\)](https://www.gov.uk/government/publications/charity-commission-research-into-trusteeship-and-the-trustee-population/trusteeship-a-positive-opportunity-understanding-skills-experience-and-demographics-in-england-and-wales)

Updated guidance to help you find new trustees

Did you know that only 6% of trustees found their role through an advertisement?

We’ve refreshed our guidance following the trustee research above that showed the majority of charities depend on their trustees’ personal networks when filling board vacancies.

Explore our updated guidance for practical advice on accessing a wider pool of candidates, including effective advertising strategies and techniques to encourage potential applicants, expand your reach and help you secure valuable new talent for your board.

[Read our updated guidance on finding and appointing new trustees \(https://www.gov.uk/government/publications/finding-new-trustees-cc30\)](https://www.gov.uk/government/publications/finding-new-trustees-cc30)

The new charity accounting framework – next steps

The consultation into the development of the new Charities Statement of Recommended Practice (SORP) has now closed.

The SORP-making body – made up of the Charity Commission England and Wales, the Office for the Scottish Charity Regulator and the Charity Commission Northern Ireland – would like to thank all those that responded.

We have received over 140 stakeholder responses. These are now being analysed to inform the final version of the new SORP, which we aim to publish in October 2025.

The new SORP will start, for those charities that apply it, in financial years beginning on or after 1 January 2026.

In the meantime, we are urging those charities to get ready for the changes that have been introduced by the Financial Reporting Council in relation to lease accounting and revenue recognition.

For more detail on how to prepare please refer to the [SoRP guidance](https://clicktime.symantec.com/15wkoAeNgDkrvNxHaCv9d?h=XLW1GO3MgT4J40LI8jZzZ_ktkdqdas-B7xoC1jfh07s=&u=https://www.charitySORP.org/) (https://clicktime.symantec.com/15wkoAeNgDkrvNxHaCv9d?h=XLW1GO3MgT4J40LI8jZzZ_ktkdqdas-B7xoC1jfh07s=&u=https://www.charitySORP.org/)

New facts revealed about the sector and public trust

The Charity Commission last week released two new reports, offering insights into the sector and the changing landscape it faces.

1. Our [annual public research](https://www.gov.uk/government/publications/research-into-public-trust-in-charities-and-research-with-charity-trustees-2025/public-trust-in-charities-2025) (<https://www.gov.uk/government/publications/research-into-public-trust-in-charities-and-research-with-charity-trustees-2025/public-trust-in-charities-2025>) showed that against a challenging backdrop, public confidence in charitable spending has increased and trust in charities remains high. Almost 60% of people reported having high trust – placing charities second only to doctors. The research also offers insights into the factors that underpin public trust, about levels of public demand for charitable services, and into charitable giving habits over time.

2. New insights from annual returns, which are sent to the Commission by most charities, suggest that charities have been able to direct additional resources to delivering their aims, amidst a tightening financial squeeze. Our [analysis of the most recent full year of annual returns](https://www.gov.uk/government/publications/annual-return-2023-analysis-report/annual-return-2023-analysis-report) (<https://www.gov.uk/government/publications/annual-return-2023-analysis-report/annual-return-2023-analysis-report>) forms the most comprehensive dataset available on the sector, enabling us to identify sector risks and trends and allowing policymakers, sector groups and the public to gain a richer understanding of the charity sector in England and Wales.

Seeking your views on partnerships in response to emergencies

The Government is seeking the views of all charities who provide support, co-ordination and care for those affected by emergencies. The consultation focuses on potential new duties for ‘Category 1 responders’ (such as the emergency services and local authorities) to consult with voluntary, community and faith-based organisations on local emergency planning. It has been launched following an inquiry into the tragedy at Grenfell Tower and will help strengthen future emergency preparedness and response. Closing date to share your views is Tuesday 16th September.

Read and respond to the [Strengthening Partnerships Consultation](https://www.gov.uk/government/consultations/strengthening-partnerships-consultation#:~:text=The%20requirement%20would%20be%20implemented%2Cfor%20and%20responding%20to%20emergencies) (<https://www.gov.uk/government/consultations/strengthening-partnerships-consultation#:~:text=The%20requirement%20would%20be%20implemented%2Cfor%20and%20responding%20to%20emergencies>)

Save the date: Trustees’ Week 2025

Trustees’ Week is an annual event to showcase the great work of trustees and to provide opportunities for everyone to get involved and make a difference.

This year it will take place from 3 – 7 November.

Throughout the week you’ll have the chance to connect with other trustees to share your experiences. You’ll also be able to develop your skills through a wide range of events, training and guidance.

Details of the event timetable and how to sign up will be shared closer to the date.



OGI

All content is available under the [Open Government Licence v3.0](#), except where otherwise stated



[© Crown copyright](#)

9 - DATE AND TIME OF NEXT MEETING

*Iwan Thomas (Hywel
Dda UHB -
Independent Board
Member)*

8 December 2025; 09:30 - 12:15

| For information