willow

special days for seriously ill young adults



Willow Foundation Annual Report and Financial Statements 2025

Willow Foundation is a registered charity in England and Wales No. 1106746 and a registered charity in Scotland No. SC045811. It is a company limited by guarantee number 5207070, registered in England and Wales.

Trustee statement

The trustees present their report and the audited financial statements for the year ended 31 December 2025. Reference and administrative information set out on page 77 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102. This trustees' annual report includes a directors' report, as required by company law.

Contents

4 Chair's introduction

6 About Willow

7 A message from our Founder and Life President, Bob Wilson

8 Helping more people make precious memories

10 Delivering on our 2025 priorities - Growth

15 Delivering on our 2025 priorities - Impact and service delivery

26 Delivering on our 2025 priorities – Financial sustainability

33 Our people

39 Looking ahead to 2026

41 Income and expenditure

45 Governance

50 Independent Auditor's Report to the Members of Willow Foundation

55 Statutory accounts for the year ended 31 December 2025

77 Charity information

A year of growth, challenge and purpose



“Across the year, Willow created 804 Special Days and 709 Special Treats, providing 1,513 services in total, which is the highest level of support we have ever delivered.”

2025 was a significant year for Willow.

It marked the beginning of our long-term plans to increase our reach and ensure that more seriously ill young adults across the UK can access the bespoke experiences that bring some joy to their tough days.

We are proud that, despite sector-wide financial challenges, in the first year of the plan, we were able to exceed our service targets and deliver more support than anticipated. Across the year, Willow created 804 Special Days and 709 Special Treats, providing 1,513 services in total, which is the highest level of support we have ever delivered.

Importantly, this growth was not simply about numbers. It was about being there for more people in the moments that mattered most.

The people we supported included seriously ill young 16 to 40-year-olds living with cancer, degenerative, genetic and metabolic diseases; people with rare and complex conditions; those facing financial hardship; individuals with urgent or deteriorating health needs and groups who are often less visible or well-supported elsewhere.

This year, we made progress in strengthening Willow for the future.
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“Demand for our services continues to grow. That’s why the people who make Willow what it is have never been more important.”

<<< We committed to our service themes and projects, launched the first year of our Young Men with Cancer project, restructured our fundraising team to improve collaboration and efficiency, and continued to develop how we work with ambassadors, supporters and partners to grow both awareness and income.

As we move into the first part of 2026, we bid farewell to our trustees, Rachel Jones, Nicholas Aldridge and Elena Ciallie, who have stepped down after years of dedicated service having made a significant contribution to Willow. We are deeply grateful for their commitment and the impact they have made during their time with us. We are pleased to welcome trustee Sangita Shah as the new Chair of the Finance & Audit Committee, taking over from Elena Ciallie. We look forward to working closely with her in this important role. We also welcomed a new trustee, Jack Wrigglesworth, who will use his fundraising experience to help shape our income plans.

Like many charities, we’re facing a challenging economic climate in 2026. At the same time, demand for our services continues to grow. That’s why the people who make Willow what it is have never been more important.

To our beneficiaries and their families, thank you for trusting us with these important moments in your lives.

To our staff and volunteers, thank you for your compassion, creativity, flexibility and unwavering commitment.

To our supporters, donors, corporate partners, ambassadors, referrers and trustees, thank you for making more special days possible.

None of this would be possible without you. While we know 2026 will bring its own challenges, we face the year ahead with clarity, compassion and determination.

Richard King
Chair of Trustees
Willow Foundation

About Willow

We're dedicated to helping 16 to 40-year-olds take much needed time out from the reality of living with serious illness, creating magical moments that become lasting memories. From treat boxes to experiences at home for all the family, fun packed days out and quiet breaks away from it all; we offer the chance to spend quality time with family or fulfil a lifelong dream.

Willow was founded in 1999 by former Arsenal goalkeeper and TV presenter, Bob Wilson OBE and his wife Megs, as a lasting memorial to their daughter Anna, who died of cancer aged 31. The inspiration for Willow came from Anna's determination to live every moment to the fullest, despite the most difficult circumstances. Bob and Megs started Willow from their spare room and grew it into the charity it is today. In early 2023, they invited long-standing Willow ambassadors David Seaman MBE and his wife Frankie Seaman to work alongside them as Honorary Presidents of Willow. Megs passed away in November 2023 and Bob, David and Frankie continue to be actively involved with the charity.



From treat boxes to experiences at home for all the family, fun packed days out and quiet breaks away from it all; we offer the chance to spend quality time with family or fulfil a lifelong dream.

A message from our Founder and Life President, Bob Wilson



“As I look back on 2025, I feel incredibly proud. Behind every number in this report are stories of courage, resilience and precious moments of happiness during unimaginably difficult times.”

When Megs and I founded Willow more than 25 years ago, our hope was simple: that no young adult facing serious illness would feel forgotten.

Willow was born from our daughter Anna’s extraordinary spirit. Even during the most difficult times, she taught us that life is not only measured by the years we have, but by the memories we make and the people we share them with. That belief continues to inspire everything Willow does today.

As I look back on 2025, I feel incredibly proud. Behind every number in this report are stories of courage, resilience and precious moments of happiness during unimaginably difficult times.

I know first-hand how much these moments matter. They cannot change a diagnosis, but they can offer hope, bring families together and create memories that last a lifetime.

Megs would have been incredibly proud to see how Willow continues to grow while staying true to the values that inspired its creation: kindness, compassion and putting young adults facing serious illness at the heart of everything we do.

To everyone who makes Willow what it is, thank you. You are helping create moments of joy, connection and hope for people when they need them most.

Bob Wilson OBE
Willow Founder and Life President

Helping more people make precious memories in 2025

Serious illness can change everything in an instant.

For the young adults Willow supports, life that should be filled with friends, family and making plans for the future can become dominated by hospital appointments, treatment, uncertainty, fatigue and fear. Plans are interrupted, relationships are tested and milestones that should be achievable at their age can feel out of reach. For many, the emotional impact is just as profound as the physical one.

That is why Willow exists.

For more than 25 years, Willow has been creating Special Days, Special Treats and shared moments of joy for seriously ill young adults aged 16 to 40 and their loved ones. These moments do not change their diagnosis, but they give people something to look forward to during their treatment. They can offer relief, connection, comfort and an opportunity to make precious memories at a time when they are needed most.



In 2025, we focused on creating more of these moments that matter.

It was also a year of contrast. We made meaningful progress in service delivery, impact, partnerships and audience growth, while also facing some financial pressures and a more challenging end to the fundraising year than we had hoped for. Despite these challenges, we were able to support more beneficiaries than planned.

Beneficiaries were given the chance to step outside the reality of illness, if only for a while, and experience something joyful, personal and uplifting. It also gave family members, partners, children, carers and friends a chance to share those moments with them.

Making memories

Lauren



"My wife and I had a wonderful special break in Thorpe Forest in Norfolk. Our lodge was truly lovely. I finished my tenth round of chemo a week before we went, so I was grateful for the chance to rest and sleep a lot before finding the energy to walk, relax in the jacuzzi, and even go canoeing. We were lucky enough to have sunshine too.

"My special break was incredibly calming. The impact of nature is always amazing. Taking time to just sit, listen, walk and appreciate everything around you makes such a difference."

Hayley

Hayley is 23 and from Gloucestershire. After chemotherapy for an ovarian germ cell tumour, she had an unforgettable experience at the British Grand Prix, accompanied by her parents.

"My Special Day gave me something to look forward to from the very start of my treatment.

"Due to my illness I had to take a whole year off from study and move back home with my family, away from my friends at university. I wasn't able to do everything I used to do before, which not everyone could understand.



"I would never have had the opportunity to attend the British GP without Willow. It gave me the experience of a lifetime that I shared with my parents who supported me through my illness." – Hayley

"A British win at the British GP = unforgettable memories! My personal highlight was seeing how much the weekend meant to Hayley, after a year full of ups and downs. The whole weekend has given her renewed energy and seeing her happy again was priceless." - Stephen

Delivering on our 2025 priorities

In our 2024 Annual Report, we set out priorities for 2025 against our three strategic pillars:

1. Growth
2. Impact and service delivery
3. Financial sustainability

Growth

Reaching more young adults, more effectively, in more meaningful ways

Growth at Willow is not growth for its own sake. It is about ensuring that more seriously ill young adults, especially those who are underrepresented or underserved, can access support that helps them feel seen, valued and connected during the most difficult periods of their lives.

In 2025, we said we would provide 1,400 experiences across our services. We exceeded that target, providing 1,513 days out, breaks and treat boxes. This surpassed our previous annual service record of 1,395.

This provided more evidence that the need for Willow's support is both significant and increasing.

Growing with purpose: our themes and projects

To support long-term growth in a thoughtful and equitable way, we formalised a set of service themes to guide our priorities and outreach.

These themes will continue to shape Willow's future work and ensure we are not only growing our numbers, but also reaching the people who need us most.

Our service themes are:

- Medical urgency
- Least supported
- Inclusion
- Financial hardship

These reflect where we believe Willow can have the greatest impact, where gaps exist in wider support systems or where there has been a notable underrepresentation across our services.

Young Men with Cancer

One of the most important examples of bringing these themes to life was the launch of our Young Men with Cancer project.

Historically, men with cancer have been underrepresented in our service delivery. Yet research and experience suggest this group may be less likely to seek emotional support, less likely to speak openly about what they are facing, and at times less visible in support pathways.

In 2025, we began a focused effort to address that imbalance.

The project was launched in May 2025 with support from Willow's Honorary Presidents, Frankie and David Seaman, and long-term supporter Paul White, as part of the History of Arsenal Goalkeepers event at Emirates Stadium.

Early signs from the project are encouraging, with anticipated growth in both applications and bookings from this group.

Arslan

His special day at Zip World gave 29-year-old Arslan the chance to enjoy a new experience after facing the challenges of thyroid cancer and undergoing life-changing surgery. "Cancer has had a huge impact on my life, especially the complications from my surgery which have left my vocal cords permanently paralysed, so my speech is now very different. It has affected so much more too. I can't box anymore, something I have loved since I was five, and my neck and shoulders are still numb from surgery. I also can't work like I used to, and being at home all the time is tough as it really affects my mental health.



"My trip to Zip World was amazing! Everything was planned so well and I enjoyed every moment of it. For the first time, it felt like I wasn't just someone who had been through cancer over the last six months - I felt like I was living a new life. Thank you!"

Growing the number of people we are speaking to

Our growth plan is not just about supporting more people. It is about becoming better known, better connected and better placed to support the people who need us most.

In 2025, we worked to build Willow's national profile and increase our visibility among potential beneficiaries, supporters and partners. This included:

- strengthening our use of ambassadors and celebrity supporters
- broadening our reach through events and partnerships
- continuing to develop our communications and digital activity
- starting work on a brand refresh
- looking for opportunities to share our work across the UK

Willow up in lights



On Thursday 6 November 2025, Willow was featured on Europe's largest advertising screen at Piccadilly Circus in London. This exciting opportunity aimed to spotlight some of the incredible stories of individuals who have benefitted from our services and raise awareness of the charity.

A crowd gathered at the Eros statue at peak commuter time to watch the video go live, including members of the Willow team and some of the featured beneficiaries with their loved ones. Like the pages of a photo album, Londoners were walked through moving stories of our beneficiaries' unique special days and breaks with their loved ones.

It was such a moving moment, seeing our beneficiaries' stories lighting up the most famous screen in the UK. We're extremely grateful to Landsec for giving us this opportunity to share Willow's mission and in such a huge way.

Raising awareness and helping Willow go further

Willow's work is powered by a wide community of support. From headline sponsors and long-standing corporate partners to celebrity ambassadors, community fundraisers and local volunteers, these relationships help us do more than raise money. They help us raise awareness, create access, and bring Willow to new audiences and new opportunities.

Thank you to Frankie and David Seaman, our Honorary Presidents



For more than two decades, Frankie and David Seaman have been passionate supporters of Willow, and since becoming our Honorary Presidents in 2023, their commitment has gone far beyond lending their names to the charity.

Throughout 2025, they facilitated a number of Special Days for our beneficiaries. They also generously gave their time, energy and influence to support our fundraising events, including starting the Willow 10K, making calls at ICAP Charity Day, speaking at the Willow Ball and hosting our Catch of the Day fishing event.

Frankie and David are outstanding advocates for our mission, sharing our story and representing Willow with warmth and authenticity. Their support extends behind the scenes too, where they create opportunities to help strengthen Willow's partnerships and raise awareness of our cause.

We are incredibly grateful for their unwavering support of Willow and the generosity with which they continue to champion our work.

Ambassador and celebrity support



The support of our wider ambassador and celebrity community remains a distinctive strength of Willow.

Footballing legend Petr Čech joined us as an ambassador in early 2025, further strengthening our supporter network and helping us connect with new audiences.

Willow ambassador and England football star, Leah Williamson, challenged participants to walk 100km their way in June 2025, ahead of the Women's European Championships. More than 700 people signed up, walking more than 50,000km between them and raising over £20,000.



The top fundraisers from the 2024 challenge were invited to an exclusive Q&A session with Leah, marking the start of the 2025 fundraiser and offering the chance to show our appreciation for their support.

In August 2025, our Honorary President, David Seaman MBE, hosted our annual 'Catch of the Day' fishing competition. The event attracted keen anglers from across the country, as well as angling celebrities Tom Maker, Scott Lloyd, Damian Clarke and Carl Smith.

2025 also saw the launch of a virtual Catch of the Day, allowing anglers to take part from their local waters over the same weekend. The virtual event saw 407 people nationwide sign-up to gain access to exclusive digital content from celebrity anglers and win prizes for the biggest catch across any species.

On Thursday 16 October 2025, celebrity streamer, Angry Ginge, and Willow Ambassador and England goalkeeper, Aaron Ramsdale, launched Willow's new fundraising initiative, Streaming for Willow. The duo played the new EA Sports FC 26 game on a live stream and more than 11,000 gamers and internet users joined in, watching the stream, hyping up the group chat and donating over £6,200.

Our celebrity and ambassador networks play an important role, not only in fundraising events such as the London Football Awards, ICAP Charity Day and the Willow Ball, but also in helping fulfil Special Days, make introductions and build Willow's profile nationally.

As part of this work, 2025 also saw a strategic restructure of our ambassador management to ensure activity is more purposeful, more joined up and better aligned with Willow's future ambitions. This is another example of the work happening behind the scenes to make Willow stronger for the years ahead.



Impact and service delivery

2025 services in numbers

402
breaks

367
days out

35
at-home experiences

709
Special Treats sent

313
more services delivered than our original annual plan

113
services delivered above our growth target

23,784
total services delivered since Willow was founded

2,781
people attended Willow Special Days, including friends and family

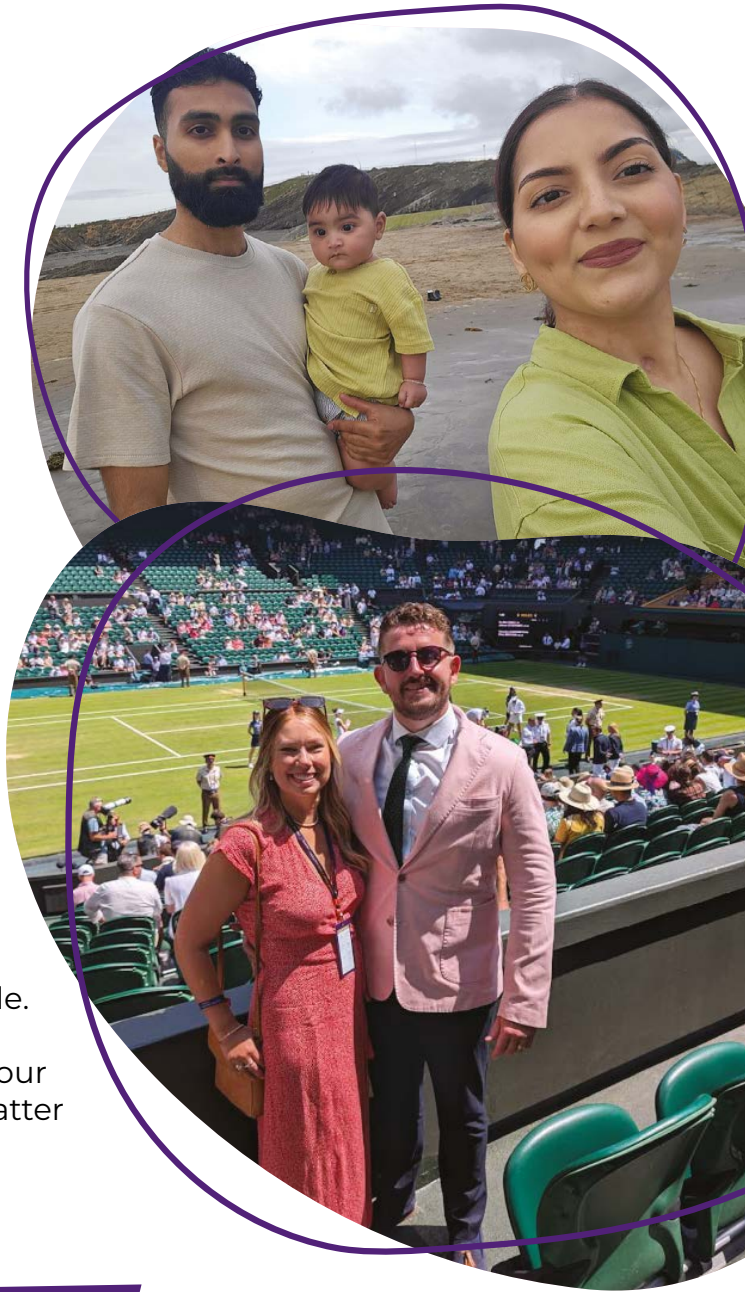
Willow provides a vital service in a space which is often overlooked

Every year, approximately 16,000 people in the age group we support are diagnosed with cancer, and a further 5,000 who are living with degenerative, genetic or metabolic illnesses become eligible for our services.

For many, this happens at a point in life that is supposed to be full of possibility, building careers, relationships, independence, families and futures. Instead, many face a sudden and disorientating shift into treatment, uncertainty, loss and fear.

These diagnoses can bring:

- anxiety, depression and traumatic stress
- loss of identity, confidence and independence
- disruption to education, work and family life
- financial pressure and reduced quality of life
- isolation from peers and social networks



Despite this, there remains a clear gap in age-appropriate emotional wellbeing support for this group.
There are many wellbeing and wish-granting services which are designed for children, and others which are condition-specific. Very few are designed specifically for seriously ill 16 to 40-year-olds across all diagnoses, and this is where Willow plays a unique role.

We support people who are often too old for one type of support, too young for another, and often overlooked in the middle.

This is why Willow is needed, and it is why our ambition to create more moments that matter remains so important.

Supporting people with rare conditions

Aimee



“Aimee is 20 and has a rare genetic disorder called Dravet syndrome. She requires two-to-one support most of the time as she has uncontrolled epilepsy, is tube-fed, doubly incontinent and has many learning needs.

As she’s got older, she’s become more isolated and doesn’t live the life or have the experiences of a typical 20-year-old.”

“We all had the most fantastic day at Paultons Park. Aimee was in her element. The day gave us the chance to have a day full of fun and created fantastic memories of Aimee being super happy, engaged and living her best life.” Marie, Aimee’s mum.

Adam

“Since my diagnosis of Hypoplastic Myelodysplastic Syndrome (a type of blood cancer), I haven’t been able to work as much. My energy and mood are often low, so I don’t get out as often as I used to.

“Thanks to Willow, I had an unforgettable weekend that I’ll treasure forever. I had the incredible opportunity to watch Arsenal play at the Emirates with my family. The atmosphere was electric, and to top it off, Arsenal won. It’s a memory we’ll always share.



“As if that wasn’t enough, I also got to meet the legendary David Seaman and his lovely wife, Frankie. They were both so warm and welcoming, which made the day even more special. The excitement didn’t stop there. I spent time exploring London, taking in the vibrant scenes of Soho and Camden, and enjoying amazing food at different restaurants. From start to finish, it was a weekend full of joy, surprises and gratitude.

“I’m so thankful to Willow for making it all possible. It truly meant the world to me, and being able to share the experience with my family made it even more special.”

More than a service: a moment of relief, connection and joy

Willow's support is often described in simple terms: a break, a day out or a treat box. But for the people receiving it, the impact is rarely simple.

A Willow experience can mean:

- a family making happy memories together after months of treatment
- a couple having time to reconnect outside hospital walls
- a young adult feeling seen as a person, not just a patient
- a parent finding a rare moment of joy with their child
- someone in recovery rediscovering confidence, identity or hope
- someone at end of life creating one final meaningful memory with loved ones

Special Days: personalised support with lasting impact

Every Special Day is bespoke and tailored to the individual. We curate an experience shaped around the beneficiary's interests, energy levels, physical needs, circumstances and who they want to share it with.

This personalisation is what makes Willow different.

The ripple effect of a Willow Special Day

In total, Willow Special Days in 2025 were shared by 2,781 people, including 2,125 adults and 656 children.

The impact of a Special Day extends well beyond the individual beneficiary.

The ripple effect reaches their partners, parents, children, siblings, carers and friends too.

Rich



Twelve years ago, Rich, from Kent, was diagnosed with a brain tumour and was given a prognosis of just 10 years. Our team arranged a trip to Cornwall for Rich and his friend Tim, where they enjoyed hitting the waves and catching up with friends at Otter Surfboards' Annual Meeting of Makers.

Tim said "The Willow team has been absolutely fantastic. It was the little touches that made it extra special - they gave us money for petrol to get to Cornwall and they even sent Rich an Otter Surfboards T-shirt which put a smile on his face. No matter what you are going through, having something like this to look forward to really gives you something to aim for. It all makes a real difference to your mental health in the rough times."

People diagnosed with one of the six less survivable cancers – pancreatic, brain, liver, oesophageal, stomach or lung cancer - have on average a 16% chance of surviving five years post diagnosis. For these people, quality time to make memories is hugely important. That's why we're dedicated to supporting beneficiaries, like Rich, who have been diagnosed with one of these conditions.

Mehjabin

Mehjabin has recessive dystrophic epidermolysis bullosa, a rare skin disorder that causes blisters all over her body. She spent her Special Day in Nottingham, where her dream of meeting comedian John Bishop came true.



"My Special Day was beautiful. It was the best time I've ever had. We had something to eat and then headed to the arena where we met John Bishop! We spoke a little while and he asked his manager to sort us out to sit in the V.I.P box.

"As it is difficult for me to go outside due to my condition, I don't see Arif much. To be able to make memories with him was amazing. It's a special moment, not only to have met my favourite comedian, but to share that with my best friend. I felt so special having one of my dreams come true."

Special Treats: small boxes, big impact

In 2025, Willow delivered 709 Special Treats.

These personalised gift boxes are carefully curated to improve wellbeing, provide comfort, create a positive distraction and offer a moment of care at the right time for the recipient.

In many cases, they are sent when a full day out or break is not currently possible due to health, treatment or urgency. In others, they are used to ensure someone receives support quickly, personally and meaningfully.

> "It was a lovely surprise to receive my Special Treat box in the post. It was such an uplifting feeling when it arrived. To be able to open each of the wonderful gifts was special. It gave me a much-needed boost of positivity. The presentation and packaging were also wonderful. The gifts being individually wrapped were so exciting and, even though I'd chosen them myself, it added an extra element of surprise. It was really special."
>
> **Carys**



These responses reflect that our work does not always need to be large-scale to have an impact. Often it is the timing, thought, humanity and attention to detail that make the difference to how someone is feeling.

Supporting those with the greatest need

As Willow has grown, we have become more intentional about who we prioritise and why. This included supporting many people living with short prognoses, rare diseases and progressive conditions, as well as those who may not be eligible for support elsewhere.

Of the Special Days delivered in 2025:

43% were for people with rare conditions

50% were for people with an incurable prognosis

18% were for people with a diagnosis other than cancer

And of the Special Treats:

48% were for people with rare conditions

75% were for people with an incurable prognosis

52% were for people with a diagnosis other than cancer

George

Following treatment for a rare giant cell bone tumour, 18-year-old George visited the National Theatre and enjoyed dinner at the Shard with his mum, Kay, who said:

"This time last year, George was so ill. He's slowly been healing and getting his appetite back, so dinner at the Shard was incredibly special. We packed so much in and he managed really well. It was such a special treat - one we'll never forget."



Being flexible when circumstances change

Serious illness does not run to plan, and neither can Willow. In 2025, 45 beneficiaries passed away before their Special Day could take place. In two of these cases, we were pleased to be able to still offer the experience for family members. We also had 20 Special Days which were postponed because beneficiaries became too unwell to take advantage of them.

This is one of the most sensitive parts of Willow's work. It also reflects one of the things our team does best: responding with flexibility, compassion and care. In many cases where a Special Day could no longer go ahead, our team worked quickly to ensure an alternative form of support could still be provided, often a Special Treat.

These are not always visible in headline numbers. We are people-focused and not transactional, which is central to Willow's impact.

Group days

Creating connection for people who can often feel overlooked

Following on from the success of our first group day initiative in 2024, Willow continued to develop group days in 2025. These experiences are designed particularly for young adults living with rare and complex conditions, many of whom can experience long-term isolation, practical barriers and a lack of age-appropriate support.

Group days aim to:

- bring people together and reduce isolation
- create opportunities for shared understanding and friendship
- include family members and carers, where appropriate
- offer fun, confidence and quality time away from the demands of illness

In 2025, Willow organised three group experiences, supporting young adults affected by Angelman syndrome, Mucopolysaccharidoses (MPS) and Huntington's disease.

These experiences created not just enjoyment in the moment, but also a longer lasting connection.

Sam



"It's proved to me that we can all have our independence, we're not confined to our homes, and we can have a good time."

"It's so nice to be around other families in the same position as you... It was literally like one big family when we were all together."

Group Days remain a relatively small but important part of Willow's future service offer, particularly in relation to rare disease communities and social connection.

Working with medical professionals

We work with a network of medical teams and organisations across the UK. These relationships are key to help spread awareness to eligible patients and to discuss suitability and logistics for the support we can provide.

We are constantly researching new contacts to work with and refreshing existing links as referrers change roles or retire. We also approach organisations which may be focused on specific conditions, and work with other charities who specialise in certain patient groups, ages or regions.

When a new referrer is contacted, the team introduce them to the application process and eligibility criteria. These professionals will often become regular referrers and also spread awareness of the support Willow provides through their medical networks. Structured referrer feedback surveys are used to capture insights on what is working well and to identify areas for improvement, demonstrating a commitment to continuous improvement and collaborative working.

The team also seek out opportunities to meet with referrers and their wider teams, including short presentations, to raise awareness of the service. This proactive engagement has been shown to increase referrals across broader clinical teams.

Maintaining open, positive and consistent communication helps build trust over time. This approach has contributed to sustained growth in referrals, including in specialist areas we have targeted for growth, such as under represented patient groups.

We are trusted by those who know their patients best

The support of medical professionals across the UK remains essential to Willow's work. Because our referrals come through clinicians and key workers, these relationships are often the bridge between a seriously ill young adult and the support they might otherwise never know exists.

In 2025:

62% of Special Day referrals came from nurses

34% came from social workers

4% came from doctors

Just as importantly, **81%** of referrers had referred to Willow before, showing continued trust and confidence in our service.

Our annual medical referrer survey showed a Net Promoter Score of **98**, with overwhelmingly positive feedback on both the support offered and the way Willow works.

These relationships matter deeply, not only because they generate referrals, but because they reinforce Willow's credibility as a trusted, compassionate and professionally delivered service.

> "As Willow is a reliable charity, I can feel confident and not anxious, as I know that young people I refer will have a positive experience."
>
> **- Lorraine, Teenage and Young Adult Clinical Liaison Nurse, Teenage Cancer Trust**

> "Our job is consumed with pain and sadness... To be part of something so wonderful is so uplifting for nurses."
>
> **- Jenny, The Christie NHS Foundation Trust**

Dimple



"Having time with my husband, Ash, and daughter, Thea, where we had fun, forgot about everything negative and just enjoyed ourselves meant so much."

"My diagnosis came as a huge shock. You never expect it to happen to you, especially at 37 with a small child. "Our break at West Midlands Safari Park was absolutely amazing. It was the most surreal experience, waking up to such a special view. I sat alone on the balcony early in the morning with a cup of tea, just taking it all in. It was breathtaking, calm, peaceful and beautiful.

"Since being in remission, there isn't a day that goes by when I don't think about the cancer returning, but during my break it didn't cross my mind once. I can't thank you all enough for such a wonderful experience."

Measuring our impact

Willow asks each beneficiary for feedback after their Special Day, which focuses on the mechanics of the day and how we can improve the logistics and choices around service delivery.

In addition, we believe it is important to understand how our beneficiaries and their loved ones are impacted by our work, and our surveys to capture this are ever evolving. Building on the single survey, which went out after the Special Day, we are now in the process of implementing a three-stage survey which will allow beneficiaries to share their story at three points in time:

Survey 1 - As part of our application form, we ask young adults about the impact of their illness and treatment on them and their loved ones. This gives an insight how serious illness causes anxiety and interrupts life plans, along with the negative impact it has on emotional wellbeing. At this stage we also ask what is important to them in life, which helps us to plan their perfect personal experience.

Survey 2 - After the experience beneficiaries are sent a survey which focuses on the immediate impact of our service. It measures various elements of their wellbeing, including anxiety and resilience. This survey also assesses if the key objectives of our service have been met, such as whether we provided something to look forward to and a focus away from illness.

Survey 3 - Six months on from an experience, beneficiaries will be sent a third survey asking similar questions which will then give us the long-term impact of our work. This will go live later in 2026. Part of the above went live in 2025.

We know that the impact of our experiences reaches beyond the beneficiary, which is why we also request feedback from companions, often family members, who attend the Special Days with beneficiaries. We ask them to share their own personal highlights and the long-term impact on them as loved ones.

What our surveys told us in 2025

99%
of beneficiaries said it provided something to look forward to

97%
said it gave them a focus away from illness

99%
said it gave them quality time with loved ones

94%
said it gave them an experience they could not otherwise afford

98%
said it had a positive impact on their mental health

99%
said it helped them create memories

Financial sustainability

Building the support, systems and resilience we need

Our ability to support more people relies on us receiving a sustainable income. In 2025, we set out to raise at least £4 million to support growth in our services, while also strengthening sponsorship, volunteering, supporter journeys and long-term giving. The year brought both notable successes and some hard realities.

Fundraising at Willow

Willow raises charitable income through a diverse fundraising model. All funds are self-generated, we receive no statutory funding and rely solely on the generosity of supporters. Our fundraising platform can be split into three key areas:

1. Donations – our donations income is mainly generated from giving by individuals, trusts and foundations, community groups, legacies, companies and challenge activities. In 2025 these activities raised 49% of our total gross income, delivering a return on investment (ROI) after all overhead cost allocation of 3.14.

2. Fundraising events – raising income from events has been a core part of our fundraising. Costs of each event are met by income raised at the event and are not funded by donations received elsewhere in the charity. In 2025 our fundraising events contributed 22% towards our total gross income with an ROI after all overhead cost allocation of 1.22.

A key benefit of our events is that they introduce new donors and engagement. Large fundraising events have for many years provided a significant and important proportion of income, but due to how events income is generated, the ROI is lower than the more traditional ways of raising income. In addition, the increase in the cost of living has caused rising operational event costs. This has resulted in lower net income results in event fundraising since 2020.

3. Charity shops – Our shops offer a sustainable, regular income to our charity. It is a commercial activity with associated costs. These costs are covered by income from the trading itself and not by donations received elsewhere in the charity. Our retail operation (eight shops) contributed 27% of our total gross income in 2025 with an ROI after all overhead cost allocation of 1.15. Retail trading provides financial resilience since the income is regular and long-term. It also raises awareness of our work in local communities. However, due to the high level of trading costs such as rent, rates and staff costs, the ROI is again lower than other ways of raising income.

Major events, together with our retail operation, reduce our overall charitable spend ratio but offer a significant net contribution to the charity, that in 2025 has allowed us to fund 18% of our services. As such events and retail remain a key part of our income generation going forward. **>>>**

>>> Our Board of Trustees and Leadership Team approve and review Willow's fundraising strategy. They are committed to continuing Willow's diversified fundraising approach and have agreed on Willow's key focus which is to continue to work towards fundraising sustainability and improved ROIs. Broadly this will involve:

- A focus on building our legacy initiatives and investment in community engagement and fundraising
- Greater use of volunteers across the organisation, including in fundraising
- A commitment to increase fundraising event income by adding new events to our portfolio
- The continued expansion of the retail operation will offer an increase in contribution towards services

Note – During 2025, the remaining 2% of Willow's gross income not mentioned above is from investments and small-scale trading activities.

A good financial year with some challenges

Willow ended 2025 with total income of £4,120,000. The year started off strong, but we experienced challenges in the second half of the year.

Like many charities, Willow receives no government funding. We operate in an environment where fundraising conditions can be unpredictable, event income can fluctuate significantly year-on-year and costs continue to require close scrutiny. Being honest about this is important, because financial sustainability is not built on optimism alone, it is built on realism, discipline and adaptability.

Strong performance across trusts and major donor income

We are exceptionally grateful for the support from trusts and foundations during 2025. Their contribution is significant and we could not have delivered our work without their support. Willow's beneficiaries live in every corner of the UK and trusts and foundations supported opportunities by region, county or city. Further restricted funds were received to support young women living with incurable breast cancer and young men living with a cancer diagnosis.

We welcomed both new and returning grant giving organisations during the year. We were especially appreciative to receive a significant donation from the Michael Cornish Charitable Trust which started our year positively. We were equally grateful when the Alexion Charitable Foundation renewed their commitment to fund uplifting experiences for those living with rare diseases and rare cancers.

A special thank you goes to The Arsenal Foundation for their wide-ranging support that touches many aspects of our charity. They are a generous funder that also supports our fundraising events and gives merchandise donations to our retail shops. But most importantly they make very special experiences at the Emirates Stadium a reality. **>>>**

>>> We also continued to benefit from the generosity and confidence of long-standing and new supporters alike, including:

- MiQ, our new headline sponsor for the London Football Awards
- philanthropic support across several functions from a major donor
- the development of new and promising relationships

These relationships are vital. They do not just provide income, they also create advocacy, open up networks and help position Willow for longer-term growth.

Philanthropy at the heart of our partnerships

We were lucky to receive support from some of our national partners, including:

- a fifth consecutive year of support from the annual ICAP Charity Day
- being chosen as one of the beneficiaries from the inaugural gala dinner of our long-term partner, De Vere. It was a great opportunity to not only raise vital funds but also to invite key supporters of Willow to thank them for their support
- partnering with PayPal for another year, through their PayPal giving fund. This is a great partnership in terms of raising both money and our profile, helping us to reach new audiences. And we were delighted to be involved again this year

Gifts in wills

We were honoured to benefit from five legacy donations in 2025. Leaving a pecuniary or residual gift in a will allows us to plan for the future and invest in longer-term projects to support people in years to come.

Big Give

In December 2025, we took part in the Big Give Christmas Appeal. All donations received during a one-week period were doubled, thanks to the support of our generous pledger, and our Big Give Champion, The Reed Foundation. We were pleased to exceed our income target and will look to run the appeal again in 2026.

We are grateful to every person who donated to Willow, from small gifts to large gifts and from people who have just discovered us to long-standing supporters. The generosity of the people who give significant philanthropic gifts is humbling.

Strengthening our fundraising team for the future

We restructured our fundraising team to improve collaboration, efficiency and long-term effectiveness.

This included:

- increasing the responsibilities of our Head of Events, moving them to a newly-created Deputy Director of Fundraising and Events role to provide more oversight of fundraising functions
- bringing our flagship and community events together under one team
- streamlining corporate audience sales, sponsorship and partnerships through a new corporate hub
- restructuring our ambassador role to make better strategic use of celebrity and influencer relationships
- moving our individual giving function into the comms team to help us to speak to more people about our work
- recruiting for a placement student to support marketing activity, which was funded by a major donor

These changes were planned to create a more joined-up and resilient fundraising function, which is better equipped to grow income and maximise opportunities over time.

Financial sustainability is not achieved in a single year, it is built deliberately, relationship by relationship, system by system, decision by decision, and we are making important progress on that journey.

Willow events

Willow's events continue to be an important part of our income and supporter engagement.

In 2025, our event highlights included:

- The London Football Awards, which remained a financially successful event despite some challenges around venue atmosphere and guest experience
- The History of Arsenal Goalkeepers event, which significantly outperformed expectations and raised more than £125k
- Continued support from golf, fishing and other established fundraising events
- Strong engagement across community and challenge fundraising
- New for 2025, we were also supported through a partnership from the event, A Night to Remember. This was a boxing event for retired footballers, organised by former goalkeeper, Graham Stack

We also saw encouraging support from fundraisers, community groups and individuals who chose to support Willow in creative and generous ways, often because of a personal connection to the charity.

Willow Shoot

The long running Willow Shoot returned in 2025, at a brand-new venue - Holland & Holland near Northwood. The day brings together key figures from the property world to raise valuable funds for Willow, through a clay shoot. The move enabled us to change the format, with more flushes, making us one of the only charity shoots to be run in this way. It was very successful day, with generous support in the room for the various fundraising activities including raffle & auction.



Willow 10K

The Willow 10K returned to Hatfield House, with over 600 participants taking part in the family fun run, 5K or 10K routes. We were delighted to be joined by David and Frankie Seaman who started the race for our runners. The event is a great way for us to engage the local community, with runners coming from running clubs, schools and workplaces.



Willow on the high street

Our retail operation continued to play a valuable role in both income generation and awareness.

In 2025, Willow operated eight shops, and despite difficult wider trading conditions, they delivered a profit of £144,000, which was 22% above expectations.

This performance reflects the dedication of our shop staff and volunteers, the quality of donated stock and the strength of Willow's boutique-style retail model, which combines sustainability, community value and customer experience. Retail remains an important and increasingly relevant part of Willow's long-term sustainability.





Ten years of Willow charity shops



In 2025, we celebrated ten years since we first had a presence in town centres across Hertfordshire. Willow's charity shops in Welwyn Garden City, Stevenage and Hemel Hempstead all reached their tenth birthdays.

The team at the Welwyn Garden City shop marked a decade of serving the local community with a special celebration.

The shop's co-managers, Steve and Sarah, reflected on the milestone. Steve said, "Wow – I can't believe we've been in Welwyn Garden City for 10 years! It's brilliant being part of the Willow team and seeing how the charity has evolved over the years."

Sarah added, "It makes us so proud to be a part of the history of this shop. Willow has supported so many seriously ill young adults, and knowing that Steve and I play a part in that is lovely."

The 10th anniversary celebration was a chance to thank the local community for their continued support and highlight the difference their contributions make.

Community and challenge fundraising

Our community and challenge income incorporates a variety of areas, including Willow-led mass participation events, those taking on a challenge for Willow and support from local community groups.

We're fortunate that many of the people we have supported, as well as their friends, families and loved ones, choose to fundraise for us as a way of giving back after they've received one of our services.

The income from our local business line was a challenge in 2025 after a couple of potential partnerships didn't come to fruition. However, the support of our general community groups and golf clubs continued to be a great area of income for us.

Our mass participation events, such as the Willow 10K and Williamson's Walk, continued to offer a good way of engaging local and national audiences, helping to grow the base of the pyramid, which is a key strategic objective.

We were also supported by several fundraisers who went above and beyond. This included Fairland Valley Spartans who fundraised for us throughout the year, as we were their Charity of the Year.

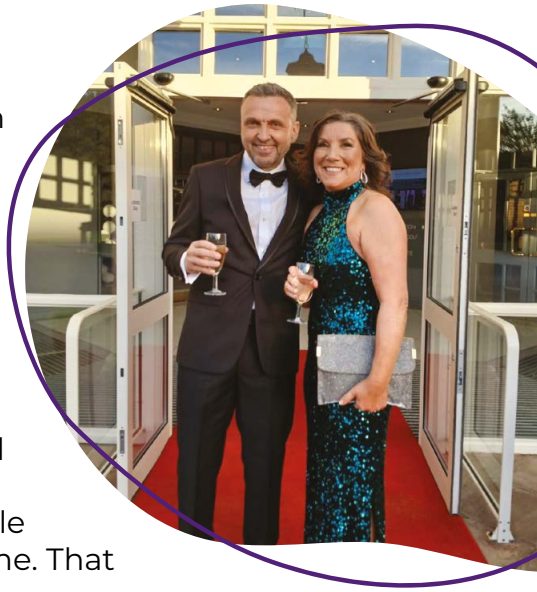
Jan



We were thrilled when Willow beneficiary and supporter, Jan, designed a beautiful Willow-themed garden, which was showcased at Gardeners' World Live at the National Exhibition Centre in Birmingham. The garden not only celebrated Willow but introduced thousands of visitors to the difference our work makes.

Jan said, "I'm so pleased to have had the opportunity to share the work of Willow through this very special garden. As a Willow beneficiary, I know only too well the profound and lasting impact of a Special Day and the precious memories that come with it."

Teresa



Since 2006, Teresa has channelled her passion and determination into hosting an annual fundraising ball in support of Willow.

"I lost my brother to cancer at just 42. After seeing Bob Wilson on television talking about Willow, it touched my heart. Since that time, I have supported the charity through various fundraising events for 20 years and raised over £100,000.

"I find it very rewarding knowing that I have contributed to the creation of experiences which are precious for those affected, and have hopefully brought unforgettable memories back into their lives during such a difficult time. That makes it feel special to be part of the Willow team."

Rachel



Rachel took on a challenge with a difference by rowing non- stop around the UK coast from Plymouth to Abersoch. Her nephew, Louie, inspired the row as he received one of our treat boxes while he was going through treatment for brain cancer.

These are just a small selection of some of the amazing fundraisers who go above and beyond to raise funds and awareness of Willow within their networks.

Our People

A passionate team with a shared purpose



Behind every Special Day or carefully crafted treat box, every event, donation, shop sale and supporter journey, is a team of people making it happen. Our people are central to everything we achieve and are what makes a good experience become an unforgettable one.

Whether working together to plan a complex, time-sensitive Special Day, welcoming a customer into a Willow shop, supporting an event guest or helping a volunteer feel part of the team, Willow's people bring care, flexibility and determination to every part of the charity.

Going the extra mile

One of the defining characteristics of Willow's culture is the willingness of our team to go beyond what is expected to make every experience as personal and meaningful as possible.

That might mean:

- Rearranging plans at short notice – This often happens when a beneficiary's health changes and the need for our services become urgent
- Sourcing a difficult-to-find experience or bespoke item – This includes those personal touches that make every day, break or treat special
- Finding ways to make every donated pound go further – We research partners who can offer gifts-in-kind which means the money which would have been spent on these special items can be spent helping another beneficiary
- Simply bringing warmth and humanity to difficult conversations – our Special Day Coordinators understand the difficult times people are facing, and are trained on having supportive and sensitive conversations with beneficiaries and their loved ones

In 2025, that commitment helped Willow support more young adults than planned, while maintaining the quality and care that defines our work.

Our Willow team grew slightly in 2025, and we ended the year with:

37.6
FTE charity employees

15.6
FTE retail employees

Across the charity, our people remained deeply connected to Willow's purpose.

In our staff and volunteer surveys:

100% agreed they know how their role contributes to what Willow wants to achieve

98% agreed they feel well informed about what is happening at Willow

98% agreed they are proud to work or volunteer with Willow

95% agreed they would recommend Willow as a place to work or volunteer

These results reflect that people understand not only what they do, but why it matters.

Remuneration

The decision regarding pay increases is primarily informed by benchmarking our salaries through participation in the Brightmine Voluntary Sector Salary Survey and, specifically for Retail, in the participation and reporting of the Charity Retail Association.

Our priority is to ensure that salaries are paid at market level rates, and we will first address any salary anomalies where this is not the case. Consideration will then be given to individual performance and position within an employee's pay band. A pay increase for any individual above 10% requires further higher-level approval from the Governance Committee. The pay of the Chief Executive and Leadership Team is also reviewed and approved by the Governance Committee. The same terms and conditions and pension provisions apply to all staff.

Developing and supporting our people

A key focus of our People Plan in 2025 was to continue developing and supporting our staff and volunteers.

Team members accessed a wide range of professional and personal development opportunities, including learning from trusted organisations such as:

- NCVO
- Chartered Institute of Fundraising
- Fundraising Everywhere
- Retail Trust
- Charity Comms

We also invested in coaching and specialist development, including bespoke training for our Special Days team delivered by organisations supporting rare conditions. This helped deepen understanding of the needs and experiences **>>>**

<<< of the young adults we support, and further strengthened our ability to tailor support with care and sensitivity.

Alongside this, our internal wellbeing programme continued to develop. We created a Willow Wellbeing Handbook, dedicated communications, staff feedback routes and annual surveys to ensure our team understand the wellbeing options available to them.

We were pleased to see strong results in relation to psychological safety and inclusion:

Staff

90% agreed they would feel able to raise a personal or wellbeing issue if needed

93% agreed they are comfortable being themselves at work

Volunteers

93.5% agreed they would feel able to raise a personal or wellbeing issue

96% agreed they are comfortable being themselves at Willow

These are encouraging signs of a culture where people feel supported, valued and able to contribute fully.

Our volunteers

36,308 volunteer hours donated across the charity

20% increase in volunteer hours on 2025

£443,320 estimated value of volunteer time

Giving the gift of time

Volunteers are a vital part of Willow's story. We simply couldn't do what we do without them.

They bring energy, kindness, practical support and community spirit to every area of the charity, from our shops and events to service delivery and office support.

In 2025, Willow volunteers donated 36,308 hours of their time, a 20% increase on the previous year.

Using the current National Minimum Wage rate, that time equates to an estimated value of £443,320, or the equivalent of more than 18 full-time employees.

That is a remarkable contribution, and we feel very lucky to be in this position.

But the true value of volunteering at Willow cannot be measured in hours alone. It is found in the care taken to pack a treat box beautifully, the warm welcome at an event, the support offered in a shop, the practical help behind the scenes and the sense of community created around the charity.

Helping to make more Special Days happen

One of the clearest examples of volunteer impact in 2025 came through our Special Treats programme.

Our treat boxes are prepared and packed by a dedicated team of volunteers, supported by two members of staff. Together, they helped send out 709 carefully tailored packages of joy in 2025.
Within the Services team specifically, volunteer hours accounted for 12% of hours compared to paid staff time, up from 4% in 2024.

This growth is significant and reflects the increasing role volunteers are playing in helping Willow scale sustainably.



Opening up volunteering to more people

In 2025, Willow also placed greater focus on growing and diversifying its volunteer community.

This included attending local recruitment fairs, apprenticeship events, inclusive job fairs and local community events

We also engaged:

- young people completing their Duke of Edinburgh Award
- students seeking formal work experience
- jobseekers looking to rebuild confidence and gain practical experience after time away from the workplace

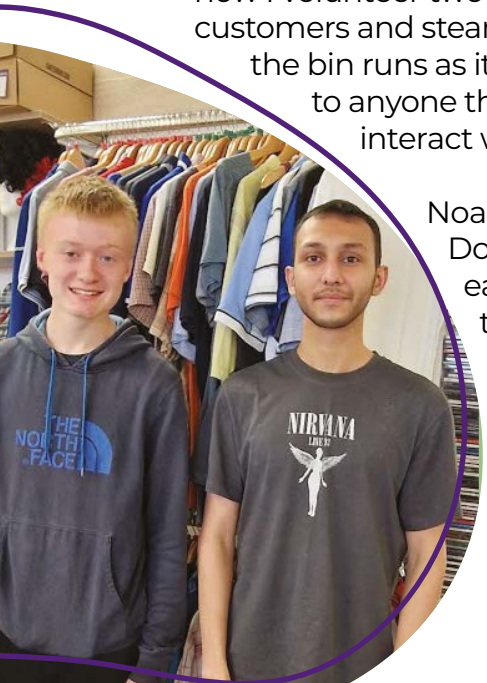
We began working more closely between local Job Centres and our retail teams to offer structured volunteering opportunities that could support employability, confidence and re-entry into work.

Volunteering benefits not only Willow, but society more broadly. It builds skills, creates confidence, combats isolation and strengthens communities.

We are deeply grateful to every Willow volunteer for the time and care they gave in 2025.

Ali and Noah

Eighteen-year-old Ali and 15-year-old Noah became friends through their time spent volunteering at our shop in Hemel Hempstead.



Ali explains, “I heard about the Willow shop in Hemel Hempstead through a friend. I wanted to find a voluntary job because I needed to make up my college hours, and now I volunteer two days a week. An average day in the shop involves interacting with customers and steaming the clothes before they go on display. I especially enjoy doing the bin runs as it gives Noah and I a chance to get to know each other. My advice to anyone thinking about volunteering would be to give it a go. It’s fun, you will interact with people you wouldn’t usually meet and make new friends.”

Noah says, “My mum suggested that I apply to the Willow shop for my DofE volunteering commitment. I work for two hours on a Saturday each week. I enjoy spending time preparing the clothes for sale, tagging, and hanging them tidily and making sure the shop is presentable to give our customers a great shopping experience. Ali and I have become friends, and we enjoy sweeping the shop and doing the bins together, which we often make into a competition to see who can do the tasks fastest. My favourite things about volunteering at Willow are the people and knowing that I have done good in the world.

Kelly

Kelly reached out to our fundraising team in early 2025 to enquire about corporate volunteering opportunities at Willow. Kelly shared with us:

"My family was actually supported by Willow, hence why it'd really be lovely for me to be able to give back. My mum was diagnosed with terminal cancer at the age of 38, she passed after six years, but during that time Willow sent us to Center Parcs. We didn't have much growing up, and because of Mum's illness too we never got to go on holiday, so this trip was a really special memory for all of us and we still reminisce about it as a family all these years later".

Kelly and her family enjoyed their Special Break together nearly 20 years ago. Using her role as a charity ambassador in the bank where Kelly works, she nominated Willow for a grant, which included support from three members of the team through volunteering at a Willow event. Some of the team joined us at Folk by the Oak, and later in 2025 at our annual Willow Ball. We plan to work with the team again on other events in 2026.

Partnerize

A member of the Partnerize team reached out to Willow in late 2025, to enquire about corporate volunteering. Partnerize have a scheme called 'Helping Hands' that encourages employees to take up to a day each year to volunteer at a charity of their choice. The team had seen Willow's support first-hand, as one of their colleagues had a Special Day in early 2025. After sharing details of the different ways the team could get involved, and agreeing a date, the Partnerize team joined us to support in three of our charity shops, as well as in our Head Office, where they helped to prepare, pack and send our Special Treat boxes.

The team thoroughly enjoyed the day and the different experiences. They felt so delighted to be giving back to a cause that meant so much to their colleague.



Looking ahead to 2026

Looking ahead, our focus remains on continuing to grow Willow's reach in a way that is thoughtful, sustainable and centred on need. Like all charities across the UK, we face one of the toughest fundraising environments in recent years. Rising costs, changing donor behaviour and increased competition for charitable giving mean every pound must work harder. We will respond by making difficult decisions, strengthening our fundraising operation and focusing on building more sustainable income for the future.

Our priorities for 2026 include:

Continuing our journey

We hope to maintain the first year of our growth journey, while remaining realistic and responsive to the financial environment.

Deepening support for underrepresented groups

We move into the second year of our Young Men with Cancer project and will have a new focus on financial hardship, helping us reach young adults who may face additional barriers to wellbeing support or whose financial situation has been directly affected by their diagnosis.

Expanding group days

We will build on the success of 2025 group days by creating more opportunities for connection, reduced isolation and shared joy among young adults living with rare and complex conditions.

Strengthening our impact measurement

We will continue to improve how we capture outcomes, feedback and lived experience so that we can better understand and communicate the difference Willow makes, both in the short and longer term.

Growing awareness and long-term support

We will continue to develop Willow's national profile, supporter journeys, partnerships, volunteer programme and ambassador network to help secure the future of the charity.

Our strategic priorities for 2026

Our Leadership Team and Senior Management Team have worked together to create a plan for how we achieve these things.

Growth

- Deliver more than 1,500 experiences to seriously ill young adults
- Build upon our work to support more young men with cancer as we embark on the second year of this project
- Start our new project which aims to support those facing financial hardship whilst living with serious illness. We will target those who are out of work, on low incomes or living in the most deprived areas of the country
- Deliver more group experiences to build social connection, reduce isolation amongst those living with rare diseases and grow connections between beneficiaries and their caregivers

Sustainability

- Develop and increase engagement with our volunteers
- Identify and prioritise sustainable giving opportunities focusing on regular giving, legacies and retail
- Maximise the use of existing resources to improve efficiency

Impact

- Encourage long-term engagement with beneficiaries and their networks
- Showcase Willow across all relevant external platforms to raise awareness of our work
- Continue to evolve our impact measurement process including the implementation of the three-stage survey to capture our impact over a longer time-period
- Assess and evaluate our impact through beneficiary feedback, so we can continue delivering high quality experiences

Income and Expenditure

Income

The charity recorded a net deficit of £202,000 after spending on charitable activities and fundraising during 2025. This was offset by investment gains of £223,000, resulting in an overall increase to reserves of £21,000 for the year.

Total income for 2025 was £4,120,000, an increase of £197,000 (5%) compared with 2024. This growth was driven by higher levels of giving from individuals, trusts and corporate partners, alongside continued expansion of our retail operations.

Income from fundraising events decreased by £104,000 (10%) compared with 2024, primarily because the prior year benefited from an exceptionally successful 25th Anniversary Ball.

Retail shop income increased by £175,000 (19%), reflecting a full year of trading at our Hitchin shop which opened during 2024, as well as growth across our established retail sites.

Expenditure

Expenditure on raising funds increased by £157,000 (7%) compared with the previous year. This included an additional £162,000 (20%) relating to the operation of our retail shops, driven by a full year of costs for Hitchin shop and continued inflationary pressures on underlying costs.

Expenditure on charitable activities rose by £189,000 (11%) as we continued to expand our services. The number of Special Days delivered increased by 15% and 2025 represented the first full year of our expanded Special Treats service following its transition to in-house delivery in 2024. We also invested in further volunteer growth to support this expansion.

Reserves policy

All charities are required to consider how much they need to hold in reserves. The extent depends upon the scale and nature of the charity's activities.

At Willow we hold reserves to ensure that in the event of a downturn in income or substantial fluctuations in cash flow, the charity can continue to meet its commitments to Special Days and Treats and to operate for at least six months. Willow's general fund is currently £1,295,000 which equates to six months >>>

<<< of all costs (excluding the direct spend on charitable activities already covered within the special days reserve). This general fund is therefore in line with the reserves policy.

Willow holds restricted and unrestricted reserve funds. Unrestricted funds are composed of designated funds held for specific purposes and general funds that can be used for any activity in pursuit of the charitable objectives of Willow.

Restricted funds are outstanding balances on funds that have been donated for a specific purpose.

At year-end, Willow held the following levels of reserves:

	Dec-25	Dec-24
Unrestricted funds:		
General funds	1,295,000	1,334,000
Designated funds:		
Fixed Assets Reserve	69,000	88,000
Special Days Reserve	908,000	804,000
Investment Reserve	499,000	502,000
Retail Expansion Reserve	116,000	116,000
Restricted funds	86,000	108,000
Total funds	**2,973,000**	**2,952,000**

Our designated reserves at the end of the year totalled £1,592,000 (2024 £1,510,000). They are made up of:

- **Fixed Assets Reserve** - this reserve allows for the depreciation of fixed assets and is equal to the book value of the fixed assets in the charity.
- **Special Days Reserve** - a reserve to cover the costs of fulfilling applications for Special Days and Treats where the applications have already been received and the service will be delivered in the next financial year. This is set at six months of our direct spend on charitable activities. Our 2025 direct spend on charitable activities was £1,816,000 and therefore £908,000 reflects six months of costs.
- **Investment Reserve** - represents 20% of our investment portfolio and allows for fluctuations in the market value of investments.
- **Retail Expansion Reserve** – represents the cash required to expand the charity shop retail chain from the current 8 shops to 10 shops which is planned to happen over the next year.

Our general reserve is the balance of unrestricted funds; at year-end it represented six months of total expenditure (excluding the direct spend on charitable activities already covered within the special days reserve).

Investments

Willow's governing document permits the trustees to invest the assets of the charity. These investments give assurance that Willow can continue to effectively operate in the short term in the event of a downturn in income.

The Finance & Audit Committee review investment performance quarterly and meet with the Investment Manager, Quilter Cheviot Investment Management, every 3 months to review investment strategy. Willow keeps investments for the medium to long term with the majority of our assets invested in the Quilter Cheviot Global Income & Growth Fund for Charities which targets an annualized total return of 3.5% above the UK Consumer Prices Index (CPI) over a rolling five-year period. The fund combines long term capital appreciation with an annual income yield of approximately 3%.

The Manager operates within an agreed asset allocation and guidelines on the size of individual holdings.

As a charity concerned with seriously ill young people, investment in manufacturers of tobacco is expressly prohibited.

Our investments were valued at £2,496,000 on 31 December 2025 (£2,507,000 on 31 December 2024). This was after a cash draw down in the year of £285k.

Principal risks and uncertainties

Identifying and managing the possible and probable risks that a charity may face over its working life is a key part of effective governance.

In managing risk, trustees aim to ensure that significant risks are known and monitored, to enable informed decisions to be made and timely action to be taken.

It also means that trustees can make the most of opportunities and develop them with the confidence that any risks will be managed.

How we manage risk

Risks are identified and given ratings from low to high according to the likelihood of their occurrence and their impact should they occur.

The Senior Management team regularly reviews all existing risks on the register as well as emerging risks and actions to mitigate risks.

The key risks are reviewed twice a year by the trustees.

The trustees are satisfied that key risks have been identified; that there is sufficient internal accountability and control and that mitigating actions have been identified for each risk. >>>

<<< Risks rated high in probability of occurrence and impact, as at December 2025:

1. Donors are supporting the Life President, rather than Willow's cause, and will withdraw support once the Life President is less active.

2. Loss on investments.

3. Loss of a major donor.

What we do to manage these risks

1. Fundraising and communications strategy based on building support for our cause.

2. Introduction of Honorary President roles, income diversification and regular CEO review.

3. Funds managed by professional investment managers, working within risk profile specified by the Finance & Audit Committee.

4. Quarterly review with Investment Manager and designated reserve held against investment loss.

5. Careful and active stewardship of existing major donors, ensuring limited reliance on the individual steward.

6. Increased numbers of philanthropic and transactional partners.

Governance

Legal Structure and purpose

Willow is a charitable company limited by guarantee (registered number 5207070) and a registered charity in England and Wales (charity number 1106746) and Scotland (charity number SC045811).

The charity's purpose is set out in its Memorandum and Articles of Association which were adopted on 9 August 2004 and amended on 28 February 2013, 12 January 2015 and 3 February 2023. On 1 January 2005, the assets and activities of the Willow Foundation, a charity established in 1999 and constituted by trust deed, were transferred to this charity. The charity currently has one wholly-owned subsidiary trading company, Willow Events Limited, which was dormant during 2025.

The object of Willow is to enhance the quality of life for seriously ill or handicapped young people aged 16 to 40 years old throughout the UK.

Governance

The Trustees are committed to good governance. Willow has a Governance Committee in place which is charged with ensuring high standards of governance. The Committee meets twice a year and reviews terms of office, pay proposals, Chair and Trustee succession planning, policies and the Governance Manual. Willow has a Governance Committee in place who are charged with ensuring high standards of governance. The Committee meets twice a year and reviews terms of office, pay proposals, Chair and Trustee succession planning, policies and the Governance Manual.

Public benefit

The trustees have taken account of the Charity Commission's general guidance on public benefit when reviewing the charity's aims, objectives and planning.

Subsidiary undertaking

Willow owns 100% of the shares in Willow Events Limited, a company established in 2005 (company no. 5352056) to undertake commercial activity of benefit to the charity. Willow Events Limited was dormant during 2025 and, should it start trading again then any future profits would be donated to the charity.

Board of Trustees

The Board of Trustees is legally responsible for directing the affairs of the charity. Trustees are the directors of the company and serve for renewable terms of three years.

The Board comprised ten trustees as at 31 December 2025. Trustees have a wide range of skills and experience appropriate to the governance of the activities of Willow.

The Board meets at least four times each year to regularly review and direct Willow's strategy, budget and performance. The day-to-day management of the charity is currently delegated by the Board of Trustees to the Executive Team. Specific responsibilities are also delegated to various committees described below.

From time to time the Board reviews the skills of the Trustees against the skills required to direct the affairs of the charity. Where skill gaps are identified, succession and recruitment plans are developed and implemented. The Board of Trustees appoints all new trustees and committee members through a variety of recruitment methods including formal search and word of mouth.

An induction programme is offered to all new trustees and further updates and training are provided as required. This includes meetings with the Chairman, members of the Executive Team and where possible a Special Day beneficiary.

The Committees

All Willow Committees meet at least two times a year and minutes of their meetings are presented to the Board of Trustees by the Chair of each Committee.

The Finance & Audit Committee reviews the charity's annual financial statements, audit matters, investment performance and internal financial controls.

The Retail Committee advises on the charity's shops, the Governance Committee advises on effective governance and Trustee Board membership and the Growth and Strategy Committee focuses on developing income growth through collaboration, ideas and support.

Fundraising

Willow uses a diverse range of fundraising activities to raise vital funds towards the delivery of our service. Our Board of Trustees and Leadership Team are committed to building trust with our supporters.

We are registered with the Fundraising Regulator and signed up to the Fundraising Preference Service. We did not use any professional fundraisers or commercial participators during 2025, other than to seek sponsorship for the London Football Awards. We monitor fundraisers and volunteers in all aspects of their fundraising and in line with the Code of Fundraising Practice and we provide materials and support to fundraisers and review and provide feedback on performance.

We endeavour to adhere to all codes and best practices set out by the codes and the General Data Protection Regulations.

Our quality assurance also includes regular reviews of complaints and other feedback, as well as regular audits and mystery shopping. In 2025 we recorded and responded to two complaints.

We are particularly aware of the need to protect vulnerable individuals in any fundraising we undertake and have a Safeguarding Children and Vulnerable Adults policy in place which has been approved by the Board of Trustees.

Going Concern Statement

The Trustees have reviewed the accounts as well as the charity activities, budgets and plans for 2026 and 2027, reserves positions up to the date of signing off these accounts and the group risk register.

The Trustees have reasonable expectation that Willow will remain a going concern for the foreseeable future which is determined to be at least 12 months from the signature date of these accounts.

Auditors

In accordance with Section 489 of the Companies Act 2006, a resolution proposing that Sayer Vincent LLP be reappointed as auditor of the charity was put to the Board of Trustees on 3 September 2026.

Statement of responsibilities of the trustees

The trustees (who are also directors of Willow for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company or group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number **>>>**

<<< of such guarantees at 31 December 2025 was 10 (2024: 11). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity. All trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in note 8 to the accounts.

The trustees' annual report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime. Approved by the Board of Trustees on 3 September 2026 and signed on its behalf by:

Richard King
Chair of Trustees
Willow Foundation

Independent Auditor's Report to the Members of Willow Foundation

Opinion

We have audited the financial statements of Willow Foundation (the 'charitable company') for the year ended 31 December 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 December 2025 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other Information

The other information comprises the information included in the trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- The trustees' annual report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

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

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management and the audit and risk committee, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
- Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
- The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience. **>>>**

>>>

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.

- We reviewed any reports made to regulators.

- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.

- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.

- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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

Joanna Pittman (Senior statutory auditor)
11 September 2026
for and on behalf of Sayer Vincent LLP, Statutory Auditor
110 Golden Lane, LONDON, EC1Y 0TG

Willow Foundation Statutory accounts

For the year ended 31 December 2025

Willow Foundation

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 December 2025

	Note	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Income from:					
Donations and legacies	3	1,353,219	655,072	**2,008,291**	1,886,412
Fundraising events	4	919,036	-	**919,036**	1,023,062
Retail shops	4	1,106,742	-	**1,106,742**	932,110
Other trading activities	4	20,835	-	**20,835**	18,138
Investments	5	65,222	-	**65,222**	63,830
Total income		**3,465,054**	**655,072**	**4,120,126**	3,923,552
Expenditure on:					
Raising funds	6				
Donations and legacies		639,361	-	**639,361**	612,888
Fundraising events		750,710	-	**750,710**	784,678
Retail shops		962,454	-	**962,454**	800,257
Other trading & investments		11,081	-	**11,081**	8,428
Charitable activities:	6				
Provision for seriously ill young adults		1,281,414	677,062	**1,958,476**	1,769,640
Total expenditure		**3,645,020**	**677,062**	**4,322,082**	3,975,891
Net income / (expenditure) before net gains on investments		(179,966)	(21,990)	**(201,956)**	(52,339)
Net gains / (losses) on investments	13	222,575	-	**222,575**	245,664
Net income / (expenditure) before other recognised gains and losses		42,609	(21,990)	**20,619**	193,325
Gains / (losses) on sale of fixed assets		-	-	**-**	-
Net movement in funds		42,609	(21,990)	**20,619**	193,325
Reconciliation of funds:					
Total funds brought forward		2,844,194	107,792	**2,951,986**	2,758,661
Total funds carried forward		2,886,803	85,802	**2,972,605**	2,951,986

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 20 to the financial statements.

Willow Foundation

Balance sheet

Company no. 5207070

As at 31 December 2025

	Note	£	2025 £	£	2024 £
Fixed assets:					
Tangible assets	12		**68,366**		88,279
Investments	13		**2,496,160**		2,507,469
			2,564,526		2,595,748
Current assets:					
Stock	14	**4,512**		3,743	
Debtors	15	**508,184**		559,768	
Cash at bank and in hand		**177,053**		175,766	
		689,749		739,277	
Creditors: amounts falling due within one year	16	**281,670**		383,039	
Net current assets			**408,079**		356,238
Total assets less current liabilities			**2,972,605**		2,951,986
Total net assets			**2,972,605**		2,951,986
Funds:	20a				
Restricted income funds			**85,802**		107,792
Unrestricted income funds:					
Designated funds		**1,591,598**		1,509,773	
General funds		**1,295,205**		1,334,421	
Total unrestricted funds			**2,886,803**		2,844,194
Total charity funds			**2,972,605**		2,951,986

Approved by the trustees on 3 September 2026 and signed on their behalf by

Richard King, Chair of Trustees

Willow Foundation

Statement of cash flows

For the year ended 31 December 2025

	Note	£	2025 £	£	2024 £
Cash flows from operating activities					
Net cash provided by / (used in) operating activities	21		**(280,724)**		(234,010)
Cash flows from investing activities:					
Dividends, interest and rents from investments		**65,222**		63,830	
Proceeds from the sale of fixed assets		**-**		-	
Purchase of fixed assets		**(17,095)**		(36,875)	
Proceeds from sale of investments		**2,791,224**		398,692	
Purchase of investments		**(2,632,279)**		(257,946)	
(Increase)/decrease in cash in investment portfolio		**74,939**		(7,687)	
Net cash provided by investing activities			**282,011**		160,014
Change in cash and cash equivalents in the year			**1,287**		(73,996)
Cash and cash equivalents at the beginning of the year			**175,766**		249,762
Cash and cash equivalents at the end of the year			**177,053**		175,766

1 Accounting policies

a) Statutory information

Willow Foundation is a charitable company limited by guarantee and is incorporated in the UK. The registered office address is Gate House, Fretherne Road, Welwyn Garden City AL8 6NS.

b) Basis of preparation

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

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

c) Public benefit entity

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

d) Going concern

The financial statements have been prepared on the basis that Willow Foundation has adequate resources to continue in operational existence for the foreseeable future (going concern basis), with assets and liabilities recognised as they will be realised and discharged in the normal course of business. The going concern basis is appropriate because:

Charity shop sales are strong and the charity plans to open at least one new shop in 2026. Fundraising income is budgeted to increase during 2026;

A significant proportion of expenditure is discretionary;

The unrestricted general reserve remains above target level;

The charity has a high level of valuable assets including its investment portfolio;

The cash position is positive.

Management have undertaken detailed forecasting and sensitivity analysis to December 2026 and the trustees have considered uncertainties and liquidity risks. The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

1 Accounting policies (continued)

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and the amount can be measured reliably.

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

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

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

f) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so please refer to the trustees' annual report for more information about their contribution.

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

g) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

h) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes without any more specific purpose being laid down by the donor.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

1 Accounting policies (continued)

i) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

Costs of raising funds relate to the costs incurred by the charitable company in inducing third parties to make voluntary contributions to it, as well as the cost of any activities within the charitable company and its subsidiaries with a fundraising purpose. It includes allocated support costs.

Expenditure on charitable activities includes the costs of delivering and promoting services undertaken to further the purposes of the charity and their associated support costs.

Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

j) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of governance and support, including staff costs within these functions, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity and is reviewed each year.

Charitable activity - provision for seriously ill young adults	58%
Cost of raising funds	42%

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure. Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

k) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

l) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £1,000. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Land and buildings	50 years
Leasehold improvements	term of lease
Fixtures and fittings	4 years
Furniture, equipment and software	3 years

1 Accounting policies (continued)

m) Listed investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. Any change in fair value will be recognised in the statement of financial activities and any excess of fair value over the historic cost of the investments will be shown as a fair value reserve in the balance sheet. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading "Net gains/(losses) on investments" in the statement of financial activities. The charity does not acquire put options, derivatives or other complex financial instruments.

n) Stocks

Purchased stocks are stated at the lower of cost and net realisable value. In general, cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks. Donated items of stock, held for distribution or resale, are not included in the financial statements until they are sold or distributed.

o) Debtors

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

p) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held by our investment managers for re-investment, which are included in the value of investments.

q) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due. With the exception of the listed investments described above, the charity only has financial liabilities of a kind that qualify as basic financial instruments and are initially recognised at transaction value and subsequently measured at their settlement value.

r) Basic financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

s) Pensions

The charity's policy is to operate a group personal pension scheme compliant with auto-enrolment requirements and to contribute a maximum of 5% of the employee's gross salary to this scheme or to another defined contribution personal pension scheme of choice as long as the employee matches the employer contribution. The assets of the schemes are held separately from those of the charity in independently administered funds.

t) Dormant trading subsidiary

The charity is the sole member of Willow Events Limited, a company incorporated in England and Wales. The company remained dormant throughout the financial year. No consolidated financial statements have been prepared on the grounds that the subsidiary is immaterial to the group.

2 Detailed comparatives for the statement of financial activities

	Unrestricted £	Restricted £	2024 Total £
Income from:			
Donations and legacies	1,302,565	583,847	1,886,412
Fundraising events	1,023,062	-	1,023,062
Retail shop sales	932,110	-	932,110
Other trading activities	18,138	-	18,138
Investments	63,830	-	63,830
Total income	3,339,705	583,847	3,923,552
Expenditure on:			
Raising funds			
Donations and legacies	612,888	-	612,888
Fundraising events	784,678	-	784,678
Retail shops	800,257	-	800,257
Other trading & investments	8,428	-	8,428
Charitable activities			
Provision for seriously ill young adults	1,172,501	597,139	1,769,640
Total expenditure	3,378,752	597,139	3,975,891
Net income before losses on investments	(39,047)	(13,292)	(52,339)
Net gains / (losses) on investments	245,664	-	245,664
Net income / (expenditure) before other recognised gains and losses	206,617	(13,292)	193,325
Gains / (losses) on sale of fixed assets	-	-	-
Net movement in funds	206,617	(13,292)	193,325
Reconciliation of funds:			
Total funds brought forward	2,637,577	121,084	2,758,661
Total funds carried forward	2,844,194	107,792	2,951,986

3 Income from donations and legacies

	Unrestricted £	Restricted £	**2025 Total £**	Unrestricted £	Restricted £	2024 Total £
Gifts	1,234,148	413,159	**1,647,307**	961,497	403,648	1,365,145
Government funding	-	-	**-**	-	-	-
Legacies	119,071	-	**119,071**	341,068	-	341,068
Donated services	-	241,913	**241,913**	-	180,199	180,199
	1,353,219	655,072	**2,008,291**	1,302,565	583,847	1,886,412

4 Income from other trading activities

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Fundraising events						
Trading income	899,584	-	**899,584**	996,956	-	996,956
Donations & gift aid generated by events	19,452	-	**19,452**	26,106	-	26,106
Retail shops						
Trading income	750,834	-	**750,834**	640,425	-	640,425
Donations & gift aid from Retail Gift Aid	355,908	-	**355,908**	291,685	-	291,685
Sale of merchandise	5,700	-	**5,700**	2,544	-	2,544
Raffles and other trading	15,135	-	**15,135**	15,594	-	15,594
	2,046,613	-	**2,046,613**	1,973,310	-	1,973,310

5 Income from investments

	Unrestricted £	Restricted £	2025 Total £	Unrestricted £	Restricted £	2024 Total £
Investment portfolio	62,042	-	**62,042**	60,676	-	60,676
Bank interest	3,180	-	**3,180**	3,154	-	3,154
	65,222	-	**65,222**	63,830	-	63,830

6a Analysis of expenditure (current year)

	Raising funds: Non-events & non-retail £	Raising funds: Events £	Raising funds: Retail £	Raising funds: Other trading & investments £	Charitable activities £	Governance costs £	Support costs £	**2025 Total £**	2024 Total £
Staff costs (Note 8)	442,789	218,032	596,961	-	941,033	10,226	30,989	**2,240,030**	2,003,767
Direct beneficiary expenditure	-	-	-	-	800,985	-	-	**800,985**	726,527
Costs of fundraising	127,545	-	-	-	-	-	-	**127,545**	128,806
Fundraising events	-	498,164	-	-	-	-	-	**498,164**	529,395
Merchandising and raffles	-	-	-	3,861	-	-	-	**3,861**	4,400
Running retail shops	-	-	365,493	-	-	-	-	**365,493**	312,538
Investment management	-	-	-	7,220	-	-	-	**7,220**	4,028
Audit and accountancy	-	-	-	-	-	15,720	-	**15,720**	15,120
Other governance costs	-	-	-	-	-	6,087	-	**6,087**	7,718
Communications	-	-	-	-	-	-	33,608	**33,608**	35,978
Premises, facilities & IT	-	-	-	-	73,472	-	123,109	**196,581**	188,467
General management & HR	-	-	-	-	-	-	21,863	**21,863**	14,282
Financial administration	-	-	-	-	-	-	4,925	**4,925**	4,865
	570,334	716,196	962,454	11,081	1,815,490	32,033	214,494	**4,322,082**	3,975,891
Support costs	60,058	30,029	-	-	124,407	-	(214,494)	**-**	-
Governance costs	8,969	4,485	-	-	18,579	(32,033)	-	**-**	-
Total expenditure 2025	**639,361**	**750,710**	**962,454**	**11,081**	**1,958,476**	**-**	**-**	**4,322,082**	3,975,891
Total expenditure 2024	612,888	784,678	800,257	8,428	1,769,640	-	-		3,975,891

6b Analysis of expenditure (prior year)

	Raising funds: Non-events & non-retail £	Raising funds: Events £	Raising funds: Retail £	Raising funds: Other trading & investments £	Charitable activities £	Governance costs £	Support costs £	2024 Total £
Staff costs (Note 8)	409,161	213,660	487,719	-	853,746	9,803	29,678	**2,003,767**
Direct beneficiary expenditure	-	-	-	-	726,527	-	-	**726,527**
Costs of fundraising	128,806	-	-	-	-	-	-	**128,806**
Fundraising events	-	529,395	-	-	-	-	-	**529,395**
Merchandising and raffles	-	-	-	4,400	-	-	-	**4,400**
Running retail shops	-	-	312,538	-	-	-	-	**312,538**
Investment management	-	-	-	4,028	-	-	-	**4,028**
Audit and accountancy	-	-	-	-	-	15,120		**15,120**
Other governance costs	-	-	-	-	-	7,718		**7,718**
Communications	-	-	-	-	-		35,978	**35,978**
Premises, facilities & IT	-	-	-	-	28,425		160,042	**188,467**
General management & HR	-	-	-	-	-		14,282	**14,282**
Financial administration	-	-	-	-	-		4,865	**4,865**
	537,967	743,055	800,257	8,428	1,608,698	32,641	244,845	**3,975,891**
Support costs	66,108	36,727	-	-	142,010	-	(244,845)	**-**
Governance costs	8,813	4,896	-	-	18,932	(32,641)		**-**
Total expenditure 2024	**612,888**	**784,678**	**800,257**	**8,428**	**1,769,640**	**-**	**-**	**3,975,891**

7 Net incoming resources for the year

This is stated after charging / crediting:

	2025 £	2024 £
Depreciation	**37,008**	32,154
Profit / (loss) on disposal of fixed assets	**-**	-
Operating lease rentals: Property	**252,509**	221,422
Operating lease rentals: Vehicles	**3,457**	2,798
Auditors' remuneration (excluding VAT):		
Audit	**13,100**	12,600
Other services	**1,350**	1,300

8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2025 £	2024 £
Salaries and wages	**1,839,554**	1,679,198
Social security costs	**199,581**	157,509
Employer's contribution to defined contribution pension schemes	**191,078**	158,645
Other forms of employee benefits	**9,817**	8,415
	2,240,030	2,003,767

The following number of employees received employee benefits (excluding employer pension costs) during the year between:

	2025 No.	2024 No.
£60,000 - £69,999	**2**	1
£90,000 - £99,999	**-**	-
£100,000 - £109,999	**1**	1

The total employee benefits including NI and pension contributions of the key management personnel were £267,182 between 3 senior staff (2024: £254,730 between 3 senior staff).

The charity trustees were not paid nor received any other benefits from employment with the charity in the year (2024: £nil). No charity trustee received payment for professional or other services supplied to the charity (2024: £nil).

Trustees' expenses representing the payment or reimbursement of travel and subsistence costs are potentially payable but none were claimed in 2025 (2024: £Nil).

9 Staff numbers

The average number of employees during the year was as follows:

	2025 No.	2024 No.
Full-time equivalent staff numbers		
Raising funds - voluntary income	**9.4**	9.1
Raising funds - fundraising events	**4.5**	5.0
Raising funds - retail shops	**17.5**	16.1
Charitable activity: Provision for seriously ill young adults	**19.4**	19.2
Support	**0.6**	0.6
Governance	**0.1**	0.1
	51.5	50.1
Headcount		
Full-time staff	**28**	27
Part-time staff	**33**	33
	61	60

10 Related party transactions

There are no donations from related parties outside the normal course of business and no restricted donations from related parties for this financial year.

11 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

No UK corporation tax was payable in 2025 (2024: £nil).

12 Tangible fixed assets

	Leasehold improvements £	Fixtures & fittings £	Equipment, furniture & software £	**Total £**
Cost				
At the start of the year	227,940	54,672	190,097	**472,709**
Additions in year	-	12,626	4,469	**17,095**
Disposals in year	-	-	(4,320)	**(4,320)**
At the end of the year	227,940	67,298	190,246	**485,484**
Depreciation				
At the start of the year	183,077	39,082	162,271	**384,430**
Charge for the year	11,509	6,536	18,963	**37,008**
Eliminated on disposal	-	-	(4,320)	**(4,320)**
At the end of the year	194,586	45,618	176,914	**417,118**
Net book value				
At the end of the year	33,354	21,680	13,332	**68,366**
At the start of the year	44,863	15,590	27,826	88,279

All of the above assets are used for charitable purposes.

13 Listed investments

	2025 £	2024 £
Fair value at the start of the year	**2,420,005**	2,315,087
Additions at cost	**2,632,279**	257,946
Disposal proceeds	**(2,791,224)**	(398,692)
Net gain on change in fair value	**222,575**	245,664
Fair value at the end of the year	**2,483,635**	2,420,005
Cash held by investment broker pending reinvestment	**12,525**	87,464
Fair value at the end of the year including cash	**2,496,160**	2,507,469

Investments comprise:

	2025 £	2024 £
Equity shares listed in the UK	**-**	453,952
Equity shares listed in mainland Europe	**-**	125,612
Equity shares listed in the USA	**-**	770,561
Equity shares listed in Japan & Asia	**-**	127,369
Equity shares Global	**2,076,205**	69,700
UK bonds	**277,979**	444,270
Alternative Investments	**12,488**	248,735
Global bonds	**-**	65,152
Emerging markets	**-**	114,654
Cash Products	**116,963**	-
Cash	**12,525**	87,464
	2,496,160	2,507,469

14 Stock

	2025 £	2024 £
Finished goods	**4,512**	3,743
	4,512	3,743

15 Debtors

	2025 £	2024 £
Trade debtors	**52,183**	137,412
Other debtors	**15,410**	5,082
Prepayments	**322,141**	277,947
Accrued income	**118,450**	139,327
	508,184	559,768

16 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	**85,335**	82,287
Taxation and social security	**26,767**	28,393
Other creditors	**32,050**	20,986
Accruals	**64,768**	118,423
Deferred income	**72,750**	132,950
	281,670	383,039

17 Deferred income

Deferred income comprises proceeds from tickets sold for fundraising events due to take place the following year.

	2025 £	2024 £
Balance at the beginning of the year	**132,950**	81,674
Amount released to income in the year	**(132,950)**	(81,674)
Amount deferred in the year	**72,750**	132,950
Balance at the end of the year	**72,750**	132,950

18 Pension scheme

Willow Foundation operates a group personal pension scheme compliant with auto-enrolment requirements, provided by Royal London Mutual Insurance Society Ltd. The charity contributes a maximum of 5% of the employee's gross salary to this scheme or to another defined contribution personal pension scheme of choice. The employee must at least match the employer contribution. The assets of the schemes are held separately from those of the charity in independently administered funds.

The pension cost of these schemes during the year was £191,078 (2024: £158,645). At 31 December 2025 £22,080 in contributions was outstanding (2024: £18,352).

19a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	**Total funds £**
Tangible fixed assets		68,366	-	68,366
Investments	972,928	1,523,232	-	2,496,160
Net current assets	322,277	-	85,802	408,079
Net assets at 31 December 2025	**1,295,205**	**1,591,598**	**85,802**	**2,972,605**

19b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	**Total funds £**
Tangible fixed assets	-	88,279	-	88,279
Investments	1,085,975	1,421,494	-	2,507,469
Net current assets	248,446	-	107,792	356,238
Net assets at 31 December 2024	1,334,421	1,509,773	107,792	2,951,986

20a Movements in funds (current year)

	At 1 January 2025 £	Income & gains £	Expenditure & losses £	Transfers £	**At 31 December 2025 £**
Restricted funds:					
Specific beneficiaries	-	241,913	(241,913)	-	**-**
Special Days - specific illness	129	2,018	(1,800)	-	**347**
Special Days - specific areas	2,000	-	-	-	**2,000**
Special Treats - specific areas	1,400	-	(1,400)	-	**-**
Special Treats - general	6,098	992	(7,090)	-	**-**
Charitable Service - specific illness	60,000	75,922	(75,922)	-	**60,000**
Charitable Service - rare diseases	-	101,006	(101,006)	-	**-**
Charitable Service - specific areas	38,165	131,621	(147,681)	-	**22,105**
Charitable Service - combination of specific illness and / or areas and / or age	-	101,600	(100,250)	-	**1,350**
Total restricted funds	107,792	655,072	(677,062)	-	**85,802**
Unrestricted funds:					
Designated funds:					
Fixed Assets Reserve	88,279	-	-	(19,913)	**68,366**
Special Days Reserve	804,000	-	-	104,000	**908,000**
Investment Reserve	501,494	-	-	(2,262)	**499,232**
Retail Expansion Reserve	116,000	-	-	-	**116,000**
Total designated funds	1,509,773	-	-	81,825	**1,591,598**
General funds	1,334,421	3,687,629	(3,645,020)	(81,825)	**1,295,205**
Total unrestricted funds	2,844,194	3,687,629	(3,645,020)	-	**2,886,803**
Total funds	2,951,986	4,342,701	(4,322,082)	-	**2,972,605**

The narrative to explain the purpose of each fund is given at the foot of the note below.

20b Movements in funds (prior year)

	At 1 January 2024 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 December 2024 £
Restricted funds:					
Specific beneficiaries	-	180,199	(180,199)	-	**-**
Special Days - specific illness	129	1,000	(1,000)	-	**129**
Special Days - specific areas	2,000	-	-	-	**2,000**
Special Days - specific age	-	1,000	(1,000)	-	**-**
Special Days -combination of specific illness and / or areas and / or age	-	107,500	(107,500)	-	**-**
Special Treats - specific areas	-	2,000	(600)	-	**1,400**
Special Treats - general	-	6,098	-	-	**6,098**
Charitable Service - specific illness	54,100	140,450	(134,550)	-	**60,000**
Charitable Service - rare diseases	22,895	-	(22,895)	-	**-**
Charitable Service - specific areas	41,235	143,300	(146,370)	-	**38,165**
Charitable service- wheelchair users	725	-	(725)	-	**-**
Charitable Service - combination of specific illness and / or areas and / or age	-	2,300	(2,300)	-	**-**
Total restricted funds	121,084	583,847	(597,139)	-	**107,792**
Unrestricted funds:					
Designated funds:					
Fixed Assets Reserve	83,558	-	-	4,721	**88,279**
Special Days Reserve	674,000	-	-	130,000	**804,000**
Investment Reserve	478,973	-	-	22,521	**501,494**
Retail Expansion Reserve	174,000	-	-	(58,000)	**116,000**
Total designated funds	1,410,531	-	-	99,242	**1,509,773**
General funds	1,227,046	3,585,369	(3,378,752)	(99,242)	**1,334,421**
Total unrestricted funds	2,637,577	3,585,369	(3,378,752)	-	**2,844,194**
Total funds	2,758,661	4,169,216	(3,975,891)	-	**2,951,986**

Purposes of restricted funds

The 'Specific Beneficiaries' restricted fund relates to discounts and gifts in kind which are given for a specific beneficiary's Special Day or Special Treat or else grants made specifically for certain beneficiaries.

The next Special Days, Special Treats and Charitable Service restricted funds listed are all funds given for charitable activities of a particular kind. Some donors restricted the activity to certain types of Special Day only, to Special Days only and some to Special Treats only whereas some restricted it to any service provided to the beneficiaries. Within these categories, donors have chosen to restrict to benefit people from a particular geographical area, a particular age group or suffering a particular type of illness - or some combination of these factors.

Purposes of designated funds

The Fixed Assets Reserve represents the net book value of the leasehold improvements in the building occupied by the charity or its subsidiaries and the furniture, software and equipment owned by the group. Funds tied up in these assets are not available for spending on special days.

The Special Days Reserve represents the costs of fulfilling applications for Special Days and Treats where the applications have already been received and the service will be delivered in the next financial year. This is set at 6 months of our direct spend on charitable activities.

The Investment Reserve is an ongoing fund to protect the operations of the charity from downward fluctuations in investment markets. Net investment gains are added to this fund in subsequent years subject to a maximum of 20% of the value of the investment portfolio.

The Retail Expansion Reserve represents the cash required to expand the charity shop retail chain from the 5 shops at the end of 2022 up to 10 shops. Two shops were opened during 2023, one shop was opened during 2024 and the trustees intend that the other 2 shops will open over 2026 to 2027.

Transfers have been made between the general fund and designated funds in order to achieve the required levels in the designated funds.

21 Reconciliation of net income to net cash flow from operating activities

	2025 £	2024 £
Net income for the reporting period (as per the statement of financial activities)	**20,619**	193,325
Depreciation charges	**37,008**	32,154
(Gains)/losses on investments	**(222,575)**	(245,664)
Dividends, interest and rent from investments	**(65,222)**	(63,830)
(Profit)/loss on the disposal of fixed assets	**-**	-
(Increase)/decrease in stocks	**(769)**	825
(Increase)/decrease in debtors	**51,584**	(183,043)
Increase/(decrease) in creditors	**(101,369)**	32,223
Net cash provided by / (used in) operating activities	**(280,724)**	(234,010)

22 Operating lease commitments

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

	Vehicles		Property	
	2025	2024	**2025**	2024
	£	£	**£**	£
Less than one year	**4,589**	2,099	**254,077**	183,358
One to five years	**17,210**	-	**689,342**	519,642
Over five years	**-**	-	**-**	20,609
	21,799	2,099	**943,419**	723,609

23 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.

Charity information

Life President
Bob Wilson OBE

Ambassadors
Natasha Kaplinsky OBE
Pat Jennings CBE
Mary Nightingale
Theo Walcott
Jim Rosenthal
Linda Lusardi
Sam Kane
Lee Dixon
Gary Mabbutt MBE
Simon McCoy
Ian Poulter
Gary Lewin
Ian Wright OBE
Ossie Ardiles
Katie Swan
Alfie Boe OBE
Leah Williamson CBE
Mica Paris MBE
Daniel Field
Alex Newman
Tom Rosenthal
Aaron Ramsdale
Petr Cech – appointed February 2025

Honorary Presidents
David Seaman MBE
Frankie Seaman (formerly Poultney)

Trustees
Richard King – Chair
Nicholas Aldridge – resigned 4 December 2025
Elena Ciallie – resigned 19 June 2026
Rachel Jones – resigned 21 March 2025
James Newman
Paul Phedon
Martin Ryan
Sangita Shah
Vanessa Steel
Glyn Taylor
David Waddington CBE
Jack Wrigglesworth – appointed 31 October 2025

Committee Members
Maurice Gammell
Graham Nicholas

Senior Management
Jonathan Aves – Chief Executive
Claire Kermode – Company Secretary, Director of Finance, Resources and Retail
Dominic Heath – Special Days Director

Principal address and registered office
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Auditors
Sayer Vincent LLP, 110 Golden Lane, London EC1Y 0TG

Solicitors
Pellys Solicitors Ltd, 18 The Causeway, Bishops Stortford CM23 2EJ

Principal banker
NatWest Bank, 2nd floor Argyll House, 246 Regent Street, London W1P 3PB

Investment managers
Quilter Cheviot Investment Management, Senator House, 85 Queen Victoria Street, London, EC4V 4AB.

willow

special days for seriously ill young adults

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Willow Foundation is a registered charity in England and Wales No. 1106746 and a registered charity in Scotland No. SC045811. It is also a company limited by guarantee No. 520707