

PLAN INTERNATIONAL UK TRUSTEES' ANNUAL REPORT 2026



CONTENTS

Contents	2
About Plan International	3
Welcome from our CEO and Chair	4
A message from our Youth Advisory Panel	6
Our year at a glance	7
Our impact	10
Strategic review	12
Our strategy	13
Delivering impact for children and girls	14
Strategic shifts	25
Making change possible	29
Our supporters	30
Social Development Direct	32
Statutory review	34
Financial review	35
Managing risk	38
Our people	40
Our organisation	41
Legal and administrative information	49
Accounts	51
Independent auditor's report	52
Primary statements	55
Notes forming part of the financial statements	58
Thank you	79

The information included on pages 12–31 constitutes Plan International UK's Strategic Report for the year ended 30 June 2026.

ABOUT PLAN INTERNATIONAL

The world is failing girls. We won't.

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

Because here's the truth: across the world girls still face more risks and fewer choices because of poverty, violence and discrimination. Even hard-won freedoms are increasingly under threat as girls' worth is debated on a global stage.

But girls aren't backing down. They're organising, leading and demanding the futures they deserve. And Plan International stands fiercely beside them – even when disaster strikes. Because when we make the world a better place to be a girl, we make it better for everyone.

To create lasting change, we work in over 80 countries alongside children and young people, local communities, partners and supporters. Our deep community roots, strong partnerships and more than 85 years of trust from supporters make this possible.

We're working towards a future where every girl is safe and in school. A world where all girls are free from violence, in control of their own body, know their rights and have their voices heard. And when disaster strikes, we're there too – protecting children, keeping them learning, and helping their communities recover, rebuild and grow more resilient.

Plan International UK is part of the Plan International global family and leads the work of the charity in the UK. That means raising crucial funds for our work overseas, campaigning and advocacy alongside young people; and tackling the barriers girls face worldwide.

We work closely in partnership with other parts of the Plan International family 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. This report reflects the total reach and impact across all programmes.

Plan International UK is an independent development and humanitarian children's charity, with no religious, political or government affiliation. This Trustees' Annual Report covers the period 1 July 2025 – 30 June 2026.



"I wanted to stay in school because I know education can help me achieve my goals," says Nyaradzo, 17, from Zimbabwe. Through the PROSE-ECM Project in Kwekwe District, communities are challenging child marriage, supporting girls' education and helping more young people shape the futures they envision.

WELCOME FROM OUR CEO AND CHAIR

As we reflect on the past year, we are struck by the extraordinary determination and courage shown by the children, young people and communities we work alongside. In places enduring unimaginable crisis and inequality, we continue to see inspiring examples of resilience, particularly amongst girls and young women who are not afraid to pursue their ambitions, defend their rights and drive change against considerable odds. Their strength is a powerful reminder that our efforts remain critical, and we will keep standing alongside them, no matter how challenging the environment.

Despite growing global uncertainty, this year demonstrated the power of collective action, purpose and persistence. We have continued to advocate with young people on the issues that matter most to them, from ensuring girls can get an education in times of humanitarian crisis, to tackling online harms, to challenging anti-rights movements - ensuring their voices shape the decisions affecting their lives.

In the face of significant UK aid cuts we have strongly advocated to limit the impact on girls. While this remains a concern, we have been encouraged to see renewed commitments to champion girls' rights globally, and an important investment in education for children affected by humanitarian crises. And following our Crime Not Compliment campaign in partnership with young people, that previously successfully secured a law tackling public sexual harassment in the UK, the government finally published guidance implementing the law - a significant step towards improving safety for women and girls.

Humanitarian action remains a cornerstone of our work. We took part in the Disasters Emergency Committee appeal following the devastating Venezuela earthquakes. Through trusted local partners, we are providing urgent assistance to children and their families who have lost homes, livelihoods, and loved ones.

As we concluded our 3.5-year response in Ukraine, we had supported more than 244,000 people affected by the conflict, many of them young people who are now getting the opportunity to simply be children again.

We have worked tirelessly to keep the Sudan crisis on the agenda, which is having such catastrophic impacts for children and their communities, including a high level of violence against women and girls. We were privileged to host an event with our Patron, HRH The Duchess of Edinburgh, alongside young people from the Sudanese diaspora, marking three years since the start of the conflict.

Driving longer-term change continues to be equally important. In Liberia, the second year of our Women's Empowerment Programme has seen our reach expand to 498 communities, engaging more than 25,000 people to prevent gender-based violence. We were delighted to receive an award for our Supporting Adolescent Girls Education programme (SAGE), recognising the lasting change it has achieved for marginalised adolescent girls in Zimbabwe.

Sponsorship remains one of our largest programmes, with nearly 50,000 sponsors supporting nearly 54,000 children across 44 countries. We hear first-hand how these connections help deliver sustainable change to education, health, protection and economic opportunities, enabling communities to become stronger.

Despite the difficult operating environment and a challenging FY25, Social Development Direct (our consultancy company) returned to break even this year - delivering 38 high quality programmes and technical support assignments and achieving A and A+ ratings on major Foreign, Commonwealth and Development Office projects. A particular highlight was their partnership with leading finance institutions to strengthen private sector action on gender-based violence and harassment across 14 countries.

This year, we have increased public understanding of Plan International UK and our mission. Our refreshed brand platform reflects who we are and what we stand for -

an organisation that is laser-focused on girls, unafraid to challenge injustice, and delivering real impact for girls and their communities around the world.

At the same time, there is no escaping the reality that this has been one of the most testing periods our sector has faced. Humanitarian need is rising, driven by conflict, displacement, climate shocks and economic instability, while funding is severely constrained.

These pressures have been felt within Plan International UK. Over the past year, we have made further changes and taken difficult decisions, including redundancies, guided by our responsibility to maximise the impact of every donation entrusted to us. We are grateful to the colleagues who left during this period for their valued contributions and commitment. While our strategy and priorities have had to adapt, we are proud of all we have achieved. Against this backdrop, we want to pay tribute to the people who make our progress possible. Our colleagues motivate us every day with their exceptional work. Our supporters, sponsors, donors and partners help us work alongside communities facing some of the

world's greatest hardships to achieve change. We are also enriched by being part of the wider Plan International family. Together, we are stronger, drawing on local expertise and partnership, shared learning and combined influence to create lasting change for and with girls and their communities.

Thank you for your continued belief in our mission. While the challenges ahead are significant, we have much to be hopeful for. With your ongoing generosity and support, we can keep striving for a world where all children can live safely, claim their rights, and fulfil their potential.



Rose Caldwell,
CEO



Baroness Liz Sugg,
Chair of the Board
of Trustees



More than 5,000 children have been affected by clashes along the Thai-Cambodia border. But child-friendly spaces and play-based activities like this are helping children like Aom, 11, find comfort and routine.

Plan International

A MESSAGE FROM OUR YOUTH ADVISORY PANEL

I'm Shalom and I have been on Plan International UK's Youth Advisory Panel (YAP) for only a few months, but I'm already incredibly inspired by the work the organisation does.

The YAP is a group of young people from across the UK who are passionate about advancing children's rights and promoting gender equality for girls. Drawing on our diverse perspectives and lived experiences, we help shape the direction of Plan International UK, ensuring that young people's voices and viewpoints are at the heart of the organisation's work and decision-making.

I was drawn to join Plan International because of the incredible way it advocates for women and girls, not just nationally but across the world. As a young woman, knowing about the suffering that others just like me endure in other countries inspired me to apply, and I've learned so much since joining.

My time with the YAP so far has been short, yet extremely meaningful, with my highlight being the residential towards the very end of this academic year. Not only was it fantastic to be able to converse with such like-minded young people, but I also felt genuinely listened to throughout the entire experience. We engaged in discussions with Rose, the CEO, as well as members of the Board of Trustees. This gave me greater insight into Plan International's mission, values, and the amazing work they do across such a wide variety of countries.

Over the next two years, the YAP aims to champion Plan International UK's mission by ensuring children's voices, particularly those



of girls and young women, are at the heart of decision-making. We will advocate for gender equality, challenge discrimination, influence meaningful change, and empower young people to become confident leaders who drive lasting progress for girls' rights and a more equal future.

With my heritage originating from Zimbabwe and Ethiopia, two countries where Plan International operates, I am excited to continue working with Plan International and my fellow YAP members to challenge current systems and help make the world a better place for everyone.

Shalom, age 16

Plan International UK YAP member

IT'S BEEN A YEAR OF MEANINGFUL PROGRESS AND IMPACT FOR GIRLS AND THEIR COMMUNITIES AT PLAN INTERNATIONAL UK. SEE FOR YOURSELF.

July-August

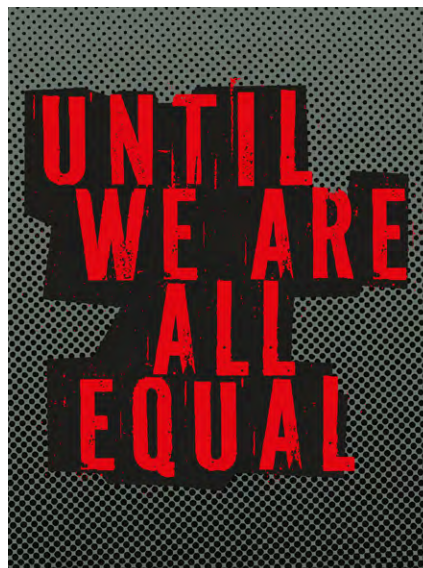
We joined the **Red Line for Gaza and Let Children Live** coalitions to call for an end to civilian deaths and the humanitarian aid blockade in Gaza. Increased access in July gave a rare chance to co-ordinate 10 truckloads of essential items into Gaza, including hot meals for 45,000 people. Months later a ceasefire brought a long-overdue moment of hope, but humanitarian conditions remain catastrophic.



A young woman in Gaza receives a hot meal from one of our local partners.

September

The **Plan-supported Youth Education Council** celebrated its work with the Foreign, Commonwealth and Development Office (FCDO), helping shape how the Government supports education in emergencies, tackles violence in schools, and the use of AI in education. Young people's advocacy contributed to ministerial statements and broader policy commitments.



Our **Young Health Programme partnership** with AstraZeneca won the 'Large Charity Partnership of the Year' award at the Business Charity Awards. The project helps young people build skills to reduce non-communicable diseases, and promote gender equality and emotional wellbeing.

October

For **International Day of the Girl**, celebrities including Sarina Wiegman, Mel B, Joanne Froggatt and Paris Paloma designed posters spotlighting the global rollback of girls' rights – including Mel B's leopard-print "Power to Girls, Power to All".

"Girl power has always been my mantra, so when Plan International UK asked me to design a poster to support girls' rights, I didn't think twice."

Mel B, Spice Girls

We partnered with **artists to create a 50-metre sand artwork on Blackpool beach**. It showed girls stopping a clock from being turned back, raising awareness of the urgent need to prevent the reversal of girls' rights and freedoms.



November

Plan International and the Open University, won the **Times Higher Education International Collaboration Award** for our Supporting Adolescent Girls Education programme (SAGE). Since 2018, it has supported over 22,000 adolescent young women to stay in education in Zimbabwe. Partnering with Zimbabwe's Ministry of Primary and Secondary Education, SAGE helped drive lasting changes to policies and practices, including the approval of the Non-Formal Education Policy by parliament, improving access to education for marginalised children and young people.

Our polling in October showed one in three young Brits feared progress on gender equality could reverse.

We hosted a panel event with **Cosmopolitan's Club Cosmo** on global threats to girls' rights, featuring author and podcaster Gemma Styles, FGM/C survivor Shamsa Sharawe, and author Seyi Akiwowo.

December

We celebrated **ten years of partnership with the Costa Foundation**, working with coffee-growing communities across Central America to support more than 6,800 children access safe, quality education and upskilling 17,500 families, teachers and community members with knowledge on children's rights.

We responded to the **UK Government's strategy** to

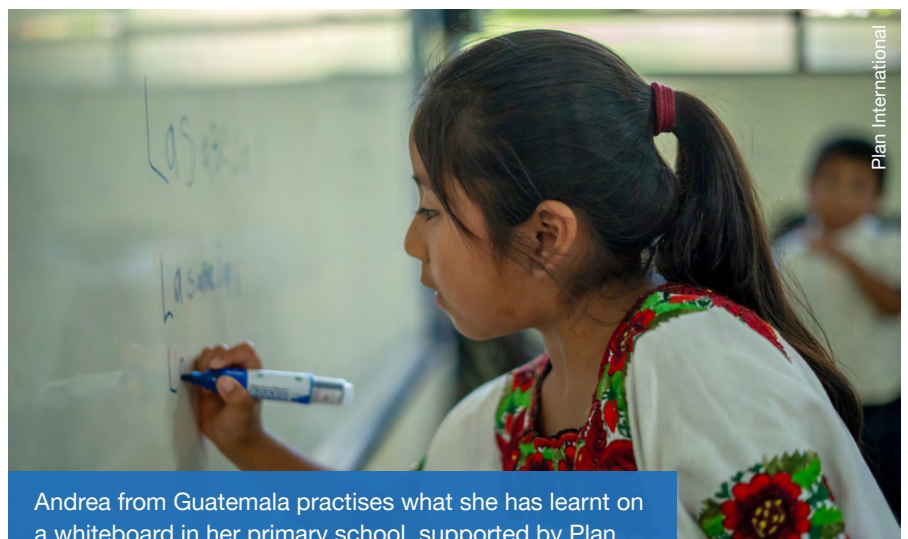
halve violence against women and girls, welcoming plans to focus on prevention, an approach we had advocated for.

January

The Girls' Education Collective, a community of philanthropists supporting our fight to help girls stay in school, held its Founding Dinner at the House of Lords, hosted by our Chair of Trustees and former UK Special Envoy for Girls' Education, Baroness Liz Sugg.

February

In South Sudan we supported 7,500 children and 145 teachers through our three-year Education Cannot Wait programme which improved access to safe, quality education. Enrolment of all children increased by more than 92% and girls by 48%. The number of female teachers has risen by 37%, acting as role models to young girls.



Andrea from Guatemala practises what she has learnt on a whiteboard in her primary school, supported by Plan International's partnership with the Costa Foundation.

March

As the UK confirmed the **deepest aid cuts in a generation**, we highlighted the devastating impact on girls and children, including reduced access to food, healthcare and protection. We urged the government to maintain long-term, reliable investment to support girls, families and hard-won progress on rights and equality worldwide.

April

Following years of campaigning through our Crime Not Compliment campaign with Our Streets Now, **new guidance on the Protection from Sex-**



Royal Patron, HRH The Duchess of Edinburgh.

like catcalling and uninvited touching as illegal. Since 2023, an estimated 1.5 million young women have faced harassment – victims can now use the law to seek support.

We hosted our Royal Patron, HRH The Duchess of Edinburgh, at a **roundtable to raise awareness of the humanitarian crisis in Sudan** on the third anniversary of the conflict. She met and listened to Sudanese youth advocates and urged the world not to forget the crisis. The same month, the UK government reiterated its pledge to protect funding to Sudan.

Based Harassment in Public Act 2023 came into force in the UK, naming behaviours

May

We launched our campaign, **The Fine Print**, exposing the silent terms and conditions girls are forced to accept from birth. It appeared on billboards, at train stations, on buses and in the Guardian, reaching 3 million people in the UK and improving understanding of what we do.

Singer-songwriter Paris Paloma announced a partnership with us for her The Fatal Flaw Tour, donating £1/€1 from every UK and EU ticket. She previously designed a poster for our 2025 Day of the Girl campaign and continues championing girls' rights through her platform.



Our CEO, Rose, ran the Hackney Half, alongside colleagues Zeeshan Longi and Matt Secker to raise money for Plan International UK.

June

After devastating earthquakes struck Venezuela on 24 June, we launched an appeal to provide life-saving support.

We also supported the Disasters Emergency Committee Appeal. We reached more than 2,000 people in the weeks following

the disaster, giving girls and communities access to food, period products and the support they need to feel safe.

OUR IMPACT



Tahane, 13, fled conflict in Sudan. Now, she lives in a refugee camp in Chad: "I go to school here, and I am focusing most of my efforts on English and French. I love these languages so much. A girl should not lose her future, she should achieve her dreams and goals and not look back."



**WE REACHED NEARLY
3.4 MILLION CHILDREN,
YOUNG PEOPLE AND
THEIR COMMUNITIES
AROUND THE WORLD,
ACROSS 54 COUNTRIES**

Over 540,000 people
directly supported by our programmes,
57% of whom were girls and women

2.8 million
people indirectly reached
through our work

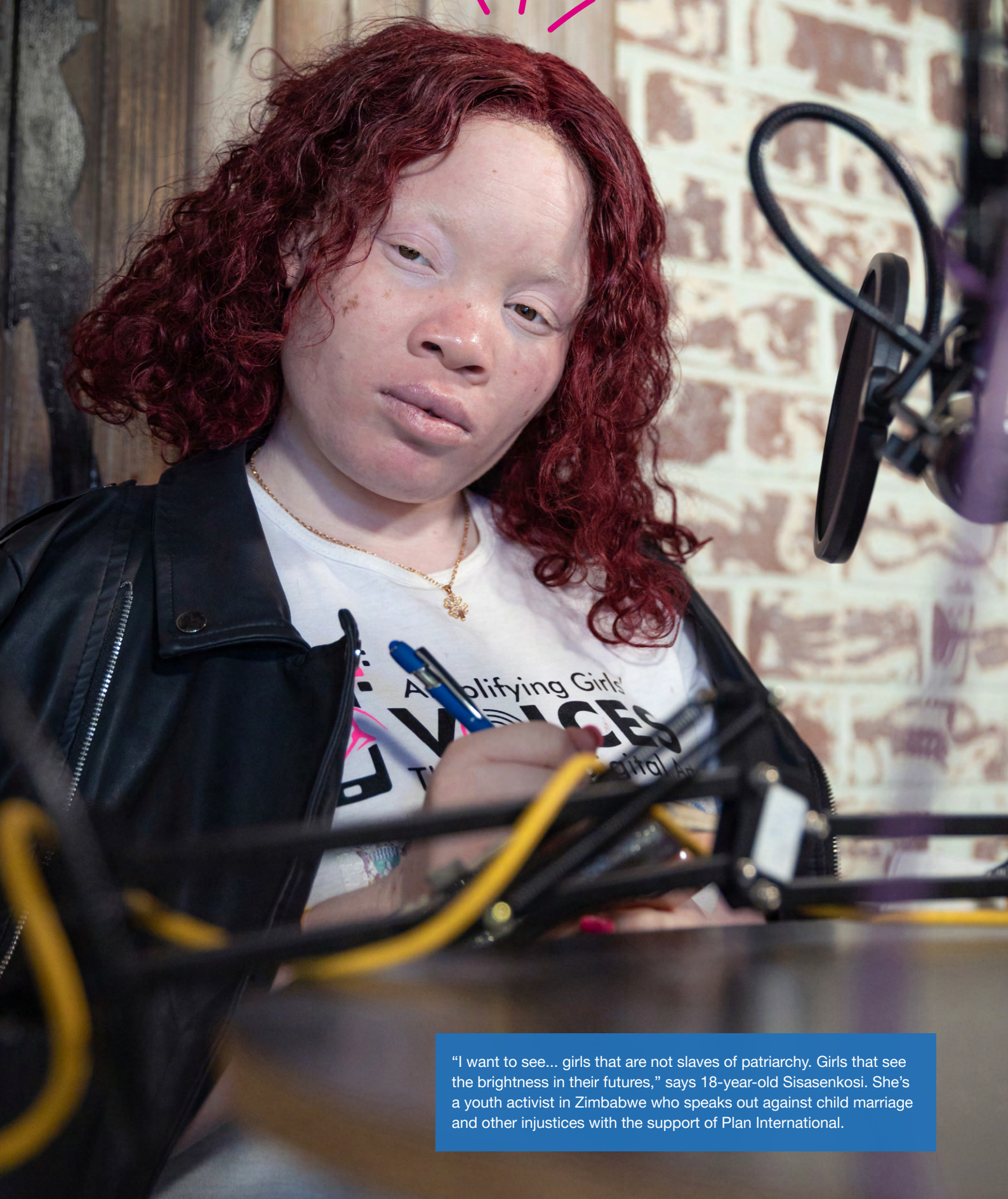
Thanks to our

48,799 UK SPONSORS
we are supporting nearly
**53,658 CHILDREN AND
THEIR COMMUNITIES**

72,382 SUPPORTERS
generously donated
to our work

6,513 CAMPAIGNERS
in the UK stood
with us to fight for
equality for girls

STRATEGIC REVIEW



"I want to see... girls that are not slaves of patriarchy. Girls that see the brightness in their futures," says 18-year-old Sisasenkosi. She's a youth activist in Zimbabwe who speaks out against child marriage and other injustices with the support of Plan International.

OUR STRATEGY

Our 2024-2027 organisational strategy was 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 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' abilities 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.



“Before, I couldn’t even write my own name. Now I can read storybooks. I can write letters.”

Hajara, 15, Ghana

Withdrawn from school in Ghana due to harmful beliefs about girls, Hajara spent years doing chores. With support from Plan International, she joined an accelerated learning programme and transformed her literacy and numeracy skills.

Plan International

Impact through programmes

This year, our humanitarian and long-term development programmes tackled the biggest challenges facing girls and young people, in all their diversity.

Our programmes prioritise protecting children's rights and keeping girls safe, learning, and in control of their bodies – work that matters more than ever as humanitarian needs rise and girls' rights come under growing threat.

Education

In Tanzania, our Shule Bora programme, funded by the Foreign, Commonwealth and Development Office (FCDO), delivered strong results, and influenced wider change. School safety protocols we designed and piloted – to help ensure safe journeys to school, that children can raise concerns, and that schools respond when a child has stopped attending – have now been adopted by the Tanzanian government and rolled out to 6,000 schools nationally. We also trained more than 2,300 teachers in disability-inclusive teaching, with 87% now putting what they learned into practice in the classroom. A new, low-cost way of spotting children who need extra support has already reached 759 schools. And thanks to evidence we generated, 17 local authorities have built climate adaptation into their education plans.

Economic empowerment for young women

Across seven countries, our youth employment and entrepreneurship programme, in partnership with the Standard Chartered Foundation, is helping 6,000 young people build futures they choose. This includes 4,600 marginalised young women and nearly 300 young people with disabilities.

In the Philippines, young people received pre-employment support and start-up capital, opening up routes into jobs and running their own small enterprises. A new agreement with local government in Samar Province marks a significant step towards embedding the programme within government systems themselves.



"Hearing about my children's day and laughing together is my favourite part of the day," says Kevin, 30 from Ecuador. Plan International's Dads Who Care campaign in Ecuador is helping challenge gender stereotypes by encouraging fathers to take a more active role in childcare and family life.

In Indonesia, a five-year agreement between Plan International Indonesia and the Ministry of Manpower has given the project strong government backing. That national alignment has helped bring major private sector employers on board too.

In Thailand, employers, chambers of commerce and hotel associations are training young people directly in the skills they need for interviews and their first jobs.

SPOTLIGHT:

ACHIEVING EQUALITY FOR GIRLS

“Poverty has greatly affected us girls.”

Lovetee, 17, Liberia

In Liberia, poverty and gender inequality continue to limit opportunities for many girls, forcing some to leave school early and putting their futures at risk.

When Lovetee’s parents died, staying in school became uncertain. Without financial support, her dream of becoming a doctor seemed increasingly out of reach.

Through the **Liberia Women Empowerment Project (LWEP)**, funded by the World Bank, we are working to change these realities for girls like Lovetee.

Working with the Government of Liberia and eight partners, LWEP reaches almost 500 communities and around 267,000 women and girls, working with them to challenge social norms which hold girls back, strengthen prevention of gender-based violence, and improve understanding of girls’ rights. We support girls’ access to education and health services, and invest in women’s economic empowerment through livelihoods support, financial literacy training, and grants.

This approach recognises girls are more likely to succeed when families have stable incomes, harmful norms are challenged, and they have access to support and opportunities.

For Lovetee, that support came at a pivotal moment:



“Many have been watching me, if I will continue with school. The support of the project renewed my zeal and love for education. The school materials were a dream come true for me.”

Today, Lovetee remains determined to continue her education and build the future she wants. Through this approach, more girls across Liberia can learn, lead and shape their own futures.

Health and wellbeing

The global Young Health Programme (YHP), in partnership with AstraZeneca, completed its latest five-year phase in December 2025, having reached over 580,000 young people across Brazil, Colombia, Egypt, Kenya, Indonesia, Thailand and Vietnam. The programme helps young people build the knowledge and skills to reduce the risk of non-communicable diseases, while promoting gender equality and emotional wellbeing. Through partnerships with local organisations such as the Lentera Anak Foundation in Indonesia, we deliver YHP interventions in schools and extend their impact into the surrounding communities.

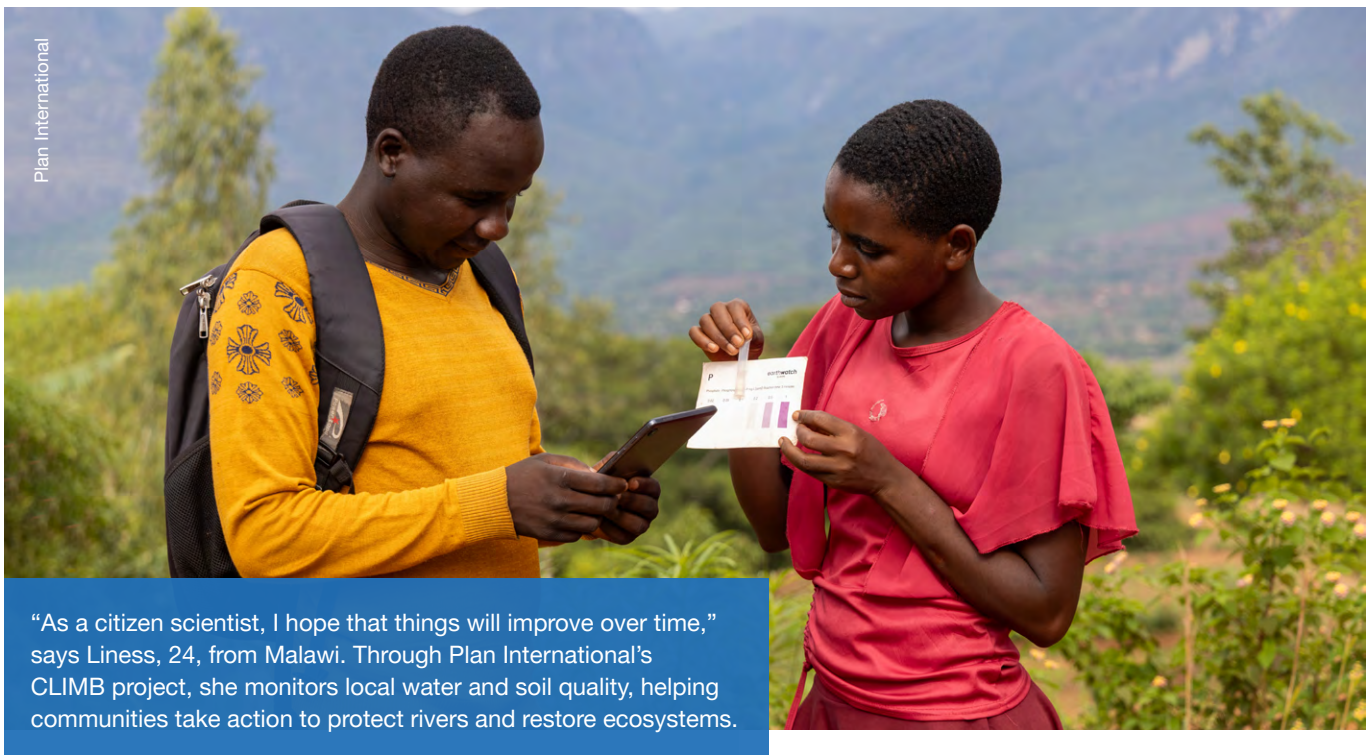
In Colombia, young people used scorecards they designed themselves to assess local health centres and worked with health teams to make services more youth friendly. That work reached a global stage in December, when Ángel, a ‘healthy influencer’ from the programme, represented youth voices on health and rights at the Global Refugee Forum in Geneva – showing how the leadership skills young people build through the YHP can shape global policy conversations, not just local ones.

A new phase now begins in Colombia, Kenya and Vietnam (running 2026-2029), with a stronger focus on health equality and climate-health resilience.

Climate and livelihoods

In Malawi, communities living around three major forest reserves depend on small-scale farming – but droughts, floods and cyclones have made that increasingly unreliable, pushing families toward charcoal production and firewood collection just to get by. That, in turn, degrades the very forests and water sources they depend on, leaving them even more exposed to the next shock. Our Conservation Livelihoods in Malawi’s Biosphere (CLIMB) project, funded by Jersey Overseas Aid, has helped break that cycle.

We worked with specialist partners to empower local communities to protect the environment and their livelihoods by tracking biodiversity, sharing knowledge and making informed decisions about conservation. The number of families with more than one source of income has nearly tripled, from 1,399 to 3,882, through beekeeping, livestock rearing, climate-smart agriculture and crafts. Nearly 2,900 people – mostly women – have joined savings groups, giving them access to credit for the first time. More than 6,600 households have adopted conservation agriculture techniques, and forest encroachment has fallen by almost 57% – reducing pressure on forests while helping families build resilience against increasingly unpredictable weather.



Child sponsorship

Our sponsorship programmes work with communities in 44 countries to tackle the root causes of poverty and gender inequality. It's this long-term, community-based approach that makes change last – with every child in that community benefiting, not just the child sponsored.

Research in 2024 found that in Plan International sponsored communities, 94% of children now regularly attend school and over 90% are registered at birth – giving them access to rights and services many would otherwise miss out on. Two-thirds now have access to clean drinking water, cutting rates of waterborne disease.

Globally, sponsorship has helped over one million girls get a better education, and contributed to life-saving health and protection support. These shifts don't just strengthen local systems – they help change the harmful social norms that hold girls back, by empowering girls themselves and bringing boys and families into that change too.

Sponsorship remains one of our most effective tools for creating lasting change for children and equality for girls.

"I want to become a nurse because I have noticed a lack of health centres and qualified staff,"
Rose, 11, Guinea



Only 11 years old, Rose has a strong sense of purpose, nurtured in part by our sponsorship programme in Guinea. Rose has been able to continue her education with the help of school kits and learning materials. Her sponsor is also a source of encouragement. "She often asks about my family and my studies, and encourages me to work hard," says Rose.

**“We came here so we
wouldn’t be alone. Here
we’re with the family,
we’re all together,”**

Ámbar, 7, Venezuela

Plan International / Yatra Collectives

Ámbar who is among thousands of children whose lives were upended by the earthquakes that struck northern Venezuela in June 2026.

Humanitarian response

Ukraine conflict

Our three-year DEC-funded response to the war in Ukraine came to a close this year, having reached 244,000 people, especially young people, across Ukraine, Moldova, Poland and Romania. Immediate relief items and psychosocial support, alongside longer-term impact interventions such as skills training, were delivered throughout with local partner organisations. Plan International teams continue to respond to the needs of children and their families in Ukraine.

Myanmar earthquake

In the year following the devastating earthquake in Myanmar, March 2025, Plan International reached more than 33,000 affected children

and community members, supported by the DEC appeal and many generous contributions from our partners. Our response included temporary shelter, clean water and sanitation, food, psychological support, temporary learning facilities, cash assistance and livelihood support, including small grants for agricultural projects.

Disasters Emergency Committee

We are part of the Disasters Emergency Committee (DEC) which brings together 15 leading UK aid charities to raise funds for humanitarian crises overseas. The DEC co-ordinates the UK public’s response to overseas disasters ensuring aid gets to the people who need it, fast.

Sudan crisis

After three years of conflict in Sudan, over 17 million children need life-saving help in what is now the world's worst humanitarian crisis. This includes millions of girls who without the safety of home are particularly vulnerable to harm. With UNHCR support, we gave 379 children psychological first aid, and found alternative care for 109 unaccompanied children. We also distributed food, clothing and dignity kits to hundreds of displaced people and set up child-friendly spaces where children and adolescents can play, learn, and process trauma. We reached over 10,000 people with gender-based violence awareness helping to keep girls and women safe, working with the UNFPA. Our support has helped girls and children access education, food and manage their periods and hygiene safely. We have reached more than 8,700 displaced people with cash assistance and supported families with their livelihood to prevent them turning to drastic measures such as child marriage.

Education in emergencies

In Cameroon, where communities host large numbers of refugees, years of conflict, displacement and extreme weather have forced schools to close. Through a three-year programme with Education Cannot Wait, we helped 35,000 children from host and displaced communities get into school or stay in education – over half of them girls.

We built 20 classrooms, 14 latrines and three boreholes, giving nearly 10,300 children safer places to study. Our team also set up temporary learning spaces that brought 338 children back into education after dropping out. Nearly 30,000 children received school kits, with over 90% of families reporting improved attendance and performance as a result.

To keep girls safer in and around school, we trained 135 teachers to deliver age-appropriate, inclusive education about sexuality, relationships and health and worked with seven local women's organisations to prevent gender-based violence.



"We sit and play together in the yards between the tents," says Fatima, 10, from Sudan. Displaced by conflict and living in an IDP camp in Port Sudan, she has found friendship and support through education and child-friendly spaces. Through the work of organisations like Plan International, children like Fatima are given the tools they need to rebuild their lives.

Anticipating crisis response

We're also continuing to act before disasters strike, not just after, so that when a crisis hits, it has a less devastating impact on communities. This year we built a training programme to help our staff and partners protect girls, women and marginalised groups when planning actions before crises occur, after leading the development of a new guide for the wider sector. That approach has already been put into practice in programmes in Myanmar and across Latin America.

We also set up a new flexible fund that enables our country teams to act ahead of predictable hazards – floods, droughts, heatwaves, cyclones – with money released automatically once agreed warning signs are met. This 'anticipatory action' fund sits alongside our Girls Emergency Fund, which provides seed funding when new, unanticipated crises hit, as it did for the Ebola outbreak in Central Africa and the earthquake in the Philippines in June 2026.

SPOTLIGHT: RESPONDING TO THE CLIMATE CRISIS

“We were completely unfamiliar with greenhouse farming. Before this project, we felt forgotten, just waiting in lines for an emergency truck to bring us aid. This greenhouse has given us our independence back.”

Dulmar, Somaliland

Dulmar, a mother of eight in Somaliland's Togdheer region, watched her entire herd die of starvation as drought after drought tore through her community.

“Left with no other choice for survival, we were forced to abandon our ancestral home and seek refuge,” she explains.

“My children had to travel into the city to look for work or help carry items, just so we could buy a small bag of grain. There was no school, no stability, and we lived in constant anxiety.”

Today, Dulmar grows tomatoes and onions in a greenhouse through our Resilient Futures in Somaliland programme – and life looks different now:

“The money we make from selling our tomatoes and onions covers their school fees, books, and uniforms. They are inside a safe classroom learning every day, and their stress has disappeared. The project also provided a safe space for them to play and be children again. Their entire future has been protected because our livelihood was restored.”

Since launching, the programme has raised over £300,000 and is supporting 18,150 people in the drought-affected Togdheer region with food security and child protection – helping families like Dulmar's rebuild not just an income, but a future.

As climate change accelerates, the challenges Dulmar faced are becoming the norm rather than the exception – and girls so often bear the heaviest cost, being pulled from school or married early when drought strips a family of its income.

Programmes like Resilient Futures help families build a different future, one where a changing climate doesn't force impossible choices about a daughter's safety or independence. Investing in that resilience is crucial for girls in the years ahead.



After drought forced her family from their home, Dulmar rebuilt her livelihood through greenhouse farming in Somaliland.

Our work in the UK

Our Period Peers programme, delivered with Nurofen's See My Pain campaign, is reaching young people in all four nations of the UK. The project aims to reduce period stigma and improve menstrual health education amongst girls and young people, so they feel more

confident managing their period. Over 3,000 young people have taken part directly, 226 have trained as Period Peers themselves, and almost 60,000 people have engaged through events, training or resources – while 124 workplaces have signed up to become more period-friendly places.



Plan International UK/ Rachel Lewis

Athraa, 12, and Hailey, 12 attended activities led by Period Peers at their school in Manchester. The Period Peers programme harnesses the power of peer-to-peer support to help break down the stigma around periods and build young people's menstrual health knowledge.

Young Health Programme UK: Reaching a million minds

In 2020, AstraZeneca and Plan International UK launched the Young Health Programme UK – a five-year effort to close the gap in mental health support for young people in Greater Manchester and Cambridgeshire, across all genders and diverse identities.

Over five years, we directly supported 5,600 young people with their mental health and wellbeing, and reached over 1.5 million more with information and resources – nearly 12 times our original target.

We trained 295 youth, community, health and education professionals to better understand and respond to young people's mental health needs, and 28 Youth Mental

Health Ambassadors took up the cause in their own communities.

By co-designing our approach with young people themselves, we built something that reflected their real needs – and it shows: the 5 Ways to Wellbeing framework is now embedded in the organisations we worked with, ensuring the impact continues long after the programme came to an end in Autumn 2025.

**WE SUPPORTED
5,600 YOUNG PEOPLE
WITH THEIR MENTAL
HEALTH AND
WELLBEING**



Impact through influencing

Throughout the year, we continued to press the UK Government to protect and advance girls' rights in the UK and globally.

It was a challenging year, with UK aid cuts taking effect alongside continued political instability. While these cuts will hit women and girls hard worldwide, we worked to ensure the remaining budget delivers the greatest possible impact for girls.

Following joint advocacy with partners, we welcomed the Foreign, Commonwealth and Development Office's (FCDO) renewed focus on women and girls. This included a global coalition launched by the Foreign Secretary with seven other countries to tackle violence against women and girls, and a commitment to ensure that gender equality is at the heart of remaining aid programmes.

As the conflict in Sudan continued to devastate lives, we pushed for greater UK Government action. To mark three years of conflict, we relaunched our Sudan petition to Government, along with partners – gathering over 44,000 new signatures. We welcomed the UK's commitment of £146 million a year in humanitarian aid for Sudan over the next three years, while continuing to call for urgent diplomatic action to secure a ceasefire.

Despite wider aid cuts, our advocacy with partners also helped secure a reaffirmed £80 million UK Government commitment to fund education in emergencies.

Thanks to funding through the Countdown 2030 Europe coalition, we led advocacy with partners to maintain UK Government support for sexual and reproductive health and rights (SRHR) – critical to girls' health and wellbeing. This helped limit aid reductions to SRHR programmes, and to ensure SRHR was explicitly included in the Government's new Strategic Framework for Women and Girls. We also supported former Youth Advisory Panel members Neisha and Aneurin – alongside a young advocate from the Philippines – to join the UK delegation at the 59th Commission on Population and Development, helping shape a bold, progressive UK negotiating position in support of girls' rights.

Following the success of our Crime Not Compliment campaign and ongoing advocacy, the Government also published guidance to implement the new public sexual harassment law, which is already helping ensure that girls are protected.

We launched a new campaign to counter growing anti-rights efforts working to undermine girls' rights and equality. We engaged around 20 new MPs through two parliamentary events, growing our parliamentary network to more than 50. We took opportunities, such as the launch of documentary 'Louis Theroux: Inside the manosphere', to raise awareness of the challenges to girls' rights and how to tackle them.

Young people remained central to this work throughout the year. We welcomed 22 new Youth Advisors from over 300 applications and deepened our partnership with Sudanese diaspora youth activists through the Sudan Women's Action Group.



Two members of the Youth Advisory Panel, Jennifer and Suzzeth, met with Anna Dixon MP. She pledged to take action for girls by speaking up for their rights to education and to live free from violence in the UK and globally.



Plan International

Youth advocates Theresa, Aneurin and Neisha travelled to New York for the 59th Commission on Population and Development (CPD59). Theresa is a youth advocate from the Philippines and Aneurin and Neisha are both from the UK.

SPOTLIGHT: YOUTH-CENTRED APPROACH

“What worries me most is not only losing rights but also losing hope,” says Theresa, 18, from the Philippines. It’s a fear shared by many, as progress on girls’ rights faces growing pushback around the world – but young advocates like Theresa aren’t waiting for permission to fight back.

Theresa was one of three youth advocates who travelled with Plan International to New York for the 59th Commission on Population and Development, joining UK advocates Aneurin and Neisha to put young people at the heart of global decision-making on girls’ rights.

“Attending the UN Commission on Population and Development reminded me that local experiences matter in global conversations,” Theresa says. “As I listened to delegates from different countries, I realised that although our contexts differ, many of us share similar aspirations: dignity, opportunity, equality, and a better future for the next generation.

Young people bring perspectives that are often overlooked because we are already experiencing the consequences of today’s decisions, from climate change and digital transformation to changing labour markets and social inequalities. I hope leaders recognise that young people are not only future leaders, we are already contributing to our communities today.”

At an official side event on digital innovation and sexual and reproductive health and rights (SRHR), Theresa spoke on the risks and opportunities technology brings for young people’s rights, and delivered an emotional statement on Plan International’s behalf, calling on governments to ensure digital tools help – not hinder – young people making safe, informed choices about their bodies and futures.

The week proved, once again, why young people belong in the room when decisions are being made that affect their lives.

“What worries me most is not only losing rights but also losing hope,”
Theresa, 18, the Philippines

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

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 – creating a fairer future for all.

Shifting power to support locally led, globally connected change

The way Plan International UK supports communities is changing. This is about staying true to our commitment to decolonise aid – including through Pledge for Change – and making sure our work has a lasting impact in a fast-changing world.

We want to put more resources and decision-making power directly into the hands of the communities and partners who know their own priorities best.

But the challenges facing girls and young people today don't stop at borders. They are complex and connected. So, while it's vital that change is led locally, it's just as important that we work together globally. We call this locally led, globally connected.

With colleagues across the Plan International family, we have continued to put this into practice. We're changing how decisions get made, how we share resources, and how we build partnerships – all so they better reflect the priorities and leadership of the communities we work with. We listen to our partners and act on their feedback.

Plan International

“Technology is developing quickly, and these skills can help me support communities and continue working to end child marriage in the future.”

Deuan, 14, Laos

Through a school club in Laos, 14-year-old Deuan (right) and her best friend Sonia are learning how to speak up for girls' rights and prevent child marriage. Deuan is keen to learn new ways to keep doing this.



Progress that's making a difference this year:

Zambia: A 'Reverse Call for Proposals' invited local organisations to bring forward their own ideas rather than respond to a funding call set by others. This led to an integrated programme covering sexual and reproductive health and rights, protection, and livelihoods for sponsored children. Managed by the Nyankanga Community Foundation, the programme is designed and delivered by local actors.

Sudan: Partnering with the Sudan Women's Action Group and 20 young Sudanese activists, we've helped centre local and diaspora voices in the crisis response – through media, campaigns like #Women4Sudan and direct policy engagement.

UK policy influence: We called on the FCDO to improve the way it funds local civil society organisations, working with partners to propose practical steps forwards, which were reflected in commitments agreed at the Global Partnerships Conference in May. FCDO has since increased local funding, including £15 million for Sudanese organisations.

Sector-wide dialogue: In February, we hosted a webinar bringing together UK and international partners to discuss how best to maximise our collective impact through shifting more power and decision making closer to communities. It highlighted the need for more flexible, trust-based funding and more equitable partnerships.

Going forward, we will keep listening, learning and adapting to turn ambition into measurable change – ensuring shifts in power are lasting and accountable to local communities.



Our Royal Patron, HRH The Duchess of Edinburgh, and CEO Rose Caldwell, speaking at an event about the ongoing crisis in Sudan.

Scaling up humanitarian impact

Humanitarian needs continue to rise, as conflict, climate change and displacement affect millions of children worldwide – and girls in crises face heightened risks of violence and exploitation. Behind this, we're working across the Plan International family to strengthen how quickly and effectively we respond wherever we're needed most.

But responding well isn't enough if crises fall out of view. A changing media landscape and cuts to humanitarian funding are making it harder than ever to keep them in the spotlight. That's why we're scaling up our profile and media outreach – working faster to alert supporters as crises unfold, put girls' experiences in front of the public, and to mobilise the funding and attention children and communities need.

This year, we continued to scale up our efforts to make sure girls in crisis aren't forgotten – responding faster, and pushing harder to keep their stories in view. Because the more visible a crisis, the more likely it is to attract the funding and support girls need to survive it.

When an earthquake struck Venezuela in June, we moved quickly, playing a key role in the Disaster Emergency Committee (DEC) appeal.

We also deepened our focus on Sudan, three years into the conflict. We brought young Sudanese advocates face-to-face with UK Government representatives and humanitarian experts, with our Royal Patron, HRH The Duchess of Edinburgh, in the room to hear directly how the crisis is affecting girls. She later wrote powerfully in *The Telegraph* about meeting women in Chad and the vital role women play in recovery and peacebuilding.

To tell these stories we partnered with Sky News on the BAFTA-winning documentary *World. War. Me.* And as the war in Ukraine entered its fourth year, new reporting we commissioned reached readers through the *i* and *The Telegraph*.

In a year when public attention is harder to hold, this work matters because it's not just about visibility – it's about turning attention into action, so that funding, policy change and support reach the girls who need it most.

"I am happy because I love school and I like to learn. We need schools like the rest of the world."

Farah, 11, Gaza

Farah, an 11-year-old girl in Gaza, has spent the last year and a half living with her family in a small, worn-out tent after being repeatedly displaced. After losing two years of school, she has returned to the classroom, despite having no books, pens or notebooks. She dreams of becoming a teacher.



Juzoor for Health and Social Development

Funding our impact

We are deeply grateful to all the many donors and partners whose support has allowed us to reach girls and their communities this year. Sadly, the funding environment remains challenging.

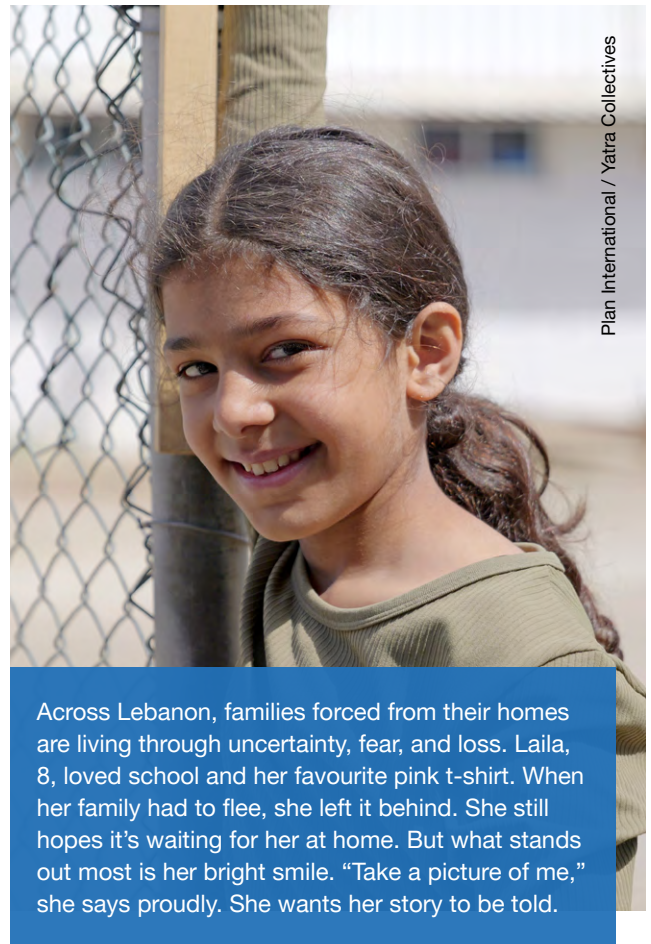
Cost of living pressures have driven a continued decline in UK charitable giving, particularly for internationally focused charities. Aid cuts have dominated the landscape for institutional fundraising, impacting funding available from the UK Government, multilateral agencies and other donors. Economic uncertainty and rising costs are also shaping business decisions on charitable partnerships.

In response, we're strengthening our data, systems and use of impact evidence – including through new technologies like AI – to work more efficiently, and provide even better information to our donors about the impact of their support. We're collaborating even more closely with country teams and partners to access shrinking aid funding – focusing on areas of strong donor alignment such as education, gender equality, child protection and climate resilience across both humanitarian response and long-term development, and targeting partnerships where we can have the greatest impact for girls.

Despite reduced Official Development Assistance funding, we successfully secured grants and contracts from key donors including FCDO, Education Cannot Wait, the European Commission, the World Bank, the Start Fund and UN agencies – funding that continues to power our development and humanitarian programmes.

In public fundraising, we piloted new approaches including share giving, which lets supporters donate stocks and shares tax-efficiently.

We continued our efforts to diversify income, especially through our non-sponsorship regular giving programme and our legacy programme. We are grateful to a number of supporters who choose to leave gifts in their wills to Plan International UK.



Across Lebanon, families forced from their homes are living through uncertainty, fear, and loss. Laila, 8, loved school and her favourite pink t-shirt. When her family had to flee, she left it behind. She still hopes it's waiting for her at home. But what stands out most is her bright smile. "Take a picture of me," she says proudly. She wants her story to be told.

We've also focused on supporter experience – completing our first loyalty benchmarking exercise to understand how supporters feel about us across trust, commitment and satisfaction, insight we'll use to improve engagement going forward.

In May, we launched The Fine Print, a bold new campaign exposing the "terms and conditions" girls face from birth. It ran nationwide, aiming to build awareness of and support for girls' rights worldwide. An estimated three million people across the UK saw the campaign, and 42% of people asked said the campaign increased their understanding of Plan International's work. The campaign also drove a 73% increase in the number of people aware of Plan International UK across the quarter, supporting efforts to raise funds for our cause.

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

Evidence is central to how we design, adapt and strengthen our programmes – ensuring they're grounded in what works, informed by real-time data, and shaped by the voices of girls and young people themselves. Working closely with local partners, we adapt in response to what we learn, using rigorous, participatory approaches to monitoring and evaluation.

This year, we took steps to sharpen how we generate and use evidence:

- We completed our **Impact Evidence Strategy Action Plan**, giving us a clear roadmap for how we generate, synthesise and use evidence – and have already begun strengthening the accessibility, rigour and strategic value of our evidence base as a result.
- We introduced **Plan Genie**, an AI tool that makes evaluation and impact information more accessible for use across the organisation (more under Effective, responsive organisation).
- We **analysed feedback** from donors to help us sharpen how we communicate our evidence and impact.

We know there's more to do to keep pace with fast-changing environments – which is why this remains a strategic priority.

Effective, responsive organisation

To stay effective and responsive in a changing world, we must keep learning and adapting – staying agile, innovative and accountable, while building an inclusive, positive environment for everyone who contributes to our work.

This year, we focused on driving greater efficiency and effectiveness, strengthening a positive and inclusive culture, and improving the resilience of our operations.

We've adopted AI safely and responsibly, guided by a new AI Adoption Roadmap. Building on learning from our Plan Genie AI Agent (see left column), we are developing further agents to support staff with implementing internal policies and compliance. We also trialled the use of AI to enhance our campaign The Fine Print, attracting positive attention across creative sector press. This was aligned with ethical safeguards.

We've also continued evolving our approach to Equity, Diversity and Inclusion (see Our People, page 40), including new resources, training and a coaching programme for people managers.

Finally, we've updated our business continuity and disaster recovery plans – because while our cyber defences are strong, we must be ready to keep core operations running through any major incident.



Students from one of the girls' schools in Varanasi, India, that is being supported by Plan International's partnership with Mowgli Street Food.

OUR SUPPORTERS

Our supporters are invaluable. Their generosity, expertise and commitment to girls, children and communities around the world help create fairer futures every day.

Whether through fundraising, philanthropy, partnerships or advocacy, thank you to everyone who supported Plan International UK this year and helped advance children's rights and equality for girls.

Support came in many forms this year, but all shared one goal: creating a better future for girls.

Individuals, philanthropists and fundraisers came together to champion girls' rights. Our **London Marathon** team raised more than £21,000, exceeding their target, while supporters of our Sudan appeal helped unlock more than £120,000 for families affected by crisis through a matched funding campaign.

Through our **Girls' Education Collective**, we brought together philanthropists who share a commitment to ensuring girls can learn, thrive and fulfil their potential. Members and supporters gathered at the House of Lords for the Collective's founding dinner, united by a belief in the transformative power of education.

Our corporate and funding partners continued to play a vital role in creating opportunities for girls and strengthening communities. We were delighted to launch a new partnership with **Admiral Group**, supporting climate resilience through our Anticipatory Action Fund and a programme helping young people and women in Burkina Faso build climate-friendly businesses. We also renewed our partnership with **AstraZeneca** on the Young Health Programme for a further three years, with the partnership recognised as Large Partnership of the Year at the Third Sector Awards in September.

With **Mowgli Street Food**, we completed the first phase of an education programme in Varanasi, India, reaching 3,655 girls, and launched a second phase that will expand the work to additional schools. Thanks to **Jersey Overseas Aid**, we completed a three-year programme in Malawi that helped thousands of families build environmentally sustainable livelihoods and strengthen their resilience to climate shocks.

We are also grateful to **Postcode Lottery**, whose support extended beyond funding. This year, they joined our events and expert discussions, helping champion approaches that place trust, local leadership and community expertise at the centre of development.



Actor Joanne Froggatt continued using her platform to support the work of Plan International this year.



Our supporters also helped amplify girls' voices. We are grateful to our Royal Patron, **HRH The Duchess of Edinburgh**, who continued to champion women and girls affected by conflict and crisis, using her platform to raise awareness of the humanitarian crisis in Sudan. Public figures including Joanne Froggatt, Sarina Wiegman, Mel B, Skin and

Paris Paloma also lent their voices to campaigns calling for equality for girls, helping reach new audiences and inspire action.

Together, our supporters are helping girls learn, lead, stay safe and shape their own futures. We are deeply grateful for your partnership.

SOCIAL DEVELOPMENT DIRECT

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

We work to advance gender equality, disability and social inclusion (GEDSI) in development and humanitarian settings, combining evidence, practical delivery and deep technical expertise to support lasting change.

We provide programme delivery, technical assistance, demand-led helpdesks, research, evaluation and policy advice. Our expertise spans safeguarding, gender-based violence, disability inclusion, inclusive governance, women's economic empowerment, climate justice and feminist monitoring, evaluation and learning. We work with governments, civil society organisations, foundations, multilateral agencies, development finance institutions and private sector partners to strengthen policy, systems and practice.

A note from our Managing Director

This year has demonstrated the importance of practical, evidence-based support in an increasingly complex environment. As funding priorities shift and challenges to rights and inclusion grow, SDDirect has remained focused on helping partners turn commitments into action.

We have expanded our work with development finance institutions and private sector actors, supporting efforts to strengthen gender equality, safeguarding and social risk management across investments and supply chains.

Looking ahead, we will continue providing high-quality, responsive support that helps partners manage risk, strengthen accountability and build safer, more inclusive systems for the future.

Helen Thompson
Managing Director of SDDirect

Our year in review

SDDirect has continued to deliver high-quality programmes and technical support for clients and partners.

38 active programmes delivered during the year

19 distinct clients continuing to fund work on GEDSI

A and A+ annual review ratings achieved across major FCDO programmes

Key highlights



Embedded a new organisational and leadership structure

SDDirect refined our organisational structure during the year, including a strengthened technical team leadership model with clearer roles across technical services, delivery systems and portfolio leadership. The year also saw SDDirect welcome a new Managing Director and Finance Director, contributing to a refreshed, all-female Senior Leadership Team. Together, these changes have helped strengthen organisational leadership, clarify ways of working and support delivery in a rapidly evolving sector environment.



Positioned RSH as a scalable safeguarding investment

At the Global Partnership Conference, SDDirect profiled the Resource and Support Hub (RSH) as a tried-and-tested model that can be adapted and scaled across different contexts. In a constrained funding environment, the RSH model offers donors a smart investment opportunity: practical safeguarding support that is responsive, accessible and capable of reaching a wide range of organisations and partners.



Expanded DFI and private sector positioning

SDDirect continued to build its profile with development finance institutions, drawing on work with actors including EBRD, BII, Norfund, DEG, Proparco, IFC, AfDB and EIB on safeguarding, GBVH, SEAH and gender equality in investments.



Demonstrated quality and impact in a challenging sector environment

Across programmes, SDDirect helped partners translate evidence and technical advice into practical changes in policy, systems, safeguarding, GEDSI and programme delivery.



SPOTLIGHT:

ADDRESSING GBVH ACROSS DFI PORTFOLIOS

SDDirect partnered with British International Investment (BII), Norfund, DEG and Proparco to strengthen how private sector companies prevent and respond to gender-based violence and harassment (GBVH). Building on SDDirect's global good practice guidance for investors, we delivered 17 advanced trainings across 14 countries, reaching 387 participants from companies operating across sectors including agriculture, manufacturing, infrastructure and financial services.

The programme combined practical training, contextualised local expertise and peer learning to help participants strengthen GBVH risk management, grievance mechanisms and safeguarding systems. The results demonstrated strong demand and impact: 99% of participants were satisfied with the training, 98% rated it useful to their role, and 80% demonstrated good or strong understanding in post-training knowledge assessments. Four to six months later, half of respondents reported applying the learning to a great or large extent within their organisations.

This work highlights SDDirect's growing role in supporting development finance institutions and private sector partners to turn commitments on safeguarding, gender equality and social risk into practical action across their portfolios.

We delivered 17 advanced trainings across 14 countries, reaching 387 participants



STATUTORY REVIEW



"I go to school, play with my friends and continue to dream." Anne, 12, in Benin dreams of becoming a doctor. Her life took a dramatic turn when she fell seriously ill with kidney failure while her father was in a coma, plunging her family into crisis. Her recovery was made possible through Plan International's sponsorship programme, which covered medical costs, provided food, and offered psychosocial support.

FINANCIAL REVIEW

INCOME

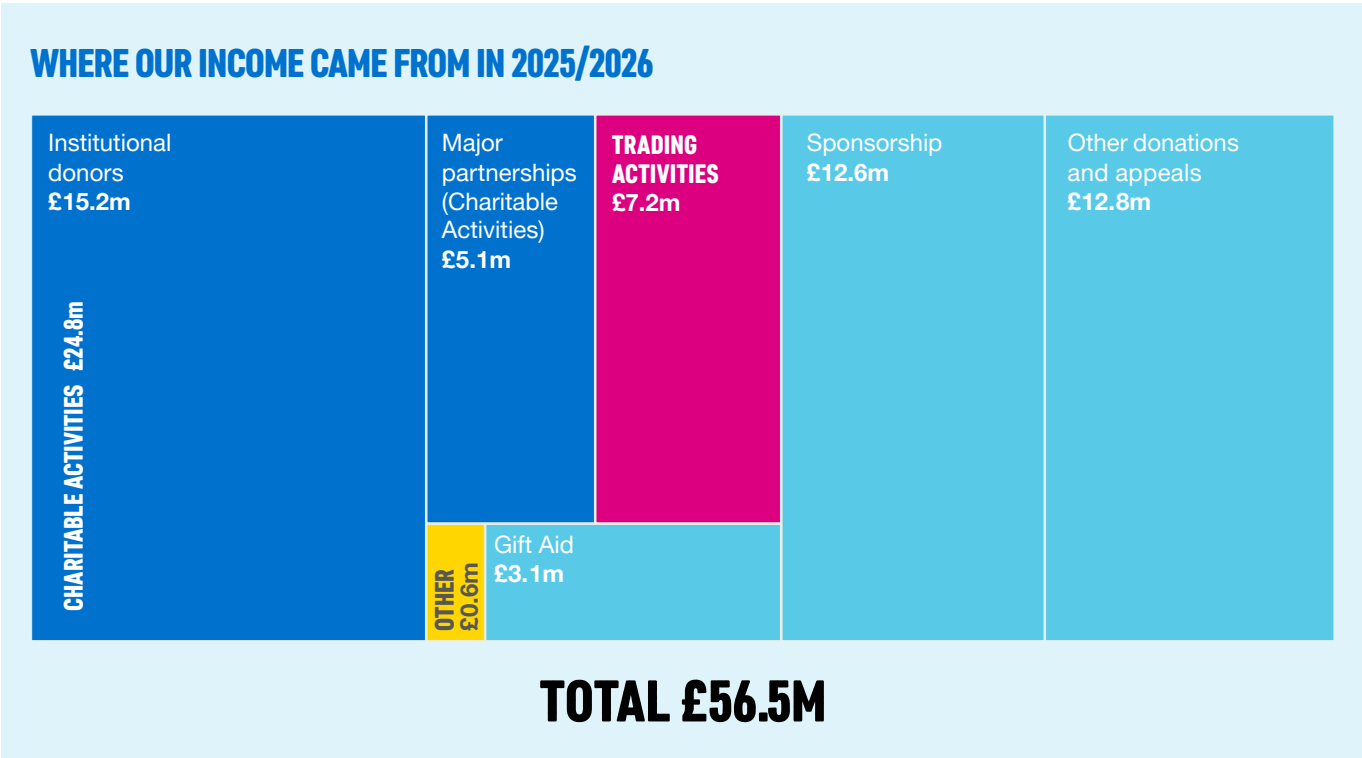
The year ended 30 June 2026 was a challenging one for income, which decreased by £5.2m from £61.7m in the prior year to £56.5m. This reduction was primarily driven by lower income from charitable activities, reflecting declines in funding from both institutional donors and major partnerships amid a difficult funding environment. While public fundraising continued to be challenging, investment in face-to-face fundraising delivered encouraging growth in regular giving income.

Donations decreased by £0.6m, from £29.1m to £28.5m. This was driven in part by a reduction in DEC income following the conclusion of our Ukraine programming, although we continue to work with the DEC in response to crises in the Middle East and Myanmar. While we have continued to respond to ongoing humanitarian crises, we did not launch any new major emergency appeals this year. This contributed to a decline in appeal income. Legacy income, which can vary significantly from year to year, was lower than

in the previous year. While sponsorship income continued to decline it remained a significant source of funding, demonstrating the ongoing commitment of our sponsors. These reductions were partially offset by growth in other regular giving income and a higher contribution from Plan Limited, a trading subsidiary of Plan International.

Income from institutional donors decreased by £3.3m, from £18.4m to £15.2m, primarily due to the completion of several longstanding programmes funded by Education Cannot Wait and the conclusion of the FCDO-funded SAGE II programme in Zimbabwe. This was partially offset by increased income from the World Bank and continued support from Start Fund. Income from major partnerships also fell following the completion of some elements of the AstraZeneca-funded Young Health Programme, although we are delighted to continue delivering the programme together across multiple countries.

Social Development Direct (SDDirect), our consultancy company, saw an increase in income and return to profit after being heavily impacted by UK Government aid cuts in the prior year.



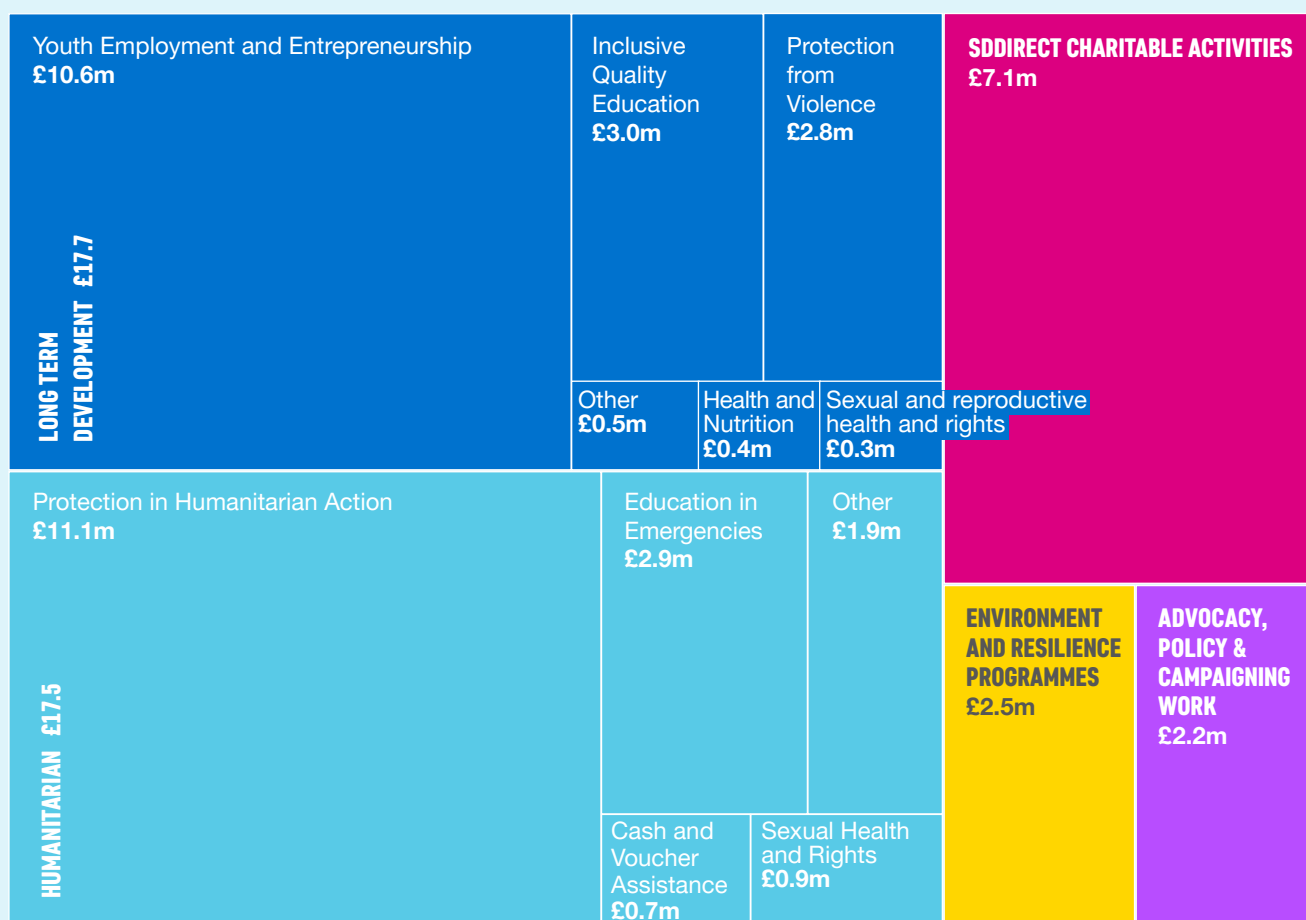
EXPENDITURE AND NET POSITION

Expenditure for the year ended 30 June 2026 was £57.0m, compared with £61.6m in the previous year. The £4.6m reduction primarily reflects lower expenditure on charitable activities, in line with the decrease in income during the year.

We maintained investment in public fundraising to attract new supporters and strengthen both current and future income generation, enabling us to maximise the funds available to deliver our charitable objectives.

A total of £47.0m, representing 83% of total expenditure, was spent on charitable activities. Expenditure on long-term development programmes decreased following the completion of the SAGE II education programme. This was partially offset by increased spending on humanitarian work in response to crises around the world, including the ongoing Middle East conflict and the aftermath of the earthquake in Myanmar, whilst also delivering longer-term resilience programmes.

BREAKDOWN OF CHARITABLE ACTIVITIES IN 2025/26



TOTAL £47.0M

The group reported an unrestricted surplus of £0.3m for the year. A restricted deficit of £0.7m arose from timing differences between the recognition of income and the related expenditure.



“I kind of found myself.”

Mary, 18
Bauchi State, Nigeria

Through Plan International's Girls Out Loud programme, Mary and Felicia, both 18, gained knowledge, confidence and a platform to speak out on girls' rights, education and wellbeing, using their voices to challenge harmful norms and inspire change.

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 £8.3m.

General reserves stood at £11.8m at 30 June 2026, an increase of £0.5m driven by the unrestricted surplus and transfer of depreciation to the Fixed Asset fund. They are £3.5m above the target range as set out in our reserves policy.

We expect to make a range of fundraising, technology and programmatic investments over coming years which will bring reserves down to the target level. However, when combined with a range of uncertainties in the current operating environment, 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 £0.8m; 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 £4.0m (2024/25: £4.7m) represent donations and grants that will be spent in the following years on our international programme work.



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 periodically considers selected risks in greater depth.

- 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 board attention.
- 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
Geopolitical developments may limit funding and the scope of our work	Political developments and risks are monitored, globally and by country of operation, to inform planning and reactive action to mitigate impact insofar as this is possible.
Economic shifts threaten the effectiveness and long-term financial sustainability of our operating model	Financial modelling, forecasts and scenario plans are being used to inform and drive changes to our operating model. Forward looking key performance indicators are closely monitored, costs are being reduced and resources prioritised.
Children and adults we work with may be exposed to harm if safeguarding standards are not effectively implemented	Comprehensive Safeguarding and PSHEA (preventing sexual harassment, exploitation and abuse) policies, standards and training are supported by robust reporting and responding processes and regular audits.
Inadequate resilience and response planning for cyber threats could result in major business disruption	The effectiveness of policies, procedures, training, response plans and cyber security controls are tested through audits and simulations. A dedicated Cyber and Data Security Group provides oversight.
We lose public trust and credibility due to adverse publicity or a gradual erosion of trust impacting income and impact	Effective governance and reporting helps to maintain trust in ethical and effective use of funds. We accept considered risks when speaking out to challenge gender inequality and rights violations, subject to clear decision-making processes.
Quality or compliance standards in the design, implementation or reporting of programmes are compromised by ineffective partner collaboration	UK teams work closely with in-country Plan International and partner teams to codesign, deliver and report on contextualized programmes. Delivery is closely monitored by experienced Plan UK staff while additional oversight is provided through internal and external audits.
The context in which our work is delivered can expose us, our partners and our donors to heightened risks of bribery, fraud and corruption	Global anti-fraud, anti-bribery and anti-corruption policies, processes and training are supported by a zero-tolerance approach and a dedicated counter-fraud function. All potential incidents are subject to structured investigation.

OUR PEOPLE

DIVERSITY AND INCLUSION

At Plan International UK, we believe that positively valuing equity, 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 our vision is for an organisation where everyone, in all their diversity, feels safe, respected, included and valued.

This year we launched a new Equity, Diversity and Inclusion Framework and Workplace Culture Action Plan which focuses on three key areas: Safe and Open Workplace; Measuring and Communicating Progress; and Ensuring Accountability. This year we have concentrated on improving the experience at work of disabled colleagues or those with long-term health conditions. This has included setting up a Neurodiversity Forum, providing neurodiversity training and introducing guidelines on Workplace Adjustments. We have also upgraded our Disability Confident Scheme commitment from Level 1 to Level 2 and socialised channels for reporting concerns, including an anonymous reporting mechanism.

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 35% to 36%. The number of staff with disabilities has remained unchanged at 6%, highlighting the need for us to continue our focus on 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.

This year we reviewed our pay structure including introducing a new job evaluation scheme and pay ranges. This has enabled us to simplify our pay arrangements and increase transparency. As part of this year's pay review, all staff received a minimum increase of 1.5% with additional increases paid to staff whose salaries were below the median for their grade.

Salaries for Directors were benchmarked and increases only applied to those whose salaries were below the median for their role, with increases capped at 2%.

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 166 full-time and 21 part-time at the start of the financial year to 147 full-time and 21 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 1:4.8.

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 14 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

For the group, as at 5 April 2026, the median gender pay gap was 3.9% and the mean gender pay gap was -0.4%. The small negative mean pay gap reflects average salaries for women are slightly higher than for men, while the median

gap indicates that at the midpoint of their pay distribution, men earn slightly more than women. Women represent 75% of the overall workforce and are well represented across all pay quartiles, including making up 75% of employees in the highest-paid quartile.

The gender pay gaps by entity are given below.

For Plan International UK (the charity) as at 5 April 2026 the median gender pay gap was 4.0% (compared to 4.2% in 2025) and the mean gender pay gap was 4.7% (compared to 5.0% in 2025). This gap is a result of the workforce being made up of relatively fewer men than women and proportionately more men occupying higher-paid roles. The slight decrease in Plan UK's gender pay gap in 2026 is accounted for by changes in the distribution of women and men across the pay quartiles, and specifically due to the representation of women decreasing in the lower two quartiles and increasing slightly in quartile three.

For Social Development Direct as at 5 April 2026, the median gender pay gap was -10.5% and the mean gender pay gap was -19.9%, indicating that women earn more than men on average and at the midpoint of their pay distribution. Women represent 87% of the overall workforce and are strongly represented in all pay quartiles, with 100% representation of women in the highest-paid quartile.

ETHNICITY PAY GAP

Ethnicity pay gap information is reported for the charity only.

As at 5 April 2026, Plan International UK's median ethnicity pay gap was 12.1% (compared to 13.0% in April 2025) and the mean pay gap was 10.3% (compared to 13.6% in 2025).

Overall we have seen an increase in the proportion of employees from ethnic minority backgrounds in the workforce.

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

At Plan International UK, we are committed to building strong, respectful and transparent relationships with our supporters. Our work is only possible because of the generosity of individuals, companies and organisations who choose to support us.

We understand that charitable giving is an important and meaningful part of many people's lives. That's why we are committed to delivering the highest standards in our fundraising and communications, ensuring every supporter feels valued and informed.

Our fundraising is guided by the following principles:

- We aim to inspire people to give or raise money for Plan International UK.
- We thank our supporters appropriately and show the impact their support has on the lives of girls, children and communities around the world.
- We keep supporters' personal data secure and never sell or share it for marketing purposes.
- We are proud to be registered with the Fundraising Regulator, demonstrating our commitment to the Code of Fundraising Practice and the Fundraising Promise.
- We ensure all our fundraising activities comply with the Code of Fundraising Practice and regularly monitor compliance through our Fundraising Compliance Working Group. There are currently no areas of non-compliance.
- We work closely with agencies and professional fundraising organisations on our behalf, holding them to high standards so that supporters and the public are always treated with respect and never feel under pressure to give. Protecting vulnerable people remains a key priority.
- Before working with fundraising partners and agencies, we carry out checks to ensure they are financially robust and meet our ethical standards.

- We actively monitor our fundraising partners and agencies through activities including face-to-face visits, mystery shopping and call listening.
- We respect our supporters' communication preferences and act on their requests.
- We strive to build lasting relationships with our supporters and provide opportunities to support the charity in ways that work for them.
- We welcome feedback from supporters and the public and use it to continually review and improve our fundraising activities.

The Fundraising Regulator has paused their requirement for large charities to submit an annual complaints return while they develop a new process: Developing a new approach to fundraising complaints reporting (url: <https://www.fundraisingregulator.org.uk/about-fundraising/resources/developing-new-approach-fundraising-complaints-reporting>)

Therefore, no complaint figures were sent to the Fundraising Regulator for the most recent reporting period (1 April 2025 to 31 March 2026). However, if we were required to, we would have reported 63 complaints relating to fundraising activities. This is a 37% increase on the previous period (1 April 2024 to 31 March 2025: 46 complaints). The increase reflects an expansion in our fundraising activity during the year.

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. We completed a review in the last year which found that governance is strong and we remain compliant with the code.

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 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 four 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 controlling vote. The board of directors for Foster Parents Plan International consists of three members of Plan International UK staff and is also chaired by Plan International 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 following:

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. We have active staff networks covering equality and gender; and enjoy a constructive relationship with Unite the Union. Ensuring we are creating a positive and inclusive experience for our staff continues to be a priority.

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 2026, 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, Colombia, 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 and no bonds or other tradable securities. Investments in subsidiaries are set out below.

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 significant 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 2031 have been prepared. Our cost base is being brought in line with income projections, and we are confident that this will provide for continued financial health. Healthy reserve levels provide enhanced financial resiliency and the ability to protect programme funding in the event of a further downturn in market conditions.

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

Much of our programme activities are funded by restricted income, which is secured from donors based on agreed project deliverables. Whilst our funding pipeline is promising, despite the impact of UK and global aid cuts, we have revised forward projections and are planning on a conservative basis. 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.

Social Development Direct has returned to profit in the year, following major aid-cut-related income shocks in the prior year and despite further cuts to programme funding in the year. This provides confidence that financial plans are on course and more significant ongoing profitability will be established over the coming years.

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.

	FY26 (July 2025 – June 2026)	Units	FY25	Change
Compulsory submission				
Energy consumption	97,236	kWh	180,981	-83,745 kWh
Indirect emissions – purchased electricity	0	tCO ₂ e	7.0	-7.0 tCO ₂ e
Indirect emissions – business travel mileage	2.72	tCO ₂ e	1.22	+1.5 tCO ₂ e
Total	2.72	tCO₂e	8.22	-5.50 tCO₂e
Voluntary submission				
Indirect emissions – other business travel	208.32	tCO ₂	418.29	-209.97 tCO ₂
Water supply	0.10	tCO ₂ e	0.10	0 tCO ₂ e
Total	208.42	tCO₂e	418.39	-209.97 tCO₂e
Total, all emissions	211.14	tCO₂e	426.61	-215.47 tCO₂e
Emissions per FTE	0.947	tCO₂e/ FTE	1.647	-0.7 tCO₂e

Methodology

Data provided relates to our Discovery House office premises.

Data for water usage has been calculated directly from meter readings for the Discovery House building and calculated based on the floor space occupied by Plan UK. Data for energy usage is based upon meter readings. Energy supplied to Discovery House is 100% renewable and holds Renewable Energy Guarantee of Origin (REGO) certification.

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 partners.

All emissions are reported as tCO₂e (tonnes of carbon dioxide equivalent). The intensity ratio used is full-time equivalent (FTE) employees, averaged across the reporting period. For FY26 this was 223 FTE.

The 46% reduction in our energy usage over the last year reflects the fact that FY26 was the first complete year working from our new and much smaller office premises.

Carbon emissions associated with purchased electricity have returned to zero this year as a result of having a REGO certified energy contract in place for the full year.

The reduction in emissions for business travel is due to a significant decrease in air travel by both Plan International UK and Social Development Direct employees. This reduction is driving an overall reduction in our carbon emissions of 50% over the last year.

SAFEGUARDING

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

Plan International is fully committed to providing a safe, protective and supportive environment for all children and all programme participants, irrespective of age, and in all their diversity.

Furthermore, we maintain a clear and explicit stance on the Prevention of Sexual Harassment, Exploitation and Abuse (PSHEA) against any child, programme participant, members of a community where Plan International works, staff, associate, or visitor.

The implementation of our Safeguarding and PSHEA policies is delivered through a holistic framework which promotes clear roles and responsibilities, safe recruitment and engagement, training and capacity building, risk management, clear reporting and responding processes, and is underpinned by a set of comprehensive standards and a strong safeguarding culture.

We are committed to the continuous improvement and strengthening of our safeguarding practices and culture. This year a key focus of our safeguarding work at a global level has focussed on strengthening safer programming and partnership working practices, improving donor reporting and refreshing our mandatory Safeguarding and PSHEA training.

Safeguarding cases in 2025/26

We received 15 reports as follows:

- Eight reports related to our UK operations
- Seven reports related to our international programmes

This is a decrease in the number of reports received in the previous year when 26 reports were received. This reduction in the number of reports can partly be attributed to the decrease in the number of programmes under management both overseas and in the UK.

UK operations

Of the eight reports made related to our UK operations:

- Four related to 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:
 - a report of attempted unapproved communication by a sponsor with a young person they had previously sponsored. In this instance no contact was made with the ex-sponsored child.
 - the use of an image in a fundraising mailing which could have compromised the safety of a programme participant. This was identified before the mailing was printed and the image removed in the final version of the mailing sent to supporters.
 - A report from the Police that a child sponsor was on the sex offenders register. This person's sponsorship was cancelled with immediate effect. Welfare checks carried out on all the children that this person had sponsored did not identify any concerns.
 - A concern raised about the behaviour of an employee of a donor while participating in an event involving young people.

Appropriate follow-up actions have been taken to avoid, where possible, any reoccurrence of similar issues in the future.

- Four were not related to Plan International UK's programmes or operations. Appropriate support was provided and/or these cases were referred to the appropriate authorities for 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 seven reports related to our international programmes:

- Four 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 inappropriate/unprofessional behaviour of associates

working with programme participants, a non-Plan associate gaining unauthorised access to a Plan event involving young people. Appropriate actions have been taken to avoid any reoccurrence of similar breaches in the future.

- One case related to unsupervised contact by a Plan International employee with an adult female programme participant which resulted in the employee's contract being terminated.
- One case involving allegations of exploitation by a Plan member of staff in relation to charging for access to services. Following an investigation, it was determined that the allegations were unfounded, and no further action was taken.
- One case which related to a breach of health and safety which resulted in the death of a programme participant while they were undertaking an internship at an air conditioning factory as part of their participation in a youth economic empowerment programme. This incident was reported to the relevant authorities for investigation. In addition, a comprehensive review of health and safety requirements for the programme was undertaken which resulted in additional health and safety training for interns being put in place and internships in air conditioning factories have been withdrawn from the programme.

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 2026, 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 2026 was £18,000 (2025: £35,000). The subsidiary's taxable profits are donated under a deed of covenant to Plan International UK. In 2026 this was £12,000 (2025: £29,000).

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 (SDDirect) is a wholly owned subsidiary of Plan International UK, which was acquired on 10 March 2020. As a social enterprise, SDDirect 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 2025/26 SDDirect's turnover was £7,148,000 (2024/25: £6,933,000) and the company booked a profit of £9,000 (2025 £453,000 loss). All taxable profits are donated to Plan International UK under a deed of covenant.

The company has returned to profit after a difficult prior year following reduction in the UK's ODA spend and cuts to existing programmes. Income increased slightly in a challenging environment, although the primary driver of improved performance was the reduction in costs following the significant restructuring undertaken in the previous year and continued at the start of this financial year. The company finished the year with a balance sheet showing net assets of £6,000.

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 SDDirect 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 remain profitable 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 ^[2]
- Meredith Niles – Deputy Chair & Chair of the Nominations & Governance Committee ^[3]
- Beverley Tew ^[1,3] – Chair of Finance, Audit & Risk Committee & Remuneration Committee
- Mike Anderson ^[1]
- Sarah Ansah
- Nanna Chidi-Emmanuel
- John Good ^[1]
- John Kerr ^[4]
- Hope Mbuthi ^[2]
- Emily Middleton
- John Plastow
- Cathy Riley ^[2,6]
- Minal Shah
- Marie-France Van Heel (resigned 18/07/26) ^[6]
- Mike Wade ^[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, [5] Director of Foster Parents Plan International, [6] Board Safeguarding Lead: Cathy Riley appointed following Marie-France Van Heel's resignation, [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 1 October 2026 and signed on its behalf by:



Baroness Liz Sugg,
Chair of Plan International UK
Date: 7 October 2026

ACCOUNTS



Sonakshi, 6, from Nepal, received learning materials through Plan International's sponsorship programme, helping her stay motivated and continue learning. "I was so happy to have my own notebooks," she recalls. "I even shared them with my brother and cousin."

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 2026 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 2026 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, of company law are responsible for the 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 50, 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 with a law or regulation is removed from 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.

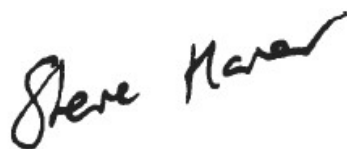
Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed 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: 9 October 2026

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

(Incorporating the income and expenditure accounts) for the year ended 30 June 2026

	Note	Unrestricted funds	Restricted funds	2026 Total	Unrestricted funds	Restricted funds	2025 Total
INCOME FROM:							
Donations	3						
Sponsorship		12,563	-	12,563	13,380	-	13,380
Gift Aid		3,079	1	3,080	3,256	-	3,256
Other donations and appeals		9,571	3,311	12,882	8,642	3,857	12,499
		25,213	3,312	28,525	25,278	3,857	29,135
Charitable activities							
Institutional donors	4	-	15,158	15,158	-	18,420	18,420
Major partnerships	5	-	5,120	5,120	-	6,350	6,350
		-	20,278	20,278	-	24,770	24,770
Trading activities	6	7,165	-	7,165	6,967	-	6,967
Other	6	553	-	553	808	-	808
Total income		32,931	23,590	56,521	33,054	28,626	61,680
EXPENDITURE ON:							
Raising funds	7	9,942	-	9,942	9,719	32	9,751
Charitable activities	7	22,708	24,339	47,047	24,125	27,760	51,884
Other		-	-	-	-	-	-
Total expenditure		32,650	24,339	56,989	33,843	27,792	61,635
Net income/(expenditure)		281	(749)	(468)	(790)	834	45
Transfers between funds							
Funds brought forward	17	12,347	4,714	17,062	13,137	3,880	17,017
Funds carried forward	17	12,629	3,965	16,594	12,347	4,714	17,062

All income and expenditure relate 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 2026

As at 30 June 2026	Notes	Group 2026 £000	Group 2025 £000	Charity 2026 £000	Charity 2025 £000
Fixed assets					
Tangible assets	10	663	764	603	686
Intangible assets	11	138	303	138	303
Investments	12	-	-	700	700
Total fixed assets		801	1,067	1,441	1,689
Debtors	13	12,397	9,904	12,129	9,546
Cash at bank and in hand ¹		16,486	14,677	15,699	14,190
Total current assets		28,882	24,580	27,828	23,736
Current liabilities					
Creditors: amounts falling due within one year	14	(12,725)	(8,354)	(11,616)	(7,415)
Net current assets		16,157	16,227	16,212	16,322
Total assets less current liabilities		16,958	17,294	17,653	18,011
Provisions for liabilities	15	(367)	(232)	(367)	(232)
Total net assets		16,591	17,062	17,285	17,779
Funds					
General funds	17	11,822	11,281	11,879	11,375
Designated funds	17	807	1,067	1,441	1,689
Unrestricted funds	17	12,629	12,348	13,320	13,064
Restricted funds	17/18	3,965	4,714	3,965	4,714
Total funds	17	16,594	17,062	17,285	17,779

¹Cash at bank and in hand includes short-term deposits of £12,305,000 (2025: £10,784,000)

The total income of the Charity for the year was £49,353,000 (2025: £54,761,000) and the charity's net deficit was £493,390 (2025: deficit £334,000). The notes on pages 58-78 form part of the financial statements. Approval and authorisation for issue of the financial statements on pages 55-78 was delegated by the Board of Trustees to the below trustees on 1st October 2026, who have signed on their behalf on 7 October 2026.



Baroness Liz Sugg
Chair of Plan International UK
Date: 7 October 2026



Beverley Tew
Chair of the Audit,
Finance and Risk Committee
Date: 7 October 2026

CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 30 June 2026

	2026 £000	2025 £000
Cash flows from operating activities:		
Net cash (outflow)/inflow from operating activities	1,392	(573)
Cash flows from investing activities:		
Interest received	474	589
Purchase of property, plant, equipment and intangible assets	(60)	(742)
Change in cash and cash equivalents in the year	1,806	(725)
Change in cash and equivalents due to exchange rate movements:		
Exchange rate gain/(loss)	3	(148)
Cash and cash equivalents at the beginning of the year	14,677	15,550
Cash and cash equivalents at the end of the year	16,486	14,677
Reconciliation of net income to net cash flows from operating activities		
Net income for the year	(468)	45
Foreign exchange (gain)/loss	(3)	148
Interest received	(474)	(589)
Depreciation and amortisation charges	320	523
Decrease/(Increase) in debtors	(2,493)	1,833
(Decrease)/Increase in creditors	4,375	(2,494)
(Decrease) in provisions	135	(38)
Net cash inflow from operating activities	1,392	(573)

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 44-45 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 represents 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 building (previously Finsgate and now Discovery House) 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 and impairment charges.

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 2026, 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	2026 Total £000	Unrestricted funds £000	Restricted funds £000	2025 Total £000
UK	32,931	13,875	46,806	33,054	20,278	53,331
Europe (Excl.UK)	-	1,999	1,999	-	893	893
Americas	-	7,689	7,689	-	7,448	7,448
Asia	-	27	27	-	8	8
Total	32,931	23,590	56,521	33,054	28,626	61,680

3. DONATIONS

	Unrestricted funds £000	Restricted funds £000	2026 Total £000	Unrestricted funds £000	Restricted funds £000	2025 Total £000
Sponsorship	12,563	-	12,563	13,380	-	13,380
Gift Aid	3,079	1	3,080	3,256	-	3,256
Disasters Emergency Committee (DEC)	-	1,980	1,980	-	2,376	2,376
Plan Ltd	3,750	-	3,750	2,750	-	2,750
Other individual giving	1,570	456	2,026	1,216	409	1,625
Girls' Fund	-	557	557	-	595	595
Legacies	666	217	883	1,228	158	1,386
Emergency appeals	1	94	95	-	319	319
Major donors	399	-	399	125	-	125
Corporates ¹	62	-	62	186	-	186
Postcode Lottery (PL)	3,000	-	3,000	3,000	-	3,000
Trusts and foundations	130	-	130	138	-	138
Total	25,220	3,305	28,525	25,278	3,857	29,135

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	2026 Total £000	Unrestricted funds £000	Restricted funds £000	2025 Total £000
Education Cannot Wait	-	1,257	1,257	-	3,508	3,508
UN Agencies	-	3,054	3,054	-	3,118	3,118
World Bank	-	5,476	5,476	-	4,692	4,692
Foreign, Commonwealth & Development Office (FCDO)	-	2,068	2,068	-	3,206	3,206
European Commission (EC)	-	1,156	1,156	-	498	498
Start Fund	-	1,830	1,830	-	1,529	1,529
Global Partnership for Education	-	15	15	-	1,307	1,307
European Civil Protection and Humanitarian Aid Operations (ECHO)	-	2	2	-	33	33
Other	-	300	300	-	528	528
Total	-	15,158	15,158	-	18,420	18,420

b) The following table summarises all contributions from the UK Foreign, Commonwealth & Development Office (FCDO) in the year ended 30 June 2026 totalling £2,068,000 (2025: £3,206,000)

Country	Project name	2026 Total £000	2025 Total £000
Zimbabwe	Supporting Adolescent Girls' Education	-	-
Zimbabwe	Supporting Adolescent Girls Education (SAGE) II Programme	1,287	2,255
Zimbabwe	SAFE Adapted GALS training project	-	-
Zimbabwe	Gender Based Violence Fund	-	(2)
Sierra Leone	Girls Education Challenge	-	5
Tanzania	FCDO Schule Bore (Quality School)	221	281
Indonesia	ELRHA Data Driven Inclusion	-	-
Indonesia	ELRHA Dissemination Grant	-	4
UK	Promoting Equalities Regional Programme	85	635
UK	SRF VITA Project	23	-
Burkina Faso	SRF VITA Project	88	-
Malawi	SRF VITA Project	172	-
Niger	SRF VITA Project	55	-
Nigeria	NENTAD Protection in North East Nigeria	-	2
Sudan	Access to WASH	23	26
South Sudan	AHRC Protection Research	-	-
Nepal	Nepal Samarthta (Empowered)	81	-
Nepal	Nepal RIVA	31	-
Total		2,068	3,206

5. CHARITABLE ACTIVITIES: MAJOR PARTNERSHIPS

	Unrestricted funds £000	Restricted funds £000	2026 Total £000	Unrestricted funds £000	Restricted funds £000	2025 Total £000
Corporates	-	2,651	2,651	-	3,775	3,775
Trusts and foundations	-	1,796	1,796	-	2,003	2,003
Major donors	-	469	469	-	486	486
Corporate Gifts in Kind	-	205	205	-	87	87
Total	-	5,120	5,120	-	6,350	6,350

6. TRADING ACTIVITIES AND OTHER INCOME

a) Trading activities

	Unrestricted funds £000	Restricted funds £000	2026 Total £000	Unrestricted funds £000	Restricted funds £000	2025 Total £000
Programmatic trading income	7,148	-	7,148	6,933	-	6,933
Other trading income	17	-	17	34	-	34
Total	7,165	-	7,165	6,967	-	6,967

b) Other Income

	Unrestricted funds £000	Restricted funds £000	2026 Total £000	Unrestricted funds £000	Restricted funds £000	2025 Total £000
Rental income	59	-	59	217	-	217
Investment income	474	-	474	589	-	589
Other Income	20	-	20	2	-	2
Total	553	-	553	808	-	808

7. TOTAL EXPENDITURE

a) Analysis of total expenditure

Total Expenditure 2026	Grants paid £000	Staff costs £000	Direct costs £000	Support costs £000	2026 Total £000
Expenditure on raising funds					
Institutional donors	-	530	36	341	906
Public fundraising	-	1,981	4,056	1,441	7,478
Major partnerships	-	870	34	654	1,558
	-	3,380	4,126	2,436	9,942
Expenditure on charitable activities					
Long Term Development	14,509	1,757	658	734	17,659
Sexual and Reproductive Health and Rights	78	178	76	14	346
Health and Nutrition	140	192	91	18	441
Inclusive Quality Education	2,357	337	152	123	2,970
Protection from Violence	2,457	180	42	116	2,796
Youth Employment and Entrepreneurship	9,175	840	185	443	10,643
Other	303	30	111	19	464
Humanitarian	15,261	1,210	327	729	17,526
Protection in Humanitarian Action	9,703	726	216	462	11,107
Education in Emergencies	2,437	262	57	120	2,876
Sexual Health and Rights	799	57	13	38	907
Cash and Voucher Assistance	654	46	11	31	742
Other	1,668	119	29	79	1,894
Environment and Resilience Programmes	2,222	173	27	105	2,527
Advocacy, Policy and Campaigning Work	-	836	390	970	2,196
SDD charitable activities	-	3,505	3,315	319	7,139
	31,993	7,481	4,717	2,857	47,047
Other expenditure					
Rental costs	-	-	-	-	-
Trading activity costs	-	-	-	-	-
	-	-	-	-	-
Sub total	31,993	10,861	8,843	5,293	56,989
Reallocation of salaries ¹	-	2,703	-	(2,703)	-
Total	31,993	13,564	8,843	2,590	56,989

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

	2026 £000	2025 £000
Net income is stated after charging:		
Services provided by the Charity's auditors:		
Fees payable for the audit of the consolidated financial statements	76	77
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	-	-
	76	78
Exchange rate losses/(gains)	3	148
Depreciation and amortisation	320	523
Operating lease rentals – buildings	491	699

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	2026 £000	2025 £000
Payments to Plan International Inc	Various	31,392	31,846
Payments to Plan International National Organisation	Colombia	101	397
Payments to Plan International National Organisation	India	61	106
Payments to Plan International National Organisation	Indonesia	237	311
Payments to Plan International National Organisation	Korea	145	138
Payments to Plan International National Organisation	Sweden	-	39
Payments to Plan International members		31,936	32,838
The Catholic Agency for Overseas Dev	Sudan	140	
Christian Blind Mission (CBM) UK	Zimbabwe	90	87
Plan International Nigeria	Nigeria	79	
The Open University	Zimbabwe	27	37
Plan International Netherlands	Sudan	9	-
War on Want	UK	1	
Sightsavers	UK	(22)	(12)
African Women's Development & Communication	Sierra Leone	(267)	549
University of Sussex	Ethiopia	-	180
Relief International UK	Ethiopia	-	165
Save the Children	Myanmar	-	150
World Vision UK	Ukraine	-	127
CARE International UK	Ukraine	-	103
ActionAid Institutional Funding	Ukraine	-	11
Payments to Non-Plan International Organisations		57	1,396
Total Grants Payable		31,993	34,234

c) Analysis of support costs

	Raising Funds £000	Charitable activities £000	2026 Total £000	Raising Funds £000	Charitable activities £000	2025 Total £000
Information technology	560	683	1,243	503	749	1,252
Finance & Legal	671	778	1,449	487	720	1,206
Human resources	507	530	1,037	415	550	965
General management	67	77	145	232	309	541
Governance	171	209	380	116	191	307
Office and premises	327	409	736	529	791	1,320
Premises Dilapidations and Refurbishment	-	-	-	79	104	183
Depreciation and amortisation	144	178	323	213	310	523
FX (Gains)/Losses	(12)	(9)	(20)	42	56	98
Loss on disposal of fixed assets	-	-	0	16	22	38
Total	2,436	2,857	5,293	2,631	3,802	6,433

(d) Analysis of governance costs

	2026 £000	2025 £000
Legal and other professional fees – Gifts in Kind	148	87
Legal and other professional fees	19	28
External audit fees	88	90
Apportionment of staff costs	96	83
Internal audit fees	28	20
Other	-	-
	380	307

8. STAFF COSTS

	2026 £000	2025 £000
Staff costs		
Wages and salaries	11,263	12,386
Social security costs	1,386	1,367
Pension costs	865	846
Sub Total	13,514	14,599
Agency staff	50	71
Total	13,564	14,670

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:

	2026 Number	2025 Number
£60,000-£69,999	14	14
£70,000-£79,999	6	10
£80,000-£89,999	7	6
£90,000-£99,999	4	5
£100,000-£109,999	-	1
£110,000-£119,999	1	1
£120,000-£129,999	1	1
Total	33	38

Total employer pension contributions for these employees were £242,237 (2025: £238,257)

The highest paid employee in 2026 was the Chief Executive, who received £164,955, in the year including pension contributions and employer National Insurance contributions (2025: £163,495), and received no benefits in kind (2025: £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 £743,711, for 6 roles (2025: £737,821, for 6 roles).

None of the above received any benefits in kind. Redundancy and severance payments to staff in the year totalled £121,869 (2025: £46,382).

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

	2026 Headcount	2025 Headcount	2026 FTE	2025 FTE
Fundraising	58	57	57	56
Communications, Advocacy & UK Programmes	29	33	28	31
International Programmes & policy	47	51	46	50
Operations & CEO Office	42	43	41	42
SDDirect	54	60	52	58
Total	229	244	223	237

9. TRUSTEES' REMUNERATION

None of the trustees received any remuneration during the year for services to Plan International UK (2025: £nil). Directly incurred expenses of the trustees borne by Plan International UK in the year ended 30 June 2025 were £1,480 (2025: £8,090). These expenses related to costs incurred by four 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. I. To protect the charity from loss arising from the neglect or default of its trustees, employees, or agents
- i. 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 2026	Leasehold property improvements £000	Office equipment £000	Computer hardware £000	Total £000
Cost				
At 1 July 2025	341	245	350	936
Additions	9	-	51	60
Disposals	-	-	(13)	(13)
Transfers	-	-	-	-
At 30 June 2026	350	245	388	982
Accumulated depreciation				
At 1 July 2025	20	30	122	172
Charge for the year	35	49	71	155
Disposals	-	-	(8)	(8)
Transfers	-	-	-	-
At 30 June 2026	55	79	185	319
Net book value	-	-	-	-
At 30 June 2025	321	215	228	764
At 30 June 2026	294	166	203	663

GROUP AND CHARITY As at 30 June 2025	Leasehold property improvements £000	Office equipment £000	Computer hardware £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

11. INTANGIBLE FIXED ASSETS

GROUP AND CHARITY As at 30 June 2026 Cost	Computer software £000	Goodwill¹ £000	Total £000
At 1 July 2025	2,240	703	2,944
Additions	-	-	-
Disposals	-	-	-
Transfers	-	-	-
At 30 June 2026	2,240	703	2,944
Accumulated depreciation			
At 1 July 2025	1,938	703	2,641
Charge for the year	165	-	165
Disposals	-	-	-
Transfers	-	-	-
At 30 June 2026	2,103	703	2,806
Net book value			
At 30 June 2025	303	-	303
At 30 June 2026	138	-	138

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

12. INVESTMENTS CHARITY

Shares in subsidiary undertakings

	2026 £
At 1 July 2025	700,002
Additions	-
Impairment	-
At 30 June 2026	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 2026 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 was consistently profitable from acquisition until 2024/25 and all profits were remitted to the parent charity. In 2024/25, following dramatic and unexpected cuts in UK and global aid, SDDirect made a loss and longer-term profit projections were downgraded. The value of the charity's was therefore impaired in 2024/25. SDDirect has returned to profit in 2025/26 and the revised valuation, £0.7m, is judged to represent fair value given profit projections and risks.

SUBSIDIARY: Foster Parents Plan International (UK) Ltd	2026	2025
Total turnover	18	35
Total expenditure	(5)	(6)
Donation to Plan International UK	(12)	(29)
Net result for the year	-	-

The aggregate of assets, liabilities and funds was:

	2026	2025
Total assets	16	52
Total liabilities	(16)	(52)
Net result for the year	-	-

SUBSIDIARY: Social Development Direct	2026	2025
Total turnover	7,148	6,933
Total expenditure	(7,139)	(7,385)
Donations to Plan International UK	-	-
Net result for the year	9	(452)

The aggregate of assets, liabilities and funds was:

	2026	2025
Total assets	1,856	1,712
Total liabilities	(1,850)	(1,715)
Total funds	6	(3)

13. DEBTORS

	Group 2026 £000	Group 2025 £000	Charity 2026 £000	Charity 2025 £000
Amounts owed by institutional donors	6,671	4,386	6,671	4,217
Accrued income	4,132	3,865	3,750	3,307
Amounts owed by Plan International Inc	339	306	339	306
Other debtors	768	1,056	232	601
Prepayments	460	290	377	187
Amounts owed by subsidiaries	25	-	759	929
VAT recoverable	-	-	-	-
Total debtors	12,397	9,904	12,129	9,546

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

a) Analysis of creditors

	Group 2026 £000	Group 2025 £000	Charity 2026 £000	Charity 2025 £000
Accruals of transfers to Plan International Inc	8,935	5,530	8,935	5,530
Accruals of transfers to other partners	74	288	74	288
Deferred income and other creditors	127	14	127	-
Other accruals	1,507	1,426	1,157	1,076
Taxation and social security	401	455	305	336
Trade creditors	631	456	128	94
Amounts owed to Plan International Organisations	872	74	872	74
VAT payable	178	111	19	17
Amounts due to subsidiaries	-	-	-	-
Total creditors	12,725	8,354	11,616	7,415

b) Deferred income and other creditors

GROUP 2026	As at 1 Jul 2025 £000	Income Deferred	Deferrals Released	As at 30 June 2026 £000
Institutional Donors	-	-	-	-
Other	14	127	(14)	127
	14	127	(14)	127

15. PROVISIONS FOR LIABILITIES

GROUP AND CHARITY 2026	As at 1 July 2025 £000	Provision created £000	Provision released £000	Provision utilised £000	As at 30 June 2026 £000
Dilapidations	6	6	-	-	12
Grants	226	130	-	-	356
Total	232	136	-	-	367

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 26 August 2034.

Grants represent 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 2026 £000	Other 2026 £000	Total 2026 £000	Land and buildings 2025 £000	Other 2025 £000	Total 2025 £000
Operating lease expiring:						
Less than one year	493	-	493	493	4	497
Between two and five years	2,466	-	2,466	2,466	-	2,466
After five years	986	-	986	1,973	-	1,973
Total	3,946	-	3,946	4,932	4	4,936

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 2026, donors had yet to be found for programme commitments totalling £510,000 (2025: £412,000) as detailed below:

GROUP	Total 2026 £000	Total 2025 £000
Less than one year	510	151
Between two and five years	-	238
After five years	-	23
Total	510	412

No provision has been recognised as we expect to be able to find donors for these 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 statements was £nil (2025: £nil)

17. STATEMENT OF FUNDS

GROUP AND CHARITY 2026	Balance 1 July 2025	Total Income	Total Expenditure	Acquisition	Transfers	Balance 30 June 2026
	£000	£000	£000	£000	£000	£000
Unrestricted funds:						
General funds	11,284	25,783	(25,511)	-	266	11,822
Designated funds: Social Development Direct	(3)	7,148	(7,139)	-	-	6
Designated funds: Plan UK Fixed asset fund	1,067	-	-	-	(266)	801
Total unrestricted funds	12,348	32,931	(32,650)	-	-	12,629
Restricted funds	4,714	23,590	(24,339)	-	-	3,965
Total funds	17,062	56,521	(56,989)	-	-	16,594

CHARITY 2026	Balance 1 July 2025	Total Income	Total Expenditure	Acquisition	Transfers	Balance 30 June 2026
	£000	£000	£000	£000	£000	£000
Unrestricted funds:						
General funds	11,375	25,763	(25,507)	-	248	11,879
Designated funds: Social Development Direct	700	-	-	-	-	700
Designated funds: Plan UK Fixed asset fund	989	-	-	-	(248)	741
Total unrestricted funds	13,064	25,763	(25,507)	-	-	13,320
Restricted funds	4,714	23,590	(24,339)	-	-	3,965
Total funds	17,779	49,353	(49,846)	-	-	17,285

18. RESTRICTED FUNDS

GROUP AND CHARITY	Balance 01 July 2024	Income	Expenditure	Balance 30 June 2025	Income	Expenditure	Balance 30 June 2026
	£000	£000	£000	£000	£000	£000	£000
Girls Fund	245	595	(731)	109	557	(720)	(55)
DEC - Ukraine Humanitarian Appeal	(176)	741	(565)	(1)	(3)	(66)	(70)
DEC - Cyclone Idai Appeal	7	19	(19)	7	-	-	7
DEC - Middle East Humanitarian Appeal	-	1,359	(1,234)	125	1,263	(1,375)	12
DEC - Myanmar Earthquake Appeal	-	257	(257)	-	720	(713)	7
Other voluntary income including appeals	794	886	(807)	873	774	(591)	1,056
Donations	870	3,857	(3,613)	1,113	3,311	(3,465)	958

GROUP AND CHARITY	Balance 01 July 2024 £000	Income £000	Expenditure £000	Balance 30 June 2025 £000	Income £000	Expenditure £000	Balance 30 June 2026 £000
FCDO - Supporting Adolescent Girls Education (SAGE) II Programme	(102)	2,255	(2,224)	(71)	1,287	(1,321)	(105)
FCDO - Promoting Equalities Regional Programme	(175)	635	(450)	10	85	(87)	8
FCDO - Schule Bora (Quality School)	48	281	(226)	103	221	(109)	215
FCDO - Supporting Adolescent Girls' Education Zimbabwe	-	-	(1)	(1)	-	-	(1)
FCDO - SRF VITA Project	-	-	-	-	338	(346)	(8)
FCDO - Others	43	34	(4)	73	136	(57)	152
ECW	(31)	3,508	(3,265)	211	1,257	(1,299)	170
ECHO	93	33	12	139	2	(1)	139
European Commission - Promoting universal Sexual and Reproductive Health and Rights of vulnerable adolescents in Africa	237	429	(733)	(67)	41	275	248
European Commission - Building Resilience: Education Opportunities in Fragile and Crisis Affected Environments	83	-	(344)	(261)	-	-	(261)
European Commission - Joint Action for Nutrition Outcome (JANO)	(21)	(26)	47	-	-	-	-
European Commission - Safer Sudan	-	-	-	-	1,187	(1,179)	9
European Commission - Others	204	94	(107)	191	(72)	249	368
Global Partnership for Education - School Renovation Project - Guinea	-	1,307	(1,370)	(62)	15	47	-
UNOCHA	(20)	211	(179)	12	596	(596)	12
UNICEF	(88)	1,590	(1,584)	(83)	707	(653)	(29)
UN Agencies - Others	106	1,317	(1,373)	50	1,751	(1,772)	29
World Bank - Eu Sou Capaz Girls Empowerment Program	(188)	(48)	36	(201)	-	-	(201)
World Bank - Accelerating Nutrition Result in Nigeria	274	(73)	191	392	-	(391)	-
World Bank - Liberia Women Empowerment Project	-	4,825	(4,583)	242	5,477	(5,473)	246
World Bank - Others	(22)	(11)	17	(16)	(1)	(31)	(48)
Other institutional donors	(27)	2,057	(2,209)	(179)	2,130	2,190	(129)
Institutional donors	414	18,420	(18,351)	483	15,158	(14,824)	816
Corporates	1,640	3,861	(3,834)	1,668	2,855	(3,132)	1,391
Major donors	216	486	(459)	243	373	(469)	147
Trusts and foundations	739	2,003	(1,534)	1,205	1,893	(2,449)	652
Major partnerships	2,596	6,350	(5,827)	3,115	5,121	(6,050)	2,190
Total restricted funds	3,880	28,626	(27,792)	4,714	23,590	(24,339)	3,965

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

GROUP AND CHARITY	Balance 01 July 2024 £000	Income £000	Expenditure £000	Balance 30 June 2025 £000	Income £000	Expenditure £000	Balance 30 June 2026 £000
Asia	575	5,451	(5,146)	882	3,121	(3,135)	868
East and Southern Africa	(60)	8,312	(8,103)	149	9,401	(9,167)	384
UK	(170)	577	(507)	(99)	935	(889)	(53)
West and Central Africa	406	8,647	(8,542)	511	7,301	(7,520)	291
Americas	129	1,761	(1,863)	26	1,880	(1,903)	2
Europe	(298)	2,014	(2,616)	(901)	202	664	(35)
Multiple Regions ¹	402	1,122	(738)	785	297	(459)	622
Not defined ²	2,895	743	(277)	3,360	452	(1,930)	1,882
Total restricted funds	3,880	28,626	(27,792)	4,714	23,590	(24,339)	3,965

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 2026	Unrestricted Funds		Restricted Funds	Total Funds
	General £000	Designated £000	£000	£000
Fund balances at 30 June 2026 are represented by:				
Tangible fixed assets	54	663	-	663
Intangible Assets	-	138	-	138
Current assets	12,536	1,856	14,490	28,882
Current liabilities	(703)	(1,850)	(10,171)	(12,725)
Provisions for liabilities and charges	(11)	-	(356)	(367)
Total net assets at 30 June 2026	11,822	807	3,965	16,594
Total net assets at 30 June 2025	11,285	1,062	4,714	17,062

CHARITY 2026	Unrestricted Funds		Restricted Funds	Total Funds
	General £000	Designated £000	£000	£000
Fund balances at 30 June 2026 are represented by:				
Tangible fixed assets	-	603	-	603
Intangible Assets	-	838	-	838
Current assets	13,336	-	14,492	27,828
Current liabilities	(1,446)	-	(10,171)	(11,616)
Provisions for liabilities and charges	(11)	-	(356)	(367)
Total net assets at 30 June 2026	11,879	1,441	3,965	17,285
Total net assets at 30 June 2025	11,375	1,689	4,714	17,779

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	12,901	-	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

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 £24,561,000 (2025: £22,427,000) directly to Plan International Inc and other Plan International entities to undertake international development programme activities in overseas countries. In addition, £7,375,000 (2025: £10,411,000) 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 £9,916,000 (2025: £5,570,000) 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 £48,132 (2025: £52,736). Plan International UK's income in the year included £1,980,000 (2025: £2,376,000) receivable from DEC appeals. Of this £1,261,000 was outstanding at year-end (2025: £1,529,000).

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 (2025: £5,000).

Plan International UK Trustees

In the year donations were received from trustees totalling £22,380 (2025: £5,719).

Foreign, Commonwealth and Development Office (FCDO)

Beverley Tew, trustee, is lead non-executive director of the FCDO. Plan International UK's income in the year included £2,068,000 (2025: £3,206,000) receivable from the FCDO.

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 2026.

Party	Nature of Relationship	Transaction	Income for the year ended 30 June 2026 £000	Expenditure for the year ended 30 June 2026 £000	Debtor balance for the year ended 30 June 2026 £000	Creditor Balance for the year ended 30 June 2026 £000
Social Development Direct	Wholly owned subsidiary	Rent & service charge	74		35	
		Loan and loan interest	45		605	
		Insurance	43			
		Award income	14			
		Consultancy services		48		
		Group VAT			101	
		Donation under deed of covenant			4	
			176	48	746	

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 2026. 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 2026 £000	Expenditure for the year ended 30 June 2026 £000	Debtor balance for the year ended 30 June 2026 £000	Creditor balance for the year ended 30 June 2026 £000
Foster Parents Plan International UK Ltd.	Wholly owned subsidiary	Donation under deed of covenant	13		14	
		Legal and professional fees	1			
			14	-	14	

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 2025 – 30 June 2026.

YOUTH ADVISORY PANEL

Adenike, Aneesha, Dania, Daniel, Ealaf, Edwina, Elizabeth, Francesca, Hosai, Ilyas, Khatija, Nafisah, Nashwa, Neylia, Qahira, Setaish, Shalom, Tara, Uleye, Zahra

TRUSTS AND FOUNDATIONS

Cranswick Trust, Ennismore Foundation, Foundation for Education to Improve Family Planning, LACT Programme – The Karlsson Játiva Charitable Foundation, Masonic Charitable Foundation, Moondance Foundation, Postcode Lottery, The Allan & Nesta Ferguson Charitable Trust, The Anglo-American Charitable Foundation, The Band Aid Charitable Trust, The Bliss Family Charity, The CHK Foundation, The Evan Cornish Foundation, The Happy Charitable Trust, The Stacey Foundation

CORPORATE SUPPORTERS

Admiral Group, AstraZeneca, Standard Chartered Foundation, Costa Foundation, Mowgli Street Food, Nurofen (Reckitt), Inflexion Foundation, Kaplan International, Study Group, Natracare, Orbis Investments' Buchanan Programme & Madeleine Malone

GIRLS' EDUCATION COLLECTIVE

Brian and Meredith Niles, Corinne Ripoché, Helen Fontes, Paul Tyndall and Rosemary Blake, Peter Saacke, Rowena & Michael Bird, Sandra Taekema van Tiggelen

DONORS

Alessandra Pasian, Andrew Phillipps, Brian and Meredith Niles, Bryn Kennard, Chris and Natalie Letcher, Georgina and Bernard David, Helen and Colin David, Helen Hurst and Matthew Witt, John M Hill, Lisa Eldridge, Milena Mondini de Focatiis, Nilema Bhakta-Jones, Paul and Diane Sinnett, Paul and Kay Goswell, Paul Tyndall and Rosemary Blake, 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

HRH The Duchess of Edinburgh, Gemma Styles, Hillary Clinton, Joanne Froggatt, Lena Headey, Mel B, Paris Paloma, Sarina Wiegman, Skin

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On the cover: Asante, 5, is benefitting from Plan International's child sponsorship programme in Malawi: "I have just started school, school is important to me and other children because it helps us have a bright future and get new friends."



Until we are all equal