Annual Report 2012





WOMEN ON WINGS

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## Women on Wings: social entrepreneurship in the 21st century



In the past five years Women on Wings has realized an impressive achievement. During our anniversary celebrations in September 2012, HRH Princess Máxima unveiled our up to date count of 51,300 jobs. This means we are well on track if we can double the number of jobs created each year. This is all

thanks to the unique way we work with relatively limited financial resources, but with a huge pool of talent, being our team of experts. Their passion and expertise unleash the energy required by our contacts in India to achieve this fantastic boost in jobs.

I consider Women on Wings to be an excellent example of social entrepreneurship in the 21st century and of changing world values; where factors other than money have begun to become important in business. Where we no longer think in terms of 'them' and 'us' or 'aid' and where Western companies can do business on an equal footing with partners in emerging markets. Women on Wings represents a unique coalition between the ambition of people in rural India, the powerful force of its women and knowledge and skills from the West.

This has helped us make a name for ourselves as a renowned India specialist. When it comes to social entrepreneurship or the position of women in India, the media now know where to find us.

At the same time we have also found out in this past year just how complex business in India can be. Two years ago we decided to expand our consultancy service with the development of service promising new products and services. Together with the IKEA Foundation we invested in the set-up of a production facility for sanitary pads. During this first year of collaboration we discovered that it wasn't as simple as we had supposed to find suitable entrepreneurs in a new area, or to obtain the proper machinery. This is part of the risk of running a business, whether you are in India or the Netherlands.

Women on Wings has proven itself as an organization in 2012 and has since passed out of its pioneering stage. Our knowledge and professionalism have grown and we are increasingly being acknowledged in the media as an authoritative expert. Our board of directors has also expanded accordingly. Jef Keustermans has joined us as an advisor with extensive knowledge of business and international entrepreneurship. Our new board member, Vikas Chaturvedi, combines his Indian background with vast experience as an international financial and tax advisor; some of which he gained at PwC. He brings with him his extensive Indian network, as well as his knowledge of the Indian market.

As chairman of Women on Wings, I present this annual report and hope you will enjoy reading it with interest. On behalf of the board of directors, I would like to thank all partners, companies and contacts who have contributed to our work and the position of women in India in 2012. I have the greatest respect for Maria and Ellen and the core team and for all they do on a day-to-day basis. I also have the deepest respect for our experts, who once again granted us their time and knowledge free of charge. We all have the same common goal: one million iobs for women in India. I look forward to continuing to work with you all in 2013!

Willem Lageweg Chairman of the Board for Women on Wings



# Five years of Women on Wings: 51,300 jobs for women in India

### 1.1 Women on Wings in 2012

2012 was the year in which Women on Wings strengthened its organization. It was also the year of our fifth anniversary; a year which clearly marked our presence and what we stand for. The progress we are making towards our goal of creating one million jobs for women in India is clearly demonstrated by a huge leap in the number of jobs created. This figure was revealed by Princess Máxima during our anniversary celebration on September 17.

The Women on Wings' customers that experienced the strongest growth this year were Jharcraft and FabricPlus. They achieved the greatest growth in job opportunities for women in rural India.



Maria van der Heijden en Ellen Tacoma Fouders and day-to-day management

Ellen Tacoma, co-founder and, along with Maria van der Heijden, responsible for the day-to-day management of the foundation says, "We are extremely proud to have been able to once again create so many jobs for women in India over the past year. We have made a huge leap: from 12,500 at the end of 2011 to over 50,000 at the end of 2012.

There is still a long way to go to reach one million jobs, but this proves that our business model works." Maria: "This allows us to make a real difference to the position of women in rural India. A job provides these women with their own income, which in turn helps them to provide their children and family with a better future.

By having their own income, these women are able to become more independent. They are able to spend some of their money on education and on improving conditions for their family. This is demonstrated by a study by Nienke Hekket (University of Maastricht), for which she interviewed women who work for our customer Jharcraft." Ellen: "The impact that paid work has on the lives of these women and their families has always been a primary objective for Women on Wings. The conclusions from this study prove that it really does work like this in practice."



For her study, Nienke Hekket (University of Maastricht) interviewed 35 women at Jharcraft in Ranchi, India in April 2012. Her research question was: 'To what extent do female employees perceive a relationship between being employed by Jharcraft and women empowerment within the household?' She was told by the workers at Jharcraft that they first began this work for financial reasons. The women working at Jharcraft work in very remote areas, where there are hardly any jobs near home apart from agriculture.

These women did not work before. They are responsible for looking after their children and the housework and they were not allowed to leave the house unaccompanied. They were asked to work for Jharcraft by coordinators active in the countryside or heard about this work from other women. The fact they can work near, or even at, home makes it easier for them. A lot of women admit they wouldn't have done it otherwise.

The women tell us their work improves their family's economic position. Their income is spent on the family's basic needs such as food, drink, education and clothing. They sometimes have some money left over to save, such as for their daughters' dowry. However, they usually hand over the money to their husbands and have to ask for their permission to spend it. Thanks to their job, the women say they have been given more freedom. They are also getting to know other women with whom they can talk about personal matters. They can learn things from each another. The working skills they acquire give them more self-confidence.



### Approach

Why does the business model used by Women on Wings work? Maria: "As consultants we provide our customers with insight into their business processes; by asking questions based on an outsider's objective perspective as well as based on our own experiences with other companies. All of our experts have over 15 years' experience in e.g. finance, marketing, management and organization. Indian consultants can do this too, of course, but they are too expensive for our customers. These are family businesses or social enterprises that are aimed at increasing jobs for women in India."

Dilip Barooah | CEO Fabric Plus "Congratulations to Women on Wings. It's been a pleasure working with ... I call you 'WoW'!"

The practical approach taken by Women on Wings is another unique characteristic. "Together with the customer, we look at how we can put these insights to use for their company; which specific steps the company can take", explains Ellen. "For example, our customer Jharcraft would like to have a collection of beautifully embroidered clothes in the shops during Holi (a major Indian festival.) We looked at the plans together and discovered that the stock would not be available on time. We examined the entire production process with them carefully and came up with a solution which allowed them to achieve their goal anyway." Women on Wings has only been working with Jharcraft since the end of 2011.

This customer has taken advice on board with great enthusiasm and over the past year has registered 29,000 new jobs. "In our discussions and workshops we have noticed a change in focus and in the type of language used - more attention is paid to customers, sales and long-term objectives."

### Human capital

The team of experts at Women on Wings was expanded further in 2012. "This has been a huge enrichment," says Maria. More than fifty people now provide their skills and knowledge free of charge to advise Indian companies on how to create jobs for women. They represent a wide range of expertise. Having started with their own network in marketing and communication, the team has grown to include experts in retail and logistics, management and organization, HR and finance. This gives Women on Wings a large pool of human capital that we can link up to social enterprises in India.

### **Partners**

In addition to the experts, our partners form the second cornerstone supporting the work of Women on Wings. They too make the business model the success it is. Maria: "Over the past five years we have achieved a great deal for women in India. Our consultancy has helped our customers create over 50,000 jobs. We would not have been able to achieve this without the (financial) support of our partners. After all, we work without subsidies and mainly finance our activities through partnerships with large companies such as AkzoNobel, DHL, HYVA and the IKEA Foundation.



### **Solid basis**

In 2012, it was time to invest in our base in the Netherlands. Ellen: "We have always said that our work should mainly be carried out in India. This is only possible if we have a solid foundation. Since we started in 2007, the number and size of our customers in India has grown enormously. Over the past year, we have made substantial progress in strengthening our organization."

Wout Dekker | Incoming Chairman of the Supervisory Board at Rabobank Nederland

"Not only is this success after five years, it is also success with a tremendous ambition for the future. And the good news is – after a day like today – everybody realizes it will be tough, but those ladies will make it!"

> A small core team supports the work of Women on Wings from De Bosschuur in Austerlitz. This year was the first year that the day-to-day management and office management were carried out on a full-time basis. The team has also been strengthened with part-time employees for HR and communication. They have developed a firm policy for the recruitment and supervision of experts, communication and publicity. This resulted in a successful anniversary event, our new website and a high quality team of experts.

The anniversary party created a great deal of publicity for Women on Wings as well as new contacts. "This helped us make a name for ourselves; something we are very happy about. We also hope that these contacts will provide us with a way in with companies as well as produce new partners: new Business and Premium Wings are most welcome", says Maria.

### **1.2 Looking forward**

### Strengthening our activities in India

Office Manager Ineke Bezembinder and retail expert Ronald van het Hof are setting up a Women on Wings office in Delhi. Having worked for Women on Wings for years, they know the work and the organization through and through. A permanent base in India will make it possible to respond to customers' questions quickly and effectively. Ellen: "After all, if you're close at hand, it's easy to make an appointment. We've noticed that brief, but more frequent visits are more effective. Compared to the early years when we only visited customers once or twice a year, we now visit some of them four to eight times a year. This allows us to link up with the management and respond more quickly to issues arising in practice."

### **Specialist**

Our organization remains small and efficient, but we are continuing to provide an increasingly professional service. Women on Wings is developing into a specialist in the area of social enterprise, particularly in India. Ellen: "As our customers in India grow, they have to tackle larger and more complex issues. Next year we will work even harder to attract the expertise we need in our teams of experts. On the one hand, we need experts with considerable experience in retail, business and finance in particular; on the other hand, companies change their focus as they develop. Sometimes, experts develop alongside the company and at other times we look for consultants and organizational experts who are able to tackle multi-disciplinary or organizationwide issues. Such as is the case for the Sanitary Pads Program - an extensive program for the development of new business."



### **Medium segment**

One million jobs for women in India will continue to be our ultimate goal in the coming years. "With a count to date of more than 50,000 jobs, we are right on target. However, we cannot rest on our laurels. If we want to double the number of jobs each year in order to reach our goal, we still have to keep working hard."

Per Heggenes | CEO IKEA Foundation "We need to give these people an opportunity to create a sustainable livelihood, something to rely on for years to come. That means not being in the aid business, but being in the business of helping them to help themselves."

> Women on Wings hopes to increase the number of medium-sized customers willing to provide consultancy services. Ellen: "Until very recently, larger Western companies ('single brands') were unable to access the Indian market. As a result of the new 'Foreign Direct Investment Act' (FDI), foreign parties such as Walmart, Tesco and IKEA are now permitted to conduct business in India: on the condition that they produce at least 30% of their products in India with companies that have a turnover of less than one million dollars. As we are already very familiar with these types of companies, there are opportunities available for us here."

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William Nanda Bissel | Managing Director of Fabindia "On behalf of all of us at Fabindia and the 86,000 artisans, I would like to say a very big thank you to Women on Wings for supporting us reach our goal, which was, as you said, to become the world's most ethical company."



### Ronald van het Hof will represent Women on Wings in India with effect from January 2013:

"A typical Indian custom is to strike while the iron is hot. Doing business in India is based on trust and relationships. In addition, there is no strict agenda. There are no annual plans in India. An appointment with a CEO at an Indian company can be made today, tomorrow or next week at the latest if they foresee a challenging or favorable meeting.

Women on Wings will be able to respond to this much faster from its office in India. In the Netherlands, it can easily take a month before the next trip to India is booked. Closer and more frequent contact will enable us to expand our current customer base more rapidly, build on existing relationships and also add new customers and relationships more quickly.

Personally, all the pieces I have acquired in my life are now falling into place. I'm very lucky to be able to combine the experience I have gained in my life and career with my dream to work in India."



On Monday September 17, Women on Wings celebrated its fifth anniversary. It was a very special day, made more so by the attendance of HRH Princess Máxima and her unveiling of the number of jobs we have created. This was followed by a party in the evening for the Women on Wings experts, which included an auction. The forty lots raised a total of 12,793 euro. This amount will be spent on providing advice to our customer Jaipur Rugs. Visit our website to see the reports, photos, videos and the auction booklet.



HRH Princess Máxima "If you invest in a woman, you invest in a whole family."



# Results in 2012

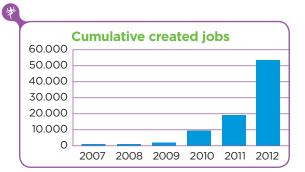
### 2.1 Five years of Women on Wings: half-way to our time horizon

In 2012 we made a giant leap and guadrupled the number of jobs compared to the previous year. This means we are right on target in respect of our ambitions. By doubling the number of jobs each year, we will reach our target of one million jobs for women in rural India by 2018. Our growth in results has been paired with a growth in our organization, in terms of size, income, activities, experience and the range of our knowledge. The investments we have made in terms of time and money during the first five years have resulted in 51,300 jobs. This significant growth has reduced the amount invested per job from 50 euro in 2011 to 27 euro in 2012.

### 2.2 Results, non-financial (impact)

#### • Jobs

By the end of 2012, we had created 51,300 jobs. This is four times the result achieved by the end of 2011, being 12,413 jobs. Our customers Fabric Plus and Jharcraft saw the greatest growth in 2012.



### Working days

In 2012, 64 people spent 2,283 working days supporting companies in India to grow.

These people can be divided into:

- Our core team: six people. Three people full-time and three people part-time
- Sanitary Pads project managers: two people part-time
- Indian consultants: three people parttime and two Indian entrepreneurs
- 51 experts, with a average contribution of 15 working days per person
  The core team, project managers for the Sanitary Pads project and the Indian consultants received a small remuneration. The experts provided their time and knowledge free of charge.
  At an average daily rate (consultancy fees) of 1,000 euro, this means an investment in human capital of more than two million euro. In 2011, the number of working days was 1,589 days.
  A 44% increase in the number of days has resulted in a 313% increase in the number of jobs.





### **2.3 Financial results**

Statement of Income and Expenditure		2012		Last	year
of Women on Wings Amounts in euros	Actual 2012	Budgeted for 2012	Delta vs. budgeted	Actual 2011	Delta vs. 2011
Total income	743,865	655,000	88,865	340,429	403,436
Friendship Wings	16,271	15,000	1,271	16,287	16-
Business Wings	27,109	5,000	22,109	23,082	4,027
Premium Wings	245,000	125,000	120,000	70,650	174,350
IKEA Foundation	429,472	450,000	20,528-	200,000	229,472
Other income	17,226	60,000	42,774-	28,479	11,253-
Income from investments	8,787	0	8,787	1,931	6,856
Total expenditure	520,930	652,000	131,070-	319,541	201,383
Spent on our objective	442,416	571,000	128,584-	266,668	175,748
Travel and accommodation expenses	108,508	100,000	8,508	76,338	32,170
Information and publicity	23,581	20,000	3,581	7,190	16,391
Personnel costs and consultants in India	271,294	250,000	21,294	165,386	105,908
General expenses	17,594	1,000	16,594	17,754	160-
Sanitary Pads - Aaam Tree	21,439	200,000	178,561-	0	21,439
% costs/total income less addition Reserve Office India	84,5%	87,2%		78,3%	
Expenses of own fundraising	40,854	47,500	6,646-	25,257	15,597
Travel and accommodation expenses	1,429	2,000	571-	937	492
Information and publicity	12,466	10,000	2,466	4,572	7,894
Personnel costs	26,245	35,000	8,755-	- ,	7,180
General expenses	714	500	214	683	31
% costs / income own fundraising	5,5%	7,3%		7,4%	
Management & Administration costs	37,660	33,500	4,160	27,612	10,048
Various Man&Adm costs	18,195	23,500	5,305-	14,902	3,293
Personnel costs	18,109	10,000	8,109	11,519	6,590
Investment costs	1,356	0	1,356	1,191	165
% costs / income own fundraising	5,1%	5,1%		8,1%	
Results Allocations:	222,935	3,000	219,935	20,892	202,043
Addition to Designated Reserve Office India	220,000		220,000		220,000
Addition to Continuity Reserve	2,935	3,000-		20,892	17,957-
	,	,			

The income received by Women on Wings is used to cover the costs of the core team in India and in the Netherlands, the travel and accommodation costs of the experts in and those travelling to India, as well as specific program costs. The positive result for 2012 can mainly be attributed to the increase in contributions from Premium Wings. We will reserve positive result for the costs of our office in India. We expect our presence in India to result in a faster growth in jobs in the future.

Most of the income is spent on our objective: to create jobs for women in India. In 2012, this percentage was 84%; an increase in percentage compared to the previous year (2011: 78%).



Of the results for 2012, 220,000 euro will be added to the reserve for the Indian office. This will be used to cover the costs of our presence in India for the next two to three years. The rest will be added to the continuity reserve, bringing the amount of total reserves to 268,977 euro at the end of 2012. In line with a decision by the board, the continuity reserve will be expanded to approximately 50,000 euro (the fixed costs of fundraising, management and administration). The continuity reserve will be retained to cover the short-term risks and obligation of the Women on Wings foundation.

### 2.4 Other income

On September 19, 2012, Wout Dekker said goodbye to his colleagues and acquaintances at Nutreco. Wout spent 30 years working for Nutreco, of which the last 12 years as CEO. His leaving gift was a donation from employees and business acquaintances to Women on Wings. Maria van der Heijden was handed the fantastic contribution of 24,125 euro. This amount has been accounted for as Business Wings. The auction during the anniversary party on the evening of Monday September 17 raised 12,793 euro. All proceeds from this auction will go towards a motivation program for women at our customer Jaipur Rugs. Other income: payment for a presentation given at Hoogezand Municipality, being 1,200 euro and a declaration for travel and accommodation costs from UNICEF regarding SSFA, being 3,233 euro.

### 2.5 IKEA Sanitary Pads program

Since 2011 we have had a multi-year agreement in place with the IKEA Foundation for the establishment of business units for sanitary pads. After conducting extensive research into the possibilities for producing sanitary pads, we made the decision in December not to produce the pads ourselves. In the costs of the program, more time and money has been invested in research and less in starting the pilot plant and setting up the learning center. In 2013, we will look into a different route - a sales and distribution scenario.

Sanitary Pads program Actual Amounts in euros	2011	2012	Budget 2012	Difference %
A. Opening balance B. Income C. Total Income (A+B) D. Expenditure	0 200.000 200.000 190.187	9.813 450.000 459.813 439.285	450.000	-2%
1. Supervisor Women on Wings India		27.363	50.000	-45%
2. Salary NL project team Women on Wings	158.109	273.437	250.000	9%
3. Technical assistance (travelcosts)	24.157	39.410	40.000	-1%
4. Consultancy costs India		21.676	40.000	-46%
5. Pilot plant (operationalize & run)	7.921	21.439	40.000	-46%
6. Set up & run Learning Centre		39.000	30.000	30%
7. Others (audit, internet/translate etc)		16.960	0	100%
Closing balance (C-D)	9.813	20.528		



### 2.6 Contribution from the Rijsholt Foundation 2012

In February 2012, we entered into a financing agreement with the Rijsholt Foundation for a total amount of 200,000 euro. Three-quarters of this amount was intended to be used for a for a Sanitary Pads business support center from Woman NGO. Our collaboration with Woman NGO was terminated in July 2012. We have agreed with the Rijsholt Foundation that this part of the contribution may be spent on our objective. 25 percent of the amount was to be used in increasing the number of jobs at our customer, Jharcraft. Over the past year, we have created 29,000 new jobs with them. The contribution from Rijsholt was used to pay for travel and accommodation costs amounting to 13,800 euro, as well as 105 days spent by our experts (with a consultancy value of 105,000 euro).

### 2.7 Multi-year budget

Forecast of Women on Wings Amounts in euros	Actual 2012	Budgeted 2012	Forecast 2013	Forecast 2014	Forecast 2015
Total income	743,865	655,000	375,000	405,000	536,000
Friendship Wings	16,271	15,000	15,000	15,000	16,000
Business Wings	27,109	5,000	25,000	50,000	100,000
Premium Wings	245,000	125,000	125,000	325,000	400,000
Donation Sanitary Pads program	429,472	450,000	200,000		
Other income	17,226	60,000	10,000	15,000	20,000
Income from investments	8,787				
Total expenditure	516,451	652,000	490,000	501,000	528,000
Spent on our objective	437,937	571,000	421,500	444,000	470,000
% costs / total income	84,3%	87,2%	85,3%	87,7%	87,7%
Expenses of own fundraising	40,854	47,500	26,000	24,000	25,000
% costs / income own fundraising	5,5%	7,3%	6,9%	5,9%	4,7%
Management & Administration costs	37,660	33,500	42,500	33,000	33,000
% costs / income own fundraising	5,1%	5,1%	11,3%	8,1%	6,2%
Results	222,935	3,000	115,000-	96,000-	8,000
Addition to Designated Reserve Office India	220,000-		119,000	101,000	
Addition to Continuity Reserve	2,935	3,000	4,000	5,000	8,000
Jobs created cumulative	51,300	25,000	100,000	200,000	400,000



# Women on Wings: a bird's eye view

### 3.1 What does Women on Wings stand for

### 3.1.1 A job means a better life

India is a country with enormous potential: it is a large and rapidly expanding global economic power and the middle class is growing along with it. However the underclass - around 700 to 800 million people - still lives on barely two dollars a day. There is very little work, especially in rural areas. Families lack their own income and depend on others for their survival. Women on Wings, founded in 2007 by Maria van der Heijden and Ellen Tacoma, wants to change this and works to develop businesses in rural India and to source more employment for women.

Maria van der Heijden and Ellen Tacoma, both self-employed entrepreneurs in management and marketing communication, are driven by compassion. The idea for Women on Wings arose in 2007 when, following several trips to India, the two looked into making a personal contribution to sustainable entrepreneurship in India.

### 3.1.2 Mission and vision

We want to have created one million jobs for women in rural India by 2018. We're achieving this goal by developing businesses and making knowledge available to Indian businesses that create employment for women in rural areas. A job means income for these women, economic autonomy and an escape from the cycle of poverty. Their children can go to school and thereby increase their chances of a better future.

### **3.1**.3 Consultancy and business development

Women on Wings creates jobs in rural India by stimulating, developing and improving economic activity. More often than not there are ample business opportunities, but the area lacks expertise. Women on Wings provides focused expertise: Dutch experts attach themselves temporarily to a company and work with local parties to find fitting and realistic business models.

### **3.1**.4 Investing with human capital

'Human capital' is the core of what we provide. Women on Wings supplies consultancy and knowledge to entrepreneurs in India. Our experts provide their time - in the Netherlands and in India - on a voluntary basis.



### 3.2 Customers, Wings network and Partners in India

3.2.1 Customers





### 3.2.2 Wings network

### Premium Wings

Our partners are companies and/or corporate or private funds and financiers who commit to Women on Wings for a period of at least three years. Together we develop partner programs that focus on the sustainable development of jobs for women in rural India, combined with objectives that contribute to the company or organization helping to finance Women on Wings.

### Our Wings network also comprises:



### Expert Wings

Entrepreneurs and managers with at least 15 years' experience working in the corporate sector, who provide their knowledge and skills free of charge for entrepreneurs in India. These are experienced marketers, production managers, distribution specialists, communication managers, financial experts and retail specialists.



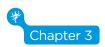
### Friendship Wings

Private individuals who consider our work important and also want to make a financial contribution.

### Business Wings

Companies who make their products and services available to Women on Wings, indirectly supporting to create jobs for women in India.

### Premium Wings who believe in what we do: Cordaid Cordaid | since 2008 AkzoNobel AkzoNobel | since 2009 **DHL Express** | since 2009 **IKEA**FOUNDATION **IKEA Foundation** | since 2011 HYVA Hvva | since 2012 Rabobank **Utrechtse Waarden** Rabobank | since 2013



### 3.2.3 Partners in India

In India, Women on Wings collaborates with the following organizations:



Rabo India Finance | since 2007

Rabobank



Embassy of the Netherlands in India | since 2008



Access Development Services | since 2008



Indian Netherlands Business Association Mumbai and Delhi | since 2011



The Netherlands Consulate General in Mumbai | since 2010



UNDP

| since 2011

UNICEF

### 3.3 Human resources

Activities in 2012 for recruitment and the support of employees:

### **Sanitary Pads Program**

In collaboration with its partner, the IKEA Foundation, Women on Wings is setting up a business unit near Varanasi for the sale and distribution of sanitary pads. HR invested a great deal of effort in 2012 finding an Indian entrepreneur able to set up the business unit for the production of sanitary pads in Varanasi. In 2012, our team of experts was supported by a project administrator and an account manager in India.

### Consultancy

For our larger customers, Jharcraft, Jaipur Rugs and Fabric Plus, we have appointed permanent teams of experts. These customers are experiencing rapid growth and require more frequent contact with the Women on Wings consultants. As these companies increase in size, the issues they face also become more complex. In some cases, our experts are able to develop alongside this demand, but in others specific expertise is required. We are therefore on the lookout for another four or five 'heavyweights' in the areas of strategy, marketing and retail.

### **Indian consultants**

Our team of Indian consultants creates new business leads for Women on Wings and maintains contacts with relevant stakeholders. The consultants completed an annual cycle for the first time in 2012, under the motto 'looking back, looking forward'. At the start of 2012, their objectives were jointly formulated and their progress was evaluated in November. This is a new way of working that provides them with tools to do their work. At the end of 2012, the team consisted of Tanveen Ratti, Rupa Girish and Sreejith NN.



#### **Employee meetings**

Various meetings are organized for the experts, covering a range of themes and giving them the opportunity to share their experiences regarding customers.

#### Changes in core team

Within the core team in the Netherlands, José Verbeek has succeeded Anke Rotink as finance professional.

### **3.4 Communication**

Publicity: Over the past year Women on Wings has received a great deal of attention from the media. This was mainly in the form of interviews with the founders, Ellen and Maria, and often linked to our anniversary and the way in which we have been able to achieve an increase in the number of jobs created. On September 18, Ellen and Maria and a number of experts jointly opened the trade day at the Amsterdam Euronext stock exchange by sounding the gong.

Nahata CS | Director Fabric Plus "I congratulate Women on Wings on their fifth anniversary. And I wish them many more years to come by and support women's empowerment in India."

**Anniversary:** Our anniversary celebration on September 17, 2012 and its attendance by Princess Máxima placed Women on Wings and its work over the past year firmly in the spotlight.

On that day the princess unveiled our total of 51,300 jobs created for women in rural India. This proves that our business model works and ensured that our work is clearly visible in the media. Our anniversary celebrations produced a great deal of publicity for Women on Wings in 2012.

#### **Raising our profile:**

Women on Wings presents itself as a socially-oriented business. A manner of working that is clearly different from that of NGOs: Women on Wings operates with a new business model, in which we collaborate with companies on the basis of equality. Women on Wings does not receive any subsidies, but works alongside partners from the corporate sector. Together with the companies, we create customized programs that match the objectives of the company concerned. In addition to a financial contribution, this also means that we look with Premium Wings at strategic market objectives, HR and customer activities in exchange for our knowledge on social business in India.

New website: In August 2012, our new website www.womenonwings.com went live. Our former website, developed five years ago, did not provide enough opportunity for interaction and the use of social media. Our new website has been designed to allow our customers and experts to tell their story in line with the principles of storytelling. The website explains how Women on Wings' customers, experts and partners are connected to each another, giving visitors better insight into our activities.

**Newsletter:** Each month, our digital newsletter is sent out to a huge number of recipients, updating them on developments at Women on Wings, its partners and the customers in India.



### 3.5 CSR: People, planet, profit

### People, planet, profit:

All three components can be seen in the work carried out by Women on Wings, with an emphasis on people and profit in the form of an income for enterprising women in rural India.

**OECD Guidelines:** In its work, Women on Wings follows the international OECD Guidelines for responsible business practices.

**Transparency:** Women on Wings reports on its activities in its annual reports and other reports, on its website and in digital newsletters.

#### **Corporate social responsibility:**

In 2009, Women on Wings drew up the following basic principles for its own policy on corporate social responsibility:

**Payment:** We work with organizations that pay a fair price for the work.

Working hours: The majority of women who work for Women on Wings' customers are not paid a salary, but are paid per item or assignment. Women often combine the paid work with the housework and looking after children. Working hours are not fixed, but are determined by the women themselves.

**Child labor:** Women on Wings works with organizations that hire women aged 16 years and older.

#### Socially responsible business

**practices:** Our customers in India operate socially-oriented businesses. The women are selected for their specific skills. The women's background and religion are not of interest. Some customers focus specifically on disadvantaged groups. In addition, Women on Wings aims to be a good employer for its employees in the Netherlands and India (core team and experts). This is part of our HR policy.

A third component is the footprint left by Women on Wings - how sustainable is our business management? Do we make responsible purchasing decisions? And how do we, for example, compensate the many air miles we clock up in our trips to India and back? We will work out the details of this in 2013.

#### Accountability and monitoring: The

process related to the detailed accountability and monitoring of the working conditions and environmental impact of activities at our customers in India still needs to be worked out in detail. This could be done through case descriptions and stories from our customers and our experts. This could also be done using organized accountability tools, tailored to companies similar in size to Women on Wings (examples include the 'social evaluator' and the BSCI methods).



# Governance

### 4.1 The Board of Directors

### **Non-Executives**



Willem Lageweg | Chairman, Supervisory Director as of 2007

### Position:

Director of MVO Nederland (CSR Netherlands), the national knowledge and network organization for corporate social responsibility.

Added value for the board and Women on Wings:

- Large network (corporate and public sectors), acquired in current and previous positions
- Vast knowledge in area of national and international corporate social responsibility
- Broad experience with other cultures and with diversity.

#### Additional positions:

- Member of the supervisory board for Forum (national knowledge center for multicultural issues)
- Member of SER International Committee for CSR
- Member of the jury for various sectoral and national CSR awards
- Columnist for various journals
- Ambassador for the Samburu and a drinking water production company in Kenya.



### Jef Keustermans

| Treasurer, Supervisory Director as of 2011

Position: Strategy advisor and interim manager

Added value for the board

- and Women on Wings:
- -Strategic and analytic,
  - experience in operational excellence.

Additional positions

- Supervisory Director of MCB International
- Member of OP Zuid Expert Committee.



Vikas Chaturvedi | General Board, Supervisory Director as of December 2012

Position (at the end of 2012): Senior tax director and head of India desk at PwC Netherlands

Added value for the board and Women on Wings:

- Knowledge of Indian market
- Strong network in India and Europe (with public companies, private companies and government bodies)
- International tax expertise
- Value of cross cultural issues
- Understanding of need for women empowerment in India
- Drive to make a difference in community through Philanthropic act.

Additional positions:

- Board Member and Managing Director, Europe India Chamber of Commerce, Netherlands Chapter
- Board Member and Vice President, GOPIO Amsterdam
- Member, Dutch Trade Board, India Working Group

### **Executives**



Maria van der Heijden | Managing Founder, Executive Director as of 2007



Ellen Tacoma

| Managing Founder, Executive Director as of 2007

The directors have been appointed for an indefinite period. The supervisory directors are involved more remotely and are not paid for the work they do for Women on Wings. Their involvement is based on demand.

The other two board members are responsible for the results achieved from the organization's business activities - from strategy to implementation. As members of the core team, they have been paid for their work since 2011. In 2012, the Board of Directors met five times: in February, May, July, September and November. Outside these meetings, the supervisory directors also have an advisory role for the management.



### 4.2 Day-to-day management

#### Core team:

**Ellen Tacoma & Maria van der Heijden** | Directors and Managing Founders

Ineke Bezembinder | Office Manager

José van Aken (0.6 FTE) | HR

José Verbeek (0.6 FTE) | Finance

Jacqueline Duerinck (0.4 FTE) | Communication

In addition to the core team, our Indian consultants also receive payment. In 2012, we also paid remuneration to the project administrator and account manager of the Sanitary Pads Program for several months. We also have around 50 experts that work for us on an ad hoc basis, for which they do not receive remuneration.

### Support for Sanitary Pads program: Adrianne Jonguiere-Breure

| Project Administrator (0.4 FTE)

**Annet van den Hoek** | Account Manager Varanasi Business Unit (0.4 FTE)

### **Consultants in India:**

Tanveen Ratti, Rupa Girish and Sreejith NN

### 4.3 ANBI (public benefit organization) status, CBF quality mark and Guideline 650 for annual reporting

The foundation was granted the status of non-profit organization (Algemeen Nut Beogende Instelling, ANBI) by the tax department on January 1, 2008. This means that, as long as one works in accordance with the objective of the foundation, donations for the donor as well as the foundation can be given and received tax-free. The Women on Wings Foundation is not required to pay VAT.

Women on Wings has not applied for the CBF quality mark from the Central Bureau on Fundraising. Most of its income comes from funds from companies and foundations, which do not need the CBF quality mark in order to donate funds. Cost considerations also play a role: it costs time and money to apply for a CBF quality mark. Our reports, governance and pay structure do, however, conform to the rules and regulations for funds carrying a CBF quality mark and institutes affiliated to the VFI professional association (the Association of Fundraising Institutions).

Considering the objective of the Foundation and the ANBI (non-profit) status that the tax department has granted to Women on Wings, Guideline 650 'Fundraising organization' will be implemented as regards annual reporting. The categories of reserves as used within the Guideline are standard.



### 4.4 Good governance

The following three principles for good governance have been formulated by the CBF and VFI for charity organizations. The Women on Wings' board endorses and adheres to the three principles of good governance:

 Within the foundation, 'supervisory' tasks (determining or approving plans, critical monitoring of the organization and its results) are clearly separate from the 'management', or 'executive' tasks.
 The foundation continuously works on an optimum deployment of resources, so that its objective can be achieved effectively and efficiently.

3. The foundation strives towards an optimum relationship with stakeholders, with specific focus on the provision of information and the receipt and processing of questions, requirements and complaints.

### 4.4.1 Supervision and control

The so-called 'power of disposal criterion' is safeguarded at Women on Wings as the majority of board members do not act as management. In addition to the two management and also board members, the foundation also has three independent board members. The management and also founders of the foundation are responsible for initiating and determining the foundation's policy.

The main role of the board is to act as a sparring partner, to monitor activities, to determine budgets and annual accounts, to draw up multi-year plans, to assess deviations and to determine office size in terms of FTE and remunerations. The performance of the activities is monitored and evaluated on a regular basis during consultations and board meetings. Monitoring and evaluation takes place each year during completion of the annual planning and preparation of the annual report and annual accounts. The accountant's report is an important external source of information for the board. Points for improvement, whether or not endorsed by the accountant, are dealt with in the board meetings.

### 4.4.2 Deployment of resources

In addition to its control responsibilities as described above, the board also has the task of determining the remuneration policy and the amount of the directors' remuneration. In this matter, the Women on Wings board follows the VFI's 'Advice Regulation on Remuneration for Directors of Charities'. The Advice Regulation provides a maximum norm for annual income based on severity criteria.

The weighting in 2012 resulted in a so-called BSD (Big Safe Dividends) score of 370 points with a maximum annual income of 78,000 euro (1 FTE/12 months). The remuneration of the directors remained within these VFI maximums.

### 4.4.3 Good relationships with stakeholders

Women on Wings ensures good stakeholder management. Our Wings network (Premium Wings, Business Wings, Friendship Wings, Expert Wings and partners in India (see Chapter 3) is kept updated on developments via personal contacts, our website, meetings, our annual report and a monthly digital newsletter.

A special target group consists of the people who make an active contribution to Women on Wings' objective: the employees in the Netherlands and India, the experts (Expert Wings), the Indian consultants and the board of directors. The core team is responsible for the active management of these relationships.



### 4.5 2012 Board Report

The management board closely monitors risks relating to how the organization deals with risk control. This point was raised in almost all meetings. During one of the board meetings, the auditors discussed the structure and effect of the procedures. Where comments were made, these were immediately taken on board by the foundation. As a result, it was stated in the accountant's management letter that there is a good level of internal risk control within the foundation.

An external risk at Women on Wings is our dependence on financing from companies. In times of adverse economic conditions, this means that special attention needs to be paid to establishing and maintaining partnerships with companies. The social climate is another possible risk. Our society has become more critical and skeptical with regard to development cooperation and achievements are often raised for discussion. It is a considerable challenge for Women on Wings to find new financiers in order to avoid becoming dependent on a few partners. Good contacts were established for this purpose in 2012, also at our anniversary celebration.

Fortunately, there are also opportunities for Women on Wings. In the past ten years, social organizations and businesses have grown increasingly close. Corporate social responsibility (CSR) has become increasingly mainstream and many socially-oriented organizations work closely with businesses.

### What do we want to achieve in 2013?

- A doubling in the number of jobs to 100,000, partly through an increase in the number of customers
- Two new senior Indian consultants and the foundation of our Women on Wings office in India, to increase our local presence in the country
- Financing from and partnerships with new companies
- Recruitment of experts with senior expertise in marketing and finance.

Austerlitz, February 2013

On behalf of the Board **Willem Lageweg** | Chairman



#### **General Information**

The Foundation was set up by a document drawn up by Mr. J.A.Kool Notary in Zeist on September 4, 2007. Women on Wings is based in Austerlitz.

### The objective of the foundation is:

- a. To improve the income of women in devoloping countries.
- b. Carrying out all of the additional acts which, in the broadest sense, are connected or advantageous to the aforementioned. The foundation tries to achieve its objective, among others, by advising companies in the area of management, marketing communication and finances.

The board consists of thee non-executives (chair, treasurer and general board member, all unpaid) and two executives who receive a reimbursement for their full-time activities (5,000 euros per month per person excluding sales tax). The board is conditionally authorized to enter into agreements. The board is required, within six months of the end of the financial year, to prepare the statement of income and expenditure and a balance sheet.

### **ANBI-status**

The foundation was granted the status of non-profit organization by the tax department on 1 January 2008, which means that, as long as one works in accordance with the objective of the foundation, donations for the donor as well as the foundation can be given and received tax-free. The Women on Wings Foundation is not required to pay VAT.

### Guideline 650 for annual reporting

Considering the objective of the Foundation and the ANBI (non-profit) status that the tax department has granted to Women on Wings, Guideline 650 'Fundraising organization' will be implemented as regards annual reporting. The categories of reserves as used within the Guideline are standard.

### General principles for drafting the annual account

When drafting the financial report, the Guideline for the 650 Fundraising Institutions will apply. Guideline 650 imposes the obligation to differentiate expenditure objective, fundraising and management and administration costs. The CBF requires that each organization establishes a standard for the amount of the costs of administration and management. Women on Wings aims a maximum rate of 8% of the total costs. Due to the fluctuation in size of the organization, this percentage can become higher. We aim to keep administration costs equal or lower than last year. In the explanation statement of income and expenditure figures are expressed as percentages relative to the total income or total costs.

### **1. BALANCE SHEET**

Amounts in this section are in euro unless otherwise stated

		201	12	20	)11
Assets					
Fixed assets					
	xplanation				
Tangible fixed assets (ICT HW)	4.1	586		806	
Financial fixed assets	4.2	100		-	-
			686		806
Receivables and accrued income	9				
Prepaid expenses	4.3	599		1,500	
Accounts receivable	4.4	12,020		1,931	
			12,619		3,431
0. sh	4 5		054 000		507.040
Cash	4.5		351,206		597,943
			364,511		602,180
		-			
Liabilities					
Equity					
Reserves	4.6				
Continuity reserve	-	44,492		41,557	
Designated reserve Office India		220,000		, _	
Other reserves		4,485		4,485	_
Total equity			268,977		46,042
Current liabilities					
Creditors			3,676		39,412
Amounts received in advance	4.7		39,000		489,000
Balance outstanding	4.8		52,858		27,726
			,		
			364,511		602,180

### 2. STATEMENT OF INCOME AND EXPENDITURE

Amounts in this section are in euro unless otherwise stated

		201	12	201	11
Income	Explanation				
Income from own fundraising	5.1	735,078		338,498	
Income from investments	5.2	8,787		1,931	
Total income			743,865		340,429
Expenditure					
Spent on our objective	5.3	442,416		266,668	
Own fundraising					
Expenses of own fundraising	5.4	40,854		25,257	
Investment costs	5.5	1,356		1,191	
Management &	5.0	00.004		00.404	
Administration costs	5.6	36,304		26,421	
Total expenditure			520,930		319,537
Results			222,935	I	20,892
Allocations					
Addition to Continuity Reserve			2,935		21,557
Withdrawl Designated Reserve			-		665-
Addition to Designated Reserve	Office India		220,000		-
			222,935		20,892

### 3. EXPLANATION GENERAL

### 3.1 General principles for drafting the annual account

When drafting the financial report, the Guideline for the 650 Fundraising Institutions will apply.

### 3.2 Valuation of Assets and Liabilities

Unless stated otherwise, assets and liabilities will be valued based on their nominal value. The valuation of the assets and liabilities will occur on the basis of historical purchasing prices. Other claims are included at nominal value, after the deduction of any necessary provisions.

### 3.3 Tangible fixed assets

The tangible fixed assets are valued according to the purchasing price, minus any cumulative depreciations and, if applicable, with special value deductions. The deductions are based on the estimated economic lifespan and are calculated on the basis of a fixed percentage of the purchasing price, considering a potential residual investment value. Depreciations are deducted from the moment at which they are put into use.

#### 3.4 Receivables and accrued income

Receivables are recorded at fair value and then valued at amortized costs, net of allowances for uncertain accounts, determined individually. On initial recognition the fair value and the amortized cost equal the face value.

#### 3.5 Cash

Liquid assets in the form of cash (INR) are valued against the exchange rate on the balance sheet date, rounded off to whole cents. Receivables, liabilities and obligations denominated in foreign currencies are translated at the exchange rate valid at balance sheet date. Transactions in foreign currency during the financial year are recognized in the financial statements at the exchange rate valid at the transaction date. The exchange differences resulting from the conversion at the balance sheet date, taking into account possible hedge transactions, are recorded in the statement of income and expenditure.

#### 3.6 Reserves

A distinction is made between three types of reserves:

*The continuity reserve*: to cover short-term risks and to ensure that Women on Wings can contine to meet its obligations. This reserve stands at 44,492 euro at the end of the financial year, taking into account the addition of 2012. The board has decided to expand the continuity reserve to 50,000 euro for fixed costs. This is equal to the fixed costs of one quarter.

*The designated reserve* : reserves which are specifically destined to be used for a particular purpose.

*Other reserves*: general reserve without any particular purpose. It is the board's policy that the reserves and funds will be used for the foundation's objectives.

### 3.7 Short-term debts, accruals and deferred income

This concerns categories with a remaining term of less than one year.

### 3.8 **Principles on which results are based**

The income and expenditure are allocated to the period to which they relate, based on historical costs. Obligations and potential losses incurred before the end of the reporting year will be considered if they are known before the annual account is drafted. Income and expenditure, which do not arise from the normal business operations, are shown as extraordinary income and expenditure.

### 3.9 Estimates

When drafting the annual account, the board must, in accordance with the general principles, make, certain estimates and assumptions that help determine the amounts in the financial statements. The actual results may deviate from these estimates.

### **4.EXPLANATION BALANCE SHEET**

Amounts in this section are in euro unless otherwise stated

• •	2012	2011
Assets		
4.1 Tangible fixed assets		
The course of the tangible fixed assets is as follows:		
	ICT / HW	ICT / HW
Balance as of 1 Januari		
Acquisition value	1,099	1,099
Cumulative depreciation	293	73
Book value	806	1,026
Mutations		
Investments	-	-
Depreciation	220-	220-
Total mutations	220-	220-
Balance as of 31 December		
Acquisition value	1,099	1,099
Cumulative depreciation	513	293
Book value as of 31 December	586	806

The computer equipment is depreciated over a five year period with no residual value.

### 4.2 Financial fixed assets

The participation is a 100% stake in the company, set up by December 15, 2012 named Women on Wings B.V.

### 4.3 Prepaid expenses

The prepaid expenses consist of administrative costs 2013.

### 4.4 Accounts receivable

The outstanding amounts consist of interest on the Rabobank account and a contribution from UNICEF.

### Amounts in this section are in euros unless otherwise stated

		2012	2011
4.5	Cash		
	Cash (INR in euro)	27	368
	Rabobank, association package 1364.89.931	10,179	2,575
	Rabobank, business account 1333.245.769	141,000	595,000
	Account 3034.645.422	150,000	-
	Balancing entries	50,000	-
		351,206	597,943

The cash Indian Rupees at the end of the year are valued in euro at a rate of 67 Indian Rupee (INR) per euro.

### Liabilities

### 4.6 Reserves

Of the results for 2012, 220,000 euro will be added to the designated reserve for the Indian office. The rest of the results will be added to the continuity reserve. The Board has decided to expand the continuity reserve to 50,000 euro for fixed costs. This is equal to the fixed costs of one quarter.

### 4.7 Amounts received in advance

This concerns a contribution from Cordaid (39,000 euro) for a program to be implemented

### 4.8 Balance outstanding

Consultancy expenses India	3,166	2,127
Banking expenses and debit interest	259	227
Accountant and administration expenses	14,520	9,568
Management reimbursements	12,151	11,900
IKEA Foundation (Sanitary Pads program)	20,528	2,771
Current Account Women on Wings B.V.	100	-
Internet expenses	-	7
Holiday surcharge	1,197	1,126
Taxes	937	
	52,858	27,726

### 4.9 Obligation not shown on the balance sheet

The annual rental agreement for real estate is 9,000 euro, exclusive VAT. The rental agreement was entered into for an undetermined period.

### 5. EXPLANATION STATEMENT OF INCOME AND EXPENDITURE

Amounts in this section are in euros unless otherwise stated	2012		2011
Income	2012		2011
5.1. Income from own fundraising			
Friendship Wings	16,271		16,287
Business Wings	27,109		23,082
Premium Wings	245,000		70,650
Projects	3,233		28,447
IKEA Foundation (Sanitary Pads program)	429,472	*)	200,000
Other income	13,993	/	32
	735,078		338,498
*) Contribution 2012 450,000 euro minus budget undershoot 20			
Premium Wings			
Rijsholt Foundation	200,000		-
Hyva	20,000		-
AkzoNobel	25,000		30,000
Cordaid	-		15,650
DHL Express	-		25,000
	245,000		70,650
5.2. Income from investments			
Interest	8,787		1,931
	8,787		1,931
Expenditure		-	
5.3 Spent on our objective			
Travel and accommodation expenses	108,508		76,338
Mobile telephone 607		513	
Flight-/Visa/Hotel/subsistence India 92,207		67,391	
Kilometric fees 11,433		7,181	
Parking fees 1,224		1,108	
Other travelcosts 3,037		145	
Information and publicity	23,581		7,190
Hardware, Internet/website 17,568		2,991	
Translation costs 4,839		2,341	
Seminars 184		10	
Representation costs 990		1,848	
Personnel costs and consultants in India	271,294		165,386
Management reimbursements 122,911		122,144	
Fee consultants India 77,793		15,173	
Salaries & Fee indirect personnel 67,989		27,087	
Other personnelcosts 2,601		982	
General costs	39,033		17,754
Aaamtree India 21,439		7,387	
Other general costs 17,594		10,367	
	442,416		266,668
% of total income minus addition Reserve Indian office	84.5%		78.3%

Amounts in this section are in euros unless otherwise stated

			2012		2011
5.4	Expenses of own fundraising				
	Travel and accommodation expenses		1,429		937
	Kilometric fees	1,270		798	
	Parking fees	136		123	
	Other travelcosts	23		16	
	Information and publicity		12,466		4,572
	Hardware, Internet/website	1,952		333	
	Printed matter and advertisingcosts	6,780		726	
	Representation costs	110		205	
	Other recruitment costs	3,624		3,308	
	Personnel costs		26,245		19,065
	Management reimbursements	14,460		4,695	
	Salaries & Fee indirect personnel	11,785		14,370	
	General costs		714		683
			40,854		25,257
				-	
	% of income from own fundraising		5.6%		7.5%
5.5	Investment costs				
	Exchange differences		16		35
	Bank costs and interest		1,340		1,156
	Darik Costs and Interest		1,010		1,100
		ļ	1,356	l	1,191
	% of income from investments				
	% of income from investments		1,356	ļ	1,191
5.6	% of income from investments Management & Administration costs		<b>1,356</b> 15.4%		<b>1,191</b> 61.7%
5.6	% of income from investments Management & Administration costs Various Management & Administration costs		1,356		1,191
5.6	% of income from investments Management & Administration costs	10,755	<b>1,356</b> 15.4%	6,545	<b>1,191</b> 61.7%
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs	79	<b>1,356</b> 15.4%	351	<b>1,191</b> 61.7%
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs	79 219	<b>1,356</b> 15.4%	351 278	<b>1,191</b> 61.7%
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs	79	<b>1,356</b> 15.4%	351	<b>1,191</b> 61.7%
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs Office costs Telephone costs	79 219	<b>1,356</b> 15.4%	351 278	<b>1,191</b> 61.7%
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs Office costs	79 219	<b>1,356</b> 15.4%	351 278 1,295	<b>1,191</b> 61.7%
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs Office costs Telephone costs	79 219 459 -	<b>1,356</b> 15.4%	351 278 1,295 8	<b>1,191</b> 61.7%
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs Other costs Office costs Telephone costs Audit and administration costs	79 219 459 -	<b>1,356</b> 15.4%	351 278 1,295 8 5,751	<b>1,191</b> 61.7%
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs Other costs Office costs Telephone costs Audit and administration costs Legal and advisory fees	79 219 459 -	<b>1,356</b> 15.4% 18,195	351 278 1,295 8 5,751	<b>1,191</b> 61.7% 14,902
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs Other costs Office costs Telephone costs Audit and administration costs Legal and advisory fees Personnel costs	79 219 459 - 6,683 -	<b>1,356</b> 15.4% 18,195	351 278 1,295 8 5,751 674	<b>1,191</b> 61.7% 14,902
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs Other costs Office costs Telephone costs Audit and administration costs Legal and advisory fees Personnel costs Management reimbursements	79 219 459 - 6,683 - 7,231	<b>1,356</b> 15.4% 18,195	351 278 1,295 8 5,751 674 7,185	<b>1,191</b> 61.7% 14,902
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs Other costs Other costs Office costs Telephone costs Audit and administration costs Legal and advisory fees Personnel costs Management reimbursements Salaries & Fee indirect personnel	79 219 459 - 6,683 - 7,231 10,878	<b>1,356</b> 15.4% 18,195 18,109 <b>36,304</b>	351 278 1,295 8 5,751 674 7,185	<b>1,191</b> 61.7% 14,902 11,519 <b>26,421</b>
5.6	% of income from investments Management & Administration costs Various Management & Administration costs Rent Catering costs Other costs Other costs Office costs Telephone costs Audit and administration costs Legal and advisory fees Personnel costs Management reimbursements	79 219 459 - 6,683 - 7,231 10,878	<b>1,356</b> 15.4% 18,195 18,109	351 278 1,295 8 5,751 674 7,185	<b>1,191</b> 61.7% 14,902 11,519

### **Explanation distribution Expenditure**

A number of costs were partially allocated to the Objective, to Own Fundrasing and/or to Management and Administration. The rate used is based on a fixed percentage based on the time sheets. For each role the breakdown is given for type, but this breakdown largely matches the selected division.

	Objective	Fundraising Manag. & Admir		
Management	85%	10%	5%	
Office Management	75%	13%	12%	
Hired staff	75%	13%	12%	

Amounts in this section are in euro unless otherwise stated	Amounts in	this	section	are in	euro	unless	otherwise	stated
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Expenditure	Allocation			Actual	Budgeted	Actual	
	Objective	Fundraising		Managem. &	2012	for 2012	2011
		Own fundraising	Investments	Administr.	total	total	total
Travel and accommodation	108,508	1,429	-	-	109,937	102,000	77,275
Information and publicity	23,581	12,466	-	-	36,047	30,000	11,762
Personnel costs	271,294	26,245	-	18,109	315,648	295,000	195,970
General and Office expenses	17,594	714	-	18,195	36,503	25,000	33,339
Sanitary Pads Aaam Tree	21,439	-	-	-	21,439	200,000	-
Investment costs	-	-	1,356	-	1,356	-	1,191
Total	442,416	40,854	1,356	36,304	520,930	652,000	319,537

### Travel and accomodaton expenses

These costs were higher than budgeted, due to more visits to customers and increased air fares.

#### Information and publicity

These costs were higher than budgeted, due to celebrating our fifth anniversary and the new website.

### Sanitary Pads Aaam Tree

Production of sanitary pads in place with the IKEA Foundation agreement was started under the name Aaam Tree. After conducting extensive research we made the decision not to produce the pads ourselves. In 2013, we will look into a different route - a sales and distribution scenario.

### **Personnel costs**

The largest element of expenses related to staffing costs. Breakdown of personnel costs:

### Amounts in this section are in euro unless otherwise stated

	2012	2011
Gross wages and holiday surcharge	29,173	15,206
Social security	4,696	2,472
Hired staff	56,299	18,437
Consultancy Sanitary Pads program	42,832	-
Consultancy costs	10,683	-
Payments to management	144,602	143,699
Payments to consultants in India	27,363	15,173
Other personnel costs		983
	315,648	195,970

### Gross wages, Holiday surcharge, Social security

The labor costs are increased because of expanding the contract of the office manager (from 0.8 to 1 FTE) plus an additional payment to the departing finance professional.

### Hired staff

Professionalization of the core team has led to an increase of staff and costs for communication and public relation, human resources and finance.

### Consultancy Sanitary Pads program

In 2012, 2 freelancers were hired for research into the production of sanitary pads. These contracts are converted at year-end to expert contracts (without compensation).

### Consultancy costs

For the foundation of the Indian Private Limited consulting costs are made. Also costs for a strategic plan and recruiting an Indian entrepreneur are included.

### Payment to consultants in India

From September 2012, an Indian entrepreneur and an assistant are hired to research into the production potential of sanitary pads.

### Signature Austerlitz, 6 March 2013

W. Lageweg

E. Tacoma

J. Keustermans

La forthis

V. Chaturvedi

### **INDEPENDENT AUDITOR'S REPORT**

To: the board of directors and the management of Stichting Women on Wings

### **Report on the financial statements**

We were engaged to audit the accompanying financial statements 2012 of Stichting Women on Wings, Utrecht, which comprise the balance sheet as at December 31, 2012, the profit and loss account for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

### Management's responsibility

Management is responsible for the preparation and fair presentation of these financial statements and for the preparation of the management board report, both in accordance with the guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions". Furthermore management is responsible for such internal control as it determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. This requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion with respect to the financial statements*

In our opinion, the financial statements give a true and fair view of the financial position of Stichting Women on Wings as at December 31, 2012 and of its result for the year then ended in accordance with the guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions".

Utrecht, 6 March 2013

BDO Audit & Assurance B.V. on its behalf,

sgd.

R.W.A. Eradus RA

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### Colophon

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### WOMEN ON WINGS