

KFC FOUNDATION

REPORT & FINANCIAL STATEMENTS

PERIOD ENDED

24th DECEMBER 2023

KFC FOUNDATION

Contents

Period from 26 December 2022 to 24 December 2023

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KFC FOUNDATION

Officers and Professional Advisors

Period from 26 December 2022 to 24 December 2023

Legal & Foundation Information

| | |
|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Trustees | Daniel Mark Carr Simon Coates Jonathan Davies James Fletcher (Chair) Nichola Newman Clara Widdison Michael Williams |
| Secretary | Louise Norris (Foundation Manager) |
| Registered Office | Orion Gate, Guildford Road, Woking, GU22 7NJ |
| Functional Team | Thalia Beaty (Foundation Administrator) Louise Norris (Foundation Manager) Hannah Simmons (Finance & Projects Executive) Julian Thomas (Gift Aid Secretary – resigned 4 May 2023) |

Advisors

| | |
|-------------------|-----------------------------------------------------------------------------------|
| Principal Bankers | National Westminster Bank PLC 23 Brunswick Place Brunswick Gate S015 2AQ |
| Solicitors | BDB Pitmans 50 Broadway London SW1H 0BL |
| Auditor | Buzzacott LLP 130 Wood Street London EC2V 6DL |

KFC FOUNDATION

Statement from our Chair of Trustees

Period from 26 December 2022 to 24 December 2023

The KFC Foundation has a mission to empower young people across the UK to ensure they have the chance to fulfil their potential and build a positive future. Through the exceptional work and support of KFC team members, the incredible generosity of our communities, and the inspirational work of our partner organisations who provide spaces that allow young people to feel safe and secure, helping them to unlock their talent, build life skills, provide mentoring, or improve their chances to gain meaningful employment, we have been able to help support thousands of young people across the UK.

It is vital to recognise and pay tribute to all KFC Foundation's partner organisations who are continuing to battle with the cost-of-living crisis and the mounting pressures that this brings about in all aspects of their work. Despite these pressures and in the face of inundated services, our partner organisations continue to adapt to their ever-changing environments, taking everything in their stride, and we are in awe of their perseverance to provide for their service users.

Team members working in KFC restaurants and head offices across the UK have continued to work above and beyond through what has been a tough year for many. Despite the challenges, there are many individuals and teams who have championed the Foundation. Their pride and passion is unmatched and their hard work enables the Foundation to continue supporting inspirational organisations around the UK.

We are so grateful to be supported by generous donors – the vast majority, but by no means exclusively, being KFC customers. They have donated so generously to support young people who have had a tough start to life. Your kindness makes such a difference to them – thank you.

To that end, it is my pleasure to share another successful year; raising £1.3m and donating £212,830 in community grants to 87 organisations. These organisations work for the benefit of the community, creating a positive impact and working with tireless diligence and professionalism. Through these organisations, the KFC Foundation enables support for young people living in the toughest circumstances, providing positive activities in which they can take part, mentoring for the most vulnerable, and in many cases the chance to make steps into employment, education, training, or volunteering. And, perhaps most poignantly, in yet another challenging year tackling some of the most basic human needs such as food security and shelter.

KFC Foundation takes seriously its role in the wider charity sector and has committed to assist with capacity building for our partner charities and other organisations who share our vision for young people. By definition, our partners are small charities whose staff and volunteers are expected to wear multiple hats in the delivery of their important work. As such we hosted our second 'Wingin' It' workshop; bringing together colleagues from across the sector for a professional and personal development day at the KFC head office – attendees shared their own experiences as well as benefiting from our expert speakers. We were delighted by the positive feedback received from attendees and we look forward to similar future events.

In 2023, we concluded our phenomenal partnership with Comic Relief - which represented a contribution of £3.5million over four years. Our work with Comic Relief funded several organisations across the UK that provide safe social spaces, mentoring, and work and social skills. We would like to extend our gratitude to the team for their partnership and we look forward to cheering them on as they continue their extraordinary work.

The conclusion of the partnership with Comic Relief gave the Trustees and Foundation team time to consider the strategic direction of the Foundation and we have ambitions to directly deliver some services to young people alongside our community grant-making programme. After conducting extensive research, we decided to begin this work in Middlesbrough – an area of the UK facing multiple indices deprivation. We partnered with local youth organisation, Linx Youth Project, and hired a professional chef to deliver Big Boro Big Eats during Summer 2023. Over the course of six weeks, young people followed a programme to increase their confidence in cooking

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and their understanding of what makes a balanced meal, delivered by our Chef and Youth Worker. Over the course of the Summer, 105 young people participated in the programme and 750 members of the community including food bank users, Police Community Support Officers and the young people's families enjoyed a Big Boro Big Eats meal, building stronger community connections and bringing people together. With the experience of this programme firmly under our belt and the relationships we have built in the community, the Foundation is in a position to transition into a delivery partner, and we aim to open up our own youth hub in Middlesbrough in 2024. While we embark on this new direction, we are committing to the continued expansion of our Community Grants Programme to keep pace with economic developments and grant-making trends, and we encourage all those eligible to answer our calls for applications.

As we look forward to an exciting 2024 for the KFC Foundation, I register my sincere thanks to the teams, individuals, and KFC franchisees that have enabled the Foundation to continue making an impact. It is my pleasure to extend my thanks to our Trustees who deliver stability and expertise that has enabled the Foundation to move forward into this exciting new phase.

As ever, the thanks of all of the trustees goes to our amazing Foundation Manager, Louise Norris. Louise works incredibly hard to ensure that the Foundation continues to deliver for its service users and her drive has meant that we have fantastic working relationships with our partner charities, and, in turn, we make a difference to the lives of so many young people across the country. Similarly, our Foundation Administrator, Thalia Beaty, who supports Louise in delivering on the charity's objectives has transformed how we manage our grant making system and charity sector capacity-building programme, helping us every day to be a more inclusive grant maker. In 2023, we were able to bring Hannah Simmons into the role of Projects and Finance Executive for the Foundation full time after moving over from KFC where she worked on the Foundation part time. While Hannah continues to develop the Foundation's finances, she is also leading on the role of Project Manager for the opening of our first youth hub.

Thank you to everyone who has been involved with the KFC Foundation in 2023; we have been inspired by the work of our teams, communities, and partner organisations and are excited to be entering a new phase of venturing into delivery services.

James Fletcher

James Fletcher
Chair of Trustees

KFC FOUNDATION

Trustees' Report

Period from 26 December 2022 to 24 December 2023

Trustees' Report

The Trustees present their Annual Report and Accounts for the period ended 24 December 2023. In preparing this report and accounts the Trustees have complied with the Charities Act 2011, the Foundation's Constitution and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

The KFC Foundation is registered with the Charity Commission in England and Wales (number 1163560) and the OSCR in Scotland (number SC046098). Legal and other information relating to the Foundation set out above lists the Trustees and principal advisors of the Foundation and forms part of this report.

Structure, Governance & Management

Organisational Structure

The Foundation is constituted as a Charitable Incorporated Organisation and, therefore is governed by a Constitution and has no share capital.

Governance

All Trustees named on page 3 served through the period. The Trustees have been chosen for their commercial, community, lived experience and charitable expertise, as well as their commitment to the aims and philosophy of the Foundation.

The Foundation is organised so that the Trustees meet quarterly to manage the Foundation's affairs. Trustees and new Trustees are aware of their duties to further the purposes of the Foundation, to ensure that the Foundation carries out its purposes for the public benefit and to act in the best interests of the Foundation by ensuring that resources are responsibly managed. The Trustees are senior leaders in Kentucky Fried Chicken (Great Britain) Limited ("KFC"), from the Franchisee community and externals with charitable experience and thus have the appropriate skills and diligence to be acting as Trustees of the Foundation.

New Trustees are appointed for a term of three years and, in accordance with the Foundation's Constitution, are provided with a copy of the current version of the Constitution and a copy of the Foundation's latest Trustees' Annual Report and statement of accounts upon appointment, as well as a copy of the Charity Commission's "Essential Trustee" guidance and offered the opportunity to complete a Trustee training course.

Management

The key management personnel of the Foundation comprise the Trustees and Louise Norris, in charge of directing and controlling, running and operating the charity.

The day-to-day operation of the Foundation is carried out primarily by Louise Norris, Thalia Beaty and Hannah Simmons, all of whom are contracted to KFC (and as such follow the remuneration policy in place for the company) and whose salaries are recharged to the Foundation. Given that there is a cross-charge for these employees, any significant salary increase would be pre-agreed with the Foundation trustees. Since 2022 only 55% of Louise's salary costs are cross charged to the Foundation as a result of her managing projects for the KFC brand in addition to managing the Foundation.

Louise's role as Foundation Manager entails the strategic direction of the Foundation and other aspects of running the Foundation including regulation and compliance. Thalia manages the grant making process including our

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Trustees' Report

Period from 26 December 2022 to 24 December 2023

partnerships with grantees and communications for the Foundation. Hannah was previously employed by KFC with approximately 1 day a week of her time being gifted to the Foundation to manage Finances. Hannah has since joined the Foundation full time, expanding the Foundation for more financial complexity, and managing the project plan for our youth hub.

Other employees of KFC provide their time and expertise to the Foundation where necessary, in accordance with our service agreement, including social media, marketing, digital technology, legal and development. We are also grateful to the many KFC employees who volunteer to help with our grant shortlisting.

Objectives & Activities

The principal objects for which the Foundation was established are such charitable purposes for the public benefit as are exclusively charitable according to the laws of England and Wales as the Trustees may from time to time determine with a particular emphasis on advancing in life and relieving the needs of young people.

A summary of the activities that the Foundation has carried out in pursuance of its principal objectives can be found below.

Mission & Vision

The KFC Foundation vision is to create a world in which every young person is empowered to challenge the barriers to aspiration and fulfil their potential to become leaders of the future. And our mission is to empower young people in the UK to fulfil their potential and build a positive future by providing spaces that allow young people to feel safe and secure, helping them to unlock talent, build life skills, provide mentoring and improve their chances to gain meaningful employment. Both have been inspired by the founder of KFC, Colonel Sanders.

One of the ways we do this is by making small grants to organisations around the UK that are, in many cases, supporting the most vulnerable young people in their communities. They share our passion for empowering young people to help them reach their full potential. Through its community grant programme, the Foundation was able to support numerous projects and young people in 2023.

The Foundation is also venturing into service delivery. In 2024, we plan to provide safe spaces and employ youth workers in our very own youth hub in Middlesbrough following the success of Big Boro Big Eats in the Summer of 2023 where young people followed a programme to increase their confidence in cooking and their understanding of what makes a balanced meal all whilst feeding the local community.

Our community grants programme and ambitions for service delivery align strongly with the KFC business values, expertise and team member and guest demographics.

Achievements & Performance

How you gave your support in 2023

Our total net income in 2022-2023 was: £1,333,131.

This was made up of:

Countertop donation boxes: £102,644

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Product donations: £974,407

Kiosk donations: £218,852

Ad hoc donations: £37,228

How we used the money you gave in 2023

The Foundation made grants to the following charities in the amounts set out below (expressed as a percentage of the total sum raised during 2022-23):

| Charity Name and Charity Number | 2022 – 2023 | | 2021 - 2022 | |
|-----------------------------------|-------------------|------------|-------------------|------------|
| | Amount Donated | Percentage | Amount Donated | Percentage |
| Grants £3,000 and under | £219,330 | 16.5% | £194,753 | 13.3% |
| Comic Relief (3265658 & SCO39730) | £389,813 | 29.3% | £1,181,470 | 80.6% |

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What we did in 2023

Rebrand

In 2023, the Foundation went through a rebrand, changing our working name from the KFC Foundation to the KFC Youth Foundation to establish our newly refined identity. We made the change to offer clarity to beneficiaries, guests and teams the purpose of the Foundation. With our new image, the Foundation also created a new website after previously working with a webpage from KFC's website.

Growing awareness

In October, the Foundation attended the Franchise Awards and raised £5,042.

Following the successful rebrand of the Foundation, we saw increasing growth in engagement from our team members through several fundraising activities like selling festive cards which were designed by young people from our partner organisations, our teams purchased gifts from our Giving Tree which were delivered to four partner organisations over the Christmas period and several team members and one of our Trustees, Simon Coates, participated in the London to Brighton cycle in September. We were also able to bring several team members to meet partner organisations over the period to show them who the funds raised for the Foundation are supporting.

Community Grant Making

We are exceedingly proud of our Community Grant Making Programme, not only for the impact that it is having on the young beneficiaries of the organisations that we support but also of our ability to remain agile in our approach to continually evolve and improve our processes for our applicants and to ensure the voices of our beneficiaries are represented in deciding how grants are spent.

"I really like this funding program - young people's voices are at the heart of what you do & you ensure their needs are heard and respected." - Anonymous feedback

To that end we made further changes to our grant making process in 2023 to maintain our ambition to be a modern and relevant grant maker:

- We moved toward a flexible funding approach. Supporting organisations to be able to use funding for the Foundation's priority groups to address the challenges that young people are facing.
- We also began donating £100 to many organisations who were unsuccessful in the second stage of the process in order to recognise the time they spent on their application. We increased our grant award from £2,000 to £2,500 to remain in line with inflation.
- We introduced an additional £500 in funding to three organisations with the highest shortlisting scores voted for by the KFC Teams.
- We continued to take on board feedback from our grantees by introducing £100 payment to organisations supporting the shortlisting with their young people, to recognise the value of their time and lived experience.

"The programme is excellent and the flexibility on use of the grant is really helpful as many grants will only cover very specific things which can make it difficult. It has changed my perception of KFC and we are incredibly grateful as you were an early supporter of our scheme and what we had set out to achieve."

We are extremely proud of the impact that the Foundation is making across the UK with its partner organisations.

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In the previous 12 months the Foundation has supported:

- Young people aged 11-25 years old
- Those in a position of economic disadvantage
- Organisations which empower young people to fulfil their potential and build a positive future
- Organisations with an annual income of no more than £300,000, operating in the heart of our communities

752 Grant Applications Received

243 Applications progressed to Stage 2

87 Grants Paid

£112,830 paid out

Kids on Track enables children in Andover with limited financial and adverse childhood experiences to overcome barriers to success such as low self-esteem, lack of resilience and limited aspirations. Their aim is that all local children no matter what their background, have the same opportunity to succeed. They achieve this by providing an enrichment programme which includes holiday clubs, afterschool clubs, trips and visits. They also provide mentoring which gives the young people on the programme a wider perspective of the world, supports them to improve their mental health and wellbeing and gives them the tools and strategies to succeed at school.

The Foundation has been working with Kids on Track for several years now, providing multiple grants to their organisations, they have been lending us their expertise on our decision making panel for our grants programme and they have also attended out Wingin' It Workshops.

"I actually think you do a great job and having been both a recipient and part of an assessing team, and benefitted from the training day you organised, I am really enjoying developing our relationship."

Issues arising for our partners

Our move towards flexible funding has been heavily influenced by conversations with, and feedback from, our partner organisations who are under growing external pressures and need to use their funding with agility. We have been made aware of issues arising that our partners are facing from the negative impact of social media influencers, like Andrew Tate, who has been convicted of multiple offences against women. Andrew Tate's content has been affecting young people around the UK and, in particular, young men without a strong male role model in their lives, with his controversial views of misogyny and this has led to an increase of violence against women. Our partner organisations have highlighted the financial impact this is having on them, with an increase in demand for their services as they attempt to tackle the devastating impact influencers like this are having on young men and women.

Comic Relief Partnership

In 2023, we concluded our partnership with Comic Relief, having raised £3.5 million over four years. Our work with Comic Relief funded several organisations across the UK that provide safe social spaces, mentoring, and work and social skills. Organisations such as Streetlife in Blackpool. Streetlife helps, mentors, coaches and advocates for homeless young people in the local community to make a stable home and find their feet so they can think about their future and take steps towards it.

I've been with Streetlife since November 2021 and have pretty much been with the project every day for the past year! We build bonds between people and everyone gets to know each other, so it's something I'm really grateful

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for. I believe that if more people spoke out about their experience and what they've been through, it would help make it easier for other people. - Kaitlyn, 19, Streetlife beneficiary

Service Delivery

As the partnership with Comic Relief drew to a close the Foundation Team and Trustees began to focus time on the future of the Foundation. It was decided that we would like to move towards becoming a service delivery organisation rather than solely providing financial support. After speaking to many existing partners, considering the needs of young people in the current landscape and what that might look like for the Foundation we have agreed that youth hubs is where we would like to serve.

Since 2010 youth services such as youth clubs and youth workers have been cut by 69%, £1 billion decline in funding by local authorities across England and Wales. More than 4,500 youth work jobs have been cut and 750 youth centres closed. The reductions in local youth provision are linked to a rise in certain types of crime and anti-social behaviour, including increases to the number of children who are cautioned or sentenced and the proportion of young people who reoffend.

After much research into deprivation across the UK, youth unemployment, children in need statistic etc, it was decided that we would focus on delivering programmes in Middlesbrough which features in the top ten of nearly every Index Of Multiple Deprivation. In the Summer of 2023, the Foundation partnered with Linx and a trained chef to deliver a six-week programme to young people, over the summer holidays. The young people taking part developed their skills in cooking and healthy eating while making and providing meals to 750 members of the community. We took the opportunity while we were in Middlesbrough to develop relations with stakeholders in the community including the council, Teeside University and other youth and community organisations, the Foundation aims to move into service delivery by opening up youth hubs and employing youth workers, starting with a youth hub in Middlesbrough in 2024.

Wingin' It Workshops

In September, we ran our second Wingin' It Workshop, bringing together leaders in the third sector for a full day of building knowhow, sharing best practices and creating networks at the KFC Head Office in Woking.

In 2022, our workshops were put online due to the death of Her Majesty, Queen Elizabeth II and train strikes. While we received a hugely positive response from our partners, who for some, wouldn't have been able to attend in person due to being based all around the UK, it was felt that we missed out on some in person connections.

We were joined by 13 representatives of grassroots organisations around the UK for a brilliant day of workshops in September with a range of workshops from; our Chair of Trustees', James Fletcher, who held a roundtable discussion about lived experience and youth voice in charity decision-making; Founder of fundraising consultancy, Latch, Lynda Harwood-Compton who held a workshop on deepening relationships with donors; Krush Makwana, Business Psychologist at Totem, who ran a workshop on leading conversations with stakeholders with impact and influence; James Porter and James Kavanagh from communications agency, Freuds, lead a conversation on how to use digital media to tell your story; and Dave Jones joined us from Heartstyles to deliver an introduction on the four principles which drive our behaviour and the impact this can have on us and our teams. We were also joined by inspirational keynote speaker, Debra Nelson, who shared her experiences growing up and the support she received from youth organisation, Football Beyond Borders.

We are looking forward to growing the workshops into 2024 with a new location, a range of amazing speakers across the sector and more attendees.

"I loved the day, and thought it was a great opportunity to meet others in the sectors and be reminded of why we do what we do"

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"I left feeling recharged and excited to get back and continue working hard in the charity sector"

"It was a really lovely atmosphere, everyone was friendly and very engaged. Very inspiring group of people."

"Thank you for a fantastic day. Amazing guest speakers that I have learnt a lot from."

Public Benefit

The Trustees confirm that they have referred to the guidance set out in the Charity Commission's general guidance on public benefit when reviewing the Foundation's aims and objectives. The benefits are clearly set out in the Achievements & Performance section above.

The Trustees review the Foundation's activities against its aims and objectives on an ongoing basis and are satisfied that all activities continue to be related to the Foundation's purpose. The beneficiaries are vulnerable young people, primarily from deprived backgrounds who are at risk of dropping out of education, becoming involved in gangs, lack a stable role model, are struggling to find employment and are likely to continue the cycle of poverty. The charities we make grants to seek to mitigate against these by providing safe spaces, mentoring, counselling, training and education.

Financial Review

Statement of Financial Activities

The Foundation is operated on a cash basis. The Foundation pays grants to its charity partners once it has received sufficient sums into its bank account, thus ensuring that the Foundation does not go into deficit.

The principal funding sources during the financial period were as follows:

- Countertop donation boxes (8%)
- Product contribution (73%)
- Kiosk donations (16%)
- Ad hoc donations (3%)

Assets

The only assets that the Foundation holds are cash and cash equivalents (including receivables), there are no funds held as a custodian trustee on behalf of any others.

Investments

The Foundation does not hold any investments and only keeps money in its NatWest bank account.

Reserves

The Foundation's reserves are continually reviewed considering latest forecasts to ensure the Foundation can cover costs, committed grants and donations. The statement of financial position shows total funds of £1,394,397 (2022 - £853,830) all of which are unrestricted funds (2022 - £676,262). We consider our free reserves to consist of our

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unrestricted funds. There are no restricted funds which would not be available for the general purposes of the charity (2022 - £177,568).

The free reserves held at period end have increased due to the Comic Relief partnership coming to an end and product contributions being switched over to the Foundation from November 2022. With this in mind, and, after considering the national impact of cuts to youth services, the Foundation team and Trustees have made plans to expand the Foundation's services to include the opening of youth hubs and employment of youth workers. Whilst we continue to support our charity partners via the current grants program, the Foundation is also considering how we can grow our grants programme into multi-year funding whilst building stronger relationships with our partners and supporting their needs for longer term strategy.

Risk Management

The Trustees have considered the major governance, operation, financial, external, compliance and safeguarding risks, which the Foundation faces, and we have processes in place to ensure that those risks are regularly reviewed and mitigating steps taken as necessary.

The risks that would have the highest impact to the operation of the Foundation are a decrease in income (either as a result of having one principle funder or from the pressure of high street sales), the reputational risk created by KFC's franchise model, our inability to separate funds, the conflict of interest of the KFC leadership team sitting on the Board of Trustees and the financial sustainability of operating youth hubs and the employment of youth workers. We are, mitigating a decrease in income by exploring other fundraising avenues which are less reliant on a donor's physical presence in KFC restaurants, we are closely monitoring and forecasting income levels and adapting our expenditure in accordance and we are maintaining close communication with all partners (partner organisations and franchisees) to manage expectations about commitments. In terms of separation of funds this is something we monitor very closely; we are able to track and report on donations made in every restaurant and we have strict deadlines in place for recovering funds and processes in place to ensure the timely payment of Foundation invoices. With regards to safeguarding, the Foundation ensures robust safeguarding practices and policies are in place and appropriate background checks are completed on all people coming into contact with young people.

Fundraising Policy

The Foundation's approach to fundraising is to predominantly use the relationship with KFC, its employees and guests to raise funds through the sale of products or fundraising activities. We do not carry out street fundraising, nor do we undertake fundraising mail shots or telephone canvassing. We work with KFC to ensure that any fundraising complies with best practice. Fundraising is monitored by the Trustees of the Foundation and we also monitor any fundraising complaints (none were received during the period 2022/23) and we always seek to protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches or undue pressure to donate. The Foundation is not bound by any voluntary scheme for regulating fund-raising, or any voluntary standard of fund-raising.

Product contributions are charged to KFC and its franchisees for all sharing buckets sold. All franchisees operate under a franchise agreement with KFC and are required to sell core menu items in their restaurants. It has been agreed between KFC and the franchisees that a donation is given to the Foundation of 5p for every sharing bucket sold. Under the terms of the franchise agreement, KFC has certain rights if debts are due to either KFC or other suppliers/partners.

The Foundation has direct access to the reporting systems of KFC, which provide the data for sharing bucket sales, customer kiosk donations, customer donations via the KFC website and App and the amounts banked from countertop donation boxes. The countertop donations are monitored by the Foundation to make sure that all restaurants are banking their donations from customers, and KFC and its franchisees are chased up regularly to ensure this is happening.

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Trustees' Report

Period from 26 December 2022 to 24 December 2023

Statement of trustees' responsibilities

The trustees are responsible for preparing the trustees' report and accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England and Wales requires the trustees to prepare accounts for each financial period which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing the accounts the trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles of 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 United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- ◆ prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the accounts comply with the Charities Act 2011, applicable charity (Accounts and Reports) Regulations, and the provisions of the trust deed. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Provision of information to auditor

So far as each Trustee is aware:

- there is no relevant audit information of which the Foundation's auditor is unaware; and
- 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.

Approval

This report was approved by the Trustees on Aug 23 2024 and signed on its behalf.

James Fletcher

Chair of Trustees

For further information contact:
KFC FOUNDATION
Orion Gate, Guildford Road, Woking, GU22

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Independent auditor's report to the trustees of KFC Foundation

Period from 26 December 2022 to 24 December 2023

Opinion

We have audited the financial statements of KFC Foundation (the 'charity') for the period ended 24 December 2023 which comprise the statement of financial activities, the statement of financial position, the statement of cash flows and the notes to the financial statements, including the accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charity's affairs as at 24 December 2023 and of its income and expenditure for the period then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 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 charity 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 the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

Other information

The other information comprises the information included in the report and financial statements, including the trustees' report, other than the financial statements and our auditor's report thereon. The Trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and 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

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Independent auditor's report to the trustees of KFC Foundation

Period from 26 December 2022 to 24 December 2023

otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 and the Charities Accounts (Scotland) Regulations 2006 requires us to report to you if, in our opinion:

- ◆ the information given in the Trustees' annual report is inconsistent in any material respect with the financial statements; or
- ◆ sufficient and proper accounting records have not been kept; or
- ◆ the financial statements are not in agreement with the accounting records and returns; or
- ◆ we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 14, the Trustees 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 charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 [145 for a lower income charity] of the Charities Act 2011 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with those Acts and relevant regulations made or having effect thereunder.

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures

KFC FOUNDATION

Independent auditor's report to the trustees of KFC Foundation

Period from 26 December 2022 to 24 December 2023

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 is detailed below:

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

- ◆ We obtained an understanding of the legal and regulatory frameworks applicable to the charity. We determined that the following laws and regulations were most significant: Charities Act 2011, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006.
- ◆ We understood how the charity is complying with these legal and regulatory frameworks by making enquiries to Trustees and those responsible for legal and compliance procedures. Through our enquiries we corroborated these views by our review of Trustees' minutes.
- ◆ We assessed the susceptibility of the charity's financial statements to material misstatement, including how fraud might occur. Audit procedures performed by the audit team included:
 - Enquiries with management, whether they have any knowledge of any actual, suspected or alleged fraud;
 - Challenging assumptions and judgements made by Trustees and management in their significant accounting estimates.
 - Identifying and testing journal entries.
 - Assessing the extent of compliance with the relevant laws and regulations as part of our procedures.

As a result of our procedures we did not identify any key audit matters relating to irregularities.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the Trustees and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

KFC FOUNDATION

Independent auditor's report to the trustees of KFC Foundation

Period from 26 December 2022 to 24 December 2023

Use of our report

This report is made solely to the charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity's Trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's Trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Buzzacott LLP
Statutory Auditor
130 Wood Street
London
EC2V 6DL

09 September 2024

Buzzacott LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

KFC FOUNDATION

Statement of Financial Activities

Period from 26 December 2022 to 24 December 2023

| | | Period from 26 Dec 2022 to 24 Dec 2023 £ | | | Period from 27 Dec 2021 to 25 Dec 2022 £ | | |
|---------------------------------------------|-------|------------------------------------------------------|---------------------|------------------|------------------------------------------------------|---------------------|--------------------|
| | Notes | Unrestricted funds | Restricted funds | Total funds | Unrestricted funds | Restricted funds | Total funds |
| Income from Donations | | | | | | | |
| Countertop Takings | 3 | 102,644 | - | 102,644 | 105,645 | - | 105,645 |
| Product Contribution | 3 | 775,294 | 199,113 | 974,407 | 93,635 | 921,873 | 1,015,508 |
| Kiosk Donations | 3 | 218,852 | - | 218,852 | 184,042 | 70,326 | 254,368 |
| Other Donations | 3 | 24,096 | 13,132 | 37,228 | 55,497 | 35,419 | 90,916 |
| Total Income | | 1,120,886 | 212,245 | 1,333,131 | 438,819 | 1,027,618 | 1,466,437 |
| Expenditure on Charitable Activities | | | | | | | |
| Donations to Charity | | (225,450) | (389,813) | (615,263) | (194,753) | (1,181,470) | (1,376,223) |
| Other Charitable Activities | | (17,640) | - | (17,640) | - | - | - |
| Support costs | 4 | (159,661) | - | (159,661) | (134,697) | - | (134,697) |
| Total Expenditure | | (402,751) | (389,813) | (792,564) | (329,450) | (1,181,470) | (1,510,920) |
| Net Movement in Funds | | 718,135 | (177,568) | 540,567 | 109,369 | (153,852) | (44,483) |
| Reconciliation of Funds: | | | | | | | |
| Fund balances at 25 December 2022 | | 676,262 | 177,568 | 853,830 | 566,893 | 331,420 | 898,313 |
| Fund balances at 24 December 2023 | | 1,394,397 | - | 1,394,397 | 676,262 | 177,568 | 853,830 |

There were no recognised gains or losses in the current or preceding periods other than those disclosed in the statement of financial activities.

The notes on pages 22-27 form part of these financial statements.

KFC FOUNDATION
Statement of Financial Position

At 24 December 2023

| | Notes | 24 Dec 2023 £ | 25 Dec 2022 £ |
|---------------------------------------|-------|-------------------------|-----------------------|
| Current Assets | | | |
| Cash at bank and in hand | | 1,210,811 | 731,718 |
| Debtors | 6 | 203,627 | 186,216 |
| Accrued Income | | 3,547 | - |
| | | <u>1,417,985</u> | <u>917,934</u> |
| Liabilities | | | |
| Creditors falling due within one year | 7 | (23,588) | (64,104) |
| Net Assets | | <u>1,394,397</u> | <u>853,830</u> |
| Funds: | | | |
| Restricted Funds | 8 | - | 177,568 |
| Unrestricted General Fund | 8 | 1,394,397 | 676,262 |
| | | <u>1,394,397</u> | <u>853,830</u> |

The financial statements were approved and authorised for issue by the Board of Trustees on Aug 23 2024
and signed on its behalf:

James Fletcher

The notes on pages 22-27 form part of these financial statements.

KFC FOUNDATION

Statement of Cash Flows

Period from 26 December 2022 to 24 December 2023

| | | Period from 26 Dec 2022 to 24 Dec 2023 | Period from 27 Dec 2021 to 25 Dec 2022 |
|----------------------------------------------------------|-------|-------------------------------------------------------|----------------------------------------------|
| | Notes | £ | £ |
| Net cash provided by operating activities | 9 | 479,093 | 115,724 |
| Change in cash and cash equivalents in the period | | 479,093 | 115,724 |
| Cash at start of the period | | 731,718 | 615,994 |
| Cash at end of the period | | 1,210,811 | 731,718 |

No separate reconciliation of net debt has been prepared as there is no difference between the net cash of the Foundation and the above cash and cash equivalents.

The notes on pages 22-27 The following accounting policies form part of these financial statements.

KFC FOUNDATION

Notes to the Financial Statements

Period from 26 December 2022 to 24 December 2023

1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items that are considered material in relation to the financial statements:

Basis of preparation of financial statements

KFC Foundation is a Charitable Incorporated Organisation registered with the Charity Commission in England and Wales (number 1163560) and with OSCR in Scotland (number SC046098). These financial statements have been prepared for the period from 26 December 2022 to 24 December 2023 with comparative information given in respect to the period from 27 December 2021 to 25 December 2022.

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 United Kingdom 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 Charities Act 2011.

The financial statements have been prepared under the historical cost convention.

The KFC Foundation is a public benefit entity.

The financial statements are presented in sterling and are rounded to the nearest pound.

Critical accounting estimates and areas of judgement

Other than the assessment of going concern below, the preparation of the financial statements did not require the Trustees to make any significant judgements or estimates.

Fund accounting

Restricted funds are those to be used in accordance with specific instructions imposed by donors or have been raised by the charity for specific purposes.

Income recognition

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.

Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item 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 Charities SORP (FRS 102), the general volunteer time of KFC staff is not recognised.

Expenditure recognition

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that the settlement will be required and the amount of the obligation can be measured reliably. All expenditure is accounted for on an accruals basis.

Expenditure comprises grants payable as part of the Foundation's charitable activities, as well as administrative costs pertaining to the charity and its grant-making. Grants payable are included in the statement of financial activities when approved and when the intended recipient has either received the funds or been informed of the decision to make the donation and has satisfied all related conditions.

KFC FOUNDATION

Notes to the Financial Statements

Period from 26 December 2022 to 24 December 2023

1. Accounting Policies (continued)

Expenditure recognition (continued)

Grants approved but not paid at the end of the financial period are accrued for. Grants where the beneficiary has not been informed or has to meet certain conditions before the grant is released are not accrued for but are noted as financial commitments in the notes to the financial statements. All grants are made to institutions and the names of the charities that received grants during the period are detailed in the Trustees' report.

Governance costs comprise the costs involving the public accountability of the charity and costs in respect to its compliance with regulation and good practice (including audit costs, bank charges and consultant fees).

Cash at bank and in hand

Cash at bank and in hand includes cash in hand and cash held in the bank current account.

Debtors

Debtors are recognised at the settlement amount, less any provision for non-recoverability.

Creditors

Creditors are recognised when 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 amount due to settle the obligation can be measured or estimated reliably.

Financial instruments

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

Going concern

The Trustees have reviewed the financial position of the Foundation and concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to prepare these financial statements on a going concern basis. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

The financial statements do not include any adjustments that would result from this basis of preparation being inappropriate.

2 Related party transactions and Trustees' expenses and remuneration

The Trustees all give freely of their time and expertise without any form of remuneration or other benefit in cash or kind. During the period, there were expenses of £181 reimbursed to 3 trustees (2022: £236) and these were in relation to travel for trustee meetings (plus membership to the Association of Chairs for James Fletcher). During the period the Foundation received donations from 2 trustees (2022: 0) totalling £1,070 (2022: £0).

During the period the Foundation received £5,836 (2022: £5,535) and had debtors outstanding at period end of £746 (2021: £752) for The Woosaa Chicken Co Ltd which is owned by one of the KFC Foundation Trustees. This represents revenue from Product Contributions, Countertop Donations and Kiosk Donations.

There are no other related party transactions that require disclosure in the financial statements.

KFC FOUNDATION

Notes to the Financial Statements

Period from 26 December 2022 to 24 December 2023

3 Income

Income has been split into donations by KFC and its franchisees as follows:

| | | | 26 Dec 2022 to 24 Dec 2023 |
|-------------------------------------------|------------------|----------------|----------------------------------|
| | Unrestricted | Restricted | Total |
| | £ | £ | £ |
| KFC - product contribution | 59,644 | 15,643 | 75,287 |
| Franchisees of KFC - product contribution | 715,650 | 183,470 | 899,120 |
| KFC countertop donations | 9,191 | - | 9,191 |
| Franchisees of KFC - countertop donations | 93,453 | - | 93,453 |
| KFC - kiosk donations | 11,427 | - | 11,427 |
| Franchisees of KFC - kiosk donations | 207,425 | - | 207,425 |
| Other donations | 23,229 | 13,132 | 36,361 |
| Pennies for change | 867 | - | 867 |
| | <u>1,120,886</u> | <u>212,245</u> | <u>1,333,131</u> |

| | | | 27 Dec 2021 to 25 Dec 2022 |
|-------------------------------------------|----------------|------------------|----------------------------------|
| | Unrestricted | Restricted | Total |
| | £ | £ | £ |
| KFC - product contribution | 7,425 | 71,920 | 79,345 |
| Franchisees of KFC - product contribution | 86,210 | 849,953 | 936,163 |
| KFC countertop donations | 9,548 | - | 9,548 |
| Franchisees of KFC - countertop donations | 96,097 | - | 96,097 |
| KFC - kiosk donations | 9,993 | 8,931 | 18,924 |
| Franchisees of KFC - kiosk donations | 174,049 | 61,395 | 235,444 |
| Other donations | 54,813 | 35,419 | 90,232 |
| Pennies for change | 684 | - | 684 |
| | <u>438,819</u> | <u>1,027,618</u> | <u>1,466,437</u> |

KFC FOUNDATION

Notes to the Financial Statements

Period from 26 December 2022 to 24 December 2023

4 Support costs

| | 26 Dec 2022 to 24 Dec 2023 Total £ | 27 Dec 2021 to 25 Dec 2022 Total £ |
|----------------------------|---------------------------------------------|---------------------------------------------|
| Bank charges | 477 | 679 |
| Consultant fees | 5,700 | 1,191 |
| Audit fees | 14,690 | 9,900 |
| Staff costs | 100,319 | 74,893 |
| IT software | 7,311 | - |
| Grant shortlisting | 5,300 | - |
| Other Expenses | 25,864 | 48,034 |
| Total support costs | 159,661 | 134,697 |

All support costs related to unrestricted funds in the above periods. Included in support costs are the following governance costs. The consultant fees of £5,700 in the period ending 24 December 2023 relate to design and implementation of the Foundation's new website, as such these have not been included in below figures.

| | 26 Dec 2022 to 24 Dec 2023 Total £ | 27 Dec 2021 to 25 Dec 2022 Total £ |
|-------------------------------|---------------------------------------------|------------------------------------------|
| Consultant fees | - | 1,191 |
| Audit fees – current period | 12,000 | 10,000 |
| Audit fees – prior period | 2,690 | (100) |
| Total governance costs | 14,690 | 11,091 |

KFC FOUNDATION

Notes to the Financial Statements

Period from 26 December 2022 to 24 December 2023

5 Salaries & Wages Disclosures

(a) *Staff costs*

Staff costs during the period were:

| | 26 Dec 2022 to 24 Dec 2023 £ | 27 Dec 2021 to 25 Dec 2022 £ |
|--------------------------|---------------------------------------|---------------------------------------|
| Wages and salaries | 83,549 | 63,923 |
| Social security costs | 8,059 | 6,004 |
| Pension costs | 8,711 | 4,966 |
| Total staff costs | 100,319 | 74,893 |

All staff costs were cross charged from KFC.

(b) *Staff numbers*

The average number of persons (including the senior management team) employed during the period ended 24 December 2023 was 3 (2022 - 2), with Hannah Simmons joining the team full time in May 2023.

(c) *Higher paid staff*

No employees earned over £60,000 in the period (2022 - none).

(d) *Key management personnel*

The key management personnel of the Foundation comprise of the Trustees and a KFC employee whose salary is recharged to the foundation. The total amount of employee benefits (including employer pension contributions and employer national insurance contributions) received by key management personnel for their services to the Foundation was £36,997 (2022 - £36,004).

6 Debtors

| | 24 Dec 2023 £ | 25 Dec 2022 £ |
|----------------------|------------------|------------------|
| Amounts due from KFC | 6,151 | 20,012 |
| Trade debtors | 197,476 | 166,204 |
| Total debtors | 203,627 | 186,216 |

7 Creditors

| | 24 Dec 2023 £ | 25 Dec 2022 £ |
|------------------------|------------------|------------------|
| Accruals | 14,083 | 10,000 |
| Other creditors | - | 3,000 |
| Amounts due to KFC | 9,505 | 51,104 |
| Total creditors | 23,588 | 64,104 |

KFC FOUNDATION

Notes to the Financial Statements

Period from 26 December 2022 to 24 December 2023

8 Analysis of net assets between funds

| | Unrestricted General fund £ | Restricted funds £ | Total funds 24 Dec 2023 £ | Unrestricted General fund £ | Restricted funds £ | Total funds 25 Dec 2022 £ |
|------------------------------------------------------------|--------------------------------------|--------------------------|---------------------------------|--------------------------------------|--------------------------|---------------------------------|
| Fund balances at the period end are represented by: | | | | | | |
| Current assets | 1,417,985 | - | 1,417,985 | 740,365 | 177,568 | 917,934 |
| Current liabilities | (23,588) | - | (23,588) | (64,103) | - | (64,103) |
| Total net assets | 1,394,397 | - | 1,394,397 | 676,262 | 177,568 | 853,830 |

The restricted funds in 2022 relate to income received from product contributions which would be given as donations to Comic Relief.


9 Net cash provided by operating activities

| | 26 Dec 2022 to 24 Dec 2023 £ | 27 Dec 2021 to 25 Dec 2022 £ |
|----------------------------------|------------------------------------|------------------------------------|
| Net movement in funds | 540,567 | (44,483) |
| (Increase) decrease in debtors | (20,958) | 119,499 |
| (Decrease) increase in creditors | (40,516) | 40,708 |
| Increase in cash in the period | 479,093 | 115,724 |

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