Wilton Park

Annual Report and Accounts 2025/26

An executive agency of the Foreign, Commonwealth & Development Office

HC 242

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Annual Report and Accounts 2025/26

For the period 1 April 2025 to 31 March 2026

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Overview

This section provides an overview of Wilton Park and its activities.

Chair's foreword

As we mark Wilton Park's 80th anniversary, I am struck by how much the world has changed since our founding in 1946 and yet how enduring the need for honest, constructive dialogue remains.

The past year has seen conflict continue to reshape Europe's security architecture, while tensions in the Middle East and the Red Sea have disrupted global trade and tested international alliances. The rapid advance of artificial intelligence has raised profound questions about governance, safety and economic disruption. Climate impacts have intensified. Trust in multilateral institutions has frayed further. In this environment, the temptation for nations to turn inward grows stronger.

Yet the challenges we face – from managing great power competition to governing emerging technologies, from building climate resilience to countering disinformation – cannot be solved by any single country acting alone. They demand exactly the kind of cross-border, cross-sector collaboration that Wilton Park exists to enable.

For eight decades, we have provided a space where policymakers, practitioners and experts can speak frankly, listen carefully, and find common ground. Our independence allows us to convene conversations that governments alone cannot host. Our discretion builds the trust that makes genuine dialogue possible. Our global networks ensure diverse perspectives are heard.

At a moment when nation states risk becoming more inward looking, economic, commercial and technological networks remain globally interconnected. The need for convening dialogue and practical solution-finding has never been more important. This is what Wilton Park has done for 80 years, and we will continue to do for the foreseeable future.

Rt Hon Gisela Stuart,
Baroness Stuart of Edgbaston PC
Chair

Chief Executive's foreword

This year marks a pivotal moment for Wilton Park. As we enter our ninth decade, we have refreshed our strategy and sharpened our mission: to serve as a modern multilateral facilitator for UK and global benefit.

The world needs effective convening more than ever. Traditional diplomatic channels are under strain and multilateral institutions struggle to keep pace with fast-moving crises. Meanwhile, the challenges we face cut across borders and sectors in ways that demand new approaches. Wilton Park is uniquely positioned to provide the diplomatic entrepreneurialism required to bridge these gaps, bringing together the people and perspectives needed to find practical solutions.

Our updated strategy reflects this reality. We aim to be a trusted partner for governments, international organisations, businesses and civil society groups seeking to navigate complexity and build coalitions for action. Our independence, discretion and convening expertise remain our core assets, but we are deploying them in new ways to meet the demands of a changed world.

Our operating environment remains challenging. Financial pressures across government require us to demonstrate value and impact with ever greater rigour. The uncertainty surrounding our future location, with the Wiston House lease expiring in 2027, continues to occupy significant leadership attention. We are working intensively to secure an outcome that protects Wilton Park's long-term sustainability and delivers value for money.

Against this backdrop, I am proud of what we have achieved. The Global Impact Group enters its second year having established itself as a valuable platform for cross-sector collaboration. By bringing together senior figures from international business alongside government and civil society partners, we are modelling the kind of integrated approach that complex problems require. Building on this success, we are working to broaden our partnerships further, engaging new sectors and new voices in our work.

Our talented team have responded to rapidly changing events with agility and skill, producing dialogues that are timely and highly relevant to the issues shaping our world. As we look ahead, our methods and partnerships must keep pace with the realities of a rapidly changing world. We are well placed to navigate these changes.

Tom Cargill
Chief Executive

Purpose and activities

Who we are

We are a modern multilateral facilitator, working for UK and global benefit. We bring together diverse voices from across sectors and borders to address the most pressing challenges of our time.

As an Executive Agency of the Foreign, Commonwealth & Development Office, we play a vital role in advancing UK foreign policy and His Majesty's Government's international priorities. Yet our unique position, operating within government while maintaining independence, allows us the space for diplomatic innovation.

In an era when multilateral institutions face mounting pressures and global challenges increasingly outpace conventional responses, Wilton Park provides something distinctive: a trusted space for candid conversations, where unconventional partnerships can form, and where policy solutions can be developed free from the constraints of formal negotiation.

What sets us apart is our combination of diplomatic expertise, absolute discretion, and renowned British hospitality. This distinctive blend, refined over eight decades, has made us the partner of choice for governments, international organisations, businesses and civil society groups seeking to tackle complex challenges that no single actor can solve alone.

What we do

We create high-impact dialogues that shape policy and drive action on critical international issues. Each year, we convene thousands of the world's foremost thinkers, decision-makers and practitioners to forge lasting connections and develop practical solutions.

Our approach goes far beyond traditional conference facilitation. Every dialogue we deliver is underpinned by rigorous policy design, ensuring that the right people are in the room, the right questions are being asked, and conversations are structured to generate meaningful outcomes. Through expert facilitation, we enable participants to challenge conventional thinking, test new ideas, and build the coalitions needed to turn dialogue into action.

We work across the full spectrum of global challenges – from climate security and artificial intelligence governance to conflict resolution and democratic resilience. By bringing together government, business, academia and civil society, we model the cross-sector collaboration that today's interconnected problems demand.

How we are structured

Our organisation is built around three interconnected pillars of expertise.

Our Policy Team comprises policy and facilitation specialists who excel at identifying emerging global trends, designing innovative programme formats, and convening breakthrough conversations. They work closely with partners to frame discussions effectively and ensure that dialogues translate into outcomes. Their ability to manage complex multi-stakeholder processes helps unlock new thinking and accelerate policy development. This is the expert policy design that is the bedrock of everything we do.

Our Operations Team delivers the complex logistics and hospitality that underpin our world-class dialogues, whether at our home at Wiston House or locations across the world. Working seamlessly with our Policy Team, they ensure flawless delivery of programmes bringing together participants from across the globe. Their expert planning and project management, combined with our renowned hospitality, creates the conditions where meaningful dialogue can thrive.

Our Corporate Team provides the foundation for everything we do, ensuring the organisation can operate to the highest standards. As an enabling function they support the entire organisation in delivering excellence while upholding our commitments to security, inclusion, good governance and responsible management of resources.

Together, these teams combine the necessary skills to create an environment where key policy issues can be addressed and enable us to fulfil our role as a modern multilateral convenor.

Our funding

Operating costs to run our programmes are covered through a combination of core income, Official Development Assistance (ODA) from the FCDO, other UK government department income, other UK and overseas partner sponsorship, event charges and additional revenue generating activities.

Our objectives

Our objectives, purpose and terms of reference are laid down in Wilton Park's Framework Document. The latest version came into force on 26 November 2025 and can be found at Wilton-Park-Executive-Agency-Framework-Document-November-2025.pdf

The financial target is to achieve a margin of +3% to -1% on operating costs over income excluding non-cash items. For 2025/26, this target has been met with the delivery of a 0.34% gain (+0.36% gain in 2024/25).

The Wilton Park strategy can be found at Strategy: Wilton Park 2030 – Wilton Park and measurement against the strategic objectives are reported within the Performance Analysis section and within the Monitoring and Evaluation section. No specific outcomes were agreed at the latest spending review process against which Wilton Park is monitored.

Performance summary

In 2025/26, Wilton Park delivered a gain of £31k (£33k gain in 2024/25), excluding adjustments for IFRS16 and non-cash charges, of revenue over expenditure. IFRS16 adjustments total £2k in the financial year (nil in 2024/25) and other non-cash charges total £995k (£816k in 2024/25). This results in gain as a percentage of income being 0.34% (0.36% gain in 2024/25) which is within the financial target of +3% to -1%.

The first quarter of the financial year had a slow start with fewer events being delivered producing adverse variances to budget and prior year, delivering 13 fewer events than the same quarter last year. Quarter two continued in the same way during July, then recess in August resulted in no major activity. September improved the second quarter generating an in-month gain, reflecting the income from a new FCDO income stream filtering through. At the half year point events were eight down against budget and ten fewer than the previous year. Quarter three performed well with an overall gain in the period helping to mitigate the year-to-date deficit. Despite fewer events being delivered, generating lower income, cost control measures were in place to offset this. Quarter four was once again a popular period and outperformed against budget mitigating the prior periods shortfalls, resulting in Wilton Park hitting their financial targets. For the year we successfully delivered 65 policy events overall (70 2024/25). 46 policy events at Wiston House, 19 policy events externally (12 at overseas locations and 7 in the UK), and no virtual events. This demonstrates our flexibility and adaptability to operate across the UK and internationally; from our iconic base at Wiston House, to events in London and selected premium sites across the UK, to overseas events in countries as diverse as Korea and Tunisia. In addition to the 65 policy events, 11 other events were delivered from commercial activity (13 in 2024/25).

Gross operating income decreased by 3% to £9,005k (£9,324k in 2024/25). The breakdown of which was; revenue from customers of £6,700k (£7,156k in 2024/25); commercial and other revenue of £455k (£204k in 2024/25); membership of Wilton Park's Global Impact Group of £195k (£45k in 2024/25, an initiative that started in January 2025); £500k core allocation (£500k in 2024/25); and ODA funding of £1,155k (£1,400k in 2024/25).

Revenue is generated to cover the operating costs of Wilton Park, including participant travel arrangements, conference delivery costs (such as translation services and food), staff salaries, property running costs, technology and security costs and general overheads covering marketing, training and recruitment activities. All expenditure adheres to value for money principles in accordance with public money management guidelines.

We were allocated FCDO core revenue of £500k (£500k in 2024/25) alongside ODA of up to £1,400k (£1,400k in 2024/25), which is ring fenced to spend in compliance with ODA regulations, and FCDO Priorities Fund of £1,950k (nil in 2024/25), a new initiative in this financial year to support delivery of the FCDO priorities. We have been able to utilise £1,155k (£1,400k in 2024/25) of the ODA allocation and £1,771k of the FCDO Priorities Fund (not in place 2024/25) for the year.

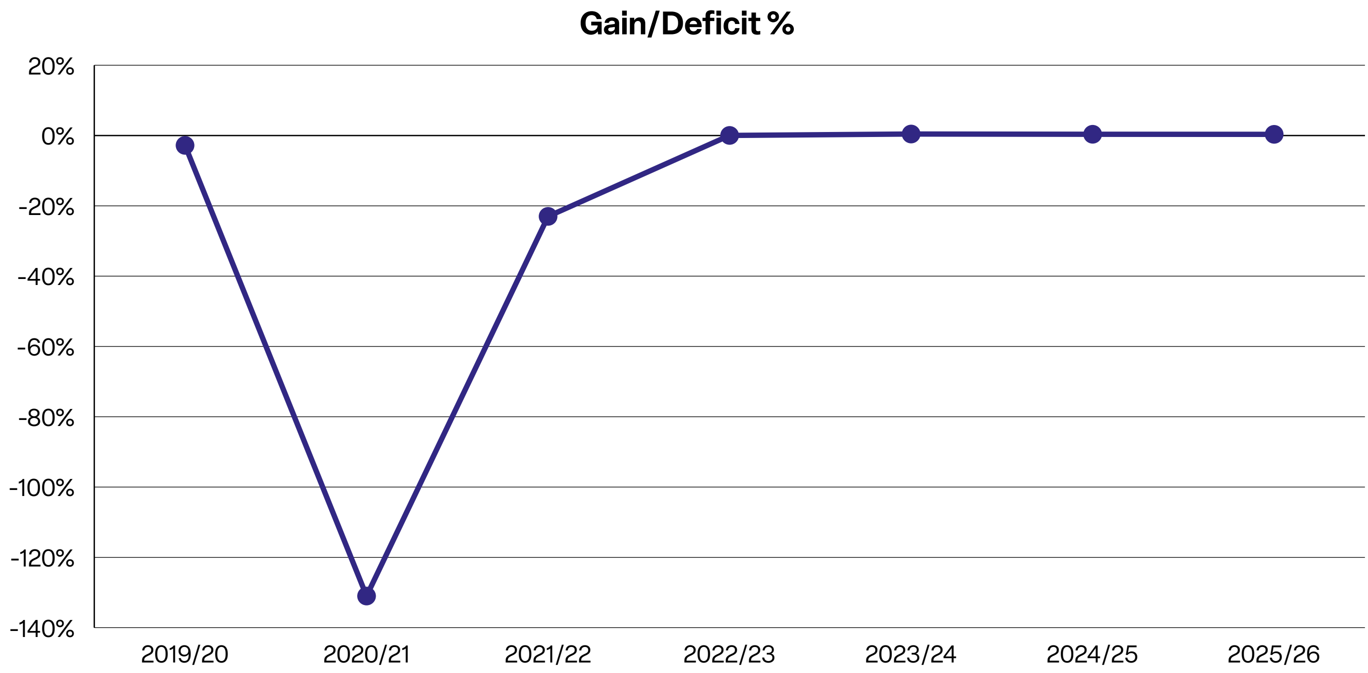
In 2025/26, we delivered 65 (70 in 2024/25) policy events at an average net revenue of £121k (£122k in 2024/25). The lower average net revenue is a result of fewer overseas conferences and some smaller roundtable style activity.

We received an £800k (£800k in 2024/25) capital budget from the FCDO. The actual capital expenditure for the year was £761k (£715k in 2024/25). The expenditure has enabled security improvements, improvements to the building infrastructure and new conference equipment.

Income from the FCDO is seen as an important measure of our active engagement with our sponsoring department.

Future delivery plans are to continue to deliver a full programme of events in line with the Foreign Secretary's priorities, continuing to breakeven financially. The 2026/27 business plan has been produced in support of the Wilton Park Strategy to 2030 and predicts an expenditure of £9,982k for which Wilton Park will generate revenue of £9,999k. Towards this Wilton Park has secured £1,400k ODA income, £500k core contribution and £1,950k FCDO Priorities Fund, through the confirmed spending review allocation for each of the next three years.

Past performance



Key risks and issues

Wilton Park is an executive agency of the Foreign, Commonwealth & Development Office (FCDO), operating out of Wiston House, a privately owned Grade I listed, 16th century manor house in West Sussex. The current lease will expire in March 2027 and securing a sustainable, operationally viable and cost-effective future location remains a critical strategic risk.

A comprehensive location strategy review has been undertaken jointly with the FCDO, assessing estate options against security requirements, financial sustainability, operational resilience and long-term strategic positioning. Each option carries trade-offs between capital expenditure, security posture, accessibility, brand equity and revenue model implications. A clearly defined decision pathway and transition plan will be agreed within the current lease window to materially de-risk operational and reputational exposure.

Wilton Park operates within a single-year funding cycle, with operating expenditure met through a blend of core funding, sponsorship and self-generated income. This model exposes the organisation to ongoing financial risk where confirmed income may not fully cover committed costs within the financial year.

A continued reliance on variable revenue streams and short-term commissioning arrangements heightens the risk of income volatility. Without greater diversification and more predictable, multi-year demand, there is a credible risk to financial resilience, forward planning capability and overall organisational sustainability.

Over the past year, Wilton Park has progressed two priority funding initiatives introduced in the previous reporting period, namely the FCDO Priorities Fund, allowing FCDO Departments and posts to apply for centrally-funded conferences at Wilton Park aligned with the Foreign Secretary priorities; and the Global Impact Group, a cross-sector membership initiative providing opportunities for input into international policy discussions. Both have delivered against their objectives and are now generating tangible impact. They have strengthened income performance, broadened our funding base and contributed positively to improving the organisation's financial stability, whilst also supporting delivery of HMGs strategic objectives.

With increasing reliance on technology and AI-enabled systems, Wilton Park's risk appetite for security remains at minimal and, as an Arm's Length Body (ALB) of the FCDO and by association, our exposure to cyber, data protection and information security risks correspondingly increase. We are fully committed to investing in infrastructure improvements to our security and IT networks, prioritising enhancements that will strengthen our security architecture, and in ongoing cybersecurity awareness training for employees.

The Security Group maintains oversight of improvements on physical, personnel and information security, pro-actively responding to an everchanging and evolving security environment. Throughout the year, work has progressed further on the physical security provision at Wiston House including enhancements to access protocols and surveillance camera systems. In addition, training programmes are planned to support our people as our maturity evolves and we build a more robust security culture.

Although these key risks require careful management, we continue to address them through a structured and forward-looking approach to risk oversight. By applying focused mitigations and reinforcing our governance and assurance arrangements, we aim to protect operational resilience and support Wilton Park's sustained performance and strategic continuity.

Going concern

Following a full year of trading seeing Wilton Park achieve a fourth successive year of positive results gives the confidence that Wilton Park has a stable financial future and the controls and processes in place to ensure it maintains financial security.

We have prepared a financial plan for 2026/27 with a breakeven outcome. Our ODA and core allocations have been confirmed at £1,400k and £500k respectively per annum for the next three years, these figures are included in the financial plan. The continuation of the FCDO Priorities Fund has been confirmed with £1,950k per annum for the next three years allocated in the latest spending review. Risks remain with continued inflation and tighter spending controls globally continue. We will maintain our work with the FCDO and wider UK Government departments to mitigate concerns where possible.

We do not expect to have any significant impact on our ability to meet our liabilities due to the financial support provided by the FCDO, with spending review allocations confirmed for the next three financial years.

Our assessment based on the information available to date does not indicate there is a material uncertainty that would cast doubt on our ability to continue as a going concern.

Performance analysis

The performance analysis provides a detailed view of the financial performance of Wilton Park and its financial governance, the monitoring and evaluation of the impact of our work, and detail on the policy dialogues, partnerships and international engagement undertaken in the year.

Financial planning

The Wilton Park Senior Management Team (SMT) prepares an annual financial plan where income is forecast for Wilton Park activity, Global Impact Group membership and commercial revenue. Costs relating to that income is forecast using the resourcing models in place. Risks to the forecast are also identified and reported on during this process. The financial plan is reforecast monthly. The reforecasts are prepared using the latest information on actual and conceptual events from Xen, Wilton Park's data, knowledge and information system. The year end results have come in within the tolerance level of -1% / +3% of revenue for the fourth year in a row, which is an excellent achievement considering the fiscal pressures during that period and the sensitive market within which we operate.

Monthly management accounts and board papers

Management accounts and a financial report are produced monthly for distribution and discussion at monthly SMT and FCDO finance meetings. A financial report is produced for the Wilton Park Board meetings held four times per year.

The monthly management accounts analyse actuals against financial plan and prior year, explaining any variances. The management accounts are an integral tool to ensure the reforecasting process produces realistic forecasts of the year end financial outcome.

The monthly financial report highlights any risks to the financial outcomes and include a forecast for the rest of the financial year.

Monitoring and evaluation (M&E)

We are continuously developing and improving. We monitor and evaluate the outcomes of our events to understand our performance and impact in the world.

We capture statistical data and qualitative impact data. Statistical data includes:

- our activity – giving us insight into our capacity and delivery;
- our participants – helping us to analyse diversity and our reach. Fresh thinking comes from diverse participation; and
- feedback – providing insight into our performance.

We assess scores against performance targets and monitor them for trends. These results are vital for our ongoing learning. Through measuring our impact, we understand how we are advancing practical solutions to critical global issues.

We survey partners and participants and learn how our dialogues impact their work, their networks and hear about the change they bring. This reveals our impact and brings it to the centre of our story. We discover how impact materialises and use this to maximise future opportunities.

M&E has Wilton Park Board and Management oversight.

Key performance targets to 2025/2026

The Wilton Park strategy from 2023 has set the following key performance targets to 2026.

Performance target	2025/26 actual	Target by 2025/2026
Revenue	£9.0m	£9.0m
Revenue from non-government sources	24%	35%
Gain/deficit (of revenue)	+0.34%	-1% to +3%
Policy Events	49 at Wiston House 19 at external locations	60 at Wiston House 20 at external locations
Policy impact, six months after event	83%	50%
Diversify offering with virtual events	Nil	2
House occupancy (based on 365 days)	42%	55%
Eliminate reliance on core funding	6% of revenue being 1% lower than 2022/2023	Year on year reduction

The shortfall against targets for policy event volumes and Wiston House occupancy are interlinked, both reflecting the impact of the change in government – including shifting priorities and delayed budget allocations – which constrained policy teams' activity in the earlier half of the financial year. No virtual events were held during the year, as partners consistently prefer face to face dialogue, which remains central to Wilton Park's offer. Revenue from non-government sources fell short of target following the introduction of the FCDO Priorities Fund, which aligned Wilton Park's programme more closely with FCDO priorities.

A new strategy to 2030 has been produced with new key performance indicators to be monitored from the financial year 2026/27 to 2029/30. These indicators reflect Wilton Park's strategic priorities, including greater utilisation of the FCDO Priorities Fund, supporting MOD and DBT priorities, diversifying revenue towards the private sector and foundations, diversifying activity, growing the Global Impact Group, improving cost-effectiveness, and delivering high-quality outcomes within the financial framework.

Performance of staff

Wilton Park follows FCDO performance management guidelines and ensures that all members of staff undergo annual end of year reviews where they are measured against SMART objectives. In addition to this, sickness is closely monitored, and the sickness management process is applied when triggers are reached.

Wilton Park has due regard to the three aims of the public sector equality duty under the Equality Act 2010 of:

- Eliminating unlawful discrimination, harassment, victimisation and any other conduct prohibited by the Act;
- Advancement of equality of opportunity between people who share a protected characteristic and those who do not share it;
- Foster good relations between people who share a protected characteristic and those who do not share it.

Our staff report shows how we implement these aims for our employees and the monitoring and evaluation section as well as the events sections of this report shows we are promoting this with our services.

Countering fraud, bribery and corruption

Wilton Park has countering fraud, bribery and corruption policy and processes in place and a policy relating to whistleblowing. Concerns can be escalated to the Chair of the Wilton Park Board, the dedicated FCDO reporting concerns team, FCDO Internal Audit or the National Audit Office.

Wilton Park adheres to the Government Functional Standard GovS013: Counter Fraud.

There have been no incidents of fraud in the financial year.

Financial review

Wilton Park reports on key performance indicators (KPIs) monthly to the SMT, ARAC and Board. The KPIs are designed to ensure that adverse movements against key measures are identified in good time to ensure mitigating action can be taken.

Meeting our financial target, as outlined in the Framework Document, relies on sufficient revenue being secured to cover costs.

Sources of revenue, and the balance between categories, are monitored to ensure risk mitigation can be implemented if a particular income source is withdrawn unexpectedly. Revenue from the FCDO is seen as an important measure of Wilton Park's relevance to our sponsoring department, while at the same time ensuring external revenue streams are kept at healthy levels.

Commercial income raised by the Wilton Park brand ensures that Wiston House is used efficiently and effectively and helps contribute to the operational costs of Wilton Park.

The financial target for Wilton Park as set out in the Framework Document is as follows:

Wilton Park will cover its operating costs through a combination of core grant from the FCDO, UK and overseas stakeholder sponsorship, charges raised from events and additional revenue-generating activity.

The financial target is to achieve a margin of +3% to -1% on operating costs over income excluding non-cash items. For 2025/26, this target has been met with the delivery of a 0.34% gain (+0.36% gain in 2024/25).

	2025/26 £000	2024/25 £000	Reference
Net operating expenditure	(962)	(783)	Statement of Comprehensive Net Expenditure
Add back non-cash costs	1,230	1,051	Note 3
Reverse IFRS16 rent payment	(236)	(237)	Note 7
Cash based gain/(deficit)	32	33	

Income from other sources and support from the FCDO

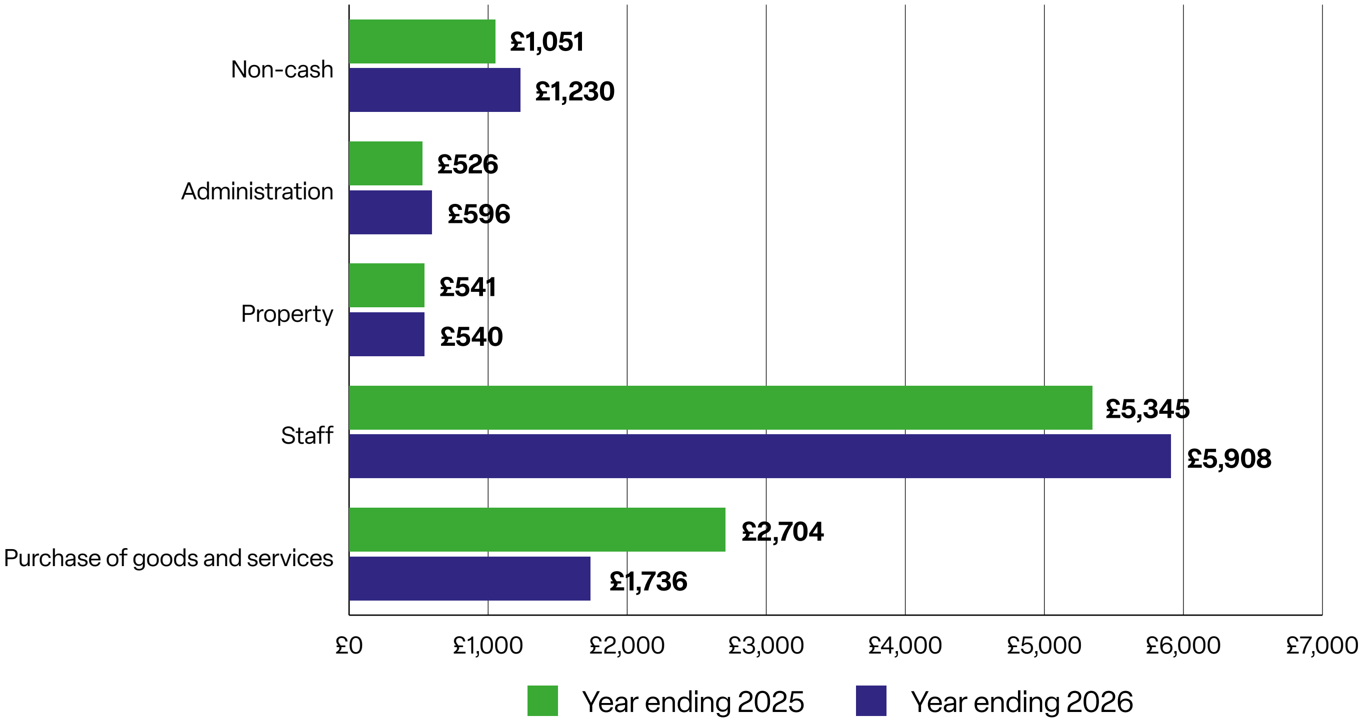
	2025/26 £000	2024/25 £'000	2023/24 £'000
FCDO discretionary income	1,868	3,215	2,862
FCDO priority fund	1,771	–	–
Wilton Park other income	3,061	3,960	3,378
Membership income	195	45	–
Commercial and other income	167	136	244
FCDO commercial income	288	68	4
Total discretionary income	**7,350**	**7,424**	**6,488**
FCDO as percentage of total discretionary income	53%	44%	44%
ODA	1,155	1,400	1,400
Core allocation	500	500	500
Total FCDO allocation	**1,655**	**1,900**	**1,900**
Total income	**9,005**	**9,324**	**8,388**

Other Wilton Park revenue partners include foreign governments, charities, other HM Government departments and private companies.

In addition to the income noted above, the FCDO had allocated Wilton Park a capital budget of £800k of which committed spend has come to £761k (£715k in 2024/25). The FCDO accounts can be found on the FCDO's website: https://www.gov.uk/government/ organisations/foreign-commonwealth-development-office.

Expenditure

Breakdown of expenditure by category.



Balance sheet position as at 31 March

	2025/26 £000	2024/25 £'000	Movement £'000
Non-current assets	1,885	2,298	(413)
Current assets	3,888	3,471	417
Total assets	5,773	5,769	4
Current liabilities	(3,742)	(1,736)	(2.006)
Total assets less current liabilities	2,031	4,033	(2,002)
Non-current liabilities	-	(1,882)	1,882
Assets less liabilities	**2,031**	**2,151**	**(120)**

The main impact on the balance sheet position is the movement of the dilapidations provision from non-current liabilities to current liabilities as we enter the final year of the lease on the property.

Creditor payment

Our policy is to pay our creditors within 30 days from the invoice date or receipt of the month end statement, or within otherwise agreed trading terms. The average number of days taken to pay suppliers was 16 (19 in 2024/25).

Commercial activities

When Wilton Park dialogues are not taking place, the facilities at Wiston House are used to generate income from commercial sources. We generate interest from government departments and from the private sector to use the facilities for conference, training and banqueting events.

During 2025/26, income from commercial activities was £455k (£204k in 2024/25). This income was generated from 11 (13 in 2024/25) commercial functions. Two of these were for the FCDO's College of British Diplomacy pilot, with Wilton Park hosting the retreat element of the programme.

During 2024/25 Wilton Park introduced the Global Impact Group to discuss international matters and to follow the Foreign Secretary's priority on growth and openness, this generated £195k income this financial year (£45k in 2024/25).

Policy Impact

More than 3,000 people walked through the doors of Wilton Park in 2025/26 to grapple with a range of international policy questions during a year of accelerating geopolitical change, institutional strain, and fractiousness in the face of global interdependence. Conflict, climate disruption, technological transformation and economic uncertainty increasingly intersect, testing the resilience of governments, multilateral institutions and societies alike.

Across 2025 and into early 2026, our Policy Department carefully crafted outcome-orientated policy retreats and dialogues to enable participants drawn from over 150 countries to engage openly, and fully contribute their insights in the search for solutions.

Our policy work, which emphasises co-creation with our partners, enables the trust and confidence-building necessary for leaders and experts to navigate complexity, confront difference respectfully, and develop collective responses to shared challenges.

We delivered our first year of FCDO Priorities Fund projects, which supported 27 of our policy dialogues focusing on the full range of FCDO priorities. The Fund highlights and builds on the close working relationships between Wilton Park and FCDO colleagues, with FCDO leveraging the external networks, diverse partnerships, policy-making value and soft power of Wilton Park. Our collaboration with other UK Government departments continued to grow, in particular with the Department for Science, Innovation and Technology, Department for Business and Trade and the Ministry of Defence.

Among many other partnerships, we have longstanding relationships with the governments of Canada, Finland, Switzerland and the United States of America, while newer partnerships with Nigeria, South Korea and Sweden are emerging or being strengthened. Our projects continue to benefit from the generous support and design input of a range of foundations, NGOs, businesses, academic, research and multilateral organisations.

Policy monitoring, evaluation and learning

We're committed to demonstrating our impact. Our current approach to impact tracking is now two years old and has developed into an effective and mature system for long-term policy impact monitoring.

We employ a rigorous and systematic approach to tracking policy impact across our dialogues and events. Our measurement, evaluation and learning framework combines both quantitative and qualitative methods to capture meaningful change and demonstrate our contribution to addressing critical global challenges.

We gather evidence of impact through our impact survey sent to partners and participants at 6, 12 and 24 months post-event, interviews and follow-ups, outcome harvesting, contribution analysis and building case studies.

Our evaluation serves three core purposes:

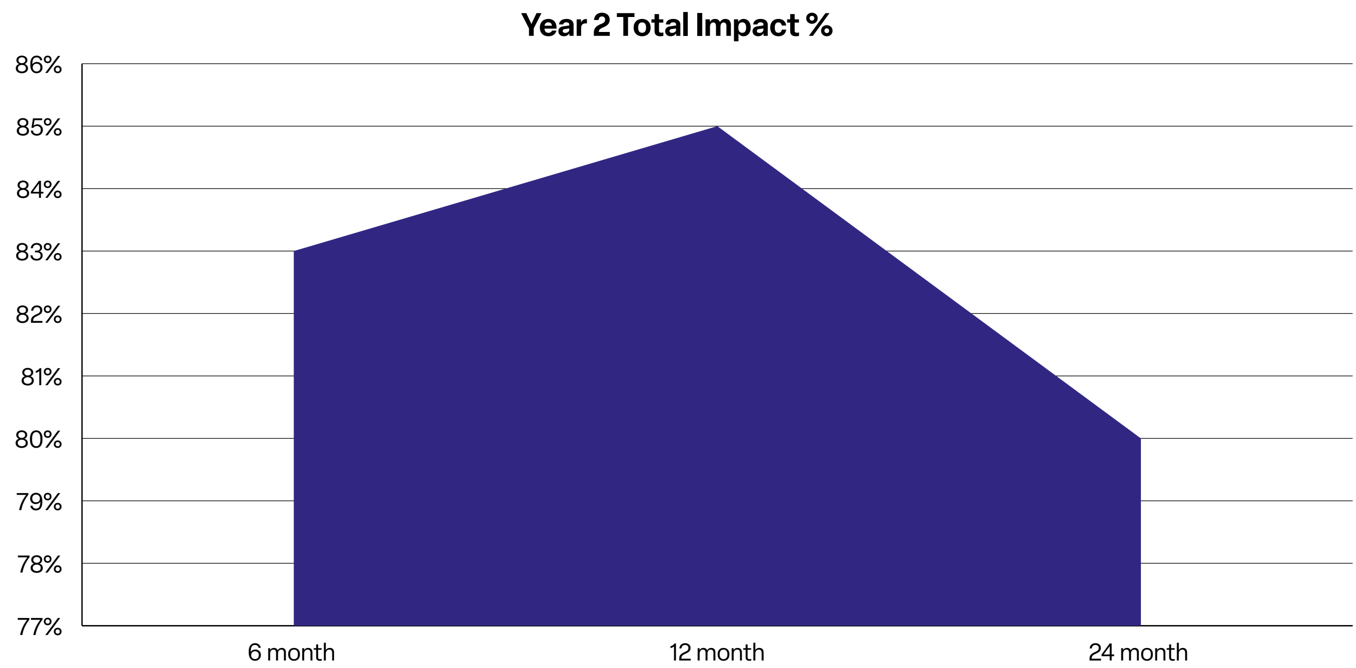
1. Learning and improvement – understanding where and how we make the most impact
2. Accountability – ensuring transparency in our activities and outcomes
3. Testing our theory of change – validating our approach to creating policy influence

We present our findings through accessible quarterly reports and dashboards, enabling us to identify trends and patterns while maintaining a cycle of continuous learning and improvement.

Key statistics

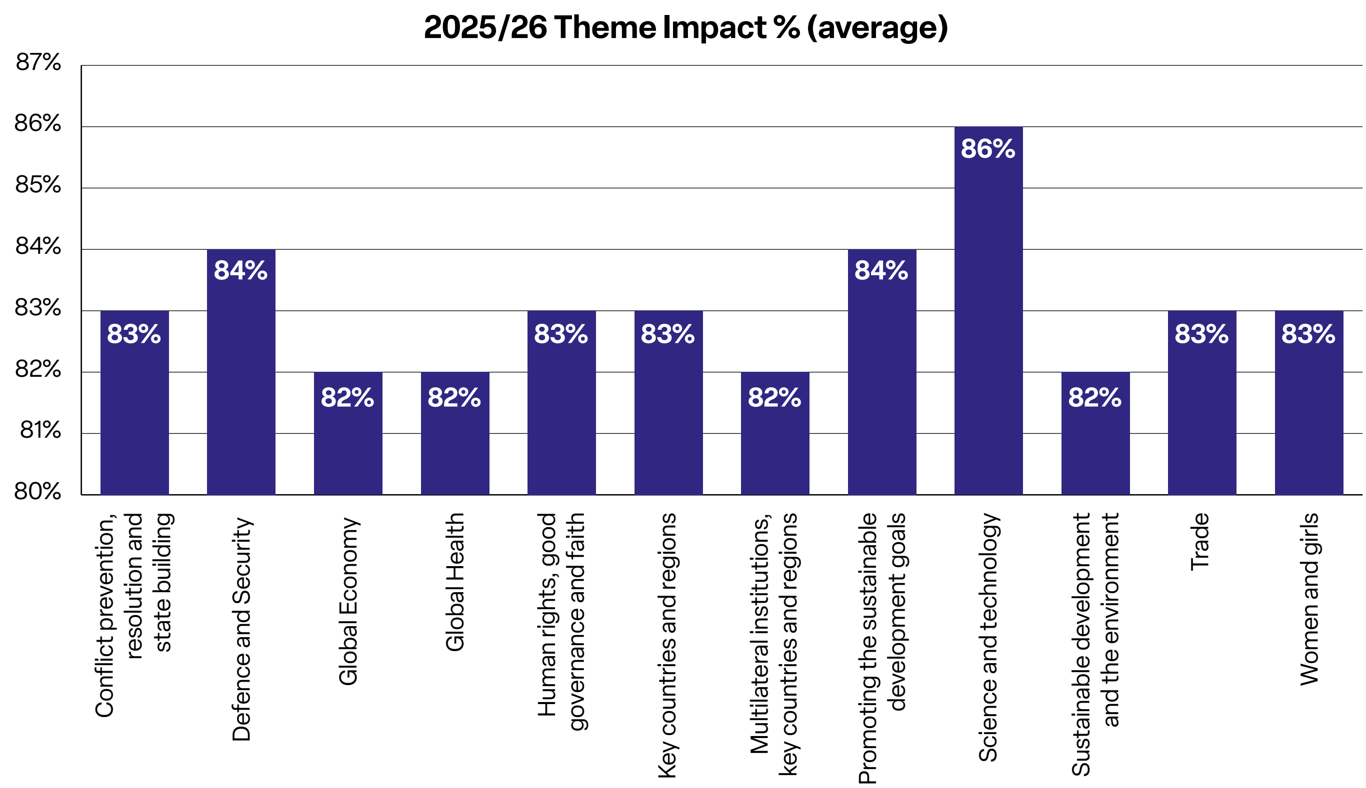
Our statistical data is collected through our impact survey sent to participants across our 6-, 12-and 24-month timeline. Our impact score is a combined and averaged rating across a range of metrics which we test to assess policy impact. Creating an overarching impact score allows us to more easily compare events and assess their overall impact. Beneath this score, we track a range of metrics to understand how and where impact is generated. We measure these scores against our impact percentage benchmark of 70%. This is what we expect our dialogues to achieve based on our year one average.

For data collected between April 2025 and January 2026, our average impact score across all our events was 83%. We can see from this data that in contrast to our year one findings where initial indications showed a peak for impact at 6 months post-event, our impact for 2025/2026 peaks at 12 months.



Our highest performing event for impact scored 96%. This event was sampled at 6 months after taking place and we will carefully review scores at the 12 month and 24 month collection points.

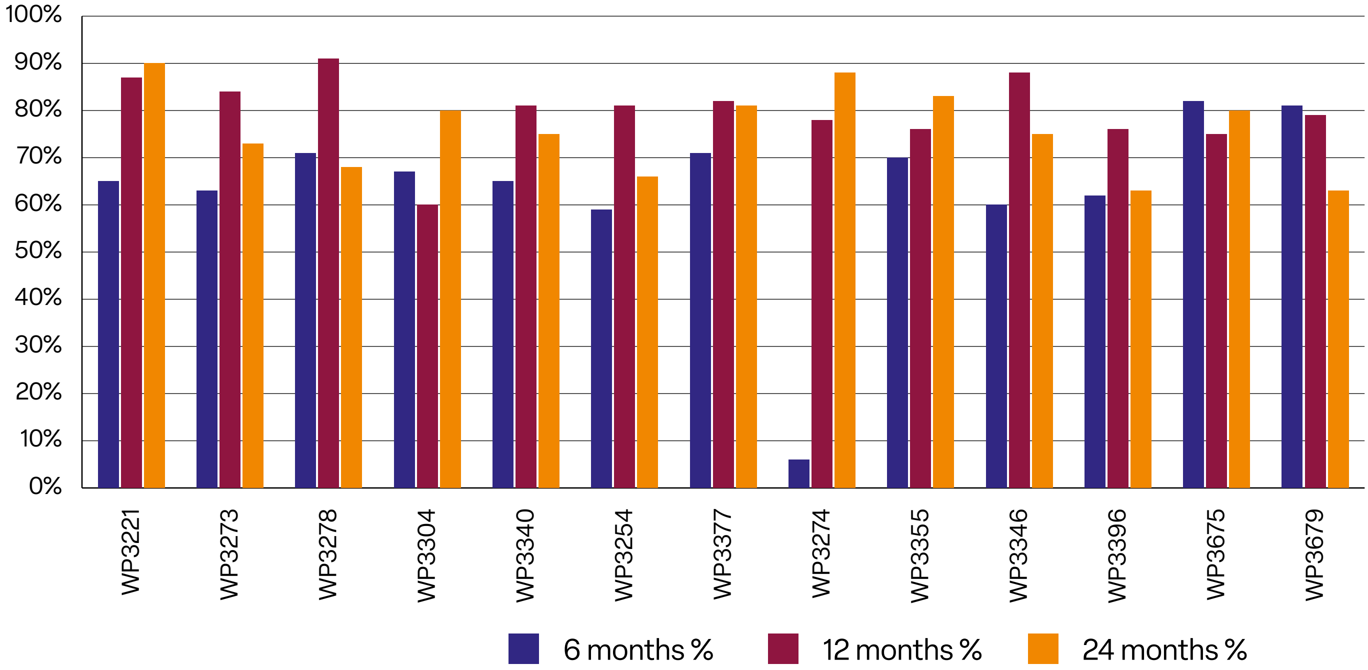
We also explore our impact by theme and can see from our data that our highest impact theme between April 2025 and March 2026 was science and technology at 86%.



We are in the early stages of tracking impact across all three timeline milestones. We have been able to collect data from a small number of events at 6, 12 and 24 months post-event. This helps us understand the impact life cycle and how impact can compound in the months and years after an event has concluded.

For these events we can see an average score of 75% and data which suggests impact peaks at 12 months post-event.

6, 12 & 24 month impact % (increase/decrease)



Qualitative data

Our mixed methods approach to data collection means we gather not only statistical evidence of impact but also provide our participants the opportunity to tell us exactly how Wilton Park dialogues have impacted them and their work in their own words. From thematic analysis we can identify the key areas where our participants consistently tell us we are creating impact.

We have been able to make improvements to our qualitative data collection through survey updates and an outcome harvesting system designed to capture additional evidence of impact beyond our standard survey process.

From our 25/26 qualitative data collection we are consistently seeing examples of impact around knowledge and idea sharing and network and relationship building.

Impact testimonials

We know we create impact at Wilton Park because our partners and participants tell us we do. Indicators of impact identified through our theory of change help us to group these testimonials into five categories.

Network and relationship building

Supporting and creating networks and relationships is central to our work. Our ability to bring the right people together to have the right conversations is often appreciated as an important component to our dialogues.

We have evidence that networks and relationships are formed and supported at Wilton Park:

> "The meeting at Wilton Park was pivotal in establishing a multi-partner initiative that is now embedded strongly in UN agreements and gaining huge attention. The range of partners I engaged at Wilton Park was instrumental in this design and helped to reinforce momentum."

> "A new network was formed and we felt that this gave us further agency to pursue our agenda. Having also a range of partners and funders on board made this a broader coalition, which is invaluable particularly in times where funding for intersectional topics is being cut again and the wider inter-connections are perhaps less understood, appreciated or supported. It is critical to see Wilton Park support these initiatives, seed fund this type of work and give it also credibility and authority – all of which is invaluable and hugely impactful. Given the width of this partnership I am not concerned about the longevity of the project – the intention is the key starting point."

> "I met new stakeholders at Wilton Park with whom I had not interacted in the past. Their views and connections have shaped our work and impact. Importantly, we even developed a few collaborative programmes that achieved significant impact."

Developing policy and finding practical solutions

Participants frequently report that attending Wilton Park dialogues helps them make significant progress on key challenges. Our dialogues give participants the knowledge and confidence to take what they have heard and learnt and apply it to real world problems, with the connections and insights gained enabling them to identify and develop practical solutions — including contributing to policy and legislation development across the globe.

> "Being in the know of what opportunities are there to address Biosafety and Biosecurity in LMICs has allowed me to utilise this information to facilitate the growth of Biosafety biosecurity consciousness in Botswana, SADC and the Africa Region. Through the connections I made we have been able to push forth the introduction of legislature [sic], build capacity and political will to implement Biosafety Biosecurity."

> "The Congo Basin new framework was first discussed at Wilton Park – it is being negotiated based on the agreed approach to be launched at COP30."

> "The knowledge and ideas from Wilton Park improved UK – Nigeria bilateral relationship between the two countries and individuals that participated at the event. The ideas also improved knowledge on the Sahel and the importance of the security provisions for the region and West Africa."

"The Core Humanitarian Standard Alliance have developed a pool funding mechanism to facilitate investment into Global Public Goods related to Protection from SEAH. This will make it easier for funders to invest in this area."

Project, report and research development

We expect to support participant projects, reports and research that develop as a result of attending Wilton Park dialogues, and evidence gathered this year suggests we are achieving this.

"The Wilton Park FDDR conference had a direct and meaningful impact on subsequent practical initiatives. It influenced the design of the NATO exercise NORDIC PINE … and contributed significantly to the network building that enabled the establishment of the Security of Supply Centre of Excellence in Sweden. The discussions on resilience, deterrence and innovative financing mechanisms … provided valuable strategic context and fostered collaboration across the transatlantic community."

"Insights gained from the Wilton Park event helped shape and inform our submission to a Foreign Affairs Committee inquiry into the UK's soft power assets."

"Based on discussions at Wilton Park, FCDO commissioned me to lead a research project on the role of women-led organisations in humanitarian crisis response, which has in turn brought about opportunities to speak at major sectoral convenings and a number of new initiatives that will hopefully shift practice in the sector."

Knowledge and idea sharing

One of our biggest contributions to policy dialogue is that we not only bring people together to connect, but also to share and learn from each other. This is consistently recognised by our partners and participants. The knowledge shared at our events enhances participant understanding and their ability to apply new insights in their own work beyond Wilton Park.

"In my work, I am engaged in supporting the peace process in Mindanao, the Philippines. Participating in the Wilton Park event provided me not only with an opportunity to learn from other models of conflict mediation and negotiation, but also to reflect objectively on Japan's long-standing support for the Mindanao peace process. Through the discussions, I was able to reaffirm the unique characteristics and strengths of Japan's approach, as well as the lessons it can offer to other contexts. Following the event, I organized an international symposium inviting experts on the Mindanao peace process and contributed inputs to ministerial-level meetings. The insights and connections gained through the Wilton Park discussions have significantly informed and enhanced my work."

"The exchanges between participants allowed me to discover aspects that had been unnoticed in my area of work. The informal personal interactions enabled me to elaborate more on those aspects and therefore to be in position to build a more clear case in my mind."

Case studies

The Centre for Sport and Human Rights

In 2015, Wilton Park partnered with Switzerland's Federal Department of Foreign Affairs and the Institute for Human Rights and Business to facilitate an event that became the launch pad for the Centre for Sport and Human Rights.

This event, titled 'Human Rights and Mega Sporting Events', brought together international experts to build consensus around an international organisation dedicated to ensuring the integration of human rights across all mega sporting events. Since then, the Centre for Sports and Human Rights has grown into a globally respected organisation committed to promoting human rights awareness and engagement.

"We talk often about the 2015 Wilton Park meeting that kick-started a process that eventually led to the Centre for Sport and Human Rights being launched" – William Rook, Chief Executive and COO.

This is a powerful example of the tangible and lasting impact of Wilton Park dialogues.

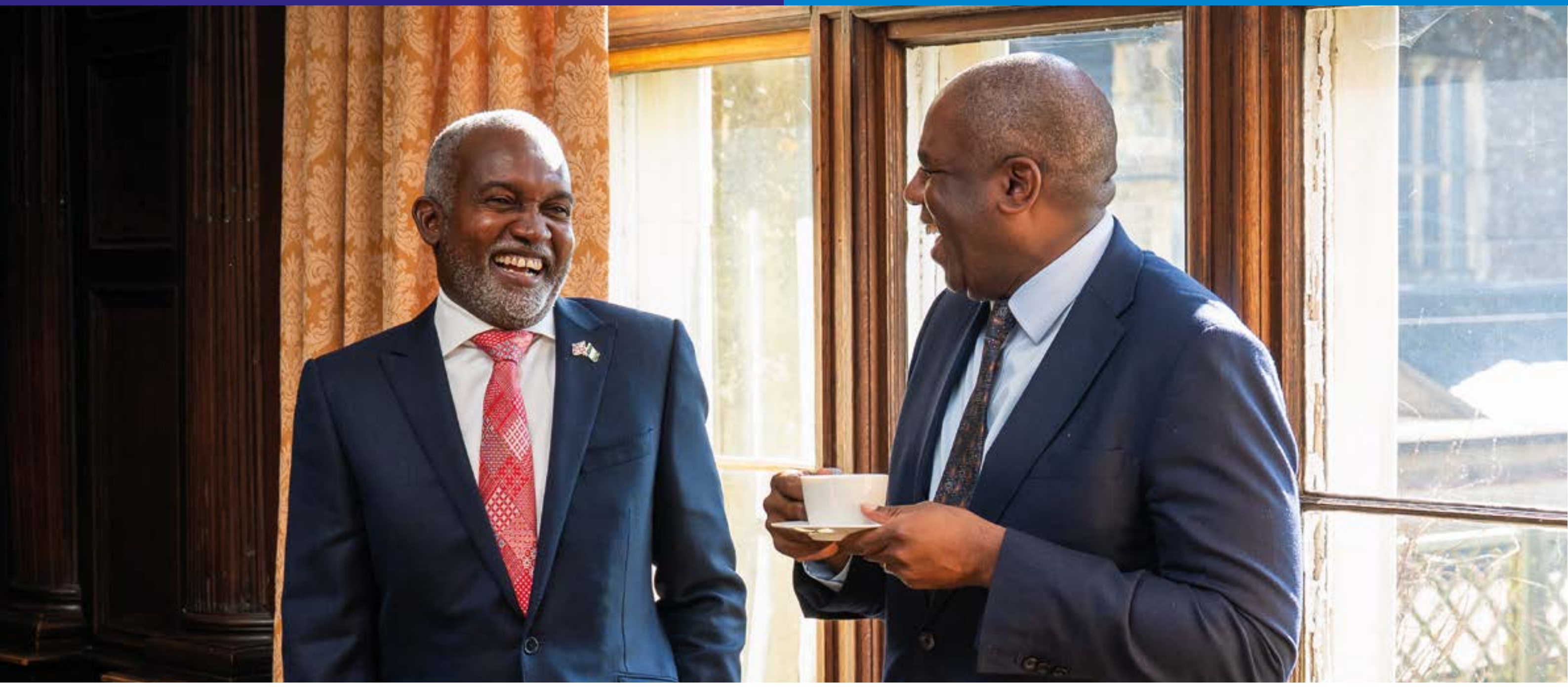
Interfaith Dialogues

Part of our unique offer at Wilton Park is our ability to convene multiple, linked dialogues around a singular critical global issue. Our interfaith dialogue series is a strong example of this approach.

We recently assessed the impact of these dialogues through our impact monitoring and evaluation framework, and events in this series are scoring highly against our benchmarks. The data suggests that they provide participants with valuable opportunities for networking, relationship building and knowledge sharing, as well as a platform to develop recommendations that are frequently taken forward.

"In follow-up to the Wilton Park meeting in February 2025, we discussed related issues with parliamentarians and religious leaders in Rome at the second Parliamentary Conference on Interfaith dialogue in June 2025, and recommendations from the Wilton Park summary document were picked up in the Rome Communiqué."

This case study speaks to the cumulative impact of convening multiple linked dialogues – demonstrating our ability to contribute consistently and meaningfully to global discussions on critical issues over time.



Policy highlights

Policy impact develops and compounds over time, so the true impact of many of the dialogues we've convened over the past year may not be fully understood for some time. Below we share thematic highlights from the last 12 months, demonstrating how Wilton Park dialogues directly contribute to addressing key international challenges and further UK interests.

Diplomacy and geopolitics

Throughout the year, many of our dialogues responded directly to pressures on international relations, norms and the multilateral system. From trade reform and arms control to development cooperation and human rights, participants grappled with institutions that are under strain but remain indispensable. Wilton Park provided a space and thoughtful programme design so that actors could test ideas, build trust, negotiate differences and rebuild confidence while examining shifting geopolitics, rules and systems.

Europe remained a central focus throughout the year, reflecting both Wilton Park's origins and current realities. We supported deeper European collaboration on security, energy and economic resilience, while also strengthening bilateral and regional partnerships beyond Europe. Equally important was our engagement at local and regional level within the UK, linking international policy debates to local economic and social priorities.

Event highlights

Building partnerships for a more secure future for West Africa and the Sahel

The rich diversity and potential of West Africa and the Sahel are increasingly undercut by a set of complex and interconnected security, socio-economic and environmental challenges. Both the regional and international context and relations are fast-changing, with developments shaped by a diverse set of newly connected actors. Building on a previous Wilton Park bilateral dialogue hosted by then Foreign Secretary David Lammy, we worked with the Federal Ministry of Foreign Affairs of Nigeria to bring together actors and experts from across the region to identify opportunities to renew political, security and development cooperation, in a region that perseveres in its efforts towards collective action.

UK-Korea High Level Forum

Following on from the UK-Republic of Korea Global Strategic Partnership established in 2023, this high-level track two dialogue brought together senior figures from British and Korean business, parliament, media, and academia to explore the full breadth of the bilateral relationship and shape informed, future-oriented policymaking.

Human rights in a shifting world: broadening support, securing futures

This year we hosted our 20th annual human rights dialogue. For over two decades, we and our partners, the Swiss Federal Department of Foreign Affairs and the Ministry for Foreign Affairs of Finland, have brought together practitioners from across the globe to tackle the most pressing challenges facing the international human rights system. This year's dialogue fostered inter-regional and inter-generational exchange – sharing knowledge and best practice across borders and between experienced practitioners and emerging voices.

Cyprus dialogue: building trust through the technical committees

This dialogue was convened to support the on-going peace and dialogue process in Cyprus by bringing together Greek and Turkish Cypriot representatives of the thirteen Technical Committees (TCs) with both Cypriot and international experts. Participants identified key actions to strengthen the TCs, including greater cross-committee engagement through regular information sharing, learning, and coordinated activities.

Global economy and trade

Alongside traditional security concerns, our work increasingly addressed resilience in its broadest sense: economic, technological, societal and institutional. Dialogues on supply chains, industrial strategy and critical minerals linked domestic economic priorities with global partnerships, supporting UK growth while reducing exposure to geopolitical shocks. Our work on emerging technologies – from artificial intelligence to biotechnology and space systems – focused on how innovation can be harnessed responsibly, managing risks while enabling cooperation across geopolitical divides.

Event highlights

The new UK Industrial Strategy

As part of ongoing engagement with the Department for Business and Trade on activity in support of the UK's new Industrial Strategy, we brought together leading thinkers, foreign government officials and members of industry to build a trusted network of experts. The UK's industrial strategy outlines a ten-year plan to support businesses and grow the economy.

Improving international alignment on cyber regulation

Rapid digitisation and rising cyber threats are exposing critical vulnerabilities across global economies, while fragmented regulations increase costs and complexity for businesses, particularly SMEs.

This exchange progressed efforts towards establishing a more interoperable international regulatory landscape for cybersecurity, agreeing next steps for future cooperation.

Multilateral Trade in 2025

A stable multilateral trading system is key to global economic growth and prosperity. The challenges facing the system and the need for reform are widely recognised but there remains a gap around clear and practical solutions.

In October, we were delighted to welcome Dr Ngozi Okonjo-Iweala, Director-General of the World Trade Organisation, and Sir Chris Bryant MP, Minister of State at the Department for Business and Trade, as speakers.

The event helped to deepen understanding of what would be needed from a multilateral trading system of the future. It surfaced ideas for the reforms needed to achieve that vision and for what a process to gaining support could involve.

Security

With the world experiencing the highest number of state-based armed conflicts in more than seven decades, we placed renewed emphasis on security, deterrence and conflict prevention. We supported strategic-level discussions on NATO's future, extended deterrence, nuclear risk reduction and the implications of Russia's war in Ukraine – including accountability for atrocity crimes and countering disinformation. Our policy retreats on this theme extend into several areas including non-conventional and emerging threats, such as biosecurity.

Event highlights

The good, the bad and the actionable: a Global Partnership initiative to counter and leverage WMD Relevant Technologies

This conference examined how artificial intelligence could be deployed to counter

emerging disruptive technologies, with a particular focus on those related to weapons of mass destruction. While significant research exists on the threats posed by such technologies — and on how AI intersects with them — far less attention has been paid to the specific practical steps that can be taken to deploy AI as part of counter-disruptive technology strategies. This event addressed that gap directly, bringing together experts to identify concrete programmatic activities to inform future action.

Space Security 2025: shaping norms in a contested domain

This dialogue considered how to collectively advance space security amid geopolitical tension, increasing weaponisation, growing threats to space systems and the increasing emphasis on defence and deterrence to achieve national and collective security goals.

Participants assessed five years of progress in promoting principles of responsible space behaviour, before turning to the challenge of advancing shared norms and principles in an increasingly contested world with competing visions for global space governance.

NPT Diplomacy towards the 2026 Review Conference

For 25 years, Wilton Park has convened this annual event to support diplomacy that advances the cause of nuclear non-proliferation and disarmament.

This conference assessed challenges and opportunities at this stage of the current Review cycle. The meeting addressed key issues across the Non-Proliferation Treaty (NPT)'s three pillars: increasing nuclear salience and the future proliferation landscape; nuclear modernisation and the future for arms control; nuclear safety, security and safeguards; disarmament diplomacy initiatives and the relationship between the NPT and the Treaty on the Prohibition of Nuclear Weapons (TPNW); and the evolution of peaceful uses and nuclear security commitments.

Russian aggression: pathways to accountability

In partnership with the Foreign, Commonwealth & Development Office (FCDO) and the International Bar Association Human Rights Institute (IBAHRI) Wilton Park provided a forum for international partners and the legal community to share experiences of working on criminal accountability measures. The roundtable focused on the range of criminal justice measures being pursued to investigate and prosecute war crimes resulting from Russia's illegal invasion of Ukraine, and identified ways forward whilst ensuring comprehensive legal responses to violations of international law.

Development and climate change

International development remains a strong pillar of our work, particularly at this time of rapidly reducing overseas development assistance. Throughout the year, we brought our expert international networks together, including through a dedicated discussion on 'Reimagining International Development Cooperation'. This formed a milestone on the road to the UK co-hosted international development conference in May 2026. Further discussions explored how Africa can drive its own socio-economic transformation, examining opportunities for greater African agency and new partnerships at a time of significant budgetary pressures and geopolitical uncertainty.

In a year marked by polarisation and dehumanisation, Wilton Park deepened its engagement with faith leaders and ethical actors, recognising their unique influence in shaping narratives, rebuilding trust and supporting peace. Our work with the Holy

See and global faith networks addressed the responsibilities of religious leadership in times of war, climate crisis and social fragmentation. A special closed-door session facilitated by Wilton Park at the Second Parliamentary Conference on Interfaith Dialogue organised by the Inter-Parliamentary Union and the Parliament of Italy, built on Pope Leo XIV's call in his inaugural mass for all women and men of goodwill to build a new world where peace reigns.

Climate change and environmental degradation continued to feature prominently across our work, not as isolated policy areas but as systemic challenges cutting across health, security, development and economic growth. We convened dialogues on protecting critical ecosystems linking environmental protection with livelihoods, finance and governance.

Event highlights

Financing Gaza's reconstruction: a framework for mobilising private sector investment

This Wilton Park Conference was held at a critical time for Gaza, following a new Peace Agreement and ongoing hostage exchanges. International experts gathered to develop practical strategies for Gaza's recovery and long-term development, with a strong focus on private sector investment. Gaza faces a severe humanitarian and economic crisis, with high unemployment and widespread destruction. Discussions highlighted the importance of public-private partnerships and creative financial tools to raise funds, and underscored that recovery should be led by Palestinians, with coordination among donors and partners to ensure transparency. The group noted that early action on visible projects is needed to build trust and momentum.

Food systems and power: towards collective action for systemic change

This high-level dialogue addressed how entrenched power dynamics hinder progress toward sustainable food systems. The participant group, comprising experts from government, civil society, academia and business, developed actionable strategies for a new multi-partner Food & Power Initiative, aimed at creating resilient, equitable food systems at a time when over 700 million people face hunger globally.

The future of development finance

The UK's relationship with emerging markets and developing economies is transitioning to one of investment and partnership, with a focus on economic development. Against this backdrop, development finance has an important role to play in supporting transformative growth. At this roundtable, development finance thought leaders discussed the key trends and opportunities for partnership and innovation, with a particular focus on British International Investment's new strategy and how to take forward UK ambitions on scaling investment in climate, deepening partnerships in frontier markets, and having wider market-building impact.

Nuclear Dialogue Africa: ensuring resilience and diversity of supply in nuclear power

Part of an ongoing series, this retreat helped to catalyse long-term collaboration to contribute to a more inclusive and sustainable nuclear supply chain in Africa, with better-informed emerging nuclear countries and relevant policymakers. As one participant to the series noted in one of our impact surveys "The possibility of having an open and deep exchange with well-known experts in the field, from the region, was a unique opportunity to gain direct knowledge and contacts to plan projects within the field and to connect with potential investors."

Promoting empathy in adolescence: creating engaged global citizens and enabling more peaceful, inclusive societies

As rates of empathy among young people decline globally, this policy retreat explored how empathy can serve as a powerful tool for addressing some of today's pressing social challenges. Participants heard how fostering empathy can help counter polarisation and social division, reduce the loneliness and isolation experienced by many adolescents, and even improve young people's educational attainment and employability. Discussions focused on how to create more spaces for young people to develop this capacity — the ability to understand and share the feelings of others.

We were delighted to be joined by His Royal Highness Prince Edward, Duke of Edinburgh, for this exchange.

The SIDS Future Forum

Small Island Developing States are at the forefront of ocean conservation challenges and solutions. With renewed focus on how nations can work together to conserve marine biodiversity, share benefits fairly, and advance science and capacity building, this roundtable retreat developed a Summary for Policymakers, closing evidence gaps and identifying actionable next steps for the years ahead.

Programmes, reports, videos and blogs are available on our website: www.wiltonpark.org.uk.

A summary list of online events in 2025/26 can be found in the Schedule of Events section of this Annual Report.

Event data

In the financial year 2025/26, we brought together 3,239 participants from 151 countries at 65 policy dialogues.

Financial year	Total number of participants	Number of events	Average participants per event
2025/26	3,239	65	50
2024/25	3,697	70	53
2023/24	3,233	69	47
2022/23	3,477	76	46
2021/22	4,858	124	39
2020/21	4,780	128	37
2019/20	3,165	76	42

Financial years 2020/21 and 2021/22 were throughout the COVID-19 pandemic where events were virtual which enabled a higher volume of events with more participation.

Number of events by format:

Event format	2025/26 events	2024/25 events
Policy in person	65	68
Policy virtual	-	2
Total policy events	65	70
Total commercial events	8	13
Total other events (e.g. facilitate meetings)	3	6
Total	**76**	**89**

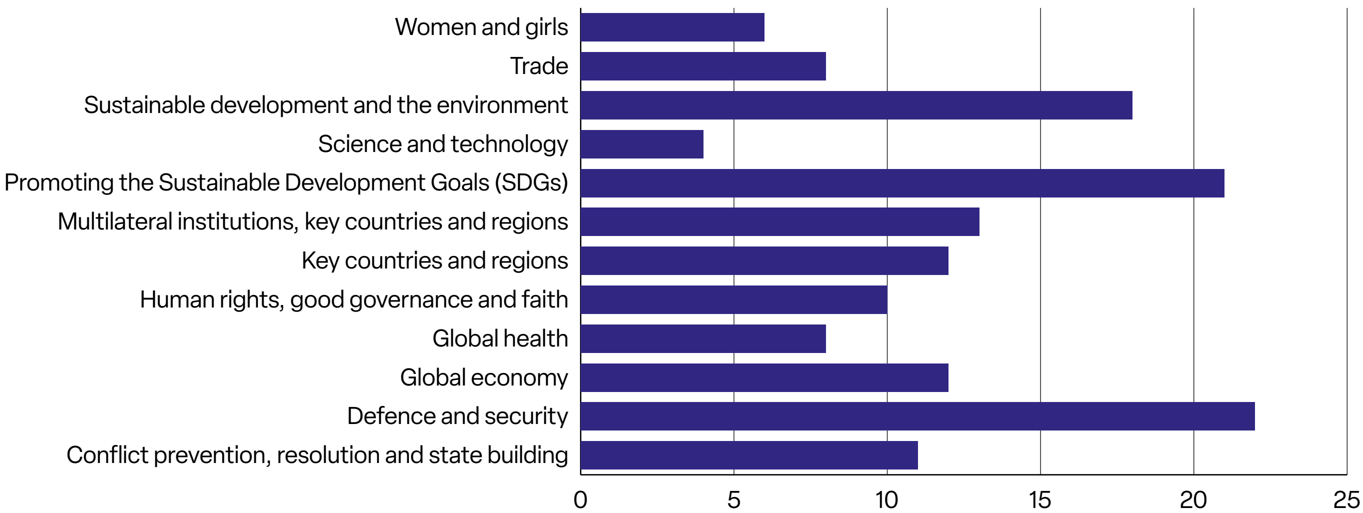
Events by location

	2025/26 %	2024/25 %
Wiston House	71%	70%
External – UK	11%	9%
External – overseas	18%	19%
Virtual	0%	3%

Number of participants by policy event format

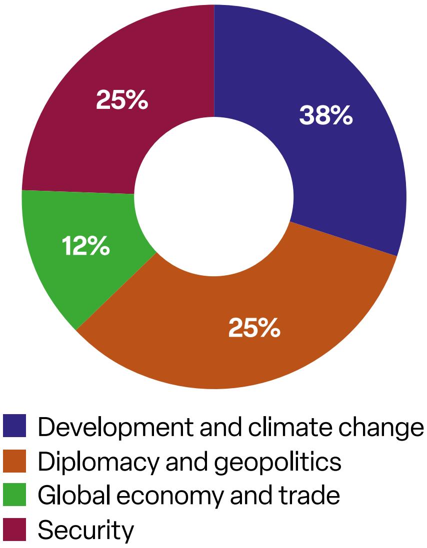
	2025/26 participants	2024/25 participants
In person	3,239	3,697
Virtual	-	Not registered
Total	**3,239**	**3,697**

Policy events by policy theme

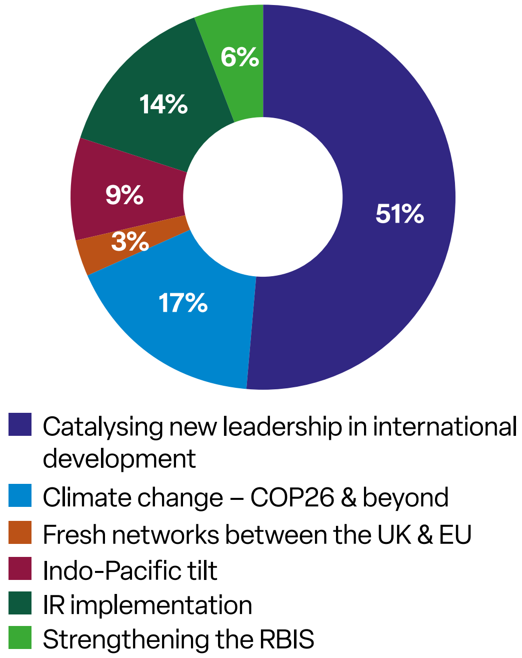


Some policy events cover more than one theme, so the total shown in this chart is greater than the number of events.

Policy events by sector



Policy events by priority

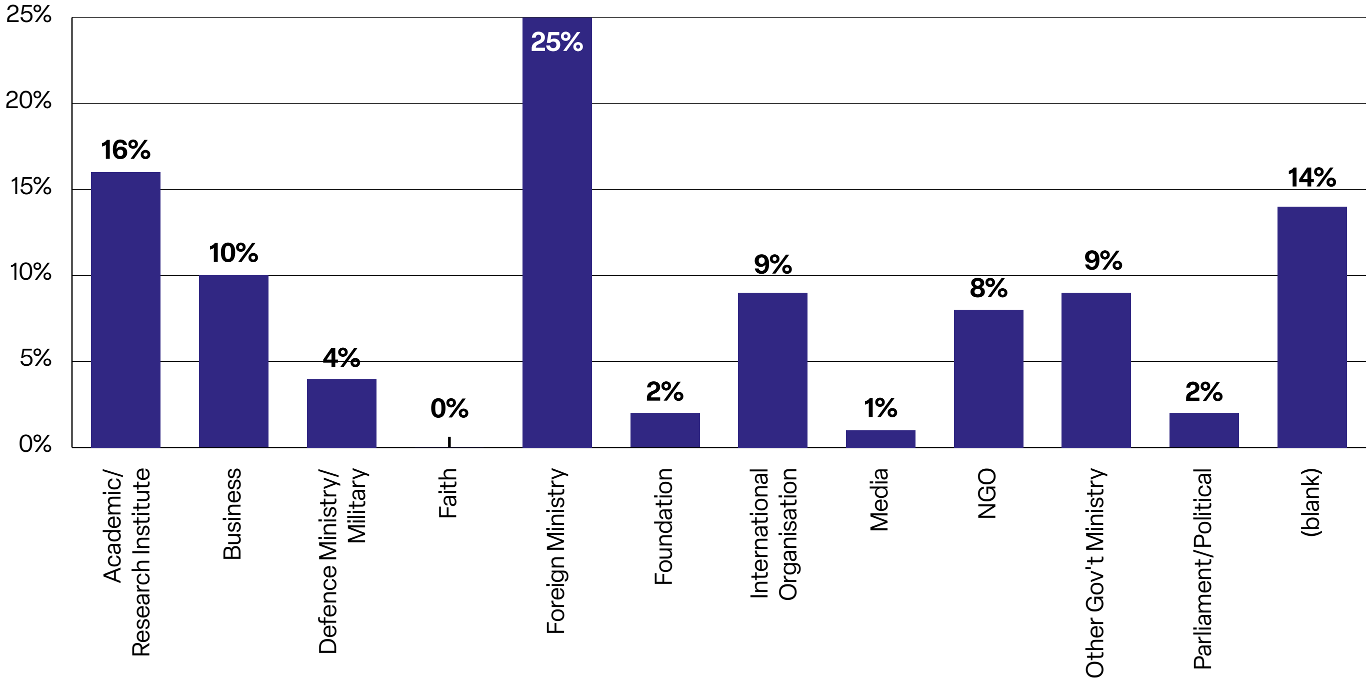


This shows the events that directly supported the priorities of the Foreign Secretary who was in post at the time.

Participant data

Most participants came from academic or research institutes, foreign ministries or business. We registered participants from 151 countries (152 2024/25). 43% of the participants were female (40% 2024/25) and the average age band of all participants was 45-54 years old (45-54 years old 2024/25).

Participation by organisation sector

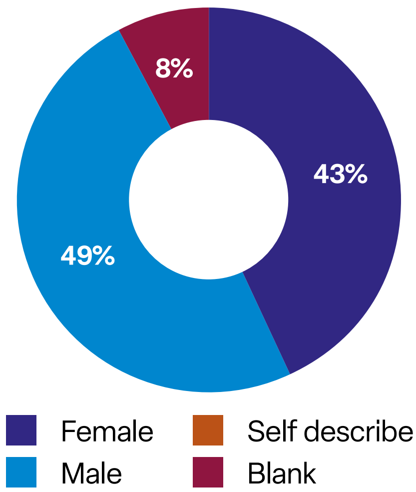


Participation by gender

At Wilton Park, we aim to create an environment in which all participants, visitors and colleagues will feel included, have a voice, and can be their authentic selves.

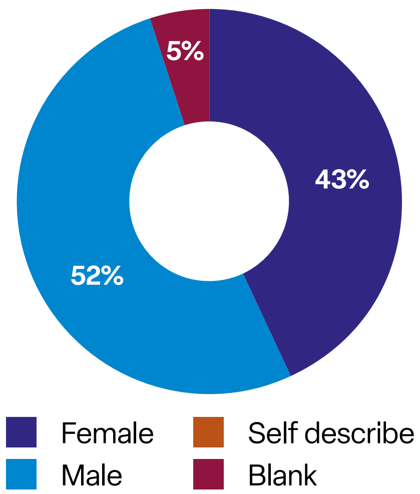
This aligns with our values where we commit ourselves and our organisation to be ambitious, ethical, respectful, collaborative and creative.

Our goals are to have 50% male and female participation at each event and to host gender balanced discussion panels. 2025/2026 had a 3% increase in female participation.



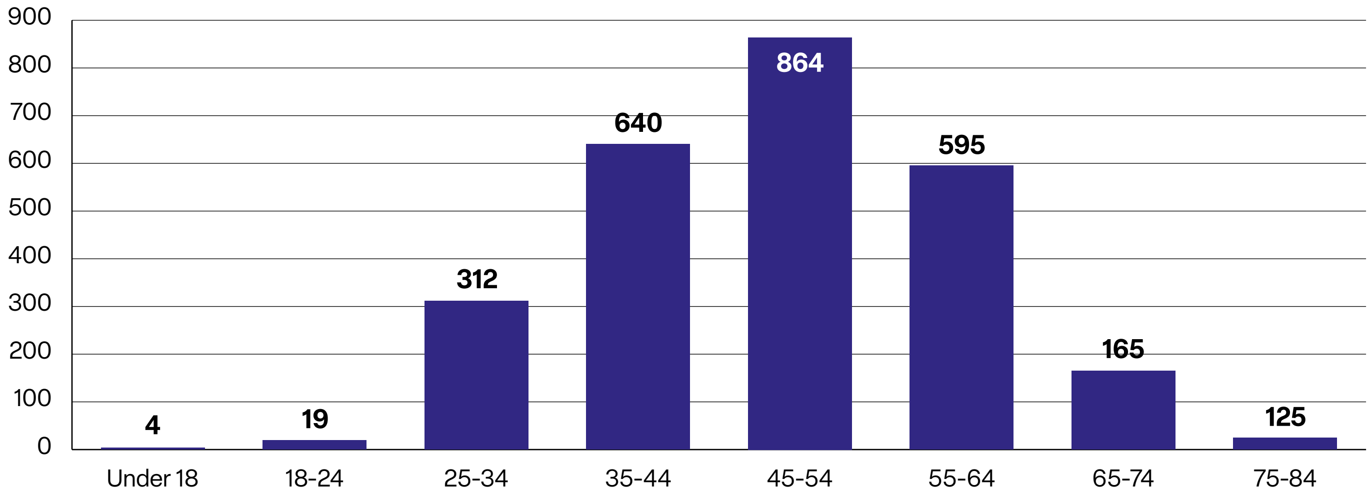
Panel by gender

We monitor the gender of our panels, with a goal of providing balanced panels wherever possible, we have seen a 3% increase in female panel members.



Participants by age

The age band 45-54 remains consistent with last year's average.



This data is representative of those participants who responded to the survey.

Survey data

The following survey data is from April 2025 – March 2026 and, as not all events are surveyed, the following shows responses from 51 out of the 65 events (78%) in that date range (83% 2024/25). The data collected in these surveys specifically assesses how well events have been convened, facilities and delivered. The net promoter score had a score of 80.86 (79.93 2024/25). This represents an excellent score and a strong endorsement of people's experiences of Wilton Park.

These scores show how well Wilton Park deliver events. The average score has decreased slightly to 4.59 out of 5.00 from 4.62 in 2024/25 but still demonstrates how Wilton Park consistently delivers outstanding conferences.

	In person at Wiston House attendance (policy events)	In person at external venue attendance (policy events)	Average
Overall score	4.59	4.59	**4.59**
Response rate	66%	42%	**62%**
Pre-event communication	4.49	4.43	**4.48**
Event materials	4.32	4.29	**4.31**
Facilitation	4.72	4.67	**4.71**
Selection of participants	4.44	4.46	**4.44**
Bedrooms	4.28	4.50	**4.31**
Meeting rooms	4.73	4.40	**4.68**
Service	4.86	4.64	**4.83**
Food	4.71	4.52	**4.68**
Technology	4.53	4.28	4.49
Average	**4.57**	**4.48**	**4.55**

Non-policy activity is not surveyed.

We ask our participants for feedback on the content and outcomes of the event, the scores below show the percentage who responded "yes" to the questions.

	% Responded 'yes' 2025/26	% Responded 'yes' 2024/25
New knowledge was shared	92%	92%
New approaches/ perspectives were introduced	59%	62%
It helped inform policy or programmatic change	41%	44%
It fostered intimate, frank and open exchanges	89%	84%
It encouraged networking and strengthening collaboration	83%	90%
It provided foundations for further events in this or related subjects	70%	73%

Schedule of events

Event name	Date	Location	Policy theme
NATO Futures workshop	April 2026	Brussels	Defence and security
Sustainable and effective resourcing models to protect against Sexual Exploitation, Sexual Abuse and Sexual Harassment	April 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs); Global health
Global Wind Energy Council Summit on the geopolitics of the energy transition in a multipolar world	May 2026	Wiston House	Sustainable development and the environment; Global economy
Mobilising partners to achieve Gender Equality and Women's Empowerment	May 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs); Women and girls
The good, the bad and the actionable: a Global Partnership initiative to counter and leverage WMD Relevant Technologies	June 2026	Wiston House	Defence and security
Foreign Secretary's Illicit Finance Campaign	June 2026	London	Trade; Global economy
Financial protection for universal health coverage	June 2026	Wiston House	Global health
Co-existence, peace and the role of responsible leadership	June 2026	Italy	Conflict prevention, resolution and state building; Promoting the Sustainable Development Goals (SDGs)
Food systems and power: towards collective action for systemic change	June 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs); Sustainable development and the environment
Action on accountability: the pursuit of criminal justice for Ukraine	July 2026	Wiston House	Conflict prevention, resolution and state building; Defence and security
Towards Demographic Dividends in Africa: action and investments	July 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs)
Soft Power and Sports Diplomacy roundtable	July 2026	Goodwood House	Global health
The Foreign Secretary's Countering Illicit Finance Summit	September 2026	Wiston House	Trade
Re-imagining international development cooperation	September 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs); Sustainable development and the environment

Event name	Date	Location	Policy theme
Achieving scale and sustainability: an action plan for implementing Locally Led Adaptation	September 2026	Wiston House	Sustainable development and the environment
Europe's nuclear future: 16th annual conference on extended nuclear deterrence and assurance	September 2026	Wiston House	Defence and security
UK growth and security amid global science and technology competition	September 2026	Wiston House	Science and technology
Exploring a new approach to arms control	September 2026	Wiston House	Defence and security
Multilateral trade in 2025	October 2026	Wiston House	Trade; Global economy
Changing the narrative: Preparing for peace: a multi stakeholder dialogue and plan of action	October 2026	Switzerland	Conflict prevention, resolution and state building; Human rights
Protecting health in a changing climate: unlocking resources	October 2026	Wiston House	Global health; Sustainable development and the environment
Financing Gaza's reconstruction: a framework for mobilising private sector investment	October 2026	Wiston House	Conflict prevention, resolution and state building
Realigning Sahel security for joint action in West Africa	October 2026	Nigeria	Conflict prevention, resolution and state building; Defence and security
2025 UK-China Development Forum	October 2026	London	Promoting the Sustainable Development Goals (SDGs); Sustainable development and the environment
Tailoring deterrence in the High North	November 2026	Sweden	Defence and security
Developing an Iran Strategy: Policy Options Post-Snapback	November 2026	Wiston House	Defence and security
The future of development finance	November 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs)
Promoting empathy in adolescence: creating engaged global citizens and enabling more peaceful, inclusive societies	December 2026	Wiston House	Conflict prevention, resolution and state building
Establishing a UK–LatAm critical minerals and battery innovation hub	December 2026	Wiston House	Science and technology; Sustainable development and the environment
The role of faith leaders in defending the UN Charter and International Law	December 2026	Qatar	Defence and security

Event name	Date	Location	Policy theme
Nuclear Dialogue Africa: ensuring resilience and diversity of supply in nuclear power	December 2026	South Africa	Defence and security
Space Security 2025: shaping norms in a contested domain	December 2026	Wiston House	Conflict prevention, resolution and state building; Multilateral institutions
UK-Korea High Level Forum	December 2026	Korea	Trade; Defence and security; Global economy
NPT Diplomacy towards the 2026 Review Conference	December 2026	Wiston House	Defence and security
NATO and Ukraine: lessons on strategy, deterrence, and shaping	January 2026	Wiston House	Defence and security
SIDS Future Forum and partnering to build resilient oceans and blue economies	January 2026	Wiston House	Sustainable development and the environment
Agenda 2063 in a post-ODA world: African agency for socio-economic transformation	January 2026	Kenya	Promoting the Sustainable Development Goals (SDGs); Sustainable development and the environment; Multilateral institutions
Advancing the Arms Trade Treaty: the road to a strategy	January 2026	Wiston House	Defence and security
Human rights in a shifting world: broadening support, securing futures	January 2026	Wiston House	Human rights, good governance and faith
Shaping the future: a stakeholder requirements capture for the UK Microbial Forensics Consortium	January 2026	Wiston House	Defence and security
Children's care reform: from commitment to collective action	January 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs);Human rights, good governance and faith
Leveraging digital public infrastructure for sustainable health system transformation	February 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs); Science and technology; Global health
International solutions to carbon leakage	February 2026	Wiston House	Sustainable development and the environment
Industrial strategy: global partnerships for frontier industries and new supply chains	February 2026	Wiston House	Global economy
Disability inclusive education	February 2026	South Lodge	Promoting the Sustainable Development Goals (SDGs)

Event name	Date	Location	Policy theme
Social protection in fragile and conflict-affected settings	February 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs); Global economy
Galvanising global efforts towards the prevention of conflict	February 2026	Wiston House	Conflict prevention, resolution and state building; Promoting the Sustainable Development Goals (SDGs)
Cyprus dialogue: building trust through the technical committees	February 2026	Wiston House	Conflict prevention, resolution and state building
America 250: celebrating and advancing the UK-US partnership through soft power, regional collaboration, and technological resilience	February 2026	Wiston House	Science and technology
Advancing sovereign debt sustainability	February 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs); Global economy
Women, Faith and Climate Network: scaling radical collaboration	March 2026	Wiston House	Women and girls; Sustainable development and the environment
Enhancing international cooperation on cyber regulation	March 2026	Wiston House	Science and technology; Defence and security
Restructuring government to deliver deep resilience in a fast-changing world	March 2026	London	Defence and security
Reform priorities for an inclusive social recovery in Ukraine	March 2026	Germany	Defence and security
Catalysing sustainable finance for gender and equalities	March 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs); Women and girls; Global economy
Driving inclusive economies and growth through better protection for workers	March 2026	Wiston House	Global economy
Updating livelihood programming in North Africa, Horn of Africa and Central Sahel	March 2026	Tunisia	Promoting the Sustainable Development Goals (SDGs)
Aurora Forum 2026	March 2026	London	Promoting the Sustainable Development Goals (SDGs)
The Fifth ASEAN-UK Senior Officials' Meeting	March 2026	Wiston House	Promoting the Sustainable Development Goals (SDGs); Trade; Multilateral institutions; Global economy

Wilton Park convened 65 policy dialogues in 2025/26. Not all events are listed above as some were closed or offline events. Closed or offline events are those which were by invitation only or where participants, partners and/or themes require extra sensitivity; meaning the title and details are not made publicly available. They include support for work to address sensitive security, diplomatic or other global issues.

Schedule of partners

This schedule details the organisations which commissioned Wilton Park's work during 2025/26 and includes our Global Impact Group members. Participants from 151 countries joined our dialogues, mixing experience with new voices and connecting today's policy leaders, decision makers and influencers with those of tomorrow.

Foreign, Commonwealth & Development Office

The Strategy Directorate of the FCDO is our sponsoring department and provides core funding. In addition, we received discretionary funding from a number of FCDO departments for individual events.

UK government departments, agencies and centres

Defence Science and Technology Laboratory (DSTL)

Department for Business and Trade

Department for Environment, Food and Rural Affairs*

Department for Science, Innovation and Technology

His Majesty's Revenue and Customs (HMRC)*

Ministry of Defence

Ministry of Health*

Other UK organisations

British International Investment (BII)

Children's Investment Fund Foundation (CIFF)

Common Sense Media UK*

International Bar Association's Human Rights Institute (IBAHRI)

Islamic Relief UK

London School of Hygiene and Tropical Medicine (LSHTM)

Marshall Aid Commemoration Commission

McKinsey

Oliver Wyman

The Centre for Long-Term Resilience

The Duke of Edinburgh's International Award Foundation

The Faraday Institution*

The Royal Society

Third Generation Environmentalism (E3G)

Wellcome Trust

Aurora Forum*

Foundations

European Climate Foundation*

Gates Foundation

The Rockefeller Foundation*

Think tanks and research centres

Vienna Center for Disarmament and Non-Proliferation* (VCDNP)

ODI Global

International organisations

African Development Bank Group*

Association of Southeast Asian Nations (ASEAN) Secretariat*

Co-Develop

EIT Food

Global Network of UNESCO Chairs*

Global Partnership Against the Spread of Weapons and Materials of Mass Destruction*

Global Wind Energy Council (GWEC)

Globethics*

International Disability Alliance*

North Atlantic Treaty Organization (NATO) Allied Command Transformation

North Atlantic Treaty Organization (NATO) Allied Command Operations

Project Dandelion

The United Nations Development Programme (UNDP)

The United Nations High Commissioner for Refugees (UNHCR)*

The United Nations Office of the Special Adviser to the Secretary-General on Cyprus*

The World Bank*

UN Women*

Women, Faith and Climate Network*

World Health Organisation

Overseas governments and organisations

Australia

Australian Agency for International Development (AUSAID)*

Brazil

Ministry of Health*

Canada

Global Affairs Canada

China

Development Research Centre*

Center for International Knowledge on Development*

Denmark

Ministry of Foreign Affairs, Denmark

Nordic Council of Ministers

Estonia

Ministry of Foreign Affairs, Estonia

Finland

Ministry of Foreign Affairs, Finland

Germany

German Federal Foreign Office

German Society for International Cooperation (GIZ)

Kooperation Global*

Iceland

Embassy of Iceland, London

Ireland

Foróige

Tru Nature Limited

University of Galway

Latvia

Ministry of Foreign Affairs of Latvia

Lithuania

Ministry of Foreign Affairs of the Republic of Lithuania

The Netherlands

Ministry for Foreign Affairs of the Netherlands

Nigeria

Ministry of Foreign Affairs, Federal Republic of Nigeria*

Norway

Ministry of Foreign Affairs, Norway

Qatar

Permanent Mission of the State of Qatar to the United Nations*

South Korea

Hanwha

Hyundai Motor Company (HMC)

Rolls Royce (South Korea)

Sweden

Ministry of Foreign Affairs, Sweden*

Swedish Defence Research Agency (FOI)

Switzerland

Federal Department of Foreign Affairs, Switzerland

United States of America

Lawrence Livermore National Laboratory (LLNL)

Los Alamos National Laboratory (LANL)

Pennsylvania State University

Ploughshares Fund*

Sandia National Laboratories

Stanley Center for Peace and Security*

United States Department of Defense*

The United States Department of Energy

World Vision US*

*Intellectual partner providing no financial contribution

Global Impact Group members

Abt Global

Acrow Global Ltd

Adam Smith International

Airbus

Anglo American

Arla Foods

Arup

BAE Systems

Bechtel

BP

CREST International

Crown Agents Bank

Diageo Great Britain Limited

DT Global International Development

GE HealthCare

HSBC Holdings

Intuit

KPMG

Lancia Consulting Limited

Lockheed Martin

Meta

Mott MacDonald

Octopus Energy

Phoenix Group

Rolls-Royce

Syngenta

techUK

The Scotch Whisky Association

The University of Glasgow

The University of Nottingham

Vodafone Group Plc

Zaha Hadid Architects

Sustainability reporting

This report is produced in line with public sector reporting requirements. Sustainability performance is monitored regularly and, as an Arm's Length Body of the Foreign, Commonwealth & Development Office (FCDO), Wilton Park reports key information as part of the Greening Government Commitment (GGC) targets and mitigating climate change working towards Net Zero by 2050. We are also working with consideration to the UN Sustainable Development Goals.

The 17 UN Sustainable Development Goals

Mitigating climate change: working towards Net Zero by 2050

Wilton Park is committed to improving environmental performance. We recognise that our operational activities directly affect the environment and continually endeavour to reduce our impact in several ways. Running a hospitality venue within a Grade I listed building, there are constraints as to how easily we can mitigate our climate impact when development of the property is limited and numbers of guests increase, but all decisions are taken with consideration to the environmental impact.

Wilton Park continues to focus on projects aimed at reducing waste and energy consumption. We involve colleagues in key strategic frontline areas, looking at ways to:

- improve our sustainability efforts;
- minimise waste streams and controlling processes;
- utilise and work towards Government Buying Standards for sustainable procurement;
- communicate these strategies to key stakeholders across all areas of the business.

We also take our social responsibilities seriously. Where possible within the existing lease term, we make improvements to building facilities in line with our obligations under the Equality Act 2010. We put our people at the forefront of our business and look after their wellbeing through actions such as monthly massages, breathing exercises after the all-staff weekly briefing and the provision of an Employee Assistance Programme.

We deliver dialogues that help mitigate climate change and advance the Sustainable Development Goals (SDGs). These events are highlighted in the **Thematic Focus – Development and climate change** section of this annual report.

Projects and performance

We maintain steady progress in meeting our contribution to mitigating climate change; working towards Net Zero by 2050:

- We monitor and segregate all waste according to available recycling waste streams, with comprehensive reporting data of all waste.
- We divert all waste from landfill.
- We have continued with the bathroom refurbishment moving from baths to showers which reduces water usage.
- We maintain our focus on improving the performance and efficiency of plant and machinery.
- We engage our staff in our commitments to recycling and environmental awareness.
- We have a Building Management System, enabling control over different zones and allowing us to intelligently manage our energy usage around the main building, and to allow us to operate the biomass as our primary boiler.
- We source woodchip for our biomass boiler from the local estate.
- Our kitchen is all electric, which is faster, more efficient and cooler to work around.
- LED lighting and motion sensors are used in the kitchen for lower power consumption and cost reduction.
- We operate a hybrid working model for our employees which reduces domestic travel.
- We are restoring and refurbishing all the windows across the site to improve insulation and reduce drafts.
- We use a sustainable, local office supplies company for our paper and general stationery supplies.
- Our branded pens are made from bamboo instead of wood, bamboo being a natural product that is 100% biodegradable and cultivated without the use of pesticides and less water than other crops.
- We re-build laptops to ensure longevity of life and reduce the disposal of such equipment.

- We have introduced food waste recycling in our staff areas.
- Paper towels are recycled through a specialist process and turned back into new paper towels.
- We host events across the world at the most convenient venue for those attending, to keep travel costs at a sensible level.

Climate-related Financial Disclosure (TCFD)

Wilton Park has reported on climate-related financial disclosures consistent with HM Treasury's TCFD-aligned disclosure application guidance which interprets and adapts the framework for the UK public sector. Wilton Park has complied with the TCFD recommendations and recommendations disclosures around governance, strategy, risk management and metrics and targets in this annual report.

Governance

Our existing governance structure has been used to integrate roles and responsibilities for overseeing, assessing, managing and disclosing climate-related risks and opportunities. The Wilton Park board's oversight of climate-related issues is through the organisations Audit Risk and Assurance Committee, who meet quarterly per annum. This is where risks are discussed that impact Wilton Park as a whole and, where appropriate, management would escalate any climate-related risks to the board. No climate related risks have been identified as a principal risk to the organisation. Climate related goals and targets are monitored annually by the board.

The Governance Statement included within this annual report and accounts describes the Wilton Park governance processes in more detail.

In day-to-day operations, our three lines of defence manage climate-related risks and opportunities. Wilton Park's Director of Finance owns the climate-related risk register and reports into the board accordingly.

Strategy and risk management

Climate related risk can be identified throughout the organisation and escalated to the risk committee through their representative and would be highlighted on the climate risk register. External risk frameworks are monitored to identify types of climate related

risks to Wilton Park; these include The Climate Change Committee, and The Department for Environment, Food & Rural Affairs (Defra). Risks of climate-related issues are within the climate risk register with the key risks being funding and rain, however for Wilton Park there are also opportunities for conferences that we can host to help the world tackle climate change. Climate and nature was a priority for the FCDO during 2025/26 and we shall continue to work towards helping this priority be addressed around the world through the work we undertake.

Climate is not considered a principal nor material risk to Wilton Park due to the ability to flexibly deliver events and the opportunities that arise from holding revenue generating dialogues in this area. It is considered within the future location of Wilton Park decision making and within the capital investment programme. The mandatory reporting requirements for climate as a principal, significant or material risk have been excluded from this report.

Wilton Park launched a new strategy to 2030 during this financial year, which included seven thematic areas of work – Climate, Nature and Environment being one. Annex C of the strategy details our sustainability work; we are currently working on new metrics in line with the Government Greening Commitment (GGC), with reporting commencing from 1 April 2026.

Considering the short-, medium- and long-term impact of climate on the Wilton Park strategy, the following risks and opportunities continue to be monitored.

Transition Risks

Policy & Legal
Litigation, implementation, non-compliance

Technology
New low-carbon systems expensive to introduce and create disposal issues

Market
Shift in demand to lower travel and events held closer to majority of participants

Reputation
Changes in customer and employee preferences, need to stay relevant

Physical Risks

Acute
Increasing severity and frequency of extreme climate-related weather events

Chronic
Longer-term gradual shifts of the climate such as changes in average temperatures

Global Opportunities

SDGs
World ambition to adhere to the sustainable development goals

HMG
Being part of the FCDO can help the Foreign Secretary achieve global climate solutions

Wilton Park Opportunities

Sustainability
Improvements to the infrastructure and ways of working at Wilton Park

Events
Drive impact through delivery of climate related events across the world

Wilton Park management assesses and manages climate-related issues through the conferences we organise on this topic and through the Sustainability Working Group. Due to the size of Wilton Park, there are no dedicated departments, and climate-related issues are embedded in decision-making throughout the organisation.

The following financial impacts of climate related risks and opportunities are:

Risks

Short-term

- Increased supply chain costs from sustainable procurement
- Increased cost of disposal of non-sustainable hardware
- Impact to revenue from inability to deliver events due to severe weather
- Impact to revenue from participants not willing to travel for climate impact reasons

Longer-term

- Impact to revenue from participants not able to travel due to extreme weather conditions
- Increased cost of implementing mitigation strategies
- Increased cost of repairs and maintenance from climate related building damage

Opportunities

- Increased revenue on delivery of climate related events
- Increased revenue on delivery of sustainable development goal events
- Wider source of funders with corporates wanting to evidence the impact they are making to climate related issues
- Lower cost of energy bills

Metrics and targets

The data provided in this section covers both the Climate Related metrics and targets disclosures, as well as the sustainability measures. Wilton Park is reporting in line with the existing GCG framework and will be reviewing all climate related targets going forward, in line with the GGC.

Wilton Park operates from Wiston House, within Wiston Estate in West Sussex. Wiston House is a Grade 1 listed building which can generate challenges for energy usage. Wilton Park did not achieve the targeted 56% reduction in greenhouse gas emissions from 2017/18 to 2025/26, a reduction of 22% was achieved. Despite not achieving the target, this is a good improvement considering the nature of business operations and the building from which it operates. Should Wilton Park remain at Wiston House for the long term, we will invest in sustainable heating and hot water systems.

Summary of performance

	2025/26	2017/18 baseline
Year-end staff FTE	80	80
Greenhouse gas emissions	2.19 tonnes of CO_2e per FTE	2.83 tonnes of CO_2e per FTE
Waste arising	All recycled	All recycled
Paper consumption	0.28 reams per FTE	3.11 reams per FTE
Water consumption	54.23 m^3 per FTE	45.2 m^3 per FTE

Greenhouse gas emissions by category for 2025/26 compared to baseline 2017/18

	Emission Sources		2025/2026			2017/2018	
			kWh/km	tonnes CO_2e	GBP (£)	kWh/km	tonnes CO_2e
Purchased energy	Electricity	Scope 2	219,870	49.6	70,321	271,132	63.0
	Natural gas	Scope 1	326,858	59.8	17,549	321,494	59.0
	Gas oil	Scope 1	243,794	62.5	56,356	395,240	101.0
	Solid fuels	Scope 1	117,920	1.6	19,247	921	0.2
Transport	Fleet car	Scope 1	1,359	0.6	350	2,000	0.3
	Employee owned car	Scope 3	2,915	0.5	1201	4,303	0.9
	UK rail	Scope 3	27,131	1.0	7907	44,275	1.6
	Taxi	Scope 3	3,156	0.7	7006	261	0.0
	Domestic flights	Scope 3	–	–	–	–	–
	International flights	Other travel	239,226	34.6	28,272	435,556	34.1

	Emission Sources		2025/2026			2024/2025			2023/2024		
			kWh/km	tonnes CO_2e	GBP (£)	kWh/km	tonnes CO_2e	GBP (£)	kWh/km	tonnes CO_2e	GBP (£)
Purchased energy	Electricity	Scope 2	219,870	49.6	70,321	259,228	58.4	68,159	261,267	58.2	13,315
	Natural gas	Scope 1	326,858	59.8	17,549	339,423	62.1	23,150	317,644	58.1	14,606
	Gas oil	Scope 1	243,794	62.5	56,356	497,890	127.7	78,241	471,816	121.0	80,445
	Solid fuels	Scope 1	117,920	1.6	19,247	67,893	0.8	8,483	67,305	0.7	5,427
Transport	Fleet car	Scope 1	1,359	0.6	350	1,988	0.2	352	1,864	0.4	217
	Employee owned car	Scope 3	2,915	0.5	1,201	1,207	0.2	1,452	1,878	0.3	2,095
	UK rail	Scope 3	27,131	1.0	7,907	25,975	0.2	10,168	33,993	1.2	9,970
	Taxi	Scope 3	3,156	0.7	7,006	7,192	1.5	7,697	1,874	0.4	5,580
	Domestic flights	Scope 3	–	–	–	972	0.16	748	–	–	–
	International flights	Other travel	239,226	34.6	28,272	475,978	63.5	29,487	275,578	51.0	50,041

	2025/26 tonnes CO_2e	2024/25 tonnes CO_2e	2023/24 tonnes CO_2e	2017/18 tonnes CO_2e
Scope 1 – energy direct	124.50	190.75	180.22	160.56
Scope 2 – energy indirect	49.60	58.42	58.18	63.00
Scope 3 – other indirect	2.16	2.02	1.88	2.50
Total	**176.26**	**251.19**	**240.28**	**226.06**
FTE at FY end	79.64	83.13	80.15	80.00
Per FTE emissions	2.21	3.02	3.00	2.83

International flights are reported as per GCG requirements but not included in total Scope 3 footprint.

Wilton Park's fleet consists of three vehicles: a van, a car which is used as a pool car for employees to use on local business trips, and a golf buggy. The car and van are neither electric nor hybrid and have not been replaced since purchase in 2011 and 2019 respectively. When they are replaced, ultra-low and zero emission vehicles will be acquired. The golf buggy is a new addition this year and is electric. In 2017/18, the same car and van were in use. We note that this does not meet the Government Fleet Commitment to have 25% of car fleet as ultra-low emission vehicles (ULEVs) by 31 December 2022; however, given the very minimal use of the vehicles, we concluded that disposing of them unnecessarily would be less sustainable. Wilton Park pledges to have a fully zero emission fleet by 31 December 2027. Wilton Park also has two electric car charging points, which we encourage guests to use.

International flights consisted of 24 flights (42 in 2017/18) – 15 long-haul (214,852km/29.1 tonnes CO_2e) and 9 short-haul flights (24,374km/5.5 tonnes CO_2e). The average distance per flight was 9,968km (10,370km in 2017/18). Flights are taken for employees to attend conferences that are held overseas. This is a decrease of 18 flights compared to 2017/18. Flight travel decreased this year due to fewer overseas events: twelve in the year compared to sixteen last year. There were no alternatives to flying to these destinations. All overseas travel related to running conferences in the destination country, enabling fewer people overall to travel to each event and reducing the collective climate impact of participant journeys.

No domestic flights were taken in 2025/26 (two in 2024/25). Domestic travel is taken by train in accordance with the FCDO travel policy. No domestic flights were taken in 2017/18.

Minimising waste and promoting resource efficiency

Minimal waste is generated by employees. As an events and conference organisation, a large volume of waste is food related. Of the food produced, 31% was wasted; all food is prepared on site using raw ingredients sourced externally. Wastepaper baskets have been removed from all office spaces and paper recycling is undertaken.

All waste is categorised as municipal waste with no major mineral waste generated by Wilton Park.

	2025/26 tonnes	% of total	2017/18 tonnes
Waste recycled externally	5	26%	12
Waste composted or sent to anaerobic digestion	7	37%	18
Waste incinerated with energy recovery	7	37%	13
Total waste recycled	**12**	**63%**	**30**
Total waste not to landfill	**19**	**100%**	**43**
Total waste sent to landfill	**0**	**0%**	**0**
Total landfill waste deemed hazardous	**0**	**0%**	**0**
Reduction against 2017/18 baseline	**55%**		

£45,054 was spent in the year on waste and environmental services (£50,464 2024/25).

Consumer single-use plastic usage and reuse schemes

In line with the Government's 25 Year Environment Plan, Wilton Park will continue to work to remove consumer single-use plastic and achieve zero avoidable plastic waste by the end of 2042. Wilton Park is actively reducing the use of single use of plastic packaging materials, using suppliers who remove, reuse and recycle waste material. The biggest use of single-use plastics is the packing of food that is supplied to Wilton Park, no single-use plastics are used within the delivery of our food. Straws and takeaway containers have been replaced with compostable or reusable alternatives.

Reuse schemes

As well as working with suppliers who reuse and recycle waste materials, during the refurbishment works that have been undertaken this financial year at Wiston House, Wilton Park has upcycled furniture through redecoration, revarnishing or repair, that would otherwise have been replaced.

Used cooking oil from the kitchen is reused for biodiesel production.

Paper consumption

Non-customer facing staff at Wilton Park work on a hybrid basis, with a requirement to be in the office for at least 40% of their working time. As a result, colleagues have become less dependent on printing and are using software as a solution. 22 reams of paper were purchased in 2025/26, a 91% reduction from the 249 reams purchased in 2017/18. We aim to keep paper usage at a minimum whilst ensuring our customer experience is not hindered. We use envoPAP Eco copier paper which is made from recycled agricultural waste and contains 80% less wood fibre than standard. Notebooks are also made of the same paper.

Reducing our water use

Wilton Park is a conference organisation where guests stay overnight and utilise water. In 2025/26 we held 55 events at Wiston House compared to 62 in 2024/25. We are continuously thinking of ways to reduce consumption; however, we are very dependent on our guests' usage. Low flow taps are installed where possible, leaks are fixed quickly and we reuse greywater where possible. This year we continued with the refurbishment of the bathrooms, removing baths and installing showers. We use a klargester sewage treatment plant which treats wastewater with a low environmental impact. £19,796 was spent on water consumption in the year (£4,162 2024/25).

Indirect water consumption is from our employees working from home, in the growing of the food that we purchase and in the production of tangible purchases made. We aim to work with sustainable suppliers where possible to mitigate water consumption impacts.

	2025/26	2017/18
Consumption m^3	4,319	3,616
Staff FTE	80	80
Performance per FTE	54.23	45.2
Performance per residential delegate and FTE	1.30	1.09

The number of FTE is not increasing in line with the volume of residential guests, so we have included a performance measure to evidence the actual usage of all users of the building. Consumption of water has increased by 19%, we are currently investigating the reasons for this to ensure accurate recording and billing.

Sustainable procurement

Wilton Park encourages all suppliers to consider their environmental impact. When making purchases we aim to minimise plastic usage, prioritise recycled materials, and use local suppliers.

We purchase our food from local suppliers within a 15-mile radius. Our main suppliers are Adams Foodservice, Bidfood and Swandean Fresh Meats. We buy seasonal food to reduce food miles and choose sustainably certified ingredients, including MSC seafood, Fairtrade and Red Tractor products. We have reduced meat, especially pork and red meat, from our menus, offering more plant-based and vegetarian dishes. All oil is recycled and used for biodiesel production.

We will be setting procurement standards in line with Government Buying Standards and the Procurement Act 2023, which came into force February 2025, with sustainable procurement at the heart of our approach. Our lease at Wiston House ends in 2027, and environmental considerations are included in the criteria for all future proposals.

Nature recovery and biodiversity action planning

Wilton Park holds the lease of a Grade I listed building but is not responsible for the surrounding land, which is managed by Wiston Estate. We have a close relationship with Wiston Estate and work together on nature recovery and biodiversity wherever we can – for example, the frequency of new planting into borders has been reduced to allow nature to recover naturally. We purchase all our woodchip for our biomass boiler from Wiston Estate, keeping it local and ensuring no wastage.

Carbon offsets

Wilton Park does not have any carbon offset programmes.

Adapting to climate change

All refurbishment works are carried out in line with Grade I listed building requirements. Where possible, we incorporate future climate resilience into these plans, including managing water runoff from the building, collaborating with the landlord on biodiversity, and factoring climate change into lease negotiations. The Landlord is strongly focused on climate change adaptation, and we work closely with them to implement their strategies.

A Climate Change Risk Assessment has been created to improve our understanding of risks in this area and build resilience. With the lease end date approaching in 2027, this limits the scope for longer-term works and investment. During the year, climate-related risks and opportunities have been identified and are discussed further in the **Climate Related Financial Disclosure** section, on page 50 of this report.

Sustainable construction

Wilton Park is based at Wiston House, a Grade I listed building, where refurbishment and repair works are constantly being undertaken by both Wilton Park and the landlord. Due to the listed status of the building, there are strict rules on the materials used and work must be carried out by specialists. This can make embedding sustainability into refurbishment challenging – but it can also be a positive, as historical building materials tend to be more sustainable than modern equivalents.

Reducing environmental impacts from ICT and Digital

Wilton Park recycles all ICT hardware in accordance with WEEE regulations and, where physically possible, rebuilds laptops to extend their working life. We continue to move systems onto cloud-based solutions where appropriate, reducing the environmental impact of hardware at both production and end of life. Zero ICT waste is sent to landfill, in line with the Greening Government: ICT & Digital Services Strategy. No expenditure was incurred on ICT hardware disposal in the financial year (£3,213 2024/25) as no hardware disposal took place in the year, we accumulate a volume of hardware to dispose to minimise the cost. Hardware is repurposed and reused where possible.

These have been reported in the **summary of performance** section within this sustainability section of the Wilton Park annual report.

Reportable environmental incidents

There were no reportable environmental incidents in the period.

Future measures

We continuously review opportunities to improve efficiencies and create a more sustainable and smarter working environment for colleagues and participants alike. This includes offering online and hybrid events to reduce carbon emissions, and improving processes through the adoption of new systems.

Signed Tom Cargill,
Chief Executive as Accounting Officer
18 June 2026

Accountability report

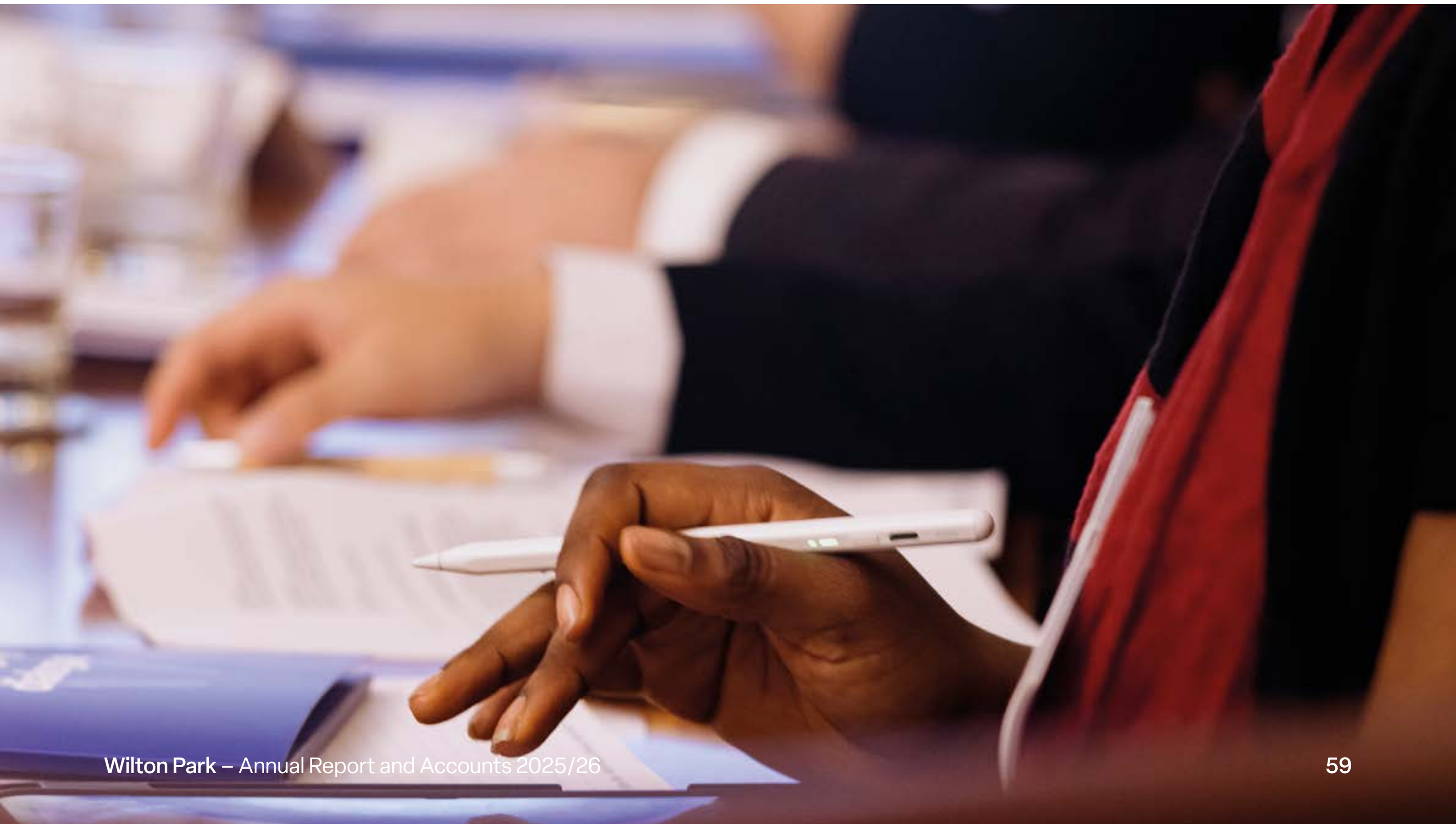
Corporate governance report

The corporate governance report comprises the Directors' report, statement of Accounting Officer's responsibilities and the governance statement. These reports detail the governance arrangements in place at Wilton Park.

The Directors' report gives a brief overview of Wilton Park activities and Board members.

The statement of Accounting Officer's responsibilities lays out the responsibilities of the Accounting Officer to comply with Managing Public Money and ensuring compliance with applicable accounting standards as set out in the Government Financial Reporting Manual during preparation of the Annual Report and Accounts. The Accounting Officer is directly accountable to Parliament for the performance and management of the Agency.

The governance statement details the governance arrangements at Wilton Park. These include the Board who are collectively responsible for supporting the Chief Executive in effectively running the Agency and the Audit and Risk Assurance Committee, which provides the assurance function for the performance and success of the Agency. As an Executive Agency, Wilton Park complies with the Framework Document signed by the director of the sponsoring department at the FCDO and the Chief Executive of Wilton Park. The Framework Document uses the HM Treasury approved template and complies with Cabinet Office guidance.



Directors’ report

Principal activities

Who we are

We are a modern multilateral facilitator, working for UK and global benefit. We bring together diverse voices from across sectors and borders to address the most pressing challenges of our time.

As an Executive Agency of the Foreign, Commonwealth & Development Office, we play a vital role in advancing UK foreign policy and His Majesty’s Government’s international priorities. Yet our unique position, operating within government while maintaining independence, allows us the space for diplomatic innovation.

In an era when multilateral institutions face mounting pressures and global challenges increasingly outpace conventional responses, Wilton Park provides something distinctive: a trusted space for candid conversations, where unconventional partnerships can form, and where policy solutions can be developed free from the constraints of formal negotiation.

What sets us apart is our combination of diplomatic expertise, absolute discretion, and renowned British hospitality. This distinctive blend, refined over eight decades, has made us the partner of choice for governments, international organisations, businesses and civil society groups seeking to tackle complex challenges that no single actor can solve alone.

What we do

We create high-impact dialogues that shape policy and drive action on critical international issues. Each year, we convene thousands of the world’s foremost thinkers, decision-makers and practitioners to forge lasting connections and develop practical solutions.

Our approach goes far beyond traditional conference facilitation. Every dialogue we deliver is underpinned by rigorous policy design, ensuring that the right people are in the room, the right questions are being asked, and conversations are structured to generate meaningful outcomes. Through expert facilitation, we enable participants to challenge conventional thinking, test new ideas, and build the coalitions needed to turn dialogue into action.

We work across the full spectrum of global challenges – from climate security and artificial intelligence governance to conflict resolution and democratic resilience. By bringing together government, business, academia and civil society, we model the cross-sector collaboration that today’s interconnected problems demand.

How we are structured

Our organisation is built around three interconnected pillars of expertise.

Our Policy Team comprises policy and facilitation specialists who excel at identifying emerging global trends, designing innovative programme formats, and convening breakthrough conversations. They work closely with partners to frame discussions effectively and ensure that dialogues translate into outcomes. Their ability to manage complex multi-stakeholder processes helps unlock new thinking and accelerate policy development. This is the expert policy design that is the bedrock of everything we do.

Our Operations Team delivers the complex logistics and hospitality that underpin our world-class dialogues, whether at our home at Wiston House or locations across the world. Working seamlessly with our Policy Team, they ensure flawless delivery of programmes bringing together participants from across the globe. Their expert planning and project management, combined with our renowned hospitality, creates the conditions where meaningful dialogue can thrive.

Our Corporate Team provides the foundation for everything we do, ensuring the organisation can operate to the highest standards. As an enabling function they support the entire organisation in delivering excellence while upholding our commitments to security, inclusion, good governance and responsible management of resources.

Together, these teams combine the necessary skills to create an environment where key policy issues can be addressed and enable us to fulfil our role as a modern multilateral convenor.

Our funding

Operating costs to run our programmes are covered through a combination of core income, Official Development Assistance (ODA) from the FCDO, other UK government department income, other UK and overseas partner sponsorship, event charges and additional revenue generating activities.

Wilton Park Board

During the financial year 2025/26, the directors below held office for the full period unless otherwise specified:

The Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC	Chair of the Wilton Park Board, Non-Executive Director (NED) Member of the House of Lords First Civil Service Commissioner Member, Parliamentary Advisory Board, The House magazine, Dods Group plc Chair, Royal Mint Advisory Committee on Design of Coins, Medals, Seals and Decorations. Member, Advisory Committee, Royal Navy Strategic Studies Centre Board President, Birmingham Bach Choir Member, Advisory Board, Global Strategy Forum Honorary Captain, Royal Naval Reserve
Tom Cargill	Chief Executive and Accounting Officer
James Rawlingson, NED	Chair, Wilton Park Audit and Risk Assurance Committee Chair, Citibank UK Ltd Board of Brooks Macdonald plc and Chair of Audit Committee (NED)
Ruth Crowell, NED	Chief Executive, London Bullion Market Association (LBMA) Vice Chair of the OECD Multi-Stakeholder Governance Group for Responsible Minerals Trustee for Human Rights at Sea Member of the Company of Goldsmiths (NED)
Julia Prescot, NED	Chair National Infrastructure and Service Transformation Authority (NISTA) Council of Expert Advisers Deputy Chair National Infrastructure Commission Deputy Chair Port of Tyne Chair Global Infrastructure Facility (a G20 sponsored undertaking) Co-Founder of Meridiam Chair Neuconnect (interconnector between UK and Germany) Chair Fulcrum (41 small health facilities) NED Allego BV (Europe's leading electric car charging company) Honorary Professor, UCL Bartlett School Director, Pallingham Limited (family investments) and Pallingham Two Limited (consultancy activities) Chair of IPFA (NED)

Felix Dane, NED since October 2025	Managing Director, EUTOP Brussels Director Ideas Network 2030 Member of the Wirtschaftsrat Deutschland (Economic Council Germany) Member of the CDU (NED)
Kate White Until December 2025	Strategy Director, Foreign, Commonwealth & Development Office (FCDO)
Will Gelling since December 2025	Strategy Director, Foreign, Commonwealth & Development Office Trustee, Rwanda Action
John Edwards Observer until December 2025	Director, International Strategy and Engagement, Department for Business and Trade
David Hogan-Hern Observer until September 2025	Strategy Director, Ministry of Defence
Clare Cameron Observer since December 2025	Strategy Director, Ministry of Defence
Philippa Makepeace Observer since December 2025	Director Geopolitics and Economic Security, Department for Business and Trade

No members of the Board held company directorships or other significant interests which could conflict with their responsibilities. The register of interests can be found at Board-Register-of-Interests-updated-February-2026.pdf.

The Wilton Park Board aspires to include and promote genuine diversity of composition, recognising that there are limits imposed by the size of the board, and specific requirements stemming from its purpose and status as a government agency. Within these constraints the board aims to include a spread of age, gender, ethnic, cultural, socio-economic and geographical diversity. This diversity will be monitored and recorded, and specific aspirations may be included in considerations of future composition, whether by recruitment or co-option.

Statement of Accounting Officer's responsibilities

Under the Government Resources and Accounts Act 2000, HM Treasury has directed Wilton Park to prepare for each financial year, resource accounts detailing the resources acquired, held or disposed of during the year and the use of resources by Wilton Park during the year. The accounts are prepared on an accruals basis and must give a true and fair view of the state of affairs of Wilton Park and of its income and expenditure, Statement of Financial Position and cash flows for the financial year.

In preparing the accounts, the principal Accounting Officer is required to comply with the requirements of the Government Financial Reporting Manual and in particular to:

- observe the accounts direction issued by the Treasury, including the relevant accounting and disclosure requirements and apply suitable accounting policies on a consistent basis;
- make judgements and estimates on a reasonable basis;
- state whether applicable accounting standards as set out in the 'Government Financial Reporting Manual' have been followed, and disclose and explain any material departures in the accounts;
- prepare the accounts on a going concern basis; and
- confirm that the Annual Report and Accounts as a whole is fair, balanced and understandable and take personal responsibility for the Annual Report and Accounts and the judgements required for determining that it is fair, balanced and understandable.

The Accounting Officer for the FCDO has appointed the Chief Executive as the Accounting Officer for Wilton Park.

The responsibilities of an Accounting Officer, including responsibility for the propriety and regularity of the public finances, for which the Accounting Officer is answerable, for keeping proper records and for safeguarding Wilton Park's assets, are set out in 'Managing public money' published by HM Treasury.

As the Accounting Officer, I have taken all the steps that I ought to have taken to make myself aware of any relevant audit information and to establish that the National Audit Office is aware of that information. So far as I am aware, there is no relevant audit information of which the auditors are unaware.

Signed Tom Cargill,
Chief Executive as Accounting Officer
18 June 2026

Governance statement

Our objectives, purpose and terms of reference are laid down in Wilton Park's Framework Document. The latest version came into force on 20 November 2025 and can be found at Wilton-Park-Executive-Agency-Framework-Document-November-2025.pdf.

This document also specifies the processes and procedures used by Wilton Park in governance, management and audit, including our relationship with the Internal Audit department of the FCDO and the National Audit Office (NAO).

The Wilton Park Board agrees strategy and objectives including financial and other performance targets; it monitors and evaluates progress and advises on the allocation of resources. Its membership is appointed in accordance with the provisions of the Framework, which results in some turnover associated with transfers within the FCDO senior staff ranks. Membership of the board is detailed in the Directors' Report.

The Wilton Park Board meetings are also usually attended by:

- members of the Wilton Park Senior Management Team (SMT) and Chief of Staff who acts as Secretary to the Board;
- key members of FCDO Strategy Directorate.

Board attendance has been as follows:

Name	Apr 2025	Jul 2025	Nov 2025	Jan 2026
Rt Hon Gisela Stuart, Chair	P	P	P	P
Tom Cargill, Chief Executive	P	P	P	P
James Rawlingson, NED	P	P	P	P
Ruth Crowell, NED	P	P	P	P
Julia Prescot, NED	P	x	P	P
Felix Dane, NED since October 2025	N/A	N/A	P	P
Kate White, Strategy Director, FCDO until December 2025	P	x	P	N/A
Will Gelling, Strategy Director, FCDO since December 2025	N/A	N/A	N/A	P
John Edwards, Department of Business and Trade, Observer until December 2025	P	x	P	N/A
David Hogan-Hern, Ministry of Defence, Observer until September 2025	x	x	N/A	N/A
Clare Cameron, Strategy Director, Ministry of Defence, Observer since December 2025	N/A	N/A	N/A	P
Philippa Makepeace, Director Geopolitics and Economic Security, Department for Business and Trade, Observer since December 2025	N/A	N/A	N/A	x

The Board uses management information provided by the Senior Management Team such as management accounts, financial plans, and monitoring and evaluation data. This data is reviewed by the SMT before submission to the Board to ensure its consistent high quality. Key discussions at Board meetings during 2025/26 have included:

- The future location of Wilton Park
- Cyber security
- Financial model
- Framework Document
- Strategy 2030
- Monitoring and evaluation reports
- Risk: movements on the Principal Risk Register
- Recruitment of new Non-Executive Director
- Staff welfare

Wilton Park is managed on a day-to-day basis by the Chief Executive as Accounting Officer and by the SMT. The SMT meets informally each week and conducts a formal meeting every month. The team also meets to review the issues and papers going to Board and ARAC. The SMT consists of:

Tom Cargill	Chief Executive (CEO)
Jo Lawrance	Chief Operating Officer (COO)
Helen Moore	Director of Finance (DoF)
Neil Briscoe until October 2025	Head of Policy (HoP)
Elizabeth Donnelly since October 2025	Interim Head of Policy (HoP)

Wilton Park has a whistle blowing policy which staff are made aware of. No concerns were raised by staff during 2025/26.

All Board and Committee members are required to declare any conflict of interests and all Wilton Park Board meetings and committees dedicate an item on the agenda to allow the opportunity for such declarations.

In compliance with Business Appointment rules, Wilton Park is transparent in the advice given to individual applications for senior staff and appointments of Senior Staff are conducted in accordance with the Framework Document between FCDO and Wilton Park.

Wilton Park Advisory Council (WPAC)

The Wilton Park Advisory Council (WPAC) is led by the Chair of the main Wilton Park Board. Its task is to support Wilton Park programme development and to ensure it meets the highest intellectual standards and maintains its reputation as a global centre of excellence. The Council consists of a wide range of experienced individuals drawn from members of parliament, the academic world, the media, trade unions, business, non-governmental organisations and institutions concerned with international relations. Their responsibility is to advise the Chair and the Chief Executive on the strategic direction of the Wilton Park programme, provide practical experience, contacts and advice on partnerships with other organisations, including potential sources of intellectual support and revenue generation; and provide advice and challenge to the FCDO as necessary.

As of 31 March 2026, the membership of the Advisory Council is as set out below.

- The Rt Hon Gisela Stuart, Baroness Stuart of Edgbaston PC, Chair, Wilton Park
- The Rt Hon the Lord Boateng, CVO PC, Member of the International Agreements Committee and the Jt National Security Strategy Committee; Chancellor of the University of Greenwich; Chair, Water and Sanitation for the Urban Poor.
- Andy Burwell, Global Head of Government Relations, Worley
- Andreas Busch, Professor of Political Science and Political Economy, University of Göttingen and Fellow, Göttingen Academy of Sciences and Humanities
- James Deane, Co-Founder, International Fund for Public Interest Media and former Director of Policy and Research, BBC Media Action
- Professor Alexander Evans OBE, Associate Dean, London School of Economics and Political Science
- Gail Kent, Global Affairs and Public Policy Director, Google
- Jane Kinninmont, Chief Executive, UNA-UK
- Lesley-Anne Long **until December 2025**, Chief Strategist, Wonderfuture
- Anne McElvoy, Executive editor/head of podcasting at Politico. Broadcaster and columnist
- Canon David Porter, Visiting Professor in Faith and Peaceful Relations, Centre for Peace and Security, Coventry University.
- Catherine Royle, Principal of Somerville College, Oxford
- Amy Schenk, Head of External Engagement, Aspen Digital, Aspen Institute
- Shanker Singham, CEO of Competere Ltd
- Ian Wiggins, Director of International Affairs for the Royal Society
- Andrew Griffith (Ex officio member), Conservative MP for Arundel and South Downs, Shadow Secretary of State for Science, Innovation and Technology
- Tom Woods, (Ex officio member), Chairman, President, Woods International, LLC and Chair of the Wilton Park US Foundation

Audit and Risk Assurance Committee report

Wilton Park has an Audit and Risk Assurance Committee (ARAC) of the main Board. Its terms of reference and purpose are detailed in the Framework document. The membership is:

James Rawlingson	Chair of the ARAC (NED)
Ruth Crowell	(NED)
Julia Prescot	(NED)
Felix Dane	(NED) since October 2025

ARAC attendance has been as follows:

	June 25	Oct 25	Jan 26	March 26
Rt Hon Gisela Stuart (by invitation)	P	P	P	x
James Rawlingson	P	P	P	P
Ruth Crowell	P	P	P	P
Julia Prescot	P	P	P	P
Felix Dane	N/A	N/A	P	P

The Chief Executive, Director of Finance, Chief Operating Officer and Head of Policy attend the Committee, and the Chief of Staff acts as Secretary. Members of the National Audit Office audit team and FCDO Internal Audit attend all meetings. Other members of the Board, Wilton Park senior managers, and key staff from the FCDO are invited to attend as required.

The ARAC considers the management accounts and Annual Report and Accounts in detail. It also reviews the delivery of Internal Audit reports, the Annual Assurance Report (AAR), the Principal Risk Register, and undertakes a detailed review of the annual accounts on behalf of the Board.

Key discussions at ARAC during 2025/26 have included:

- The future location of Wilton Park
- Financial target
- Cyber, physical and information security
- Technology
- Audit completion reports
- Strategy 2030
- Annual report
- Risk: review of the principal risk register
- Financial and operational reports

Risk governance

The Accounting Officer has overall responsibility for all risks associated with the work of Wilton Park. Together with the Chief Operating Officer, Director of Finance and Head of Policy, they represent the Senior Management Team (SMT) and are responsible for the maintenance of the Principal Risk Register.

The Risk Committee meets regularly and is made up of risk owners from across the business and a representative from the FCDO. It considers any risk issues brought to it by the risk owners, as well as risks referred to it by the Wilton Park Board, ARAC, or any risk directly referred to it by any members of staff.

An Internal Control Framework has been put in place which describes the system of internal control, including the relationship between risk, control, and assurance. It covers all Wilton Park activities and is designed to support the Accounting Officer, by providing reasonable assurance that risks are being managed at an acceptable level.

Risk management

Wilton Park continues to build upon and develop its risk management capability and maturity. Its risk management policy, aligned to HMG standards and the Orange Book, helps it deliver its objectives, and focuses on ensuring that effective risk management is integrated in the way it leads, directs, manages and delivers. Risk-based decision making and thinking is embedded into the organisation and integrated into day-to-day activities using a risk register system and risk assessments.

Wilton Park uses nine risk categories to support a consistent approach to identifying and assessing risk. Risks are categorised and owned in the following way:

Risk category	Risk owner
Strategy	Chief Executive
People	Head of People and Culture
Finance and funding	Director of Finance, Head of Policy and Head of Partnership Development
Technology	Head of Technology Services
Security	Head of Technology Services and Chief Operating Officer
Operational	Head of Estates and Facilities
Reputation	Head of Communications
Event delivery	Chief Operating Officer
Digital, Data and Innovation	Head of Technology Services

Top three risks raised during 2025/26

Risk category	Risk description	Mitigation strategy
Cyber security	Continuing threat of a major cyber incident, exposing customer data and/or putting individuals and our reputation at risk.	Wilton Park's Security Group oversees the incident management process, with robust cybersecurity measures in place to ensure rapid detection, containment and recovery, to ensure business continuity and minimise disruption.
Strategy	Securing the right outcome for Wilton Park as a result of the lease arrangement for Wiston House due to expire March 2027.	Negotiations underway with the Landlord to remain at Wiston House, whilst continuing to ensure the optimal outcome for Wilton Park's activities and value for money are achieved.
Finance and funding	Inability to generate sufficient income to cover costs.	Wilton Park employs rigorous financial planning, has diversified revenue streams in-year, and applied proactive cost management. Regular budget reviews and forecasting help identify shortfalls early, while income generation, business development and strategic partnerships have provided additional income sources.

These systems have been in place for the year under review and up to the date of approval of the annual report and accounts.

Internal Audit

During the year, Internal Audits were carried out on:

- Governance (moderate assurance)
- Risk Management (moderate assurance)

The Governance review intended to provide assurance over the governance structures and processes in place at Wilton Park, focusing on the corporate structure, relationship between Wilton Park and FCDO and governance over strategic direction.

The aim of the Risk Management review was to provide assurance over the current risk management policies, frameworks and risk practices to assess how Wilton Park mitigates and manages risks, within the operating context of Wilton Park. This includes a review of risk management governance, processes and frameworks including risk register application, risk appetite setting and understanding how Wilton Park manages risks both operationally and strategically, in pursuit of its objectives.

Following the Management Assurance Process, the SMT completed the Annual Assurance Report (AAR) which provides assurance on the effectiveness of Wilton Park's key controls. This was reviewed by the ARAC with the outcome that Wilton Park has sufficient controls in place.

Due to only two internal audit reviews being completed in the year, the Head of Internal Audit has not provided an overall assurance opinion for the period 1 April 2025 to 31 March 2026. Both internal audits in the year covered the key areas for assurance and both received a moderate assurance from internal audit. I have taken account of the work of Internal Audit in arriving at my overall conclusion of moderate assurance over the achievement of Wilton Park's objectives.

The ARAC concurs with this opinion.

No ministerial directions were given during the year.

In conclusion, I am satisfied that the assurance assessments undertaken across Wilton Park addressing system of internal control; audit arrangements; and risk management practices, have provided me with confidence as to their present level of maturity, evidencing the pursuit of ongoing development.

I confirm that Wilton Park complies with the Corporate Governance Code Orange Book for central government departments in so far as the code is relevant to an organisation of Wilton Park's size and circumstances.

Signed Tom Cargill,
Chief Executive as Accounting Officer
18 June 2026

Remuneration and staff report

Remuneration report

Service contracts

Civil Service appointments are made in accordance with the Civil Service Commission's Guidance.

Tom Cargill has been Chief Executive since 18 January 2021, initially on a three-year contract, this was renewed for a further three-years in January 2024.

Early termination, other than for misconduct, would result in the individual receiving compensation as set out in the Civil Service Compensation Scheme. The remuneration of senior civil servants that are executive members of Wilton Park is determined across government within the pay policies agreed by the Cabinet Office. Within these policies, remuneration is set in accordance with the Foreign, Commonwealth & Development Office (FCDO)'s agreed pay structure.

Further information about the work of the Civil Service Commission can be found at: http://civilservicecommission.independent.gov.uk

Single total figure of remuneration for each director – subject to audit

The following sections provide details of the remuneration and pension interests of Board members of the Agency.

Officials	Salary (£'000)		Bonus payments (£'000)		Pension benefits (to nearest £1,000)[1]		Total (£'000)	
	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25	2025/26	2024/25
Tom Cargill Chief Executive	125–130	125–130	0–5	0–5	50,000	49,000	180–185	175–180
Rt Hon Gisela Stuart Chair	20–25	20–25	–	–	–	–	20–25	20–25
Kate White FCDO Director (resigned December 2025)	–	–	–	–	–	–	–	–
Will Gelling FCDO Director (from December 2025)	–	–	–	–	–	–	–	–
James Rawlingson NED	5–10	5–10	–	–	–	–	5–10	5–10
Ruth Crowell NED	–	–	–	–	–	–	–	–
Julia Prescott NED	–	–	–	–	–	–	–	–
Felix Dane NED (from October 2025)	–	–	–	–	–	–	–	–

No pay or pension costs are included in Wilton Park's accounts in respect of the FCDO Directors who sit on the Wilton Park Board. As civil servants employed by the FCDO, they receive no separate remuneration from Wilton Park for their membership on the Board as this membership is in an ex officio capacity. The Chair, Rt Hon Gisela Stuart, James Rawlingson and Tom Cargill were remunerated by Wilton Park.

There were no benefits in kind provided to any employee during the reporting period (nil in 2024/25).

No performance related bonus payments were made during the year to any Board members (nil in 2024/25). A one-off non-consolidated payment was made during the year to the Chief Executive as part of the civil service pay award of £4,680 (£3,600 in 2024/25).

[1] The value of pension benefits accrued during the year is calculated as (the real increase in pension multiplied by 20) plus (the real increase in any lump sum) less (the contributions made by the individual). The real increases exclude increases due to inflation or any increase or decreases due to a transfer of pension rights.

‘Salary’ includes gross salary; overtime; reserved rights to London weighting or London allowances; recruitment and retention allowances; private office allowances and any other allowance to the extent that it is subject to UK taxation. This report is based on accrued payments made by Wilton Park and thus recorded in these accounts. This total remuneration, as well as the allowances to which they are entitled, is paid by Wilton Park and is therefore shown in full in the figures above.

The monetary value of benefits in kind covers any benefits provided by Wilton Park and treated by HM Revenue and Customs as a taxable emolument.

There were no payments to past directors in the financial year (nil in 2024/25).

There was no compensation on early retirement or for loss of office in the financial year (nil in 2024/25).

Pension entitlements for each director – subject to audit

Wilton Park does not contribute towards the pension arrangements of the NEDs.

Officials	Accrued pension at pension age as at 31/3/26 and related lump sum	Real increase in pension and related lump sum at pension age	CETV at 31/3/26	CETV at 31/3/25	Real increase in CETV
	£000	£000	£000	£000	£000
Tom Cargill, Chief Executive, from January 2021	15–20	2.5–5	219	172	32

Tom Cargill is a member of the Principal Civil Service Pension alpha scheme.

CETV figures are calculated using the guidance on discount rates for calculating unfunded public service pension contribution rates that was extant at 31 March 2026. HM Treasury published updated guidance on 27 April 2023.

Fair pay disclosure – subject to audit

Reporting bodies are required to disclose the relationship between the remuneration of the highest paid director in their organisation and the median remuneration of the organisation's workforce.

	2025/26	2024/25
Band of highest paid director's salary only (£000)	125–130	125–130
Band of highest paid director's total remuneration (£000)	130–135	125–130
Median salary only £ (note 1)	38,688	37,200
Median total pay & benefits £ (note 1)	40,139	37,200
Lower quartile salary £ (note 1)	31,951	30,422
Lower quartile total pay & benefits £ (note 1)	32,982	30,730
Upper quartile salary £ (note 1)	44,274	40,925
Upper quartile total pay & benefits £ (note 1)	46,057	43,125
Salary relationship with highest paid director	**2025/26**	**2024/25**
Median Ratio (note 2)	3.3	3.4
Ratio Lower Quartile (note 2)	4.0	4.1
Ratio Upper Quartile (note 2)	2.9	3.1
Total remuneration relationship with highest paid director	**2025/26**	**2024/25**
Median Ratio (note 2)	3.3	3.5
Ratio Lower Quartile (note 2)	4.0	4.2
Ratio Upper Quartile (note 2)	2.9	3.0

The banded total remuneration of the highest paid director in Wilton Park in the financial year 2025/26 was £130-£135k (£125-£130k in 2024/25). This was 3.3 times (3.5 in 2024/25) the median total remuneration of the workforce, which was £38,688 (£37,200 in 2024/25). In 2025/26, no employees received remuneration in excess of the highest paid director (none in 2024/25). Salary of employees, excluding the highest paid director, ranged from £29,500 to £91,771 (£28,000 to £88,147 in 2024/25).

Note 1. Salary only includes salary and allowances. Total pay and benefits include salary only definition plus performance related pay and bonus payments made during the year. No employee receives any benefits in kind. It does not include severance payments, employer pension contributions and the cash equivalent transfer value of pensions.

Note 2. Wilton Park is required to disclose the relationship between the remuneration of the highest paid director in the organisation and the median remuneration of the organisation's workforce as well as earnings at the 25th and 75th quartile point. The basis for the median pay, 75th and 25th quartile calculations for both financial years is based on the requirements specified in the Hutton Review of Fair Pay – Implementation Guidance. The guidance requires the calculation to be based on the pay of full-time equivalent staff (including contractors in line positions and excluding the highest paid director) of Wilton Park, at the reporting end date, on an annualised basis.

Percentage change in total salary and bonuses for the highest paid director and the staff average from 2024/25 to 2025/26.

	Total salary and allowances	Bonus payments
Staff average	5.58%	-11.47%
Highest paid director	2.94%	30.00%

Staff report

We employ approximately 90 colleagues in both full and part time roles, and each one has a role to play in delivering organisational success. The People Strategy plays a critical role in delivering a professional business service and developing the organisation to ensure that our Strategic Business Plan is delivered – something that can only be achieved through Wilton Park's people, our most valuable resource. It is through our people that an excellent customer experience and world-changing dialogues will be delivered. Realising that potential requires us to invest in our people – enhancing performance, productivity, engagement and retention while fostering a culture of support, development and wellbeing.

We are world-leading conveners of dialogue that shapes global thinking, and our values – collaborative, ethical, respectful, creative and ambitious – are the bedrock of that success. We are driven by an unwavering commitment to continuous improvement, as reflected in our strategic ambitions for the future. To build on this, we must equip our people for an increasingly digital world, developing the skills needed to harness new technologies, including AI. We must also foster agility and resilience across our workforce, supporting them to deliver lasting impact now and in the years ahead, and promoting the long-term sustainability of our practice.

The People Strategy aligns with our Equity, Diversity, and Inclusion (EDI) Strategy. It is also aligned to the Government HR functional standards and to the Civil Service People Plan and will ensure Wilton Park is fit for current and future challenges.

In the 2025 Civil Service employee survey, the Wilton Park employee engagement index has increased to 79% from 76% in 2024. The engagement figure for the FCDO remained at 65% and for the Civil Service as a whole, the engagement index has increased by 1% to 65%.

As at 31 March 2026, the headcount was 87 (89 at March 2025) or 80 Full Time Equivalent (FTE) (83 at March 2025). The FTE figures are subject to audit.

Staff turnover was 10.11%, with 9 people leaving (6 in 2024/25). Average length of service is just under nine and a half years.

Declared **Diversity of Wilton Park Staff** as of 31 March 2026:

- 70% are women.
- 5.7% are from an ethnic minority background.
- 4.5% declare themselves as having a disability.
- 2.27 % identify as being lesbian, gay, bisexual or recorded their sexual orientation as 'other' (LGBTQ+)

Wilton Park has 4 senior civil servant employees, 1 at SCS2 grade who is male (1 in 2024/25 who was male) and 3 at SCS1 grade who are all females (3 in 2024/25, 2 of which were female and 1 was male).

7 new hires (6 in 2024/25) were made during the year. The recruitment figures are shown in the table below.

Grade/Level	Total Recruited	% Female	% Ethnic minority	% with a disability
SCS1	0	0%	0%	0%
G6	0	0%	0%	0%
HEO	2	0%	0%	0%
EO	2	100%	0%	0%
AO	3	0%	0%	0%

Work has been undertaken to improve Wilton Park's recruitment processes which has resulted in the Commission accepting our evidence to show that we have taken all the recommended action to mitigate the risk of not following Civil Service Commission Recruitment Principals in future.

Apprentices

We currently employ a former apprentice who progressed to a fully qualified chef, and we recruited another apprentice chef who successfully completed his apprenticeship.

Staff costs (subject to audit)

			2025/26	2024/25
	Permanently Employed Staff	Others	Total	Total
	£000	£000	£000	£000
Salaries and wages	3,820	91	**3,911**	3,697
Social Security	508	–	**508**	390
Superannuation	1,048	–	**1,048**	1,008
Other Employee Related Costs	113	328	**441**	340
Total	**5,489**	**419**	**5,908**	**5,435**

Other employee related costs include £328k re outsourced security contract (£228k 2024/25).

There was no Voluntary Exit Scheme in 2025/26.

£91k of staff costs relate to direct conference costs (£90k 2024/25).

A pay increase was made to all employees during 2025/2026, and a bonus payment was awarded based on performance reviews.

Average number of persons employed (subject to audit)

The average number of full time equivalent (FTE) staff employed during the year was as follows:

	Permanently employed	Others	2025/26 Total	2024/25 Total
	£000	£000	£000	£000
Directly employed	82.4	3.7	86.1	87.4
Total	**82.4**	**3.7**	**86.1**	**87.4**

Staff numbers and composition

The FTE of staff by gender as at 31 March 2026 was:

			2025/26			2024/25
	Male	Female	Total	Male	Female	Total
Directors	1	0	**1**	1	0	**1**
Employees	24	55	**79**	22	60	**82**
Total	**25**	**55**	**80**	**23**	**60**	**83**

Principal Civil Service Pension Scheme

The Principal Civil Service Pension Scheme (PCSPS) and the Civil Servant and Other Pension Scheme (CSOPS) – known as "alpha" – are unfunded multi-employer defined benefit schemes, but Wilton Park Executive Agency is unable to identify its share of the underlying assets and liabilities.

The scheme actuary valued the PCSPS as at 31 March 2020. Details of which can be found at https://www.civilservicepensionscheme.org.uk/AboutUs/scheme-valuations/.

For 2025/26, employers' contributions (subject to audit) of £1,048k (£1,008k in 2024/25) were payable to the PCSPS at one of four rates in the 28.97% to 33.78% of pensionable earnings, based on salary bands.

The Scheme Actuary reviews employer contributions usually every four years following a full scheme valuation. The contribution rates are set to meet the cost of the benefits accruing during 2025/26 to be paid when the member retires and not the benefits paid during this period to existing pensioners.

Employees can opt to open a partnership pension account, a stakeholder pension with an employer contribution. In 2025/26 no employees opted for a partnership account.

Staff sickness

The target for absence rate is 4.0%. At the end of 2025/26, the overall absence rate at Wilton Park was 2.9% compared to 3.8% at the end of 2024/25 and therefore within target.

Staff policies applied during the financial year

Wilton Park gives full and fair consideration to applications for employment by disabled persons, having regard to their particular aptitudes and abilities.

Wilton Park continues the employment of and arranges appropriate training for employees of the company who have become disabled during the period when they were employed. If staff become disabled during their employment, we will refer them to our Occupational Health provider who can provide assessment or advice on reasonable adjustments.

Other employee matters

Wilton Park is committed to equal treatment in employment and occupation. Wilton Park is legally required to follow the Civil Service Commission Recruitment Principles of merit, fairness and openness when recruiting staff. Adherence to these principles is audited by an external auditor and the most recent audit carried out in June 2025 reported that Wilton Park had two breaches of Civil Service Recruitment Principles, as noted above.

We are committed to the Health and Safety of our staff, and a Health and Safety committee ensures any issues are promptly dealt with. We deliver regular training appropriate for each job role and commission external audits on our Health and Safety processes and training.

Performance and Development Reviews identify learning and development opportunities for our staff and identify staff ready for career progression.

Pay policy is in line with the FCDO pay policy and job roles are graded independently.

Wilton Park has a Staff Engagement Group who work throughout the year on feedback received through the staff survey to ensure concerns are addressed. We acknowledge the Trade Union with an appointed Staff Union Representative.

Employment of people with a disability

Wilton Park follows the Civil Service Code of Practice on the employment of people with a disability, which aims to ensure no unfair discrimination on the grounds of disability and provides access to employment and career advancement based solely on ability, qualifications and suitability for the work.

Wilton Park currently employs four members of staff who have declared a disability.

Expenditure on consultancy

In 2025/26 there was £7k spend on consultancy (£21k in 2024/25). Consultancy spend related to business development, legal advice and human resource professional services. New proposals for consultancy projects are subject to business case clearance procedures in line with Cabinet Office guidelines.

Off-payroll engagements

In 2025/26 there were no off-payroll engagements for more than £245 per day and which lasted longer than six months (none in 2024/25).

There were no off-payroll engagements as of 31 March 2026, for more than £245 per day and that lasted longer than six months (none in 2024/25).

The total number of individuals with significant financial responsibility during the year was 11 (10 2024/25), 6 of which were on payroll (6 2024/25) and 5 of which were off payroll (4 2024/25). These individuals include Board members and the Senior Management Team of Wilton Park.

Exit packages (subject to audit)

There were no departures in the year through redundancy or Voluntary Exit Schemes (nil in 2024/25).

Civil Service pensions

Pension benefits are provided through the Civil Service pension arrangements. From 1 April 2015 a new pension scheme for civil servants was introduced – the Civil Servants and Others Pension Scheme or **alpha**, which provides benefits on a career average basis with a normal pension age equal to the member's State Pension Age (or 65 if higher). From that date all newly appointed civil servants and the majority of those already in service joined **alpha**. Prior to that date, civil servants participated in the Principal Civil Service Pension Scheme (PCSPS). The PCSPS has four sections: three providing benefits on a final salary basis (**classic**, **premium** or **classic plus**) with a normal pension age of 60; and one providing benefits on a whole career basis (**nuvos**) with a normal pension age of 65.

These statutory arrangements are unfunded with the cost of benefits met by monies voted by Parliament each year. Pensions payable under **classic**, **premium**, **classic plus**, **nuvos** and **alpha** are increased annually in line with Pensions Increase legislation. Existing members of the PCSPS who were within 10 years of their normal pension age on 1 April 2012 remained in the PCSPS after 1 April 2015. Those who were between 10 years and 13 years and 5 months from their normal pension age on 1 April 2012 switched into **alpha** between 1 June 2015 and 1 February 2022. All members who switch to **alpha** have their PCSPS benefits 'banked', with those with earlier benefits in one of the final salary sections of the PCSPS having those benefits based on their final salary when they leave **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or **alpha** – as appropriate. Where the official has benefits in both the PCSPS and **alpha** the figure quoted is the combined value of their benefits in the two schemes.) Members joining from October 2002 may opt for either the appropriate defined benefit arrangement or a 'money purchase' stakeholder pension with an employer contribution (**partnership** pension account).

Employee contributions are salary-related and range between 4.6% and 8.05% for members of **classic**, **premium**, **classic plus**, **nuvos** and **alpha**. Benefits in **classic** accrue at the rate of 1/80th of final pensionable earnings for each year of service. In addition, a lump sum equivalent to three years initial pension is payable on retirement. For **premium**, benefits accrue at the rate of 1/60th of final pensionable earnings for each year of service. Unlike **classic**, there is no automatic lump sum. **classic plus** is essentially a hybrid with benefits for service before 1 October 2002 calculated broadly as per **classic** and benefits for service from October 2002 worked out as in **premium**. In **nuvos** a member builds up a pension based on pensionable earnings during their period of scheme membership. At the end of the scheme year (31 March) the member's earned pension account is credited with 2.3% of their pensionable earnings in that scheme year and the accrued pension is uprated in line with Pensions Increase legislation. Benefits in **alpha** build up in a similar way to **nuvos**, except that the accrual rate in 2.32%. In all cases members may opt to give up (commute) pension for a lump sum up to the limits set by the Finance Act 2004.

The **partnership** pension account is a stakeholder pension arrangement. The employer makes a basic contribution of between 8% and 14.75% (depending on the age of the member) into a stakeholder pension product chosen by the employee from the appointed provider – Legal and General. The employee does not have to contribute, but where they do make contributions, the employer will match these up to a limit of 3% of pensionable salary (in addition to the employer's basic contribution). Employers also contribute a further 0.5% of pensionable salary to cover the cost of centrally-provided risk benefit cover (death in service and ill health retirement).

The accrued pension quoted is the pension the member is entitled to receive when they reach pension age, or immediately on ceasing to be an active member of the scheme if they are already at or over pension age. Pension age is 60 for members of **classic**, **premium** and **classic plus**, 65 for members of **nuvos**, and the higher of 65 or State Pension Age for members of **alpha**. (The pension figures quoted for officials show pension earned in PCSPS or alpha – as appropriate. Where the official has benefits in both the PCSPS and alpha the figure quoted is the combined value of their benefits in the two schemes, but note that part of that pension may be payable from different ages.)

Further details about the Civil Service pension arrangements can be found at the website www.civilservicepensionscheme.org.uk.

Cash Equivalent Transfer Values

A Cash Equivalent Transfer Value (CETV) is the actuarially assessed capitalised value of the pension scheme benefits accrued by a member at a particular point in time. The benefits valued are the member's accrued benefits and any contingent spouse's pension payable from the scheme. A CETV is a payment made by a pension scheme or arrangement to secure pension benefits in another pension scheme or arrangement when the member leaves a scheme and chooses to transfer the benefits accrued in their former scheme. The pension figures shown relate to the benefits that the individual has accrued as a consequence of their total membership of the pension scheme, not just their service in a senior capacity to which disclosure applies.

The figures include the value of any pension benefit in another scheme or arrangement which the member has transferred to the Civil Service pension arrangements. They also include any additional pension benefit accrued to the member as a result of their buying additional pension benefits at their own cost. CETVs are worked out in accordance with The Occupational Pension Schemes (Transfer Values) (Amendment) Regulations 2008 and do not take account of any actual or potential reduction to benefits resulting from Lifetime Allowance Tax which may be due when pension benefits are taken.

Real increase in CETV

This reflects the increase in CETV that is funded by the employer. It does not include the increase in accrued pension due to inflation, contributions paid by the employee (including the value of any benefits transferred from another pension scheme or arrangement) and uses common market valuation factors for the start and end of the period.

Parliamentary accountability and audit report overview

Parliamentary accountability and audit report overview

The Parliamentary accountability and audit report brings together the key Parliamentary accountability documents within the annual report and accounts. This section is subject to audit.

Regularity of expenditure (subject to audit)

Losses and special payment

There were no special payments that required disclosure in line with the Managing Public Money guidance (nil in 2024/25). Losses of £9k have been recognised in the financial statements relating to a provision for an aged debtor where collection is difficult (£14k in 2024/25).

Gifts

Wilton Park maintains a gift and hospitality register. There were no gifts of significant value received during the year (nil in 2024/25).

Fees and charges

Wilton Park does not generate income through fees and charges as defined in Managing Public Money, it does not supply public services funded at nominal prices for collective or individual consumption.

Wilton Park manages its operations so that the revenue generated is sufficient to cover the running costs of Wilton Park, which are chargeable to the Statement of Comprehensive Income. Charges are set to recover full costs over the financial period before non-cash items.

Refer to Note 2 of the Notes to the Accounts for Wilton Park Segmental Analysis, which provides details of revenue for 2025/26 and Note 4 of the Notes to the Accounts for Wilton Park which provides details of operating income for 2025/26.

Remote contingent liabilities (subject to audit)

There are no liabilities for which the likelihood of a transfer of economic benefit in settlement is too remote to meet the definition of a contingent liability (nil in 2024/25).

Government Functional Standards (not subject to audit)

Wilton Park confirms it uses the Government Functional Standards as a control document to ensure policies and processes are aligned.

Signed Tom Cargill,
Chief Executive as Accounting Officer
18 June 2026

The Certificate and Report of the Comptroller and Auditor General to the House of Commons

Opinion on financial statements

I certify that I have audited the financial statements of Wilton Park for the year ended 31 March 2026 under the Government Resources and Accounts Act 2000.

The financial statements comprise Wilton Park's

- Statement of Financial Position as at 31 March 2026;
- Statement of Comprehensive Net Expenditure, Statement of Cash Flows and Statement of Changes in Taxpayers' Equity for the year then ended; and
- the related notes including the significant accounting policies.

The financial reporting framework that has been applied in the preparation of the financial statements is applicable law and UK adopted international accounting standards.

In my opinion, the financial statements:

- give a true and fair view of the state of Wilton Park's affairs as at 31 March 2026 and its net operating expenditure for the year then ended; and
- have been properly prepared in accordance with the Government Resources and Accounts Act 2000 and HM Treasury directions issued thereunder.

Opinion on regularity

In my opinion, in all material respects, the income and expenditure recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

Basis for opinions

I conducted my audit in accordance with International Standards on Auditing (UK) (ISAs UK), applicable law and Practice Note 10 *Audit of Financial Statements and Regularity of Public Sector Bodies in the United Kingdom (2024)*. My responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of my certificate.

Those standards require me and my staff to comply with the Financial Reporting Council's *Revised Ethical Standard 2024*. I am independent of Wilton Park in accordance with the ethical requirements that are relevant to my audit of the financial statements in the UK. My staff and I have fulfilled our other ethical responsibilities in accordance with these requirements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Conclusions relating to going concern

In auditing the financial statements, I have concluded that Wilton Park's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work I have performed, I have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Wilton Park'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.

My responsibilities and the responsibilities of the Accounting Officer with respect to going concern are described in the relevant sections of this certificate.

Other information

The other information comprises information included in the Annual Report, but does not include the financial statements and my auditor's certificate and report thereon. The Chief Executive as Accounting Officer is responsible for the other information.

My opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in my certificate, I do not express any form of assurance conclusion thereon.

My responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

I have nothing to report in this regard.

Opinion on other matters

In my opinion the part of the Remuneration and Staff Report to be audited has been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000.

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

- the parts of the Accountability Report subject to audit have been properly prepared in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- the information given in the Performance and Accountability Reports for the financial year for which the financial statements are prepared is consistent with the financial statements and is in accordance with the applicable legal requirements.

Matters on which I report by exception

In the light of the knowledge and understanding of Wilton Park and its environment obtained in the course of the audit, I have not identified material misstatements in the Performance and Accountability Report.

I have nothing to report in respect of the following matters which I report to you if, in my opinion:

- adequate accounting records have not been kept by Wilton Park or returns adequate for my audit have not been received from branches not visited by my staff; or
- I have not received all of the information and explanations I require for my audit; or

- the financial statements and the parts of the Accountability Report subject to audit are not in agreement with the accounting records and returns; or
- certain disclosures of remuneration specified by HM Treasury's Government Financial Reporting Manual have not been made or parts of the Remuneration and Staff Report to be audited is not in agreement with the accounting records and returns; or
- the Governance Statement does not reflect compliance with HM Treasury's guidance.

Responsibilities of the Chief Executive as Accounting Officer for the financial statements

As explained more fully in the Statement of Accounting Officer's Responsibilities, the Chief Executive as Accounting Officer is responsible for:

- maintaining proper accounting records;
- providing the C&AG with access to all information of which management is aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
- providing the C&AG with additional information and explanations needed for his audit;
- providing the C&AG with unrestricted access to persons within Wilton Park from whom the auditor determines it necessary to obtain audit evidence;
- ensuring such internal controls are in place as deemed necessary to enable the preparation of financial statements to be free from material misstatement, whether due to fraud or error;
- preparing financial statements which give a true and fair view and are in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000;
- preparing the annual report, which includes the Remuneration and Staff Report, in accordance with HM Treasury directions issued under the Government Resources and Accounts Act 2000; and
- assessing Wilton Parks'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 Accounting Officer either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

My responsibility is to audit, certify and report on the financial statements in accordance with the Government Resources and Accounts Act 2000.

My 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 a certificate that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting non-compliance with laws and regulations, including fraud

I design procedures in line with my responsibilities, outlined above, to detect material misstatements in respect of non-compliance with laws and regulations, including fraud. The extent to which my procedures are capable of detecting non-compliance with laws and regulations, including fraud is detailed below.

Identifying and assessing potential risks related to non-compliance with laws and regulations, including fraud

In identifying and assessing risks of material misstatement in respect of non-compliance with laws and regulations, including fraud, I:

- considered the nature of the sector, control environment and operational performance including the design of Wilton Park's accounting policies and key performance indicators.
- inquired of management, Wilton Park's head of internal audit and those charged with governance, including obtaining and reviewing supporting documentation relating to Wilton Park's policies and procedures on:
  - identifying, evaluating and complying with laws and regulations;
  - detecting and responding to the risks of fraud; and
  - the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations including Wilton Park's controls relating to Wilton Park's compliance with the Government Resources and Accounts Act 2000, Managing Public Money;
- inquired of management, Wilton Park's head of internal audit and those charged with governance whether:
  - they were aware of any instances of non-compliance with laws and regulations;
  - they had knowledge of any actual, suspected, or alleged fraud,
- discussed with the engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, I considered the opportunities and incentives that may exist within Wilton Park for fraud and identified the greatest potential for fraud in the following areas: revenue recognition, posting of unusual journals, complex transactions, bias in management estimates and provisions. In common with all audits under ISAs (UK), I am required to perform specific procedures to respond to the risk of management override.

I obtained an understanding of Wilton Park's framework of authority and other legal and regulatory frameworks in which Wilton Park operates. I focused on those laws and regulations that had a direct effect on material amounts and disclosures in the financial statements or that had a fundamental effect on the operations of Wilton Park. The key laws and regulations I considered in this context included Government Resources and Accounts Act 2000, Managing Public Money, employment law, VAT and tax legislation and Wilton Park's framework document.

Audit response to identified risk

To respond to the identified risks resulting from the above procedures:

- I reviewed the financial statement disclosures and testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described above as having direct effect on the financial statements;
- I enquired of management, the Audit and Risk Assurance Committee concerning actual and potential litigation and claims;
- I reviewed minutes of meetings of those charged with governance and the Board; and internal audit reports;
- I addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and other adjustments; assessing whether the judgements on estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business; and

I communicated relevant identified laws and regulations and potential risks of fraud to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

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

Other auditor's responsibilities

I am required to obtain sufficient appropriate audit evidence to give reasonable assurance that the expenditure and income recorded in the financial statements have been applied to the purposes intended by Parliament and the financial transactions recorded in the financial statements conform to the authorities which govern them.

I 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 I identify during my audit.

Report

I have no observations to make on these financial statements.

Gareth Davies **22 June 2026**
Comptroller and Auditor General

National Audit Office
157-197 Buckingham Palace Road
Victoria
London
SW1W 9SP


Wilton
Park

Accounts

Financial statements

Statement of Comprehensive Net Expenditure

for year ended 31 March 2026

	Note	2025-26	2024-25
		£000	£000
Revenue from contracts with customers	4	(7,350)	(7.424)
Other operating income	4	(1,655)	(1,900)
Total operating Income	**4**	**(9,005)**	**(9.324)**
Finance Income	**8**	**(43)**	**(60)**
Staff costs	3	5,908	5.345
Purchase of goods and services	3	1,736	2,704
Finance costs	3 & 7	4	7
Depreciation and amortisation charges	3, 5, 6 & 7	1,147	872
Provision expense	3 & 13	(28)	70
Other operating expenditure	3	1,243	1.169
Total operating expenditure	3	**10,010**	**10,167**
Net operating expenditure		**962**	**783**
Net expenditure for the year		**962**	**783**

The notes on pages 98 to 114 form part of these accounts.

Statement of Financial Position

As at 31 March 2026

	Note	At 31 March 2026		At 31 March 2025	
		£000	£000	£000	£000
Non-current assets					
Property, plant and equipment	5	1,180		1,365	
Intangible assets	6	475		474	
Right of use assets	7	230		459	
Total non-current assets		**1,885**		**2,298**	
Current assets					
Inventories	9	11		10	
Trade and other receivables	10	1,067		1,263	
Cash and cash equivalents	11	2,810		2,198	
Total current assets		**3,888**		**3,471**	
Total assets			**5,773**		**5,769**
Current liabilities					
Trade and other payables	12	(1,888)		(1,504)	
Provisions	13	(1,620)		-	
Right of use liabilities	7	(234)		(232)	
Total current liabilities		**(3,742)**		**(1,736)**	
Total assets less current liabilities			**2,031**		**4,033**
Non-current liabilities					
Right of use liabilities	7		-		(234)
Provisions	13		-		(1,648)
ASSETS LESS LIABILITIES			**2,031**		**2,151**
Taxpayers' equity					
General Fund	SoCTE		2,031		2,151
Total equity			**2,031**		**2,151**

The notes on pages 98 to 114 form part of these accounts.

Signed Tom Cargill,
Chief Executive as Accounting Officer
18 June 2026

Statement of Cash Flows

for year ended 31 March 2026

	Note	2025-26	2024-25
		£000	£000
Cash flows from operating activities			
Net operating expenditure	SoCNE	(962)	(783)
(Increase)/decrease in inventories	9	(1)	3
Decrease/(increase) in trade and other receivables	10	197	(313)
Adjustments for non-cash transactions	3	1,229	1,051
Adjustments for non-cash FCDO allocation	SoCTE	(1,655)	(1,900)
Adjustments for non-cash salaries	SoCTE	5,291	4,951
Increase in trade and other payables*	12	344	112
Net cash inflow from operating activities		**4,443**	**3,121**
Cash flows from investing activities			
Purchase of property plant and equipment	5	(635)	(638)
Purchase of intangible assets	6	(86)	(77)
Net cash outflow from investing activities		**(721)**	**(715)**
Cash flows from financing activities			
Lease liability	7	(236)	(237)
Cash transaction with FCDO	SoCTE	(2,874)	(3,000)
Net financing		**(3,110)**	**(3,237)**
Net (decrease)/increase in cash and cash equivalents in the period before adjustment for receipts and payments to the Consolidated Fund	11	612	(831)
Cash and cash equivalents at the beginning of the period	11	**2,198**	**3,029**
Cash and cash equivalents at the end of the period	11	**2,810**	**2,198**

* Movement in trade payables excludes capital payables as these do not relate to operating expenditure

The notes on pages 98 to 114 form part of these accounts.

Statement of Changes in Taxpayers' Equity

As at 31 March 2026

		Note	Total Funds
			£000
Balance at 1 April 2024			2,790
Changes in taxpayers' equity for 2024-25			
Non-cash charges:	External auditor's fees	3	58
	Internal auditor's fees	3	35
Net operating expenditure		SoCNE	(783)
Net Parliamentary Funding			51
Balance at 1 April 2025			**2,151**
Changes in taxpayers' equity for 2025-26			
Non-cash charges:	External auditor's fees	3	61
	Internal auditor's fees	3	18
Net operating expenditure		SoCNE	(962)
Net Parliamentary Funding		SoCF	763
Balance at 31 March 2026			**2,031**

The net parliamentary funding is the residual funding balance between the FCDO and Wilton Park, being made up of FCDO ODA and core income contribution to Wilton Park of £1,655k, cash returned to FCDO by Wilton Park of £2,874k less salaries paid by FCDO on behalf of Wilton Park of £5,291k.

The notes on pages 98 to 114 form part of these accounts.

Notes to the financial statements

1. Statement of Accounting Policies

The accounts have been prepared under a direction issued by HM Treasury in accordance with section 7(2) of the Government Resources and Accounts Act 2000. The accounting policies contained in the FReM apply International Financial Reporting Standards (IFRS) as adapted or interpreted for the public sector context.

Where FReM permits a choice of accounting policy, the accounting policy which is judged to be most appropriate to the particular circumstances of Wilton Park Executive Agency for the purpose of giving a true and fair view has been selected. The particular policies adopted are described below. They have been applied consistently in dealing with items considered material in relation to the accounts.

Accounting convention

These accounts have been prepared under the historical cost convention as modified to account for the revaluation of property, plant and equipment, intangible assets and inventories, where material, at their value to the business by reference to their current costs.

Going concern

The accounts have been prepared on a going concern basis. 2025/26 had a slow start to the year however a full recovery was made from December to March ensuring a financial result within the tolerance levels determined in the Framework Document. Going into the next financial year, 2026/27, there is an agreed financial plan and strategy in line with the spending review and a good forward order book in place, prices have been increased to reflect the increased operating costs and to ensure full coverage of all expenditure.

Property, plant and equipment

Property, plant and equipment in excess of £1,000 are stated at current value. Individual assets purchased for less than this amount are expensed in the year of purchase.

Depreciated cost is used as a suitable proxy for current value in existing use.

Depreciation

Property, plant and equipment are depreciated at rates calculated to write them down to their estimated fair values on a straightline basis over their estimated useful lives. Asset lives have been set in the following ranges:

	Estimated useful life in years
Plant and machinery	5 to 20
Fixtures and fittings	3 to 10
Building enhancement	Remaining period of current lease
Computers and equipment	2 to 10
Motor vehicles	5

In-year capital acquisitions and disposals are depreciated on a monthly pro-rata basis.

Wilton Park has adopted a depreciated historical cost basis as a proxy for current value in existing use or fair value for assets due to the short useful lives and low values of assets. We believe the estimated useful life of the assets and depreciation method provides a realistic reflection of the consumption of that asset, with three years remaining on the building lease the majority of assets will be fully depreciated within that timescale. Assets are not held for resale.

Intangible assets

Website and operations system costs in excess of £1,000 are stated at current value. Individual assets purchased for less than this amount are expensed in the year of purchase.

Amortised cost is used as a suitable proxy for current value where intangible assets have a short useful economic life or are of low value. Intangible assets are amortised at rates calculated to write them down to their estimated residual values on a straight-line basis over their estimated useful lives.

	Estimated useful life in years
Intangible assets	3 to 10

Inventories

Inventories are counted at the year end and relates to stock held in the kitchen, shop and bar, these are valued at the lower of cost and net realisable value.

Provisions

Wilton Park accounts for provisions in line with IAS 37 and these will be recognised when there is a present obligation as a result of a past event and a reliable estimate can be made for the provision.

The provision relates to obligations undertaken by Wilton Park when it entered the Wiston House lease. This is in respect to clauses under which Wilton Park must make good dilapidations or other damage occurring to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease terminates in March 2027.

Wilton Park uses an externally calculated dilapidations report to calculate the provision on an annual basis and recognises the time value of money in so far as it is material. The latest report was commissioned in February 2024 and prepared by Stiles Harold Williams, the full value of the report less works completed have been provided in the financial statements including associated fees, the provision has been inflated by 3.6%.

Leases

At inception Wilton Park assesses whether a contract is or contains a lease within the scope of IFRS16. A contract is a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

At the commencement of a lease (or the IFRS16 transition date, if later) Wilton Park recognises a right-of-use asset and a lease liability. The lease liability is measured as the payments for the remaining lease term, net of irrecoverable value added tax, excluding any provision for end of lease obligations, discounted by HM Treasury discount rates published for the financial year. The weighted average rate applied was 0.95%. The right-of-use asset is measured at the value of the liability, adjusted for any payments made or amounts accrued before the commencement date. Right-of-use assets are included within non-current assets and right-of-use liabilities are included split between current and non-current liabilities.

The right-of-use asset is depreciated using the straight-line method from the commencement date to the end of the lease term.

The weighted average lessee's incremental borrowing rate applied to lease liabilities recognised in the statement of financial position at the date of initial application was 0.95%.

Operating income

Income is recognised in accordance with IFRS 15. Income is recognised when a performance obligation included in a contract with a customer is satisfied, at the transaction price allocated to that performance obligation. Operating income is income that relates directly to the operating activities of Wilton Park. It principally comprises participant fees and invoices to funders for services provided by Wilton Park on a full cost basis, to external customers and other government bodies but also includes income from other assets. Operating income is made up of Wilton Park events, membership income and commercial events.

Wilton Park delivers residential events on behalf of funding partners, usually British and foreign government organisations, but also other organisations such as Foundations. We meet our performance obligation when we prepare and run the event and offer Wiston House facilities for the event. Wilton Park's event customers usually make payment after the event is finished. Income is recognised when the performance obligation has been met, being the first day of the conference. Wilton Park strategy is to deliver more series of events spanning multiple financial years. Income is accrued when an event has taken place without being invoiced, the value of the income accrual will be based on the quotation provided and the funding agreed with the partners, this is recorded in an agreement with the partnering organisation. Any income paid in advance of an event commencing, such as deposits or series of events the income is deferred until the date the event is delivered.

Wilton Park operates a membership scheme, the Global Impact Group, which brings together all sectors to discuss shared challenges at various dialogues throughout the year. Organisations pay an annual membership fee to cover the operating costs of the events, this income covers the calendar year and is spread evenly across the twelve months.

Wilton Park also runs commercial events such as conferences and networking events. The income on these events relates to provision of the facilities at Wiston House. Contract terms request a deposit of 15% of the contract value on signing of the contract and final payment when the event has been delivered. Where a contract contains a termination clause, Wilton Park has the right to that payment if a customer cancels an event. However, as no performance obligation has been met at this stage no income is recognised unless the customer has actually cancelled the event. There is therefore no accrued income in accordance with IFRS15 in the commercial revenue from contracts with customers in note 4. Deposits paid in advance will be deferred until the date of income recognition.

Identifying when the goods or services are supplied is straightforward for Wilton Park's income streams as they correspond to performance obligations satisfied at a point in time.

The work undertaken has no alternative use for Wilton Park and so the contracts require payment to be received for the time and effort spent on progressing them in the event of the customer cancelling prior to completion for any reason other than our failure to perform our obligations under the contract.

On partially completed contracts, should they occur, Wilton Park recognises income based on the project's performance obligation and its agreed transaction price.

This is considered to be a faithful depiction of the transfer of services as the contracts are initially priced on the basis of anticipated hours to complete them and therefore also represents the amount to which Wilton Park would be entitled based on achieving its performance obligations to date.

Impairment of Trade Receivables

Specific provision is made under IFRS 9 for the impairment of accounts receivable where there is an expected credit loss.

Foreign exchange

Transactions which are denominated in a foreign currency are translated into sterling at the exchange rate ruling on the date of each transaction.

Balances held at the year-end are translated at the rate prevailing on 31 March 2026.

Pensions

Present and past employees are covered by the provisions of the Principal Civil Service Pension Schemes (PCSPS) and Alpha Scheme which are described in the Remuneration and Staff Report. PSCSPS and Alpha are unfunded multi-employer defined benefit schemes.

Wilton Park recognises the expected cost of providing pensions on a systematic and rational basis over the period during which it benefits from employees' services by payment to the PCSPS and Alpha scheme of amounts calculated on an accruing basis.

Liability for payment of future benefits is a charge on the PCSPS and Alpha scheme. In respect of the defined contribution elements of the schemes, Wilton Park recognises the contributions payable for the year.

Wilton Park is not separately identifiable as it is a multi-employer scheme and therefore not included in the financial statements.

Financial instruments

IFRS 9 specifies how an entity should classify and measure financial assets, financial liabilities, and some contracts to buy or sell non-financial items. Wilton Park only has financial instruments, as defined by IFRS 9, of cash, receivables and payables (see note 8).

VAT policy

Output VAT is charged as appropriate on activities that fall within the scope of VAT. In broad terms, Wilton Park conference income is exempt from VAT whereas commercial income is standard rated.

Input VAT is subject to partial exemption and to the extent it is irrecoverable is included in expenditure as shown in these accounts.

Effects of Future Accounting Policies

The following changes to IFRS that have been issued but which were not effective in the reporting period:

IFRS18 'Presentation and Disclosure in Financial Statements' will replace IAS 1 Presentation of Financial Statements and is effective for annual reporting periods beginning on or after the 1 January 2027 in the private sector. The Public sector date is not yet confirmed. The impact of IFRS18 on the Public Sector is still being assessed.

IFRS19 'Subsidiaries without public accountability: disclosures' will allow eligible subsidiaries to apply IFRS Accounting Standards with reduced disclosure requirements and is effective for annual reporting periods beginning on or after the 1 January 2027 in the private sector. The impact of IFRS19 on the Public Sector is still being assessed, and a decision has not yet been taken on an implementation date.

Critical accounting judgements and estimates

Management, in preparing the accounts, is required to select suitable accounting policies, apply them consistently and make estimates and assumptions that are reasonable and prudent. Critical accounting estimates are those which involve the most complex or subjective judgements or assessments.

The areas of Wilton Park that typically require such estimates in implementing the accounting policies set out above are explained in more detail below:

a) Calculation of accruals – expenditure is recognised on the accruals basis. Accruals are made on the basis of the known value of the transaction wherever possible. Where estimates need to be made, they are based on appropriate methodology and consistently applied.

b) Contract assets – in line with our revenue recognition policy, outlined above in operating income, management use their judgement based on the latest information available regarding activities that have taken place not yet invoiced.

c) Depreciation – in line with our depreciation policy, outlined above, management use their judgement on the expected life of a group of assets.

d) Provisions – in line with our provisions policy, outlined above, management use their judgement on the expected dilapidations required to be undertaken on the building at the end of the lease period.

2. Segmental reporting

	2025-26			2024-25		
	Wilton Park dialogues	Commercial activities	Total	Wilton Park dialogues	Commercial activities	Total
	£000	£000	£000	£000	£000	£000
Income	8,425	428	**8,853**	9,135	204	**9,339**
Membership income	–	195	**195**	–	45	**45**
Expenditure	9,387	623	**10,010**	9,918	249	**10,167**
(Deficit)/Surplus	(962)	–	**(962)**	(783)	–	**(783)**
% Cost recovery	89.8%	100%	**90.4%**	92.1%	100%	**92.3%**

There are three distinct revenue streams:

1. Income for Wilton Park dialogues as detailed in the activities report of the performance analysis section of the Annual Report.

2. Commercial income secured to fill calendar gaps during the week relating to functions and commercial conferences.

3. A membership scheme for businesses to input into policy discussion in line with the Foreign Secretary's growth and openness agenda.

4. Costs are split using an activity based costing model which splits costs in relation to staff and other administration depending on income. Direct conference related costs are 100% attributable to Wilton Park events and are therefore allocated wholly to them.

5. All income is generated from Wilton Park's country of domicile, the United Kingdom.

Wilton Park receives more than 10% income from the Foreign, Commonwealth & Development Office (FCDO) comprising £500k core allocation (£500k 2024/25), £1,400k ODA Allocation (£1,400k 2024/25), of which £1,155k was utilised in 2025/26 (£1,400k utilised in 2024/25) and £3,927k discretionary income to run Wilton Park events commissioned by directorates within the FCDO (£3,215k 2024/25).

Interest received of £43k (£60k 2024/25) is included in income.

3. Other expenditure

	Note		2025-26		2024-25
		£000	£000	£000	£000
Staff costs (further information in the Remuneration and Staff reports)					
Salaries and wages		3,911		3,608	
Social security		508		390	
Superannuation		1,048		1,008	
Other employee related costs		441		339	
			5,908		**5,345**
Non-cash items					
Depreciation & amortisation	5, 6 & 7	1,147		872	
External auditor's fees		61		58	
Internal auditor's fees		18		35	
IFRS16 lease interest	7	4		7	
Loss on disposal	5	28		9	
			1,258		**981**
Provision reduction in year	13	(28)		70	
			(28)		**70**
Other expenditure					
Property costs		98		98	
Maintenance, cleaning, heating & lighting		442		443	
Administrative expenses		599		535	
Net gain on foreign exchange		(3)		(9)	
			1,136		**1,067**
Purchase of goods and services					
Food and beverage		140		127	
Housekeeping and laundry		98		115	
Conference costs		1,498		2,462	
			1,736		2,704
			10,010		**10,167**

4. Operating income

	2025-26	2024-25
	£000	**£000**
Wilton Park operations		
Wilton Park revenue from contracts with customers	6,700	7,175
Official Development Assistance	1,155	1,400
FCDO core allocation for conferences	500	500
	8,355	**9,075**
Commercial operations		
Commercial revenue from contracts with customers and other income	455	204
Membership income	195	45
	650	**249**
Total operating income	**9,005**	**9,324**

5. Property, plant and equipment

	Building Enhancement	Assets under Construction	ICT	Fixture and Fittings	Motor Vehicles	Plant and Machinery	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Cost or Valuation at 1/4/2025	1,306	51	629	423	31	594	**3,034**
Additions	350	–	107	148	–	60	**665**
Disposals	(68)	–	(73)	(23)	–	(178)	**(342)**
Re-classification	16	(18)	–	2	–	–	**–**
Cost at 31/3/2026	**1,604**	**33**	**663**	**550**	**31**	**476**	**3,357**
Depreciation at 1/4/2025	681	–	313	175	31	469	**1,669**
Charge in year	426	–	173	139	–	84	**822**
Disposal	(58)	–	(69)	(16)	–	(171)	**(314)**
Depreciation at 31/3/2026	**1,049**	**–**	**417**	**298**	**31**	**382**	**2,177**
Net Book Value at 31/3/2026	**555**	**33**	**246**	**252**	**–**	**94**	**1,180**
at 31/3/2025	625	51	316	248	–	125	1,365

Assets with nil net book value which Wilton Park no longer own were identified during 2025/26 and £60k of such assets were disposed of (£48k 2024/25). There was a £28k loss on disposal (£9k loss in 2024/25). Wilton Park owns all the above assets and none are leased.

Wilton Park has adopted a depreciated historical cost basis as a proxy for current value in existing use or fair value for assets due to the short useful lives and low values of assets. We believe the estimated useful life of the assets and depreciation method provides a realistic reflection of the consumption of that asset. Assets are not held for resale.

	Building Enhancement	Assets under Construction	ICT	Fixture and Fittings	Motor Vehicles	Plant and Machinery	TOTAL
	£000	£000	£000	£000	£000	£000	£000
Cost or Valuation at 1/4/2024	1,150	28	489	282	31	614	**2,594**
Additions	272	39	168	150	–	9	**638**
Disposals	(116)	–	(28)	(9)	–	(29)	**(182)**
Re-classification	–	(16)	–	–	–	–	**(16)**
Cost at 31/3/2025	**1,306**	**51**	**629**	**423**	**31**	**594**	**3,034**
Depreciation at 1/4/2024	523	–	201	98	31	425	**1,278**
Charge in year	269	–	138	86	–	71	**564**
Disposal	(111)	–	(26)	(9)	–	(27)	**(173)**
Depreciation at 31/3/2025	**681**	**–**	**313**	**175**	**31**	**469**	**1,669**
Net Book Value at 31/3/2025	**625**	**51**	**316**	**248**	**–**	**125**	**1,365**
at 31/3/2024	627	28	288	184	–	189	1,316

6. Intangible assets

Intangible assets comprise the cost of building the website and implementation and development of the operations systems.

	Website	Software Licences	Operating Systems	TOTAL
	£000	£000	£000	£000
Cost at 1/4/2025	74	64	585	**723**
Additions	8	–	88	96
Disposals	–	(2)	(22)	(24)
Cost at 31/3/2026	**82**	**62**	**651**	**795**
Amortisation at 1/4/2025	26	55	168	**249**
Charge in year	17	8	70	95
Disposal	–	(2)	(22)	(24)
Amortisation at 31/3/2026	**43**	**61**	**216**	**320**
Net Book Value at 31/3/2026	**39**	**1**	**435**	**475**
at 31/3/2025	48	9	417	474

£24k of assets which Wilton Park no longer own were disposed of in the year (nil disposed in 2024/25).

The additions in the year relate to enhancements to the website, upgrades to security monitoring software, upgrades to the internal customer-built customer relationship management system.

	Website	Software Licences	Operating Systems	TOTAL
	£000	£000	£000	£000
Cost at 1/4/2024	66	50	514	**630**
Additions	8	14	55	77
Disposals	–	–	–	–
Reclassification	–	–	16	16
Cost at 31/3/2025	**74**	**64**	**585**	**723**
Amortisation at 1/4/2024	11	45	115	**171**
Charge in year	15	10	53	78
Disposal	–	–	–	–
Amortisation at 31/3/2025	**26**	**55**	**168**	**249**
Net Book Value at 31/3/2025	**48**	**9**	**417**	**474**
at 31/3/2024	55	5	399	459

7. Leases

Right of Use Lease Assets	2025-26	2024-25
	£000	£000
Cost or valuation		
Net book value at 31 March	230	459
Depreciation		
Charged in the year	230	230

Lease liabilities	2025-26	2024-25
	£000	£000
Amounts falling due:		
Not later than one year	234	232
Later than one year and not later than five years	–	234
Balance as at 31 March	234	466
Unaccrued interest included in above lease liabilities	(2)	(7)

A maturity analysis of contractual undiscounted cash flows relating to lease liabilities is presented above. The cash flows and balances are presented net of irrecoverable VAT.

Amounts recognised in the Statement of Comprehensive Net Expenditure	2025-26	2024-25
	£000	£000
Depreciation	230	230
Interest expense	4	7
	234	**237**

Amounts recognised in the Statement of Cash Flows	2025-26	2024-25
	£000	£000
Rent payments	236	237
Interest expense	4	7
	240	**244**

Wilton Park has adopted a depreciated historical cost basis as a proxy for current value in existing use or fair value for assets due to the short useful lives and low values of assets. We believe the estimated useful life of the assets and depreciation method provides a realistic reflection of the consumption of that asset.

8. Financial Instruments

International Financial Reporting Standard 7 (IFRS 7), Financial Instruments: Disclosures requires disclosures in the financial statements that enable users to evaluate the significance of financial instruments to the financial position and performance, and the nature and extent of risks arising from financial instruments to which Wilton Park is exposed during the year and at the financial year end and how we manage those risks.

Due to the nature of its activities and the way in which government agencies are financed, Wilton Park is not exposed to the degree of financial risk faced by many private sector business entities.

Financial assets and liabilities generated by day-to-day operational activities are not held to change the risks facing Wilton Park in undertaking its activities, or for trading.

Interest Rate Risk – Wilton Park has one interest bearing bank account on which the interest was £43k (£60k 2024/25). It has no other financial assets and liabilities on which interest is earned or paid and is not considered to be exposed to significant interest rate risk.

Currency Risk – Wilton Park Conference income includes sponsorships that are denominated in foreign currency. It is exposed to foreign exchange risk to the extent that the relevant foreign exchange rate fluctuates between the date the sponsorship debtor is recognised and when it is paid. Wilton Park's policy is to tolerate this risk. As at 31 March 2026 assets or liabilities in foreign currency were not significant.

Liquidity Risk – Wilton Park is not exposed to significant liquidity risk as the liquidity requirements are met by financing from the FCDO and we have no borrowing facilities. FCDO resource requirements are voted annually by Parliament.

Impairment under IFRS 9 is based on expected credit losses. The loss being the difference between contracted cash flows due to Wilton Park and what is expected to be received. Wilton Park is not exposed to significant credit risk because it holds receivables with customers with low credit risk (central government departments, overseas governments and organisations, and other well-respected organisations) and other receivables are simple trade receivables held for collecting cash in the normal course of business.

9. Inventories

	2025-26	2024-25
	£000	£000
Liquor and food	8	7
Shop	3	3
	11	**10**

10. Trade receivables and other current assets

	2025-26	2024-25
	£000	£000
Amounts falling due within one year		
Trade receivables	618	754
Prepayments	138	140
Contract assets	311	369
	1,067	**1,263**

11. Cash and cash equivalents

	2025-26	2024-25
	£000	£000
Balance at 1 April (held in commercial accounts)	2,198	3,029
Net change in cash and cash equivalent balances	612	(831)
Balance at 31 March (held in commercial accounts)	**2,810**	**2,198**

12. Trade payables and other current liabilities

	2025-26	2024-25
	£000	£000
Trade payables	176	124
Payments received on account	177	110
Other payables	12	4
Accruals	963	924
VAT	62	42
Contract liabilities	498	300
	1,888	**1,504**

13. Provisions for liabilities and charges

	2025-26	2024-25
	£000	£000
Balance as at 1 April 2024	1,648	1,578
Provided in the year	49	152
Provisions not required written back	(77)	(82)
Provisions utilised in the year	–	–
Unwinding of discount	–	–
Balance at 31 March 2025	**1,620**	**1,648**

Analysis of expected timing of discounted cash flows

	Total	Total
	£000	£000
Not later than 1 year	1,620	–
Later than 1 year and not later than 5 years	–	1,648
Later than 5 years	–	–

The provision relates to obligations undertaken by Wilton Park when it entered the Wiston House lease. This is in respect to clauses under which Wilton Park must make good dilapidations or other damage occurring to the Wiston House property during the course of the lease and to restore the property to a specified condition. The lease ends in March 2027. The value is based on an updated assessment of the liability which was undertaken in February 2024. The provision has been adjusted for the time value of money, the impact of this adjustment was £53k in 2025/26 (£59k 2024/25) and write backs of provisions of £77k in 2025/26 (£82k 2024/25).

14. Related party transactions

Wilton Park is an Executive Agency of the Foreign, Commonwealth & Development Office. The Foreign, Commonwealth & Development Office is regarded as a related party. During the year, Wilton Park has had a significant number of transactions with the Foreign, Commonwealth & Development Office. The gross income from the FCDO amounts to £500k core income allocation, £1,155k ODA allocation, £3,639k for conference specific funding and £288k commercial funding. In addition to this, £800k was allocated for capital expenditure of which £761k was utilised. There was a debtor of £173k as at March 2026.

In addition, Wilton Park has had various transactions with other government departments. The largest transactions have been with Department for Science, Innovation and Technology, Department for Business and Trade, Department for Environment and Ministry of Defence.

No minister, Board member, key manager or other related party has undertaken any material transactions with Wilton Park during the year. Please refer to the Remuneration Report for details of salaries paid to Board members.

15. Events after the reporting date

No events to report.

The Accounting Officer authorised these accounts for issue on the same date the Comptroller and Auditor General signed the audit certificate.

World-
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dialogue

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