



For children and
equality for girls

PLAN INTERNATIONAL UK TRUSTEES' ANNUAL REPORT 2025

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The information included on pages 11–28 constitutes Plan International UK's Strategic Report for the year to 30 June 2025.

ABOUT PLAN INTERNATIONAL

Plan International is an independent development and humanitarian organisation that advances children's rights and equality for girls. We strive for an equal world where every child can reach their full potential, and every girl can choose their own future.

For more than 85 years, we've been building powerful partnerships to protect children's rights and fight inequality. To create lasting change, we work together with children and young people, local communities, partners and supporters.

Plan International works across more than 80 countries to build a future where every child is safe and receives an education. A world where all girls are free from violence, in control of their own body, know their rights and have their voices heard. And if disaster strikes, we're there too. We work to protect children, keep them learning and help their communities to recover, rebuild and develop their resilience.

Plan International UK is part of the Plan International global family and leads the work of the charity in the UK. This includes raising crucial funds for our work internationally; advocacy and campaigning with young people; and tackling the barriers girls face in the UK.

We work closely in partnership with Plan International to support the effective design and implementation of the programmes we fund overseas.

The projects highlighted in this report have all received financial support from Plan International UK – many will also receive funding from other Plan International members and other partners. The reach and impact included in this report reflect the whole project.

Plan International UK is an independent development and humanitarian children's charity, with no religious, political or government affiliation.

The Trustees' Annual Report 2025 covers the period 1 July 2024–30 June 2025.



"I never thought I'd get a chance to learn."

Shamsa, 13, Somalia

"This centre has given me a chance to be someone," says 13-year-old Shamsa who lives in a camp in Somalia. She's speaking about a temporary learning space set up by Plan International so displaced girls like her can access their right to education.

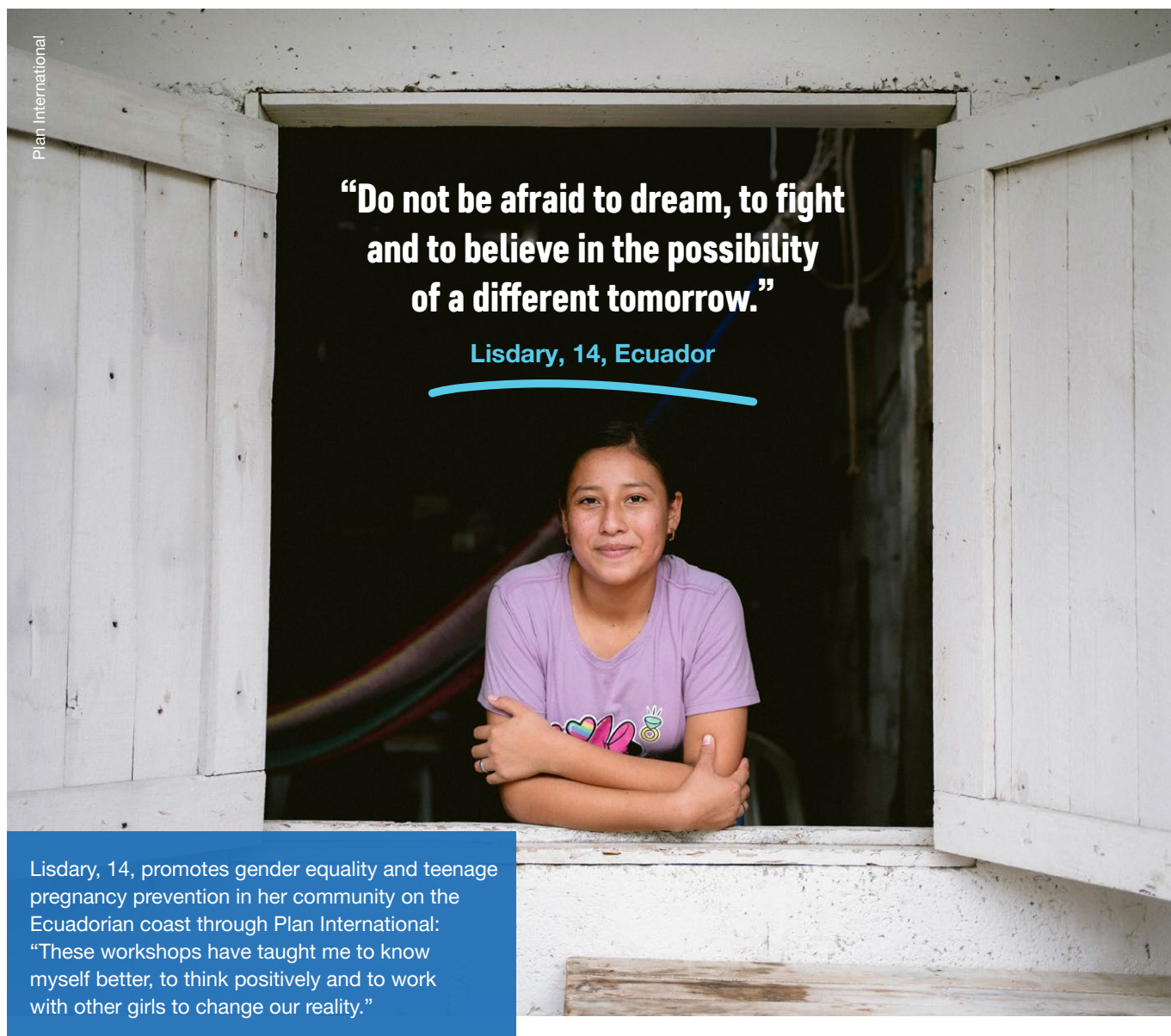
ISING TO THE CHALLENGE OF A CHANGING WORLD

Plan International is an organisation with a big ambition. To see all girls standing strong creating global change. But changes in the external world over the last twelve months have put pressure on that goal, while simultaneously underscoring how needed our work is.

From the push back on gender equality by a loud and increasingly well funded anti-rights

movement to the impacts of climate change on children and their communities. From the rise of complex and protracted crises in places like Gaza and Sudan where children are heavily impacted, to the devastating cuts to aid budgets by many donors, including in the UK.

The Plan International family is working collaboratively to overcome these challenges in order to maximise the impact we can have for children and girls. At Plan International UK, our 2024-2027 strategy puts us in a good position to navigate what lies ahead. But we don't underestimate the task at hand. What grounds us is our unwavering commitment to promoting children's rights and equality for girls. And we're so grateful to have you with us.



Lisdary, 14, promotes gender equality and teenage pregnancy prevention in her community on the Ecuadorian coast through Plan International: "These workshops have taught me to know myself better, to think positively and to work with other girls to change our reality."

WELCOME FROM OUR CEO

Since our last report, the scale and depth of our impact have continued to inspire. From delivering bold new programmes to responding to global humanitarian crises, our work has reached far and wide – transforming lives, shifting narratives, and driving meaningful change. Every achievement reflects the power of collective action and our belief in a more equal world for children and girls.

We launched the State of Girls' Rights in the UK report, capturing the voices of 3,000 girls and young women across the UK. Their insights and involvement sparked vital national conversations and helped us engage parliamentarians and key stakeholders with clear recommendations to improve girls' rights.

I visited Liberia with two of our trustees to witness the work of the Liberia Women's Empowerment Programme (LWEP). This ambitious new programme challenges harmful discrimination that limits the potential of girls and women, and aims to support 267,000 women across 750 communities to build financial independence.

Social Development Direct (SDDirect - our consultancy company) has continued to empower women, girls and excluded groups through 62 projects in 50 countries. SDDirect also celebrated the renewal of the Safeguarding Resource and Support Hub for another five years – an important milestone in strengthening safeguarding across the sector.

Our Young Health Programme (YHP) has flourished, empowering young people with the knowledge and confidence to take charge of their mental health and wellbeing. Over the past five years, YHP UK has directly supported 5,600 young people and reached over 1.5 million with vital information. The end of the YHP UK programme marks our strategic decision to

phase out the delivery of programmes with and for girls in the UK. We celebrate the huge achievements of our UK Programmes unit, and we will continue to be an active and passionate voice for girls and their rights in the UK.

Globally, the aid landscape has become increasingly complex and constrained. Dramatic funding cuts triggered by the new US administration have reduced already limited resources amid rising global needs. Alongside this, we have seen a continued rollback of rights for girls and young women, and a tightening of civic space, with growing restrictions on organisations, activists, and young people. In this context of shrinking support and narrowing freedoms, our mission has never been more urgent or more essential. To sustain our impact, this year we made the difficult decision to reduce our cost base, parting ways with valued colleagues. This was necessary to ensure financial sustainability and continue reaching communities in need, and although the years ahead may be tough, we are well placed to navigate it.

Humanitarian crises in Gaza, Sudan, Ukraine, and other underreported emergencies have intensified, creating unimaginable devastation – especially for children. In the face of such suffering, our response has been swift and determined. We launched two urgent appeals with the Disasters Emergency Committee (DEC), mobilising support and resources to reach those most in need. The Middle East Humanitarian Crisis appeal has enabled the delivery of food, essential supplies, and psychosocial support to families enduring profound loss and displacement. Our second appeal, for the Myanmar Earthquake, saw us act within hours - becoming the first humanitarian organisation to share what we were seeing with the UK media. This helped raise vital awareness and funds to ensure life-saving assistance reached communities without delay. We remain deeply committed to raising further funds, advocating for urgent action, and working with local partners to bring hope, relief, and dignity to those still facing desperate circumstances.

This year also brought changes to our Board of Trustees as we were delighted to welcome Baroness Liz Sugg as our new Chair in May 2025. A member of the House of Lords and lifelong advocate for women and girls, Liz brings extensive experience in government and international development. Her appointment follows the conclusion of Sir Ian Diamond's two terms as Chair, and we thank him for his dedicated service.



Rose Caldwell
Chief Executive

Together, with our colleagues, sponsors, supporters, and partners, we are united by a shared purpose. We often describe ourselves as determined optimists, and that mantra will guide us through the challenges ahead. We will be bold, we will be defiant, and we will not falter. Thank you for standing in solidarity with us, and with children and girls confronting hardship and injustice. We are more determined than ever to drive lasting change for their futures.



Youth groups from Great Yarmouth and Blackpool campaign with Plan International UK's Youth Advisory Panel ahead of the State of Girls' Rights in the UK report reception held at Parliament in March 2025.

WELCOME FROM OUR CHAIR

I'm proud to take up the role of Chair of the Plan International UK Board of Trustees. At a time when girls' rights are under threat globally, Plan International's work has never been more urgent. I have long admired the organisation's bold advocacy, its laser focus on gender equality, and the calibre of its people. The organisation delivers real, lasting change, and I'm delighted to join the team, with their mission aligning so closely with my own values and priorities.

My background in international development and girls' education has given me a clear understanding of the policy landscape and how to influence decision makers. As Minister for Sustainable Development and the UK's Special Envoy for Girls' Education, I worked to put girls at the heart of the conversation in global development. When the UK cut its aid budget from 0.7% to 0.5% in 2020, I resigned as a Minister because I could not support that decision. Seeing it reduced further to 0.3% this year is gravely concerning. The consequences will be felt worldwide, and the importance of Plan International's work has never been more vital. I intend to use my platform, in Parliament and beyond, to amplify Plan International's voice and ensure it continues to be a leading force in shaping a more equitable future.

With our dedicated board of trustees, and exceptional colleagues in the UK and across the global family, Plan International is well-positioned to respond to what is undoubtedly an incredibly challenging time for the sector. We are scaling up our ability to respond quickly to humanitarian crisis, focusing on securing income through public fundraising and institutional partnerships, and embracing a more locally-led, globally-connected approach through our strategic goals. We will stay focused on what we can control and deliver impact where it matters most.

Looking ahead, what gives me hope is the strength of our allies and the clarity of our mission. It's important to celebrate success, even in tough times, and this annual report gives some examples of Plan International's excellent work. We must build on that momentum and ensure we remain optimistic and ambitious. There's a quote I often return to – "Don't agonise, organise" – and that's the spirit I intend to bring to this role.



Baroness Liz Sugg,
Chair

A MESSAGE FROM OUR YOUTH ADVISORY PANEL

My name is Suzzeth. Being on Plan International UK's Youth Advisory Panel (YAP) has stretched me beyond my comfort zone and helped me grow.

YAP is a group of young people committed to the advocacy of children's rights and gender equality. We work in a team to inform the decision making of Plan International UK to ensure the voices of the youth are taken into account. This is important in making sure the charity carries out their goal properly: to promote the rights of children and girls.

I have a passion for activism work and girls' health, safety and education. The YAP stood out to me as an opportunity to develop myself and my skills, gaining experience in this field.

I believe the focus on youth and specifically female voices in this space is so necessary and this is core to the YAP. Bringing together perspectives across a range of demographics – which I recognise across the panel – provides well-versed responses and allows effective action. It's a platform that enables you to grow and achieve.

A few highlights from my time include working on the 2024 General Election manifesto and an International Women's Day parliamentary event, which provided access to conversations with female MPs. It was inspiring, challenging and eye-opening.



Being able to learn consistently and gain awareness across a variety of areas has been such a reward; from humanitarian responses to policy making and campaigning. It has been a great opportunity to grow in confidence, speaking my mind and interacting with people across the board.

After working with Plan International UK, I am left feeling challenged, thinking about what still needs to be done.

As this cohort continues our second year, I hope to see progress in attitudes towards girls on a national level in the UK, as well as the opportunity to be a part of more campaigning work.

Suzzeth

Plan International UK YAP member

OUR IMPACT



"I want to see fewer girls dropping out of school, and I want to tackle child, early and forced marriage," says 19-year-old Nyabhan from Ethiopia. Nyabhan is an adolescent advisor with Plan International. She works to empower young people in crisis settings to lead and create change.

WE REACHED NEARLY 6 MILLION CHILDREN, YOUNG PEOPLE AND THEIR COMMUNITIES AROUND THE WORLD, ACROSS 54 PROJECTS IN 45 COUNTRIES

1.18 million

people directly supported
by our programmes, 65% of
whom were girls and women

4.6 million

people indirectly reached
through our work



Thanks to our

54,311 UK SPONSORS
we are supporting nearly
58,000 CHILDREN

74,800 SUPPORTERS
generously donated
to our work

6,345 CAMPAIGNERS
in the UK stood with
us to fight for equality
for girls

STRATEGIC REVIEW



Six-year-old Habiba experienced one of the worst floods in recent history in Bangladesh. Plan International delivered essential supplies such as soap, jerrycans, tarpaulins and torches to families like hers. "We are so grateful for the support. We make good use of it," said Bibi, Habiba's mum.

OUR STRATEGY

Our 2024-2027 organisational strategy has been thoughtfully created to ensure Plan International UK continues to have a lasting impact on the lives of children, with a focus on girls.

Much has been achieved to date. But the needs are growing and ever more urgent. We must be bold to match the challenges we face and realise our ambition: all girls standing strong creating global change.

For many years we have brought people together to protect children's rights and help girls thrive. Our strategy builds on these strong foundations. To create real change for girls. To shift power to those leading change. To support where we're most needed.

Our strategy is structured around three components:

- our **core focus** – delivering impact for children and girls through our programmes and a bold voice for change
- the **strategic shifts** we wish to make
- and the **strategic enablers** which will help us to make change possible.

In all that we do we strive to embody our values and our commitment to anti-racism, diversity and inclusion.

On the next few pages, we look back and spotlight some of the most significant achievements over the last year. We also look forward to what we still aspire to achieve.

CORE FOCUS

Delivering impact for children and girls through programmes and a bold voice for change.

Focus on achieving equality for girls

Ensure our approach is youth-centred

Respond to the growing climate crisis

PRIORITISING STRATEGIC SHIFTS

Shifting power to support locally led, globally connected change

Scaling up our humanitarian impact

Funding our impact

MAKING CHANGE POSSIBLE

Evidence and learning from our impact

Being an effective and responsive organisation

DELIVERING IMPACT FOR CHILDREN AND GIRLS

Our strategy is new but our core focus remains unchanged: we deliver impact for children and girls.

That means delivering programmes around the world that meet both urgent humanitarian needs and long-term change. These are programmes shaped and delivered with local communities and partners. And they include our global child sponsorship programme which strengthens whole communities' ability to provide for children and girls' unique needs.

It also means delivering bold campaigns and influencing work, with girls' voices at the heart, to challenge the systems and structures holding them back.

To ensure this work has lasting impact on the lives of children and young people, we are prioritising three cross-cutting areas in all that we do:

- **Focusing on achieving equality for girls**
By tackling the root causes of gender inequality to make the world a better place to be a girl, we work to create safer and more just communities for everyone.
- **Ensuring our approach is youth-centred**
Placing young people at the heart of what we do means they meaningfully shape what has a direct impact on their lives.
- **Responding to the growing climate crisis**
We address the impact of the climate crisis across our work, speak out for climate justice and help communities strengthen their resilience to it.

You'll see these areas spotlighted across this section of the report.



"Our school is like a mini-community where we learn in class, take part in projects and go back to our dormitories to relax, study and play," says 15-year-old Lethubhle in Zimbabwe. She's talking about dormitories built by Plan International near her school which solves the long and unsafe journey she had to take previously.

Impact through programmes

We continued our work combining both humanitarian and long-term development programmes this year to help tackle the biggest challenges facing children and young people – with a particular focus on girls, in all their diversity.

Our programmes prioritise protecting children's rights and keeping girls safe, learning and in control of their bodies. This work is especially important right now as humanitarian needs rise and girls' rights increasingly come under threat.

This year, we continued to support those affected by ongoing humanitarian crises in Gaza, Sudan and Ukraine. We also supported communities affected by the devastating 7.7 magnitude earthquake in Myanmar. Our response to the crises in Gaza and Myanmar were bolstered through collaborative appeals as part of the Disasters Emergency Committee (DEC), helping to mobilise additional funds. In Gaza, humanitarian access has been extremely challenging, but we have worked with local partners to deliver life-saving aid including psychosocial support to nearly 15,000 people. After violence escalated into Lebanon displacing thousands of people, we provided much-needed support including food, water, winter supplies and educational materials so children could continue to learn.

We have also continued to highlight the devastating impacts of the conflict for children in Gaza. We have called on the UK Government to take greater action, including through calling on the UK to urgently support a full and immediate ceasefire, reinstate vital

funding to the UN in Gaza and to end the sale of weapons to the Israeli Government.

In Myanmar, we responded rapidly to the earthquake reaching over 20,000 individuals with emergency food, drinking water, shelter materials and blankets. We also set up 20 child-friendly spaces, giving children a safe place to play and receive psychosocial support.

In Sudan, we delivered food, cash, and hygiene kits to over 56,000 people displaced by conflict. We also strengthened child protection systems and worked to prevent violence against adolescent girls particularly in displacement camps.

We continued to support people affected by the Ukraine conflict, reaching 139,899 people since our response began in 2022. We ensured children were better protected from violence, abuse and exploitation; received the emotional support they needed; and had materials to continue learning.

REMEMBERING FATIMA HASSOUNA

Fatima Hassouna was a talented Palestinian photographer and youth advocate with Plan International. She lived in Gaza and was killed in an airstrike on 16 April 2025 aged just 24. For 18 months, with only her camera, Fatima bravely documented living through the conflict that has destroyed Gaza. She was a beacon of inspiration for all at Plan International.

**“Holding onto
hopes and dreams
is a crucial part
of survival.”**

Fatima, 24, Gaza



Motaz

Nearly 58,000 children around the world were supported directly by over 54,300 UK sponsors this year. With this generous support, communities around the world have been able to provide what children need to thrive – from the chance to go to school to access to safe

water. All children in sponsored communities where Plan International works benefit from this support, whether or not they have an individual sponsor – such as through essential services like education and healthcare.

Revitalising child sponsorship

Sponsorship lies at the heart of Plan International – it's a key component of how we reach and impact girls and young people. Looking forwards it's important that our model delivers long-term, sustainable change and reflects our anti-

racism and decolonisation principles. Together with the Plan International family, we're working to revitalise our sponsorship programme – keeping the best of what we have and building and expanding on it so that we can appeal to new sponsors in new ways and continue to have impact.



"Now I'm not afraid anymore," says 11-year-old Merly in Guatemala. As a sponsored child, Merly received the support she needed to start believing in her own capabilities and recognise her value. Merly loves playing football, taking part in community activities and reciting poetry.

SPOTLIGHT:

ACHIEVING EQUALITY FOR GIRLS

**“I am optimistic that with time
I will be doing big sales”**

Mitais, 20, Zimbabwe

“I can make dresses, uniforms, tracksuits, as well as pillows,” says 20-year-old Mitais in Zimbabwe. “Before SAGE, I had nothing to do, no skill or any source of income.”

Supporting Adolescent Girls Education (SAGE TEACH) is Plan International’s flagship programme funded by UK Aid. Now in its second phase, the programme supports girls and young women like Mitais to access education and employment.

“I was taught to read and write which is something I could not do before, as well as mathematical calculations,” explains Mitais.

“On the practical courses I decided to do sewing since I was passionate about it. I am still new in the market but I am optimistic that with time I will be doing big sales.”

Since the programme started in 2018, over 19,000 girls and young women have been supported to complete accelerated learning courses, technical and vocational qualifications, and gender empowerment and life skills training. From hairdressing to solar installation, girls gain the skills, confidence, and opportunities to earn a living and take control of their futures.

The SAGE model combines a youth-centred approach that amplifies girls’ voices, with government partnerships, to create systemic change. The project team, on behalf of the Ministry of Primary and Secondary Education, led a review of non-formal education across Zimbabwe and submitted a new policy to parliament, showing how Plan International’s SAGE approach is shaping national change.



Mitais, 20, learned how to read, write and sew giving her skills to start a business in Zimbabwe.

Other highlights from across our programmatic work globally over the last year include:

- Helping 60,000 out-of-school children – mostly girls – to learn again after conflict and trauma through the Partnership for Learning for All in Nigerian Education (PLANE II) project.
- Equipping young women with the skills and training to gain employment and earn a livelihood across Indonesia, Thailand, Vietnam, Korea and Philippines through the Futuremakers programme funded by Standard Chartered Foundation.
- Improving access to school for children in Tanzania who often miss out due to poverty or living with a disability, through the Shule Bora (Quality School) project.
- Preventing and reducing child labour in Malawi through the European Union funded Joining Forces for Africa (JOFA) initiative.
- Reaching thousands of young people in the UK with period related information and launching our Period Peers handbook designed by and

for young people, through our new Period Peers Programme with Nurofen.

- Empowering young people across Brazil, Kenya, Indonesia, Vietnam, Thailand, Egypt and Colombia to raise awareness about preventing non-communicable diseases, through the Young Health Programme funded by AstraZeneca. In the UK, the Young Health Programme successfully completed after reaching over 1.5 million young people with youth-led mental health support and directly improving the wellbeing, resilience and confidence of over 5,500 young people.

Programmes that ended this year included Eu Sou Capaz (Safe Spaces) which supported nearly 30,000 out-of-school girls in Mozambique with skills training, and reduced school dropout rates. My Health My Rights in Sierra Leone also concluded after increasing young people's understanding of sexual and reproductive health and rights and boosting their confidence to access related services.



"My dad was the one who told me not to accept FGM," says 16-year-old Fatou in Senegal. In Fatou's village, the once-prevalent practice of female genital mutilation (FGM) has been replaced by a movement of resistance. It's led by local men supported by Plan International including Fatou's father Bamba.

SPOTLIGHT: RESPONDING TO THE CLIMATE CRISIS

Ethel, 23, is a farmer and mother of two in Malawi who, alongside her husband, relies on agriculture for their livelihood. The impact of climate change has meant their crop production has declined over the years, and they have struggled to eat a balanced diet – making their daughter Lonny unwell and underweight.

Now, Ethel and her family have learnt how to eat more healthily with their limited resources, through training delivered by community care groups as part of the CLIMB project.

“Since I started participating in the cooking sessions and household visits, I have gained knowledge about nutrition and come to appreciate the importance of foods I once thought were unnecessary, like fruits, and I’ve seen how they’ve significantly helped my child fight off diseases.”

Lonny’s health has improved, and she has gained weight: “Now that my daughter isn’t getting sick as often, I can focus on taking care of my household and watch her play happily with her friends. I plan to keep utilizing the expertise of the trained nutrition promoters to ensure my daughter remains healthy and continues to thrive.”

The care groups also encourage Ethel and her community to rear poultry as a more sustainable source of food. This provides families with a reliable, affordable and nutritious protein source, making them more resilient to food shortages caused by climate change.



**“I’m now able to provide
my child with food.”**

Ethel, 23, Malawi



Presentation of food prepared during a cooking demonstration in Ethel’s community.



Ethel, 23, and her daughter Lonny in Malawi.

Impact through influencing

We have continued to use our voice to create change for girls in the UK and globally by strengthening relationships with decision-makers, amplifying youth voices in key political spaces, and calling on the UK Government to protect and advance girls' rights.

Ahead of the 2024 General Election, we published our manifesto *Girls Can't Wait* demonstrating the action that girls want the new Government to take as they came into power. In July, we launched our flagship *State of Girls' Rights in the UK* report, which secured significant media coverage highlighting challenges facing girls in the UK and calling for action.

We quickly built strong relationships with new MPs and the Minister of State for Development at the Foreign, Commonwealth and Development Office (FCDO) in order to ensure that they prioritise girls rights throughout their work. We supported members of our Youth Advisory Panel (YAP) to meet with them, including hosting a high-level reception at the FCDO, and interviewing the Minister as part of our International Day of the Girl campaign.

During this time, we saw positive commitments to gender equality, both globally and here in the UK, including a flagship commitment to halve violence against women and girls by 2030.

Despite this positive start, the Government announced in February that it would cut the aid budget. This followed cuts by the US Administration and other governments. In response, we joined with other organisations to highlight the risks of this decision for women and girls and ensure they are not disproportionately affected. We supported YAP members to meet their MPs at a Parliamentary lobby day and launched new research with the Guttmacher Institute and MSI on the potential impact of aid cuts. Through this work we have started critical discussions with the Government on how to minimise the risks aid cuts pose to girls; work which will continue throughout the next year.

Globally, movements to reverse hard-won rights on gender equality are growing. We have continued to push the Government to respond boldly to the risks of this rollback on rights. We



Youth activist, Safia, joined Plan international UK and other Sudanese activists, civil society groups and charities to deliver a public petition and open letter to 10 Downing Street calling on the UK Government to take action to save lives in Sudan.

supported YAP member Neisha to attend the 58th Commission on Population and Development (CPD) at the UN in New York – a crucial global forum. Neisha co-created and delivered a key statement on behalf of the UK, representing young people's views on accessing their rights, having control over their bodies and their futures. It was an important moment that amplified youth voices and priorities in high-level diplomacy.

We highlighted the impact the Sudan crisis is having on girls and their communities, and demanded action. Working in partnership with Sudanese activists and others, we gathered 13,000 signatures on our public petition and secured 26 celebrity signatories on an open letter urging the UK Government to do more to save lives in Sudan. Our delivery of these to Number 10 Downing Street generated significant media attention. Despite the cuts to the aid budget, the Government has maintained that Sudan remains a priority and have not cut funding, announcing £226.5 million for the Sudan and regional crisis. Whilst welcome, there is much more work to be done to help secure a ceasefire and meet the huge humanitarian needs of this crisis.

SPOTLIGHT: YOUTH-CENTRED APPROACH

Our State of Girls' Rights in the UK report launched in July 2024 and was one of our biggest exercises to date in listening to girls' voices. Engaging with over 3,000 girls and young women aged 12 to 21 through polling and creative workshops, it gave an in-depth understanding of issues they face.

Our research showed that girls don't feel safe, in public or online, and face relentless pressure to look and act a certain way. They feel unprepared by their education, worried for future job prospects and scared by a rising culture of misogyny.

- 47% of girls and young women said expectations about how they should act, and what they should be, hold them back in life.
- 52% of girls and young women said they are anxious about their future.
- 93% of girls and young women do not feel "completely safe" in public places.

The research received widespread coverage in media and was raised in Parliament by the MP for Blackpool South, one of the UK places in the report identified as toughest for girls.

We hosted a parliamentary launch event co-created with youth groups and our Youth Advisory Panel (YAP), attended by the Minister for Violence against Women and Girls, 18 other MPs and over 110 others – more than a third of them young people. Many MPs were new to engaging with our work.

This helped us build crucial new relationships to keep up pressure on the Government to deliver for girls' rights, demonstrate the action that girls want, and restore girls' trust in politicians.

"I loved how we were able to express our feelings and struggles of growing up as a girl in the UK, I felt very heard"

Melany, 16, Great Yarmouth



Eda, 16, Giovana, 17, Melany, 16, and Riana, 16, from Great Yarmouth, campaign outside Parliament before attending the State of Girls' Rights report launch event, which they helped to co-create. Great Yarmouth was one of the UK places in the report identified as toughest for girls to live.

Plan International UK



Alesia, 9, fled to Poland from the war in Ukraine with mum Nataliia. Life was tough for the whole family but especially Alesia who has special needs. Through Plan International, she's been able to access speech therapy, play sessions and a place at a special school.

STRATEGIC SHIFTS

Alongside our core focus, our strategy includes progress against three areas where we want to deliver a greater change in what we do and how we work. Doing so will help ensure we continue to deliver as much as possible for girls and their communities.

These three strategic shifts include:

- Shifting power to support locally led, globally connected change
- Scaling up our humanitarian impact
- Funding our impact

To best deliver in these areas, we are developing cross-organisational **Strategy Action Plans**. These set clear deliverables, timelines and metrics for how we make these shifts. We are taking an agile approach, ensuring we regularly review and adjust in order to achieve the most progress possible. Strategic Action Plans have already been developed for 'Funding our impact' and 'Scaling up our humanitarian impact', and the work done this year in those areas reflects those plans.

Shifting power to support locally led, globally connected change

How Plan International UK supports communities must change in response to both a commitment to decolonise aid, and to deliver lasting impact in a changing world.

Over the course of our three-year strategy, that means steps to shift resources and decision making to communities and partners that enable and champion locally-led action.

At the same time, we know the challenges facing girls and young people are complex and globally interconnected. So while locally-led approaches are essential, so too is global collaboration. We call this approach locally led, globally connected.

Here are the steps we've taken so far:

- Worked with the Plan International family to develop a roadmap for change to a more locally led, globally connected approach.
- Continued work on our Building Equitable Partnerships initiative in collaboration with Social Development Direct (SDDirect - our consultancy). This aims to help us, and others in the sector, collaborate more fairly and inclusively, ultimately leading to stronger development outcomes.

- Presented our work on equitable partnerships in relation to Pledge for Change at the Conference on Humanitarian Leadership in Doha. Our activities this year also set a baseline to measure progress on our commitments to Pledge for Change by 2030.
- Helped shape the UK Foreign, Commonwealth and Development Office (FCDO)'s thinking on localisation, particularly within global humanitarian settings.
- Modelled the Pledge for Change principles in our own advocacy - for example, by centring Sudanese diaspora voices in a high-profile letter to the Prime Minister.
- Piloted the 'Reverse Call for Proposals' in Zambia in partnership with the Zambian Governance Foundation. This involved a local community deciding which programmes and outcomes they needed, and us responding with proposals. This reversed the traditional donor-led approach with the community in the lead and in a position of power. Our proposal was accepted by the community, and we are partnering with them to deliver their programme of change.

Looking forward, we will continue to build on these partnerships and initiatives, prioritising engagement with civil society allies, including the Plan International family, other INGOs and members of the Pledge for Change community. We will also continue to provide technical advice and support on the frameworks and tools developed to meet our goals.

Our ambition is to strengthen the capacity of the countries and communities we strive to support, ensuring aid works more effectively

for those it is intended to help and reflects the challenges of a changing world.

About Pledge for Change

The Pledge for Change is a series of mutual commitments to re-imagine the role of international non-governmental organisations (INGOs) in the global humanitarian aid and development system. As a signatory, Plan International works with national and local organisations worldwide to shift power to the global south to build a stronger aid ecosystem based on solidarity, humility, self-determination and equality, and build a fairer future for all.

Scaling up humanitarian impact

We already reach millions of children affected by humanitarian crises. But needs are rising as conflict, climate change, and economic instability fuel hunger, displacement and insecurity. Girls in crisis face particular challenges and are especially vulnerable to violence and exploitation.

We have worked with the Plan International family to scale up our ability to respond quickly and efficiently where we're needed most. Our ambition is to become the world's leading international NGO for girls in humanitarian crises.

This means becoming even faster. Faster to reach out to our supporters to share news and updates on crises. Faster to draw public attention to the impacts of crises on children and girls. And faster to raise more vital funds to reach children and their communities quickly.



"Before the war, our life in Sudan was very good. Now we live in a refugee camp," says 12-year-old Monira. While she longs to be back at school, a mobile child protection unit set up by Plan International offers her a temporary place to play and learn with other girls.

The devastating earthquake in Myanmar tested the steps we had taken to act fast: on the ground by reaching those impacted; in the media by rapidly providing interviews to highlight the devastation and humanitarian needs; with our supporters, rapidly requesting urgent support; and with the Disaster Emergency Committee (DEC), activating to launch an appeal. This enabled us to raise significant funds and reach hundreds of households with drinking water and hygiene kits in the immediate aftermath of the disaster. This appeal raised £234,000 and over £26.4 million was raised through the coordinated DEC appeal.

We also took steps this year to share more timely updates with supporters about the frequently changing situation in Gaza and the surrounding region, especially through our social media channels. We saw good engagement rates with content and support for our Middle East Humanitarian appeal raised £219,000 and over £46.6 million was raised through the coordinated DEC appeal.

Drawing attention and increasing funds for crises that have a lower public profile in the UK, such as the devastating conflict in Sudan, remains a challenge. However, by increasing our focus on our advocacy and media work, and leading on coordinating with other organisations, we contributed to raising public awareness and the UK Government committing £226.5 million to the Sudan crisis.

We also built on our reputation as a sector leader in advancing gender equality in education during humanitarian crises. Plan International shared best practice from across five countries with a wide range of stakeholders across humanitarian networks and partnerships who can integrate them in their own work. Through this work we aim to support a global shift toward fairer education systems, that promote gender equality and challenge existing power dynamics in emergencies and crises.

Funding our impact

Aid cuts, rising costs, an uncertain economy and a highly competitive fundraising environment in the UK mean that we have to work hard to maintain our invaluable income. We are grateful for the generous and continued support of our donors.

To meet our ambitions to deliver change for girls and their communities, we need to inspire more income from individuals, partners and donors, and increase awareness of Plan International UK's work and impact.

This year, Official Development Assistance (ODA) from the UK government and other global donors declined sharply. Fortunately we had already diversified our institutional donor base and developed expertise in securing income through commercial contracts rather than grant agreements. This positioned us well to secure funding from the Ministry of Gender, Children and Social Protection in Liberia to implement the World Bank funded Liberia Women's Empowerment Programme.



"No matter what hurdles come my way, I want to keep exploring, and become someone who can inspire others," says 14-year-old Ayesha, a Rohingya refugee living in Bangladesh. Plan International's community-based learning facilities in Cox's Bazar give girls like Ayesha a chance to keep up with their studies.

We also secured humanitarian funding from diverse donors, including the United Nations, Education Cannot Wait and Start Network, as well as support for our collective response as a member of the Disasters Emergency Committee (DEC). Of note, funding from the Children's Investment Fund Foundation has been confirmed to support critical water and sanitation activities in Ethiopia.

Elsewhere, we developed a three year strategic action plan for our fundraising and supporter engagement and in the last year have built firm foundations setting ourselves up for success. Over the course of our strategy, we want to shift from relying on a few fundraising methods and audiences to adopting new, revitalised approaches that reach more supporters who are motivated by what we do.

Successful steps taken this year include:

- Integrating our communication approach across the charity so we're speaking in one voice, and having more impact in our peak advertising periods.
- Reaching record highs in brand awareness, consideration and propensity to donate metrics.
- Growing non-sponsorship regular giving, supporting our ambitions to diversify income.
- Transforming our digital presence; online giving has increased substantially, with the number of digital transactions up by 55% year on year. New payment options, including Apple Pay, Google Pay and PayPal, were introduced to streamline the donation process for our supporters.

- Introducing a new high-value donor product, the Resilient Futures in Somaliland Programme. Co-funded by major donors and foundations, this has raised over £300,000 to date and is supporting 18,150 people in the drought-affected Togdheer region with food security and child protection activities.

We will continue to work closely with Plan International country offices to secure funds, in particular targeting large World Bank funded commercial contracts for long-term development work and humanitarian funding. We will also continue diversifying income to deliver greater impact. This includes investing more in regular giving and legacies, and launching our Education Collective giving circle.

We also have plans to update our sponsorship communications and use new technology to deliver better experiences overall for our supporters; refresh our brand with a clear focus on girls and a bolder tone; and work to maximise opportunities with corporates and foundations, including focusing on flexible humanitarian funding to leverage institutional funding for new or worsening crises.





Typhoon Yagi in Vietnam destroyed 15-year-old Sào's home and all her school resources. Through Plan International, Sào received a brand new learning kit including a backpack: "I didn't have one before," says Sào, "I had to sew a bag out of cloth. Now I have a real backpack to take to school."

MAKING CHANGE POSSIBLE

To deliver our core work and make our important strategic shifts, we have identified two key enablers to help make this change possible: evidence and learning, and effective responsive organisation.

Using evidence for impact

We know that our work delivers impact – gathering evidence is at the heart of our approach. We work hard to continuously build our understanding of what works to deliver the outcomes we want to see for children, especially girls, and feed this learning back into the design of new programmes. We base our programmes on models which are rigorously tried and tested in the Plan International family, using extensive evidence and experience.

Working closely with local partners, we ensure real-time data collection and adapt programmes in response to what we learn, across the countries we operate in. And we use robust and participatory approaches to monitoring, evaluation and learning, including listening to the children, young people and communities who are part of our programmes, in line with our youth-centred approach.

However, we know we can do even better in gathering and using evidence to continuously enhance our impact and ensure our work responds to fast-changing environments. This is why we have identified this as an important focus for our strategy.

This year, we have:

- Continued to invest in technology to help improve our real time data collection, easy-to-access feedback mechanisms, and robust analysis to better understand the gender transformative impacts of our programmes.
- Tested a new approach to building qualitative insights through creative workshops with young people to assess the impact of our Young Health Programme UK on their mental health and wellbeing; this has provided learning we can use in other programmes.
- Developed a new tool with support from Education Cannot Wait for humanitarian settings which enables rapid assessment of the varied needs and barriers that children and adolescents face during crises. We have piloted this toolkit, 'Gender Analysis in Education and Emergencies' in a number of countries. It is already helping us do even better in ensuring our education programmes reach everyone who needs them, including girls.

Effective, responsive organisation

To be an effective and responsive organisation in our ever-changing world, we must continually learn and adapt. Our priority is to ensure we remain agile, innovative and accountable, while continuing to develop an inclusive and positive environment for all who contribute to our work.

This year, we moved to a smaller office, cutting our costs, while creating a fresh more collaborative space. Modernised IT and AV systems now make it easier for staff to connect with colleagues working remotely and globally. We were pleased to deliver on time and under budget.

We have continued to make progress in increasing inclusion and the diversity of our workforce. See the Our People section on page 37 for more details.

We continued to modernise our website introducing more digital payment options. We updated our back-office technologies and infrastructure to ensure people have the tools they need to do their jobs, that we're secure from cyber threats and that we keep personal data safe. We've taken a positive stance on AI – whilst remaining conscious of the risks and the need for a human eye – encouraging staff to use approved AI tools.

With the challenging financial landscape, we focused on cost reduction during the year. Sadly, this meant saying goodbye to valued colleagues. But staff have remained committed, creative and passionate as we've pushed to drive efficiency and reduce duplication in the ways we work, ensuring we can continue to support children, girls and communities around the world.

Plan International



"I like the health club because the topics are groundbreaking," says 13-year-old Joshua in Uganda. He's one of the group leaders of the health club set up with the help of Plan International. They cover topics like menstruation – and even make sanitary pads. The club helps break down harmful gender stereotypes and promote positive masculinity among boys.



OUR SUPPORTERS

Our supporters are invaluable. Their generosity and commitment to girls, children and communities across the world helps unlock fairer futures every day.

Thank you to all the individuals, corporate partners and funders for your support this year in promoting children's rights and equality for girls.

Highlights:

- 64 generous supporters left gifts in their wills, contributing £1.4 million to support our long-term work for children and girls. This is our second most successful year for legacy giving in our history.
- 15 incredible London Marathon runners raising a phenomenal £29,496
- Celebrating a 10-year partnership with the Costa Foundation, which has donated over £1 million to support education in rural coffee-growing communities.
- In its 20th year, our partnership with the

Moondance Foundation funded three new programmes this year: the Moondance Climate Resilience Fund, a water and sanitation initiative in Ethiopia, and a refugee livelihoods project in Malawi.

- Our 15-year collaboration with AstraZeneca has directly reached 1.1 million young people through the Young Health Programme, training over 10,000 peer educators and engaging more than 22,000 teachers across eight countries.
- Our ongoing partnership with Nurofen (Reckitt) launched the peer-led Period Peers Programme tackling stigma around periods, working with young people age 14-24 in the UK. The partnership featured on Nurofen product packaging across UK retailers as part of the #SeeMyPain campaign.
- We entered the second year of our partnership with Mowgli Street Food, improving access to quality and inclusive education for 3,655 girls in India.
- Support from 24 high-profile figures across the year including on International Day of the Girl, in our winter appeal, and our collaborative campaign to #KeepEyesOnSudan

New Royal Patron



Sophie, Duchess of Edinburgh visited the Chad-Sudan border in October to witness the impact of the conflict and met with young women and girls supported by Plan International UK.

PA Media

We are delighted to welcome Her Royal Highness, The Duchess of Edinburgh as our new Royal Patron this year. A vocal champion of women's rights, The Duchess will support our work to end violence against women and girls in conflict and crisis settings and help to raise greater awareness about the barriers girls face around the world.

SOCIAL DEVELOPMENT DIRECT

Social Development Direct (SDDirect) is a social enterprise consultancy and wholly owned subsidiary of Plan International UK.

SDDirect focuses on gender equality, disability and social inclusion (GEDSI) in development and humanitarian settings. With over 25 years of experience across more than 50 countries, SDDirect works to challenge global inequality and drive lasting change.

SDDirect's work is grounded in evidence, informed by feminist approaches, and led by the needs of the people and communities where we work. SDDirect provides programme delivery, policy advice, technical assistance, research and evaluations, and demand-led helpdesks. SDDirect are experts in gender-based violence (GBV), safeguarding, inclusive governance, economic inclusion, and climate justice. SDDirect works with governments, foundations, grassroots organisations, the private sector, multilateral agencies and international financial institutions to catalyse change in GEDSI.

A note from our Managing Director

As Managing Director of SDDirect, I am proud to reflect on a year of resilience, renewal, and results. In a challenging global context, our mission to advance gender equality, disability and social inclusion is needed now more than ever. This year, we delivered 62 active projects across diverse geographies, secured over £20 million in new programme wins, and saw our major programmes consistently rated A or A+ for quality. From launching the second phase of the Safeguarding Resource and Support Hub (RSH 2), to deepening our partnership with Plan International through programme delivery, we continue to drive impact through collaboration, evidence, and technical expertise. As we look to the significantly evolving future, we are committed to shaping a development sector that is more equitable, locally led, and fit for the challenges ahead.

Sue Griffiths

Managing Director of SDDirect

Highlights

Delivered over 150 programmes in the last 5 years.

100% of major programmes awarded an A+ or A in annual reviews.

SDDirect has recently taken on the Secretariat for the Global Gender-Based Violence Funder Forum, working to coordinate bilateral, multilateral and private funders to collaborate on GBV funding.

SPOTLIGHT:

SAFEGUARDING RESOURCE AND SUPPORT HUB (RSH)

SDDirect has served as the technical delivery lead for Safeguarding Resource and Support Hub (RSH) since 2019. Funded by the Foreign, Commonwealth & Development Office (FCDO), RSH supports civil society organisations (CSOs) to strengthen their policies and practices to prevent and respond

to sexual exploitation, abuse, and harassment (SEAH) in the aid sector.

With a global online hub reaching over 1 million users and a network of national hubs across South Asia, the Middle East, and Africa providing hands-on support, RSH has become a trusted source of safeguarding expertise.

Recently extended for a further five years with an additional £15 million investment, the programme demonstrates SDDirect's leadership in safeguarding and ability to deliver large-scale, multi-year, multi-country programmes.



The Safeguarding Resource and Support Hub MENA team, covering Jordan, Syria and Yemen, meet in Amman to review Phase 1 of their work.

SDDirect's year in review

62 ACTIVE PROJECTS spanning over **50 COUNTRIES**, with a combined value of up to **£29 MILLION**

£20 MILLION + in new wins and **8 NEW PROGRAMMES** set up in this annual review period alone

In May 2025, SDDirect was invited to speak at the UK Evaluation Society conference to present our innovative and feminist approach to evaluation

STATUTORY REVIEW



“The latrine is good because it has changing rooms” explains 13-year-old Shadia in Uganda. “The old one had no changing room and we used to share it with the boys. It affected our privacy.” Plan International is implementing the RISING Uganda project to address the barriers that prevent children from receiving a quality education.

FINANCIAL REVIEW

INCOME

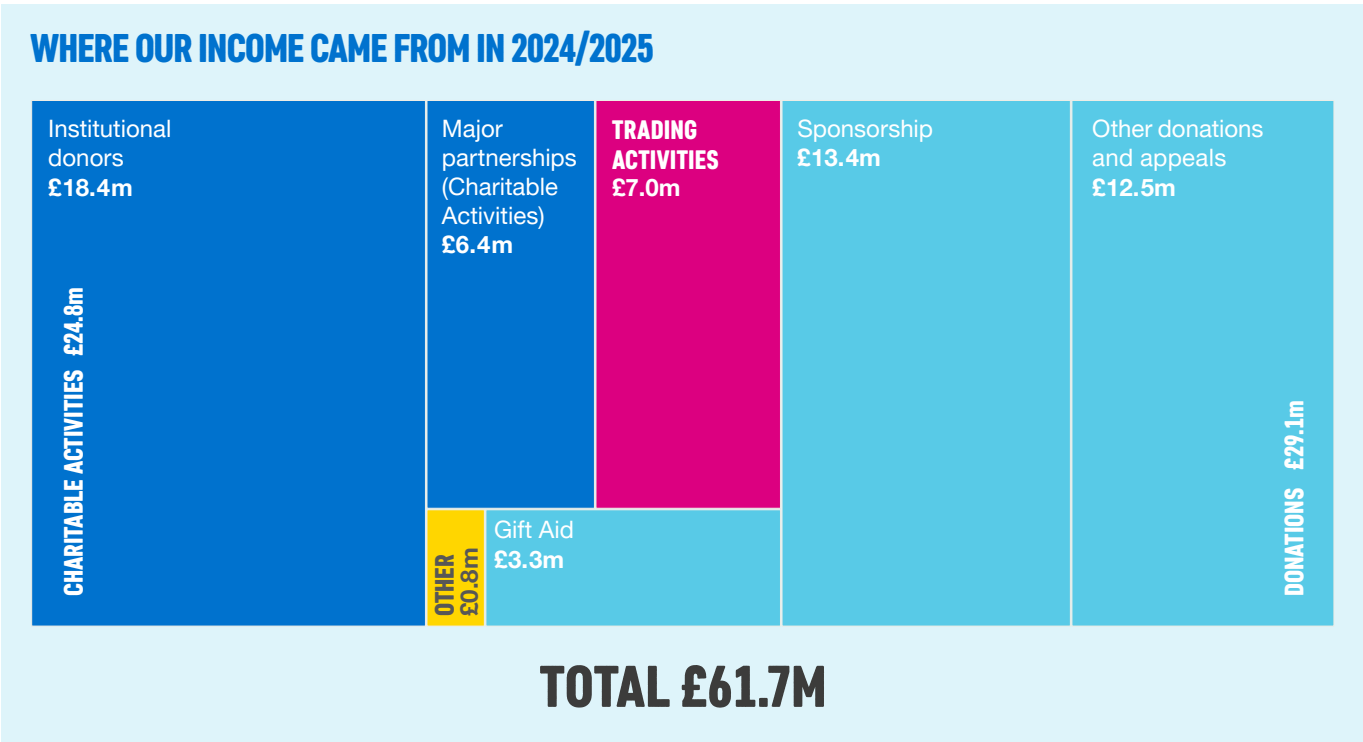
Total income in the year ended 30 June 2025 was £61.7m, a £5.2m decrease from the prior year. As expected, income from DEC appeals, following the exceptional success of the Ukraine appeal in earlier years, fell markedly. More positively we saw significant growth in income from Charitable Activities driven by increased funding from the World Bank with whom we continue to grow our record of successful programme delivery. Fundraising from the public continued to be challenging but we were encouraged by the success of our emergency appeals in the year and the continuing loyalty of our child sponsors.

Donations decreased by £7.8m, from £36.9m to £29.1m. The fall in DEC income was compounded by a reduced donation from Plan Limited, a trading subsidiary of Plan International. Income from other sources, in total, was broadly flat year on year. Growth in legacy, emergency appeal and regular giving (other individual giving) income helped to offset a fall in sponsorship income. Attracting new supporters remains challenging – disposable incomes are squeezed, competition is high,

and international aid is a cause less popular – but we are now seeing encouraging results as we seek to build new public income streams to complement our long-established child sponsorship programme.

Income from institutional donors grew by £3.1m. World Bank funding was up and provides an opportunity for further growth while we also added Global Partnerships for Education (GPE) to our funder portfolio. Income from Education Cannot Wait, the UN, and the UK Government through FCDO remained stable in the year. Charitable Activities Income from our major partnerships grew by over 20% as we renewed long standing partnerships, secured new relationships and developed prospects.

Social Development Direct (SDD), our consultancy company, were directly impacted by the UK government Aid cuts resulting in a fall in trading income and a loss of £0.4m. SDD underwent rapid and significant restructuring in response to lower income expectations but are now financially well positioned for the future. The reported fall in other income was due to the loss of sub-letting income with a relocation to a smaller office, though the loss of income will be more-than-offset by cost savings over the longer term.



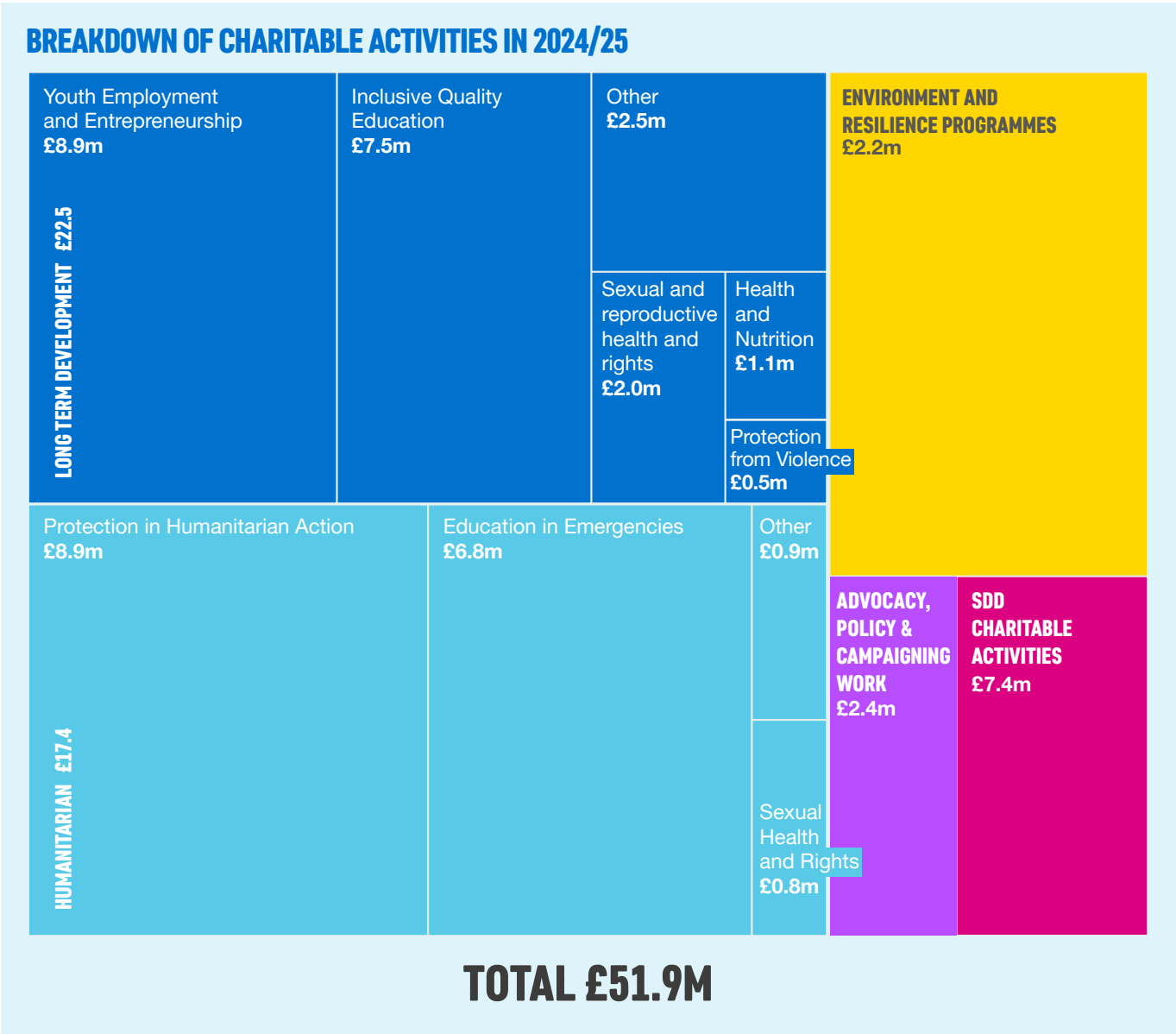
EXPENDITURE AND NET POSITION

Expenditure in the year was £61.6m, a decrease of £6.0m against the prior year. This reflects the fall in income.

Following a significant scaling back of fundraising activity in previous years, we delivered a fuller programme in 2024/25 to nurture our existing, and attract new, supporters. Fundraising spend was thus up year-on-year, with activities focussed on driving both in-year and future income. We carefully weigh all fundraising expenditure to ensure

that, over time, we deliver as much funding as possible for delivery of charitable activities.

£51.9m, 84% of total expenditure, was used to deliver charitable activities. Expenditure on humanitarian response work decreased with the scaling down of our child protection focused Ukraine programming. However, expenditure on long-term development work increased with spend focused on supporting inclusive quality education and youth employment and entrepreneurship (see earlier sections).



An unrestricted deficit of £0.8m was offset by a £0.8m surplus on restricted funds, the latter representing timing differences between the recognition of income and the related

expenditure. The overall unrestricted deficit was close to that planned, and reserves remain above target.

RESERVES AND FUNDS

The charity holds three categories of reserves:

1. **Unrestricted Reserves** comprising of:
 - a. **General Reserves** also known as Free Reserves
 - b. **Designated Reserves**
2. **Restricted Reserves**

General Reserves

General Reserves are that part of a charity's unrestricted funds that are available to spend on any of the charity's purposes. Each year the trustees review the reserves policy, which specifies the level of general funds that should be held.

Plan International UK's reserve policy specifies the principal risks which may require use of reserves and the level of funds that should be set aside to ensure they can be dealt with appropriately. Accordingly, Plan International UK sets aside reserves to:

- Provide pre-financing for projects where donor funding is wholly or partly in arrears.
- Cover short-term expenditure commitments if income targets are not met.
- Meet matched funding obligations if sufficient funding is not secured.
- Meet commitments to programme participants and donors in the event of delivery issues with programmes in the UK.
- Provide for any other unforeseen contingency.

As at the year end the maximum level of reserves required to cover these requirements and risks is £9.5m.

General Reserves were £11.3m on 30 June 2025, down £1.0m, due to the in-year deficit and capital investments. They nevertheless remain £1.8m (19%) higher than the maximum requirement set out in our reserves policy.

Given exceptional uncertainty in future income projections, consequent on major changes to International Aid funding and priorities, the board are content that the current reserve level is temporarily appropriate. While we anticipate reducing reserves over coming years trustees have decided to retain flexibility on when funds are deployed and how investment priorities are balanced. Excess reserves have not therefore been formally designated.

Designated Reserves

We have two designated funds: a Fixed Asset Fund of £1.1m; and the Social Development Direct Fund which represented the, now fully amortised, goodwill on acquisition of SDDirect (now £0). See note 17 for details.

Restricted Reserves

Restricted Reserves of £4.8m (2023/24: £3.9m) represent donations and grants that will be spent in the following years on our programme work.



Plan International UK

“By empowering women and ensuring equal opportunities, we pave the way for a more progressive and just society,” says 18-year-old Manu in Nepal. Manu has grown her confidence and skills as an advocate through her involvement in Plan International's Steam Ahead initiative at her school.

MANAGING RISK

Plan International UK operates in highly unpredictable environments where inherent risks are high. We do not seek to eliminate all risk but rather to set out a management system and governance oversight whereby significant risks can be identified, assessed, mitigated and monitored.

The Board of Trustees has ultimate responsibility for risk management within Plan International UK. This includes risks related to the use of funds in Plan International countries in receipt of UK funds. The trustees are satisfied that appropriate internal control systems are in place.

The following framework provides the trustees with assurance that systems are in place to manage risks:

- The Board of Trustees receives regular reports on performance against the board-approved strategy and annual plans and budgets.

Trustees also review the work of the Audit, Finance and Risk Committee (AFRC) and the Leadership Team on the oversight and management of significant risks. It reviews the organisation's strategic risk register, considers emerging risks and considers a selected risk in greater depth at each board meeting.

- The AFRC has oversight of organisational risks and the internal controls framework within which we operate. The committee approves the internal audit plan and receives regular internal audit reports and progress updates. It also reviews our register of managed operational risks and assesses whether any require elevation to the strategic risk register.
- The Leadership Team reviews strategic and operational risks, considers new and emerging risks, reviews internal audit reports and monitors progress with implementing mitigating actions on a monthly basis.

Our most significant risks and mitigating actions, covering our work in the UK and our work in Plan International countries, are set out below:



Potential risk	Action taken to mitigate
Changing geopolitics may restrict funding for and the scope of our work	Staff and management stay informed of developments through networks, communication with other Plan members and media monitoring. Plan globally monitors and collates political developments, impacts and risks by country of operation. Significant developments and trends are discussed at Leadership Team and Board and actions taken to mitigate impacts where possible.
We fail to ensure the safety of the children and adults we work with and for	We have comprehensive Global and UK Safeguarding and PSHEA policies and procedures in place. We conduct regular assessments of our practices and implement improvements as necessary. Background checks are carried out and safeguarding training is mandated for all staff and volunteers. We build safeguarding and protection into all our programmes, with the support of specialist staff, recognising the heightened risks and challenges faced in humanitarian crises. An oversight group monitors compliance with our requirements and a dedicated trustee acts as a focal person and key link with the board.
We lose public trust due to negative publicity, on Plan or the sector, impacting income and impact	We accept considered risks when speaking out to challenge gender inequality and rights violations, but have strong controls and reporting to maintain trust in our governance, ethical and effective use of funds and delivery of impact. We have established processes and procedures for sign off of public statements, ethical vetting of donors, and protection of vulnerable persons. We monitor social media and the press, have established crisis communications protocols and regularly review supporter complaints.
We fail to adapt our financial operating model to funding and economic trends	We are planning ahead to mitigate the impact of government aid cuts and a challenging fundraising environment. We have reduced our fixed cost base and developed a range of financial scenarios for the coming years. Detailed budgets provide for shorter term cost control, we closely monitor returns on fundraising activities and key performance indicators (KPIs) track key factors that will drive longer term performance.
We suffer a serious information or cyber security breach	Effective policies and procedures are in place and are reviewed regularly. A range of cyber-security measures are in place and are tested through penetration, phishing tests and externally commissioned audits. Training is mandated for all staff and disaster recovery measures are in place.
Inadequate project design or implementation reduces impact	Maximising impact requires us to accept substantial implementation risks, especially in humanitarian contexts. To manage these risks we work closely with country office teams during project design to ensure programmes are informed by the specific context, deliverable, well designed to deliver impact, strategically aligned and properly resourced. Progress is tracked and supported by programme and finance staff in the UK and routinely reviewed by Leadership and board via KPI reports.
We fail to prevent fraud and corruption	Plan International's Global Anti-Fraud, Anti-Bribery and Corruption Policy is supported and implemented by Plan International Global Assurance and their dedicated Counter Fraud Unit. Activities include regular training for staff and Country Office audits at least every three years. Anti-terrorism and money laundering policies and procedures are also in place. A zero-tolerance approach is taken, and all allegations or suspicions are investigated.

OUR PEOPLE

DIVERSITY AND INCLUSION

At Plan International UK, we believe that positively valuing diversity and inclusion makes our organisation stronger. It helps us to learn, innovate, and deliver benefits for the people we're here to support.

We are committed to ensuring that our workplace is free from discrimination, bullying, harassment and disrespectful behaviour and is a place where everyone can thrive and be their best at work. Our vision is for an organisation where everyone, in all their diversity, feels safe, respected, included and valued.

We have continued to focus on embedding diversity and inclusion into all aspects of our work. This year we carried out a Diversity and Inclusion survey to obtain feedback from our staff about the progress we have made and what we could do better. We will use insights from the survey to create a revised Action Plan which will bring together both our Diversity and Inclusion and Anti-Racism work.

We were encouraged to see the scores in our Employee Survey this year for questions relating to inclusion increase on average by 10%.

We have also continued to see an increase in the representation of those from minoritised ethnic groups in our workforce with an increase this year from 29% to 35%. The number of staff with disabilities has stayed unchanged at 6%, highlighting the need for us to do more work in this area.

REMUNERATION POLICY

Our pay policy is based on the principle of fairness and equal pay for work of equal value. Our aim is to reward employees fairly and enable Plan International UK to recruit and retain staff to achieve our objectives, in keeping with our status as a charity.

The increase to Employer's National Insurance this year meant that we had a reduced budget for investment in pay this year. As a result, a 1% pay increase was paid to all staff below Director level. No pay increase was awarded to the CEO

and Directors. To mitigate the low pay award this year, we awarded all staff an additional 2.5 days' annual leave to be taken during 2025. We delayed the review of our pay structure and will be completing this over the coming year.

Plan International UK is a London Living Wage employer and ensures that everyone, including apprentices and contractors (for example cleaning staff), are paid at this level or above.

STAFF AND VOLUNTEERS

The number of staff employed by Plan International UK changed from 169 full-time and 20 part-time at the start of the financial year to 168 full-time and 22 part-time employees at the end.

The ratio of the gross salary of the lowest paid staff member (excluding interns and apprentices) to that of the highest paid is 1:5.2.

The ratio of the gross median salary (excluding interns and apprentices) to that of the highest paid is 1:2.9.

We also greatly benefited from the support of 12 volunteers who assisted us throughout the year. The dedication of our volunteers has helped us to support our sponsorship programme and fundraising activities. The Board of Trustees of Plan International UK would like to thank all staff, volunteers and our Youth Advisory Panel for their commitment to the charity and their efforts over the year.

PAY GAP REPORTING

Gender and ethnicity pay gap reporting is provided for the Charity only and excludes Social Development Direct.

Gender Pay Gap

As of 5 April 2025 Plan International UK's median gender pay gap was 4.2% (compared to 7.4% in April 2024) and the mean gender pay gap was 5% (compared to 7.5% in 2024).

Our gender pay gap is a result of having relatively fewer male employees than female employees and more of those men in higher-paid roles than lower-paid. Our median gender pay gap remains significantly below the current national level of 8.6%.

Ethnicity Pay Gap

As of 5 April 2025 Plan International UK's median ethnicity pay gap was 13% (compared to 14.3% in April 2024) and the mean pay gap was 13.6% (compared to 15.3% in 2024).

Overall we have seen an increase in the proportion of employees from ethnic minority backgrounds in the workforce, with increases across all pay quartiles.

The decrease in our Ethnicity Pay Gap this year is due to a change in the distribution of those from minority ethnic backgrounds across the pay quartiles and is being driven by an increase in those from minority ethnic groups in the two highest pay quartiles.

Plan International UK is fully committed to improving inclusion in our workplace and continuing to take steps to achieve this.

OUR ORGANISATION

FUNDRAISING STATEMENT

Plan International UK aims to build strong, respectful and transparent relationships with our financial supporters. It is only through the generosity of individuals, companies and other organisations that our work is possible.

We know that for our supporters, their charitable giving is an important and positive part of their lives. We will always strive to achieve the highest standards in our fundraising and communication with supporters.

The following principles guide our fundraising:

- We aim to inspire people to give or raise money for Plan International UK.
- We thank our supporters appropriately and demonstrate the difference their money makes.
- We keep supporters' data secure and do not sell or share it for marketing purposes
- We are proudly registered with the Fundraising Regulator, demonstrating our commitment to the Code of Fundraising Practice and the Fundraising Promise.

- We ensure that all of our fundraising is compliant with the Code of Fundraising Practice, and we monitor this regularly through our Fundraising Compliance Working Group: there are currently no areas of non-compliance.
- We manage agencies and professional fundraising organisations working for us closely and demand high standards of them to ensure supporters and the wider public do not feel pressured to give and are treated with respect at all times, with a particular focus on the protection of vulnerable people.
- We undertake a series of checks to ensure fundraising partners and agencies are financially viable and meet our ethical criteria, prior to working with them.
- We make sure our fundraising partners and agencies are monitored appropriately and undertake face-to-face visits, mystery shopping and call listening.
- We listen to supporters and act on their communication requests.
- We endeavour to build long-term relationships with our supporters, enabling them to support the charity in all the different ways they choose.
- We genuinely appreciate feedback from supporters and the public and have procedures in place to review our fundraising activities in light of feedback and complaints we may receive.

The number of complaints reported to the Fundraising Regulator for the period 1 April 2024 to 31 March 2025 is in line with the previous reporting period (46 vs 44 the previous year). We are committed to continuous improvement and act on all complaints and feedback we receive.

HOW WE ARE GOVERNED AND MANAGED

Plan International UK is a charitable company limited by guarantee, incorporated under the name Plan International (UK). The members of Plan International UK are our trustees, whose liability is limited to £10 each. None of them has any personal financial interest in Plan International UK's contracts or its funds.

The Charity has adopted the Charity Code of Governance. Once every three years we carry out a board effectiveness review and audit our

compliance with the Code. The last external evaluation, in 2023, concluded that we had a strong governance function and were fully compliant. Ongoing monitoring suggests that we remain fully compliant: a review is planned for 2026.

Plan International UK is governed by our Board of Trustees. The Board meets regularly and is responsible for setting Plan International UK's strategic direction, as well as for our overall governance, including approval of this Annual Report. The Board also oversees Plan International UK's management, with day-to-day responsibility delegated to the Chief Executive and Leadership Team.

New trustees are selected and appointed by the Board to ensure that it has the skills and experience needed to enable it to operate effectively. Appointments are made according to identified criteria and the recruitment process is overseen by the Nominations and Governance Committee. All new trustees attend a comprehensive induction, with ongoing training throughout the year.

Plan International UK has an Audit, Finance and Risk Committee (AFRC) made up of three to four trustees. The AFRC receives regular updates on Plan International UK's financial position, monitors the performance of our internal and external auditors, and reviews internal financial control, the audit process, risk management processes, the annual budget and the Trustees' Annual Report.

Plan International UK's Nominations and Governance Committee is made up of three trustees. It oversees governance matters, including the appointment of trustees and the application of the Charity Code of Governance. Plan International UK also has a Remuneration Committee made up of two trustees. It reviews Leadership Team salaries, the annual pay review proposal and any significant changes to the pay policy and makes recommendations to the Board for approval.

The board appoint the directors for Plan International's wholly owned subsidiaries, which are managed independently on a day-

to-day basis though remain accountable to Plan UK's board. The board of directors for Social Development Direct is chaired by Plan International UK's Chief Executive and includes a Plan International UK trustee and Plan International UK's Director of Finance and IT who together carry a majority vote. The board of directors for Foster Parents Plan International consists of three members of Plan UK staff and is also chaired by Plan UK's chief executive.

Two youth delegates to the Trustee Board are selected from our Youth Advisory Panel and in line with our commitment to being youth-centred, bring a youth perspective to Board discussions.

SETTING OURSELVES UP FOR SUCCESS

Section 172 of the Companies Act requires trustees to act in a way they consider, in good faith, would be most likely to promote the success of the charity to achieve its charitable purposes. In carrying out their duties the trustees have regard, amongst other matters, to:

The likely consequences of any decision in the long term

Our strategic goals were developed as part of a long-term strategy to advance children's rights and equality for girls. When trustees make decisions, maximising impact for children and young people is the central consideration and considering the long-term consequences of a decision is part of this. External circumstances sometimes change and, if necessary, we adapt our plans to respond to changing needs.

Employee engagement

Everyone who works at Plan International UK has the opportunity to contribute to how we work and to shape their experience of working with us. This employee engagement is key to our success and the Employee Survey completed during the year revealed an increase to our overall engagement score of 11% from 68% to 79%. We continue to develop our hybrid working practices and internal communications; we have active staff networks covering wellbeing, equality and gender equality; and enjoy a constructive relationship with Unite the Union.

The need to foster the company's business relationships with suppliers, customers and others

Our relationships with our stakeholders are key to our effectiveness and we embed our values in our policies and practices. We aim to put the people we work with - and for - at the heart of our work. To achieve this, we work closely with a wide range of funding and delivery partners, locally and internationally. We seek to build equitable partnerships and take on feedback to improve how we work.

The impact of the company's operations on the community and the environment

We recognise our responsibility to promote environmentally resilient and sustainable development and we put the needs of communities at the heart of our work. Our Global Policy includes a commitment to reduce direct and indirect greenhouse gas emissions by 55% by 2031 and environmental screening is carried out on our international programmes. Plan International is also a signatory to the seven commitments in the Climate and Environment Charter for Humanitarian Organisations.

The desirability of the company maintaining a reputation for high standards of business conduct

Our reputation and public and donor trust in Plan International UK are essential for us to deliver our purpose. Our organisational values are a vital tool in the recruitment and training of staff and are embedded in our staff appraisal processes to ensure that we maintain high standards. Our procurement and ethical policies and procedures ensure that our values are a key consideration in our selection of partners and suppliers.

HOW PLAN INTERNATIONAL UK OPERATES WITHIN THE PLAN INTERNATIONAL GLOBAL FAMILY

Plan International is an international development organisation that works with children, families and communities around the world. We strive for a just world that advances children's rights and equality for girls.

The Plan International global family is organised into separate legal entities, which are active in over 80 countries around the world.

In the year ended 30 June 2025, this included 22 National Organisations, Plan International Inc (a not-for-profit organisation incorporated in the USA), and their subsidiaries. Both the National Organisations and Plan International Inc have subsidiaries, usually because they are required by local regulation or tax law.

Programme delivery is primarily carried out through the Country Offices of Plan International Inc. Four of the National Organisations – Brazil, Columbia, India, Indonesia - serve as locally governed Plan International Country Offices to deliver programmes, whilst sourcing a substantial portion of their income nationally.

Plan International UK and the remaining National Organisations work with Country Offices to design, support and seek funding for programmes. They also deliver some nationally focused programmes and represent Plan International's global work through advocacy, campaigning and supporter engagement.

The 22 National Organisations are the members of Plan International Inc. The Members' Assembly, which takes place twice every year and to which each National Organisation sends delegates, is Plan International's highest decision-making body and sets high-level strategy and direction for the global organisation. The Members' Assembly elects the Board of Directors of Plan International Inc, which is accountable to the Members' Assembly for all its decisions. The Board of Directors of Plan International Inc monitors the compliance of National Organisations and Plan International Inc with global standards, as set by the Members' Assembly.

Public benefit

The charity's trustees have set out strategic plans and monitor against these plans to ensure that Plan International UK achieves its objectives and provides public benefit - as set out in our governing document. These objectives include the prevention or relief of poverty, advancing education and advancing children's health, which fall under the purposes defined by the Charities Act 2011. The trustees have referred to Charity Commission general guidance on public benefit when reviewing plans and activities.

GRANT-MAKING POLICY

Through its Country Offices, Plan International carries out programmes which create a better future for millions of children around the world. Most of our programmes take place in the countries where Plan International sponsored children live. Plan International UK's funds are granted to Plan International Inc for work in Plan International Country Offices and local partners, in accordance with grant agreements and sponsorship commitments.

We also partner with, and make grants to, other charities. These charities are selected based on their governance, values and their capability to enhance impact for children around the world. Performance is monitored closely to ensure grants are spent appropriately, in line with our charitable objectives.

FINANCIAL RISK MANAGEMENT

Reserves and operational cash are held in current accounts or on fixed-interest deposit at banks or other institutions with high credit ratings (at least upper medium grade) as set out in our treasury and investment policy. Plan International UK holds no listed or other equity investments, with the investments in subsidiaries referred to below, and no bonds or other tradable securities.

Most receivables relate to contracts with established institutional donors and the risk of default is considered very low. Most suppliers are paid in arrears and all substantial suppliers undergo due diligence before contracts are agreed.

Foreign currency risks on funding awards delivered through Plan International Country Offices are managed and underwritten by Plan International Inc (PII). Funds are typically passed to PII treasury soon after receipt. Most direct costs are denominated in sterling. Plan International UK does not therefore bear significant foreign currency risk and does not hold forward contracts.

Remittances for work in Plan International Country Offices are made only once funds are received by Plan International UK, with

liquidity provided as required by PII treasury, resulting in low liquidity risks for Plan International UK.

Our reserves policy requires us to hold sufficient funds to deal with financial shocks not anticipated in annual plans and budgets.

GOING CONCERN

To support the going concern assessment, income and expenditure forecasts to 2030 have been prepared. We have modelled a range of plausible market, performance, and investment scenarios. Cost, investment and income plans have been brought into line for our central projections and, in all cases, we are confident that actions could be taken to ensure our continued financial viability. Healthy reserve levels provide enhanced financial resiliency and the ability to protect programme funding if market conditions prove more challenging than anticipated.

Plan International UK has strong liquidity and in case of financial shocks there would be sufficient cash to sustain the organisation, whilst mitigating actions were taken.

Our programme activities are majority funded by restricted income, which is secured from donors based on agreed project deliverables. Whilst our current funding pipeline remains strong we have revised forward projections in light of the UK and global aid cuts and have modelled severe downside scenarios. In downside scenarios, project deliverables would be scaled back in line with the lower income and as such, while downscaling would be required, this would not represent a major risk to Plan International UK as a going concern.

Our planning processes, including financial projections and reserves policy, have taken into consideration the current economic and political climate and its potential impact on future income. We believe that there are no further material uncertainties that call into doubt our ability to continue to operate and meet our liabilities as they fall due.

Accordingly, these financial statements have been prepared on a going concern basis.

THE ENVIRONMENT

Our UK annual energy use is reported below, in accordance with the Limited Liability Partnerships (Energy and Carbon Report) Regulations 2018 and the Companies Act (Strategic Report and Directors' Report) Regulations 2013.

	FY25 (July 2024 – June 2025)	Units	FY24	Change
Compulsory submission				
Energy consumption	180,981	kWh	274,604	– 93,623 kWh
Indirect emissions – purchased electricity	7.0	tCO ₂ e	0.0	+7.00 tCO ₂ e
Indirect emissions – business travel mileage	1.22	tCO ₂ e	1.08	+0.14 tCO ₂ e
Total	8.22	tCO₂e	1.08	+7.14 tCO₂e
Voluntary submission				
Indirect emissions – other business travel	418.29	tCO ₂	194.83	+223.46 tCO ₂
Water supply	0.10	tCO ₂ e	0.08	+0.02 tCO ₂ e
Total	418.39	tCO₂e	194.91	+223.48 tCO₂e
Total, all emissions	426.61	tCO₂e	195.99	+230.62 tCO₂e
Emissions per FTE	1.647	tCO ₂ e/ FTE	0.702	+0.945 tCO ₂ e

Data provided above relates to our Finsgate office premises at 5 - 7 Cranwood Street, London, EC1V 9LH for the period 1 July to 19 December 2024 and our new office premises at Discovery House, 28 – 42 Banner Street London, EC1Y 8QE for the period 27 August 2024 to 30 June 2025.

Data for energy and water usage has been calculated directly from meter readings and calculated based on the floor space occupied within the Finsgate and Discovery House buildings. Energy supplied to Finsgate was 100% renewable

and held a Renewable Energy Guarantee of Origin (REGO) certification. Energy supplied to Discovery House was only 100% renewable and REGO certified for the period 1 February to 30 June 2025.

Indirect emissions from business travel mileage are calculated from expenses claims using Government conversion factors for average petrol vehicles, as exact vehicle type is not collected at source.

In all instances, the data is split into calendar years and the corresponding years' conversion factor is applied, then added together to give the total emissions for the reporting period.

Voluntary submission of indirect emissions from business travel, including air travel and train where applicable, has been provided by our travel providers.

All emissions are reported as tCO₂e (tonnes of carbon dioxide equivalent). The intensity ratio used is full-time equivalent (FTE) employees (for both Plan International UK and Sustainable Development Direct), averaged across the reporting period. For FY25 this was 259 FTE.

The reduction in our energy usage is driven by our move to much smaller office premises from 20 December 2024. Despite this, as a REGO accredited energy contract was not in place for the first 5 months of our occupation of our new office, this has resulted in an increase in carbon emissions relating to our energy usage.

The significant increase in emissions from business travel is due to the inclusion of data for business travel undertaken by Social Development Direct employees which had previously not been included in the report. As business travel also accounts for most of Social Development Direct's carbon emissions, including this data, has resulted in a significant increase to the overall carbon emissions reported this year.

SAFEGUARDING

Safeguarding and Preventing Sexual Harassment, Exploitation and Abuse (PSHEA)

Plan International is fully committed to providing a safe and supportive environment for all those that come into contact with our organisation – whether as a programme participant, employee, volunteer or associate.

The implementation of our Safeguarding and PSHEA policies is delivered through our holistic framework of tools and procedures, awareness raising, safe recruitment and engagement, training and capacity building, risk management, assigned safeguarding responsibilities for individuals associated with the organisation, clear reporting and responding requirements and process, a set of comprehensive standards and a strong safeguarding culture and leadership.

Every other year, all Plan entities are required to undertake a self-assessment against Plan's Safeguarding and PSHEA Standards. Plan UK achieved 98% compliance against the standards. As a result of this self-assessment, we are focusing on strengthening our safeguarding practices in relation to online safety of the young people we work with in the UK and the use of images in our external, fundraising and donor communications.

Safeguarding cases in 2024/25

We received 26 reports as follows:

- 11 reports related to our UK operations
- 15 reports related to our international programmes

This is an increase from the number of reports received in FY24 when 20 reports were received.

UK operations

Of the 11 reports made related to our UK operations:

- 10 were found to be breaches of our Safeguarding policy which potentially could have created unsafe environments for children and/or programme participants but resulted in no harm. These included unapproved communication by sponsors with sponsored children, the use of images in reports or on social media that could have revealed the identity and/or location of a child. Appropriate actions have been taken to avoid any reoccurrence of similar breaches in the future.
- 1 was not related to Plan International UK's programmes or operations. This case was referred to an appropriate third party to follow up.

International programmes

These reports relate to programmes which are funded by Plan International UK but are

delivered through Plan International Country Offices. These cases were managed by Plan International's Global Safeguarding team and relate to incidents involving Plan International Country Office staff, volunteers and associates.

Of the 15 reports related to our international programmes:

- 1 case was investigated and confirmed as sexual harassment as defined by our PSHEA policy. This resulted in one staff member being dismissed. This case was also referred to the local authorities for investigation.
- 5 cases were found to be breaches of our Safeguarding policy which potentially could have created unsafe environments for children and/or programme participants but resulted in no harm. These included the use of images in reports or on social media that could have revealed the identity and/or location of a child, loss of personal data relating to sponsored children. Appropriate actions have been taken to avoid any reoccurrence of similar breaches in the future.
- 2 cases related to welfare/personal safety concerns. Appropriate actions were taken to ensure the safety and wellbeing of the programme participants impacted.
- 3 cases were found, after initial fact-finding not to be safeguarding incidents.
- 2 cases were investigated but the findings were inconclusive, and no further action was taken.
- 2 cases were found, after initial fact-finding, not to implicate Plan International staff, associates or external partners. These cases were, therefore, referred to appropriate third parties.

MODERN SLAVERY

We are committed to making sure that our activities and our decisions do not in any way contribute to modern slavery in any of its forms – human trafficking, slavery, servitude, forced and bonded labour.

Our annual Slavery and Human Trafficking Statement is published on our website, and we are registered on the Government's Modern slavery statement register.

Every day we see millions of children held back from reaching their full potential by poverty, violence and inequality, and we see how girls are

disproportionately affected. Modern slavery is one of the most extreme examples of these denials of basic rights and we see the fight against it as fundamental to our purpose: to make sure that all children can grow up enjoying their rights.

We therefore welcome this chance to affirm our commitment to doing all we can to prevent modern slavery.

FOSTER PARENTS PLAN INTERNATIONAL (UK) LTD

Plan International UK has a subsidiary company (Note 12 of the financial statements), Foster Parents Plan International (UK) Ltd (FPPI UK), to carry out trading activities on behalf of Plan International UK.

FPPI UK's results are consolidated into Plan International UK's group financial statements in accordance with the requirements of Financial Reporting Standard 102. As at 30 June 2025, the directors of FPPI UK comprised three members of Plan International UK's senior management. Plan International UK owns 100% of the issued share capital (£2) of FPPI UK.

The activities of the trading subsidiary include licensing of the use of Plan International trademarks to third parties, primarily corporate partners of Plan International UK, and carrying out other non-primary purpose trading activities. Turnover of the trading subsidiary in 2025 was £35,000 (2024: £42,000). The subsidiary's taxable profits are donated under a deed of covenant to Plan International UK. In 2025 this was £29,000 (2024: £33,000).

Based on forecasts, and a minimal fixed cost base, the directors are confident that FPPI UK remains a going concern.

SOCIAL DEVELOPMENT DIRECT LIMITED

Social Development Direct Limited is a wholly owned subsidiary of Plan International UK, which was acquired on 10 March 2020. As a social enterprise, Social Development Direct aims to further Plan International UK's charitable purposes and achieve a financial return on investment.

SDDirect is a leading provider of high quality, innovative and expert social development assistance and research services, specialising in

gender and inclusion. It works to build inclusive societies in which all women, men, girls and boys are valued and empowered to make choices about their own development. It provides services ranging from technical advice and support; programme management; helpdesks; research; and, monitoring and evaluation. Results from SDDirect are consolidated into Plan International UK's group financial statements in accordance with the requirements of Financial Reporting Standard 102. The Directors of SDDirect comprise two members of Plan International UK's Leadership Team, one Plan International UK Trustee, two senior managers at SDDirect and one independent non-executive director.

In 2024/25 SDDirect's turnover was £6,933,000 (2023/24: £8,065,000) and booked a loss of £452,546 (2024 £517,000 profit). All taxable profits are donated to Plan International UK under a deed of covenant.

The financial performance for the year was negatively impacted by the announcement that the UK's ODA spend will be cut from 0.5% to 0.3% of GDP. The impact of this was delays to FCDO procurement and existing programmes being cut. As a result of this the company undertook a restructuring in order to reduce the headcount by 12 positions going into the next financial year. Operating costs include redundancy payments of £94,250. In total these factors resulted in a loss for the year of £452,546.

As a consequence of the loss, the company finished the year with a balance sheet showing Net liabilities of £3,201.

Social Development Direct is a 100% subsidiary of Plan International (UK). All of the subsidiary's profits since acquisition in March 2020 have been donated to Plan International UK under a deed of covenant and as such SDD has not accumulated profits over this period.

Funding arrangements are in place from Plan International (UK) to Social Development Direct Ltd to ensure that it will be able to meet its liabilities. The Directors are confident that the company will return to profitability in the coming financial year, and it is on this basis that the accounts are prepared on a going concern basis.

LEGAL AND ADMINISTRATIVE INFORMATION

TRUSTEES

- Baroness Liz Sugg – Chair (appointed 22/05/25)^[2]
- Professor Sir Ian Diamond (former chair, resigned 22/05/25)
- Meredith Niles – Deputy Chair & Chair of the Nominations & Governance Committee^[3]
- Beverley Tew – Chair of Finance, Audit & Risk Committee & Remuneration Committee
- Mike Anderson^[1]
- Sarah Ansah
- Nanna Chidi-Emmanuel
- John Good (appointed 30/06/25)^[1]
- John Kerr^[1,4]
- Hope Mbuthi^[2]
- Emily Middleton
- John Plastow (appointed 30/06/25)
- Cathy Riley^[2]
- Minal Shah^[4]
- Marie-France Van Heel^[6]
- Mike Wade (appointed 30/06/25)^[1]

LEADERSHIP TEAM

- Rose Caldwell – Chief Executive^[4,5]
- John Lockett – Director of Finance and IT^[4,5,7]
- Tsungai Mahumucha – Director of International Programmes
- Nick Radmore – Director of Fundraising and Supporter Engagement
- Cheryl Richardson – Director of People and Culture
- Kathleen Spencer Chapman – Director of Influencing and External Affairs

CHARITY NAME

Plan International (UK)

CHARITY REGISTRATION NUMBER

276035

COMPANY REGISTRATION NUMBERS

Plan International UK: 1364201

Social Development Direct: 03846881

Foster Parents Plan International (UK): 02457093

REGISTERED OFFICE

Discovery House, 28-42 Banner Street,
London, EC1Y 8QE

INDEPENDENT AUDITORS

Haysmac LLP

(first appointed 24 February 2021)

[1] Member of the Audit, Finance and Risk Committee, [2] Member of the Nominations and Governance Committee, [3] Member of the Remuneration Committee, [4] Director of Social Development Direct, * resigned 18 May 2025, [5] Director of Foster Parents Plan International, [6] Board Safeguarding Lead, [7] Company Secretary

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Plan International UK for the purposes of company law) are responsible for preparing the Trustees' Annual Report (including the Strategic Report) and the financial statements in accordance with applicable law and regulation.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have prepared the financial statements in accordance with United Kingdom Accounting Standards, comprising FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland", and applicable law (United Kingdom Generally Accepted Accounting Practice). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the charitable company and the group, and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group for that period.

In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Statement of Recommended Practice: Accounting and Reporting by Charities (2019).
- Make judgments and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards, comprising FRS 102, have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

STATEMENT OF DISCLOSURE OF INFORMATION TO AUDITORS

In the case of each director in office at the approval date and in accordance with section 418 of the Companies Act 2006:

- So far as the trustee is aware, there is no relevant audit information of which the company's auditors are unaware; and
- The trustee has taken all the steps that they ought to have taken, as a trustee, in order to make themselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

The Trustees' Annual Report, including the Strategic Report, was approved by the Board of Trustees on 7 October 2025 and signed on its behalf by



Baroness Sugg

Chair, Plan International UK

Date: 16 October 2025

ACCOUNTS



“Throughout this experience I have found new ways to lead change in my community,” explains 15-year-old Mitzy from Peru. After taking part in a Plan International project to prevent gender-based violence, she now runs workshops in her school to educate others.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS AND TRUSTEES OF PLAN INTERNATIONAL UK

OPINION

We have audited the financial statements of Plan International UK for the year ended 30 June 2025 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Balance Sheets, the Consolidated Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 30 June 2025 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

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

the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees' Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a

material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees' Annual Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report (which incorporates the strategic report and the directors' report).

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 require us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 46, the trustees (who are also the directors of the charitable company for the purposes

of company law are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Based on our understanding of the group and the environment in which it operates, we identified that the principal risks of non-compliance with laws and regulations related to company and charity law in England and Wales

and compliance with regulations relating to the safeguarding of beneficiaries. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Charities Act 2011, as well as compliance with the taxation environment.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to manipulate revenue recognition and management bias in areas of accounting estimate.

Audit procedures performed by the engagement team included:

- Inspecting correspondence with regulators and tax authorities;
- Discussions with management including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Review of minutes of meetings;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, using data analytics to focus testing on higher risk entries; and
- Challenging assumptions and judgements made by management in their critical accounting estimates

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance

with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of our report

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



Steven Harper

For and on behalf of Haysmac LLP,
Statutory Auditors

10 Queen Street Place
London EC4R 1AG

Date: 16 October 2025

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating the income and expenditure accounts) for the year ended 30 June 2025

	Note	Unrestricted funds	Restricted funds	2025 Total	Unrestricted funds	Restricted funds	2024 Total
INCOME FROM:							
Donations	3						
Sponsorship		13,380	-	13,380	14,278	-	14,278
Gift Aid		3,256	-	3,256	3,320	-	3,320
Other donations and appeals		8,642	3,857	12,499	10,056	9,260	19,316
		25,278	3,857	29,135	27,654	9,259	36,914
Charitable activities							
Institutional donors	4	-	18,420	18,420	-	15,386	15,386
Major partnerships	5	-	6,350	6,350	-	5,198	5,198
		-	24,770	24,770	-	20,584	20,584
Trading activities	6	6,967	-	6,967	8,107	-	8,107
Other	6	808	-	808	1,248	-	1,248
Total income		33,054	28,626	61,680	37,009	29,844	66,853
EXPENDITURE ON:							
Raising funds	7	9,719	32	9,751	7,952	10	7,962
Charitable activities	7	24,125	27,760	51,884	28,513	30,625	59,138
Other	7	-	-	-	486	-	486
Total expenditure		33,843	27,792	61,635	36,951	30,635	67,586
Net income/(expenditure)		(790)	834	45	58	(791)	(733)
Transfers between funds							
Funds brought forward	17	13,137	3,880	17,017	13,079	4,671	17,750
Funds carried forward	17	12,347	4,714	17,062	13,137	3,880	17,017

All income and expenditure relates to continuing activities. There are no recognised gains or losses other than those included above and therefore no separate statement of comprehensive income has been prepared. There is no material difference between the net income and movement in funds stated above and their historical cost equivalents.

CONSOLIDATED AND CHARITY BALANCE SHEET

(Incorporating the income and expenditure accounts) for the year ended 30 June 2025

As at 30 June 2025	Notes	Group 2025 £000	Group 2024 £000	Charity 2025 £000	Charity 2024 £000
Fixed assets					
Tangible assets	10	764	179	686	96
Intangible assets	11	303	669	303	509
Investments	12	-	-	700	1,706
Total fixed assets		1,067	848	1,689	2,311
Debtors	13	9,904	11,736	9,546	10,700
Cash at bank and in hand ¹		14,677	15,550	14,190	15,150
Total current assets		24,580	27,286	23,736	25,850
Current liabilities					
Creditors: amounts falling due within one year	14	(8,354)	(10,847)	(7,415)	(9,776)
Net current assets		16,227	16,439	16,322	16,074
Total assets less current liabilities		17,294	17,287	18,011	18,385
Provisions for liabilities	15	(232)	(270)	(232)	(270)
Total net assets		17,062	17,017	17,779	18,115
Funds					
General funds	17	11,281	11,879	11,375	11,923
Designated funds	17	1,067	1,258	1,689	2,312
Unrestricted funds	17	12,348	13,137	13,064	14,235
Restricted funds	17/18	4,714	3,880	4,714	3,880
Total funds	17	17,062	17,017	17,779	18,115

¹Cash at bank and in hand includes short-term deposits of £10,784,000 (2023: £4,000,000)

The total income of the Charity for the year was £54,761,000 (2024: £58,932,000) and the charity's net deficit was £334,000 (2024: deficit £506,000). The notes on pages 54-74 form part of the financial statements. Approval and authorisation for issue of the financial statements on pages 51-74 was delegated by the Board of Trustees to the below trustees on 7th October 2025, who have signed on their behalf.



Baroness Liz Sugg
Chair of Plan International UK



Beverley Tew
Chair of the Audit, Finance
and Risk Committee

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 30 June 2024

	2025 £000	2024 £000
Cash flows from operating activities:		
Net cash (outflow)/inflow from operating activities	(573)	(1,903)
Cash flows from investing activities:		
Interest received	589	590
Purchase of property, plant, equipment and intangible assets	(742)	(245)
Change in cash and cash equivalents in the year	(725)	(1,558)
Change in cash and equivalents due to exchange rate movements:		
Exchange rate gain/(loss)	(148)	(18)
Cash and cash equivalents at the beginning of the year	15,550	17,126
Cash and cash equivalents at the end of the year	14,677	15,550
Reconciliation of net income to net cash flows from operating activities		
Net income for the year	45	(731)
Foreign exchange (gain)/loss	148	18
Interest received	(589)	(590)
Depreciation and amortisation charges	523	496
Decrease/(Increase) in debtors	1,833	(4,701)
(Decrease)/Increase in creditors	(2,494)	3,788
(Decrease) in provisions	(38)	(182)
Net cash inflow from operating activities	(573)	(1,903)

NOTES FORMING PART OF THE FINANCIAL STATEMENTS

1. ACCOUNTING POLICIES

(a) Basis of preparation

The financial statements have been prepared in accordance with the Charities Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' published in October 2019, the Companies Act 2006, the Charities Act 2011 and applicable UK accounting standards, including FRS 102.

The financial statements have been prepared on a going concern basis under the historical cost convention. Under 'Going Concern' on page 42 the trustees state that they have reasonable expectation that there are no material uncertainties that call into doubt our ability to continue in operation and meet our liabilities as they fall due. Consequently, the trustees have a reasonable expectation that the Group will continue in existence for at least the next 18 months and, therefore, have adopted the going concern basis in preparing these financial statements.

The Charity has adapted the Companies Act formats to reflect the Charities SORP and the special nature of the Charity's activities. The principal accounting policies are set out below and have been applied consistently throughout the current year and the comparative year.

(b) Basis of consolidation

The consolidated statement of financial activities (SOFA), group balance sheet and statement of cash flows consolidate the financial statements of the Charity and its wholly-owned subsidiaries Foster Parents Plan International UK Ltd and SDDirect. The financial statements of the subsidiaries are consolidated with the Charity on a line-by-line basis. Transactions and balances between the entities are eliminated on consolidation. Details on the subsidiaries are given in Note 12.

No separate SOFA has been presented for the Charity alone, as permitted by s408 of the Companies Act 2006.

(c) Fund accounting

General funds are unrestricted funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. Plan International UK has two designated funds: the fixed asset fund and the Social Development Direct Fund (see note 17).

The Fixed Asset Fund represents the net book value of tangible and intangible fixed assets originally funded from General Reserves. The transfer made between the general and designated funds represent capital additions less depreciation and amortisation charges and disposal losses.

The Social Development Direct Fund represents net current asset value of the trading subsidiary.

Restricted funds are funds that are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. Expenditure is charged against the specific fund in accordance with donor rules. An analysis of these funds is set out in note 18.

(d) Income

All income is included in the SOFA when the Charity is legally entitled to the income, receipt is probable and the amount can be measured reliably.

Donations and legacies

Income from sponsors is accounted for on a receipts basis.

Income from Gift Aid tax reclaims on donations is recognised on an accruals basis. All donations are covered under a valid Gift Aid declaration.

Other donations and appeals income includes income from Plan Ltd (a wholly owned subsidiary of Plan International Inc, see note 3), corporates, trusts, foundations and major donors. This is accounted for on a receipts basis and/or on an accruals basis as per the conditions of the contracts and the charity SORP. As per the charity SORP, legacies are accounted for on an accruals basis.

Pecuniary legacies are recognised once probate has been granted and notification of entitlement has been received. Residuary legacies are recognised when probate is granted and there is sufficient information to value them and any conditions attached to the legacy are either within the control of the charity or have been met. An allowance is made against the amounts receivable to reflect the uncertainty inherent in estate administration.

Charitable activities

Income from charitable activities is earned under grants and contracts with governments, other agencies, corporates, trusts and foundations, and major donors for the specific provision of goods and services in the furtherance of our purpose.

Grants that provide core funding, or are of a general nature, are included as 'Donations'.

Grant and contract income is accrued once all conditions that would permit entitlement have been met. Where payments are received in advance of this point, they are held on the balance sheet as deferred income.

Income earned under contracts with donors where payments are contingent on the achievement of pre-agreed results is recognised in line with achievement of these results. Where it is probable that total contract costs exceed total contract income, the expected deficit is recognised immediately. Income and expenditure in relation to these contracts are recognised within restricted funds, with any surplus or deficit shown as a transfer to or from unrestricted funds.

Gifts in Kind

Gifts in Kind donated for distribution to beneficiaries are included at fair value and recognised as income from charitable activities when they are received.

Gifts in Kind also include services received in relation to campaigning, fundraising and professional advice. These have been included within 'Donations' at fair value at the time that the service is received. In accordance with the SORP, no amounts are included in the financial statements for services donated by volunteers, although their work is considered vital to the activities of Plan International UK.

Trading activities

Income from trading activities is accounted for on an accruals basis and represents the amounts charged to customers for goods and services supplied through FPPI UK and Social Development Direct Ltd, excluding VAT (see Note 6).

Rental income

Rental income represents income from sub-tenants which shared the Finsgate building with Plan International UK as their landlord and was recognised on an accruals basis.

(e) Expenditure

All expenditure is accounted for on an accruals basis and is classified in the SOFA according to the activity to which it relates. Direct costs, including attributable staff costs, are allocated on an actuals basis to the key strategic areas of activity.

Expenditure on charitable activities includes both costs incurred directly by Plan International UK and grants payable to Plan International Inc and to partner organisations in furtherance of Plan International UK's charitable objectives. Grants payable are accounted for once all conditions that would limit recognition of the funding commitment have been met. Expenditure in relation to Gifts in Kind is recognised on distribution to country offices, for goods, or at the point that a service is received by Plan International UK.

Support costs, such as governance, general management, financial management, information technology, human resources, and facilities, are allocated between activities on the basis of staff numbers employed on those activities during the period.

Governance costs are the costs associated with the governance arrangements of Plan International UK and include an estimate of management time spent on strategic activities as well as direct costs associated with governance.

(f) Pension costs

Pension contributions paid by the Charity in respect of employees to a defined contribution scheme are charged to the SOFA as they become payable and are allocated to the same funds as the salary costs to which they relate.

(g) Operating leases

Operating lease rentals are charged to the SOFA on a straight-line basis over the life of the lease.

(h) Tangible fixed assets and depreciation

Fixed assets are stated at cost less accumulated depreciation. Items costing less than £3,000 are not capitalised.

Depreciation for all fixed assets is calculated on a straight-line basis to write off the cost of the assets over their estimated useful lives as follows.

Leasehold property improvements	Lease period remaining
Office equipment	5 years
Computer hardware	5 years

The carrying value of fixed assets is reviewed annually for impairment if events or changes in circumstances suggest that their carrying amount may not be recoverable.

(i) Intangible assets and amortisation

Intangible assets are stated at cost less accumulated amortisation.

Amortisation for all intangible assets is calculated on a straight-line basis over their estimated useful lives as follows:

Computer software	3 years
Goodwill	5 years

(j) Financial instruments

Plan International UK has financial assets and liabilities that qualify as basic financial instruments. They are measured as follows:

Cash	Cash held at bank and in hand
Debtors	Initially at settlement amount after any trade discounts. Subsequently at cash or other consideration expected to be received.
Creditors	Initially at settlement amount after any trade discounts. Subsequently at cash or other consideration expected to be paid.

(k) Provisions for liabilities

Provisions for future liabilities are recognised when Plan International UK has a legal or constructive financial obligation as a result of a past event for which it is probable that a transfer of economic benefits will be required to settle the obligation, and where the amount can be reliably estimated.

(l) Foreign currencies

Transactions in foreign currencies are recorded at the monthly book rate at the date of the transaction. Monetary assets and liabilities are retranslated at the rate of exchange at the balance sheet date. All exchange differences are taken to the SOFA.

(m) Company status

The Charity is a public benefit entity and a company limited by guarantee. The members of the Company are the trustees named on p 42. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per trustee.

(n) Taxation status

Plan International UK is a registered charity within the definition of Section 202 of the Corporation Tax Act 2010 and is thus exempt from taxation on its charitable activities. The trading subsidiaries of Plan International UK, Foster Parents Plan International UK Ltd and SDDirect each make a charitable donation leaving no UK corporation tax payable. These donations are made under deeds of covenant and are therefore accrued in full at year-end.

Irrecoverable VAT is not separately analysed and is charged to the SOFA when the expenditure to which it relates is incurred or invoiced and is allocated as part of the expenditure to which it relates.

(o) Business combinations

Business combinations are accounted for as an acquisition. The cost of a business combination is the fair value of the consideration paid and payable plus the costs directly attributable to the business combination. Where the consideration paid and payable exceeds the value of the net assets acquired, goodwill arises on acquisition and is disclosed in the consolidated balance sheet. 'Goodwill' is an intangible fixed asset which is amortised over its useful life. Goodwill is reviewed for impairment at each balance-sheet date.

In accordance with FRS 102, intangible assets acquired as part of an acquisition are only recognised separately from goodwill where it is probable that the expected future economic benefits that are attributable to the asset will flow to the entity; and the cost or value of the asset can be measured reliably.

(p) Critical accounting judgements and key sources of estimation uncertainty

In the application of the group's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. These judgements, estimates and assumptions are made based on a combination of past experience, professional expert advice and other relevant evidence

The trustees consider that there are no key sources of estimation uncertainty as at 30 June 2025, however the following critical accounting judgements have been identified below:

Revenue recognition

Due to the range and complexity of the group's funding streams, revenue recognition is deemed to be an area that requires judgement to appropriately apply the income accounting policies explained in accounting policy 1d.

Cost allocation

The cost allocation methodology requires judgement as to what are the most appropriate bases to use to apportion support costs; these are reviewed annually for reasonableness. Support costs are allocated as explained in policy 1d.

Locally received income

Locally received income is income where the contract signatories are the donor and the relevant Plan International country office. However, the de facto fund manager is Plan International UK, who provides support and oversight to the country office. The income arising from such awards is thus recognised by Plan International UK. Income from charitable activities is detailed in accounting policy 1d.

Sponsorship

Child sponsorship is judged to be unrestricted income and not restricted to a particular cause because it is wholly aligned with the charity's objects. Sponsors have a one-to-one connection with the child they sponsor and donations are used to fund vital projects, benefiting whole communities in the country where the sponsored child lives and therefore it is reasonable to assess the income as unrestricted.

2. INCOME BY REGION: ORIGIN OF DONOR

	Unrestricted funds £000	Restricted funds £000	2025 Total £000	Unrestricted funds £000	Restricted funds £000	2024 Total £000
UK	33,054	20,278	53,331	37,009	21,912	58,921
Europe (Excl.UK)	-	893	893	-	1,449	1,449
Americas	-	7,448	7,448	-	6,480	6,480
Asia	-	8	8	-	3	3
East and South Africa	-	-	-	-	-	-
West and Central Africa	-	-	-	-	-	-
Total	33,054	28,626	61,680	37,009	29,844	66,853

3. DONATIONS

	Unrestricted funds £000	Restricted funds £000	2025 Total £000	Unrestricted funds £000	Restricted funds £000	2024 Total £000
Sponsorship	13,380	-	13,380	14,278	-	14,278
Gift Aid	3,256	-	3,256	3,320	-	3,320
Disasters Emergency Committee (DEC)	-	2,376	2,376	-	8,059	8,059
Plan Ltd	2,750	-	2,750	4,825	-	4,825
Other individual giving	1,216	409	1,625	1,136	391	1,527
Girls' Fund	-	595	595	-	643	643
Legacies	1,228	158	1,386	611	167	778
Emergency appeals	-	319	319	-	-	-
Major donors	125	-	125	195	-	195
Corporates ¹	186	-	186	90	-	90
Peoples Postcode Lottery (PPL)	3,000	-	3,000	3,100	-	3,100
Trusts and foundations	138	-	138	99	-	99
Total	25,278	3,857	29,135	27,654	9,260	36,914

¹Grants received from Corporates and Trusts and Foundations are included under Charitable Activities income in note 5.

4. CHARITABLE ACTIVITIES: INSTITUTIONAL DONORS

a) Included in incoming resources from charitable activities are grants from the following institutional donors:

	Unrestricted funds £000	Restricted funds £000	2025 Total £000	Unrestricted funds £000	Restricted funds £000	2024 Total £000
Education Cannot Wait	-	3,508	3,508	-	3,490	3,490
UN Agencies	-	3,118	3,118	-	3,430	3,430
World Bank	-	4,692	4,692	-	3,254	3,254
Foreign, Commonwealth & Development Office (FCDO)	-	3,206	3,206	-	2,798	2,798
European Commission (EC)	-	498	498	-	1,073	1,073
Start Fund	-	1,529	1,529	-	845	845
Global Partnership for Education	-	1,307	1,307	-	-	-
European Civil Protection and Humanitarian Aid Operations (ECHO)	-	33	33	-	172	172
Other	-	528	528	-	324	324
Total	-	18,420	18,420	-	15,386	15,386

b) The following table summarises all contributions from the UK Foreign, Commonwealth & Development Office (FCDO) in the year ended 30 June 2025 totalling £3,206,000 (2024: £2,798,000)

Country	Project name	2025 Total £000	2024 Total £000
Zimbabwe	Supporting Adolescent Girls' Education	-	131
Zimbabwe	Supporting Adolescent Girls Education (SAGE) II Programme	2,255	1,584
Zimbabwe	SAFE Adapted GALS training project	-	127
Zimbabwe	Gender Based Violence Fund	(2)	53
Sierra Leone	Girls Education Challenge	5	-
Tanzania	FCDO Schule Bore (Quality School)	281	334
Indonesia	ELRHA Data Driven Inclusion	-	30
Indonesia	ELRHA Dissemination Grant	4	16
UK	Promoting Equalities Regional Programme	635	380
Nigeria	NENTAD Protection in North East Nigeria	2	8
Sudan	Access to WASH	26	(10)
South Sudan	AHRC Protection Research	-	145
Total		3,206	2,798

5. CHARITABLE ACTIVITIES: MAJOR PARTNERSHIPS

	Unrestricted funds £000	Restricted funds £000	2025 Total £000	Unrestricted funds £000	Restricted funds £000	2024 Total £000
Corporates	-	3,775	3,775	-	2,885	2,885
Trusts and foundations ¹	-	2,003	2,003	-	1,970	1,970
Major donors ¹	-	486	486	-	230	230
Corporate Gifts in Kind	-	87	87	-	113	113
Total	-	6,350	6,350	-	5,198	5,198

6. TRADING ACTIVITIES AND OTHER INCOME

a) Trading activities

	Unrestricted funds £000	Restricted funds £000	2025 Total £000	Unrestricted funds £000	Restricted funds £000	2024 Total £000
Programmatic trading income	6,933	-	6,933	8,065	-	8,065
Other trading income	34	-	34	42	-	42
Total	6,967	-	6,967	8,107	-	8,107

b) Other Income

	Unrestricted funds £000	Restricted funds £000	2025 Total £000	Unrestricted funds £000	Restricted funds £000	2024 Total £000
Rental income	217	-	217	656	-	656
Investment income	589	-	589	590	-	590
Other Income	2	-	2	2	-	2
Total	808	-	808	1,248	-	1,248

7. TOTAL EXPENDITURE

a) Analysis of total expenditure

Total Expenditure 2025	Grants paid £000	Staff costs £000	Direct costs £000	Support costs £000	2025 Total £000
Expenditure on raising funds					
Institutional donors	-	549	62	429	1,040
Public fundraising	-	1,747	3,828	1,479	7,055
Major partnerships	-	889	44	723	1,656
	-	3,185	3,935	2,631	9,751
Expenditure on charitable activities					
Long Term Development	17,825	2,321	1,121	1,260	22,528
Sexual and Reproductive Health and Rights	1,503	271	105	111	1,990
Health and Nutrition	277	505	213	59	1,054
Inclusive Quality Education	6,099	580	428	421	7,528
Protection from Violence	430	44	22	29	525
Youth Employment and Entrepreneurship	7,412	746	282	500	8,940
Other	2,105	176	71	139	2,491
Humanitarian	14,597	1,233	583	972	17,385
Protection in Humanitarian Action	7,488	635	287	498	8,908
Education in Emergencies	5,720	496	247	383	6,846
Sexual Health and Rights	661	50	24	44	778
Other	729	51	25	48	853
Environment and Resilience Programmes	1,794	183	83	122	2,181
Advocacy, Policy and Campaigning Work	18	841	420	1,126	2,405
SDD charitable activities	-	4,334	2,729	322	7,385
	34,234	8,912	4,935	3,803	51,884
Other expenditure					
Rental costs	-	-	-	-	-
Trading activity costs	-	-	-	-	-
	-	-	-	-	-
Sub total	34,234	12,098	8,870	6,434	61,635
Reallocation of salaries ¹	-	2,572	-	(2,572)	-
Total	34,234	14,670	8,870	3,861	61,635

Total Expenditure 2024	Grants paid £000	Staff costs £000	Direct costs £000	Support costs £000	2024 Total £000
Expenditure on raising funds					
Institutional donors	-	521	36	450	1,007
Public fundraising	-	1,459	2,005	1,576	5,041
Major partnerships	-	937	77	901	1,915
	-	2,917	2,118	2,927	7,962

Expenditure on charitable activities					
Long Term Development	14,464	2,316	1,044	764	18,588
Sexual and reproductive health and rights	5,725	732	291	289	7,037
Health and Nutrition	4,197	989	351	237	5,774
Inclusive Quality Education	2,394	346	294	130	3,164
Protection from Violence	1,044	132	33	52	1,261
Youth Employment and Entrepreneurship	220	27	2	11	260
Other	884	90	73	45	1,092
Humanitarian	24,351	2,531	970	1,191	29,043
Protection in Humanitarian Action	15,934	1,651	645	780	19,010
Education in Emergencies	7,077	752	289	347	8,465
Sexual Health and Rights	734	70	23	35	862
Other	606	58	13	29	706
Environment and Resilience Programmes	1,485	173	24	72	1,754
Advocacy, Policy and Campaigning Work	164	442	563	674	1,843
SDD charitable activities	-	3,962	3,666	282	7,910
	40,464	9,424	6,267	2,983	59,138
Other expenditure					
Rental costs	-	-	486	-	486
Trading activity costs	-	-	-	-	-
	-	-	486	-	486
Sub total	40,464	12,341	8,871	5,910	67,586
Reallocation of salaries ¹	-	2,769	-	(2,769)	-
Total	40,464	15,110	8,871	3,141	67,586

	2025	2024
	£000	£000
Net income is stated after charging:		
Services provided by the Charity's auditors:		
Fees payable for the audit of the consolidated financial statements	77	72
Additional Fees payable for the audit of the consolidated financial statements in prior year	-	-
Fees payable for other services:		
• Taxation and VAT	1	1
• Grant certification	-	-
	78	73
Exchange rate losses/(gains)	148	18
Depreciation and amortisation	523	496
Operating lease rentals – buildings	699	838

b) Grants paid

During the year Plan International UK made grants to Plan International Inc which designs and delivers programmes through regional, country and programme offices. The programme offices are located in areas where Plan International programmes are implemented, allowing Plan International to respond to the situations of the local communities.

Grants are also made to other partner organisations to deliver programmes to help children, their families and communities and to respond in emergency situations. No grants are made directly to individuals.

A list of grants paid is given below:

Partner Organisation	Country	2025 £000	2024 £000
Payments to Plan International Inc	Various	31,846	39,074
Payments to Plan International National Organisation	Colombia	397	258
Payments to Plan International National Organisation	India	106	85
Payments to Plan International National Organisation	Indonesia	311	256
Payments to Plan International National Organisation	Korea	138	-
Payments to Plan International National Organisation	Sweden	39	-
Payments to Plan International National Organisation	USA	-	17
Payments to Plan International members		32,838	39,690
African Women's Development & Communication	Sierra Leone	549	295
University of Sussex	Ethiopia	180	134
Relief International UK	Ethiopia	165	117
Save the Children	Myanmar	150	113
World Vision UK	Ukraine	127	85
CARE International UK	Ukraine	103	30
Christian Blind Mission (CBM) UK	Zimbabwe	87	-
The Open University	Zimbabwe	37	-
ActionAid Institutional Funding	Ukraine	11	-
Sightsavers	UK	(12)	-
		-	-
Payments to Non-Plan International Organisations		1,396	774
Total Grants Payable		34,234	40,464

c) Analysis of support costs

	Raising Funds £000	Charitable activities £000	2025 Total £000	Raising Funds £000	Charitable activities £000	2024 Total £000
Information technology	503	749	1,252	681	719	1,400
Finance & Legal ³	487	720	1,206	516	553	1,069
Human resources	415	550	965	517	478	995
General management	232	309	541	443	419	862
Governance	116	191	307	149	169	318
Office and premises ²	529	791	1,320	594	604	1,198

	Raising Funds £000	Charitable activities £000	2025 Total £000	Raising Funds £000	Charitable activities £000	2024 Total £000
Premises Dilapidations and Refurbishment ¹	79	104	183	(229)	(211)	(440)
Depreciation and amortisation	213	310	523	246	250	496
FX (Gains)/Losses	42	56	98	10	3	13
Loss on disposal of fixed assets	16	22	38	-	-	-
Total	2,631	3,802	6,433	2,927	2,983	5,910

¹During the year ended 30 June 2024, the landlord waived the dilapidation costs associated with the former Plan International UK offices at Finsgate, Cranwood Street. Subsequently, on 27 August 2024, Plan International UK entered into a new lease agreement for alternative premises. The associated refurbishment costs for the new premises and the dilapidation costs are included under the line Premises Dilapidations and Refurbishment.

²The year includes a 4 month period in which the leases for the old and new offices overlapped. While the new office was subject to a rent free period this is accounted for over the life of the new lease, so costs were accrued during this period and rent on both offices booked. Underlying office costs have decreased year on year.

³Due to structural changes some functions previously considered as general management have been reclassified as Finance and Legal. It has not been practical to restate comparatives. Taken as a whole support costs, excluding one-off expenses, were lower in 2024/25.

(d) Analysis of governance costs

	2025 £000	2024 £000
Legal and other professional fees – Gifts in Kind	87	113
Legal and other professional fees	28	14
External audit fees	90	83
Apportionment of staff costs	83	91
Internal audit fees	20	17
Other	-	-
	307	318

8. STAFF COSTS

	2025 £000	2024 £000
Staff costs		
Wages and salaries	12,386	12,675
Social security costs	1,367	1,347
Pension costs	846	849
Sub Total	14,599	14,871
Agency staff	71	239
Total	14,670	15,110

Plan International UK has a defined contribution pension scheme, which matches employee contributions up to a maximum of 7.5% of pensionable salary. The resulting fund belongs to the employee and can be transported when leaving Plan International UK. No employees receive benefits under a defined benefit pension scheme.

In line with government legislation, Plan International UK automatically enrolls all eligible staff into this defined contribution pension scheme, with all new joiners being enrolled into the scheme in the third pay period after the start of their employment.

A salary sacrifice scheme is in place, giving employees the opportunity to vary their employment terms and conditions such that they receive a lower gross salary, with Plan International UK paying additional employer pension contributions on the employee's behalf.

The number of employees whose emoluments, as defined for taxation purposes (i.e. net of salary sacrifice), amounted to £60,000 or more in the year were as follows:

	2025 Number	2024 Number
£60,000-£69,999	14	18
£70,000-£79,999	10	12
£80,000-£89,999	6	12
£90,000-£99,999	5	5
£100,000-£109,999	1	1
£110,000-£119,999	1	2
£120,000-£129,999	1	0
Total	38	50

Total employer pension contributions for these employees were £238,257 (2024: £243,415)

The highest paid employee in 2025 was the Chief Executive, who received £163,495, in the year including pension contributions and employer National Insurance contributions (2024: £159,742), and received no benefits in kind (2024: £nil).

The Leadership Team are the key management personnel of the charity. The total remuneration and benefits including pension contributions and employer National Insurance contributions of the key management personnel was £737,821, for 6 roles (2024: £811,839 for 7 roles).

None of the above received any benefits in kind. Redundancy and severance payments to staff in the year totalled £46,382 (2024: £96,614).

The average headcount and average number of employees, calculated on a full-time equivalent (FTE) basis, analysed by activity was:

	2025 Headcount	2024 Headcount	2025 FTE	2024 FTE
Fundraising	57	62	56	61
Communications, Advocacy & UK Programmes	33	45	31	43
International Programmes	51	51	50	50
Operations & CEO Office	43	49	42	42
SDDirect	60	72	58	62
Total	244	279	237	258

9. TRUSTEES' REMUNERATION

None of the trustees received any remuneration during the year for services to Plan International UK (2024: £nil). Directly-incurred expenses of the trustees borne by Plan International UK in the year ended 30 June 2025 were £8,090 (2024: £10,093). These expenses related to costs incurred by six trustees to attend Board meetings and Programme visits.

Plan International UK trustees are included in the Plan International UK local and the Plan International Inc. insurance arrangements, which includes indemnity insurance for trustees. These insurances provide cover:

- i. To protect the charity from loss arising from the neglect or default of its trustees, employees, or agents
- ii. To indemnify the trustees or other officers against the consequence of any neglect or default on their part.

10. TANGIBLE ASSETS

GROUP AND CHARITY As at 30 June 2025	Leasehold property improvements £000	Office equipment £000	Computer hardware £000	Computer software £000	Total £000
Cost					
At 1 July 2024	1,687	339	511	-	2,537
Additions	341	242	183	-	767
Disposals	(1,687)	(337)	(344)	-	(2,367)
Transfers	-	-	-	-	-
At 30 June 2025	341	245	350	-	936
Accumulated depreciation	-	-	-	-	-
At 1 July 2024	1,612	337	409	-	2,358
Charge for the year	68	29	45	-	142
Disposals	(1,660)	(337)	(332)	-	(2,328)
Transfers	-	-	-	-	-
At 30 June 2025	20	30	122	-	172
Net book value	-	-	-	-	-
At 30 June 2024	75	2	101	-	178
At 30 June 2025	321	215	228	-	764

GROUP AND CHARITY As at 30 June 2024	Leasehold property improvements £000	Office equipment £000	Computer hardware £000	Computer software £000	Total £000
Cost					
At 1 July 2023	1,687	339	495	-	2,521
Additions	-	-	43	-	43
Disposals	-	-	(27)	-	(27)
Transfers	-	-	-	-	-
At 30 June 2024	1,687	339	511	-	2,537
Accumulated depreciation	-	-	-	-	-
At 1 July 2023	1,490	330	398	-	2,218
Charge for the year	122	7	38	-	167
Disposals	-	-	(27)	-	(27)
Transfers	-	-	-	-	-
At 30 June 2024	1,612	337	409	-	2,358
Net book value	-	-	-	-	-
At 30 June 2023	197	8	96	-	301
At 30 June 2024	75	2	101	-	179

11. INTANGIBLE FIXED ASSETS

GROUP AND CHARITY As at 30 June 2025 Cost	Computer software £000	Goodwill¹ £000	Total £000
At 1 July 2024	2,249	1,148	3,398
Additions	15	-	15
Disposals	(24)	-	(24)
Transfers	-	(445)	(445)
At 30 June 2025	2,240	703	2,944
Accumulated depreciation			
At 1 July 2024	1,741	989	2,729
Charge for the year	221	160	381
Disposals	(24)	-	(24)
Transfers	-	(445)	(445)
At 30 June 2025	1,938	703	2,641
Net book value			
At 30 June 2024	509	160	669
At 30 June 2025	303	-	303

GROUP AND CHARITY As at 30 June 2024 Cost	Computer software £000	Goodwill¹ £000	Total £000
At 1 July 2023	2,048	1,148	3,196
Additions	202	-	202
Disposals	-	-	-
Transfers	-	-	-
At 30 June 2024	2,250	1,148	3,398
Accumulated depreciation			
At 1 July 2023	1,641	759	2,400
Charge for the year	100	229	329
Disposals	-	-	-
Transfers	-	-	-
At 30 June 2024	1,741	988	2,729
Net book value			
At 30 June 2023	407	389	796
At 30 June 2024	509	160	669

12. INVESTMENTS CHARITY

Shares in subsidiary undertakings

	2025 £
At 1 July 2024	1,706,133
Additions	-
Impairment	(1,006,131)
At 30 June 2025	700,002

Foster Parents Plan International (UK) Ltd is a trading company registered in England and Wales as company number 02457093, whose main activities are the licensing of the use of Plan International UK trademarks to third parties, and carrying out other non-primary purpose trading activities. In prior years the company also managed society lotteries. Each year the subsidiary makes a charitable donation under a deed of covenant of any taxable profits to Plan International UK. At 30 June 2025 the investment in Foster Parents Plan International (UK) Ltd was £2.

Plan International UK acquired 100% of the share capital of Social Development Direct (SDDirect) on 30 June 2020 for £1,706,000. SDDirect has been consistently profitable since acquisition until 2024/25 and all profits have been remitted to the parent charity. In 2024/25 the dramatic and unexpected cuts in UK and global aid led to losses. Following restructuring SDDirect is expected to return to profit in 2025/26 but longer term profit projections have been downgraded, reflecting lower income projections. As such the value of the charity's investment has been impaired in the year. The revised valuation, £0.7m, is judged to represent fair value given profit projections and risks.

SUBSIDIARY: Foster Parents Plan International (UK) Ltd	2025	2024
Total turnover	35	43
Total expenditure	(6)	(10)
Donation to Plan International UK	(29)	(33)
Net result for the year	-	-

The aggregate of assets, liabilities and funds was:

	2025	2024
Total assets	52	62
Total liabilities	(52)	(62)
	-	-

SUBSIDIARY: Social Development Direct	2025	2024
Total turnover	6,933	8,065
Total expenditure	(7,385)	(7,910)
Donations to Plan International UK	-	(155)
Net result for the year	(452)	-

The aggregate of assets, liabilities and funds was:

	2025	2024
Total assets	1,712	1,964
Total liabilities	(1,715)	(1,516)
Total funds	(3)	448

13. DEBTORS

	Group 2025 £000	Group 2024 £000	Charity 2025 £000	Charity 2024 £000
Amounts owed by institutional donors	4,386	5,305	4,217	5,305
Accrued income	3,865	4,761	3,307	4,260
Amounts owed by Plan International Inc	306	46	306	46
Other debtors	1,056	1,275	601	509
Prepayments	290	349	187	234
Amounts owed by subsidiaries	-	-	929	346
VAT recoverable	-	-	-	-
Total debtors	9,904	11,736	9,546	10,700

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

a) Analysis of creditors

	Group 2025 £000	Group 2024 £000	Charity 2025 £000	Charity 2024 £000
Accruals of transfers to Plan International Inc	5,530	8,330	5,530	8,330
Accruals of transfers to other partners	288	164	288	164
Deferred income and other creditors	14	141	-	129
Other accruals	1,426	1,179	1,076	638
Taxation and social security	455	495	336	376
Trade creditors	456	292	94	28
Amounts owed to Plan International Organisations	74	69	74	69
VAT payable	111	177	17	42
Amounts due to subsidiaries	-	-	-	-
Total creditors	8,354	10,847	7,415	9,776

b) Deferred income and other creditors

GROUP 2025	As at 1 Jul 2024 £000	Income Deferred	Deferrals Released	As at 30 June 2025 £000
Institutional Donors	-	-	-	-
Other	143	14	(143)	14
	143	14	(143)	14

15. PROVISIONS FOR LIABILITIES

GROUP AND CHARITY 2025	As at 1 July 2024 £000	Provision created £000	Provision released £000	Provision utilised £000	As at 30 June 2025 £000
Dilapidations	-	6	-	-	6
Grants	270	-	(44)	-	226
Total	270	6	(44)	-	232

Estimated dilapidations costs, required to make good Plan International UK's offices upon the termination of the lease with our landlords, are being accrued over the length of the lease. In November 2024 Plan International UK moved offices and entered into a new lease which expires on the 26th August 2034.

Grants represents the estimated funds returnable to donors where the group has not been able to spend funds received in accordance with donor wishes, including losses incurred from fraud and disallowances at Country Office level. These losses are being recovered from Plan International Inc such that Plan International UK suffers no net loss.

16. COMMITMENTS

a) Commitments under operating leases

Total future minimum lease payments under non-cancellable operating leases are as follows:

GROUP	Land and buildings 2025 £000	Other 2025 £000	Total 2025 £000	Land and buildings 2024 £000	Other 2024 £000	Total 2024 £000
Operating lease expiring:						
Less than one year	493	4	497	388	4	392
Between two and five years	2,466	-	2,466	-	4	4
After five years	1,973	-	1,973	-	-	-
Total	4,932	4	4,936	388	8	396

b) Programme Commitments

At year end, the group had undertaken to deliver projects which will be completed over a number of years. The majority of the funds needed for these projects are subject to legal agreements with donors to ensure that Plan International UK will be reimbursed. For some of these projects, Plan International UK is required to provide additional funding to match that provided by the main donor. At 30 June 2025, donors had yet to be found for programme commitments totalling £412,000 (2024: £864,000) as detailed below:

GROUP	Total 2025 £000	Total 2024 £000
Less than one year	151	504
Between two and five years	238	296
After five years	23	64
Total	412	864

No provision has been recognised as we expect to be able to find donors for those over the remaining life of the projects.

c) Capital commitments

The value of group contracts placed in the year for future capital expenditure not accrued for in the financial states was £nil (2024: £nil)

17. STATEMENT OF FUNDS

GROUP AND CHARITY 2025	Balance 1 July 2024	Total Income	Total Expenditure	Acquisition	Transfers	Balance 30 June 2025
	£000	£000	£000	£000	£000	£000
Unrestricted funds:						
General funds	11,879	26,081	(26,458)	-	(218)	11,284
Designated funds: Social Development Direct	413	6,973	(7,385)		(4)	(3)
Designated funds: Plan UK Fixed asset fund	845	-	-	-	222	1,067
Total unrestricted funds	13,137	33,054	(33,843)	-	-	12,348
Restricted funds	3,880	28,626	(27,792)	-	-	4,714
Total funds	17,017	61,680	(61,635)	-	-	17,062

CHARITY 2025	Balance 1 July 2024	Total Income	Total Expenditure	Acquisition	Transfers	Balance 30 June 2025
	£000	£000	£000	£000	£000	£000
Unrestricted funds:						
General funds	11,923	26,129	(27,299)	-	623	11,375
Designated funds: Social Development Direct	1,706	-	-	-	(1,006)	700
Designated funds: Plan UK Fixed asset fund	606	-	-	-	383	989
Total unrestricted funds	14,235	26,129	(27,299)	-	-	13,064
Restricted funds	3,880	28,626	(27,792)	-	-	4,714
Total funds	18,115	54,755	(55,091)	-	-	17,779

18. RESTRICTED FUNDS

GROUP AND CHARITY	Balance 01 July 2023	Income	Expenditure	Balance 30 June 2024	Income	Expenditure	Balance 30 June 2025
	£000	£000	£000	£000	£000	£000	£000
Girls Fund	270	643	(668)	245	595	(731)	109
DEC - Ukraine Humanitarian Appeal	8	8,059	(8,243)	(176)	741	(565)	(1)
DEC - Cyclone Idai Appeal	(4)	-	11	7	19	(19)	7
DEC - Covid Appeal	(2)	-	2	-	-	-	-
DEC - Middle East Humanitarian Appeal	-	-	-	-	1,359	(1,234)	125
DEC - Myanmar Earthquake Appeal	-	-	-	-	257	(257)	-
Other voluntary income including appeals	811	558	(575)	794	886	(807)	873
Donations	1,083	9,260	(9,473)	870	3,857	(3,613)	1,113

GROUP AND CHARITY	Balance 01 July 2023 £000	Income £000	Expenditure £000	Balance 30 June 2024 £000	Income £000	Expenditure £000	Balance 30 June 2025 £000
FCDO - Supporting Adolescent Girls Education (SAGE) II Programme	-	1,583	(1,685)	(102)	2,255	(2,224)	(71)
FCDO - Promoting Equalities Regional Programme	-	380	(555)	(175)	635	(450)	10
FCDO - Schule Bora (Quality School)	(20)	334	(266)	48	281	(226)	103
FCDO - Supporting Adolescent Girls' Education Zimbabwe	(82)	131	(49)	-	-	(1)	(1)
FCDO - Others	71	370	(398)	43	34	(4)	73
ECW	319	3,490	(3,840)	(31)	3,508	(3,265)	211
ECHO	93	172	(172)	93	33	12	139
European Commission - Promoting universal Sexual and Reproductive Health and Rights of vulnerable adolescents in Africa	236	635	(634)	237	429	(733)	(67)
European Commission - Building Resilience: Education Opportunities in Fragile and Crisis Affected Environments	(209)	(122)	414	83	-	(344)	(261)
European Commission - Joint Action for Nutrition Outcome (JANO)	12	334	(367)	(21)	(26)	47	-
European Commission - Others	266	226	(288)	204	94	(107)	191
Global Partnership for Education - School Renovation Project - Guinea	-	-	-	-	1,307	(1,370)	(62)
UNOCHA	95	818	(933)	(20)	211	(179)	12
UNICEF	(27)	1,779	(1,840)	(88)	1,590	(1,584)	(83)
UN Agencies - Others	155	833	(882)	106	1,317	(1,373)	50
World Bank - Eu Sou Capaz Girls Empowerment Program	(41)	2,409	(2,556)	(188)	(48)	36	(201)
World Bank - Accelerating Nutrition Result in Nigeria	405	817	(948)	274	(73)	191	392
World Bank - Liberia Women Empowerment Project	-	-	-	-	4,825	(4,583)	242
World Bank - Others	(17)	28	(33)	(22)	(11)	17	(16)
Other institutional donors	27	1,169	(1,223)	(27)	2,057	(2,209)	(179)
Institutional donors	1,283	15,386	(16,255)	414	18,420	(18,351)	483
Corporates	1,673	2,998	(3,031)	1,640	3,861	(3,834)	1,668
Major donors	210	230	(224)	216	486	(459)	243
Trusts and foundations	420	1,971	(1,652)	739	2,003	(1,534)	1,205
Major partnerships	2,304	5,199	(4,907)	2,596	6,350	(5,827)	3,115
Total restricted funds	4,671	29,844	(30,635)	3,880	28,626	(27,792)	4,714

¹Negative fund balances are due to costs incurred in advance of income recognised which is commuted and will be recognised in future periods.

GROUP AND CHARITY	Balance 01 July 2023 £000	Income £000	Expenditure £000	Balance 30 June 2024 £000	Income £000	Expenditure £000	Balance 30 June 2025 £000
Asia	880	3,455	(3,760)	575	5,451	(5,146)	880
East and Southern Africa	315	9,211	(9,586)	(60)	8,312	(8,103)	149
UK	(158)	569	(581)	(170)	577	(507)	(99)
West and Central Africa	389	4,827	(4,810)	406	8,647	(8,542)	511
Americas	15	1,245	(1,131)	129	1,761	(1,863)	26
Europe	827	8,838	(9,963)	(298)	2,014	(2,616)	(901)
Multiple Regions ¹	(46)	1,155	(707)	402	1,122	(738)	785
Not defined ²	2,449	544	(98)	2,895	743	(277)	3,360
Total restricted funds	4,671	29,844	(30,635)	3,880	28,626	(27,792)	4,714

¹'Multiple Regions' includes restricted funds which support multiple projects across more than one region.

²'Not Defined' includes funds received by donors against restricted funds including the Girls Fund and Forgotten Children's Fund, which are later transferred to projects in line with the fund's objectives, plus holding funds for Corporate donors whilst the programmes are in development.

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

GROUP AND CHARITY 2025	Unrestricted Funds		Restricted Funds	Total Funds
	General £000	Designated £000	£000	£000
Fund balances at 30 June 2025 are represented by:				
Tangible fixed assets	-	764	-	764
Intangible Assets	-	303	-	303
Current assets	12,111	1,634	10,835	24,580
Current liabilities	(820)	(1,639)	(5,895)	(8,354)
Provisions for liabilities and charges	(6)	-	(226)	(232)
Total net assets at 30 June 2025	11,285	1,062	4,714	17,062
Total net assets at 30 June 2024	11,879	1,258	3,880	17,017

CHARITY 2025	Unrestricted Funds		Restricted Funds	Total Funds
	General £000	Designated £000	£000	£000
Fund balances at 30 June 2025 are represented by:				
Tangible fixed assets	-	686	-	686
Intangible Assets	-	1,003	-	1,003
Current assets	12,902	-	10,835	23,736
Current liabilities	(1,520)	-	(5,895)	(7,415)
Provisions for liabilities and charges	(6)	-	(226)	(232)
Total net assets at 30 June 2025	11,375	1,689	4,714	17,779
Total net assets at 30 June 2024	11,923	2,312	3,880	18,115

GROUP AND CHARITY 2024

	Unrestricted Funds		Restricted Funds	Total Funds
	General	Designated		
	£000	£000	£000	£000
Fund balances at 30 June 2024 are represented by:				
Tangible fixed assets	-	179	-	179
Intangible Assets	-	669	-	669
Current assets	12,505	1,925	12,856	27,286
Current liabilities	(626)	(1,515)	(8,706)	(10,847)
Provisions for liabilities and charges	-	-	(270)	(270)
Total net assets at 30 June 2024	11,879	1,258	3,880	17,017
Total net assets at 30 June 2023	11,592	1,487	4,671	17,750

CHARITY 2024

	Unrestricted Funds		Restricted Funds	Total Funds
	General	Designated		
	£000	£000	£000	£000
Fund balances at 30 June 2023 are represented by:				
Tangible fixed assets	-	96	-	96
Intangible Assets	-	2,215	-	2,215
Current assets	12,993	-	12,857	25,850
Current liabilities	(1,070)	-	(8,707)	(9,777)
Provisions for liabilities and charges	-	-	(270)	(270)
Total net assets at 30 June 2024	11,923	2,312	3,880	18,115
Total net assets at 30 June 2023	11,592	2,354	4,673	18,619

20. RELATED PARTIES

Plan International Inc

Plan International UK is a member of Plan International Inc. During the year Plan International UK recognised funds transfers totalling £22,427,000 (2024: £26,703,000) directly to Plan International Inc and other Plan International entities to undertake international development programme activities in overseas countries. In addition, £10,411,000 (2024: £8,046,000) was transferred directly from our donors to Plan International entities.

In line with our approach of accruing transfers once all conditions that would limit recognition of the funding commitment have been met, there was an accrual of £5,570,000 (2024: £4,943,000) of transfers to Plan International Inc outstanding at year-end.

Plan International UK does not have a controlling interest in Plan International Inc and, therefore, has not disclosed detailed transactions between the two entities.

Plan Ltd

Plan Ltd is a wholly-owned trading subsidiary of Plan International Inc. Income in the year was received by Plan International UK from Plan Ltd under deed of covenant as set out in Note 3.

Disasters Emergency Committee

Plan International UK is a member of the Disasters Emergency Committee (DEC) and Plan International UK's Chief Executive, Rose Caldwell, is a trustee of the DEC.

In the year Plan International UK made a membership donation of £52,736 (2024: £57,377). Plan International UK's income in the year included £2,376,000 (2024: £8,059,000) receivable from DEC appeals. Of this £1,529,000 was outstanding at year-end (2024: £2,825,000).

International Broadcasting Trust

Rose Caldwell, CEO of Plan International UK, is the Chair of the International Broadcasting Trust. In the year, Plan International UK paid membership fees totalling £5,000 (2024: £5,000).

Plan International UK Trustees

In the year donations were received from trustees totalling £5,719 (2024: £2,131).

Foreign, Commonwealth and Development Office (FCDO)

Beverley Tew, trustee, is a non-executive director of the FCDO. Plan International UK's income in the year included £3,206,000 (2023: £2,798,000) receivable from the FCDO.

Foster Parents Plan International UK Ltd

The below table shows the transactions that took place between Foster Parents Plan International UK Ltd and Plan International UK in the year ended June 2025. Plan International UK incurred £nil (2024: £nil) of costs that were recharged to FPPI UK for staff time and other overheads.

Party	Nature of Relationship	Transaction	Income for the year ended 30 June 2025	Expenditure for the year ended 30 June 2025	Debtor balance for the year ended 30 June 2025	Creditor balance for the year ended 30 June 2025
			£000	£000	£000	£000
Foster Parents Plan International UK Ltd.	Wholly owned subsidiary		35	6	3	23

Social Development Direct

The below table shows the transactions that took place between Social Development Direct and Plan International UK in the in the year ended 30 June 2025.

Party	Nature of Relationship	Transaction	Income for the period ended 30 June 2025	Expenditure for the period ended 30 June 2025	Debtor balance as at 30 June 2025	Creditor balance as at 30 June 2025
			£000	£000	£000	£000
Social Development Direct LTD	Wholly owned subsidiary		6,933	7,385	1,197	1,715

THANK YOU

We wish to thank every one of our supporters. Whether through sponsorship, donating to our emergency appeals or leaving a gift in your will, every supporter makes our work possible and helps us to change children's lives around the world.

Plan International UK would particularly like to thank the following for their support over the period 01 July 2024–30 June 2025.

YOUTH ADVISORY PANEL

Amelie, Aneurin, Ashwa, Bhumiekaa, Clara, Elishia, Imtinan, Jennifer, Kadie, Matthew, Millie, Neisha, Neve, Nova, Nyasha, Poppy, Samantha, Suzzeth, Serena.

TRUSTS AND FOUNDATIONS

CB & HH Taylor 1984 Trust, Coles-Medlock Foundation, Ennismore Foundation, Foundation for Education to Improve Family Planning, LACT Programme – The Karlsson Játiva Charitable Foundation, Masonic Charitable Foundation, MJB Charitable Trust, Moondance Foundation, People's Postcode Lottery, Swire Charitable Trust, The Anglo-American Charitable Foundation, The Band Aid Charitable Trust, The CHK Foundation, The Evan Cornish Foundation, The Ladderstream Foundation

CORPORATE SUPPORTERS

Addleshaw Goddard, AstraZeneca, Costa Foundation, Inflexion Foundation, Kaplan International, Mowgli Street Food, Nurofen (Reckitt), ServiceNow, Standard Chartered Foundation, Study Group, VENT For Change

DONORS

Andrew Phillipps, Bryn Kennard, Catherine Edwards, Chris and Natalie Letcher, Georgina and Bernard David, Helen and Colin David, Helen Hurst and Matthew Witt, John M Hill, Lisa Eldridge, Nilema Bhakta-Jones, Paul and Diane Sinnett, Paul and Kay Goswell, Roger and Jenny Dennis, Steph Walford and Margaret Pemberton, Stephen Lloyd, Tom Hearn

INSTITUTIONS

Education Cannot Wait, European Commission (EC), Foreign, Commonwealth & Development Office (FCDO), Global Partnerships for Education (GPE), Jersey Overseas Aid, Start Fund, UN Agencies, World Bank.

HIGH PROFILE SUPPORTERS

Glastonbury Festival, Adjoah Andoh, Becky Adlington, Ben Bailey-Smith, Beverly Knight, Candice Carty-Williams, Cat Burns, Catherine Bohart, Charlene White, Dame Harriet Walter, Daryl McCormack, Ellie Goldstein, Ellis Ranson, George Mpanga 'George the Poet', Joanne Froggatt, Kate Lawler, Lucy Bronze, Molly Rainford, Peter Gabriel, Ramla Ali, Sir Steve McQueen, Tillie Amartey, Vee Kativhu, Will Poulter, Yomi Adegoke

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On the cover: Melissa, 13, is part of a Girls' Education Movement (GEM) club in her school in Uganda. The club teaches students about menstrual health and life skills which help them stay in education.



**For children and
equality for girls**