

D&AD

England & Wales · Charity number 305992

Details

Other names	BRITISH DESIGN & ART DIRECTION, DESIGNERS AND ART DIRECTORS ASSOCIATION OF LONDON LTD, THE DESIGNERS AND ART DIRECTORS ASSOCIATION OF THE UNITED KINGDOM LIMITED
Status	Registered
Legal form	Charitable company
Company number	00883234
Registered	1968-03-04
Register	View on the Charity Commission register

Contact

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Activities

Objects: A. TO ACQUIRE AND TAKE OVER THE WHOLE OF THE UNDERTAKING OF THE DESIGNERS AND ART DIRECTORS ASSOCIATION OF LONDON AND WITH A VIEW THERETO TO ACQUIRE ALL OR ANY OF THE DEBTS AND LIABILITIES OF THAT ASSOCIATION.(B) TO PROMOTE THE EDUCATION OF THE COMMUNITY BY ENCOURAGING THE UNDERSTANDING, APPRECIATION AND COMMISSION OF GOOD DESIGN IN COMMUNICATIONS, MEDIA OF ALL KINDS BY PROVIDING , PRESENTING ORGANISING, AND MANAGING EXHIBITIONS, PUBLICATIONS, TOURS OF VARIOUS BRITISH AND FOREIGN CITIES, CLASSES, LECTURES SEMINARS, TUTORIALS AND OTHER EDUCATIONAL ACTIVITIES. (C) TO EMPLOY, RETAIN AND PAY DESIGNERS, ARTISTS, PUBLISHERS, PROFESSIONALS AND TECHNICAL ADVISERS, SECRETARIES, CLERKS AND OTHERS WHOSE SERVICES ARE REQUIRED OR DEEMED NECESSARY FOR CARRYING OUT THE OBJECTS OF THE ASSOCIATION.

Activities: Education of the community by encouraging the understanding, appreciation and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars,

tutorials and other educational activities.

Classification

- **How:** Provides Services
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** THE UNITED KINGDOM
- Scotland
- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-08-31	£7,868,564	£7,800,325	£6,769,773	52
2024-08-31	£8,022,751	£7,811,412	£6,701,534	57
2023-08-31	£8,285,101	£7,759,282	£6,490,195	56
2022-08-31	£7,152,558	£5,439,598	£5,964,376	7
2021-08-31	£6,338,610	£5,231,523	£4,251,416	50
2020-08-31	£5,730,523	£6,187,950	£3,144,329	56

Trustees

Name	Role	Appointed
Camilla Wallander		2026-01-20
Emma Follett		2026-01-01
Hannah Kelly		2023-03-01
Jack Renwick		2019-09-18
Jonathan Kneebone		2023-03-01
Kwamena Taylor-Hayford		2023-03-01
Lisa Smith		2024-04-02
Malcolm Poynton		2024-03-01
Moradeyo Olanrewaju Adeleye		2026-06-05
Nils Leonard		2025-05-21
Priya Prakash		2024-10-03
Ravi Amaranunga Hitchcock		2023-03-01
Rodrigo Sobral Franca		2025-11-24

D&AD

England & Wales - Charity number 305992

Accounts

Company Registration Number: 00883234 (England & Wales)
Registered Charity Number in England & Wales: 305992

D&AD
(A Company Limited by Guarantee)

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2025

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FOR THE YEAR ENDED 31 AUGUST 2025**

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D&AD REPORT OF THE TRUSTEES

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2025. The Trustees have adopted the provisions of the 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 issued in July 2014 (The FRS102 Charities SORP).

1. Legal and Administrative Information

Trustees, Members and Directors

Lisa Smith (President 2025-26)

Kwamena Taylor-Hayford (President 2024-25)

Danilo Boer appointed 21 April 2026

Liza Enebeis resigned 25 November 2025

Emma Follett appointed 1 January 2026

Ravi Amarantuga Hitchcock

Fura Johannesdottir resigned 3 October 2024

Hannah Kelly

Jonathan Kneebone

Nils Leonard appointed 21 May 2025

Russie Miessi resigned 18 March 2025

Malcolm Poynton

Priya Prakash

Jack Renwick

Chaka Sobhani resigned 31 March 2026

Rodrigo Sobral Franca appointed 24 November 2025

Camilla Wallander appointed 20 January 2026

Chairman

Timothy Lindsay

Company Secretary

John Misselbrook appointed 5 September 2025

Dara Lynch resigned 5 September 2025

Key Management Personnel

The senior staff members to whom the day to day management of the charity is delegated are listed below:

David Patton (appointed 24 February 2026) Chief Executive Officer

Dara Lynch (resigned 30 September 2025) Chief Executive Officer

Donal Keenan Chief Operating Officer

John Misselbrook Chief Financial Officer

Lisa Cheung (appointed 12 November 2024) Marketing Director

Paul Drake Foundation Director

Pippa Irvine Digital Director

Sammi Vaughan Director of Partnerships

D&AD
REPORT OF THE TRUSTEES

Registered Office

D&AD Ltd
64 Cheshire Street
London
E2 6EH

Auditor

Moore Kingston Smith LLP
Chartered Accountants
6th Floor
9 Appold Street
London
EC2A 2AP

Solicitors

Lewis Silkin
5 Chancery Lane
Clifford's Inn
London
EC4A 1BL

Bankers

The Royal Bank of Scotland plc
London Drummonds
49 Charing Cross
Admiralty Arch
London
SW1A 2DX

D&AD REPORT OF THE TRUSTEES

2. Structure, Governance and Management

Background

The charity was formed as a company limited by guarantee in 1962. The company registration number is 00883234. The Charity Commission registration number is 305992.

Objects

The Charity's objects are specifically restricted to the following:

To advance the education of the community by encouraging the understanding, application and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

Appointment of trustees

Any person who is willing to act as a Trustee, who is permitted by law to do so, and who is eligible to become a Trustee in accordance with any rules or by-laws made in accordance with the Articles of Association adopted by special resolution in 2017, may be appointed to be a trustee by a resolution of the Trustees.

Powers

The Board of Trustees has overall responsibility for the strategic leadership, governance and appropriate management control of D&AD.

It has three primary functions:

- To ensure the organisation stays focused on its mission and strategy.
- To make policy decisions.
- To provide support and constructive challenge to the management team, in particular the Chief Operating Officer and Chief Executive.

Members of the Board of Trustees are also Directors of the charity for the purposes of company law.

Each year vacancies for new members of the Board of Trustees arise as existing members retire. These vacancies are available to creative practitioners in advertising companies, design companies, other creative companies, business, museums and galleries, and freelance respectively. The candidates who stand for the vacant positions will represent one of these industries. Successful candidates who fill the vacancies for each industry sector are elected to serve as trustees on the charity's Board with effect from the conclusion of the September meeting of the Trustees and hold office for three years (or four years in the case of a Trustee who has held the position of Deputy President in the third year of office). The Articles of Association also provide that the trustees may appoint a member, who has not been elected in the prescribed manner, to fill a vacancy that has arisen on the Board of Trustees. The continuation of such an appointment must be approved by the members at the September meeting of the Trustees. The charity's President and Deputy President are appointed from the serving Trustees and take office for a period of one year from the conclusion of the September meeting of the Trustees. The office of President alternates between the six fields of creativity described above and is determined by the serving Trustees.

D&AD REPORT OF THE TRUSTEES

Trustee induction and training

New Trustees undergo an orientation session to brief them on decision making processes, the business plan and recent financial performances of the charity. During the induction session they meet key employees and other Trustees. On-going training needs are identified as appropriate and addressed through a variety of means, including Board papers, leadership days and seminars.

Remuneration policy for Key Management Personnel

The Trustees and the senior management team comprise the key management personnel of the Charity in charge of running and operating the organisation on a day-to-day basis. Details of all Trustee expenses and related party transactions are disclosed in note 12 and note 22 to the accounts.

In order to recruit and retain the best staff to safeguard the services provided to our beneficiaries, the Trustees consider that it is important to offer a competitive salary package, as benchmarked with similar sized charitable organisations.

The salary and other rewards (annual leave and pension contribution) of the Chief Executive are benchmarked and approved by the Trustees on appointment and are reviewed annually by the Trustees in accordance with the contract of employment.

All other staff roles, including the senior management team, are evaluated against a number of criteria, including responsibilities, skills and expertise required. These determine on which band each role lies within the pay scales.

Normally, members of the senior management team are recruited to their assigned salary band. Occasionally, the Trustees will determine if the rate of pay needs to be amended to take account of significant external factors affecting recruitment to a specific role. Staff receive a range of enhanced benefits e.g. sick pay, maternity or paternity pay, as well as annual leave and pension contributions.

Organisation

During the year the charity operated from its offices located within Shoreditch, with staff working on a hybrid home and office basis. The Board of Trustees develops all of the charity's objectives. Strategies to deliver the objectives are developed by the charity's Chief Executive and Management Team. Implementation lies with the Team Directors and their colleagues: Awards, Education and Professional Development, Partnerships, Marketing, Digital and Information Systems and Finance and Operations. A non-executive Chairman also provides advice and assistance to both the Trustees and the Charity's Management. The Board of Trustees meets 10 to 12 times a year.

Subsidiary Companies

The charity has the following wholly owned subsidiaries:

- D&AD Trading Limited, the objectives of which are to administer the non-charitable activities of the group. Its profits are donated to the charity under Gift Aid.
- D&AD USA INC, a trading company.
- D&AD Hong Kong Ltd, a trading company.

D&AD REPORT OF THE TRUSTEES

3. Public Benefit Statement

The Trustees confirm that, in carrying out the charity's activities, they have had due regard to the Charity Commission's guidance on public benefit. The charity's activities during the year were undertaken in furtherance of its charitable objects and for the public benefit.

In accordance with its objects, the charity provides education to members of the public with an interest in creative excellence in design, advertising and other communications media, and promotes the appreciation and understanding of such creative excellence.

These benefits are delivered through the provision of publicly accessible courses and learning programmes, the operation of professional and student awards, and the free online dissemination of awarded work. The charity maintains a digital archive of winning work, replacing a former print annual, which enables broad, inclusive and global access to creative excellence and its educational value.

During the year, the charity continued initiatives to support entry into the creative industries and to engage the public with the creative process, including the Shift programme, a talent development initiative focused on increasing diversity within the creative industries. Since its launch in 2016, Shift has operated in multiple international cities, with over 70% of participants securing employment within the creative sector.

Through these activities, the charity advances best practice in the creative fields, supports skills development and education, promotes public appreciation of creative excellence, and advances its commitments to diversity, equity, inclusion and sustainability.

D&AD REPORT OF THE TRUSTEES

4. Objectives and activities

Summary of the objectives of the charity

The main objective of the charity is to advance the education of the community by encouraging the understanding, appreciation and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

The charity's mission is:

- To champion excellence in creativity by setting industry standards,
- To educate and inspire the next generation,
- To promote the contribution of creativity, ideas and innovation to business success.

The charity's strategic aims are to:

- Develop the relevance of the charity's activities to its beneficiaries,
- To continue to raise the profile of the charity,
- To increase the number of participants and beneficiaries of the charity's aims and objectives,
- To develop new activities in accordance with the charity's objectives,
- To create significant surpluses through commercial activities in order to fund the D&AD Foundation and advance the cause of creative education.

Objectives for the year

In 2024/25 the charity's principal objectives for the year were to:

- maintain reserves at levels determined by the charity's reserves policy.
- further develop a fully integrated brand communications and marketing strategy across programmes.
- maintain investment in digital strategy, to deliver online content to D&AD's stakeholders and to build D&AD's online community.
- review and extend markets and audience beyond UK and Europe.
- build international awareness in key geographical locations, and to develop products and programmes to engage these markets and audiences.
- augment professional development strategy to meet market requirement and ensure relevance across both creative and client communities.
- advance development of our diversity, equality, equity and inclusion both within D&AD and within the industry, communities and society we are a part of.
- establish an appropriate environmental sustainability policy and framework.
- fully utilise D&AD head office in Shoreditch.

Strategies for achieving objectives and significant activities

The charity encourages regional and international participation in its activities by communication with the creative community in those areas through its various programmes, exhibitions and publications.

The charity researches, reviews and assesses its activities and ensures that it is developing and delivering relevant programmes by way of its knowledge management system and working with its participants and beneficiaries.

D&AD REPORT OF THE TRUSTEES

5. Achievements and performance for 2024-25

In the face of persistent geopolitical uncertainties, with both global and industry economic challenges, D&AD sustained the delivery of its awards and educational programmes, both physically and through the continued enhancement of its digital platforms. Participation across all initiatives and events grew, broadening access to a more diverse international community. The Awards Festival and Ceremony, held on London’s South Bank, proved highly successful, significantly increasing the charity’s profile. Furthermore, the continued development of the D&AD Archive, Digital Annual, and associated digital content has positioned these assets as vital reference tools within the creative industries.

The charity’s performance against its objectives over the past year is as follows:

Objective in 2024-25	Achievements in 2024-25
To maintain reserves at levels determined by the charity’s reserves policy.	Requisite reserves as determined by the reserves policy for 31 August 2025 amount to £5.3m. Actual group reserves reported as at that date amount to £6.8m (2024: £6.7m) of which free unrestricted reserves are £5.5m (2024: £5.6m).
To continue to develop a fully integrated brand communications and marketing strategy across programmes.	The implementation and advancement of a clear and consistent marketing and communications strategy across all platforms has contributed to a significant increase in organisational profile and awareness, as reflected by higher levels of engagement in both UK and international markets.
To continue to invest in the digital strategy to deliver an online offer to D&AD stakeholders, thereby building D&AD's community.	Ongoing investment in D&AD’s digital platforms during 2024–25 included the development and implementation of new CRM and CMS systems, delivering substantial improvements in back-office efficiency, organisational productivity, external communications, accessibility, and the overall customer user experience for our global audiences.
To review and extend markets and audience beyond the UK and Europe.	During the year, D&AD continued to explore opportunities to extend its international reach beyond the UK and Europe, including market engagement, partnership discussions and the evaluation of potential operating models in new territories. Global presence was further strengthened through international representatives and regional engagement through Awards, Shift and Masterclasses.
To continue to build international awareness in key cities.	International awareness continued to grow through senior management engagement in key markets and the appointment of international representatives across India, Australia, Brazil, the USA, China and Japan. Further expansion of the Shift programme is planned for South Africa and Europe.
To further develop products and programmes to engage these markets and audiences.	D&AD continued to review and evolve its programmes and products to ensure relevance to the creative industry and its global community, including the ongoing development and delivery of the Awards, Shift and professional learning initiatives.

**D&AD
REPORT OF THE TRUSTEES**

Objective in 2024-25	Achievements in 2024-25
To continually develop the redefined professional development strategy.	During the year, D&AD continued to refine its professional development strategy to ensure it remains relevant to the evolving needs of the creative industry. Work focused on developing a structured series of focused training modules designed to support both creative and client communities, with longer-term plans to establish a scalable e-learning offering and CPD pathway. Engagement with larger corporate partners and organisations with global reach continued, alongside an expanded focus on supporting in-house creative teams.
To continue the development of our diversity, equality, equity and inclusion both within D&AD and within the industry, communities and society we are a part of.	Continued implementation of D&AD’s diversity, equity, equality and inclusion strategy through its three established pillars, fostering an inclusive organisational culture, where individuals feel welcome and able to be themselves, promoting greater diversity within the creative industry through D&AD’s programmes and platforms, and strengthening representation within D&AD to better reflect the diversity of the London working community.
To establish an appropriate environmental sustainability policy and framework.	D&AD established a sustainability framework including a Net Zero Carbon Strategy and a structured supplier evaluation process. These initiatives support the organisation’s environmental commitments while helping promote sustainable practices across the creative industry through community engagement and strategic partnerships.
To fully utilise D&AD head office in Shoreditch.	D&AD increased utilisation of its Shoreditch head office to support programme delivery and improve operational efficiency, while also making the space available to the wider creative community to encourage collaboration and engagement.

D&AD REPORT OF THE TRUSTEES

6. Financial review

Financial performance

The financial performance for the year reflects continued investment in programmes that support creative talent while maintaining a stable income base from the D&AD Awards.

Total incoming resources for the year were marginally lower than in the previous twelve-month period. This primarily reflects a reduction in income from the talent programme following the conclusion of Google Shift sponsorship. This decrease was largely offset by the introduction of alternative sponsorship within the Shift programme, together with the further development of Shift Studio, which generated income not realised in the prior year.

Total expenditure for the year remained broadly consistent with the prior year (2024).

As a result, the Group recorded a net inflow of funds of £68,000 for the year ended 31 August 2025 (2024: £211,000).

Principal funding sources

The principal source of funding for D&AD continues to be revenue generated through entries to the Professional Awards Scheme. Despite ongoing challenges within the creative and advertising industries, awards entry income remained stable at £4,765,000 for the year (2024: £4,738,000), reflecting the continued global relevance and recognition of the D&AD Awards.

Funds

As at 31 August 2025, Group funds totalled £6,770,000 (2024: £6,702,000), all of which were unrestricted (2024: £nil restricted).

The charity continues to invest in the development of its programmes and products to support its charitable mission and maintain the relevance and impact of its activities within the creative industries. Through careful cost management and ongoing operational efficiencies, D&AD aims to ensure that sufficient resources are available to support the continued expansion and delivery of its programmes in future periods.

D&AD

REPORT OF THE TRUSTEES

7. Reserves policy

Unrestricted funds are held to support the delivery of D&AD's charitable objectives and to ensure the organisation can operate sustainably. These funds are used to:

- cover the costs of delivering the charity's programmes and charitable activities;
- meet administration, fundraising and support costs necessary for the effective operation of the organisation;
- fulfil obligations to members, participants and supporters;
- address shortfalls in funding for educational and industry development projects that may otherwise rely on sponsorship or donations;
- support the development of new activities aligned with the charity's objectives; and
- maintain the infrastructure required for the charity to operate efficiently.

The Trustees maintain a reserves policy designed to ensure the financial sustainability of the charity and to provide sufficient working capital to manage operational risks and fluctuations in income. Maintaining appropriate reserves enables D&AD to continue delivering its programmes and charitable activities while responding to changes within the creative industries and wider economic environment.

Given the significance of Awards entry income within D&AD's funding model, maintaining appropriate reserves also provides an important safeguard against potential fluctuations in participation levels across the global creative industry.

The Trustees consider reserves to play an important role in supporting the organisation's financial resilience. This includes sustaining operations during periods of economic or industry uncertainty, managing seasonal fluctuations in income and expenditure, and enabling the organisation to invest in initiatives that support long-term growth and impact. Reserves also support the continued development and expansion of programmes aligned with D&AD's charitable mission, including initiatives designed to broaden access to creative opportunities such as the Shift programme.

In determining the appropriate level of reserves, the Trustees have considered the potential effects of adverse economic conditions and fluctuations in core revenue streams. The reserves policy therefore aims to maintain unrestricted reserves sufficient to:

- provide working capital equivalent to approximately six months of operating expenditure, mitigating potential timing differences between expenditure commitments and income receipts;
- provide additional financial capacity to manage risks associated with core revenue streams;
- support investment in the growth and development of charitable activities; and
- mitigate the impact of unforeseen volatility or significant external events, while maintaining the organisational infrastructure required to deliver the charity's strategy.

Based on these considerations, the Trustees have determined that an appropriate level of reserves is £5.3 million.

As at 31 August 2025, free unrestricted reserves totalled £5,492,803 (2024: £5,612,106), which the Trustees consider to be broadly consistent with the organisation's reserves policy and sufficient to support the continued delivery of D&AD's charitable activities.

The reserves policy is reviewed regularly by the Trustees to ensure it remains appropriate to the scale, risks and strategic ambitions of the organisation.

D&AD REPORT OF THE TRUSTEES

8. Risk management

The Trustees recognise that effective risk management is essential to the continued delivery of the charity's activities and long-term financial sustainability. As part of its business planning and governance processes, the Board undertakes regular reviews of the key strategic, operational and financial risks facing the organisation.

The charity maintains a structured risk management framework which includes:

- regular review of principal risks by Trustees and senior management;
- monitoring of risk likelihood and potential impact; and
- the implementation of appropriate mitigation measures designed to reduce the likelihood of occurrence and minimise potential disruption to the charity's activities.

The Trustees recognise that the charity's income sources are closely linked to the performance of the creative industries and the wider business environment. Maintaining appropriate reserves therefore forms an important part of the charity's approach to managing financial risk.

The principal risks identified and the key mitigation measures in place are summarised below.

Key Risks and Mitigation

Risk	Mitigation
Dependence on industry income	Diversification of income streams through programme development, sponsorship and partnerships. Maintenance of appropriate reserves to mitigate fluctuations in awards participation or sponsorship income.
Loss of key staff	Succession planning for key roles, competitive remuneration and benefits, and ongoing employee engagement initiatives.
Strategic planning and governance	Board-led strategic planning and regular review of a rolling three-to-five-year strategic plan. Trustee recruitment to ensure a diverse mix of skills and experience.
Conflicts of interest or governance risk	Maintenance of a trustee register of interests and adherence to Charity Commission guidance on trustee benefits and governance procedures.
Competition within the sector	Ongoing market analysis and benchmarking, supported by clear communication of the unique value and positioning of D&AD programmes.
Event delivery risks	Appropriate event insurance and contingency planning, including hybrid and digital delivery models where required.
Financial management and control	Robust budgeting, forecasting and monthly financial monitoring processes, supported by strong internal financial controls.
Fraud or operational error	Segregation of duties, internal control procedures, periodic internal reviews and annual external audit.
Global events and economic volatility	Maintenance of business continuity planning and sufficient reserves to support operational resilience during periods of disruption.
Cyber security and data protection	Cyber security audits, secure authentication systems, cloud-based data management, insurance cover and regular staff training on cyber awareness.

D&AD REPORT OF THE TRUSTEES

9. Objectives for 2026/27 and beyond

D&AD exists to stimulate, enable and award creative excellence in design and advertising. Through its programmes, awards and educational initiatives, the charity supports the development of creative talent and contributes to the growth and diversity of the global creative industries.

Through these priorities, D&AD aims to expand opportunities for creative talent, support professional development across the industry and strengthen the global creative community. D&AD will continue to develop international partnerships and initiatives that expand access to its programmes and support the growth of creative communities worldwide.

D&AD will fulfil this mission sustainably through the following priorities:

9.1. Financial sustainability and organisational resilience

Objective

To maintain financial resilience and ensure the long-term sustainability of D&AD's activities.

How we will deliver this

D&AD will continue to operate within the framework of its reserves policy while strengthening financial sustainability through operational efficiency and the development of new income streams across programmes, partnerships and commercial initiatives. These measures will support the continued growth and reach of D&AD's activities and community engagement.

9.2. Global Reach and Industry Engagement

Objective

To strengthen D&AD's international presence and deepen engagement with the global creative industry.

How we will deliver this

D&AD will continue to develop its international profile through coordinated brand, communications and programme activity, expanding participation from agencies, consultancies, in-house creative teams and emerging talent. The organisation will prioritise engagement with audiences beyond the UK and Europe and strengthen relationships in key international creative and growth centres.

9.3. Programmes, Learning and Community Development

Objective

To evolve D&AD's programmes and learning opportunities to support creative talent and industry development.

How we will deliver this

D&AD will continue to develop and refine its programme offering, to remain relevant to the global creative industry and to expand professional development and learning initiatives. The organisation will also continue to enhance its digital platforms to strengthen community engagement, to improve access to its programmes and resources through scalable learning opportunities, designed to support creative careers globally.

9.4. Responsible and Inclusive Organisation

Objective

To ensure D&AD operates as an inclusive, responsible and sustainable organisation.

How we will deliver this

D&AD will continue to embed diversity, equity and inclusion across its programmes and internal culture, ensuring representation reflects the diversity of the communities it serves. The organisation will also advance its environmental sustainability commitments, including the implementation of its Net Zero Carbon Strategy and responsible procurement practices.

D&AD REPORT OF THE TRUSTEES

Statement of Trustees' Responsibilities

The trustees (who are the directors of the charity for the purposes of company law), are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland."

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- State whether applicable accounting standards, including FRS 102, have been followed subject to any material departures disclosed and explained in the financial statements;
- Observe the methods and principles in Statement of Recommended Practice Charities (SORP).
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 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; and
- The trustees have taken all the 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.

Small Companies Exemption

This report has been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The trustees of the Charity approve the Trustees' Annual Report.

Auditors

Moore Kingston Smith LLP has indicated their willingness to continue in office for the ensuing year.

Signed on behalf of the Trustees on 5/14/2026

DocuSigned by:
John Misselbrook
AA75AF5867F24DA...

.....
John Misselbrook, Secretary

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

Opinion

We have audited the financial statements of (D&AD) (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2025 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement 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 group's and the parent charitable company's affairs as at 31 August 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the 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 the group's and parent charitable company'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 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 there is 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

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 [strategic report and the] trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- [the strategic report and the] trustees' annual report have 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 group and parent charitable company and their 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 where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, 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 group and parent 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 group or parent 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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are [the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Signed by:

Moore Kingston Smith LLP

3890148ACDE440E...

Date: 5/18/2026

Andrew Stickland (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

D&AD
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
FOR THE YEAR ENDED 31 AUGUST 2025



		Unrestricted 2025	Total 2025	Total 2024 restated Note 1e
	Note	£	£	£
Income from				
<i>Charitable activities:</i>				
	4			
Professional Awards		5,835,979	5,835,979	5,883,228
New Blood Awards		653,441	653,441	662,004
Professional Development		699,890	699,890	603,339
Shift		511,477	511,477	766,797
Total income from charitable activities		7,700,787	7,700,787	7,915,368
Investment income and interest	5	164,124	164,124	106,801
Other income	5	3,653	3,653	582
Total income		7,868,564	7,868,564	8,022,751
Expenditure on				
<i>Charitable activities:</i>				
	6			
Professional Awards		4,890,322	4,890,322	4,879,094
New Blood Awards and Academy		890,145	890,145	937,080
Professional Development		1,080,305	1,080,305	826,642
Shift		939,553	939,553	1,168,596
Total charitable expenditure	7	7,800,325	7,800,325	7,811,412
Net income / (expenditure)		68,239	68,239	211,339
Total funds brought forward	19	6,701,534	6,701,534	6,490,195
Total funds carried forward		6,769,773	6,769,773	6,701,534

The Charity has no recognised gains or losses for the year other than as detailed above.

The net movements in the Charity's funds for the year arise from the Charity's continuing activities.

D&AD
BALANCE SHEETS - GROUP AND CHARITY
AS AT 31 AUGUST 2025



	Note	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Fixed assets					
Intangible assets	14	1,201,188	988,563	1,201,188	988,563
Tangible assets	15	75,782	100,865	75,782	100,865
Investments	16	-	-	1,000	1,000
		<u>1,276,970</u>	<u>1,089,428</u>	<u>1,277,970</u>	<u>1,090,428</u>
Current assets					
Debtors	17	632,359	1,154,824	622,359	1,140,074
Cash at bank and in hand		6,104,695	5,542,926	6,094,695	5,532,236
		<u>6,737,054</u>	<u>6,697,750</u>	<u>6,717,054</u>	<u>6,672,310</u>
Current liabilities					
Creditors falling due within one year	18	(1,107,564)	(902,801)	(1,311,334)	(1,100,940)
		<u>5,629,490</u>	<u>5,794,949</u>	<u>5,405,720</u>	<u>5,571,370</u>
Net current assets					
		<u>6,906,460</u>	<u>6,884,377</u>	<u>6,683,690</u>	<u>6,661,798</u>
Total assets less current liabilities					
		(136,687)	(182,843)	(136,687)	(182,843)
Long term liabilities					
		<u>6,769,773</u>	<u>6,701,534</u>	<u>6,547,003</u>	<u>6,478,955</u>
Net assets					
	20 / 21	<u>6,769,773</u>	<u>6,701,534</u>	<u>6,547,003</u>	<u>6,478,955</u>
Accumulated funds					
Unrestricted funds	20 / 21	6,769,773	6,701,534	6,547,003	6,478,955
Total accumulated funds		<u>6,769,773</u>	<u>6,701,534</u>	<u>6,547,003</u>	<u>6,478,955</u>

As permitted by s408 Companies Act 2006, the company has not presented its own statement of financial activities and related notes. The charity's surplus for the year was £68,047 (2024: £345,620 surplus)

5/15/2026

The financial statements were approved by the trustees on and signed on their behalf by:

Signed by:

Lisa Smith

91E83520782545D...

Lisa Smith

.....
Trustee

Company registration number 00883234

D&AD
CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT 31 AUGUST 2025



	2025 £	2024 £
Cash inflow from operating activities		
Net cash (used) / provided by operating activities	865,361	(575,267)
Cash flow from investing activities		
Investment income and interest received	164,124	106,801
Payments to acquire tangible and intangible fixed assets	(467,716)	(735,886)
	(303,592)	(629,085)
Net (decrease) / increase in cash and cash equivalents	561,769	(1,204,352)
Cash and cash equivalents at beginning of year	5,542,926	6,747,278
Cash and cash equivalents at close of year	6,104,695	5,542,926

Reconciliation of net income / (expenditure) to cash flow from operating activities

	2025 £	2024 £
Net income / (deficit) for the reporting period	68,239	211,339
Adjustments for:		
Depreciation charges	280,174	309,916
Investment income	(164,124)	(106,801)
(Increase) / decrease in debtors	522,465	(347,784)
Increase in creditors	158,607	(641,937)
Net cash provided by operating activities	865,361	(575,267)
Analysis of cash and cash equivalents		
Cash at bank and in hand	6,104,695	5,542,926



D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2025

1. ACCOUNTING POLICIES

a) Basis of preparation

The financial statements comprise the charity and its wholly-owned subsidiary D&AD Trading Limited on a line-by-line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

These financial statements are prepared under the historical cost convention.

The financial statements are prepared in sterling which is the functional currency of the charitable group. Monetary amounts within these financial statements are rounded to the nearest pound.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company and its subsidiaries are a public benefit group for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

b) Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable group to continue as a going concern. The trustees have considered forecasts for a period of at least one year from the date of approval of the financial statements taking these steps into account. On the basis of these projections and the reserves available to the charity, the trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Incoming resources

All income is recognised in the statement of financial activities when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Where a claim for repayment of income tax has or will be made, such income is grossed up for the tax recoverable.

d) Allocation of costs

The charity's operating costs include staff costs, rent and other related costs. Such costs are allocated between the charity's educational programmes, activities for raising funds, and management and administration. Staff costs are allocated according to the costs of staff working directly in the relevant teams or on the appropriate projects. Where costs are not directly attributable to any project or team, they have been apportioned according to the total of all other costs relating to each team or project.

e) Statement of Financial Activities (SOFA) headings

Following a review of the classification of income and expenditure, certain headings within the Statement of Financial Activities have been reclassified to provide greater clarity and to more accurately reflect D&AD's charitable activities.

Income and expenditure previously reported under trading subsidiary activities, relating to bespoke in-house team training (a component of professional development), have been incorporated within the professional development category.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2025



f) Charitable expenditure

Charitable expenditure includes all expenditure directly related to the objects of the charity and comprises:

Costs of activities in furtherance of the charity's objects - comprising the costs of the educational and professional awards programmes undertaken by the charity and is accounted for when payable.

Support costs - representing the staffing and associated costs of supporting, mentoring and evaluation the operational programmes for which the charity is responsible.

Governance costs - which are part of support costs representing expenditure on governance infrastructure that allows the charity to operate and to generate the information required for public accountability. They include the strategic planning processes that contribute to future development of the charity.

g) Fund accounting

The charity maintains various types of funds as follows:

Restricted funds - representing grants, donations and sponsorship received which are stipulated to be applied for specific projects by either the nature of the fundraising appeal or the grant/sponsorship agreement.

Unrestricted funds - representing funds that are expendable at the discretion of the trustees in the furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

h) Pension costs

The charity operates a defined contribution scheme that is open to all employees. The charity's contributions to the scheme are charged to the statement of financial activities in the year to which they relate.

i) Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation on intangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Software and website	-	over 5 years straight line
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j) Tangible fixed assets

Tangible fixed assets of a value of £1,000 and over are capitalised, and are stated at cost less accumulated depreciation. Depreciation on tangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Leasehold improvements	-	over 5 years straight line
Computer equipment	-	over 3 years straight line
Office equipment	-	over 4 years straight line

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or change in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible and intangible fixed assets are reviewed for impairment.

k) Financial instruments

1. Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of 95 days or less.

2. Financial assets and liabilities

Basic Financial Instruments, as defined by FRS102, are recognised initially at their transaction price and subsequently at settlement value. Financial assets and liabilities that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.



l) Leases

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the Statement of Financial Activities over the relevant period. The capital element of the future payments is treated as a liability.

Rentals of assets held under operating leases are charged to the statement of financial activities in equal amounts over the lease term.

m) Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

n) Foreign Exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in the statement of financial activities for the period.

o) Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

Tangible and intangible assets

The annual depreciation and amortisation charge for fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See notes 14 and 15 for the carrying amount of the property, plant and equipment and intangible assets.

2. LEGAL STATUS OF THE CHARITY

The Charity is a company limited by guarantee and has no share capital. The members of the charity are the trustees listed on page 1. In accordance with the Memorandum of Association, every Member is liable to contribute a sum of £25 in the event of the charity being wound up.

3. FINANCIAL ACTIVITIES OF THE CHARITY

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results of the subsidiary is shown at note 16.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2025



	Unrestricted 2025 £	Unrestricted 2024 £
4. INCOME FROM CHARITABLE ACTIVITIES		
Professional Awards	5,835,979	5,883,228
New Blood Awards	653,441	662,004
Professional Development	699,890	603,339
D&AD Shift	511,477	766,797
Total income from charitable activities	7,700,787	7,915,368

5. INVESTMENT INCOME, INTEREST AND OTHER INCOME		
Bank deposit interest	164,124	106,801
Other income	3,653	582
	167,777	107,383

6. COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTIVES		
Professional Awards	4,890,322	4,879,094
New Blood Awards	890,145	937,080
Professional Development	1,080,305	826,642
D&AD Shift	939,553	1,168,596
Total expenditure on charitable activities	7,800,325	7,811,412

7. ANALYSIS OF TOTAL RESOURCES EXPENDED						
Costs of activities in furtherance of the charity's objectives	Direct staff costs	Other direct costs	Sales & Marketing	Digital	Support & Governance	Total
	£	£	£	£	£	£
Year to 31 August 2025						
Professional Awards	627,772	1,651,316	761,881	865,951	983,402	4,890,322
New Blood Awards	164,150	162,511	276,537	96,959	189,988	890,145
Professional Development	256,812	317,763	142,720	103,851	259,159	1,080,305
D&AD Shift	160,556	276,322	277,093	75,894	149,688	939,553
Total	1,209,290	2,407,912	1,458,231	1,142,655	1,582,237	7,800,325

Year to 31 August 2024						
Professional Awards	751,831	1,787,805	635,350	931,507	772,601	4,879,094
New Blood Awards	177,779	212,913	257,394	104,816	184,178	937,080
Professional Development	210,045	314,162	57,531	95,528	149,376	826,642
D&AD Shift	173,886	407,367	320,824	121,409	145,110	1,168,596
Total	1,313,541	2,722,247	1,271,099	1,253,260	1,251,265	7,811,412

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2025



	Unrestricted 2025 £	Unrestricted 2024 £
8. SUPPORT AND GOVERNANCE COSTS		
Support		
Staff and related costs	275,334	280,472
Facilities	321,471	307,738
Consultancy and professional services	45,207	35,877
Insurance	38,850	40,157
Depreciation	22,441	9,801
Other support costs	105,996	219,692
Total support costs	809,299	893,737
Governance		
Salaries and related costs	553,740	397,803
Audit fees	33,322	35,640
Legal and professional fees	16,803	47,705
Other governance costs	169,073	44,111
Total governance costs	772,938	525,259
Total	1,582,237	1,418,996

9. NET INCOMING RESOURCES

Net incoming resources for the year are stated after charging:

	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
Auditors remuneration:				
In respect to current year audit	31,912	31,675	29,979	27,960
In respect to prior year audit	1,129	7,650	1,129	7,680
Depreciation / amortisation:				
Owned assets (tangible and intangible)	280,174	309,916	280,174	309,916
Rentals under operating leases: land and buildings	203,844	203,844	203,844	203,844

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2025



10. ANALYSIS OF STAFF COSTS

Staff costs comprise:	2025	2024
	£	£
Wages and salaries	2,482,043	2,642,463
Social security costs	293,026	308,455
Pension costs	191,130	210,670
Healthcare	14,799	12,119
Recruitment and training	25,870	27,667
Redundancy and termination	164,173	81,196
Total staff costs	3,171,041	3,282,570

The number of employees whose emoluments (salaries and benefits in kind) excluding pensions fell within the following

£60,001 - £70,000	1	2
£70,001 - £80,000	1	2
£80,001 - £90,000	-	1
£90,001 - £100,000	2	1
£100,001 - £110,000	-	2
£110,001 - £120,000	2	-
£140,001 - £150,000	-	1
£290,001 - £300,000	1	-
	7	9

Where no employee falls into a salary banding above, this banding has been excluded.

The number of employees earning more than £60,000 for whom pension contributions have been paid in the year is 7 (2024: 9). The total pension contributions paid by the charity during the year for employees earning more than £60,000 was £59,904 (2024: £71,718)

11. STAFF NUMBERS

The average number of employees including temporary and short-term contract staff analysed by function was:

	2025	2024
	number	number
Charitable activities	28	34
Income generation	17	15
Administration and support	7	8
	52	57

12. TRUSTEES AND KEY MANAGEMENT PERSONNEL

During the year £9,838 was paid to 2 trustees in respect of travel and subsistence expenses incurred on behalf of the charity (2024: £6,883 to 3 trustees).

The trustees received no remuneration or other employment benefits for their role as trustees. However, the charity made payments for other services performed by trustees as follows:

Kwame Taylor-Hayford provided services as Executive Creative Director for the D&AD Studio programme and was compensated a total of \$31,000 (£23,261) (2024: £nil) for these services during the year.

The charity purchased trustee indemnity insurance costing £1,755 (2024: £3,587) to protect the charity from loss arising from neglect or default of its trustees and employees.

The charity considers its key management personnel comprise the Trustees, Chief Executive, Chief Operating Officer and Executive Directors. The total employee benefits of the charity's key management personnel were £1,078,983 (2024: £1,099,712).

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2025



13. TAXATION

The company is a registered charity and no provision is considered necessary for taxation as the charity is exempt from tax on its charitable income and to the extent that it is applied to charitable purposes.

14. INTANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Website and software
	£
Cost or valuation	
As at 1 September 2024	1,198,510
Additions	441,442
Disposals	(15,475)
As at 31 August 2025	1,624,477
Amortisation	
As at 1 September 2024	209,947
Charge for the year	213,342
Eliminated on disposal	-
As at 31 August 2025	423,289
Net book value	
As at 31 August 2025	1,201,188
As at 31 August 2024	988,563

15. TANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Leasehold improvements	Office equipment	Total
	£	£	£
Cost or valuation			
As at 1 September 2024	1,122,715	474,615	1,597,330
Additions	-	26,274	26,274
Disposals	-	(4,970)	(4,970)
As at 31 August 2025	1,122,715	495,919	1,618,634
Depreciation			
As at 1 September 2024	1,122,715	373,750	1,496,465
Charge for the year	-	51,357	51,357
Eliminated on disposal	-	(4,970)	(4,970)
As at 31 August 2025	1,122,715	420,137	1,542,852
Net book value			
As at 31 August 2025	-	75,782	75,782
As at 31 August 2024	-	100,865	100,865

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2025



16. INVESTMENTS IN SUBSIDIARIES

The charity has an investment in the following subsidiary undertakings:

	Registered office	Status	% Ownership
D&AD Trading Limited	64 Cheshire Street, London E2 6EH	Trading	100%
D&AD Limited	Suite 1201, Tower 2, The Gateway, 25 Canton Road, Tsimshatsui, Kowloon, Hong Kong	Non-trading	100%
D&AD USA Inc.	Frankfurt Kurnit Klein and Selz, P.C. 488 Madison Avenue, NY 10022, USA	Non-trading	100%

	2025	2024
	£	£
Cost at the beginning and end of the year	1,000	1,000

D&AD Limited Hong Kong and D&AD USA Inc. have been excluded from consolidation for the reason they are dormant non-trading organisations and have no material effect on the surplus or net assets of the group.

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results is shown below.

	2025	2024
	£	£
Profit & Loss Account		
Turnover	308,123	314,003
Cost of sales	(85,940)	(92,303)
Gross profit	222,183	221,700
Administration expenses	(3,376)	(3,085)
Profit on ordinary activities	218,807	218,615
Balance sheet		
Current assets	257,051	268,497
Creditors: amounts falling due within one year	(33,280)	(44,918)
Total net assets	223,771	223,579
Called up share capital	1,000	1,000
Retained profit	222,771	222,579
Shareholders' funds	223,771	223,579

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2025



	Group 2025 £	Group 2024 £	Charity 2025 £	Charity 2024 £
17. DEBTORS				
Trade debtors	228,001	541,686	228,001	541,686
Other debtors	156,313	238,129	156,313	238,129
Prepayments and accrued income	248,045	375,009	238,045	360,259
Total debtors	632,359	1,154,824	622,359	1,140,074

18. CREDITORS

Creditors falling due within one year

Trade creditors	336,097	392,424	336,097	392,424
Other creditors	14,110	24,804	14,110	24,804
Taxation and social security	100,425	84,367	100,425	84,367
Accrued expenses	467,648	276,403	464,367	273,288
Deferred income	189,284	124,803	159,284	83,000
Owed to subsidiary undertakings	-	-	237,051	243,057
Total creditors	1,107,564	902,801	1,311,334	1,100,940

Long term liabilities

	136,687	182,843	136,687	182,843
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Total creditors

	1,244,251	1,085,644	1,448,021	1,283,783
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19. OPERATING LEASE COMMITMENTS

As at the reporting date, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall dues as follows:

	Charity and Group 2025 £	Charity and Group 2024 £
Within one year	250,000	250,000
Between two and five years	298,677	548,677
Total operating lease commitments	548,677	798,677

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2025



20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Total funds	Total funds
	2025	2024
	£	£
Fixed assets		
Intangible assets	1,201,188	988,563
Tangible assets for use by the charity	75,782	100,865
Current assets		
Debtors	632,359	1,154,824
Cash at bank and in hand	6,104,695	5,542,926
Current and long term liabilities	(1,244,251)	(1,085,644)
Net assets 31 August	6,769,773	6,701,534

For the purpose of these accounts, all D&AD Group funds are unrestricted

21. RECONCILIATION OF FUND MOVEMENTS

	Balance	Income	Expenditure	Transfers	Balance
	01-Sep		gains and		31-Aug
	2024		losses		2025
	£	£	£	£	£
Unrestricted funds	6,701,534	7,868,564	(7,800,325)	-	6,769,773
Restricted funds	-	-	-	-	-
Total funds	6,701,534	7,868,564	(7,800,325)	-	6,769,773

	Balance	Income	Expenditure	Transfer to	Balance
	01-Sep		gains and	restricted	31-Aug
	2023		losses	funds	2024
	£	£	£	£	£
Unrestricted funds	6,490,195	8,022,751	(7,811,412)	-	6,701,534
Restricted funds	-	-	-	-	-
Total funds	6,490,195	8,022,751	(7,811,412)	-	6,701,534



22. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Charitable Group operates a defined contribution scheme which is administered independently of the Group. The cost to the Group for the year was £191,130 (2024: £210,670). At the Balance Sheet date, the amount due to the pension scheme administrators was £26,574 (2024: £20,854). The expected cost to the charity in the coming year, if all staff take up their pension option, is approximately £189,000 (2024: £204,000).

23. RELATED PARTY TRANSACTIONS

Other than the trustee transactions reported in note 12, related party transactions during the year included:

Sales of £89,316 (2024: £95,388) and purchases of £308,123 (2024: £314,003) were made to D&AD Trading Limited, a wholly owned subsidiary of D&AD. At the balance sheet date there was an amount owed to the subsidiary of £237,051 (2024: £243,057).

Sales of £59,384 (2024: £14,960) were made to JKR (Jones Knowles Ritchie) where Lisa Smith was employed as Executive Creative Director. Lisa is also a director of D&AD.

Sales of £10,987 (2024: £6,209) and purchases of £nil (2024: £6,600) were made to Studio Dumbar where Liza Enebeis is a partner and creative director. Liza is also a director of D&AD.

Sales of £2,375 (2024: £980) were made to Saboteur Studios where Hannah Kelly is a designer. Hannah is also a director of D&AD.

Sales of £945 (2024: £1,047) were made to The Glue Society where Jonathan Kneebone is the Founder. Jonathan is also a director of D&AD.

Sales of £550 (2024: £525) were made to Born Social where Russie Miessi is a strategist. Russie retired as a director of D&AD on 18 March 2025 and sales have been included to that date.

Sales of £36,348 (2024: £8,352) and purchases of £400 (2024: £nil) were made to Cheil WW where Malcolm Poynton is Global Chief Creative Officer and President Creative. Malcolm was appointed a director of D&AD on 2 March 2024 and transactions have been included from that date.

Sales of £4,236 (2024: £9,950) were made to DDB Worldwide where Chaka Sobhani is President and Global Chief Creative Officer. Chaka was appointed a director of D&AD on 1 March 2024 and sales have been included from that date.

Sales of £nil (2024: £7,105) were made to Kin where Kwame Taylor-Hayford is the co founder. Kwame is also a director of D&AD.

Sales of £nil (2024: £5,675) were made to Huge where Fura Johannesdottir is Global Chief Creative Officer. Fura resigned as a director of D&AD on 3 October 2024 and sales have been included to that date.

No amounts are outstanding in respect of these transactions and no amounts have been written off or provided for in relation to these balances during the year.

24. ULTIMATE CONTROLLING PARTY

The charitable company is under the control of its members. No one member has sufficient voting rights to control the charitable company.

D&AD

England & Wales - Charity number 305992

Accounts

Company Registration Number: 00883234 (England & Wales)
Registered Charity Number in England & Wales: 305992

D&AD
(A Company Limited by Guarantee)

ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 AUGUST 2024

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FOR THE YEAR ENDED 31 AUGUST 2024**

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D&AD REPORT OF THE TRUSTEES

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2024. The Trustees have adopted the provisions of the 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 issued in July 2014 (The FRS102 Charities SORP).

1. Legal and Administrative Information

Trustees, Members and Directors

Kwamena Taylor-Hayford (President 2024-25)

Jack Renwick (President 2023-24)

Richard Brim resigned 11 April 2024

Liza Enebeis

Ravi Amarantuga Hitchcock

Fura Johannesdottir resigned 3 October 2024

Hannah Kelly

Jonathan Kneebone

Russie Miessi resigned 18 March 2025

Malcolm Poynton appointed 1 March 2024

Priya Prakash appointed 3 October 2024

Lisa Smith appointed 1 March 2024

Chaka Sobhani appointed 1 March 2024

Rebecca Wright resigned 1 March 2024

Chairman

Timothy Lindsay

Company Secretary

Dara Lynch

Key Management Personnel

The senior staff members to whom the day to day management of the charity is delegated are listed below:

Jo Jackson (resigned June 2024) Chief Executive Officer

Dara Lynch (COO to June 2024) Chief Executive Officer

Donal Keenan (Awards Director to June 2024) Chief Operating Officer

Paul Drake Foundation Director

Pippa Irvine Digital Director

Laura Kelly (resigned October 2023) Marketing Director

John Misselbrook (appointed December 2023) Director of Finance

Sammi Vaughan Director of Partnerships

D&AD
REPORT OF THE TRUSTEES

Registered Office

D&AD Ltd
64 Cheshire Street
London
E2 6EH

Auditor

Moore Kingston Smith LLP
Chartered Accountants
6th Floor
9 Appold Street
London
EC2A 2AP

Solicitors

Lewis Silkin
5 Chancery Lane
Clifford's Inn
London
EC4A 1BL

Bankers

The Royal Bank of Scotland plc
London Drummonds
49 Charing Cross
Admiralty Arch
London
SW1A 2DX

D&AD REPORT OF THE TRUSTEES

2. Structure, Governance and Management

Background

The charity was formed as a company limited by guarantee in 1962. The company registration number is 00883234. The Charity Commission registration number is 305992.

Objects

The Charity's objects are specifically restricted to the following:

To advance the education of the community by encouraging the understanding, application and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

Appointment of trustees

Any person who is willing to act as a Trustee, who is permitted by law to do so, and who is eligible to become a Trustee in accordance with any rules or by-laws made in accordance with the Articles of Association adopted by special resolution in 2017, may be appointed to be a trustee by a resolution of the Trustees.

Powers

The Board of Trustees has overall responsibility for the strategic leadership, governance and appropriate management control of D&AD.

It has three primary functions:

- To ensure the organisation stays focused on its mission and strategy.
- To make policy decisions.
- To provide support and constructive challenge to the management team, in particular the Chief Operating Officer and Chief Executive.

Members of the Board of Trustees are also Directors of the charity for the purposes of company law.

Each year vacancies for new members of the Board of Trustees arise as existing members retire. These vacancies are available to creative practitioners in advertising companies, design companies, other creative companies, business, museums and galleries, and freelance respectively. The candidates who stand for the vacant positions will represent one of these industries. Successful candidates who fill the vacancies for each Industry sector are elected to serve as trustees on the charity's Board with effect from the conclusion of the September meeting of the Trustees and hold office for three years (or four years in the case of a Trustee who has held the position of Deputy President in the third year of office). The Articles of Association also provide that the trustees may appoint a member, who has not been elected in the prescribed manner, to fill a vacancy that has arisen on the Board of Trustees. The continuation of such an appointment must be approved by the members at the September meeting of the Trustees. The charity's President and Deputy President are appointed from the serving Trustees and take office for a period of one year from the conclusion of the September meeting of the Trustees. The office of President alternates between the six fields of creativity described above and is determined by the serving Trustees.

D&AD REPORT OF THE TRUSTEES

Trustee induction and training

New Trustees undergo an orientation session to brief them on decision making processes, the business plan and recent financial performances of the charity. During the induction session they meet key employees and other Trustees. On-going training needs are identified as appropriate and addressed through a variety of means, including Board papers, leadership days and seminars.

Remuneration policy for Key Management Personnel

The Trustees and the senior management team comprise the key management personnel of the Charity in charge of running and operating the organisation on a day-to-day basis. Details of all Trustee expenses and related party transactions are disclosed in note 15 and note 24 to the accounts.

In order to recruit and retain the best staff to safeguard the services provided to our beneficiaries, the Trustees consider that it is important to offer a competitive salary package, as benchmarked with similar sized charitable organisations.

The salary and other rewards (annual leave and pension contribution) of the Chief Executive are benchmarked and approved by the Trustees on appointment and are reviewed annually by the Trustees in accordance with the contract of employment.

All other staff roles, including the senior management team, are evaluated against a number of criteria, including responsibilities, skills and expertise required. These determine on which band each role lies within the pay scales.

Normally, members of the senior management team are recruited to their assigned salary band. Occasionally, the Trustees will determine if the rate of pay needs to be amended to take account of significant external factors affecting recruitment to a specific role. Staff receive a range of enhanced benefits e.g. sick pay, maternity/paternity pay as well as annual leave and pension contributions.

Organisation

During the year the charity operated from its offices located within Shoreditch. Staff have continued both home based and hybrid working. The Board of Trustees develops all of the charity's objectives. Strategies to deliver the objectives are developed by the charity's Chief Executive and Management Team. Implementation lies with the Team Directors and their colleagues: Awards, Education and Professional Development, Partnerships, Marketing, Digital and Information Systems and Finance and Operations. A non-executive Chairman also provides advice and assistance to both the Trustees and the Charity's Management. The Board of Trustees meets 10 to 12 times a year.

Subsidiary Companies

The charity has the following wholly owned subsidiaries:

- D&AD Trading Limited, the objectives of which are to administer the non-charitable activities of the group. Its profits are donated to the charity under Gift Aid.
- D&AD USA INC, a trading company.
- D&AD Hong Kong Ltd, a trading company.

D&AD REPORT OF THE TRUSTEES

Risk management

As part of its business planning and review procedures the trustees have implemented a risk management strategy, which comprises:

- An annual review of major risks, their impact, and the likelihood of occurrence; and
- The establishment of the systems which the charity uses to mitigate the risks which have been identified and to minimise the potential impact on the charity should any of those risks materialise.

Key risks identified and their mitigation strategies include:

- Loss of key staff through resignation, mitigated through
 - Succession planning for key roles
 - Competitive remuneration and benefits
 - Conducting regular employee engagement and satisfaction surveys
- Lack of direction, strategy, and forward planning, mitigated through
 - Strategic planning involving the board and senior management
 - Development and review of a rolling 3–5-year strategic plan
- Board of trustees dominated by one or two individuals, mitigated through
 - Adherence to term limits for trustees
 - Recruitment of diverse trustees with varied skillsets
 - Ensuring decision-making is democratic and documented
- Trustees benefiting from the charity (e.g. remuneration), mitigated through
 - Adhering to Charity Commission guidelines on trustee benefits
 - Maintaining a trustee register of interests
 - Ensure any payments are authorised, justified, and transparently reported in the annual report
- Competition, mitigated through
 - Regular market analysis and benchmarking
 - Focus on clear and compelling communication of the D&AD unique value proposition
 - Strengthening relationships with donors, beneficiaries, and partners
- Event cancellation, mitigated through
 - Secure event insurance
 - Alternative planning e.g. hybrid or digital formats
- Budgetary control and financial planning, mitigated through
 - Robust budgeting, business planning and forecasting processes
 - Monthly monitoring performance against budgets with corrective action where needed
- Fraud and error, mitigated through
 - Strong internal controls and segregation of duties
 - Annual external audits and internal spot checks
- Significant global events (e.g. pandemics, wars, economic volatility), mitigated through
 - Development and maintenance of a business continuity plan
 - Sufficient reserves to ensure financial sustainability through unexpected events
 - Monitoring of global trends to maintain flexibility in operations and income generation
- Cyber threats, mitigated through
 - Appropriate insurance
 - Regular cyber security audits and updates
 - Secure access authentication and cloud-based data storage
 - Staff training on data protection and phishing awareness

D&AD REPORT OF THE TRUSTEES

The level of risk to the charity's incoming resources

The trustees recognise that the charity's income sources are heavily dependent on funding from the creative industries, the media sectors and the business community and that the levels of income from these sources are highly sensitive to global and national economic and political conditions. Consequently, the trustees are of the opinion that reserves should be generated to a sufficient level to protect the charity from adverse economic conditions and any consequential material decline in income.

Unrestricted funds are needed

- To provide funds to cover the costs of its charitable activities
- To cover administration, fundraising and support costs without which the charity could not function
- To provide funds to cover the cost of its obligations to its members and supporters
- To cover the shortfall in the funding of educational projects otherwise financed by sponsorships or donations
- To develop new activities in accordance with the charity's objectives
- To provide funds for an adequate infrastructure to enable the charity to operate efficiently

Reserves policy

The trustees have considered the possible effects of adverse economic conditions on the activities of the charity and at this time are of the opinion that the charity should aim to maintain unrestricted reserves for the following purposes:

- working capital equal to a level of six months of running costs to mitigate potential timing differences between expenditure obligations and income receipts;
- to provide additional funds to mitigate the impact of risk in core revenue streams;
- to fund growth and development in charity activities;
- to provide additional funds to mitigate the impact of unforeseen volatilities through significant events, and to maintain an adequate infrastructure to enable relevant strategy in the event of such conditions;

The requisite level of reserves in mitigating the eventuality of the above events has been calculated at £5.3m.

Free unrestricted reserves as at 31 August 2024 total £5,612,106 (2023: £5,826,737).

The reserves policy is reviewed and agreed by trustees on an ongoing basis.

D&AD REPORT OF THE TRUSTEES

3. Objectives, activities and public benefit statement

Summary of the objectives of the charity

The main objective of the charity is to advance the education of the community by encouraging the understanding, appreciation and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

The charity's mission is:

- To champion excellence in creativity by setting industry standards,
- To educate and inspire the next generation,
- To promote the contribution of creativity, ideas and innovation to business success.

The charity's strategic aims are to:

- Develop the relevance of the charity's activities to its beneficiaries,
- To continue to raise the profile of the charity,
- To increase the number of participants and beneficiaries of the charity's aims and objectives,
- To develop new activities in accordance with the charity's objectives,
- To create significant surpluses through commercial activities in order to fund the D&AD Foundation and advance the cause of creative education.

Objectives for the year

In 2023/24 the charity's principal objectives for the year were:

- To continue to build to levels determined by the charity's reserves policy.
- To continue to develop a fully integrated brand communications and marketing strategy across programmes.
- To continue to invest in the digital strategy to deliver online content to D&AD's stakeholders and to redesign D&AD as a digital first organisation.
- To review and extend markets and audience beyond UK and Europe.
- To continue to build international awareness in key cities.
- To continue the development of our diversity, equality, equity and inclusion both within D&AD and within the industry, communities and society we are a part of.
- To establish an appropriate environmental sustainability policy and framework.
- To fully utilise D&AD head office in Shoreditch.

Strategies for achieving objectives and significant activities

The charity encourages regional and international participation in its activities by communication with the creative community in those areas through its various programmes, exhibitions and publications.

The charity researches, reviews and assesses its activities and ensures that it is developing and delivering relevant programmes by way of its knowledge management system and working with its participants and beneficiaries.

D&AD REPORT OF THE TRUSTEES

Public Benefit Statement

The charity's benefits are as in accordance with its aims:

- The provision of education to that section of the public that has an interest in creative excellence in design, advertising and any other communications media.
- The promotion of the appreciation of that creative excellence.

The benefits are delivered in the following ways:

- A series of public lectures throughout the year hosted by senior and influential speakers in their particular subject.
- Courses available to the public that specialise in particular aspects of creativity through the charity's Workout programme.
- Provision of educational relationships with top creatives for those in higher education through the University Network programme.
- Running an awards scheme for undergraduates reading subjects associated with the charity's aims and objectives and which attracts some 3,000 entries each year. The entry fee is at a nominal cost.
- Provision of a free entry exposition of graduate creative work that attracts some 7,000 visitors and students.
- Provision of free Internet access to winning work from latest professional and student awards which achieves some 4 million views per annum.
- Provision of an affordable book was replaced by a digital version in 2020 that catalogues the winning work on a completely newly written website which will eventually cover all work since the inception of the charity over 50 years ago. The digital version allows for a broader more diverse and accessible reach to the global community.

During the year the charity continued initiatives aimed to benefit graduate employment and involve the public in the creative processes and the best in creative work:

- The Graduate Academy – this initiative teaches graduates how to bring their education-based skills into the work environment in which they could contribute as a member of a team.
- Shift, continued to evolve a talent program aimed at a more diverse talent. Having launched in 2016, it currently runs in London, New York, Sydney, Berlin, Hamburg and Sao Paulo. On average 70% of its recruits find employment within the creative industries.
- The Impact Project – this project focuses on creative ideas that change the world for the better, galvanising the creative community around the global issues that affect us all.
- During the year the charity continued the initiative to involve and engage the public in the creative process and the best in creative work.

Achievements made by the provision of the benefits:

- Development of best practice in the creative field that will have its effect in improved design and marketing in the business sector and consequently improved success for commerce as a whole.
- Setting ideas and benchmarks to develop higher educational teaching in the creative field thus giving graduates improved skills with which to enter the workforce.
- Stimulation of the appreciation of excellence of creativity in design, advertising and communications by way of debate, free web access, exhibitions and events.
- Diversity, equity, equality, sustainability and inclusion through D&AD DEI and ESG policies.

The public benefit statement has been prepared in accordance with the Charity Commission's guidelines.

D&AD REPORT OF THE TRUSTEES

4. Achievements and performance

In the face of persistent global economic and geopolitical uncertainties, D&AD successfully sustained the delivery of its educational and awards programmes, both physically and through the continued enhancement of its digital platforms. Participation across all initiatives and events grew, broadening access to a more diverse international community. The strategic relocation of the Awards Festival and Ceremony to London's South Bank proved highly successful, significantly increasing the charity's profile. Furthermore, the continued development of the D&AD Archive, Digital Annual, and associated digital content has positioned these assets as vital reference tools within the creative industries.

The charity's performance against its objectives over the past year is as follows:

Objective in 2023-24	Achievements in 2023-24
To maintain reserves at levels determined by the charity's reserves policy.	Requisite reserves as determined by the reserves policy for 31 August 2024 amount to £5.3m. Actual group reserves reported as at that date amount to £6.7m (2023: £6.5m) of which free unrestricted reserves are £5.6m (2023: £5.8m).
To continue to develop a fully integrated brand communications and marketing strategy across programmes.	The implementation of a clear and consistent communications strategy across all communication platforms has contributed to a sustained increase in organisational profile, as reflected by higher levels of engagement in both UK and international markets.
To continue to invest in the digital strategy to deliver an online offer to D&AD stakeholders, thereby building D&AD's community.	Significant investment in the development of D&AD digital platforms during 2024–25 has led to considerable enhancements in back-office efficiency and overall organisational productivity. Continued enhancements to the Customer Relationship Management (CRM) and Content Management System (CMS) applications are focused on delivering an improved customer experience.
To review and extend markets and audience beyond the UK and Europe.	Worldwide media coverage extending beyond the UK and Europe, with appointed international representatives in North America, South America, Asia and Australia. Continuing global market development with specific focus to regional engagement through Awards festivals, Shift and Masterclasses.
To continually develop the redefined professional development strategy.	Development of D&AD educational platforms and content to ensure relevance and increase profile within the UK and internationally.
To continue to build international awareness in key cities.	Senior management of the charity continue to visit appropriate locations and meet with key contacts to develop this objective. Appointments of international reps are in place across key locations in India, Australia, Brazil, USA, China & Japan.
To continue the development of our diversity, equality, equity and inclusion both within D&AD and within the industry, communities and society we are a part of.	D&AD has implemented a robust Diversity, Equality, Equity, and Inclusion (DEI) policy that underpins its activities, processes, and organizational culture. This commitment is reflected in DEI metrics that consistently benchmark positively against both local and national statistics.
To establish an appropriate environmental sustainability policy and framework	D&AD has established a comprehensive sustainability plan that encompasses a Net Zero Carbon Strategy alongside a structured supplier evaluation process. Through the implementation of these initiatives, D&AD has identified key leadership opportunities within

D&AD REPORT OF THE TRUSTEES

	community engagement and strategic partnerships, fostering sustainable momentum across the industry.
To fully utilise D&AD head office in Shoreditch.	D&AD has expanded the utilisation of its Head Office facilities to optimize cost efficiency within its own program of activities. Additionally, this strategic approach has been extended to the wider creative community, reinforcing D&AD's commitment to resource sharing and community engagement.

5. Financial review

Incoming resources for the year amounted to £0.3m lower than the previous twelve-month period, with decreases in Professional Development of £372,000 and New Blood of £156,000. This was offset to some degree by increases in Professional Awards of £157,000 and Partnerships of £50,000.

Total expenditure increased marginally by £52,000.

The effect of this was a group net funds inflow of £211,000 (2023: £526,000) for the twelve months ended 31st August 2024.

Principal funding sources

Entry income for the professional awards scheme was higher by £298,000 (7%) compared to the previous year.

Funds

Group funds at 31 August 2024 amounted to £6,701,534 (2023: £6,490,195) of which £nil were restricted (2023: £nil). There was a surplus of unrestricted funds of £6,701,534 (2023: £6,490,195). The charity will continue its programme of cost control and income enhancement in order to increase the unrestricted fund balance. It is anticipated that this programme will deliver material surpluses in future years due to investment in streamlined systems and automation.

6. Future plans and subsequent events

The charity's key strategic policies as stated in these statements remain as relevant for 2024/25. In addition, the increase in unrestricted funds to a level both consistent with the charity's reserve policy will continue as a major objective.

D&AD is currently within a program of iterative transformation to launch new innovation and redevelop existing technology and functionality to transform the business going forward.

Objective for 2024/25 and beyond	Target
To maintain reserves at levels determined by the charity's reserves policy.	Continuance of an ongoing financial review and cost evaluation strategy aimed at enhancing organisational efficiency. Efforts are focused on developing revenue streams within existing programs, alongside the implementation of new revenue-generating initiatives. These measures are designed to support growth in both organisational capacity and program activities, ensuring long-term financial sustainability.

D&AD REPORT OF THE TRUSTEES

<p>To continue to develop a fully integrated brand communications and marketing strategy across programmes.</p>	<p>Continued strategic development of a clear and coherent voice across all communication platforms, continuing to raise international D&AD brand awareness and profile.</p>
<p>To continue to invest in the digital strategy to deliver an online offer to D&AD stakeholders, thereby building D&AD’s community.</p>	<p>To continue a significant review and redesign of D&AD’s digital architecture across all platforms. Implementation of new CRM and CMS applications within 2024/25, to improve customer experience and increase customer engagement.</p>
<p>To review and extend markets and audience beyond UK and Europe.</p>	<p>To continue to reach diverse audiences who represent the breadth of commercial creative community. Focus on segments which we can penetrate effectively; likely to be design & production agencies, in-house creative & design teams and consultancies. To continue to reach larger audiences outside London and the UK. Focus on growth cities which we can penetrate most effectively.</p>
<p>To continue to build international awareness in key cities.</p>	<p>Senior management to maintain visits to appropriate locations and meet with key contacts, as well as research the potential of regional events to develop this objective.</p>
<p>To further develop products and programmes to engage these markets and audiences.</p>	<p>Review existing and identify new programmes and products relevant to D&AD industry and community.</p>
<p>To continually develop the redefined professional development strategy.</p>	<p>To continually review strategy to ensure it is relevant to the needs of the present and future by developing the model into a comprehensive, technically flavoured series of training modules targeting both the creative and client communities with the ultimate objective of the creation of an E-Learning series to scale the enterprise and enhance the development of careers in creative fields through Continuous Professional Development (CPD) scheme. Focussing on larger corporations and contracts with more global reach to achieve a greater outreach.</p>
<p>To continue the development of our diversity, equality, equity and inclusion both within D&AD and within the industry, communities and society we are a part of.</p>	<p>To maintain the D&AD DEI policies through our three established pillars:</p> <ul style="list-style-type: none"> • Creating a culture where everyone feels welcome, belongs and is able to be themselves. • Creating a more diverse industry through our programmes & platforms. • Ensuring representation within D&AD to reflect the rich diversity of the London working society, including at senior levels.
<p>To establish an appropriate environmental sustainability policy and framework</p>	<p>To implement the Net Zero Carbon Strategy alongside a structured supplier evaluation process. Identify further key leadership opportunities within community engagement and strategic partnerships, fostering sustainable momentum across the industry. This includes reducing energy consumption and waste, incorporating sustainability into its procurement practices and processes, and</p>

D&AD
REPORT OF THE TRUSTEES

	prioritising suppliers and service providers that share D&AD's value toward carbon neutrality.
To fully utilise D&AD head office in Shoreditch.	To expand utilisation both to enhance and build relations within the wider community and serve the creative community, and to generate additional revenue streams where feasible.

D&AD REPORT OF THE TRUSTEES

Statement of Trustees' Responsibilities

The trustees (who are the directors of the charity for the purposes of company law), are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland."

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- State whether applicable accounting standards, including FRS 102, have been followed subject to any material departures disclosed and explained in the financial statements;
- Observe the methods and principles in Statement of Recommended Practice Charities (SORP).
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 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; and
- The trustees have taken all the 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.

Small Companies Exemption

This report has been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The trustees of the Charity approve the Trustees' Annual Report.

Auditors

Moore Kingston Smith LLP has indicated their willingness to continue in office for the ensuing year.

Signed on behalf of the Trustees on 5/27/2025

DocuSigned by:

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Dara Lynch, Secretary

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

Opinion

We have audited the financial statements of (D&AD) (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2024 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement 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 group's and the parent charitable company's affairs as at 31 August 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the 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 the group's and parent charitable company'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 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 there is 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

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 [strategic report and the] trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- [the strategic report and the] trustees' annual report have 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 group and parent charitable company and their 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 where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, 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 group and parent 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 group or parent 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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are [the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Signed by:

Moore Kingston Smith LLP

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Date: 5/29/2025

Andrew Stickland (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

D&AD
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
FOR THE YEAR ENDED 31 AUGUST 2024



		Unrestricted 2024	Total 2024	Total 2023 restated Note 1 (e)
	Note	£	£	£
Income from				
<i>Charitable activities:</i>				
Awards	4	5,653,034	5,653,034	5,495,781
Partnerships		230,194	230,194	180,333
Professional Development		289,336	289,336	382,870
New Blood		1,428,801	1,428,801	1,584,721
Total charitable activities		7,601,365	7,601,365	7,643,705
Trading income from subsidiary	5	314,003	314,003	591,827
Investment income and interest	6	106,801	106,801	46,101
Other income	6	582	582	3,468
Total income		8,022,751	8,022,751	8,285,101
Expenditure on				
<i>Charitable activities:</i>				
Awards	7	4,805,574	4,805,574	4,680,038
Partnerships		577,148	577,148	540,473
Professional Development		654,628	654,628	654,606
New Blood		1,678,674	1,678,674	1,646,733
Total charitable activities		7,716,024	7,716,024	7,521,850
Trading subsidiary costs	8	95,388	95,388	237,432
Total expenditure	9	7,811,412	7,811,412	7,759,282
Net income / (expenditure)		211,339	211,339	525,819
Total funds brought forward	21	6,490,195	6,490,195	5,964,376
Total funds carried forward		6,701,534	6,701,534	6,490,195

The Charity has no recognised gains or losses for the year other than as detailed above.

The net movements in the Charity's funds for the year arise from the Charity's continuing activities.

D&AD
BALANCE SHEETS - GROUP AND CHARITY
AS AT 31 AUGUST 2024



	Note	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Fixed assets					
Intangible assets	16	988,563	604,730	988,563	604,730
Tangible assets	17	100,865	58,728	100,865	58,728
Investments	18	-	-	1,000	1,000
		<u>1,089,428</u>	<u>663,458</u>	<u>1,090,428</u>	<u>664,458</u>
Current assets					
Debtors	19	1,154,824	807,040	1,140,074	807,040
Cash at bank and in hand		5,542,926	6,747,278	5,532,236	6,736,552
		<u>6,697,750</u>	<u>7,554,318</u>	<u>6,672,310</u>	<u>7,543,592</u>
Current liabilities					
Creditors falling due within one year	20	(1,085,644)	(1,727,581)	(1,283,783)	(2,074,715)
		<u>5,612,106</u>	<u>5,826,737</u>	<u>5,388,527</u>	<u>5,468,877</u>
Net current assets					
		<u>6,701,534</u>	<u>6,490,195</u>	<u>6,478,955</u>	<u>6,133,335</u>
Total assets less current liabilities					
		<u>6,701,534</u>	<u>6,490,195</u>	<u>6,478,955</u>	<u>6,133,335</u>
Net assets					
		<u>6,701,534</u>	<u>6,490,195</u>	<u>6,478,955</u>	<u>6,133,335</u>
Accumulated funds					
Unrestricted funds	21	6,701,534	6,490,195	6,478,955	6,133,335
Total accumulated funds		<u>6,701,534</u>	<u>6,490,195</u>	<u>6,478,955</u>	<u>6,133,335</u>

As permitted by s408 Companies Act 2006, the company has not presented its own statement of financial activities and related notes. The charity's surplus for the year was £345,620 (2023: £460,178 surplus)

5/28/2025

The financial statements were approved by the trustees on and signed on their behalf by:

Signed by:

Kwame Taylor-Hayford

7484CF65176E470...

Trustee

Company registration number 00883234

D&AD
CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT 31 AUGUST 2024



	2024	2023
	£	£
Cash inflow from operating activities		
Net cash (used) / provided by operating activities	(575,267)	753,773
Cash flow from investing activities		
Investment income and interest received	106,801	46,101
Payments to acquire tangible and intangible fixed assets	(735,886)	(723,050)
	(629,085)	(676,949)
Net (decrease) / increase in cash and cash equivalents	(1,204,352)	76,824
Cash and cash equivalents at beginning of year	6,747,278	6,670,454
Cash and cash equivalents at close of year	5,542,926	6,747,278

Reconciliation of net income / (expenditure) to cash flow from operating activities

	2024	2023
	£	£
Net income / (deficit) for the reporting period	211,339	525,819
Adjustments for:		
Depreciation charges	309,916	150,135
Investment income	(106,801)	(46,101)
(Increase) / decrease in debtors	(347,784)	200,761
Increase in creditors	(641,937)	(76,841)
Net cash provided by operating activities	(575,267)	753,773
Analysis of cash and cash equivalents		
Cash at bank and in hand	5,542,926	6,747,278



1. ACCOUNTING POLICIES

a) Basis of preparation

The financial statements comprise the charity and its wholly-owned subsidiary D&AD Trading Limited on a line-by-line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

These financial statements are prepared under the historical cost convention.

The financial statements are prepared in sterling which is the functional currency of the charitable group. Monetary amounts within these financial statements are rounded to the nearest pound.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company and its subsidiaries are a public benefit group for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

b) Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable group to continue as a going concern. The trustees have considered forecasts for a period of at least one year from the date of approval of the financial statements taking these steps in to account. On the basis of these projections and the reserves available to the charity, the trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Incoming resources

All income is recognised in the statement of financial activities when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Where a claim for repayment of income tax has or will be made, such income is grossed up for the tax recoverable.

d) Allocation of costs

The charity's operating costs include staff costs, rent and other related costs. Such costs are allocated between the charity's educational programmes, activities for raising funds, and management and administration. Staff costs are allocated according to the costs of staff working directly in the relevant teams or on the appropriate projects. Where costs are not directly attributable to any project or team, they have been apportioned according to the total of all other costs relating to each team or project.

e) Expenditure

Following a review of the classification of expenditure a reclassification was made between cost of raising funds and charitable activities.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2024



f) Charitable expenditure

Charitable expenditure includes all expenditure directly related to the objects of the charity and comprises:

Costs of activities in furtherance of the charity's objects - comprising the costs of the educational and professional awards programmes undertaken by the charity and is accounted for when payable.

Support costs - representing the staffing and associated costs of supporting, mentoring and evaluation the operational programmes for which the charity is responsible.

Governance costs - which are part of support costs representing expenditure on governance infrastructure that allows the charity to operate and to generate the information required for public accountability. They include the strategic planning processes that contribute to future development of the charity.

g) Fund accounting

The charity maintains various types of funds as follows:

Restricted funds - representing grants, donations and sponsorship received which are stipulated to be applied for specific projects by either the nature of the fundraising appeal or the grant/sponsorship agreement.

Unrestricted funds - representing funds that are expendable at the discretion of the trustees in the furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

h) Pension costs

The charity operates a defined contribution scheme that is open to all employees. The charity's contributions to the scheme are charged to the statement of financial activities in the year to which they relate.

i) Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation on intangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Software and website	-	over 5 years straight line
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j) Tangible fixed assets

Tangible fixed assets of a value of £1,000 and over are capitalised, and are stated at cost less accumulated depreciation. Depreciation on tangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Leasehold improvements	-	over 5 years straight line
Computer equipment	-	over 3 years straight line
Office equipment	-	over 4 years straight line

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or change in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible and intangible fixed assets are reviewed for impairment.

k) Financial instruments

1. Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of 95 days or less.

2. Financial assets and liabilities

Basic Financial Instruments, as defined by FRS102, are recognised initially at their transaction price and subsequently at settlement value. Financial assets and liabilities that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.



l) Leases

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the Statement of Financial Activities over the relevant period. The capital element of the future payments is treated as a liability.

Rentals of assets held under operating leases are charged to the statement of financial activities in equal amounts over the lease term.

m) Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

n) Foreign Exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in the statement of financial activities for the period.

o) Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

Tangible and intangible assets

The annual depreciation and amortisation charge for fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See notes 16 and 17 for the carrying amount of the property, plant and equipment and intangible assets.

2. LEGAL STATUS OF THE CHARITY

The Charity is a company limited by guarantee and has no share capital. The members of the charity are the trustees listed on page 1. In accordance with the Memorandum of Association, every Member is liable to contribute a sum of £25 in the event of the charity being wound up.

3. FINANCIAL ACTIVITIES OF THE CHARITY

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results of the subsidiary is shown at Note 18.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2024



	Unrestricted 2024 £	Unrestricted 2023 £
4. INCOME FROM CHARITABLE ACTIVITIES		
Awards	5,653,034	5,495,781
Partnerships	230,194	180,333
Professional Development	289,336	382,870
New Blood	1,428,801	1,584,721
Total income from charitable activities	7,601,365	7,643,705
5. TRADING SUBSIDIARY INCOME		
Income generated in D&AD Trading Limited	314,003	591,827
	314,003	591,827
6. INVESTMENT INCOME, INTEREST AND OTHER INCOME		
Bank deposit interest	106,801	46,101
Other income	582	3,468
	107,383	49,569
7. COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTIVES		
Awards	4,805,574	4,680,038
Partnerships	577,148	540,473
Professional Development	654,628	654,606
New Blood	1,678,674	1,646,733
Total expenditure on charitable activities	7,716,024	7,521,850
8. TRADING SUBSIDIARY COSTS		
Costs incurred by D&AD Trading Limited	95,388	237,432
	95,388	237,432

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2024



9. ANALYSIS OF TOTAL RESOURCES EXPENDED

	Direct staff costs	Other direct costs	Marketing	Digital	Support & Governance	Total
	£	£	£	£	£	£
Year to 31 August 2024						
Costs of activities in furtherance of the charity's objectives						
Awards	751,831	1,787,805	561,305	932,032	772,601	4,805,574
Partnerships	306,830	41,777	22,857	37,953	167,731	577,148
Professional Development	210,045	218,774	28,729	47,704	149,376	654,628
New Blood	351,665	620,280	141,870	235,571	329,288	1,678,674
	1,620,371	2,668,636	754,761	1,253,260	1,418,996	7,716,024
Other expenditure						
Trading costs	-	95,388	-	-	-	95,388
	-	95,388	-	-	-	95,388
Total	1,620,371	2,764,024	754,761	1,253,260	1,418,996	7,811,412

Year to 31 August 2023

Costs of activities in furtherance of the charity's objectives

Awards	895,451	1,570,256	621,936	692,396	899,999	4,680,038
Partnerships	297,143	73,428	20,408	22,720	126,774	540,473
Professional Development	187,774	260,479	43,328	48,237	114,788	654,606
New Blood	395,414	565,029	179,337	199,654	307,299	1,646,733
	1,775,782	2,469,192	865,009	963,007	1,448,860	7,521,850
Other expenditure						
Trading costs	-	237,432	-	-	-	237,432
	-	237,432	-	-	-	237,432
Total	1,775,782	2,706,624	865,009	963,007	1,448,860	7,759,282

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2024



	Unrestricted 2024 £	Unrestricted 2023 £
10. SUPPORT AND GOVERNANCE COSTS		
Support		
Staff and related costs	280,472	199,568
Depreciation	9,801	56,075
Other support costs	603,464	693,815
Total support costs	893,737	949,458
Governance		
Salaries	397,803	439,348
Audit fees	35,640	24,500
Legal and professional fees	47,705	35,554
Other governance costs	44,111	-
Total governance costs	525,259	499,402
Total	1,418,996	1,448,860

11. NET OUTGOING RESOURCES

Net outgoing resources for the year are stated after charging:

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Auditors remuneration:				
In respect to current year audit	31,675	27,500	27,960	24,500
In respect to prior year audit	7,650	-	7,680	-
Depreciation / amortisation:				
Owned assets (tangible and intangible)	309,916	150,135	309,916	150,135
Rentals under operating leases: land and buildings	203,844	145,531	203,844	145,531

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2024



12. ANALYSIS OF STAFF COSTS

Staff costs comprise:	2024	2023
	£	£
Wages and salaries	2,642,463	2,745,347
Social security costs	308,455	297,912
Pension costs	210,670	245,587
Healthcare	12,119	11,640
Recruitment and training	27,667	42,011
Redundancy and termination payments	81,196	21,389
Total staff costs	3,282,570	3,363,886

The number of employees whose emoluments (salaries and benefits in kind) excluding pensions fell within the following

£60,001 - £70,000	2	-
£70,001 - £80,000	2	3
£80,001 - £90,000	1	1
£90,001 - £100,000	1	2
£100,001 - £110,000	2	1
£140,001 - £150,000	1	1
	9	8

Where no employee falls into a salary banding above, this banding has been excluded.

The number of employees earning more than £60,000 for whom pension contributions have been paid in the year is 9 (2023: 8). The total pension contributions paid by the charity during the year for employees earning more than £60,000 was £71,718 (2023: £118,086)

13. STAFF NUMBERS

The average number of employees including temporary and short-term contract staff analysed by function was:

	2024	2023
	number	number
Charitable activities	34	36
Income generation	15	14
Administration and support	8	6
	57	56

14. TRUSTEES AND KEY MANAGEMENT PERSONNEL

During the year £6,883 was paid to three trustees in respect of expenses incurred on behalf of the charity (2023: £2,223)

The charity purchased trustee indemnity insurance costing £3,587 (2023: £3,509) to protect the charity from loss arising from neglect or default of its trustees and employees.

Key management personnel include the Trustees, Chief Executive, and senior staff reporting directly to the Chief Executive. The total employee benefits of the charity's key management personnel were £1,099,712 (2023: £1,065,605)

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2024



15. TAXATION

The company is a registered charity and no provision is considered necessary for taxation as the charity is exempt from tax on its charitable income and to the extent that it is applied to charitable purposes.

16. INTANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Website and software
	£
Cost or valuation	
As at 1 September 2023	673,823
Additions	658,974
Disposals	(134,287)
As at 31 August 2024	1,198,510
Amortisation	
As at 1 September 2023	69,093
Charge for the year	148,507
Eliminated on disposal	(7,653)
As at 31 August 2024	209,947
Net book value	
As at 31 August 2024	988,563
As at 31 August 2023	604,730

17. TANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Leasehold improvements	Office equipment	Total
	£	£	£
Cost or valuation			
As at 1 September 2023	1,122,715	397,703	1,520,418
Additions	-	76,912	76,912
As at 31 August 2024	1,122,715	474,615	1,597,330
Depreciation			
As at 1 September 2023	1,122,715	338,975	1,461,690
Charge for the year	-	34,775	34,775
As at 31 August 2024	1,122,715	373,750	1,496,465
Net book value			
As at 31 August 2024	-	100,865	100,865
As at 31 August 2023	-	58,728	58,728

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2024



18. INVESTMENTS IN SUBSIDIARIES

The charity has an investment in the following subsidiary undertakings:

	Registered office	Status	% Ownership
D&AD Trading Limited	64 Cheshire Street, London E2 6EH	Trading	100%
D&AD Limited	Suite 1201, Tower 2, The Gateway, 25 Canton Road, Tsimshatsui, Kowloon, Hong Kong	Non-trading	100%
D&AD USA Inc.	Frankfurt Kurnit Klein and Selz, P.C. 488 Madison Avenue, NY 10022, USA	Non-trading	100%

	2024	2023
	£	£
Cost at the beginning and end of the year	1,000	1,000

D&AD Limited Hong Kong and D&AD USA Inc. have been excluded from consolidation for the reason they are dormant non-trading organisations and have no material effect on the surplus or net assets of the group.

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results is shown below.

	2024	2023
	£	£
Profit & Loss Account		
Turnover	314,003	591,827
Cost of sales	(92,303)	(230,258)
Gross profit	221,700	361,569
Administration expenses	(3,085)	(8,674)
Profit on ordinary activities	218,615	352,895
Balance sheet		
Current assets	268,497	460,260
Creditors: amounts falling due within one year	(44,918)	(102,400)
Total net assets	223,579	357,860
Called up share capital	1,000	1,000
Retained profit	222,579	356,860
Shareholders' funds	223,579	357,860

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2024



	Group 2024	Group 2023	Charity 2024	Charity 2023
	£	£	£	£
19. DEBTORS				
Trade debtors	541,686	541,211	541,686	541,211
Other debtors	238,129	88,865	238,129	88,865
Prepayments and accrued income	375,009	176,964	360,259	176,964
	<u>1,154,824</u>	<u>807,040</u>	<u>1,140,074</u>	<u>807,040</u>
20. CREDITORS				
Trade creditors	392,424	371,689	392,424	371,689
Other creditors	24,804	41,288	24,804	41,288
Taxation and social security	84,367	94,524	84,367	94,524
Accrued expenses	459,246	502,163	456,131	499,163
Deferred income	124,803	717,917	83,000	618,517
Owed to subsidiary undertakings	-	-	243,057	449,534
	<u>1,085,644</u>	<u>1,727,581</u>	<u>1,283,783</u>	<u>2,074,715</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2024



21. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted	Total
	£	£
As at 31 August 2024		
Fixed assets		
Intangible assets	988,563	988,563
Tangible assets for use by the charity	100,865	100,865
Current assets		
Debtors	1,154,824	1,154,824
Cash at bank and in hand	5,542,926	5,542,926
Current liabilities		
	(1,085,644)	(1,085,644)
	<u>6,701,534</u>	<u>6,701,534</u>

As at 31 August 2023

Fixed assets		
Intangible assets	604,730	604,730
Tangible assets for use by the charity	58,728	58,728
Current assets		
Debtors	807,040	807,040
Cash at bank and in hand	6,747,278	6,747,278
Current liabilities		
	(1,727,581)	(1,727,581)
	<u>6,490,195</u>	<u>6,490,195</u>

22. OPERATING LEASE COMMITMENTS

As at the reporting date, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall dues as follows:

	Charity and	Charity and
	Group	Group
	2024	2023
	£	£
Within one year	250,000	213,955
Between two and five years	548,677	798,677
	<u>798,677</u>	<u>1,012,632</u>



23. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Charitable Group operates a defined contribution scheme which is administered independently of the Group. The cost to the Group for the year was £210,670 (2023: £245,587). At the Balance Sheet date, the amount due to the pension scheme administrators was £20,854 (2023: £20,376). The expected cost to the charity in the coming year, if all staff take up their pension option, is approximately £204,000 (2023: £229,000).

24. RELATED PARTY TRANSACTIONS

During the year the following related party transactions were carried out:

Sales of £95,388 (2023: £238,932) and purchases of £314,003 (2023: £591,827) were made to D&AD Trading Limited, a wholly owned subsidiary of D&AD. At the balance sheet date there was an amount owed to the subsidiary of £257,807 (2023: £449,534).

Sales of £nil (2023: £4,423) were made to Pentagram Design Limited where Naresh Ramchandani is a director. Naresh was also a director of D&AD for the period from 18 September 2019 to 1 March 2023. Sales have only been included where they fall within this period.

Sales of £6,209 (2023: £3,068) and purchases of £6,600 (2023: £15,780) were made to Studio Dumbar where Liza Enebeis is a partner and creative director. Liza is also a director of D&AD.

Sales of £980 (2023: £3,516) were made to Saboteur Studios where Hannah Kelly is a designer. Hannah is also a director of D&AD.

Sales of £1,047 (2023: £3,564) were made to The Glue Society where Jonathan Kneebone is the Founder. Jonathan is also a director of D&AD.

Sales of £525 (2023: £nil) were made to Born Social where Russie Miessi is a strategist. Russie was also appointed a director of D&AD on 1 March 2024. Sales have been included from that date.

Sales of £8,352 (2023: £nil) were made to Cheil WW where Malcolm Poynton is Global Chief Creative Officer and President Creative. Malcolm was appointed a director of D&AD on 2 March 2024. Sales have been included from that date.

Sales of £nil (2023: £1,913) were made to Jack Renwick Studio where Jack Renwick is the proprietor. Jack is also a director of D&AD.

Sales of £9,950 (2023: £nil) were made to DDB Worldwide where Chaka Sobhani is President and Global Chief Creative Officer. Chaka was appointed a director of D&AD on 1 March 2024. Sales have been included from that date.

Sales of £14,960 (2023: £nil) were made to JKR (Jones Knowles Ritchie) where Lisa Smith is Executive Creative Director. Lisa was appointed a director of D&AD on 1 March 2024. Sales have been included from that date.

Sales of £7,105 (2023: £8,561) were made to Kin where Kwame Taylor-Hayford is the co founder. Kwame is also a director of D&AD.

Sales of £5,675 (2023: £1,610) were made to Huge where Fura Johannesdottir is Chief Design Officer. Fura was also a director of D&AD.

No amounts are outstanding in respect of these transactions and no amounts have been written off or provided for in relation to these balances during the year.

25. ULTIMATE CONTROLLING PARTY

The charitable company is under the control of its members. No one member has sufficient voting rights to control the charitable company.

D&AD

England & Wales - Charity number 305992

Accounts

Company Registration Number: 00883234 (England & Wales)
Registered Charity Number in England & Wales: 305992

D&AD
(A Company Limited by Guarantee)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2023

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FOR THE YEAR ENDED 31 AUGUST 2023**

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D&AD REPORT OF THE TRUSTEES

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2023. The Trustees have adopted the provisions of the 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 issued in July 2014 (The FRS102 Charities SORP).

1. Legal and Administrative Information

Trustees, Members and Directors

Jack Renwick (President)

Richard Brim (Ex President)

Resigned 11 April 2024

Liza Enebeis

Ravi Amarantuga Hitchcock

Fura Johannesdottir

Hannah Kelly

Jonathan Kneebone

Russie Miessi

Kwamena Taylor-Hayford

Rebecca Wright

Chairman

Timothy Lindsay

Company Secretary

Dara Lynch

Key Management Personnel

The senior staff members to whom the day to day management of the charity is delegated are listed below:

Jo Jackson

Chief Executive Officer

Dara Lynch

Chief Operating Officer

Paul Drake

Foundation Director

Pippa Irvine

Digital Director

Donal Keenan

Awards Director

Laura Kelly (resigned October 2023)

Marketing Director

Sammi Vaughan

Director of Partnerships

D&AD
REPORT OF THE TRUSTEES

Registered Office

D&AD Ltd,
64 Cheshire St,
London,
E2 6EH

Auditor

Moore Kingston Smith LLP,
Chartered Accountants
6th Floor
9 Appold Street
London
EC2A 2AP

Solicitors

Lewis Silkin
5 Chancery Lane
Clifford's Inn
London
EC4A 1BL

Bankers

The Royal Bank of Scotland plc
London Drummonds
49 Charing Cross
Admiralty Arch
London
SW1A 2DX

D&AD REPORT OF THE TRUSTEES

2. Structure, Governance and Management

Background

The charity was formed as a company limited by guarantee in 1962. The company registration number is 00883234. The Charity Commission registration number is 305992.

Objects

The Charity's objects are specifically restricted to the following:

To advance the education of the community by encouraging the understanding, application and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

Appointment of trustees

Any person who is willing to act as a Trustee who is permitted by law to do so, and who is eligible to become a Trustee in accordance with any rules or by-laws made in accordance with the Articles of Association adopted by special resolution in 2017, may be appointed to be a trustee by a resolution of the Trustees.

Powers

The Board of Trustees has overall responsibility for the strategic leadership, governance and appropriate management control of D&AD.

It has three primary functions:

- To ensure the organisation stays focused on its mission and strategy.
- To make policy decisions.
- To provide support and constructive challenge to the management team, in particular the Chief Operating Officer and the Chief Executive.

Members of the Board of Trustees are also Directors of the charity for the purposes of company law.

Each year vacancies for new members of the Board of Trustees arise as existing members retire. These vacancies are available to creative practitioners in advertising companies, design companies, other creative companies, business, museums and galleries, and freelance respectively. The candidates who stand for the vacant positions will represent one of these industries. Successful candidates who fill the vacancies for each industry sector are elected to serve as trustees on the charity's Board with effect from the conclusion of the September meeting of the Trustees and hold office for three years (or four years in the case of a Trustee who has held the position of Deputy President in the third year of office). The Articles of Association also provide that the trustees may appoint a member, who has not been elected in the prescribed manner, to fill a vacancy that has arisen on the Board of Trustees. The continuation of such an appointment must be approved by the members at the September meeting of the Trustees. The charity's President and Deputy President are appointed from the serving Trustees and take office for a period of one year from the conclusion of the September meeting of the Trustees. The office of President alternates between the six fields of creativity described above and is determined by the serving Trustees.

Trustee induction and training

New Trustees undergo an orientation session to brief them on decision making processes, the business plan and recent financial performances of the charity. During the induction session they meet key employees and other Trustees. On-going training needs are identified as appropriate and addressed through a variety of means, including Board papers, leadership days and seminars.

D&AD REPORT OF THE TRUSTEES

Remuneration policy for Key Management Personnel

The Trustees and the senior management team comprise the key management personnel of the Charity in charge of running and operating the organisation on a day-to-day basis. Details of all Trustee expenses and related party transactions are disclosed in note 16 and note 27 to the accounts.

In order to recruit and retain the best staff to safeguard the services provided to our beneficiaries, the Trustees consider that it is important to offer a competitive salary package, as benchmarked with similar sized charitable organisations.

The salary and other rewards (annual leave and pension contribution) of the Chief Executive are benchmarked and approved by the Trustees on appointment and are reviewed annually by the Trustees in accordance with the contract of employment.

All other staff roles, including the senior management team, are evaluated against a number of criteria, including responsibilities, skills and expertise required. These determine on which band each role lies within the pay scales.

Normally, members of the senior management team are recruited to their assigned salary band. Occasionally, the Trustees will determine if the rate of pay needs to be amended to take account of significant external factors affecting recruitment to a specific role. Staff receive a range of enhanced benefits e.g. sick pay, maternity/paternity pay as well as annual leave and pension contributions.

Organisation

During the year the charity operated from its offices located within Shoreditch. Staff have continued both home based and hybrid working. The Board of Trustees develops all of the charity's objectives. Strategies to deliver the objectives are developed by the charity's Chief Executive and Management Team. Implementation lies with the Team Directors and their colleagues: Awards, Education and Professional Development, Partnerships and Members, Marketing, Digital and Information Systems and Finance and Operations. A non-executive Chairman also provides advice and assistance to both the Trustees and the Charity's Management. The Board of Trustees meets 10 to 12 times a year.

Subsidiary Companies

The charity has the following wholly owned subsidiaries:

- D&AD Trading Limited, the objectives of which are to administer the non-charitable activities of the group. Its profits are donated to the charity under Gift Aid.
- USA INC, a trading company.
- D&AD Hong Kong Ltd, a trading company.

Risk management

As part of its business planning and review procedures the trustees have implemented a risk management strategy, which comprises:

- An annual review of the major risks, their impact, and the likelihood of occurrence which the charity may face; and
- The establishment of the systems which the charity uses to mitigate the risks which have been identified and to minimise the potential impact on the charity should any of those risks materialise.

Key risks identified include: loss of key staff through resignation, the charity lacks direction, strategy and forward planning, Board of Trustees dominated by one or two individuals, Trustees are benefiting from charity (e.g. remuneration), competition, event cancellation, budgetary control & financial planning, fraud and error and significant global events.

D&AD REPORT OF THE TRUSTEES

The level of risk to the charity's incoming resources

The trustees recognise that the charity's income sources are heavily dependent on funding from the creative industries, the media sectors and the business community and that the levels of income from these sources are highly sensitive to global and national economic and political conditions. Consequently, the trustees are of the opinion that reserves should be generated to a sufficient level to protect the charity from adverse economic conditions and any consequential material decline in income.

Unrestricted funds are needed

- To provide funds to cover the costs of its charitable activities
- To cover administration, fundraising and support costs without which the charity could not function
- To provide funds to cover the cost of its obligations to its members and supporters
- To cover the shortfall in the funding of educational projects otherwise financed by sponsorships or donations
- To develop new activities in accordance with the charity's objectives
- To provide funds for an adequate infrastructure to enable the charity to operate efficiently

Reserves policy

The trustees have considered the possible effects of adverse economic conditions on the activities of the charity and at this time are of the opinion that the charity should aim to maintain unrestricted reserves for the following purposes:

- working capital equal to a level of six months' running costs to mitigate potential timing differences between expenditure obligations and income receipts (six months running costs equate to approximately £2.1m);
- to provide additional funds to mitigate the impact of unforeseen volatilities through significant events;
- to maintain an adequate infrastructure to enable relevant strategy in the event of such conditions;
- to fund growth and development in charity activities.

Free unrestricted reserves total £5,826,737 (2022: £5,873,833).

The reserves policy is reviewed and agreed by trustees on an ongoing basis. In recognition of global economic risk, the trustees consider a risk based reserves model to be a more appropriate method of safeguarding future financial sustainability, and a policy to this effect will be developed within the coming financial year.

D&AD REPORT OF THE TRUSTEES

3. Objectives, activities and public benefit statement

Summary of the objectives of the charity

The main objective of the charity is to advance the education of the community by encouraging the understanding, appreciation and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

The charity's mission is:

- To champion excellence in creativity by setting industry standards,
- To educate and inspire the next generation,
- To promote the contribution of creativity, ideas and innovation to business success.

The charity's strategic aims are to:

- Develop the relevance of the charity's activities to its beneficiaries,
- To continue to raise the profile of the charity,
- To increase the number of participants and beneficiaries of the charity's aims and objectives,
- To develop new activities in accordance with the charity's objectives,
- To create significant surpluses through commercial activities in order to fund the D&AD Foundation and advance the cause of creative education.

Objectives for the year

In 2022/23 the charity's principal objectives for the year were:

- To continue to build to levels determined by the charity's reserves policy.
- To continue to develop a fully integrated brand communications and marketing strategy across programmes.
- To continue to reposition the education model through the D&AD Foundation to support D&AD's mission to celebrate, award and promote excellence in business communication and design.
- To continue to raise the charity's profile.
- To continue to invest in the digital strategy to deliver online content to D&AD's stakeholders and to redesign D&AD as a digital first organisation.
- To reconsider the role of membership within the organisation.

Strategies for achieving objectives and significant activities

The charity encourages regional and international participation in its activities by communication with the creative community in those areas through its various programmes, exhibitions and publications.

The charity continuously researches, reviews and assesses its activities and ensures that it is developing and delivering relevant programmes by way of its knowledge management system and working with its participants and beneficiaries.

D&AD

REPORT OF THE TRUSTEES

Public Benefit Statement

The charity's benefits are as in accordance with its aims:

- The provision of education to that section of the public that has an interest in creative excellence in design, advertising and any other communications media.
- The promotion of the appreciation of that creative excellence.

The benefits are delivered in the following ways:

- A series of public lectures throughout the year hosted by senior and influential speakers in their particular subject.
- Courses available to the public that specialise in particular aspects of creativity through the charity's Workout programme.
- Provision of educational relationships with top creatives for those in higher education through the University Network programme.
- Running an awards scheme for undergraduates reading subjects associated with the charity's aims and objectives and which attracts some 3,000 entries each year. The entry fee is at a nominal cost.
- Provision of a free entry exposition of graduate creative work that attracts some 7,000 visitors and students.
- Provision of free Internet access to winning work from latest professional and student awards which achieves some 4 million views per annum.
- Provision of an affordable book was replaced by a digital version in 2020 that catalogues the winning work on a completely newly written website which will eventually cover all work since the inception of the charity over 50 years ago. The digital version allows for a broader more diverse and accessible reach to the global community.

During the year the charity continued initiatives aimed to benefit graduate employment and involve the public in the creative processes and the best in creative work:

- The Graduate Academy – this initiative teaches graduates how to bring their education-based skills into the work environment in which they could contribute as a member of a team.
- Shift, continued to evolve a talent program aimed at a more diverse talent. Having launched in 2016, it currently runs twice a year in London and New York as well as in Sydney, Berlin and Sao Paulo. On average 70% of its recruits find employment within the creative industries.
- The Impact Project – this project focuses on creative ideas that change the world for the better, galvanising the creative community around the global issues that affect us all.
- During the year the charity continued the initiative to involve and engage the public in the creative process and the best in creative work.

Achievements made by the provision of the benefits:

- Development of best practice in the creative field that will have its effect in improved design and marketing in the business sector and consequently improved success for commerce as a whole.
- Setting ideas and benchmarks to develop higher educational teaching in the creative field thus giving graduates improved skills with which to enter the workforce.
- Stimulation of the appreciation of excellence of creativity in design, advertising and communications by way of debate, free web access, exhibitions and events.
- Diversity, equity, equality, sustainability and inclusion through D&AD DEI and ESG policies.

The public benefit statement has been prepared in accordance with the Charity Commission's guidelines.

D&AD REPORT OF THE TRUSTEES

4. Achievements and performance

Despite adverse global events and economic uncertainties, D&AD has demonstrated resilience and adaptability in continuing to successfully deliver its educational and awards programmes. We have seamlessly transitioned back to in-person events while maintaining and enhancing our digital services and applications. This dual approach has enabled us to deliver a cohesive and accessible programme of events and initiatives, effectively reaching an ever-growing and increasingly diverse global community.

Global awareness of the charity has continued to rise, significantly enhancing our impact and reach. The development of the D&AD archive, the Digital Annual, and other digital content continues to progress, positioning these resources as major sources of creative reference. This ongoing evolution ensures that our materials remain relevant and valuable to our audience, further solidifying D&AD's role as a leader in the creative education sector.

The charity's performance against its objectives over the past year is as follows:

Objective in 2022-23	Achievements in 2022-23
To maintain reserves at levels determined by the charity's reserves policy.	The group reported reserves of £6.5m (2022: £6.0m) of which free unrestricted reserves are £5.8m (2022: £5.9m).
To continue to develop a fully integrated brand communications and marketing strategy across programmes.	Increased international involvement especially with growing our awards programme and also increasing our education and learning programmes across Masterclasses and New Blood including our New Blood Awards, festival and exhibition, New Blood Academy and New Blood Shift, globally in London, New York, Sydney, Berlin and San Paola.
To continue to invest in the digital strategy to deliver an online offer to D&AD's stakeholders, thereby building D&AD's community.	Continued investment and delivery in the charity's digital activities including the freely available Digital Annual (in place of a physical Annual), and the digital delivery of selected programmes including Education and Masterclasses amongst others.
To review and extend markets and audience beyond UK and Europe post Brexit.	Continued to achieve worldwide media coverage to extend beyond the UK and Europe, with appointed international representatives in USA, Japan, Australia, India and Brazil.
To continually develop the redefined professional development strategy.	Establishment of a clear and coherent voice across all communication platforms and continuing to raise the company profile, both UK and internationally.
To continue to build international awareness in key cities.	Senior management of the charity has and will continue to visit appropriate locations and meet with key contacts to develop this objective. Appointments of international reps are in place across key locations in India, Australia, Brazil, USA, China & Japan.
To continue the development of our diversity, equality, equity and inclusion both within D&AD and within the industry, communities and society we are a part of.	D&AD have an established diversity, equality, equity and inclusion policy which is applied and underpins activities, processes and culture in every aspect of the organisation.
To establish an appropriate environmental sustainability policy and framework.	D&AD has appointed a head of sustainability alongside working with external consultants to develop a sustainability plan, measure carbon emissions and to publish this plan and the associated data.
To fully utilise D&AD head office in Shoreditch.	Events are now happening more regularly, building relations with the wider creative community and saving on external costs.

D&AD REPORT OF THE TRUSTEES

5. Financial review

A standard program of income generation resulted in incoming resources being £1.1m higher than the previous twelve-month period, which incorporated increases in Professional Development of £148,000, Professional Awards of £560,000, Partnerships of £126,000, and New Blood of £274,000 reflecting significant sponsorship for the New Blood Shift programme.

A return to physical events incurred significant venue and associated costs, which, together with higher inflationary pressures, resulted in costs increasing by £2.3m against the previous twelve months.

The effect of this was a group net funds inflow of £526,000 (2022: £1,713,000) for the twelve months ended 31st August 2023.

Principal funding sources

Entry income for the professional awards scheme was higher by £560,000 compared to the previous year, mainly as a result of an increased number of entries from the larger networks.

Funds

Group funds at 31 August 2023 amounted to £6,490,195 (2022: £5,964,376) of which £nil were restricted (2022: £nil). There was a surplus of unrestricted funds of £6,490,195 (2022: £5,964,376). The charity will continue its programme of cost control and income enhancement in order to increase the unrestricted fund balance. It is anticipated that this programme will deliver material surpluses in future years due to investment in streamlined systems and automation.

D&AD
REPORT OF THE TRUSTEES

6. Future plans and subsequent events

The charity's key strategic policies as stated in these statements remain as relevant for 2022/23. In addition, the increase in unrestricted funds to a level both consistent with the charity's reserve policy will continue as a major objective.

D&AD is exploring opportunities to transform the business by using digital technologies that add value to its existing customer base and create new markets to explore. A 4-year program of iterative transformation has been agreed upon to launch new innovation and redevelop existing technology and functionality to transform the business going forward.

Objective for 2023-24 and beyond	Target
To maintain reserves at levels determined by the charity's reserves policy.	Continuance of the financial review and identification of costs savings and new income streams enhanced by more effective management of existing programmes.
To continue to develop a fully integrated brand communications and marketing strategy across programmes.	Continue to develop a clear and coherent voice across all communication platforms to raise the company profile, both UK and internationally.
To continue to invest in the digital strategy to deliver an online offer to D&AD stakeholders, thereby building D&AD's community.	To significantly progress the significant review and redesign of D&AD's digital architecture across all platforms.
To review and extend markets and audience beyond the UK and Europe.	<p>To continue to reach diverse audiences who represent the breadth of commercial creative community. Focus on segments which we can penetrate effectively; likely to be design & production agencies, in-house creative & design teams and consultancies.</p> <p>To continue to reach larger audiences outside London and the UK. Focus on growth cities which we can penetrate most effectively.</p> <p>Potentially focussing on the USA, considering the feasibility of establishing a physical personnel presence and resource on the ground.</p>
To continually develop the redefined professional development strategy.	<p>To continually review strategy to ensure it is relevant to the needs of the present and future by developing the model into a comprehensive, technically flavoured series of training modules targeting both the creative and client communities with the ultimate objective of the creation of an E-Learning series to scale the enterprise and enhance the development of careers in creative fields through Continuous Professional Development (CPD) scheme.</p> <p>Focussing on larger corporations and contracts with more global reach to achieve a greater outreach.</p>
To continue to build international awareness in key cities.	Senior management of the charity has and will continue to visit appropriate locations and meet with key contacts to develop this objective. Appointments of international reps are already in place across key locations in Germany, India, Australia, Brazil, USA, China & Japan.

D&AD
REPORT OF THE TRUSTEES

Objective for 2023-24 and beyond	Target
<p>To continue the development of our diversity, equality, equity and inclusion both within D&AD and within the industry, communities and society we are a part of.</p>	<p>To continue development of the D&AD strategy through our three established pillars:</p> <ul style="list-style-type: none"> ● Creating a culture where everyone feels welcome, belongs and is able to be themselves. ● Creating a more diverse industry through our programmes & platforms. ● Ensuring representation within D&AD to reflect the rich diversity of the London working society, including at senior levels.
<p>To establish an appropriate environmental sustainability policy and framework</p>	<p>D&AD has appointed a head of sustainability alongside working with external consultants to develop a sustainability plan, measure its carbon emissions and to publish this plan and the associated data.</p> <p>D&AD is currently measuring its carbon emission both operationally and also in relation to its external events with a view to reducing its carbon emission and an ambition of decarbonising all its activities, within a time frame to be confirmed, but looking towards 2030 to be a carbon free organisation and employer.</p> <p>This includes reducing energy consumption and waste, incorporating sustainability into its procurement practices and processes, prioritising suppliers and service providers that share D&AD's value toward carbon neutrality.</p>
<p>To fully utilise D&AD head office in Shoreditch.</p>	<p>To further utilise the space to enhance and build relations within the wider community and serve the creative community.</p>

**D&AD
REPORT OF THE TRUSTEES**

Statement of Trustees' Responsibilities

The trustees (who are the directors of the charity for the purposes of company law), are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland."

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- State whether applicable accounting standards, including FRS 102, have been followed subject to any material departures disclosed and explained in the financial statements;
- Observe the methods and principles in Statement of Recommended Practice Charities (SORP).
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 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; and
- The trustees have taken all the 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.

Small Companies Exemption

This report has been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.


The trustees of the Charity approve the Trustees' Annual Report.

Auditors

Moore Kingston Smith LLP has indicated their willingness to continue in office for the ensuing year.

5/30/2024

Signed on behalf of the Trustees on

DocuSigned by:

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Dara Lynch
Secretary

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

Opinion

We have audited the financial statements of (D&AD) (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2023 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement 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 group's and the parent charitable company's affairs as at 31 August 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the 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 the group's and parent charitable company'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 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 there is 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

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 [strategic report and the] trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- [the strategic report and the] trustees' annual report have 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 group and parent charitable company and their 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 where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, 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 group and parent 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 group or parent 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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are [the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

DocuSigned by:

Andrew Stickland

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Date: 5/30/2024

Andrew Stickland (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

D&AD
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
FOR THE YEAR ENDED 31 AUGUST 2023



		Unrestricted	Total	Total
		2023	2023	2022
	Note	£	£	£
Income from				
Trading income from subsidiary	4	591,827	591,827	440,720
<i>Charitable activities:</i>				
Awards	5	5,495,781	5,495,781	4,935,555
Partnerships		180,333	180,333	54,675
Professional Development		382,870	382,870	386,051
New Blood		1,584,721	1,584,721	1,311,023
Total charitable activities		7,643,705	7,643,705	6,687,304
Investment income and interest	6	46,101	46,101	3,008
Other income	6	3,468	3,468	21,526
Total income		8,285,101	8,285,101	7,152,558
Expenditure on				
Raising funds	7	2,169,285	2,169,285	1,871,767
Trading subsidiary costs	8	237,432	237,432	151,074
		2,406,717	2,406,717	2,022,841
<i>Charitable activities:</i>				
Awards	9	3,159,223	3,159,223	1,859,614
Partnerships		463,887	463,887	428,139
Professional Development		534,364	534,364	367,764
New Blood		1,195,091	1,195,091	761,240
Total charitable activities		5,352,565	5,352,565	3,416,757
Total expenditure		7,759,282	7,759,282	5,439,598
Net income / (expenditure)		525,819	525,819	1,712,960
Transfer between funds	23	-	-	-
Total funds brought forward	22, 23	5,964,376	5,964,376	4,251,416
Total funds carried forward		6,490,195	6,490,195	5,964,376

The Charity has no recognised gains or losses for the year other than as detailed above.

The net movements in the Charity's funds for the year arise from the Charity's continuing activities.

D&AD
BALANCE SHEETS - GROUP AND CHARITY
AS AT 31 AUGUST 2023



	Note	Group 2023 £	Group 2022 £	Charity 2023 £	Charity 2022 £
Fixed assets					
Intangible assets	17	604,730	12,576	604,730	12,576
Tangible assets	18	58,728	77,967	58,728	77,967
Investments	19	-	-	1,000	1,000
		<u>663,458</u>	<u>90,543</u>	<u>664,458</u>	<u>91,543</u>
Current assets					
Debtors	20	807,040	1,007,801	807,040	1,007,801
Cash at bank and in hand		6,747,278	6,670,454	6,736,552	6,659,693
		<u>7,554,318</u>	<u>7,678,255</u>	<u>7,543,592</u>	<u>7,667,494</u>
Current liabilities					
Creditors falling due within one year	21	(1,727,581)	(1,804,422)	(2,074,715)	(2,086,771)
		<u>5,826,737</u>	<u>5,873,833</u>	<u>5,468,877</u>	<u>5,580,723</u>
Net current assets					
		<u>6,490,195</u>	<u>5,964,376</u>	<u>6,133,335</u>	<u>5,672,266</u>
Total assets less current liabilities					
		<u>6,490,195</u>	<u>5,964,376</u>	<u>6,133,335</u>	<u>5,672,266</u>
Net assets					
		<u>6,490,195</u>	<u>5,964,376</u>	<u>6,133,335</u>	<u>5,672,266</u>
Accumulated funds					
Unrestricted funds	22, 23	6,490,195	5,964,376	6,133,335	5,672,266
Total accumulated funds		<u>6,490,195</u>	<u>5,964,376</u>	<u>6,133,335</u>	<u>5,672,266</u>

As permitted by s408 Companies Act 2006, the company has not presented its own statement of financial activities and

5/30/2024

The financial statements were approved by the trustees on and signed on their behalf by:

DocuSigned by:

Jack Kenwick

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Trustee

Company registration number 00883234

D&AD
CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT 31 AUGUST 2023



	2023	2022
	£	£
Cash inflow from operating activities		
Net cash provided by operating activities	753,773	1,967,519
Cash flow from investing activities		
Investment income and interest received	46,101	3,008
Payments to acquire tangible and intangible fixed assets	(723,050)	(34,035)
	<u>(676,949)</u>	<u>(31,027)</u>
Net increase in cash and cash equivalents	76,824	1,936,492
Cash and cash equivalents at beginning of year	6,670,454	4,733,962
Cash and cash equivalents at close of year	<u>6,747,278</u>	<u>6,670,454</u>

Reconciliation of net income / (expenditure) to cash flow from operating activities

	2023	2022
	£	£
Net income / (deficit) for the reporting period	525,819	1,712,960
Adjustments for:		
Depreciation charges	150,135	183,135
Investment income	(46,101)	(3,008)
(Increase) / decrease in debtors	200,761	(271,938)
Increase in creditors	(76,841)	346,370
Net cash provided by operating activities	<u>753,773</u>	<u>1,967,519</u>
Analysis of cash and cash equivalents		
Cash at bank and in hand	<u>6,747,278</u>	<u>6,670,454</u>



1. ACCOUNTING POLICIES

a) Basis of preparation

The financial statements comprise the charity and its wholly-owned subsidiary D&AD Trading Limited on a line-by-line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

These financial statements are prepared under the historical cost convention.

The financial statements are prepared in sterling which is the functional currency of the charitable group. Monetary amounts within these financial statements are rounded to the nearest pound.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company and its subsidiaries are a public benefit group for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

b) Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable group to continue as a going concern. The trustees have considered forecasts for a period of at least one year from the date of approval of the financial statements taking these steps in to account. On the basis of these projections and the reserves available to the charity, the trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Incoming resources

All income is recognised in the statement of financial activities when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Where a claim for repayment of income tax has or will be made, such income is grossed up for the tax recoverable.

d) Allocation of costs

The charity's operating costs include staff costs, rent and other related costs. Such costs are allocated between the charity's educational programmes, activities for raising funds, and management and administration. Staff costs are allocated according to the costs of staff working directly in the relevant teams or on the appropriate projects. Where costs are not directly attributable to any project or team, they have been apportioned according to the total of all other costs relating to each team or project.

e) Costs of raising funds

The costs of raising funds represent expenditure in relation to staff members and consultants who are directly engaged in fundraising and publicity, and the related costs of the fundraising and publicity department.



f) Charitable expenditure

Charitable expenditure includes all expenditure directly related to the objects of the charity and comprises:

Costs of activities in furtherance of the charity's objects - comprising the costs of the educational and professional awards programmes undertaken by the charity and is accounted for when payable.

Support costs - representing the staffing and associated costs of supporting, mentoring and evaluation the operational programmes for which the charity is responsible.

Governance costs - which are part of support costs representing expenditure on governance infrastructure that allows the charity to operate and to generate the information required for public accountability. They include the strategic planning processes that contribute to future development of the charity.

g) Fund accounting

The charity maintains various types of funds as follows:

Restricted funds - representing grants, donations and sponsorship received which are stipulated to be applied for specific projects by either the nature of the fundraising appeal or the grant/sponsorship agreement.

Unrestricted funds - representing funds that are expendable at the discretion of the trustees in the furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

h) Pension costs

The charity operates a defined contribution scheme that is open to all employees. The charity's contributions to the scheme are charged to the statement of financial activities in the year to which they relate.

i) Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation on intangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Software and website	-	over 5 years straight line
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j) Tangible fixed assets

Tangible fixed assets of a value of £1,000 and over are capitalised, and are stated at cost less accumulated depreciation. Depreciation on tangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Leasehold improvements	-	over 5 years straight line
Computer equipment	-	over 3 years straight line
Office equipment	-	over 4 years straight line

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or change in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible and intangible fixed assets are reviewed for impairment.

k) Financial instruments

1. Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

2. Financial assets and liabilities

Basic Financial Instruments, as defined by FRS102, are recognised initially at their transaction price and subsequently at settlement value. Financial assets and liabilities that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.



l) Leases

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the Statement of Financial Activities over the relevant period. The capital element of the future payments is treated as a liability.

Rentals of assets held under operating leases are charged to the statement of financial activities in equal amounts over the lease term.

m) Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

n) Foreign Exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in the statement of financial activities for the period.

o) Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

Tangible and intangible assets

The annual depreciation and amortisation charge for fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 17 and 18 for the carrying amount of the property, plant and equipment and intangible assets.

2. LEGAL STATUS OF THE CHARITY

The Charity is a company limited by guarantee and has no share capital. The members of the charity are the trustees listed on page 1. In accordance with the Memorandum of Association, every Member is liable to contribute a sum of £25 in the event of the charity being wound up.

3. FINANCIAL ACTIVITIES OF THE CHARITY

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results of the subsidiary is shown at Note 19.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



	Unrestricted 2023 £	Unrestricted 2022 £
4. TRADING SUBSIDIARY INCOME		
Income generated in D&AD Trading Limited	591,827	440,720
	591,827	440,720
5. INCOME FROM CHARITABLE ACTIVITIES		
Awards	5,495,781	4,935,555
Partnerships	180,333	54,675
Professional Development	382,870	386,051
New Blood	1,584,721	1,311,023
Total income from charitable activities	7,643,705	6,687,304
6. INVESTMENT INCOME, INTEREST AND OTHER INCOME		
Bank deposit interest	46,101	3,008
Rental income from subleased premises	-	16,839
Other income	3,468	4,687
	49,569	24,534
7. COST OF RAISING FUNDS		
Fund raising costs	2,169,285	1,871,767
	2,169,285	1,871,767
8. TRADING SUBSIDIARY COSTS		
Costs incurred by D&AD Trading Limited	237,432	151,074
	237,432	151,074
9. COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTIVES		
Awards	3,159,223	1,859,614
Partnerships	463,887	428,139
Professional Development	534,364	367,764
New Blood	1,195,091	761,240
Total expenditure on charitable activities	5,352,565	3,416,757

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



10. ANALYSIS OF TOTAL RESOURCES EXPENDED

	Direct staff costs	Other direct costs	Support & Governance costs	Total
	£	£	£	£
Year to 31 August 2023				
Costs of activities in furtherance of the charity's objectives				
Awards	895,451	1,570,256	693,516	3,159,223
Partnerships	297,143	73,428	93,316	463,887
Professional Development	187,774	260,479	86,111	534,364
New Blood	395,414	565,029	234,648	1,195,091
	1,775,782	2,469,192	1,107,591	5,352,565
Other expenditure				
Cost of raising funds	895,534	932,482	341,269	2,169,285
Trading costs	-	237,432	-	237,432
	895,534	1,169,914	341,269	2,406,717
Total	2,671,316	3,639,106	1,448,860	7,759,282

Year to 31 August 2022

Costs of activities in furtherance of the charity's objectives				
Awards	722,851	562,233	574,530	1,859,614
Partnerships	267,599	43,994	116,546	428,139
Professional Development	126,669	171,172	69,923	367,764
New Blood	243,812	354,885	162,543	761,240
	1,360,931	1,132,284	923,542	3,416,757
Other expenditure				
Cost of raising funds	687,103	802,760	381,904	1,871,767
Trading costs	-	151,074	-	151,074
	687,103	953,834	381,904	2,022,841
Total	2,048,034	2,086,118	1,305,446	5,439,598

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



	Unrestricted	Unrestricted
	2023	2022
	£	£
11. SUPPORT AND GOVERNANCE COSTS		
Support		
Staff and related costs	199,568	208,100
Depreciation	56,075	183,134
Other support costs	693,815	591,899
Total support costs	949,458	983,133
Governance		
Salaries	439,348	234,576
Audit fees	24,500	26,313
Other legal and professional fees	35,554	61,424
Total governance costs	499,402	322,313
Total	1,448,860	1,305,446

12. NET OUTGOING RESOURCES

Net outgoing resources for the year are stated after charging:

	Group	Group	Charity	Charity
	2023	2022	2023	2022
	£	£	£	£
Auditors remuneration	27,500	28,831	24,500	26,313
Depreciation / amortisation:				
Owned assets (tangible and intangible)	150,135	183,135	150,135	183,135
Rentals under operating leases: land and buildings	145,531	221,344	145,531	221,344

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



13. ANALYSIS OF STAFF COSTS

Staff costs comprise:	2023	2022
	£	£
Wages and salaries	2,745,347	2,027,129
Social security costs	297,912	231,492
Pension costs	245,587	198,280
Recruitment and training	42,011	19,637
Redundancy and termination payments	21,389	33,810
Total staff costs	3,352,246	2,510,348

The number of employees whose emoluments (salaries and benefits in kind) excluding pensions fell within the following

£60,001 - £70,000	-	1
£70,001 - £80,000	3	2
£80,001 - £90,000	1	2
£90,001 - £100,000	2	-
£100,001 - £110,000	1	-
£110,001 - £120,000	-	1
£130,001 - £140,000	-	-
£140,001 - £150,000	1	1
	8	7

Where no employee falls into a salary banding above, this banding has been excluded.

The number of employees earning more than £60,000 for whom pension contributions have been paid in the year is 11 (2022: 6). The total pension contributions paid by the charity during the year for employees earning more than £60,000 was £118,086 (2022: £62,398)

14. STAFF NUMBERS

The average number of employees including temporary and short-term contract staff analysed by function was:

	2022	2022
	number	number
Charitable activities	36	30
Income generation	14	13
Administration and support	6	5
	56	48

15. TRUSTEES AND KEY MANAGEMENT PERSONNEL

During the year £nil was paid to trustees in respect of expenses incurred on behalf of the charity (2022: £nil)

The charity purchased trustee indemnity insurance costing £2,223 (2022: £776) to protect the charity from loss arising from neglect or default of its trustees and employees.

Key management personnel include the Trustees, Chief Executive, and senior staff reporting directly to the Chief Executive. The total employee benefits of the charity's key management personnel were £1,065,605 (2022: £719,026)

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



16. TAXATION

The company is a registered charity and no provision is considered necessary for taxation as the charity is exempt from tax on its charitable income and to the extent that it is applied to charitable purposes.

17. INTANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Website and software
	£
Cost or valuation	
As at 1 September 2022	373,003
Additions	673,823
Disposals	(373,003)
As at 31 August 2023	673,823
Amortisation	
As at 1 September 2022	360,427
Charge for the year	81,669
Eliminated on disposal	(373,003)
As at 31 August 2023	69,093
Net book value	
As at 31 August 2023	604,730
As at 31 August 2022	12,576

18. TANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Leasehold improvements	Office equipment	Total
	£	£	£
Cost or valuation			
As at 1 September 2022	1,122,715	522,762	1,645,477
Additions	-	49,227	49,227
Disposals	-	(174,286)	(174,286)
As at 31 August 2023	1,122,715	397,703	1,520,418
Depreciation			
As at 1 September 2022	1,081,138	486,372	1,567,510
Charge for the year	41,577	26,889	68,466
Eliminated on disposal	-	(174,286)	(174,286)
As at 31 August 2023	1,122,715	338,975	1,461,690
Net book value			
As at 31 August 2023	-	58,728	58,728
As at 31 August 2022	41,577	36,390	77,967

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



19. INVESTMENTS IN SUBSIDIARIES

The charity has an investment in the following subsidiary undertakings:

	Registered office	Status	% Ownership
D&AD Trading Limited	64 Cheshire Street, London E2 6EH	Trading	100%
D&AD Limited	Suite 1201, Tower 2, The Gateway,	Non-trading	100%
D&AD USA Inc.	Frankfurt Kurnit Klein and Selz, P.C.	Non-trading	100%

	2023	2022
	£	£
Cost at the beginning and end of the year	1,000	1,000

D&AD Limited Hong Kong and D&AD USA Inc. have been excluded from consolidation for the reason they are dormant non-trading organisations and have no material effect on the surplus or net assets of the group.

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results is shown below.

	2023	2022
	£	£
Profit & Loss Account		
Turnover	591,827	440,720
Cost of sales	(230,258)	(147,988)
Gross profit	361,569	292,732
Administration expenses	(8,674)	(4,586)
Profit on ordinary activities	352,895	288,146
Balance sheet		
Current assets	460,260	442,270
Creditors: amounts falling due within one year	(102,400)	(149,160)
Total net assets	357,860	293,110
Called up share capital	1,000	1,000
Retained profit	356,860	292,110
Shareholders' funds	357,860	293,110

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



	Group	Group	Charity	Charity
	2023	2022	2023	2022
	£	£	£	£
20. DEBTORS				
Trade debtors	541,211	607,756	541,211	607,756
Other debtors	88,865	123,469	88,865	123,469
Prepayments and accrued income	176,964	276,576	176,964	276,576
	<u>807,040</u>	<u>1,007,801</u>	<u>807,040</u>	<u>1,007,801</u>
21. CREDITORS				
Trade creditors	371,689	337,104	371,689	337,104
Other creditors	41,288	59,452	41,288	59,452
Taxation and social security	94,524	78,742	94,524	78,742
Accrued expenses	502,163	391,625	499,163	388,895
Deferred income	717,917	937,499	618,517	791,069
Owed to subsidiary undertakings	-	-	449,534	431,509
	<u>1,727,581</u>	<u>1,804,422</u>	<u>2,074,715</u>	<u>2,086,771</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



22. ANALYSIS OF CHARITABLE FUNDS

Analysis of unrestricted fund movements

	Balance 01-Sep 2022 £	Income £	Expenditure gains and losses £	Transfer to restricted funds £	Balance 31-Aug 2023 £
General fund	5,964,376	8,285,101	(7,759,282)	-	6,490,195

	Balance 01-Sep 2021 £	Income £	Expenditure gains and losses £	Transfer to restricted funds £	Balance 31-Aug 2022 £
General fund	4,116,147	7,152,558	(5,304,329)	-	5,964,376

Unrestricted funds realised by the subsidiary company and included in the above amounts: £nil (2022: £nil)

Analysis of restricted fund movements

	Balance 01-Sep 2022 £	Income £	Expenditure £	Transfer general funds £	Balance 31-Aug 2023 £
EU Bridging the Creativity Gap	-	-	-	-	-
	-	-	-	-	-

	Balance 01-Sep 2021 £	Income £	Expenditure £	Transfer general funds £	Balance 31-Aug 2022 £
EU Bridging the Creativity Gap	135,269	-	(135,269)	-	-
	135,269	-	(135,269)	-	-

Income for restricted funds originates from sponsorship grants or donations to a particular project or event and are expensed as required, with unspent funds carried forward to be used against future expenditure.

Restricted funds represent:

EU Bridging the Creativity Gap

Funding to address the gap between the changing needs of the creative sector against the availability of a highly skilled workforce at EU level.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



23. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted £	Total £
As at 31 August 2023		
Fixed assets		
Intangible assets	604,730	604,730
Tangible assets for use by the charity	58,728	58,728
Investment in subsidiary	-	-
Current assets		
Debtors	807,040	807,040
Cash at bank and in hand	6,747,278	6,747,278
Current liabilities	(1,727,581)	(1,727,581)
Long term liabilities	-	-
	6,490,195	6,490,195

As at 31 August 2022

Fixed assets		
Intangible assets	12,576	12,576
Tangible assets for use by the charity	77,967	77,967
Investment in subsidiary	-	-
Current assets		
Debtors	1,007,801	1,007,801
Cash at bank and in hand	6,670,454	6,670,454
Current liabilities	(1,804,422)	(1,804,422)
Long term liabilities	-	-
	5,964,376	5,964,376

24. OPERATING LEASE COMMITMENTS

As at the reporting date, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall dues as follows:

	Charity and Group 2023 £	Charity and Group 2022 £
Within one year	213,955	125,000
Between two and five years	798,677	1,375,000
	1,012,632	1,500,000

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2023



25. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Charitable Group operates a defined contribution scheme which is administered independently of the Group. The cost to the Group for the year was £245,587 (2022: £198,280). At the Balance Sheet date, the amount due to the pension scheme administrators was £20,376 (2022: £16,030). The expected cost to the charity in the coming year, if all staff take up their pension option, is approximately £229,000 (2022: £216,000).

26. RELATED PARTY TRANSACTIONS

During the year the following related party transactions were carried out:

Sales of £4,423 (2022: £3,370) were made to Pentagram Design Limited where Naresh Ramchandani is a director. Naresh is also a director of D&AD.

Sales of £238,932 (2022: £152,574) and purchases of £617,827 (2022: £440,720) were made to D&AD Trading Limited, a wholly owned subsidiary of D&AD. At the balance sheet date there was an amount owed to the subsidiary of £449,534 (2022: £431,509).

No amounts are outstanding in respect of these transactions and no amounts have been written off or provided for in relation to these balances during the year.

27. ULTIMATE CONTROLLING PARTY

The charitable company is under the control of its members. No one member has sufficient voting rights to control the charitable company.

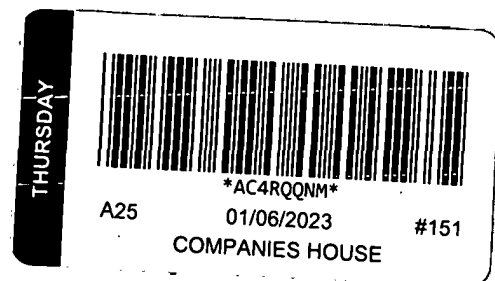
D&AD

England & Wales - Charity number 305992

Accounts

Company Registration Number: 00883234 (England & Wales)
Registered Charity Number in England & Wales: 305992

D&AD
(A Company Limited by Guarantee)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2022



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FOR THE YEAR ENDED 31 AUGUST 2022**

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**D&AD
REPORT OF THE TRUSTEES**

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2022. The Trustees have adopted the provisions of the 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 issued in July 2014 (The FRS102 Charities SORP).

1. Legal and Administrative Information

Trustees, Members and Directors

Richard Brim (President)	
Naresh Ramchandani (Ex-President)	Resigned 1 March 2023
Rebecca Wright (Deputy President)	
Liza Enebeis	
Ravi Amarantuga Hitchcock	Appointed on 1 March 2023
Fura Johannesdottir	
Hannah Kelly	Appointed on 1 March 2023
Jonathan Kneebone	
Russie Miessi	Appointed on 1 March 2023
Jack Renwick	
Cheyne Robinson	Resigned 1 March 2023
Kwamena Taylor-Hayford	

Chairman

Timothy Lindsay

Company Secretary

Dara Lynch

Key Management Personnel

The senior staff members to whom the day to day management of the charity is delegated are listed below:

Jo Jackson (appointed November 2022)	Chief Executive Officer
Dara Lynch	Chief Operating Officer
Pippa Irvine	Digital Director
Paul Drake	Foundation Director
Sammi Vaughan	Director of Partnerships
Donal Keenan	Awards Director
Laura Kelly	Marketing Director

D&AD
REPORT OF THE TRUSTEES

Registered Office

D&AD Ltd,
64 Cheshire St,
London,
E2 6EH

Auditor

Moore Kingston Smith LLP,
Chartered Accountants
6th Floor
9 Appold Street
London
EC2A 2AP

Solicitors

Lewis Silkin
5 Chancery Lane,
Clifford's Inn,
London,
EC4A 1BL

Bankers

The Royal Bank of Scotland plc
London Drummonds,
49 Charing Cross,
Admiralty Arch,
London,
SW1A 2DX

D&AD REPORT OF THE TRUSTEES

2. Structure, Governance and Management

Background

The charity was formed as a company limited by guarantee in 1962. The company registration number is 00883234. The Charity Commission registration number is 305992.

Objects

The Charity's objects are specifically restricted to the following:

To advance the education of the community by encouraging the understanding, application and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

Appointment of trustees

Any person who is willing to act as a Trustee who is permitted by law to do so, and who is eligible to become a Trustee in accordance with any rules or by-laws made in accordance with the Articles of Association adopted by special resolution in 2017, may be appointed to be a trustee by a resolution of the Trustees.

Powers

The Board of Trustees has overall responsibility for the strategic leadership, governance and appropriate management control of D&AD.

It has three primary functions:

- To ensure the organisation stays focused on its mission and strategy.
- To make policy decisions.
- To provide support and constructive challenge to the management team, in particular the Chief Operating Officer and Chief Executive.

Members of the Board of Trustees are also Directors of the charity for the purposes of company law.

Each year vacancies for new members of the Board of Trustees arise as existing members retire. These vacancies are available to creative practitioners in advertising companies, design companies, other creative companies, business, museums and galleries, and freelance respectively. The candidates who stand for the vacant positions will represent one of these industries. Successful candidates who fill the vacancies for each Industry sector are elected to serve as trustees on the charity's Board with effect from the conclusion of the September meeting of the Trustees and hold office for three years (or four years in the case of a Trustee who has held the position of Deputy President in the third year of office). The Articles of Association also provide that the trustees may appoint a member, who has not been elected in the prescribed manner, to fill a vacancy that has arisen on the Board of Trustees. The continuation of such an appointment must be approved by the members at the September meeting of the Trustees. The charity's President and Deputy President are appointed from the serving Trustees and take office for a period of one year from the conclusion of the September meeting of the Trustees. The office of President alternates between the six fields of creativity described above and is determined by the serving Trustees.

Trustee induction and training

New Trustees undergo an orientation session to brief them on decision making processes, the business plan and recent financial performances of the charity. During the induction session they meet key employees and other Trustees. On-going training needs are identified as appropriate and addressed through a variety of means, including Board papers, leadership days and seminars.

D&AD REPORT OF THE TRUSTEES

Remuneration policy for Key Management Personnel

The Trustees and the senior management team comprise the key management personnel of the Charity in charge of running and operating the organisation on a day-to-day basis. Details of all Trustee expenses and related party transactions are disclosed in note 16 and note 27 to the accounts.

In order to recruit and retain the best staff to safeguard the services provided to our beneficiaries, the Trustees consider that it is important to offer a competitive salary package, as benchmarked with similar sized charitable organisations.

The salary and other rewards (annual leave and pension contribution) of the Chief Executive are benchmarked and approved by the Trustees on appointment and are reviewed annually by the Trustees in accordance with the contract of employment.

All other staff roles, including the senior management team, are evaluated against a number of criteria, including responsibilities, skills and expertise required. These determine on which band each role lies within the pay scales.

Normally, members of the senior management team are recruited to their assigned salary band. Occasionally, the Trustees will determine if the rate of pay needs to be amended to take account of significant external factors affecting recruitment to a specific role. Staff receive a range of enhanced benefits e.g. sick pay, maternity/paternity pay as well as annual leave and pension contributions.

Organisation

During the year the charity operated from its offices located within Shoreditch, although, as a direct impact of the coronavirus pandemic, and in accordance with government guidance and restrictions imposed since March 2020, staff have experienced periods of both home based and hybrid working. The Board of Trustees develops all of the charity's objectives. Strategies to deliver the objectives are developed by the charity's Chief Executive and Management Team. Implementation lies with the Team Directors and their colleagues: Awards, Education and Professional Development, Partnerships and Members, Marketing, Digital and Information Systems and Finance and Operations. A non-executive Chairman also provides advice and assistance to both the Trustees and the Charity's Management. The Board of Trustees meets 10 to 12 times a year.

Subsidiary Companies

The charity has the following wholly owned subsidiaries:

- D&AD Trading Limited, the objectives of which are to administer the non-charitable activities of the group. Its profits are donated to the charity under Gift Aid.
- USA INC, a trading company.
- D&AD Hong Kong Ltd, a trading company.

Risk management

As part of its business planning and review procedures the trustees have implemented a risk management strategy, which comprises:

- An annual review of the major risks, their impact, and the likelihood of occurrence which the charity may face; and
- The establishment of the systems which the charity uses to mitigate the risks which have been identified and to minimise the potential impact on the charity should any of those risks materialise.

Key risks identified include: loss of key staff through resignation, the charity lacks direction, strategy and forward planning, Board of Trustees dominated by one or two individuals, Trustees are benefiting from charity (e.g. remuneration), competition, event cancellation, budgetary control & financial planning, fraud and error and significant global events.

D&AD REPORT OF THE TRUSTEES

The level of risk to the charity's incoming resources

The trustees recognise that the charity's income sources are heavily dependent on funding from the creative industries, the media sectors and the business community and that the levels of income from these sources are highly sensitive to global and national economic and political conditions. Consequently, the trustees are of the opinion that reserves should be generated to a sufficient level to protect the charity from adverse economic conditions and any consequential material decline in income.

Unrestricted funds are needed

- To provide funds to cover the costs of its charitable activities
- To cover administration, fundraising and support costs without which the charity could not function
- To provide funds to cover the cost of its obligations to its members and supporters
- To cover the shortfall in the funding of educational projects otherwise financed by sponsorships or donations
- To develop new activities in accordance with the charity's objectives
- To provide funds for an adequate infrastructure to enable the charity to operate efficiently

Reserves policy

The trustees have considered the possible effects of adverse economic conditions on the activities of the charity and at this time are of the opinion that the charity should aim to maintain unrestricted reserves for the following purposes:

- working capital equal to a level of six months' running costs to mitigate potential timing differences between expenditure obligations and income receipts (six months running costs equate to approximately £2.1m);
- to provide additional funds to mitigate the impact of unforeseen volatilities through significant events;
- to maintain an adequate infrastructure to enable relevant strategy in the event of such conditions;
- to fund growth and development in charity activities.

Free unrestricted reserves total £5,873,833 (2021: £3,876,504).

The reserves policy is reviewed and agreed by trustees on an ongoing basis.

D&AD REPORT OF THE TRUSTEES

3. Objectives, activities and public benefit statement

Summary of the objectives of the charity

The main objective of the charity is to advance the education of the community by encouraging the understanding, appreciation and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

The charity's mission is:

- To champion excellence in creativity by setting industry standards,
- To educate and inspire the next generation,
- To promote the contribution of creativity, ideas and innovation to business success.

The charity's strategic aims are to:

- Develop the relevance of the charity's activities to its beneficiaries,
- To continue to raise the profile of the charity,
- To increase the number of participants and beneficiaries of the charity's aims and objectives,
- To develop new activities in accordance with the charity's objectives,
- To create significant surpluses through commercial activities in order to fund the D&AD Foundation and advance the cause of creative education.

Objectives for the year

In 2021/22 the charity's principal objectives for the year were:

- To continue to build to levels determined by the charity's reserves policy.
- To continue to develop a fully integrated brand communications and marketing strategy across programmes.
- To continue to reposition the education model by creating the D&AD Foundation to support D&AD's mission to celebrate, award and promote excellence in business communication and design.
- To continue to raise the charity's profile.
- To continue to invest in the digital strategy to deliver online content to D&AD's stakeholders and to redesign D&AD as a digital first organisation.
- To reconsider the role of membership within the organisation.

Strategies for achieving objectives and significant activities

The charity encourages regional and international participation in its activities by communication with the creative community in those areas through its various programmes, exhibitions and publications.

The charity researches, reviews and assesses its activities and ensures that it is developing and delivering relevant programmes by way of its knowledge management system and working with its participants and beneficiaries.

D&AD REPORT OF THE TRUSTEES

Public Benefit Statement

The charity's benefits are as in accordance with its aims:

- The provision of education to that section of the public that has an interest in creative excellence in design, advertising and any other communications media.
- The promotion of the appreciation of that creative excellence.

The benefits are delivered in the following ways:

- A series of public lectures throughout the year hosted by senior and influential speakers in their particular subject.
- Courses available to the public that specialise in particular aspects of creativity through the charity's Workout programme.
- Provision of educational relationships with top creatives for those in higher education through the University Network programme.
- Running an awards scheme for undergraduates reading subjects associated with the charity's aims and objectives and which attracts some 3,000 entries each year. The entry fee is at a nominal cost.
- Provision of a free entry exposition of graduate creative work that attracts some 7,000 visitors and students.
- Provision of free Internet access to winning work from latest professional and student awards which achieves some 4 million views per annum.
- Provision of an affordable book was replaced by a digital version in 2020 that catalogues the winning work on a completely newly written website which will eventually cover all work since the inception of the charity over 50 years ago. The digital version allows for a broader more diverse and accessible reach to the global community

During the year the charity continued the initiatives launched in 2011 aimed to benefit graduate employment and involve the public in the creative processes and the best in creative work:

- The Graduate Academy – this initiative teaches graduates how to bring their education-based skills into the work environment in which they could contribute as a member of a team.
- Shift, continued to evolve a talent program aimed at a more diverse talent. Having launched in 2016. It now runs in London and New York twice a year in each city with on average a 70% of its recruits finding employment in the creative industries.
- During the year the charity continued the initiative to involve and engage the public in the creative process and the best in creative work.
- The Impact Project – this project focuses on creative ideas that change the world for the better, galvanising the creative community around the global issues that affect us all.

Achievements made by the provision of the benefits:

- Development of best practice in the creative field that will have its effect in improved design and marketing in the business sector and consequently improved success for commerce as a whole.
- Setting ideas and benchmarks to develop higher educational teaching in the creative field thus giving graduates improved skills with which to enter the workforce.
- Stimulation of the appreciation of excellence of creativity in design, advertising and communications by way of debate, free web access, exhibitions and events.
- Diversity, equity, equality, sustainability and inclusion through D&AD DEI and ESG policies.

The public benefit statement has been prepared in accordance with the Charity Commission's guidelines.

D&AD
REPORT OF THE TRUSTEES

4. Achievements and performance

Following the adverse economic climate resulting from Covid-19, D&AD continued to successfully deliver its educational programmes through the use of digital services and applications. This resulted in increased interest and attendance at all its initiatives and digital events. The programmes to be more accessible to larger and broader community globally. Global awareness of the charity was increased and development of the D&AD archive, Digital Annual and digital content, which will be a major source of creative reference, has continued to evolve.

Whilst this has been an innovative and successful development, with the subsequent removal of COVID-19 restrictions, D&AD are planning to return to a physical event for hosting the 2023 awards ceremony and festival.

The charity's performance against its objectives over the past year is as follows:

Objective in 2021-22	Achievements in 2021-22
To maintain reserves at levels determined by the charity's reserves policy.	The group reported reserves of £5,964,376 (2021: £4,251,416) of which free unrestricted reserves are £5,873,833 (2021: £3,876,504).
To continue to develop a fully integrated brand communications and marketing strategy across programmes.	Increased international involvement with the charity especially with increased in the awards scheme and globally in the professional development programme.
To continue to invest in the digital strategy to deliver an online offer to D&AD's stakeholders, thereby building D&AD's community.	Continued investment and delivery in the charity's digital activities including the publication of the freely available Digital Annual in place of a physical Annual, and the digital delivery of all programmes including Education, Masterclasses, and Awards Ceremony amongst others.
To review and extend markets and audience beyond UK and Europe post Brexit.	Continued to achieve worldwide media coverage to extend beyond the UK and Europe, with appointed international representatives in USA, Japan, Australia, India and Brazil.
To continually develop the redefined professional development strategy.	Establishment of a clear and coherent voice across all communication platforms and continuing to raise the company profile, both UK and internationally.
To continue to build international awareness in key cities.	Senior management of the charity has and will continue to visit appropriate locations and meet with key contacts to develop this objective. Appointments of international reps are in place across key locations in India, Australia, Brazil, USA, China & Japan.
To fully utilise D&AD head office in Shoreditch.	Events are now happening more regularly, building relations with the wider creative community and saving on external costs.

D&AD
REPORT OF THE TRUSTEES

5. Financial review

A standard program of income generation resulted in incoming resources being £814,000 higher than the previous twelve-month period, which incorporated an increase in Professional Development of £188,000 excluding the income recognition of the EU Bridging the Gap initiative in the prior year, increases in Professional Awards of £442,000, Partnerships of £15,000, and in New Blood of £619,000 following a significant increase in sponsorship for the New Blood Shift programme.

Standard forecast activity resulted in costs increasing by £208,000 against the previous twelve months to 31st August 2021.

The effect of this was a group net funds inflow of £1,713,000 (2021: £1,107,000 outflow) for the twelve months ended 31st August 2022.

Principal funding sources

Entry income for the professional awards scheme was higher by £442,000 compared to the previous year, mainly as a result of an increased number of entries from the larger networks.

Funds

Group funds at 31 August 2022 amounted to £5,964,376 (2021: £4,251,416) of which £nil were restricted (2021: £135,269). There was a surplus of unrestricted funds of £5,964,376 (2021: £4,116,147). The charity will continue its programme of cost control and income enhancement in order to increase the unrestricted fund balance. It is anticipated that this programme will deliver material surpluses in future years due to investment in streamlined systems and automation.

D&AD
REPORT OF THE TRUSTEES

6. Future plans and subsequent events

The charity's key strategic policies as stated in these statements remain as relevant for 2021/22. In addition, the increase in unrestricted funds to a level both consistent with the charity's reserve policy will continue as a major objective.

D&AD is exploring opportunities to transform the business by using digital technologies that add value to its existing customer base and create new markets to explore. A 4-year program of iterative transformation has been agreed upon to launch new innovation and redevelop existing technology and functionality to transform the business going forward.

Objective for 2022/23 and beyond	Target
To maintain reserves at levels determined by the charity's reserves policy.	Continuance of the financial review and identification of costs savings and new income streams enhanced by more effective management of existing programmes.
To continue to develop a fully integrated brand communications and marketing strategy across programmes.	Development of a clear and coherent voice across all communication platforms and continuing to raise the company profile, both UK and internationally.
To continue to invest in the digital strategy to deliver an online offer to D&AD stakeholders, thereby building D&AD's community.	To undertake a significant review and redesign of D&AD's digital architecture across all platforms.
To review and extend markets and audience beyond UK and Europe post Brexit.	To continue to reach diverse audiences who represent the breadth of commercial creative community. Focus on segments which we can penetrate effectively; likely to be design & production agencies, in-house creative & design teams and consultancies. To continue to reach larger audiences outside London and the UK. Focus on growth cities which we can penetrate most effectively. Potentially focussing on the USA, considering the feasibility of establishing a physical personnel presence and resource on the ground.
To continually develop the redefined professional development strategy.	To continually review strategy to ensure it is relevant to the needs of the present and future by developing the model into a comprehensive, technically flavoured series of training modules targeting both the creative and client communities with the ultimate objective of the creation of an E-Learning series to scale the enterprise and enhance the development of careers in creative fields through Continuous Professional Development (CPD) scheme. Focussing on larger corporations and contracts with more global reach to achieve a greater outreach.
To continue to build international awareness in key cities.	Senior management of the charity has and will continue to visit appropriate locations and meet with key contacts to develop this objective. Appointments of international reps are already in place across key locations in Germany, India, Australia, Brazil, USA, China & Japan.

**D&AD
REPORT OF THE TRUSTEES**

<p>To continue the development of our diversity, equality, equity and inclusion both within D&AD and within the industry, communities and society we are a part of.</p>	<p>To develop the D&AD strategy through our three established pillars:</p> <ul style="list-style-type: none"> • Creating a culture where everyone feels welcome, belongs and is able to be themselves. • Creating a more diverse industry through our programmes & platforms • Ensuring representation within D&AD to reflect the rich diversity of the London working society, including at senior levels.
<p>To establish an appropriate environmental sustainability policy and framework</p>	<p>D&AD has appointed a head of sustainability alongside working with external consultants to develop a sustainability plan, measure its carbon emissions and to publish this plan and the associated data.</p> <p>D&AD is currently measuring its carbon emission both operationally and also in relation to its external events with a view to reducing its carbon emission and an ambition of decarbonising all its activities, within a time frame to be confirmed, but looking towards 2030 to be a carbon free organisation and employer.</p> <p>This includes reducing energy consumption and waste, incorporating sustainability into its procurement practices and processes, prioritising suppliers and service providers that share D&AD's value toward carbon neutrality.</p>
<p>To fully utilise D&AD head office in Shoreditch.</p>	<p>To utilise the space to enhance and build relations within the wider community and serve the creative community.</p> <p>Events are now happening more regularly saving on external costs/hire and generating a small revenue stream.</p>

**D&AD
REPORT OF THE TRUSTEES**

Statement of Trustees' Responsibilities

The trustees (who are the directors of the charity for the purposes of company law), are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland."

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- State whether applicable accounting standards, including FRS 102, have been followed subject to any material departures disclosed and explained in the financial statements;
- Observe the methods and principles in Statement of Recommended Practice Charities (SORP).
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 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; and
- The trustees have taken all the 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.

Small Companies Exemption

This report has been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

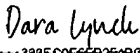
The trustees of the Charity approve the Trustees' Annual Report.

Auditors

Moore Kingston Smith LLP has indicated their willingness to continue in office for the ensuing year.

5/30/2023

Signed on behalf of the Trustees on

DocuSigned by:


.....
Dara Lynch
Secretary

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

Opinion

We have audited the financial statements of (D&AD) (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 August 2022 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement 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 group's and the parent charitable company's affairs as at 31 August 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the 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 the group's and parent charitable company'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 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 there is 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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

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 [strategic report and the] trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- [the strategic report and the] trustees' annual report have 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 group and parent charitable company and their 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 where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, 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 group and parent 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 group or parent 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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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 is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are [the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council].
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

Date: 30 May 2023

Andrew Stickland (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

9 Appold Street
London
EC2A 2AP

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

D&AD

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(incorporating an income and expenditure account)

FOR THE YEAR ENDED 31 AUGUST 2022



		Unrestricted	Restricted	Total	Total
		2022	2022	2022	2021
	Note	£	£	£	£
Income from					
Grants and donations	4	-	-	-	175,254
Trading income from subsidiary	5	440,720	-	440,720	343,563
<i>Charitable activities:</i>					
Awards	6	4,935,555	-	4,935,555	4,493,233
Partnerships		54,675	-	54,675	40,000
Professional Development		386,051	-	386,051	586,434
New Blood		1,311,023	-	1,311,023	692,131
Total charitable activities		6,687,304	-	6,687,304	5,811,798
Investment income and interest	7	3,008	-	3,008	305
Other income	7	21,526	-	21,526	7,690
Total income		7,152,558	-	7,152,558	6,338,610
Expenditure on					
Raising funds	8	1,871,767	-	1,871,767	1,417,959
Trading subsidiary costs	9	151,074	-	151,074	108,399
		2,022,841	-	2,022,841	1,526,358
<i>Charitable activities:</i>					
Awards	10	1,859,614	-	1,859,614	1,929,747
Partnerships		428,139	-	428,139	472,331
Professional Development		232,495	135,269	367,764	566,416
New Blood		761,240	-	761,240	736,671
Total charitable activities		3,281,488	135,269	3,416,757	3,705,165
Total expenditure		5,304,329	135,269	5,439,598	5,231,523
Net income / (expenditure)		1,848,229	(135,269)	1,712,960	1,107,087
Transfer between funds	24	-	-	-	-
Total funds brought forward	23, 24	4,116,147	135,269	4,251,416	3,144,329
Total funds carried forward		5,964,376	-	5,964,376	4,251,416

The Charity has no recognised gains or losses for the year other than as detailed above.

The net movements in the Charity's funds for the year arise from the Charity's continuing activities.

D&AD
BALANCE SHEETS - GROUP AND CHARITY
AS AT 31 AUGUST 2022



	Note	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Fixed assets					
Intangible assets	18	12,576	39,191	12,576	39,191
Tangible assets	19	77,967	200,452	77,967	200,452
Investments	20	-	-	1,000	1,000
		<u>90,543</u>	<u>239,643</u>	<u>91,543</u>	<u>240,643</u>
Current assets					
Debtors	21	1,007,801	735,863	1,007,801	735,863
Cash at bank and in hand		6,670,454	4,733,962	6,659,693	4,723,838
		<u>7,678,255</u>	<u>5,469,825</u>	<u>7,667,494</u>	<u>5,459,701</u>
Current liabilities					
Creditors falling due within one year	22	(1,804,422)	(1,458,052)	(2,086,771)	(1,686,556)
Net current assets		<u>5,873,833</u>	<u>4,011,773</u>	<u>5,580,723</u>	<u>3,773,145</u>
Total assets less current liabilities		<u>5,964,376</u>	<u>4,251,416</u>	<u>5,672,266</u>	<u>4,013,788</u>
Net assets		<u>5,964,376</u>	<u>4,251,416</u>	<u>5,672,266</u>	<u>4,013,788</u>
Accumulated funds					
Restricted funds	23, 24	-	135,269	-	135,269
Unrestricted funds	23, 24	5,964,376	4,116,147	5,672,266	3,878,519
Total accumulated funds		<u>5,964,376</u>	<u>4,251,416</u>	<u>5,672,266</u>	<u>4,013,788</u>

As permitted by s408 Companies Act 2006, the company has not presented its own statement of financial activities and related notes. The charity's surplus for the year was £1,658,478 (2021: £915,936 surplus)

5/30/2023

The financial statements were approved by the trustees on and signed on their behalf by:

DocuSigned by:

Jack Renwick

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Trustee

Company registration number 00883234

D&AD
CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT 31 AUGUST 2022



	2022	2021
	£	£
Cash inflow from operating activities		
Net cash provided by operating activities	1,967,520	1,661,693
Cash flow from investing activities		
Investment income and interest received	3,008	305
Payments to acquire tangible and intangible fixed assets	(34,035)	-
	(31,027)	305
Net increase in cash and cash equivalents	1,936,493	1,661,998
Cash and cash equivalents at beginning of year	4,733,962	3,071,964
Cash and cash equivalents at close of year	6,670,455	4,733,962

Reconciliation of net income / (expenditure) to cash flow from operating activities

	2022	2021
	£	£
Net income / (deficit) for the reporting period	1,712,960	1,107,087
Adjustments for:		
Depreciation charges	183,135	382,361
Investment income	(3,008)	(305)
(Increase) / decrease in debtors	(271,938)	(270,139)
Increase in creditors	346,371	442,689
Net cash provided by operating activities	1,967,520	1,661,693
Analysis of cash and cash equivalents		
Cash at bank and in hand	6,670,454	4,733,962

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



1. ACCOUNTING POLICIES

a) Basis of preparation

The financial statements comprise the charity and its wholly-owned subsidiary D&AD Trading Limited on a line-by-line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

These financial statements are prepared under the historical cost convention.

The financial statements are prepared in sterling which is the functional currency of the charitable group.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company and its subsidiaries are a public benefit group for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

b) Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable group to continue as a going concern. The trustees have considered forecasts for a period of at least one year from the date of approval of the financial statements taking these steps in to account. On the basis of these projections and the reserves available to the charity, the trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Incoming resources

All income is recognised in the statement of financial activities when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Where a claim for repayment of income tax has or will be made, such income is grossed up for the tax recoverable.

d) Allocation of costs

The charity's operating costs include staff costs, rent and other related costs. Such costs are allocated between the charity's educational programmes, activities for raising funds, and management and administration. Staff costs are allocated according to the costs of staff working directly in the relevant teams or on the appropriate projects. Where costs are not directly attributable to any project or team, they have been apportioned according to the total of all other costs relating to each team or project.

e) Costs of raising funds

The costs of raising funds represent expenditure in relation to staff members and consultants who are directly engaged in fundraising and publicity, and the related costs of the fundraising and publicity department.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



f) Charitable expenditure

Charitable expenditure includes all expenditure directly related to the objects of the charity and comprises:

Costs of activities in furtherance of the charity's objects - comprising the costs of the educational and professional awards programmes undertaken by the charity and is accounted for when payable.

Support costs - representing the staffing and associated costs of supporting, mentoring and evaluation the operational programmes for which the charity is responsible.

Governance costs - which are part of support costs representing expenditure on governance infrastructure that allows the charity to operate and to generate the information required for public accountability. They include the strategic planning processes that contribute to future development of the charity.

g) Fund accounting

The charity maintains various types of funds as follows:

Restricted funds - representing grants, donations and sponsorship received which are stipulated to be applied for specific projects by either the nature of the fundraising appeal or the grant/sponsorship agreement.

Unrestricted funds - representing funds that are expendable at the discretion of the trustees in the furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

h) Pension costs

The charity operates a defined contribution scheme that is open to all employees. The charity's contributions to the scheme are charged to the statement of financial activities in the year to which they relate.

i) Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation on intangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Software and website	-	over 3 years straight line
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j) Tangible fixed assets

Tangible fixed assets of a value of £1,000 and over are capitalised, and are stated at cost less accumulated depreciation. Depreciation on tangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Leasehold improvements	-	over 5 years straight line
Computer equipment	-	over 3 years straight line
Office equipment	-	over 4 years straight line

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or change in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible and intangible fixed assets are reviewed for impairment.

k) Financial instruments

1. Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

2. Financial assets and liabilities

Basic Financial Instruments, as defined by FRS102, are recognised initially at their transaction price and subsequently at settlement value. Financial assets and liabilities that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



l) Leases

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the Statement of Financial Activities over the relevant period. The capital element of the future payments is treated as a liability.

Rentals of assets held under operating leases are charged to the statement of financial activities in equal amounts over the lease term.

m) Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

n) Foreign Exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in the statement of financial activities for the period.

o) Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

Tangible and intangible assets

The annual depreciation and amortisation charge for fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 18 and 19 for the carrying amount of the property, plant and equipment and intangible assets.

2. LEGAL STATUS OF THE CHARITY

The Charity is a company limited by guarantee and has no share capital. The members of the charity are the trustees listed on page 1. In accordance with the Memorandum of Association, every Member is liable to contribute a sum of £25 in the event of the charity being wound up.

3. FINANCIAL ACTIVITIES OF THE CHARITY

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results of the subsidiary is shown at Note 20.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



	Unrestricted 2022 £	Unrestricted 2021 £
4. GRANTS AND DONATIONS		
Coronavirus Job Retention Scheme Grant	-	175,254
	<u>-</u>	<u>175,254</u>

5. TRADING SUBSIDIARY INCOME		
Income generated in D&AD Trading Limited	440,720	343,563
	<u>440,720</u>	<u>343,563</u>

	Unrestricted £	Restricted £	Total £
6. INCOME FROM CHARITABLE ACTIVITIES			
Year to 31 August 2022			
Awards	4,935,555	-	4,935,555
Partnerships	54,675	-	54,675
Professional Development	386,051	-	386,051
New Blood	1,311,023	-	1,311,023
Total income from charitable activities	<u>6,687,304</u>	<u>-</u>	<u>6,687,304</u>
Year to 31 August 2021			
Awards	4,493,233	-	4,493,233
Partnerships	40,000	-	40,000
Professional Development	197,933	388,501	586,434
New Blood	692,131	-	692,131
Total income from charitable activities	<u>5,423,297</u>	<u>388,501</u>	<u>5,811,798</u>

7. INVESTMENT INCOME, INTEREST AND OTHER INCOME		
Bank deposit interest	3,008	305
Rental income from subleased premises	16,839	7,690
Other income	4,687	-
	<u>24,534</u>	<u>7,995</u>

	Unrestricted 2022 £	Unrestricted 2021 £
8. COST OF RAISING FUNDS		
Fund raising costs	1,871,767	1,417,959
	<u>1,871,767</u>	<u>1,417,959</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



9. TRADING SUBSIDIARY COSTS

	Unrestricted 2022	Unrestricted 2021
	£	£
Costs incurred by D&AD Trading Limited	151,074	108,399
	<u>151,074</u>	<u>108,399</u>

10. COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTIVES

	Unrestricted	Restricted	Total
	£	£	£
Year to 31 August 2022			
Awards	1,859,614	-	1,859,614
Partnerships	428,139	-	428,139
Professional Development	232,495	135,269	367,764
New Blood	761,240	-	761,240
Total expenditure on charitable activities	<u>3,281,488</u>	<u>135,269</u>	<u>3,416,757</u>
Year to 31 August 2021			
Awards	1,929,747	-	1,929,747
Partnerships	472,331	-	472,331
Professional Development	313,184	253,232	566,416
New Blood	411,671	325,000	736,671
Total expenditure on charitable activities	<u>3,126,933</u>	<u>578,232</u>	<u>3,705,165</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



11. ANALYSIS OF TOTAL RESOURCES EXPENDED

	Direct staff costs	Other direct costs	Governance & support costs	Total
	£	£	£	£
Year to 31 August 2022				
Costs of activities in furtherance of the charity's objectives				
Awards	722,851	562,233	574,530	1,859,614
Partnerships	267,599	43,994	116,546	428,139
Professional Development	126,669	171,172	69,923	367,764
New Blood	243,812	354,885	162,543	761,240
	1,360,931	1,132,284	923,542	3,416,757
Other expenditure				
Cost of raising funds	687,103	802,760	381,904	1,871,767
Trading costs	-	151,074	-	151,074
	687,103	953,834	381,904	2,022,841
Total	2,048,034	2,086,118	1,305,446	5,439,598

Year to 31 August 2021

Costs of activities in furtherance of the charity's objectives				
Awards	743,940	417,726	768,081	1,929,747
Partnerships	261,689	42,169	168,473	472,331
Professional Development	122,215	355,117	89,084	566,416
New Blood	321,682	121,173	293,816	736,671
	1,449,526	936,185	1,319,454	3,705,165
Other expenditure				
Cost of raising funds	584,943	480,424	352,592	1,417,959
Trading costs	-	108,399	-	108,399
	584,943	588,823	352,592	1,526,358
Total	2,034,469	1,525,008	1,672,046	5,231,523

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



12. SUPPORT COSTS

	Unrestricted £	Restricted £	Total £
Year to 31 August 2022			
Support			
Staff and related costs	208,100	-	208,100
Depreciation	183,134	-	183,134
Other support costs	591,899	-	591,899
Total support costs	983,133	-	983,133
Governance			
Salaries and Chairman	234,576	-	234,576
Audit fees	26,313	-	26,313
Other legal and professional fees	61,424	-	61,424
Total governance costs	322,313	-	322,313
Total	1,305,446	-	1,305,446
Year to 31 August 2021			
Support			
Staff and related costs	182,058	-	182,058
Depreciation	382,361	-	382,361
Other support costs	554,432	-	554,432
Total support costs	1,118,851	-	1,118,851
Governance			
Salaries and Chairman	308,853	-	308,853
Audit fees	35,830	-	35,830
Other legal and professional fees	208,512	-	208,512
Total governance costs	553,195	-	553,195
Total	1,672,046	-	1,672,046

13. NET OUTGOING RESOURCES

Net outgoing resources for the year are stated after charging:

	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
Auditors remuneration	28,831	37,806	26,313	35,830
Depreciation / amortisation:				
Owned assets (tangible and intangible)	183,135	382,361	183,135	382,361
Rentals under operating leases: land and buildings	221,344	222,917	221,344	222,917

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



14. ANALYSIS OF STAFF COSTS

Staff costs comprise:	2022	2021
	£	£
Wages and salaries	2,027,129	2,074,661
Social security costs	231,492	217,404
Pension costs	198,280	197,873
Recruitment and training	19,637	10,402
Redundancy and termination payments	33,810	4,832
Total staff costs	2,510,348	2,505,172

The number of employees whose emoluments (salaries and benefits in kind) excluding pensions fell within the following bands was:

£60,001 - £70,000	1	2
£70,001 - £80,000	2	-
£80,001 - £90,000	2	1
£90,001 - £100,000	-	2
£110,001 - £120,000	1	-
£140,001 - £150,000	1	1
	7	6

Where no employee falls into a salary banding above, this banding has been excluded.

The number of employees earning more than £60,000 for whom pension contributions have been paid in the year is 6 (2021: 6). The total pension contributions paid by the charity during the year for employees earning more than £60,000 was £62,398 (2021: £107,669)

15. STAFF NUMBERS

The average number of employees including temporary and short-term contract staff analysed by function was:

	2022	2021
	number	number
Charitable activities	30	33
Income generation	13	9
Administration and support	5	8
	48	50

16. TRUSTEES AND KEY MANAGEMENT PERSONNEL

During the year £nil was paid to trustees in respect of expenses incurred on behalf of the charity (2021: £nil)

The charity purchased trustee indemnity insurance costing £776 (2021: £1,611) to protect the charity from loss arising from neglect or default of its trustees and employees.

Key management personnel include the Trustees, Chief Executive, and senior staff reporting directly to the Chief Executive. The total employee benefits of the charity's key management personnel were £719,026 (2021: £685,565)

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



17. TAXATION

The company is a registered charity and no provision is considered necessary for taxation as the charity is exempt from tax on its charitable income and to the extent that it is applied to charitable purposes.

18. INTANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Website and software £
Cost or valuation	
As at 1 September 2021	373,003
Additions	-
Disposals	-
As at 31 August 2022	373,003
Amortisation	
As at 1 September 2021	333,812
Charge for the year	26,615
Eliminated on disposal	-
As at 31 August 2022	360,427
Net book value	
As at 31 August 2022	12,576
As at 31 August 2021	39,191

19. TANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Leasehold improvements £	Office equipment £	Total £
Cost or valuation			
As at 1 September 2021	1,122,715	488,727	1,611,442
Additions	-	34,035	34,035
Disposals	-	-	-
As at 31 August 2022	1,122,715	522,762	1,645,477
Depreciation			
As at 1 September 2021	944,945	466,045	1,410,990
Charge for the year	136,193	20,327	156,520
Eliminated on disposal	-	-	-
As at 31 August 2022	1,081,138	486,372	1,567,510
Net book value			
As at 31 August 2022	41,577	36,390	77,967
As at 31 August 2021	177,770	22,682	200,452

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



20. INVESTMENTS IN SUBSIDIARIES

The charity has an investment in the following subsidiary undertakings:

	Registered office	Status	% Ownership
D&AD Trading Limited	64 Cheshire Street, London E2 6EH	Trading	100%
D&AD Limited	Suite 1201, Tower 2, The Gateway, 25 Canton Road, Tsimshatsui, Kowloon, Hong Kong	Non-trading	100%
D&AD USA Inc.	Frankfurt Kurnit Klein and Selz, P.C. 488 Madison Avenue, NY 10022, USA	Non-trading	100%

	2022	2021
	£	£
Cost at the beginning and end of the year	<u>1,000</u>	<u>1,000</u>

D&AD Limited Hong Kong and D&AD USA Inc. have been excluded from consolidation for the reason they are dormant non-trading organisations and have no material effect on the surplus or net assets of the group.

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results is shown below.

	2022	2021
	£	£
Profit & Loss Account		
Turnover	440,720	343,563
Cost of sales	<u>(147,988)</u>	<u>(106,458)</u>
Gross profit	292,732	237,105
Administration expenses	<u>(4,586)</u>	<u>(3,441)</u>
Profit on ordinary activities	<u>288,146</u>	<u>233,664</u>
Balance sheet		
Current assets	295,840	243,298
Creditors: amounts falling due within one year	<u>(2,730)</u>	<u>(4,670)</u>
Total net assets	<u>293,110</u>	<u>238,628</u>
Called up share capital	1,000	1,000
Retained profit	<u>292,110</u>	<u>237,628</u>
Shareholders' funds	<u>293,110</u>	<u>238,628</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



	Group 2022 £	Group 2021 £	Charity 2022 £	Charity 2021 £
21. DEBTORS				
Trade debtors	607,756	262,812	607,756	262,812
Other debtors	123,469	39,670	123,469	39,670
Prepayments and accrued income	276,576	433,381	276,576	433,381
	<u>1,007,801</u>	<u>735,863</u>	<u>1,007,801</u>	<u>735,863</u>
22. CREDITORS				
Trade creditors	337,104	124,719	337,104	124,719
Other creditors	59,452	55,840	59,452	55,840
Taxation and social security	78,742	51,638	78,742	51,638
Accrued expenses	391,625	555,542	388,895	550,872
Deferred income	937,499	670,313	791,069	670,313
Owed to subsidiary undertakings	-	-	431,509	233,174
	<u>1,804,422</u>	<u>1,458,052</u>	<u>2,086,771</u>	<u>1,686,556</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



23. ANALYSIS OF CHARITABLE FUNDS

Analysis of unrestricted fund movements

	Balance 01-Sep 2021 £	Income £	Expenditure gains and losses £	Transfer to restricted funds £	Balance 31-Aug 2022 £
General fund	4,116,147	7,152,558	(5,304,329)	-	5,964,376
	Balance 01-Sep 2020 £	Income £	Expenditure gains and losses £	Transfer to restricted funds £	Balance 31-Aug 2021 £
General fund	2,819,329	5,950,109	(4,653,291)	-	4,116,147

Unrestricted funds realised by the subsidiary company and included in the above amounts: £nil (2021: £nil)

Analysis of restricted fund movements

	Balance 01-Sep 2021 £	Income £	Expenditure £	Transfer general funds £	Balance 31-Aug 2022 £
EU Bridging the Creativity Gap	135,269	-	(135,269)	-	-
	135,269	-	(135,269)	-	-
	Balance 01-Sep 2020 £	Income £	Expenditure £	Transfer general funds £	Balance 31-Aug 2021 £
New Blood programme	325,000	-	(325,000)	-	-
EU Bridging the Creativity Gap	-	388,501	(253,232)	-	135,269
	325,000	388,501	(578,232)	-	135,269

Income for restricted funds originates from sponsorship grants or donations to a particular project or event and are expensed as required, with unspent funds carried forward to be used against future expenditure.

Restricted funds represent:

New Blood programme

EU Bridging the Creativity Gap

Funds allocated to the student awards programme

Funding to address the gap between the changing needs of the creative sector against the availability of a highly skilled workforce at EU level.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



24. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted £	Restricted £	Total £
As at 31 August 2022			
Fixed assets			
Intangible assets	12,576	-	12,576
Tangible assets for use by the charity	77,967	-	77,967
Investment in subsidiary	-	-	-
Current assets			
Debtors	1,007,801	-	1,007,801
Cash at bank and in hand	6,670,454	-	6,670,454
Current liabilities	(1,804,422)	-	(1,804,422)
Long term liabilities	-	-	-
	5,964,376	-	5,964,376
As at 31 August 2021			
Fixed assets			
Intangible assets	39,191	-	39,191
Tangible assets for use by the charity	200,452	-	200,452
Investment in subsidiary	-	-	-
Current assets			
Debtors	735,863	-	735,863
Cash at bank and in hand	4,598,693	135,269	4,733,962
Current liabilities	(1,458,052)	-	(1,458,052)
Long term liabilities	-	-	-
	4,116,147	135,269	4,251,416

25. OPERATING LEASE COMMITMENTS

As at the reporting date, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall dues as follows:

	Charity and Group 2022 £	Charity and Group 2021 £
Within one year	125,000	187,500
Between two and five years	1,375,000	1,062,500
Within 5+ years	-	-
	1,500,000	1,250,000

26. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Charitable Group operates a defined contribution scheme which is administered independently of the Group. The cost to the Group for the year was £166,231 (2021: £279,449). At the Balance Sheet date, the amount due to the pension scheme administrators was £16,030 (2021: £55,840). The expected cost to the charity in the coming year, if all staff take up their pension option, is approximately £216,000 (2021: £160,000).

D&AD
NOTES TO THE FINANCIAL STATEMENTS
AS AT 31 AUGUST 2022



27. RELATED PARTY TRANSACTIONS

During the year the following related party transactions were carried out:

Sales of £3,370 (2021: £220) were made to Pentagram Design Limited where Naresh Ramchandani is a director. Naresh is also a director of D&AD.

Sales of £152,574 (2021: £109,899) and purchases of £440,720 (2021: £343,563) were made to D&AD Trading Limited, a wholly owned subsidiary of D&AD. At the balance sheet date there was an amount owed to the subsidiary of £285,079 (2021: £233,174).

No amounts are outstanding in respect of these transactions and no amounts have been written off or provided for in relation to these balances during the year.

28. ULTIMATE CONTROLLING PARTY

The charitable company is under the control of its members. No one member has sufficient voting rights to control the charitable company.

D&AD

England & Wales - Charity number 305992

Accounts

Company Registration Number: 00883234 (England & Wales)
Registered Charity Number in England & Wales: 305992

D&AD
(A Company Limited by Guarantee)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2021

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FOR THE YEAR ENDED 31 AUGUST 2021**

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D&AD

REPORT OF THE TRUSTEES

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2021. The Trustees have adopted the provisions of the 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 (The FRS102 Charities SORP).

1. Legal and Administrative Information

Trustees, Members and Directors

Kate Stanners (Ex-President)	Resigned 30 November 2021
Naresh Ramchandani (President)	
Rebecca Wright (Deputy President)	
Richard Brim	
Kai Hsuing	Resigned 30 November 2021
Fura Johannesdottir	
Jack Renwick	
Cheyne Robinson	
Ben Terrett	Resigned 30 November 2021
Liza Enebeis	Appointed on 30 November 2021
Kwamena Taylor-Hayford	Appointed on 30 November 2021
Jonathan Kneebone	Appointed on 30 November 2021

Chairman

Timothy Lindsay

Company Secretary

Dara Lynch

Key Management Personnel

The senior staff members to whom the day to day management of the charity is delegated are listed below:

Dara Lynch	Chief Operating Officer
Dion Joy	Digital Director
Paul Drake	Foundation Director
Sammi Vaughan	Head of Partnerships
Donal Keenan	Awards Director
Laura Kelly	Marketing Director

D&AD
REPORT OF THE TRUSTEES

Registered Office

D&AD Ltd,
64 Cheshire St,
London,
E2 6EH

Auditor

Moore Kingston Smith LLP,
Chartered Accountants
Devonshire House
60 Goswell Road
London
EC1M 7AD

Solicitors

Lewis Silkin
5 Chancery Lane,
Clifford's Inn,
London,
EC4A 1BL

Michael Simkins
Lynton House,
7 – 12 Tavistock Square,
London,
WC1H 9LT

Bankers

The Royal Bank of Scotland plc
London Drummonds,
49 Charing Cross,
Admiralty Arch,
London,
SW1A 2DX

D&AD
REPORT OF THE TRUSTEES

2. Structure, Governance and Management

Background

The charity was formed as a company limited by guarantee in 1962. The company registration number is 00883234. The Charity Commission registration number is 305992.

Objects

The Charity's objects are specifically restricted to the following:

To advance the education of the community by encouraging the understanding, application and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

Appointment of trustees

Any person who is willing to act as a Trustee who is permitted by law to do so, and who is eligible to become a Trustee in accordance with any rules or by-laws made in accordance with the Articles of Association adopted by special resolution in 2017, may be appointed to be a trustee by a resolution of the Trustees.

Powers

The Board of Trustees has overall responsibility for the strategic leadership, governance and appropriate management control of D&AD.

It has three primary functions:

- To ensure the organisation stays focused on its mission and strategy.
- To make policy decisions.
- To provide support and constructive challenge to the management team, in particular the Chief Operating Officer and Chief Executive.

Members of the Board of Trustees are also Directors of the charity for the purposes of company law.

Each year vacancies for new members of the Board of Trustees arise as existing members retire. These vacancies are available to creative practitioners in advertising companies, design companies, other creative companies, business, museums and galleries, and freelance respectively. The candidates who stand for the vacant positions will represent one of these industries. Successful candidates who fill the vacancies for each Industry sector are elected to serve as trustees on the charity's Board with effect from the conclusion of the September meeting of the Trustees and hold office for three years (or four years in the case of a Trustee who has held the position of Deputy President in the third year of office). The Articles of Association also provide that the trustees may appoint a member, who has not been elected in the prescribed manner, to fill a vacancy that has arisen on the Board of Trustees. The continuation of such an appointment must be approved by the members at the September meeting of the Trustees. The charity's President and Deputy President are appointed from the serving Trustees and take office for a period of one year from the conclusion of the September meeting of the Trustees. The office of President alternates between the six fields of creativity described above and is determined by the serving Trustees.

Trustee induction and training

New Trustees undergo an orientation session to brief them on decision making processes, the business plan and recent financial performances of the charity. During the induction session they meet key employees and other Trustees. On-going training needs are identified as appropriate and addressed through a variety of means, including Board papers, leadership days and seminars.

D&AD

REPORT OF THE TRUSTEES

Remuneration policy for Key Management Personnel

The Trustees and the senior management team comprise the key management personnel of the Charity in charge of running and operating the organisation on a day-to-day basis. Details of all Trustee expenses and related party transactions are disclosed in note 16 and note 27 to the accounts.

In order to recruit and retain the best staff to safeguard the services provided to our beneficiaries, the Trustees consider that it is important to offer a competitive salary package, as benchmarked with similar sized charitable organisations.

The salary and other rewards (annual leave and pension contribution) of the Chief Executive are benchmarked and approved by the Trustees on appointment and are reviewed annually by the Trustees in accordance with the contract of employment.

All other staff roles, including the senior management team, are evaluated against a number of criteria, including responsibilities, skills and expertise required. These determine on which band each role lies within the pay scales.

Normally, members of the senior management team are recruited to their assigned salary band. Occasionally, the Trustees will determine if the rate of pay needs to be amended to take account of significant external factors affecting recruitment to a specific role. Staff receive a range of enhanced benefits e.g. sick pay, maternity/paternity pay as well as annual leave and pension contributions.

Organisation

During the year the charity operated from its recently constructed offices located within Shoreditch, although, as a direct impact of the coronavirus pandemic, and in accordance with government guidance and restrictions imposed since March 2020, staff have experienced periods of both home based and hybrid working. The Board of Trustees develops all of the charity's objectives. Strategies to deliver the objectives are developed by the charity's Chief Executive and Management Team. Implementation lies with the Team Directors and their colleagues: Awards, Education and Professional Development, Partnerships and Members, Marketing, Digital and Information Systems and Finance and Operations. A non-executive Chairman also provides advice and assistance to both the Trustees and the Charity's Management. The Board of Trustees meets 10 to 12 times a year.

Subsidiary Companies

The charity has the following wholly owned subsidiaries:

- D&AD Trading Limited, the objectives of which are to administer the non-charitable activities of the group. Its profits are donated to the charity under Gift Aid.
- USA INC, a recently formed trading company.
- D&AD Hong Kong Ltd, a recently formed trading company.

Risk management

As part of its business planning and review procedures the trustees have implemented a risk management strategy, which comprises:

- An annual review of the major risks, their impact, and the likelihood of occurrence which the charity may face; and
- The establishment of the systems which the charity uses to mitigate the risks which have been identified and to minimise the potential impact on the charity should any of those risks materialise.

Key risks identified include: loss of key staff through resignation, the charity lacks direction, strategy and forward planning, Board of Trustees dominated by one or two individuals, Trustees are benefiting from charity (e.g. remuneration), competition, event cancellation, budgetary control & financial planning, fraud and error and the loss of revenue due to Covid-19.

D&AD

REPORT OF THE TRUSTEES

Covid-19

As a result of the worldwide Covid-19 pandemic and lockdown from March 2020, events were cancelled with resulting loss of revenue and related direct costs. The Board revised their plans for the rest of 2020 and 2021 to run a significantly reduced programme. Advantage has been taken of the government job retention scheme but at the same time a restructuring plan is being implemented that will lead to a reduction of headcount. Revised forecasts have been prepared through to 2023 that confirm that the actions taken together with the reserves available will ensure that the Charity remains a going concern and will continue to be able to settle its debts as they fall due.

The level of risk to the charity's incoming resources

The trustees recognise that the charity's income sources are heavily dependent on funding from the creative industries, the media sectors and the business community and that the levels of income from these sources are highly sensitive to global and national economic and political conditions. Consequently, the trustees are of the opinion that reserves should be generated to a sufficient level to protect the charity from adverse economic conditions and any consequential material decline in income.

Unrestricted funds are needed

- To provide funds to cover the costs of its charitable activities
- To cover administration, fundraising and support costs without which the charity could not function
- To provide funds to cover the cost of its obligations to its members and supporters
- To cover the shortfall in the funding of educational projects otherwise financed by sponsorships or donations
- To develop new activities in accordance with the charity's objectives
- To provide funds for an adequate infrastructure to enable the charity to operate efficiently

Reserves policy

The trustees have considered the possible effects of adverse economic conditions on the activities of the charity and at this time are of the opinion that the charity should aim to maintain unrestricted reserves for the following purposes:

- Working capital equal to a level of six months' running costs to mitigate potential timing differences between expenditure obligations and income receipts (six months running costs equate to approximately £1,900,000);
- following the impact of COVID-19, provide additional funds to mitigate the impact of unforeseen volatilities through significant events;
- to maintain an adequate infrastructure to enable relevant strategy in the event of such conditions;
- to fund growth and development in charity activities.

Free unrestricted reserves total £4,251,416 (2020: £2,818,329).

The reserves policy is reviewed and agreed by trustees on an ongoing basis.

D&AD
REPORT OF THE TRUSTEES

3. Objectives, activities and public benefit statement

Summary of the objectives of the charity

The main objective of the charity is to advance the education of the community by encouraging the understanding, appreciation and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

The charity's mission is:

- To champion excellence in creativity by setting industry standards,
- To educate and inspire the next generation,
- To promote the contribution of creativity, ideas and innovation to business success.

The charity's strategic aims are to:

- Develop the relevance of the charity's activities to its beneficiaries,
- To continue to raise the profile of the charity,
- To increase the number of participants and beneficiaries of the charity's aims and objectives,
- To develop new activities in accordance with the charity's objectives,
- To create significant surpluses through commercial activities in order to fund the D&AD Foundation and advance the cause of creative education.

Objectives for the year

In 2020/21 the charity's principal objectives for the year were:

- To continue to build to levels determined by the charity's reserves policy.
- To restructure the original 2020/21 business plan in line with the impacts of Covid-19 to ensure it remains a going concern
- To continue to develop a fully integrated brand communications and marketing strategy across programmes.
- To continue to reposition the education model by creating the D&AD Foundation to support D&AD's mission to celebrate, award and promote excellence in business communication and design.
- To continue to raise the charity's profile.
- To continue to invest in the digital strategy to deliver online content to D&AD's stakeholders and to redesign D&AD as a digital first organisation.
- To reconsider the role of membership within the organisation.

Strategies for achieving objectives and significant activities

The charity encourages regional and international participation in its activities by communication with the creative community in those areas through its various programmes, exhibitions and publications.

The charity researches, reviews and assesses its activities and ensures that it is developing and delivering relevant programmes by way of its knowledge management system and working with its participants and beneficiaries.

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REPORT OF THE TRUSTEES

Public Benefit Statement

The charity's benefits are as in accordance with its aims:

- The provision of education to that section of the public that has an interest in creative excellence in design, advertising and any other communications media.
- The promotion of the appreciation of that creative excellence.

The benefits are delivered in the following ways:

- A series of public lectures throughout the year hosted by senior and influential speakers in their particular subject.
- Courses available to the public that specialise in particular aspects of creativity through the charity's Workout programme.
- Provision of educational relationships with top creatives for those in higher education through the University Network programme.
- Running an awards scheme for undergraduates reading subjects associated with the charity's aims and objectives and which attracts some 3,000 entries each year. The entry fee is at a nominal cost.
- Membership of the charity is open to anyone who is interested in its aims and objectives. Lower fees are payable for students and people who have recently started their creative career.
- Provision of a free entry exposition of graduate creative work that attracts some 7,000 visitors and students.
- Provision of free Internet access to winning work from latest professional and student awards which achieves some 4 million views per annum.
- Provision of an affordable book was replaced by a digital version in 2020 that catalogues the winning work on a completely newly written website which will eventually cover all work since the inception of the charity over 50 years ago. The digital version allows for a broader more diverse and accessible reach to the global community

During the year the charity continued the initiatives launched in 2011 aimed to benefit graduate employment and involve the public in the creative processes and the best in creative work:

- The Graduate Academy – this initiative teaches graduates how to bring their education-based skills into the work environment in which they could contribute as a member of a team.
- Shift, continued to evolve a talent program aimed at a more diverse talent. Having launched in 2016. It now runs in London and New York twice a year in each city with on average a 70% of its recruits finding employment in the creative industries.
- During the year the charity continued the initiative to involve and engage the public in the creative process and the best in creative work.
- The Impact Project – this project focuses on creative ideas that change the world for the better, galvanising the creative community around the global issues that affect us all.

Achievements made by the provision of the benefits:

- Development of best practice in the creative field that will have its effect in improved design and marketing in the business sector and consequently improved success for commerce as a whole.
- Setting ideas and benchmarks to develop higher educational teaching in the creative field thus giving graduates improved skills with which to enter the workforce.
- Stimulation of the appreciation of excellence of creativity in design, advertising and communications by way of debate, free web access, exhibitions and events.

The public benefit statement has been prepared in accordance with the Charity Commission's guidelines.

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REPORT OF THE TRUSTEES

4. Achievements and performance

The adverse economic climate as a result of Covid-19, impacted on the Charities financial result for 2020. Fortunately, the charity took an immediate and pre-emptive response to the potential impacts of covid-19 to mitigate the scale of the financial risk through the immediate cancellation of live events and the use of the governments furlough scheme thereby protecting its financial security. It continued to deliver successfully its educational programmes through the use of digital services and applications. This resulted in increased interest and attendance at all its initiatives and digital events. The programmes to be more accessible to larger and broader community globally. Global awareness of the charity was increased and development of the D&AD archive, Digital Annual and digital content, which will be a major source of creative reference, continued to evolve.

The charity's performance against its objectives over the past year is as follows:

Objective in 2020-21	Achievements in 2020-21
To continue to build reserves to levels determined by the charity's reserves policy.	The group reported reserves of £4,251,416 (2020: £3,144,329) of which free unrestricted reserves are £4,116,147 (2020: £2,819,329).
To restructure the original 2019/20 business plan in line with the impacts of Covid-19 to ensure it remains a going concern.	The group revenues increased by £608,087 with total costs due to the restructuring decreasing by £956,427. The net result is a surplus for the year of £1,107,087, with the restructuring plan having significantly reduced the risk of a detrimental financial impact on the charity's reserves.
To continue to develop a fully integrated brand communications and marketing strategy across programmes.	Increased international involvement with the charity especially with increased interest from the Japanese market in the awards scheme and from the Middle East in the professional development programme.
To continue to reposition the education model by creating the D&AD Foundation to support D&AD's mission to celebrate, award and promote excellence in business communication and design.	The focus of the D&AD Foundation is to support creative education by assisting new creatives as they make the transition from education into work in their early careers. The funds raised for the Foundation will support D&AD's Education programme and third-party Educational programmes. Continue investment in delivering the Educational programmes digitally allowing a broader and more accessible programmes for the community.
Continue to raise the charity's profile.	Continued to achieve worldwide media coverage with appointed international representatives in Europe, USA, Japan, Australia, India and Brazil.
To continue to invest in the digital strategy to deliver online content to D&AD's stakeholders.	Covid-19 accelerated the investment and delivery in the charity's digital activities including the launch of the first freely available Digital Annual and the cessation of producing a physical Annual. It also delivered all its programmes digitally including its Education programmes, Masterclasses, Awards Ceremony amongst others.

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REPORT OF THE TRUSTEES

To reconsider the role of Membership within the organisation.	With the cessation of a physical Annual being produced which was a core benefit of membership. The charity is reconsidering the future of membership as a core programme.
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5. Financial review

A standard program of income generation resulted in incoming resources being £608,000 higher than the previous twelve-month period, including increases in Professional Development of £424,000; Professional Awards of £310,000; Partnerships of £40,000. Standard forecast activity resulted in costs decreasing by £956,000 against the previous twelve months to 31st August 2020. The effect of this was a group net funds inflow of £1,107,000 (2020: £457,000 outflow) for the twelve months ended 31st August 2021.

Principal funding sources

Entry income for the professional awards scheme was higher by £310,000 compared to the previous year, mainly as a result of an increased number of entries from the larger networks.

Funds

Group funds at 31 August 2021 amounted to £4,251,416 (2020: £3,144,329) of which £135,269 were restricted (2020: £325,000). There was a surplus of unrestricted funds of £4,116,147 (2020: £2,819,329). The charity will continue its programme of cost control and income enhancement in order to increase the unrestricted fund balance. It is anticipated that this programme will deliver material surpluses in future years due to investment in streamlined systems and automation.

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6. Future plans and subsequent events

The charity's key strategic policies as stated in these statements remain as relevant for 2021/22. In addition, the increase in unrestricted funds to a level both consistent with the charity's reserve policy will continue as a major objective.

D&AD is exploring opportunities to transform the business by using digital technologies that add value to its existing customer base and create new markets to explore. A 4-year program of iterative transformation has been agreed upon to launch new innovation and redevelop existing technology and functionality to transform the business going forward.

Objective for 2021/22 and beyond	Target
To maintain reserves at levels determined by the charity's reserves policy.	Continuance of the financial review and identification of costs savings and new income streams enhanced by more effective management of existing programmes.
To continue to develop a fully integrated brand communications and marketing strategy across programmes.	Development of a clear and coherent voice across all communication platforms and continuing to raise the company profile, both UK and internationally.
To continue to invest in the digital strategy to deliver an online offer to D&AD stakeholders, thereby building D&AD's community.	To continue to build on D&AD Digital Annual and D&AD archive, content management systems and supporting IT infrastructure.
To review and extend markets and audience beyond UK and Europe post Brexit.	To continue to reach diverse audiences who represent the breadth of commercial creative community. Focus on segments which we can penetrate effectively; likely to be design & production agencies, in-house creative & design teams and consultancies. To continue to reach larger audiences outside London and the UK. Focus on growth cities which we can penetrate most effectively.
To continually develop the redefined professional development strategy.	To continually review strategy to ensure it is relevant to the needs of the present and future by developing the model into a comprehensive, technically flavoured series of training modules targeting both the creative and client communities with the ultimate objective of the creation of an E-Learning series to scale the enterprise and enhance the development of careers in creative fields through Continuous Professional Development (CPD) scheme.
To continue to build international awareness in key cities.	Senior management of the charity has and will continue to visit appropriate locations and meet with key contacts to develop this objective. Appointments of international reps are in place across

D&AD
REPORT OF THE TRUSTEES

	key locations in India, Australia, Brazil, USA, China & Japan in 2020/21.
To fully utilise D&AD head office in Shoreditch.	To utilise the space to enhance and build relations within the wider community and serve the creative community. Events are now happening more regularly saving on external costs/hire and generating a small revenue stream.

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REPORT OF THE TRUSTEES

Statement of Trustees' Responsibilities

The trustees (who are the directors of the charity for the purposes of company law), are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland."

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- State whether applicable accounting standards, including FRS 102, have been followed subject to any material departures disclosed and explained in the financial statements;
- Observe the methods and principles in Statement of Recommended Practice Charities (SORP).
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 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; and
- The trustees have taken all the 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.

Small Companies Exemption

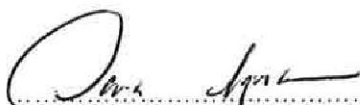
This report has been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The trustees of the Charity approve the Trustees' Annual Report.

Auditors

Moore Kingston Smith LLP has indicated their willingness to continue in office for the ensuing year.

Signed on behalf of the Trustees on



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Dara Lynch
Secretary

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

Opinion

We have audited the financial statements of D&AD Limited (the 'company') for the year ended 31 August 2021 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 group's and the parent charitable company's affairs as at 31 August 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs(UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the 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 the charitable company'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 annual 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

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 have 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 group and parent 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 where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14, 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 group and parent 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 group or parent 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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 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 is detailed below.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Date:

Andrew Stickland (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(incorporating an income and expenditure account)
FOR THE YEAR ENDED 31 AUGUST 2021



		Unrestricted	Restricted	Total	Total
		2021	2021	2021	2020
	Note	£	£	£	£
Income from					
Grants and donations	4	175,254	-	175,254	355,238
Trading income from subsidiary	5	343,563	-	343,563	136,192
<i>Charitable activities:</i>					
Awards	6	4,493,233	-	4,493,233	4,182,997
Partnerships		40,000	-	40,000	-
Professional Development		197,933	388,501	586,434	162,255
New Blood		692,131	-	692,131	890,304
Total charitable activities		5,423,297	388,501	5,811,798	5,235,556
Investment income and interest	7	305	-	305	3,537
Other income	7	7,690	-	7,690	-
Total income		5,950,109	388,501	6,338,610	5,730,523
Expenditure on					
Raising funds	8	1,417,959	-	1,417,959	1,057,045
Trading subsidiary costs	9	108,399	-	108,399	94,139
		1,526,358	-	1,526,358	1,151,184
<i>Charitable activities:</i>					
Awards	10	1,929,747	-	1,929,747	2,896,888
Partnerships		472,331	-	472,331	536,751
Professional Development		313,184	253,232	566,416	508,128
New Blood		411,671	325,000	736,671	1,094,999
Total charitable activities		3,126,933	578,232	3,705,165	5,036,766
Total expenditure		4,653,291	578,232	5,231,523	6,187,950
Net income / (expenditure)		1,296,818	(189,731)	1,107,087	(457,427)
Transfer between funds	24	-	-	-	-
Total funds brought forward	23, 24	2,819,329	325,000	3,144,329	3,601,756
Total funds carried forward		4,116,147	135,269	4,251,416	3,144,329

The Charity has no recognised gains or losses for the year other than as detailed above.

The net movements in the Charity's funds for the year arise from the Charity's continuing activities.

D&AD
BALANCE SHEETS - GROUP AND CHARITY
AS AT 31 AUGUST 2021



	Note	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Fixed assets					
Intangible assets	18	39,191	114,949	39,191	114,949
Tangible assets	19	200,452	507,054	200,452	507,054
Investments	20	-	1	1,000	1,001
		<u>239,643</u>	<u>622,004</u>	<u>240,643</u>	<u>623,004</u>
Current assets					
Debtors	21	735,863	465,724	735,863	465,724
Cash at bank and in hand		4,733,962	3,071,964	4,723,838	3,061,839
		<u>5,469,825</u>	<u>3,537,688</u>	<u>5,459,701</u>	<u>3,527,563</u>
Current liabilities					
Creditors falling due within one year	22	(1,458,052)	(1,015,363)	(1,686,556)	(1,052,716)
		<u>4,011,773</u>	<u>2,522,325</u>	<u>3,773,145</u>	<u>2,474,847</u>
Net current assets					
		<u>4,251,416</u>	<u>3,144,329</u>	<u>4,013,788</u>	<u>3,097,851</u>
Total assets less current liabilities					
		<u>4,251,416</u>	<u>3,144,329</u>	<u>4,013,788</u>	<u>3,097,851</u>
Net assets					
		<u>4,251,416</u>	<u>3,144,329</u>	<u>4,013,788</u>	<u>3,097,851</u>
Accumulated funds					
Restricted funds	23, 24	135,269	325,000	135,269	325,000
Unrestricted funds	23, 24	4,116,147	2,819,329	3,878,519	2,772,851
Total accumulated funds		<u>4,251,416</u>	<u>3,144,329</u>	<u>4,013,788</u>	<u>3,097,851</u>

As permitted by s408 Companies Act 2006, the company has not presented its own statement of financial activities and related notes. The charity's surplus for the year was £915,936 (2020: £336,055 deficit)

The financial statements were approved by the trustees on and signed on their behalf by:

.....
Trustee

Company registration number 00883234

D&AD
CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT 31 AUGUST 2021



	2021 £	2020 £
Cash inflow from operating activities		
Net cash provided by operating activities	1,661,693	905,591
Cash flow from investing activities		
Investment income and interest received	305	3,537
Payments to acquire tangible and intangible fixed assets	-	(106,479)
	305	(102,942)
Net increase in cash and cash equivalents	1,661,998	802,649
Cash and cash equivalents at beginning of year	3,071,964	2,269,315
Cash and cash equivalents at close of year	4,733,962	3,071,964

Reconciliation of net income / (expenditure) to cash flow from operating activities

	2021 £	2020 £
Net income / (deficit) for the reporting period	1,107,087	(457,427)
Adjustments for:		
Depreciation charges	382,361	430,435
Investment income	(305)	(3,537)
(Increase) / decrease in debtors	(270,139)	496,684
Increase in creditors	442,689	439,436
Net cash provided by operating activities	1,661,693	905,591

Analysis of cash and cash equivalents

Cash at bank and in hand	4,733,962	3,071,964
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1. ACCOUNTING POLICIES

a) Basis of preparation

The financial statements comprise the charity and its wholly-owned subsidiary D&AD Trading Limited on a line-by-line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

These financial statements are prepared under the historical cost convention.

The financial statements are prepared in sterling which is the functional currency of the charitable group.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company and its subsidiaries are a public benefit group for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

b) Going concern

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable group to continue as a going concern including the impact of Covid-19. As a result of the lockdown, planned events were cancelled with a consequent reduction in revenue and associated costs. The charity has taken advantage of the governments job retention scheme and implemented a restructuring programme to reduce costs. The trustees have considered forecasts for a period of at least one year from the date of approval of the financial statements taking these steps in to account. On the basis of these projections and the reserves available to the charity, the trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

c) Incoming resources

All income is recognised in the statement of financial activities when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Where a claim for repayment of income tax has or will be made, such income is grossed up for the tax recoverable.

d) Allocation of costs

The charity's operating costs include staff costs, rent and other related costs. Such costs are allocated between the charity's educational programmes, activities for raising funds, and management and administration. Staff costs are allocated according to the costs of staff working directly in the relevant teams or on the appropriate projects. Where costs are not directly attributable to any project or team, they have been apportioned according to the total of all other costs relating to each team or project.

e) Costs of raising funds

The costs of raising funds represent expenditure in relation to staff members and consultants who are directly engaged in fundraising and publicity, and the related costs of the fundraising and publicity department.



f) Charitable expenditure

Charitable expenditure includes all expenditure directly related to the objects of the charity and comprises:

Costs of activities in furtherance of the charity's objects - comprising the costs of the educational and professional awards programmes undertaken by the charity and is accounted for when payable.

Support costs - representing the staffing and associated costs of supporting, mentoring and evaluation the operational programmes for which the charity is responsible.

Governance costs - which are part of support costs representing expenditure on governance infrastructure that allows the charity to operate and to generate the information required for public accountability. They include the strategic planning processes that contribute to future development of the charity.

g) Fund accounting

The charity maintains various types of funds as follows:

Restricted funds - representing grants, donations and sponsorship received which are stipulated to be applied for specific projects by either the nature of the fundraising appeal or the grant/sponsorship agreement.

Unrestricted funds - representing funds that are expendable at the discretion of the trustees in the furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

h) Pension costs

The charity operates a defined contribution scheme that is open to all employees. The charity's contributions to the scheme are charged to the statement of financial activities in the year to which they relate.

i) Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation on intangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Software and website	-	over 3 years straight line
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j) Tangible fixed assets

Tangible fixed assets of a value of £1,000 and over are capitalised, and are stated at cost less accumulated depreciation. Depreciation on tangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Leasehold improvements	-	over 5 years straight line
Computer equipment	-	over 3 years straight line
Office equipment	-	over 4 years straight line

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or change in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible and intangible fixed assets are reviewed for impairment.

k) Financial instruments

1. Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

2. Financial assets and liabilities

Basic Financial Instruments, as defined by FRS102, are recognised initially at their transaction price and subsequently at settlement value. Financial assets and liabilities that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.



l) Leases

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the Statement of Financial Activities over the relevant period. The capital element of the future payments is treated as a liability.

Rentals of assets held under operating leases are charged to the statement of financial activities in equal amounts over the lease term.

m) Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

n) Foreign Exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in the statement of financial activities for the period.

o) Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

Tangible and intangible assets

The annual depreciation and amortisation charge for fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 18 and 19 for the carrying amount of the property, plant and equipment and intangible assets.

2. LEGAL STATUS OF THE CHARITY

The Charity is a company limited by guarantee and has no share capital. The members of the charity are the trustees listed on page 1. In accordance with the Memorandum of Association, every Member is liable to contribute a sum of £25 in the event of the charity being wound up.

3. FINANCIAL ACTIVITIES OF THE CHARITY

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results of the subsidiary is shown at Note 20.



	Unrestricted 2021 £	Unrestricted 2020 £
4. GRANTS AND DONATIONS		
IBM Gift in Kind: Digital Transformation Project	-	100,000
Coronavirus Job Retention Scheme Grant	175,254	255,238
	175,254	355,238

5. TRADING SUBSIDIARY INCOME		
Income generated in D&AD Trading Limited	343,563	136,192
	343,563	136,192

	Unrestricted £	Restricted £	Total £
6. INCOME FROM CHARITABLE ACTIVITIES			
Year to 31 August 2021			
Awards	4,493,233	-	4,493,233
Partnerships	40,000	-	40,000
Professional Development	197,933	388,501	586,434
New Blood	692,131	-	692,131
Total income from charitable activities	5,423,297	388,501	5,811,798
Year to 31 August 2020			
Awards	4,001,996	-	4,001,996
Partnerships	-	181,000	181,000
Professional Development	162,255	-	162,255
New Blood	462,304	428,000	890,304
Total income from charitable activities	4,626,556	609,000	5,235,556

7. INVESTMENT INCOME AND INTEREST		
Bank deposit interest	305	3,537
Rental income from subleased premises	7,690	-
	7,995	3,537

	Unrestricted 2021 £	Unrestricted 2020 £
8. COST OF RAISING FUNDS		
Fund raising costs	1,417,959	1,057,045
	1,417,959	1,057,045



9. TRADING SUBSIDIARY COSTS

	Unrestricted	Unrestricted
	2021	2020
	£	£
Costs incurred by D&AD Trading Limited	108,399	94,139
	108,399	94,139

10. COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTIVES

	Unrestricted	Restricted	Total
	£	£	£
Year to 31 August 2021			
Awards	1,929,747	-	1,929,747
Partnerships	472,331	-	472,331
Professional Development	313,184	253,232	566,416
New Blood	411,671	325,000	736,671
Total expenditure on charitable activities	3,126,933	578,232	3,705,165
Year to 31 August 2020			
Awards	2,896,888	-	2,896,888
Partnerships	133,957	402,794	536,751
Professional Development	508,128	-	508,128
New Blood	652,063	442,936	1,094,999
Total expenditure on charitable activities	4,191,036	845,730	5,036,766



11. ANALYSIS OF TOTAL RESOURCES EXPENDED

	Direct staff Costs	Other direct Costs	Governance & support costs	Total
	£	£	£	£
Year to 31 August 2021				
Costs of activities in furtherance of the charity's objectives				
Awards	743,940	417,726	768,081	1,929,747
Partnerships	261,689	42,169	168,473	472,331
Professional Development	122,215	355,117	89,084	566,416
New Blood	321,682	121,173	293,816	736,671
	1,449,526	936,185	1,319,454	3,705,165
Other expenditure				
Cost of raising funds	584,943	480,424	352,592	1,417,959
Trading costs	-	108,399	-	108,399
	584,943	588,823	352,592	1,526,358
Total	2,034,469	1,525,008	1,672,046	5,231,523

Year to 31 August 2020

Costs of activities in furtherance of the charity's objectives				
Awards	772,655	940,608	1,183,625	2,896,888
Partnerships	233,254	56,251	247,246	536,751
Professional Development	116,627	287,724	103,777	508,128
New Blood	335,303	349,373	410,323	1,094,999
	1,457,839	1,633,956	1,944,971	5,036,766
Other expenditure				
Cost of raising funds	532,402	524,643	-	1,057,045
Trading costs	-	94,139	-	94,139
	532,402	618,782	-	1,151,184
Total	1,990,241	2,252,738	1,944,971	6,187,950



12. SUPPORT COSTS

	Unrestricted £	Restricted £	Total £
Year to 31 August 2021			
Support			
Staff and related costs	182,058	-	182,058
Depreciation	382,361	-	382,361
Other support costs	554,432	-	554,432
Total support costs	1,118,851	-	1,118,851
Governance			
Salaries and Chairman	308,853	-	308,853
Audit fees	35,830	-	35,830
Other legal and professional fees	208,512	-	208,512
Total governance costs	553,195	-	553,195
Total	1,672,046	-	1,672,046
Year to 31 August 2020			
Support			
Staff and related costs	433,072	-	433,072
Depreciation	430,437	-	430,437
Other support costs	527,117	-	527,117
Total support costs	1,390,626	-	1,390,626
Governance			
Salaries and Chairman	487,558	-	487,558
Audit fees	25,070	-	25,070
Other legal and professional fees	41,717	-	41,717
Total governance costs	554,345	-	554,345
Total	1,944,971	-	1,944,971

13. NET OUTGOING RESOURCES

Net outgoing resources for the year are stated after charging:

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Auditors remuneration	37,806	27,764	35,830	25,070
Interest payable on finance leases and hire purchase	-	2,584	-	2,584
Depreciation / amortisation:				
Owned assets (tangible and intangible)	382,361	430,437	382,361	430,437
Rentals under operating leases: land and buildings	222,917	222,917	222,917	222,917



14. ANALYSIS OF STAFF COSTS

Staff costs comprise:	2021	2020
	£	£
Wages and salaries	2,074,661	2,370,385
Social security costs	217,404	248,103
Pension costs	197,873	343,587
Recruitment and training	10,402	50,531
Redundancy and termination payments	4,832	100,141
Total staff costs	2,505,172	3,112,747

The number of employees whose emoluments (salaries and benefits in kind) excluding pensions fell within the following bands was:

£60,001 - £70,000	2	2
£70,001 - £80,000	-	-
£80,001 - £90,000	1	3
£90,001 - £100,000	2	-
£130,001 - £140,000	-	1
£140,001 - £150,000	1	-
	6	6

Where no employee falls into a salary banding above, this banding has been excluded.

The number of employees earning more than £60,000 for whom pension contributions have been paid in the year is 6 (2020: 6). The total pension contributions paid by the charity during the year for employees earning more than £60,000 was £107,669 (2020: £43,084)

15. STAFF NUMBERS

The average number of employees including temporary and short-term contract staff analysed by function was:

	2021	2019
	number	number
Charitable activities	33	41
Income generation	9	5
Administration and support	8	10
	50	56

16. TRUSTEES AND KEY MANAGEMENT PERSONNEL

During the year £nil was paid to trustees in respect of expenses incurred on behalf of the charity (2020: £1,591)

The charity purchased trustee indemnity insurance costing £1,611 (2020: £1,781) to protect the charity from loss arising from neglect or default of its trustees and employees.

Key management personnel include the Trustees, Chief Executive, and senior staff reporting directly to the Chief Executive. The total employee benefits of the charity's key management personnel were £685,565 (2020: £710,217)



17. TAXATION

The company is a registered charity and no provision is considered necessary for taxation as the charity is exempt from tax on its charitable income and to the extent that it is applied to charitable purposes.

18. INTANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Website and software £
Cost or valuation	
As at 1 September 2020	373,003
Additions	-
Disposals	-
As at 31 August 2021	373,003
Amortisation	
As at 1 September 2020	258,054
Charge for the year	75,758
Eliminated on disposal	-
As at 31 August 2021	333,812
Net book value	
As at 31 August 2021	39,191
As at 31 August 2020	114,949

19. TANGIBLE FIXED ASSETS - GROUP AND CHARITY

	Leasehold improvements £	Office equipment £	Total £
Cost or valuation			
As at 1 September 2020	1,122,715	488,726	1,611,441
Additions	-	-	-
Disposals	-	-	-
As at 31 August 2021	1,122,715	488,726	1,611,441
Depreciation			
As at 1 September 2020	720,402	383,985	1,104,387
Charge for the year	224,543	82,060	306,603
Eliminated on disposal	-	-	-
As at 31 August 2021	944,945	466,045	1,410,990
Net book value			
As at 31 August 2021	177,770	22,681	200,451
As at 31 August 2020	402,313	104,741	507,054



20. INVESTMENTS IN SUBSIDIARIES

The charity has an investment in the following subsidiary undertakings:

	Registered office	Status	% Ownership
D&AD Trading Limited	64 Cheshire Street, London E2 6EH	Trading	100%
D&AD Limited	Suite 1201, Tower 2, The Gateway, 25 Canton Road, Tsimshatsui, Kowloon, Hong Kong	Non-trading	100%
D&AD USA Inc.	Frankfurt Kurnit Klein and Selz, P.C. 488 Madison Avenue, NY 10022, USA	Non-trading	100%

	2021	2020
	£	£
Cost at the beginning and end of the year	1,000	1,001

D&AD Limited Hong Kong and D&AD USA Inc. have been excluded from consolidation for the reason they are dormant non-trading organisations and have no material effect on the surplus or net assets of the group.

The financial activities shown in the consolidated statement includes those of D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid as a dividend. A summary of the trading results is shown below.

	2021	2020
	£	£
Profit & Loss Account		
Turnover	343,563	136,192
Cost of sales	(106,458)	(92,504)
Gross profit	237,105	43,688
Administration expenses	(3,441)	(1,635)
Profit on ordinary activities	233,664	42,053

Balance sheet

Current assets	243,298	49,711
Creditors: amounts falling due within one year	(4,670)	(2,694)
Total net assets	238,628	47,017
Called up share capital	1,000	1,000
Retained profit	237,628	46,017
Shareholders' funds	238,628	47,017



	Group	Group	Charity	Charity
	2021	2020	2021	2020
	£	£	£	£
21. DEBTORS				
Trade debtors	262,812	78,480	262,812	78,480
Other debtors	39,670	46,342	39,670	46,342
Prepayments and accrued income	433,381	340,902	433,381	340,902
	<u>735,863</u>	<u>465,724</u>	<u>735,863</u>	<u>465,724</u>
22. CREDITORS				
Trade creditors	124,719	2,160	124,719	2,160
Other creditors	55,840	31,757	55,840	31,757
Taxation and social security	51,638	144,881	51,638	144,881
Accrued expenses	555,542	558,953	550,872	556,260
Deferred income	670,313	277,612	670,313	277,612
Owed to subsidiary undertakings	-	-	233,174	40,046
	<u>1,458,052</u>	<u>1,015,363</u>	<u>1,686,556</u>	<u>1,052,716</u>



23. ANALYSIS OF CHARITABLE FUNDS

Analysis of unrestricted fund movements

	Balance 01-Sep 2020 £	Income £	Expenditure gains and losses £	Transfer to restricted funds £	Balance 31-Aug 2021 £
General fund	2,819,329	5,950,109	(4,653,291)	-	4,116,147

	Balance 01-Sep 2019 £	Income £	Expenditure gains and losses £	Transfer to restricted funds £	Balance 31-Aug 2020 £
General fund	3,105,934	5,121,523	(5,342,220)	(65,908)	2,819,329

Unrestricted funds realised by the subsidiary company and included in the above amounts: £nil (2020: £nil)

Analysis of restricted fund movements

	Balance 01-Sep 2020 £	Income £	Expenditure £	Transfer general funds £	Balance 31-Aug 2021 £
New Blood programme	325,000	-	(325,000)	-	-
EU Bridging the Creativity Gap	-	388,501	(253,232)	-	135,269
	325,000	388,501	(578,232)	-	135,269

	Balance 01-Sep 2019 £	Income £	Expenditure £	Transfer general funds £	Balance 31-Aug 2020 £
New Blood programme	339,936	428,000	(442,936)	-	325,000
Public education and creative awareness programmes	(246,908)	181,000	-	65,908	-
Awards programme	402,794	-	(402,794)	-	-
	495,822	609,000	(845,730)	65,908	325,000

Income for restricted funds originates from sponsorship grants or donations to a particular project or event and are expensed as required, with unspent funds carried forward to be used against future expenditure.

2020-21 restricted funds represent:

<i>New Blood programme</i>	Funds allocated to the student awards programme
<i>EU Bridging the Creativity Gap</i>	Funding to address the gap between the changing needs of the creative sector against the availability of a highly skilled workforce at EU level.

2019-20 restricted funds were allocated for awards ceremony, White Pencil programme, student awards programme, graduate academy project, show and tell project, and education council.



24. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

	Unrestricted £	Restricted £	Total £
As at 31 August 2021			
Fixed assets			
Intangible assets	39,191	-	39,191
Tangible assets for use by the charity	200,452	-	200,452
Investment in subsidiary	1	-	1
Current assets			
Debtors	504,125	-	504,125
Cash at bank and in hand	4,733,962	-	4,733,962
Current liabilities	(1,359,220)	-	(1,359,220)
Long term liabilities	-	-	-
	<u>4,118,511</u>	<u>-</u>	<u>4,118,511</u>

As at 31 August 2020

Fixed assets			
Intangible assets	114,949	-	114,949
Tangible assets for use by the charity	507,054	-	507,054
Investment in subsidiary	1	-	1
Current assets			
Debtors	465,724	-	465,724
Cash at bank and in hand	2,746,964	325,000	3,071,964
Current liabilities	(1,015,363)	-	(1,015,363)
Long term liabilities	-	-	-
	<u>2,819,329</u>	<u>325,000</u>	<u>3,144,329</u>

25. OPERATING LEASE COMMITMENTS

As at the reporting date, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall dues as follows:

	Charity and Group 2021 £	Charity and Group 2020 £
Within one year	187,500	300,137
Between two and five years	1,062,500	375,171
Within 5+ years	-	-
	<u>1,250,000</u>	<u>675,308</u>

26. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Charitable Group operates a defined contribution scheme which is administered independently of the Group. The cost to the Group for the year was £279,449 (2020: £343,587). At the Balance Sheet date, the amount due to the pension scheme administrators was £55,840 (2020: £18,580). The expected cost to the charity in the coming year, if all staff take up their pension option, is approximately £160,000 (2020: £99,046).



27. RELATED PARTY TRANSACTIONS

During the year the following related party transactions were carried out:

Sales of £220 (2020: £1,684) were made to Pentagram Design Limited where Naresh Ramchandani is a director. Naresh is also a director of D&AD.

Sales of £109,899 (2020: £94,139) and purchases of £343,563 (2020: £136,192) were made to D&AD Trading Limited, a wholly owned subsidiary of D&AD. At the balance sheet date there was an amount owed to the subsidiary of £233,174 (2020: £40,046).

No amounts are outstanding in respect of these transactions and no amounts have been written off or provided for in relation to these balances during the year.

28. ULTIMATE CONTROLLING PARTY

The charitable company is under the control of its members. No one member has sufficient voting rights to control the charitable company.

D&AD

England & Wales - Charity number 305992

Accounts

Company Registration Number: 00883234 (England & Wales)
Registered Charity Number in England & Wales: 305992

D&AD
(A Company Limited by Guarantee)
REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019



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FOR THE YEAR ENDED 31 AUGUST 2019**

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D&AD
REPORT OF THE TRUSTEES

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2019. The Trustees have adopted the provisions of the 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 issued in July 2014 (The FRS102 Charities SORP).

1. Legal and Administrative Information

Trustees, Members and Directors

Ms Lucy-Anne Ronayne	Resigned on 18 th September 2019
Ms Alexandra Taylor	Resigned on 18 th September 2019
Mr Bruno Maag	Resigned on 18 th September 2019
Mr Graham Shearsby	Resigned on 18 th September 2019
Ms Katherine Tudball	Resigned on 18 th September 2019
Mr Steve Spence	Resigned on 18 th September 2019
Ms Nicky Bullard	Resigned on 18 th September 2019
Mr Paco Conde	Appointed on 18 th September 2018 and resigned on 18 th September 2019
Mrs Kate Stanners	Appointed President on 18 th September 2019
Mr Ben Terrett	Appointed on 18 th September 2019
Mr Patrick Burgyone	Appointed on 18 th September 2019
Mr Richard Brim	Appointed on 18 th September 2019
Mr Naresh Ramchandani	Appointed on 18 th September 2019
Mrs Fura Johannesdottir	Appointed on 18 th September 2019
Mrs Rebecca Wright	Appointed on 18 th September 2019
Mr Kai Hsuing	Appointed on 18 th September 2019
Mrs Cheyne Robinson	Appointed on 18 th September 2019
Mr Jack Renwick	Appointed on 18 th September 2019

Chief Executive

Mr Timothy Lindsay

Company Secretary

Dara Lynch

Key Management Personnel

The senior staff members to whom the day to day management of the charity is delegated are listed below

Dara Lynch	<i>Chief Operating Officer</i>
Amanda Moorby	<i>Partnerships Team Director</i>
Dion Joy	<i>Digital Director</i>
Paul Drake	<i>Foundation Director</i>
Donal Keenan	<i>Awards Director</i>
Mike Mc Evoy	<i>Finance Director</i>
Laura Kelly	<i>Marketing Director</i>
Chairman	<i>Dick Powell</i>

D&AD
REPORT OF THE TRUSTEES

Registered Office

D&AD Ltd,
64 Cheshire St,
London,
E2 6EH.

Auditor

Moore Kingston Smith LLP,
Chartered Accountants
Devonshire House
60 Goswell Road
London
EC1M 7AD

Solicitors

Lewis Silkin
5 Chancery Lane,
Clifford's Inn,
London,
EC4A 1BL

Michael Simkins
Lynton House,
7 – 12 Tavistock Square,
London,
WC1H 9LT

Bankers

The Royal Bank of Scotland plc
London Drummonds,
49 Charing Cross,
Admiralty Arch,
London,
SW1A 2DX

D&AD

REPORT OF THE TRUSTEES

2. Structure, Governance and Management

Background

The charity was formed as a company limited by guarantee in 1962. The company registration number is 00883234. The Charity Commission registration number is 305992.

Objects

The Charity's objects are specifically restricted to the following:

To advance the education of the community by encouraging the understanding, application and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

Appointment of trustees

Any person who is willing to act as a Trustee who is permitted by law to do so, and who is eligible to become a Trustee in accordance with any rules or by-laws made in accordance with the Articles of Association adopted by special resolution in 2017, may be appointed to be a trustee by a resolution of the Trustees.

Powers

The Board of Trustees has overall responsibility for the strategic leadership, governance and appropriate management control of D&AD.

It has three primary functions:

- To ensure the organisation stays focused on its mission and strategy.
- To make policy decisions.
- To provide support and constructive challenge to the management team, in particular the Chief Operating Officer and Chief Executive.

Members of the Board of Trustees are also Directors of the charity for the purposes of company law.

Each year vacancies for new members of the Board of Trustees arise as existing members retire. These vacancies are available to creative practitioners in advertising companies, design companies, other creative companies, business, museums and galleries, and freelance respectively. The candidates who stand for the vacant positions will represent one of these industries. Successful candidates who fill the vacancies for each industry sector are elected to serve as trustees on the charity's Board of Trustees with effect from the conclusion of the September meeting of the Trustees and hold office for three years (or four years in the case of a Trustee who has held the position of Deputy President in the third year of office). The Articles of Association also provide that the trustees may appoint a member, who has not been elected in the prescribed manner, to fill a vacancy that has arisen on the Board of Trustees. The continuation of such an appointment must be approved by the members at the September meeting of the Trustees. The charity's President and Deputy President are appointed from the service Trustees and take office for a period of one year from the conclusion of the September meeting of the Trustees. The office of President alternates between the six fields of creativity described above and is determined by the serving Trustees.

Trustee Induction and Training

New Trustees undergo an orientation session to brief them on decision making processes, the business plan and recent financial performances of the charity. During the induction session they meet key employees and other Trustees. On-going training needs are identified as appropriate and addressed through a variety of means, including Board papers, leadership days and seminars.

Remuneration policy for Key Management Personnel

The Trustees and the senior management team comprise the key management personnel of the Charity in charge of running and operating the organisation on a day-to-day basis. Details of all Trustee expenses and related party transactions are disclosed in note 17 and note 30 to the accounts.

D&AD REPORT OF THE TRUSTEES

In order to recruit and retain the best staff to safeguard the services provided to our beneficiaries, the Trustees consider that it is important to offer a competitive salary package, as benchmarked with similar sized charitable organisations.

The salary and other rewards (annual leave and pension contribution) of the Chief Executive are benchmarked and approved by the Trustees on appointment and are reviewed annually by the Trustees in accordance with the contract of employment.

All other staff roles, including the senior management team, are evaluated against a number of criteria, including responsibilities, skills and expertise required. These determine on which band each role lies within the pay scales.

Normally, members of the senior management team are recruited to their assigned salary band. Occasionally, the Trustees will determine if the rate of pay needs to be amended to take account of significant external factors affecting recruitment to a specific role. Staff receive a range of enhanced benefits e.g. sick pay, maternity/paternity pay as well as annual leave and pension contributions.

Organisation

During the year the charity operated from its recently constructed offices located within Shoreditch. The Executive Committee develops all of the charity's objectives. Strategies to deliver the objectives are developed by the charity's Chief Executive and Management Team. Implementation lies with the Team Directors and their colleagues: Awards, Education and Professional Development, Partnerships and Members, Digital and Information Systems and Finance and Operations. A non-executive Chairman also provides advice and assistance to both the Trustees and the Charity's Management. The Executive Committee meets up to eight times a year.

Subsidiary Companies

The charity has two wholly owned subsidiaries:

- D&AD Trading Limited, the objectives of which are to administer the non-charitable activities of the group. Its profits are donated to the charity under Gift Aid.
- The School of Communication Arts Limited, a dormant, non-trading company.
- USA INC, a newly formed trading company.
- D&AD Hong Kong Ltd, a newly formed trading company.

Risk management

As part of its business planning and review procedures the trustees have implemented a risk management strategy, which comprises:

- An annual review of the major risks, their impact, and the likelihood of occurrence which the charity may face; and
- The establishment of the systems which the charity uses to mitigate the risks which have been identified and to minimise the potential impact on the charity should any of those risks materialise.

Key risks identified include: loss of key staff through resignation, the charity lacks direction, strategy and forward planning, Board of Trustees dominated by one or two individuals, Trustees are benefiting from charity (e.g. remuneration), competition, event cancellation, budgetary control & financial planning, fraud and error and the loss of revenue due to Covid-19.

D&AD REPORT OF THE TRUSTEES

Covid-19

As a result of the worldwide Covid-19 pandemic and lockdown from March 2020, events have been cancelled with resulting loss of revenue and related direct costs. The Board have revised their plans for the rest of 2020 and 2021 and expect to run a significantly reduced programme. Advantage has been taken of the governments job retention scheme but at the same time a restructuring plan is being implemented that will lead to a reduction of headcount. Revised forecasts have been prepared through to 2021 that confirm that the actions taken together with the reserves available will ensure that the Charity remains a going concern and will continue to be able to settle its debts as they fall due.

The level of risk to the charity's incoming resources

The trustees recognise that the charity's income sources are heavily dependent on funding from the creative industries, the media sectors and the business community and that the levels of income from these sources are highly sensitive to global and national economic and political conditions. Consequently, the trustees are of the opinion that reserves should be generated to a sufficient level to protect the charity from adverse economic conditions and any consequential material decline in income.

Unrestricted funds are needed

- To provide funds to cover the costs of its charitable activities
- To cover administration, fundraising and support costs without which the charity could not function
- To provide funds to cover the cost of its obligations to its members and supporters
- To cover the shortfall in the funding of educational projects otherwise financed by sponsorships or donations
- To develop new activities in accordance with the charity's objectives
- To provide funds for an adequate infrastructure to enable the charity to operate efficiently

Reserves policy

The trustees have considered the possible effects of adverse economic conditions on the activities of the charity and at this time are of the opinion that the charity should aim to accumulate unrestricted reserves equal to a level of six months' running costs to ensure that the charity can continue to run efficiently in the event of such conditions. Six months running costs equate to approximately £1,900,000. Free unrestricted reserves total £2,163,845, (2018: £1,451,318).

D&AD REPORT OF THE TRUSTEES

3. Objectives, activities and public benefit statement

Summary of the objectives of the charity

The main objective of the charity is to advance the education of the community by encouraging the understanding, appreciation and commission of good design and advertising in communications media of all kinds by providing, presenting, organising and managing exhibitions, publications, tours of various British and foreign cities, classes, lecturers, seminars, tutorials and other educational activities.

The charity's mission is:

- To champion excellence in creativity by setting industry standards,
- To educate and inspire the next generation,
- To promote the contribution of creativity, ideas and innovation to business success.

The charity's strategic aims are to:

- Develop the relevance of the charity's activities to its beneficiaries,
- To continue to raise the profile of the charity,
- To increase the number of participants and beneficiaries of the charity's aims and objectives,
- To develop new activities in accordance with the charity's objectives,
- To create significant surpluses through commercial activities in order to fund the D&AD Foundation and advance the cause of creative education.

Objectives for the year

In 2018/19 the charity's principal objectives for the year were:

- To continue to build reserves to levels determined by the charity's reserves policy.
- To develop a fully integrated brand communications and marketing strategy across programmes.
- To reposition the education model by creating the D&AD Foundation to support D&AD's mission to celebrate, award and promote excellence in business communication and design.
- To continue to raise the charity's profile.
- To invest in the digital strategy to deliver online content to D&AD's stakeholders.
- To raise the appeal of taking up membership of the charity.

Strategies for achieving objectives and significant activities

The charity encourages regional and international participation in its activities by communication with the creative community in those areas through its various programmes, exhibitions and publications.

The charity researches, reviews and assesses its activities and ensures that it is developing and delivering relevant programmes by way of its knowledge management system and working with its participants and beneficiaries.

Public Benefit Statement

The charity's benefits are as in accordance with its aims:

- The provision of education to that section of the public that has an interest in creative excellence in design, advertising and any other communications media.
- The promotion of the appreciation of that creative excellence.

The benefits are delivered in the following ways:

- A series of public lectures throughout the year hosted by senior and influential speakers in their particular subject.
- Courses available to the public that specialise in particular aspects of creativity through the charity's Workout programme.
- Provision of educational relationships with top creatives for those in higher education through the University Network programme.
- Running an awards scheme for undergraduates reading subjects associated with the charity's aims and objectives and which attracts some 3,000 entries each year. The entry fee is at a nominal cost.

D&AD REPORT OF THE TRUSTEES

- Membership of the charity is open to anyone who is interested in its aims and objectives. Lower fees are payable for students and people who have recently started their creative career.
- Provision of a free entry exposition of graduate creative work that attracts some 7,000 visitors and students.
- Provision of free Internet access to winning work from latest professional and student awards which achieves some 4 million views per annum.
- Provision of an affordable book that catalogues the winning work on a completely newly written website which will eventually cover all work since the inception of the charity over 50 years ago.

During the year the charity continued the initiatives launched in 2011 aimed to benefit graduate employment and involve the public in the creative processes and the best in creative work:

- The Graduate Academy – this initiative teaches graduates how to bring their education-based skills into the work environment in which they could contribute as a member of a team.
- During the year the charity continued the initiative to involve and engage the public in the creative process and the best in creative work.
- The Impact Project – this project focuses on creative ideas that change the world for the better, galvanising the creative community around the global issues that affect us all.

Achievements made by the provision of the benefits:

- Development of best practice in the creative field that will have its effect in improved design and marketing in the business sector and consequently improved success for commerce as a whole.
- Setting ideas and benchmarks to develop higher educational teaching in the creative field thus giving graduates improved skills with which to enter the workforce.
- Stimulation of the appreciation of excellence of creativity in design, advertising and communications by way of debate, free web access, exhibitions and events.

The public benefit statement has been prepared in accordance with the Charity Commission's guidelines.

4. Achievements and performance

Despite an adverse economic climate, the charity strengthened its financial security and successfully delivered on its educational programmes with increased interest and attendance at all its initiatives and events. Global awareness of the charity was increased and development of the D&AD archive and digital content, which will be a major source of creative reference, continued to evolve.

The charity's performance against its objectives over the past year is as follows:

Objective in 2018-19	Achievements in 2018-19
To continue to build reserves to levels determined by the charity's reserves policy.	The group reported reserves of £3,602,381 (2018 £3,341,248) of which free unrestricted reserves are £2,163,845 (2018 £1,451,318). This exceeds the target level of £1.9m.
To develop a fully integrated brand communications and marketing strategy across programmes.	Increased international involvement with the charity especially with increased interest from the Japanese market in the awards scheme and from the Middle East in the professional development programme.
To reposition the education model by creating the D&AD Foundation to support D&AD's mission to celebrate, award and promote excellence in business communication and design.	The focus of the D&AD Foundation is to support creative education by assisting new creatives as they make the transition from education into work in their early careers. The funds raised for the Foundation will support D&AD's Education programme and third-party Educational programmes. Launched D&AD Shift.
Continue to raise the charity's profile	Continued to achieve worldwide media coverage and appointed international representatives in Japan, Australia, India and Brazil.
To invest in the digital strategy to	The Next Director & Next Photographer projects, MOOC, collateral

D&AD
REPORT OF THE TRUSTEES

deliver online content to D&AD's stakeholders	for our Sponsors supporting CFE & New Blood winners were principal additions to online content during the year.
To raise the appeal of taking up membership of the charity	Increasing the appeal of membership using online content such as 'inspired by new work' exclusively for members and credit article 'members since..', visibly promoting members to our social media audiences, content led newsletters, and redesigning conversion pages on the website to showcase members only content. In addition, steps have been taken to consistently restrict specific categories of content such as Presidents Lectures, Creativity Works and some features and Opinion from the CEO, Trustees and other members.

5. Financial review

A standard program of income generation resulted in incoming resources being £799,954 above the previous twelve-month period including Professional Awards entries increase of £307,000, Professional Awards Festival ticket revenue increase of £176,000, Partnerships revenue increased by £253,000 and a decrease in Foreign exchange gains serving to impact the overall increase in revenues. Standard forecast activity resulted in direct costs increasing by £269,000 from the same period prior year. Direct overhead costs increased by £349,000 on the previous twelve months to 31st August 2018. The effect of this was a group net funds inflow of £259,550 (£149,165 inflow for the twelve months ended 31st August 2018)

Principal funding sources

Entry income for the professional awards scheme was up by £307,000 compared to the previous year, mainly as a result of an increased number of entries from the larger networks. Sponsorship income was up by £253,000 across New Blood Awards, Professional Awards Festival and Shift sponsorship.

Funds

Group funds at 31 August 2019 amounted to £3,602,381 (2018: £3,341,248) of which £495,822 was restricted (2018: £561,277). There was a surplus of unrestricted funds of £3,106,559 (2018: £2,781,556). The charity will continue its programme of cost control and income enhancement in order to increase the unrestricted fund balance. It is anticipated that this programme will deliver material surpluses in future years due to investment in streamlined systems and autonomy.

D&AD REPORT OF THE TRUSTEES

Future plans and subsequent events

The charity's key strategic policies as stated in these statements remain as relevant for 2018/19. In addition, the maintenance of unrestricted funds to a level consistent with the charity's reserve policy will continue as a major objective.

D&AD is exploring opportunities to transform the business by using digital technologies that add value to its existing customer base and create new markets to explore. A 4-year program of iterative transformation has been agreed upon to launch new innovation and redevelop existing technology and functionality to transform the business going forward.

Objective for 2019/20 and beyond	Target
To maintain reserves at levels determined by the charity's reserves policy.	Continuance of the financial review and identification of costs savings and new income streams enhanced by more effective management of existing programmes.
To continue to develop a fully integrated brand communications and marketing strategy across programmes.	Development of a clear and coherent voice across all communication platforms and continuing to raise the company profile, both UK and internationally.
To continue to invest in the digital strategy to deliver an online offer to D&AD stakeholders, thereby building D&AD's community.	To continue to build D&AD archive, content management systems and supporting IT infrastructure.
To review and extend markets and audience beyond UK and Europe post Brexit.	To continue to reach diverse audiences who represent the breadth of commercial creative community. Focus on segments which we can penetrate effectively; likely to be design & production agencies, in-house creative & design teams and consultancies. To continue to reach larger audiences outside London and the UK. Focus on growth cities which we can penetrate most effectively.
To continually develop the redefined professional development strategy.	To continually review strategy to ensure it is relevant to the needs of the present and future by developing the model into a comprehensive, technically flavoured series of training modules targeting both the creative and client communities with the ultimate objective of the creation of an E-Learning series to scale the enterprise and enhance the development of careers in creative fields through Continuous Professional Development (CPD) scheme.
To continue to build international awareness in key cities.	Senior management of the charity has and will continue to visit appropriate locations and meet with key contacts to develop this objective. Appointments of international reps are in place across key locations in India, Australia, Brazil, USA, China & Japan in 2019
To fully utilise D&AD head office in Shoreditch.	To utilise the space to enhance and build relations within the wider community and serve the creative community. Events are now happening more regularly saving on external costs/hire and generating a small revenue stream.

**D&AD
REPORT OF THE TRUSTEES**

Statement of Trustees' Responsibilities

The trustees (who are the directors of the charity for the purposes of company law), are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland."

Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing those financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- State whether applicable accounting standards, including FRS 102, have been followed subject to any material departures disclosed and explained in the financial statements;
- Observe the methods and principles in Statement of Recommended Practice Charities (SORP).
- Make judgements and estimates that are reasonable and prudent;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and to 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 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; and
- The trustees have taken all the 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.

Small Companies Exemption

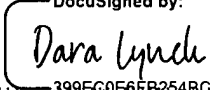
This report has been prepared in accordance with the special provisions relating to small companies within part 15 of the Companies Act 2006.

The trustees of the Charity approve the Trustees' Annual Report.

Auditors

Moore Kingston Smith LLP has indicated their willingness to continue in office for the ensuing year.

Signed on behalf of the Trustees on 8/25/2020

DocuSigned by:

399EC0E6FB254BC.....
 Dara Lynch
 Secretary

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

Opinion

We have audited the financial statements of D&AD Limited for the year ended 31 August 2019 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 August 2019 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

Basis for opinion

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

Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's and parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The other information comprises the information included in the annual 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, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

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 have 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 group and parent 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 where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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 trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 11, 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 group and parent 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 group or parent 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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF D&AD LIMITED

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Andrew Stickland (Senior Statutory Auditor)

Moore Kingston Smith LLP

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
EC1M 7AD

Date: 27 August 2020

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

D&AD
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2019

	Unrestricted Funds 2019 £	Restricted Funds 2019 £	Total Funds 2019 £	Total Funds 2018 £
Note				
Income from				
Donations	4	-	-	16,000
Trading income from subsidiary	5	238,320	-	195,599
Investment income and interest	6	3,446	-	2,497
Charitable activities	7	6,790,631	515,000	6,533,347
Total income		<u>7,032,397</u>	<u>515,000</u>	<u>7,547,397</u>
Expenditure on				
Raising funds	8	1,132,299	-	942,554
Charitable activities	9	5,502,285	580,453	5,578,033
Trading subsidiary costs	10	74,435	-	77,691
Total expenditure		<u>6,709,019</u>	<u>580,453</u>	<u>6,598,278</u>
Net income / (expenditure)		<u>323,378</u>	<u>(65,453)</u>	<u>257,926</u>
Net movement in funds		<u>323,378</u>	<u>(65,453)</u>	<u>149,165</u>
Total funds brought forward	23, 26	2,781,556	561,277	3,193,668
Total funds carried forward	25, 26	<u>3,104,934</u>	<u>495,822</u>	<u>3,342,833</u>

The Charity has no recognised gains or losses for the year other than as detailed above.

The net movements in the Charity's funds for the year arise from the Charity's continuing activities.

The Notes on pages 17 to 32 form part of these accounts.

D&AD
BALANCE SHEETS – GROUP AND CHARITY
AS AT 31 AUGUST 2019

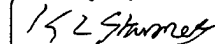
	Note	Group 2019 £	Group 2018 £	Charity 2019 £	Charity 2018 £
Fixed assets					
Intangible assets	18	148,078	219,870	148,078	219,870
Tangible assets	19	797,883	1,108,783	797,883	1,108,783
Investments	20	1	1	1,001	1,001
		945,962	1,328,654	946,962	1,329,654
Current assets					
Debtors	22	962,408	644,462	962,408	644,462
Cash at bank and in hand		2,269,315	1,971,259	2,259,055	1,962,095
		3,231,723	2,615,721	3,221,463	2,606,557
Liabilities					
Creditors falling due within one year	23	(576,868)	(503,908)	(735,457)	(617,615)
		2,654,854	2,111,813	2,486,006	1,988,942
Net current assets					
		3,600,816	3,440,467	3,432,967	3,318,596
Total assets less current liabilities					
Liabilities					
Creditors falling due after more than one year	24	(60)	(97,635)	(60)	(97,635)
		3,600,756	3,342,832	3,432,907	3,220,961
Net assets					
Accumulated funds					
Restricted funds	25, 26	495,822	561,277	495,822	561,277
Unrestricted funds	25, 26	3,104,934	2,781,555	2,937,085	2,659,684
		3,600,756	3,342,832	3,432,907	3,220,961
Total accumulated funds					

As permitted by s408 Companies Act 2006, the company has not presented its own statement of financial activities and related notes. The charity's surplus for the year was £211,946 (2018 £56,037)

8/26/2020

The financial statements on pages 17 to 32 were approved by the trustees on and signed on their behalf by:

DocuSigned by:



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Kate Stanners

Trustee

Company registration number 00883234

D&AD
CONSOLIDATED STATEMENT OF CASH FLOWS
AS AT 31 AUGUST 2019

	2019	2018
	£	£
Cash flow/(outflow) from operating activities		
Net cash (used in)/ provided by operating activities	371,598	5,344
Cash flows from investing activities		
Investment income and interest received	-	2,497
Proceeds from disposal of fixed assets	-	-
Payments to acquire tangible and intangible fixed assets	(76,988)	(544,433)
Net cash provided by/ (used in) investing activities	76,988	541,936
Net increase in cash and cash equivalents	298,056	(541,763)
Cash and cash equivalents at beginning of year	1,971,258	2,513,021
Cash and cash equivalents at end of year	2,269,315	1,971,258

Reconciliation of net income/ (expenditure) to net cash flow from operating activities

	2019	2018
	£	£
Net income for the reporting period	257,926	147,580
Adjustments for:		
Depreciation charges	459,679	383,958
Net (gains)/ losses on investments	-	-
(Profit) / Loss on disposal of fixed assets	-	-
Investment income	(3,446)	(2,497)
Decrease/ (increase) in debtors	(317,946)	(172,554)
Increase/ (decrease) in creditors	(24,613)	(351,143)
Net cash (used in)/ provided by operating activities	371,598	5,344

Analysis of cash and cash equivalents

Cash in hand	2,268,851	1,971,258
Notice deposits (less than 3 months)	-	-
Total cash and cash equivalents	2,268,851	1,971,258

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

1. ACCOUNTING POLICIES

a) Basis of preparation

The financial statements comprise the charity and its wholly-owned subsidiary D&AD Trading Limited on a line-by-line basis. Transactions and balances between the charitable company and its subsidiary have been eliminated from the consolidated financial statements. Balances between the two companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

These financial statements are prepared on a going concern basis, under the historical cost convention.

The financial statements are prepared in sterling which is the functional currency of the charitable group.

The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company and its subsidiaries are a public benefit group for the purposes of FRS 102 and therefore the Charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP) published in July 2014, the Companies Act 2006 and the Charities Act 2011.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable group to continue as a going concern including the impact of Covid-19. As a result of the lockdown, planned events have been cancelled with a consequent reduction in revenue and associated costs. The charity has taken advantage of the governments job retention scheme and implemented a restructuring programme to reduce costs. The trustees have considered forecasts for a period of at least one year from the date of approval of the financial statements taking these steps in to account. On the basis of these projections and the reserves available to the charity, the trustees have concluded that there is a reasonable expectation that the charitable group has adequate resources to continue in operational existence for the foreseeable future. The charitable group therefore continues to adopt the going concern basis in preparing its financial statements.

The principal accounting policies adopted in the preparation of the financial statements are set out below.

b) Incoming resources

All income is recognised in the statement of financial activities when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Where a claim for repayment of income tax has or will be made, such income is grossed up for the tax recoverable. Gift aid declarations are accounted for on the due date of payment under the declaration.

c) Allocation of costs

The charity's operating costs include staff costs, rent and other related costs. Such costs are allocated between the charity's educational programmes, activities for generating funds, and management and administration. Staff costs are allocated according to the costs of staff working directly in the relevant teams or on the appropriate projects. Where costs are not directly attributable to any project or team, they have been apportioned according to the total of all other costs relating to each team or project.

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

d) Costs of raising funds

The costs of raising funds represent expenditure in relation to staff members and consultants who are directly engaged in fundraising and publicity, and the related costs of the fundraising and publicity department.

e) Charitable expenditure

Charitable expenditure includes all expenditure directly related to the objects of the charity and comprises the following:

Costs of activities in furtherance of the charity's objects – comprising the costs of the educational and professional awards programmes undertaken by the charity and is accounted for when payable.

Support costs – representing the staffing and associated costs of supporting, mentoring and evaluation the operational programmes for which the charity is responsible.

Governance costs – which are part of support costs representing expenditure on governance infrastructure that allows the charity to operate and to generate the information required for public accountability. They include the strategic planning processes that contribute to future development of the charity.

f) Fund accounting

The charity maintains various types of funds as follows:

Restricted funds – representing grants, donations and sponsorship received which are stipulated to be applied for specific projects by either the nature of the fundraising appeal or the grant/sponsorship agreement.

Unrestricted funds – representing funds that are expendable at the discretion of the trustees in the furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

g) Pension costs

The charity operates a defined contribution scheme that is open to all employees. The charity's contributions to the scheme are charged to the statement of financial activities in the year to which they relate.

h) Intangible fixed assets

Intangible fixed assets are stated at cost less amortisation. Amortisation on intangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Software and website	-	over 3 years straight line
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i) Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation. Depreciation on tangible fixed assets is provided at rates to write off the cost or valuation, less estimated residual value, of each asset on a straight line basis over its expected useful life as follows:

Leasehold improvements	-	over 5 years straight line
Computer equipment	-	over 3 years straight line
Office equipment	-	over 4 years straight line

**D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019**

At the end of each reporting period, the residual values and useful lives of assets are reviewed and adjusted if necessary. In addition, if events or change in circumstances indicate that the carrying value may not be recoverable then the carrying values of tangible and intangible fixed assets are reviewed for impairment.

j) Financial instruments

1. Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

2. Financial assets and liabilities

Basic Financial Instruments, as defined by FRS102, are recognised initially at their transaction price and subsequently at settlement value. Financial assets and liabilities that are receivable or payable in more than one year and not subject to a market rate of interest are measured at the present value of the expected future receipts or payment discounted at a market rate of interest.

k) Leases

Assets obtained under hire purchase contracts or finance leases are capitalised in the balance sheet. Those held under hire purchase contracts are depreciated over their estimated useful lives. Those held under finance leases are depreciated over their estimated useful lives or the lease term, whichever is the shorter.

The interest element of these obligations is charged to the Statement of Financial Activities over the relevant period. The capital element of the future payments is treated as a liability.

Rentals of assets held under operating leases are charged to the statement of financial activities in equal amounts over the lease term.

l) Irrecoverable VAT

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

m) Foreign Exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation are included in the statement of financial activities for the period.

n) Critical accounting estimates and areas of judgement

In preparing financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have most significant effect on amounts recognised in the financial statements.

Tangible and intangible assets

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

The annual depreciation and amortisation charge for fixed assets is sensitive to changes in the estimated useful economic lives and residual values of the assets. The useful economic lives and residual values are re-assessed annually. They are amended when necessary to reflect current estimates, based on technological advancement, future investments, economic utilisation and the physical condition of the assets. See note 19 and 20 for the carrying amount of the property, plant and equipment and intangible assets.

2. LEGAL STATUS OF THE CHARITY

The Charity is a company limited by guarantee and has no share capital. The members of the charity are the trustees listed on page 1. In accordance with the Memorandum of Association, every Member is liable to contribute a sum of £25 in the event of the charity being wound up. At 31 August 2019 there were 1355 members (2018: 1,462)

3. FINANCIAL ACTIVITIES OF THE CHARITY

The financial activities shown in the consolidated statement includes those of the D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The subsidiary donates all of its profits to the charity under Gift Aid. A summary of the trading results of the subsidiary is shown at Note 21.

4. DONATIONS

	Restricted 2019 £	Restricted 2018 £
Corporate Gift Aid and donations	-	16,000
	<u>-</u>	<u>16,000</u>

5. TRADING SUBSIDIARY INCOME

	Unrestricted 2019 £	Unrestricted 2018 £
Income generated in D&AD Trading Ltd	238,320	195,599
Total	<u>238,320</u>	<u>195,599</u>

6. INVESTMENT INCOME AND INTEREST

	Unrestricted 2019 £	Unrestricted 2018 £
Bank deposit interest	3,446	2,497
	<u>3,446</u>	<u>2,497</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

7. INCOME FROM CHARITABLE ACTIVITIES

Year to 31 August 2019

	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Members subscriptions	81,201	-	81,201
University & College Network subscriptions and student awards scheme	270,141	365,000	635,141
Educational publications	67,604	-	67,604
Public lectures, seminars, exhibitions and creative awareness projects.	324,302	150,000	474,302
Operation of D&AD Global Awards Programme	6,047,383	-	6,047,383
	<u>6,790,631</u>	<u>515,000</u>	<u>7,305,631</u>

Year to 31 August 2018

	Unrestricted 2018 £	Restricted 2018 £	Total 2018 £
Members subscriptions	110,546	-	110,546
University & College Network subscriptions and student awards scheme	269,550	286,000	555,550
Educational publications	66,737	-	66,737
Public lectures, seminars, exhibitions and creative awareness projects.	241,596	150,000	391,596
Operation of D&AD Global Awards Programme	5,408,918	-	5,408,918
	<u>6,097,347</u>	<u>436,000</u>	<u>6,533,347</u>

8. COST OF RAISING FUNDS

	Unrestricted 2019 £	Unrestricted 2018 £
Fund raising costs	1,132,299	942,554
	<u>1,132,299</u>	<u>942,554</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

9. COSTS OF ACTIVITIES IN FURTHERANCE OF THE CHARITY'S OBJECTS

Year to 31 August 2019

	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
College and student training programmes	358,326	309,257	667,583
Educational publications and material	1,614,384	-	1,614,384
Lectures, seminars, exhibitions and creative awareness projects	209,098	271,196	480,294
Costs relating to the D&AD Global Awards scheme	3,320,477	-	3,320,477
	<u>5,502,285</u>	<u>580,453</u>	<u>6,082,738</u>

Year to 31 August 2018

	Unrestricted 2018 £	Restricted 2018 £	Total 2018 £
College and student training programmes	306,213	313,675	619,888
Educational publications and material	1,601,682	-	1,601,682
Lectures, seminars, exhibitions and creative awareness projects	163,853	209,342	373,195
Costs relating to the D&AD Global Awards scheme	2,983,268	-	2,983,268
	<u>5,055,016</u>	<u>523,017</u>	<u>5,578,033</u>

10. TRADING SUBSIDIARY COSTS

	Unrestricted 2019 £	Unrestricted 2018 £
Costs incurred by D&AD Trading Ltd	74,435	77,691
Total	<u>74,435</u>	<u>77,691</u>

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

11. ANALYSIS OF TOTAL RESOURCES EXPENDED

Year to 31 August 2019	Direct Staff costs £	Other direct costs £	Governance & support costs £	Total 2019 £
Costs of activities in furtherance of the charity's objectives				
Educational publications and material	330,349	113,031	1,171,004	1,614,384
Lectures, seminars, exhibitions and creative awareness projects	209,098	271,196	-	480,294
College and student training programmes	358,326	309,257	-	667,583
Costs relating to the D&AD Global Awards scheme	820,785	2,499,692	-	3,320,477
	<u>1,718,558</u>	<u>3,193,176</u>	<u>1,171,004</u>	<u>6,082,738</u>
Other expenditure				
Costs of raising funds	627,617	504,683	-	1,132,299
Trading costs	-	74,435	-	74,435
	<u>627,617</u>	<u>579,118</u>	<u>-</u>	<u>1,206,734</u>
Total	<u><u>2,346,175</u></u>	<u><u>3,772,294</u></u>	<u><u>1,171,004</u></u>	<u><u>7,289,472</u></u>

Year to 31 August 2018	Direct Staff costs £	Other direct costs £	Governance & support costs £	Total 2018 £
Costs of activities in furtherance of the charity's objectives				
Educational publications and material	240,349	146,883	1,214,450	1,601,682
Lectures, seminars, exhibitions and creative awareness projects	163,853	209,342	-	373,195
College and student training programmes	306,213	313,675	-	619,888
Costs relating to the D&AD Global Awards scheme	695,406	2,287,863	-	2,983,269
	<u>1,405,821</u>	<u>2,957,763</u>	<u>1,214,450</u>	<u>5,578,034</u>
Other expenditure				
Costs of raising funds	572,069	370,485	-	942,554
Trading costs	-	77,691	-	77,691
	<u>572,069</u>	<u>448,176</u>	<u>-</u>	<u>1,020,245</u>
Total	<u><u>1,977,890</u></u>	<u><u>3,405,939</u></u>	<u><u>1,214,450</u></u>	<u><u>6,598,279</u></u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

12. SUPPORT COSTS**Year to 31 August 2019**

	Unrestricted 2019 £	Restricted 2019 £	Total 2019 £
Support			
Staff and related costs	510,522	-	510,522
Depreciation	311,415	-	311,415
Other support costs	-29,422	-	-29,422
Total support costs	<u>792,515</u>	<u>-</u>	<u>792,515</u>
Governance			
Salaries and allocation of operating costs	326,302	-	326,302
Audit fees	20,535	-	20,535
Other legal and professional fees	31,652	-	31,652
Total governance costs	<u>378,489</u>	<u>-</u>	<u>378,489</u>
	<u>1,171,004</u>	<u>-</u>	<u>1,171,004</u>

Year to 31 August 2018

	Unrestricted 2018 £	Restricted 2018 £	Total 2018 £
Support			
Staff and related costs	476,800	-	476,800
Depreciation	239,479	-	239,479
Other support costs	41,443	-	41,443
Total support costs	<u>757,722</u>	<u>-</u>	<u>757,722</u>
Governance			
Salaries and allocation of operating costs	382,276	-	382,276
Audit fees	23,696	-	23,696
Other legal and professional fees	50,755	-	50,755
Total governance costs	<u>456,727</u>	<u>-</u>	<u>456,727</u>
	<u>1,214,449</u>	<u>-</u>	<u>1,214,449</u>

13. NET OUTGOING RESOURCES

Net outgoing resources for the year are stated after charging:

	Group 2019 £	Charity 2019 £	Group 2018 £	Charity 2018 £
Auditors' remuneration	20,535	20,535	25,156	23,696
Interest payable on finance leases and hire purchase	10,075	10,075	18,741	18,741
Depreciation/ amortisation:				
(i) Owned assets (tangible and intangible)	459,680	459,680	383,958	383,958
(ii) Leased assets	-	-	-	-
Rentals under operating leases:				
(i) Land and buildings	222,917	222,917	222,917	222,917

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

14. ANALYSIS OF STAFF COSTS

Staff costs comprise:	£ 2019	£ 2018
Wages and salaries (including temporary and short-term contract staff)	2,576,407	2,246,953
Social security costs	256,036	242,987
Pension costs	112,077	85,881
Recruitment and training	236,630	180,718
Redundancy and termination payments	10,000	77,702
	<hr/>	<hr/>
	3,191,150	2,834,241
	<hr/>	<hr/>

The number of employees whose emoluments (salaries and benefits in kind) excluding pensions fell within the following bands was:

	2019	2018
£60,001 - £70,000	3	2
£70,001 - £80,000	-	2
£80,001 - £90,000	3	2
£110,001 - £120,000	-	1
£120,001 - £130,000	1	-
£140,001 - £150,000	-	1
£150,001 - £160,000	1	-
	<hr/>	<hr/>
	8	8
	<hr/>	<hr/>

Where no employee falls into a salary banding above, this banding has been excluded.

The number of employees earning more than £60,000 for whom pension contributions have been paid in the year is 8 (2018: 8). The total pension contributions paid by the charity during the year for an employee earning more than £60,000 was £46,633 (2018: £36,048)

15. STAFF NUMBERS

The average number of employees including temporary and short-term contract staff analysed by function was:

	2019 number	2018 number
Charitable activities	50	50
Income generation	6	5
Administration and support	12	12
	<hr/>	<hr/>
	68	67
	<hr/>	<hr/>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

16. TRUSTEES AND KEY MANAGEMENT PERSONNEL

During the year £Nil was paid to trustees in respect of expenses incurred on behalf of the charity (2018: £Nil was paid).

The charity purchased trustee indemnity insurance costing £1,781 (2018: £1,781) to protect the charity from loss arising from neglect or default of its trustees and employees.

The amount shown above in wages and salaries includes remuneration of £25,000 (2018: £25,000) paid to the non-executive Chairman who is not a trustee of the charity.

Key management personnel include the Trustees, Chief Executive (and senior staff reporting directly to the Chief Executive). The total employee benefits of the charity's key management personnel were £646,998, (2018: £765,589).

17. TAXATION

The company is a registered charity and no provision is considered necessary for taxation as the charity is exempt from tax on its charitable income to the extent that it is applied to charitable purposes.

18. INTANGIBLE FIXED ASSETS – GROUP AND CHARITY

	Website and software
	£
Cost or valuation	
As at 1 September 2018	1,842,275
Additions	33,108
Disposals	1,535,325
	<hr/>
As at 31 August 2019	340,058
	<hr/>
Amortisation	
As at 1 September 2018	1,622,405
Charge for the year	104,900
Eliminated on disposal	1,535,325
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As at 31 August 2019	191,980
	<hr/>
Net book value	
As at 31 August 2019	148,078
	<hr/>
As at 31 August 2018	219,870
	<hr/>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

19. TANGIBLE FIXED ASSETS – GROUP AND CHARITY

	Leasehold Improvements	Office Equipment	Total
Cost or valuation	£	£	£
As at 1 September 2018	1,312,070	939,002	2,251,072
Additions	-	43,880	43,880
Disposals.	(189,356)	(475,134)	(664,490)
As at 31 August 2019	<u>1,122,715</u>	<u>507,748</u>	<u>1,630,464</u>
Depreciation			
As at 1 September 2018	460,387	681,903	1,142,290
Charge for the year	224,828	129,952	354,780
Eliminated on disposal	(189,356)	(475,134)	(664,490)
As at 31 August 2019	<u>495,859</u>	<u>336,722</u>	<u>832,581</u>
Net book value			
As at 31 August 2019	<u>626,856</u>	<u>171,027</u>	<u>797,883</u>
As at 31 August 2018	<u>851,684</u>	<u>257,099</u>	<u>1,108,783</u>

20. INVESTMENTS IN SUBSIDIARIES

The charity has an investment in the following subsidiary undertakings:

	Registered Office	Principal activity	% Ownership
The School of Communication Arts Limited.	64 Cheshire St, London E2 6EH	Non-trading	100%
D&AD Trading Limited.	64 Cheshire St, London E2 6EH	Trading	100%
D&AD Ltd, Suite 1201, Tower 2, The Gateway, 25 Canton Road, Tsimshatsui, Kowloon, Hong Kong		Non-trading	100%
D&AD USA INC, Frankfurt Kurnit Klein & Selz, P.C. 488 Madison Avenue, NY 10022		Non-trading	100%
		2019	2018
		£	£
Cost at beginning and end of year		<u>1,001</u>	<u>1,001</u>

The School of Communication Arts Limited has been excluded from consolidation for the reason that it has never traded since incorporation and has no material effect on the surplus or net assets of the group.

The financial activities shown in the consolidated statement includes those of the D&AD and its wholly owned trading subsidiary D&AD Trading Limited. The company donates all of its profits to the charity under Gift Aid as a dividend. A summary of the trading results is shown below.

Profit & Loss Account	2019	2018
	£	£
Turnover	238,320	195,599
Cost of sales	(72,810)	(76,106)
Gross profit	<u>165,510</u>	<u>119,493</u>
Administration expenses	(1,625)	(1,585)
Profit on ordinary activities	<u>163,885</u>	<u>117,908</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

20. INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Balance sheet	2019	2018
	£	£
Current assets	170,349	124,333
Creditors: amounts falling due within one year	(1,500)	(1,461)
	<u>168,849</u>	<u>122,872</u>
Called up share capital	1,000	1,000
Retained profit	167,849	121,872
	<u>168,849</u>	<u>122,872</u>
Shareholders' funds		

21. FINANCIAL INSTRUMENTS

	Group	Group	Charity	Charity
	2019	2018	2019	2018
	£	£	£	£
Carrying amount of financial assets				
Debt instruments measured at amortised cost	861,028	441,359	861,028	441,359
	<u>861,028</u>	<u>441,359</u>	<u>861,028</u>	<u>441,359</u>
Carrying amount of financial liabilities				
Measured at amortised cost	505,294	537,766	505,294	536,306
	<u>505,294</u>	<u>537,766</u>	<u>505,294</u>	<u>536,306</u>

22. DEBTORS

	Group	Group	Charity	Charity
	2019	2018	2019	2018
	£	£	£	£
Trade debtors	659,581	317,451	659,581	317,451
Other debtors	129,388	170,882	129,388	170,882
Owed from subsidiary undertakings	-	-	-	-
Prepayments and accrued income	173,439	156,129	173,439	156,129
	<u>962,408</u>	<u>644,462</u>	<u>962,408</u>	<u>644,462</u>

D&AD
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019

23. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Group 2019 £	Group 2018 £	Charity 2019 £	Charity 2018 £
Trade creditors	127,248	54,985	127,248	54,985
Other creditors	126,500	160,222	126,500	160,222
Taxation and social security	71,694	66,845	71,694	66,845
Accrued expenses	251,426	221,855	249,926	221,979
Deferred income	-	-	-	-
Owed to subsidiary undertakings	-	-	160,089	113,584
	<u>576,868</u>	<u>503,907</u>	<u>735,457</u>	<u>617,615</u>

The charity has a debenture in respect of the Royal Bank of Scotland PLC, which is secured by a fixed and floating charge over the charity and its assets, present and future.

24. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	Group 2019 £	Group 2018 £	Charity 2019 £	Charity 2018 £
Net obligations under hire purchase contracts	60	97,635	60	97,635
	<u>-</u>	<u>97,635</u>	<u>-</u>	<u>97,635</u>

Net obligations under hire purchase contracts

	Group 2019 £	Group 2018 £	Charity 2019 £	Charity 2018 £
Repayable between two and five years	60	97,635	60	97,635
Included in liabilities falling due within one year	97,726	144,703	97,726	144,703
	<u>97,786</u>	<u>242,338</u>	<u>97,786</u>	<u>242,338</u>

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25. ANALYSIS OF CHARITABLE FUNDS

Analysis of unrestricted fund movements

	Balance 1 September 2018 £	Income £	Expenditure, gains and losses £	Balance 31 August 2019 £
General fund	2,781,556	7,032,397	(6,709,019)	3,104,934

	Balance 1 September 2017 £	Income £	Expenditure, gains and losses £	Balance 31 August 2018 £
General fund	2,561,374	6,295,443	(6,075,261)	2,781,556

Unrestricted funds realised by the subsidiary company and included in the above amounts: £nil
(2018: £Nil)

Analysis of restricted fund movements

Restricted fund income comprises donations, support and grant received for, and allocated to, specific purposes:

	Balance 1 September 2018 £	Income £	Expenditure £	Balance 31 August 2019 £
College and student educational programmes	284,193	365,000	(309,257)	339,936
Public education and creative awareness programmes	(125,712)	150,000	(271,196)	(246,908)
Awards programme	402,794	-	-	402,794
	<u>561,275</u>	<u>515,000</u>	<u>(580,453)</u>	<u>495,822</u>

	Balance 1 September 2017 £	Income £	Expenditure £	Balance 31 August 2018 £
College and student educational programmes	295,868	302,000	(313,675)	284,193
Public education and creative awareness programmes	(66,370)	150,000	(209,342)	(125,712)
Awards programme	402,794	-	-	402,794
	<u>632,292</u>	<u>452,000</u>	<u>(523,017)</u>	<u>561,275</u>

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25. ANALYSIS OF CHARITABLE FUNDS (CONTINUED)

The restricted funds have been allocated for awards ceremony, White Pencil programme, student awards programme, graduate academy project, show and tell project, and education council. Income for these funds originates from sponsorship of, or donations to, a particular project or event and are expensed as required with unspent funds carried forward to be used against future expenditure.

26. ANALYSIS OF GROUP NET ASSETS BETWEEN FUNDS

As at 31 August 2019	Unrestricted Funds £	Restricted Funds £	2019 Total £
Fixed assets			
Intangible assets	148,078	-	148,078
Tangible assets for use by the charity	797,883	-	797,883
Investment in subsidiary	1	-	1
Current assets			
Debtors	962,408	-	962,408
Cash at bank and in hand	1,773,493	495,822	2,269,315
Current liabilities	(576,868)	-	(576,868)
Long Term Liabilities	(60)	-	(60)
	<u>3,104,934</u>	<u>495,822</u>	<u>3,600,756</u>

As at 31 August 2018	Unrestricted Funds £	Restricted Funds £	2018 Total £
Fixed assets			
Intangible assets	219,870	-	219,870
Tangible assets for use by the charity	1,108,783	-	1,108,783
Investment in subsidiary	1	-	1
Current assets			
Debtors	600,462	44,000	644,462
Cash at bank and in hand	1,453,982	517,277	1,971,259
Current liabilities	(503,908)	-	(503,908)
Long Term Liabilities	(97,635)	-	(97,635)
	<u>2,781,556</u>	<u>561,277</u>	<u>3,342,833</u>

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27. OPERATING LEASE COMMITMENTS

At the reporting end date, the group had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	Charity and Group 2019 £	Charity and Group 2018 £
Within one year	249,833	249,833
Between two and five years	80,500	325,398
Within 5+ years	-	-
	<u>330,333</u>	<u>575,231</u>

28. PENSIONS AND OTHER POST-RETIREMENT BENEFIT COMMITMENTS

The Charitable Group operates a defined contribution scheme which is administered independently of the Group. The cost to the Group for the year was £112,077 (2018: £85,881). At the Balance Sheet date, the amount due to the pension scheme administrators was £28,773 (2018: £15,518). The expected cost to the charity in the coming year, if all staff take up their pension option, is approximately £181,447 (2018: £135,662).

29. RELATED PARTY TRANSACTIONS

During the year the following related party transactions were carried out.

£4,750 was paid to Alexandra Taylor for presenting training sessions. Alexandra Taylor was Director of D&AD (2018: £5,708).

Sales of £3,682 were made to Superunion, where Katherine Tudball, a director of D&AD; (2018: £1,998).

Sales of £11,590 (2018: £Nil) were made to Saatchi & Saatchi Group Ltd where Kate Stanners is a director.

Sales of £19,531(2018: £Nil) were made to BBDO Ltd, a company where Stephen Spence is a director.

Sales of £72,935 (2018: £77,691) and purchases of £238,320 (2018: £195,599) were made to D&AD Trading Limited, a wholly owned subsidiary of D&AD. At the balance sheet date there was an amount owed to the subsidiary of £3,961 (2018: £4,583).

At the balance sheet date, no amounts were outstanding in respect of these transactions. No amounts have been written off or provided for in relation to these balances during the year.

30. ULTIMATE CONTROLLING PARTY

The charitable company is under the control of its members. No one member has sufficient voting rights to control the charitable company.