IN KIND DIRECT

(a company by limited guarantee)

Trustees' Report and Financial Statements
for the year ended 31st December 2025

Registered Company no: 03155226
Registered Charity no: 1052679

Report and Financial Statements for the year ended 31 December 2025

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Reflecting on 2025 - A Note from Our Chair

2025 was a significant year for In Kind Direct, marking both the conclusion of one strategic chapter and the beginning of another. It was the final year of our 2020–2025 strategy, a five-year period in which the charity set out to substantially grow its reach and impact, while responding to increasing need across the UK. It was also a year of leadership transition, with Michael Gidney joining as Chief Executive in January and, later in the year, my own appointment as Chair of Trustees.

Having served as a Trustee since 2017, I have had the privilege of seeing first-hand the dedication of our colleagues, Trustees, partners and charitable network. I am proud now to take on the role of Chair at such an important moment for the organisation's future. I would also like to pay tribute to Teresa Tideman, who stepped down during the year after many years of outstanding service, including a long and successful tenure as Chair. Teresa provided wise leadership, strong governance and unwavering commitment to our mission, helping guide In Kind Direct through periods of growth, challenge and transformation. We are deeply grateful for everything she has contributed.

The external context in which we worked during 2025 remained challenging. Too many individuals and families across the UK continue to face poverty and financial insecurity, while many charitable organisations are themselves under increasing pressure from rising costs and growing demand. In this environment, access to essential products can make a meaningful and immediate difference. That is why the work of In Kind Direct remains so relevant, helping local organisations direct scarce funds further, while ensuring more people can access the basics they need to live with dignity.

Against this backdrop, I am proud of what the charity achieved during the year. In 2025, In Kind Direct supported 930,000 people each week through a network of more than 9,000 organisations. Over the course of the strategy period, weekly impact more than tripled, product distribution grew significantly, and the charity strengthened its position as the UK's leading product-giving charity. These are substantial achievements, made possible through the collective efforts of our corporate partners, funders, volunteers and network members across the country.

2025 was also a year of preparation and reflection. Alongside delivering our core service, we began shaping our strategy to 2030, considering how In Kind Direct can build on its strengths and respond to the changing needs of communities, partners and the wider voluntary sector, today and tomorrow. We enter this next phase from a position of greater strength, with clearer insight, stronger partnerships and renewed ambition.

On behalf of the Board, I would like to thank everyone who has supported In Kind Direct during the year, our staff team, volunteers, Trustees, corporate partners, funders and the thousands of charitable organisations who use our service to support their communities. Together, you make this work possible.

I look forward with confidence to the next chapter of In Kind Direct's story.



Tim Hinton – Chair, In Kind Direct

Who We Are

In Kind Direct is the UK's leading product-giving charity, founded in 1996 by HM King Charles III. Our mission is to ensure that we all have access to the essential products we need to feel clean, confident and live well.

For 30 years, we have brought together businesses, charitable organisations and funders to support people facing poverty and deprivation across the UK.

We are committed to addressing both immediate needs and long-term impact.

- We connect donated products from corporate partners with the communities that need them. We make it easy for charitable organisations to access essential products, when and where they need them, through a flexible national distribution network, to support the running of their services, to give out to people in their communities, and/or to share with community partners.
- Through research, insight from our network and cross-sector partnerships, we highlight the realities faced by communities to tackle the root causes of going without essentials.

Our Belief

We believe everyone deserves access to life's essentials to feel clean, confident and live well, and that ending hygiene poverty is fundamental to restoring dignity and social justice for all.

Our Ambition

By increasing access to essential products at scale, we aim to respond to urgent needs today and support lasting change.

Our Approach

We make it easy for charitable organisations to access essential products, when and where they need them, through a flexible distribution network, enabling us to deliver impact at national scale.

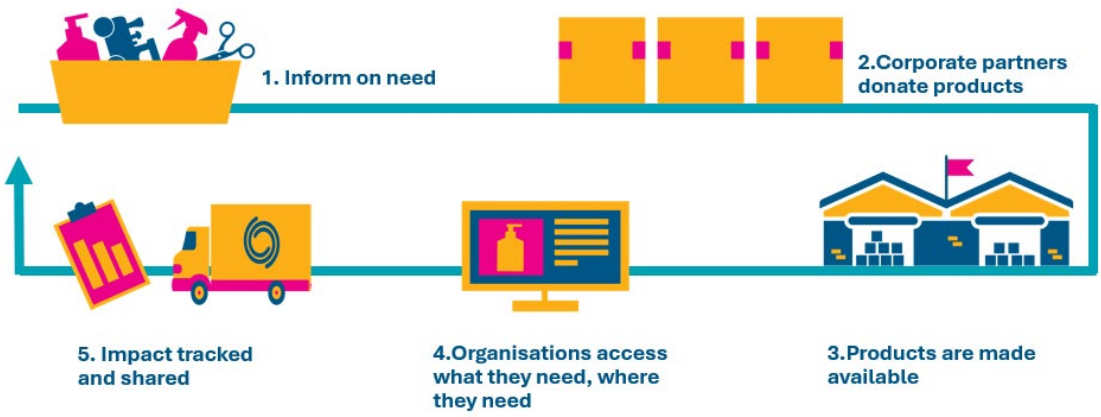
The role we play

As the UK's leading product giving charity, we play several roles to support communities across the UK.

Every day, we see first-hand how a lack of essential products can affect someone's wellbeing, self-esteem and opportunities. At the same time, our national reach and data give us a unique platform to understand the scale of the issue and influence the systems that shape tomorrow.

Making product giving easy and impactful

Our model makes it simple for charitable organisations to access essential products, when and where they need them, enabling us to deliver impact at national scale.



1.Understand and respond to need

We source donated products based on insights from our data and what our charitable network needs - from hygiene items and household essentials to clothing, toys and baby essentials.

2.Corporate partners donate products

Companies donate products to In Kind Direct, delivering to our warehouse in Telford**.** Our model enables us to work across a wide range of quantities, from small parcels, pallets to lorry loads.

3.Products are prepared and made available

Donated products are sorted, stored and made available through our online closed catalogue for the charitable organisations registered with us**.**

4.Organisations access what they need, where they need

Charitable organisations access products in the quantities and at the times they need, anywhere in the UK. This supports them to run their services and activities and/or to give out products to the people they support or to share with community partners. In Kind Direct makes a small charge for this service to cover a proportion of our operating costs.

5.Impact tracked and shared

We feedback on how and where donated products are used and the difference they make in people's lives.

Powering the network

In Kind Direct plays a unique role within the UK's not-for-profit sector.

By increasing access to essential products at scale, we strengthen the capacity and resilience of the organisations we work with, enabling them to do more with limited resources. Through our model, charitable organisations can have the autonomy to access what they need, when

and where they need it. For these organisations, often operating on limited resources, accessing products on our catalogue frees up time, funding and staff resources to focus on delivering their vital services. This approach is a core strength of our model and is highly valued by the organisations we support.

As a registered charity, IKD makes a small charge for this service to cover a proportion of our operating costs. This charge enables us to operate a nationwide network, reaching communities across the UK.

Through this approach, we're supporting organisation to maximise their impact, and deliver lasting change in their communities.

Trinity House Resource Centre estimates to have saved £14,000 by accessing products through In Kind Direct in 2025.

"This is the equivalent of the staffing and sessional cost for our entire junior and senior youth provision, 4 hours a week, for the whole year. Without our partnership, we just wouldn't be able to offer the same level of services".

Trinity House Resource Centre

Addressing the root causes of the issues

While product redistribution remains central to how we meet immediate need, our role extends beyond this to drive long-term, systemic change.

We believe that access to essential items is fundamental to dignity, wellbeing and social inclusion. Through our work, we support individuals and families to feel clean, confident and able to participate fully in society.

Using our data, insight and lived experience gathered from our network, we highlight the challenges our communities face across the UK, including hygiene poverty and period poverty. We use this evidence to inform our advocacy, shape public debate and drive greater recognition of these issues.

Drawing on 30 years of experience, we support partners across the private, public and not for profit sectors to respond more effectively to these challenges, creating a collective impact that goes beyond what any organisation could achieve alone.

Our Impact at a Glance

Click here to explore our full 2025 impact in our Impact Report.

2025 has been a year of significant progress for In Kind Direct, both in the scale of our impact and in how we are shaping our future.



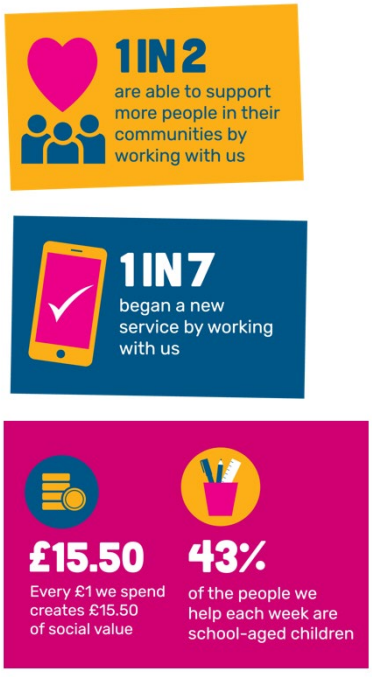
We supported more people than ever before, reaching 930,000 people each week through our network of over 9,000 charitable organisations. We distributed £31 million worth of goods last year across the UK, with over 52,000 orders dispatched, helping organisations redirect precious resources into frontline services, and enabling more communities to access the essentials they need to live well.

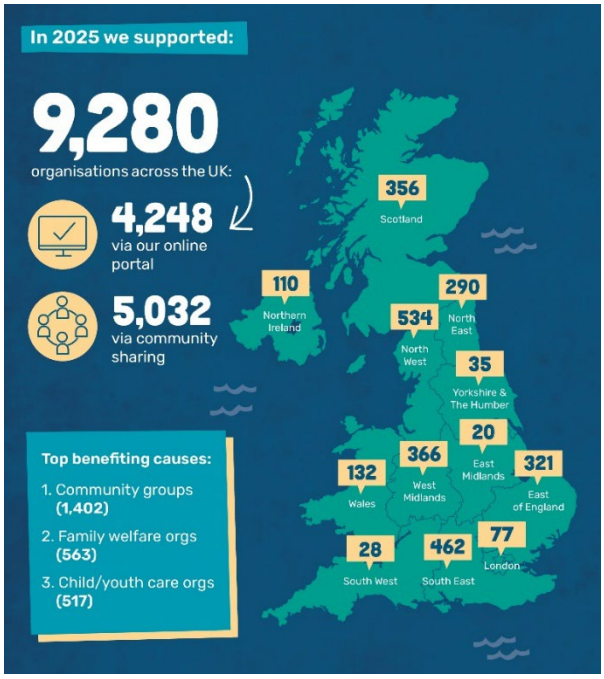
In 2025, we worked with over 145 corporate partners and a network of more than 9,200 charitable organisations, supporting a wide range of communities and causes.

What it means for our network

For our network, our collective impact translated into new tangible services, unlocked savings and increased capacity to support their local communities.

With support from the New Economics Foundation in 2022, we developed a robust methodology to better understand the social value created through our model. Using this approach, our 2025 analysis estimates that **every £1 spent by In Kind Direct generates £15.50 of social value**. This demonstrates the strength and efficiency of our model, showing how investment in our work can unlock significant and far-reaching impact for communities across the UK.





The network we support

We supported more than 9,280 organisations across the UK.

Amongst them, 4,248 organisations accessed products and essentials via our online catalogue to get what they need for their own usage or for onward distribution, and 5,032 were supported via community sharing through one of our charity network partners.

We support a wide range of charitable organisations, including community groups (1,402), family and welfare organisations (563), and child and youth care groups (517).

Power of products



Our Patrons and Financial Supporters

In Kind Direct is supported by a group of Patrons and financial supporters who understand and recognise the unique impact that In Kind Direct's work has in communities. Their support plays a vital role in enabling the charity to deliver its work at scale.

Our Patrons' generosity is absolutely core to what we do. They have been instrumental in helping us respond to the needs of the communities we support through our growing network of charitable organisations across the UK. Without their support, our work would simply not be possible. We thank all those who have supported us in the year, including those named in this report.

Patrons and Financial Supporters

Mr & Mrs Kenneth & Fiona Acheson
Amazon UK
Beiersdorf
The Cecil Pilkington Charitable Trust
Mr. Tomas Cupr
The Maud Elkington Charitable Trust
Edgewell Personal Care (Wilkinson Sword)
Essity
Garfield Weston Foundation
Haleon
The Haramead Trust
The J Reginald Corah Foundation Fund
The Julia Rausing Trust
Kimberly- Clark
LEGO
Lloyds Banking Group
Massachusetts Financial Services
Mattel
Microscooter
The Mazars Charitable Trust
Mirius Global Hygiene Solutions
Mondays Organic
The Morgan Charitable Trust
Mr & Mrs Anthony & Eleanor Nutt
Oxfordshire County Council
The Privy Purse Charitable Trust
Procter & Gamble
Mr Andy Rubin
Santander
The Simon Gibson Charitable Trust
Souter Charitable Trust
Mrs Teresa Tideman
TOTM
The Warwick Trust
Mr Richard Wolff
Unilever

We were established by HM King Charles III in 1996 to connect companies, with products to give to thousands of charities serving local communities.

Throughout the years, His Majesty the King has been one of our biggest supporters.

"I have seen myself, on my visits, the difference receiving products from In Kind Direct can make to charities' operations and have listened to some of their beneficiaries explaining the impact receiving quality items has made to their lives.

For instance, teenagers have described to me their relief at no longer being bullied about the holes in their shoes having received new branded trainers, and the increase in self-esteem job seekers have gained from receiving ready-for-work clothes, toiletries and make-up.

Assistance of this kind really does help to change lives. "



HM King Charles III

Donated Services

Essity
Voipfone
Microsoft
Google
John Lewis Partnership
Yim Wong / DPA Group

Donated Products

In 2025, In Kind Direct partnered with 145 companies to source donated essential products for distribution through our network. These donations form the foundation of our service, enabling us to connect surplus and planned product with charitable organisations supporting communities across the UK.

Donated products include a wide range of essential items, such as hygiene products, household goods, clothing, toys and learning resources. By making these products available through our online closed catalogue, we support organisations to meet immediate need within their communities, while enabling them to make more effective use of their financial resources.

This also play an important role in reducing waste, ensuring that products are put to meaningful use rather than going unused. Through this model, donated goods deliver both social and environmental benefit at scale.

The Trustees are extremely grateful to all corporate partners who donated products during the year. Their continued support is central to the delivery of our work and the impact we are able to achieve together.

Trustees' report for the year ended 31 December 2025

The Trustees, who are also the directors of the charity for the purposes of the Companies Act, present their annual report and audited financial statements for the year ended 31 December 2025.

Public Benefit, Objectives and Activities

The Trustees confirm that they have complied with their duty under section 17 of the Charities Act 2011 to have due regard to the Charity Commission's guidance on public benefit when determining the activities undertaken by the charity. The Trustees are satisfied that the charity's aims, objectives and activities are carried out for the public benefit.

The charity's objectives are:

1. to apply funds or make donations to or for such charitable institution or institutions or for such charitable purposes as the Trustees shall decide, in particular, but without limitation, by the distribution of donated goods.
2. to encourage environmentally efficient, sustainable waste management and recycling practices through the advancement of education by the collection and dissemination of information and/or the promotion of research and/or development relating to waste management and recycling.

Our activities

In Kind Direct delivers its charitable objectives by redistributing products donated by companies to charitable organisations across the UK and, where appropriate, overseas. Founded in 1996 by HM King Charles III, we provide a practical solution that connects businesses with surplus or planned product to a network of charities, community groups, food banks and schools.

We work closely with corporate partners to source donated goods based on insights from our data and what our charitable network needs. Donated products are received, sorted and made available through our online closed catalogue for charitable organisations registered with us. Charitable organisations access products through our online catalogue, with a set contribution applied to cover a proportion of our operating costs (storage, handling and delivery).

This model enables us to operate a nationwide network, provide a flexible, reliable service for charitable organisations of all sizes across the UK to access products, and support them to respond to meet demand in their communities. In addition, through our trading subsidiary and affiliate partnerships, we support organisations to access discounted goods and services where donated supply is limited.

Public benefit

The Trustees consider that the charity's activities deliver public benefit through the following outcomes:

Supporting charitable organisations to maximise resources

By increasing access to donated products at scale, we enable charitable organisations to free up time, funding and staff resources to focus on delivering vital frontline services. This is particularly important for smaller, community-based organisations operating with limited resources.

Extending services to reach more people in need

By unlocking savings through our catalogue, organisations can enhance the support they provide, respond to increasing demand and deliver services more effectively within their communities.

Relieving hardship and improving wellbeing

The products distributed through our network help address immediate need, including access to hygiene products and household essentials. This supports individuals and families experiencing poverty and wider forms of deprivations, helping to restore dignity, improve wellbeing and enable participation in daily life.

Reducing waste and supporting environmental sustainability

By providing a trusted route for companies to donate surplus and planned products, we reduce the volume of usable goods going to waste and support more sustainable resource use, contributing to a circular economy.

Influencing longer-term change

Through our data and insight gathered from our network, we build evidence of emerging need and systemic challenges communities face across the UK. We use this evidence to inform our advocacy, shape public debate and drive greater recognition of these issues.

Impact of our activities

Through our activities, IKD delivers both immediate and longer-term benefits. In the short term, products reach organisations supporting people in need, helping them to deliver vital frontline services. Over time, the combination of product distribution, insight and partnership working contributes to improved resilience within the voluntary sector and more coordinated responses to social need.

Our 2025 strategic objectives

2025 marked the final year of In Kind Direct's 2020–2025 strategy, bringing to a close a five-year period of significant development and growth for the organisation.

The strategic priorities set at the outset of this period have provided a clear framework for decision-making and investment, guiding the organisation through a period of increasing demand and external challenge. Despite our leadership changes and development of our next 5-year strategy, these priorities continued to underpin our work throughout the year and provide important context for understanding our performance in 2025.

Objectives:

1. More of the right product, at the right time
2. Better understand those we serve and our impact
3. Grow our profile and supporter base
4. Operational excellence driving insight and efficiency
5. An organisation that lives its values

Achievements and Performance

2025 marked the final year of In Kind Direct's 2020–2025 strategy, providing an opportunity to reflect on delivery against our strategic objectives over the past five years, while continuing to respond to increasing demand for our services.

Throughout the year, the organisation remained focused on responding to immediate need by redistributing essential products to charitable organisations across the UK, while maintaining operational stability during a period of leadership transition. At the same time, work began to shape the next phase of the organisation's development, with the new Chief Executive leading the development of a strategy to 2030.

This section sets out our performance in 2025 against the objectives of the 2020–2025 strategy, alongside a summary of progress over the full strategy period. In line with the requirements for larger charities, performance is presented through a combination of key metrics and structured commentary, enabling a clear assessment of what has been achieved, where progress has been made, and where challenges remain.

> *"Joining In Kind Direct has enabled us to provide new support in our local community – the quality items you provide have helped reduce stigma, increase people's physical and mental wellbeing and I definitely think it's made our clients feel more valued and cared for."*
>
> **Cumbernauld Poverty Action.**

External context

The environment in which In Kind Direct operates continues to be shaped by sustained levels of poverty and increasing financial pressure on households and charitable organisations across the UK.

Recent analysis from the Joseph Rowntree Foundation indicates that over 14 million people in the UK are living in poverty, including a significant proportion of children and working households. At the same time, economic forecasts from the Office for Budget Responsibility suggest that living standards for low-income households are expected to remain under pressure for several years, with high costs for energy, housing and essential goods continuing to constrain disposable income.

This broader context is reflected in In Kind Direct's own research and insight from across our network. Our 2025 research report, A Clean Start in Life, found that 4 children in every classroom

in Great Britain are living in hygiene poverty, meaning they are unable to access basic hygiene products such as toothpaste, deodorant or clean clothing.

The research highlights the real-world impact of this issue. Children and young people reported sharing toothbrushes, wearing the same clothes for multiple days, and avoiding school or social interaction due to embarrassment. Hygiene poverty affects not only physical health, but also confidence, wellbeing and participation in education and community life.

Further insight from our network highlights the pressures facing the organisations we support. In our September 2025 Network Survey, organisations identified rising running costs and increasing demand for services as their most significant challenges, with many expecting these pressures to intensify over the next two to three years. At the same time, many organisations reported concerns about declining or uncertain income, particularly from grant funding.

This combination of rising need and constrained resources is placing significant strain on the not-for-profit sector, with many organisations required to do more with less.

> *"The products we access from you are an absolute lifeline for our beneficiaries in South Holderness – an area with high levels of deprivation and economic inactivity.*
>
> *They allow us to respond quickly to real needs while reinforcing the impact of our funded programmes.* **"**
>
> **Southern Holderness Resource Centre**

Headline Performance

Impact measure	2025 Achieved	2025 Target	2024 Achieved	Growth on last year
People supported each week	930,000	550,000	540,000	+72.2%
Savings Unlocked	£27.3	£28m	£29.5	-7.5%
Organisations receiving products directly	4,248	7,000	6,652	-36.1%
Organisations receiving products indirectly	5,032	-	-	-
Total organisations supported	9,280	-	-	-
Orders distributed	52,108	54,500	50,080	+4%
New partners joining the network	1,824	1,680	1,691	+7.9%

In 2025, In Kind Direct continued to deliver strong operational performance against a backdrop of increasing financial pressure on communities and charitable organisations across the UK. The charity supported 930,000 people per week during 2025, significantly exceeding the annual target and representing substantial growth on the previous year.

While the number of organisations receiving products directly through In Kind Direct reduced to 4,248, this reflects a deliberate shift towards supporting organisations that redistribute products

more widely within their own networks and communities. As a result, In Kind Direct supported a total of 9,280 organisations in 2025, which includes 5,032 from community sharing, extending the reach and impact of donated products beyond the charity's direct distribution model.

Total savings unlocked for the network reached £27.3 million. While slightly below the previous year and annual target, this reflected a strategic decision during the year to place greater focus on strengthening and improving the core online catalogue offering for organisations, with less emphasis on off-catalogue opportunities. Despite this, the level of savings generated for the sector remained significant and continued to provide valuable financial support for organisations facing rising operating costs and increasing demand.

The charity distributed 52,108 orders during the year, an increase on 2024 but below the annual target. This was partly influenced by the introduction of palletised product offers in the second half of the year. While pallet orders significantly increased the volume of product distributed and improved operational efficiency, they naturally reduced the total number of individual orders required to distribute equivalent quantities of stock.

Growth in the network also remained strong, with 1,824 new organisations joining during the year, representing continued year-on-year expansion and demonstrating the ongoing relevance of In Kind Direct's service to the voluntary and community sector.

Activities and performance against 2025 strategic objectives

1. The right product, at the right time

A consistent supply of relevant, high-quality products remains central to In Kind Direct's ability to support charitable organisations effectively. During 2025, we continued to strengthen relationships with corporate partners, securing donations across a range of 17 core product categories and ensuring that goods most needed by our network were made available at the right time.

Product	2025	What this means...
Toilet rolls	**2,985,543**	Enough to help 186,596 families for a month
Laundry cleaning products	**482,404**	Enough to support over 120,898 families for the month
Bottles of handwash and sanitiser	**47,716**	Enough to clean over 2.3m pairs of hands
Tubes of toothpaste	**165,750**	That's 59,721 people kept smiling for 3 months
Tampons and period pads	**9,559,115**	Enabling almost 477,956 periods with dignity
Nappies	**1,385,179**	That's a week's supply for over 24,735 happy babies (and families!)
Shower gel and bars of soap	**368,793**	Enough to keep 273,507 people clean and confident for a month

Toys, books and games	**255,418**	Supporting the learning and development of 8,514 classes of children

The breadth and relevance of donated supply in 2025 enabled us to respond to a wide range of need. During the year, we distributed almost 3 million toilet rolls, over 9.5 million period products, more than 1.3 million nappies, and over 165,000 tubes of toothpaste. We also supplied toys, books and games, digital devices, and a wide range of cleaning and household essentials.

Our partnerships with manufacturers, retailers and brands enabled the continued supply of essential items including hygiene products, household goods, clothing, toys and learning resources. This included major retail campaigns such as the Tesco Hygiene Poverty initiative, a large-scale collaboration between Tesco and leading FMCG partners focused on tackling hygiene poverty to support families. For the 5th time running, the 'Buy 2 and we'll donate 1' initiative continues to demonstrate the value of consumer-facing partnerships in unlocking significant additional resource for communities across the UK. In 2025, 1.3 million products were donated, supporting 2,769 charitable organisations across our network.



"What many people see as essential items such as toothpaste and deodorant are unfortunately luxury items to me, often I have to choose between eating and heating and spending money on other stuff is out of the question. Regular access to such products without having to access foodbanks is invaluable to me"

Service user from Warrior Down LERO CIC

Alongside large-scale retailer partnerships, we also worked with partners on targeted initiatives that delivered meaningful impact for specific communities. In partnership with Mattel, we expanded the Brave Barbie initiative through the launch of the first-ever Brave Ken doll, designed to support children experiencing illness-related hair loss. Distributed through specialist children's services, these products helped children feel represented, understood and more confident during treatment. We also launched a new partnership with Mirius Global Hygiene Solutions, who selected In Kind Direct as their Charity Partner of the Year. Through fundraising support and donations of co-branded cleaning and hygiene products, Mirius helped strengthen access to everyday essentials for communities across the UK.



We also continued the Wash Bag Initiative in partnership with Boots, with the support of Her Majesty The Queen, supporting some of the most vulnerable people in society. For the third consecutive year, wash bags filled with personal care essentials donated by Boots were distributed to Sexual Assault Referral Centres (SARCs) across the UK, providing a small but meaningful source of comfort at a time of immense distress. Since In Kind Direct's involvement began in 2023, we distributed 24,603 wash bags to 62 SARCs in the country. This partnership demonstrates the power of targeted product giving, ensuring essential items reach people when they are needed most, while contributing to longer-term dignity and recovery.

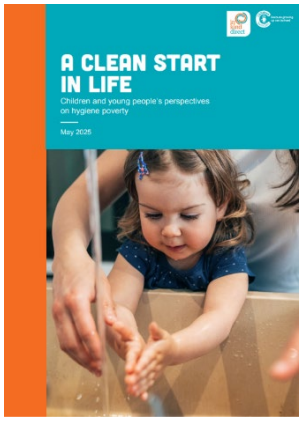
> *'I will sometimes go through the bag bit by bit with clients, smelling the body lotion and this opens up really important conversations about self-care after sexual violence and the really important role this plays in recovery.'*
>
> **SARC – The Bridge**

In addition to our national activities, we distribute products to UK emergency relief and development charities working overseas in Eastern Europe, the Caribbean and Africa. £2.7m (2024: £3.4m) worth of products was distributed by UK charities supporting emergency relief and development work over the course of the year.

Together, these initiatives demonstrate the breadth of partnership support behind In Kind Direct's model, from large-scale volume donations to more targeted programmes that meet specific needs. By working with committed partners in different ways, we are able to secure more of the right product, at the right time, for the organisations and communities we exist to support.

2. Better understand those we serve and our impact

Understanding the needs of the organisations and communities we support remains central to In Kind Direct's ability to maximise impact. During 2025, we continued to strengthen the insight we gather from our network, using research, engagement and partnership activity to better understand emerging need, improve our service, and inform wider responses to poverty and exclusion. We have in-depth engagement with our Insights Panel, which at the end of the year had 127 members in it – who helped shape our communications, campaigns and advocacy work throughout the year.



A major milestone during the year was the launch of our groundbreaking research report, A Clean Start in Life, which brought the experiences of children and young people affected by hygiene poverty directly into the national conversation. Launched in Parliament with MPs, sector partners and corporate supporters, the research found that 1.1 million children in the UK are experiencing hygiene poverty, which equates to 4 children in every classroom. The report highlighted the impact this has on confidence, wellbeing and participation in education, while reinforcing the need for coordinated action across sectors.

We also continued to develop initiatives shaped by the needs of our network. During the year, we partnered with Warm Welcome Spaces, united by a shared belief that everyone should experience warmth, belonging and connection during the winter months. Through this partnership, we supported communities across the UK to create safe and welcoming spaces where people could come together, access essential products and feel part of something. In 2025, this initiative supported 2,989 charitable organisations, unlocked £5.5 million in savings for our network, and mobilised 76 donating partners to respond to increased winter need.

> *"We have been running Warm Welcome opportunities since 2022, initially offering a warm drink and a friendly space for our community to come along and chat to other local residents and neighbours. We now offer exercise classes, craft sessions, home education and bereavement support.*
>
> *The items we access from In Kind Direct such as craft items, tea and coffee, allow us to run these sessions for our warm space. Providing a space for people to sit and talk, make new connections and not feel so alone is absolutely invaluable to our community."*
>
> **- Birmingham Playcare Network**

Insight from our network continued to shape our priorities. In our annual Network Survey, organisations highlighted rising running costs and increasing demand for services as the most significant challenges they face, which they expect to get worse, helping to inform both our immediate response and future 2030 strategy development.

We also launched our Network Ambassadors programme, creating new opportunities for organisations and individuals within our network to help shape our future direction. Ambassadors supported the charity by sharing lived experience and frontline insight, informing strategy development, contributing to campaigns, participating in Board and staff discussions, and hosting visits for partners. The programme also created opportunities for peer support, skills development and stronger collaboration across the network.

By combining research, listening and partnership working, In Kind Direct continued to improve its understanding of need in 2025, ensuring that our services and wider impact remain rooted in the experiences of the communities we exist to support.

3. Grow our profile and supporter base

Raising awareness of In Kind Direct's mission and building a broader base of supporters remained an important priority during 2025. Throughout the year, we delivered a number of campaigns and partnership initiatives designed to highlight need, engage the public, strengthen supporter relationships and attract new partners to our work.

A key milestone was the launch of our alliance with The Hygiene Bank during National Hygiene Week in October 2025 through the campaign "The beginning of the end". This marked the start of a shared commitment to help end hygiene poverty by 2030 through building evidence, raising awareness and developing stronger cross-sector collaboration. The partnership also aims to improve access to the hygiene products most needed by communities across the UK.

"No one should be in hygiene poverty in the UK today. It undermines people's health and holds back children and adults to reaching their potential. [...] By joining forces with In Kind Direct, we are determined to shine a light on this hidden crisis and build the roadmap to end hygiene poverty once and for all. This is not an inevitable part of life in Britain – together, with government, businesses and communities, we can and must end it."



Ruth Brock, CEO at The Hygiene Bank

During the year, we also delivered our Not a Choice campaign, bringing the realities of hygiene poverty directly to the public through an experiential activation at Bluewater Shopping Centre. Supported by influencer activity and media engagement, the campaign used research and lived experience to challenge perceptions and encourage public action. The campaign achieved an estimated 60.4 million reach, generated 79,000 engagements through influencer content, and drove more than 17,000 website visits.

We ran our Summer of Play campaign, focused on supporting children and young people during the school holidays. Working with partners and supporters, the campaign secured 64 product donations, supported 1,497 organisations, and unlocked £1.2 million in savings for our network. The campaign helped provide toys, books, games, arts and crafts materials, and sports equipment, supporting children to stay active, connected and ready to learn.

"Being able to offer free activities over the school holidays really helps families in our local community."

Embells CIC

Alongside public campaigns, we continued to develop our Patrons programme, which brings together committed individuals and organisations who share our mission and provide valuable financial support. Patron contributions help strengthen the charity's long-term sustainability by supporting core operations, strategic development and future growth.

During 2025, In Kind Direct played an active role in the Government's consultation on the VAT treatment of business donations of goods to charity, working alongside organisations across the charity, corporate and public sectors to help remove a long-standing barrier to product giving. Under previous rules, businesses could face VAT costs when donating products for onward distribution or charitable use, which could discourage donations of much-needed stock. Following the consultation, the Government confirmed a new relief from 1 April 2026, meaning that UK businesses can donate eligible good to registered charities for onward donation or for their own usage without triggering a VAT charge. This is a significant win for the charity sector, helping unlock more essential products for communities, reducing waste, simplifying donation processes for businesses, and supporting a more circular economy.

"Whether it's period products, toys, carpets or jumpers, product giving means charities can do so much more to tackle poverty, restore dignity, and bring joy to people who so often feel excluded. The impact can make a difference to health and wellbeing, school attendance and attainment, employment and in so many other ways.

I'm delighted that this VAT relief has been secured. The next stage in the campaign is making sure businesses and charities know about this relief and making good use of it, for everyone's benefit."



Clare Mills, Trustee of IKD and Co-CEO at Charity Finance Group

4. Operational excellence driving insight and efficiency

Throughout the year, we continued to review how our model could deliver greater impact, improve financial resilience and make the best use of donated products, warehouse capacity and staff resource.

A key development in the second half of the year was the introduction of a palletisation trial, enabling selected products to be offered in pallet quantities through our catalogue. This has allowed In Kind Direct to accept and distribute additional high-volume stock that would

previously have been more difficult or less efficient to process through standard picking methods. Importantly, palletised stock was introduced alongside, rather than instead of, smaller order formats, ensuring smaller organisations or those with limited space could continue to access products in the quantities they need, while larger organisations with greater storage capacity were able to secure higher volumes more efficiently and unlock even greater savings.

Product Category	No. Pallets Distributed	% of Total
Toilet Rolls	447	28%
Fabric Conditioner	339	21%
Kitchen Roll	101	6%
Laundry Detergents	95	6%
Ambient food	66	4%
Incontinence Aids	60	4%
Period Products	59	4%
Deodorants	53	3%
Toys	52	3%
Baby Food	44	3%
Shoes & Footwear	35	2%
Art Supplies	27	2%
Bedding & Linen	26	2%
School Uniforms	26	2%
Cleaning Wipes	26	2%
Soap	24	2%
Food Storage Items	15	1%

The trial has also delivered operational benefits. Pallet orders require significantly less picking and packing time for equivalent product volumes, improving warehouse productivity and enabling greater throughput without corresponding increases in handling resource. This has supported stronger financial performance, with average order value increasing from £62 between January and July 2025 to £86 in the second half of the year including pallet sales, and £73 excluding pallet sales, reflecting both the success of the trial and the strong level of donated product supply received during the period.

> *"We know the cost of school uniform impacts so many families whose budgets are already stretched. The school uniform we were able to access from In Kind Direct was great! Taking a whole pallet which was all generic and unbranded meant we could support so many families in our area."*
>
> **The Baby Bank, Maidenhead**

Alongside improvements in efficiency, customer loyalty remained strong. Network retention reached 78% in 2025, just below the target of 81%, demonstrating the continued value organisations place on access to affordable essential products through In Kind Direct's service.

Following encouraging early results, palletised product will continue to form part of our offer in 2026. We will continue to balance a variety of ordering options across the catalogue, ensuring organisations of different sizes and capabilities can access products in ways that best meet their needs, while maximising efficiency and impact whilst keeping costs controlled.

5. An organisation that lives its values

Our people and culture are central to how we deliver impact. As a purpose-led organisation, we are committed to creating an inclusive, supportive and high-performing environment where everyone can contribute and thrive. Our values are Kindness, Togetherness, Integrity and Innovation.

Following an organisation-wide review in 2022, we have continued to prioritise practices, policies and support that foster a safe and inclusive culture. Our approach is designed to reflect and respect the communities we serve, while valuing lived experience and ensuring colleagues feel able to contribute fully. This has included more transparent recruitment processes, increased engagement with our charitable partners, and the continued development of our internal EEDI (Equality, Equity, Diversity and Inclusion) and Wellbeing group.

> *"I have my own toothbrush and my own toothpaste! Now I don't have to share it with my sister! Shall I show you how well I can clean my teeth?"*
>
> **6-year-old boy in new foster home, Comfort Cases UK**

Supporting the wellbeing and development of our team remains a priority. We provide access to wellbeing support through our Employee Assistance Programme, alongside flexible ways of working and opportunities for learning and development. In 2025, two members of staff successfully completed Level 4 Data Analytics apprenticeships, both achieving distinctions and strengthening the organisation's internal capability in data and insight.

During the year, we also relocated from our London office after 10 years, into a shared workspace designed specifically for charities and social purpose organisations. The move was made to provide a more collaborative and connected working environment, recognising the value of in-person teamwork, relationship building and shared learning as we entered a new phase of organisational development.

We continued to gather feedback through independent employee surveys, helping us better understand the experience of our team and identify areas for improvement. In early 2025, we were recognised as a Great Place to Work for Women, and in October were certified as a Great Place to Work employer for the third consecutive year.

> *"A family with three young lads aged 9, 15 and 17 desperately needed toiletries. Each youngster received their own shampoo, deodorant, toothpaste and toothbrush to ensure they are clean for school."*
>
> **- Little Edi Foundation**

Looking ahead, work began during 2025 to develop a new People Strategy alongside the organisation's 2030 Strategy. This will help ensure In Kind Direct has the skills, leadership, culture and organisational capacity required to deliver its future ambitions while remaining an great place to work.

End of strategic period review

In 2021, In Kind Direct set an ambitious five-year strategy to significantly grow the charity's reach and relevance by 2025. The strategy aimed to triple impact, ensuring more people could access the essential products they need to feel clean, safe and well, while reducing the number of households forced to choose whether to heat, eat or be clean. Alongside social impact, the strategy also recognised the importance of supporting more charitable organisations, creating greater financial value for the sector, and reducing environmental harm through a circular economy model.

2020-2025 Strategic Ambition Performance

- **£45 million savings unlocked**

  In 2025, **the charity unlocked £27 million in savings for organisations** across our network. Representing a significant level of support delivered to the sector during a period of sustained financial pressure and rising demand. Performance against this measure was influenced by a number of factors, including changing patterns of donated product supply, increased competition for surplus goods and operational constraints linked to product mix and logistics. Despite not reaching the original target, the Trustees are proud that £27 million of additional value was unlocked for charitable organisations, enabling limited resources to go further and helping communities across the UK access vital support.

- **600,000 lives improved each week**

  A key ambition of the 2020–2025 strategy was to significantly increase the number of people benefiting from access to essential products through our network each week. In 2025, **the charity ended the year supporting 930,000 people each week**, substantially exceeding the original ambition of 600,000. This reflects the growth in reach and capacity achieved over the strategy period, alongside the strength of the partnerships and charitable network that underpin our model. While we are proud to have surpassed this target, the scale of this figure also highlights the continued and growing level of need across communities. Rising poverty, financial insecurity and increasing pressure on households have meant more people are struggling to afford basic essentials. This underlines both the importance of the support provided by our network and the increasing relevance of In Kind Direct's role in helping organisations respond to demand.

- **7,800 charities supported**

  Growing the number of charitable organisations able to benefit from In Kind Direct's services was a key priority, ensuring support reached a broader range of communities and causes across the breadth of the UK. In 2025**, the charity ended the year having supported 9,280 organisations** through our online catalogue and community sharing

initiatives, exceeding the original ambition of 7,800. This reflects the continued relevance of our model and the trust placed in In Kind Direct by charities, community groups, schools and other frontline organisations. The growth of our network over the strategy period has enabled more local organisations to access essential products, strengthen their services and direct limited financial resources towards the people and communities they support.

- **Environmental impact reduced**

  Reducing environmental impact was an important part of the 2020–2025 strategy, recognising that social impact and environmental responsibility should go hand in hand. Through our redistribution model, In Kind Direct extends the life of usable products and supports more efficient use of resources by ensuring essential goods are put to meaningful use. During the strategy period, we also introduced a number of practical improvements within our own operations to reduce waste and lower our environmental footprint. These included switching to paper tape, removing the need for an estimated 903 kilometres of plastic tape each year; introducing the shredding of used cardboard for packing filler, significantly reducing waste while replacing approximately 2.77 million square metres of bubble wrap annually; and increasing the use of second-hand recycled cardboard boxes, saving an estimated 3.7 tonnes of CO_2e each year while further supporting circular economy principles. This progress was recognised externally in 2024, when the charity received a Global Good Award for Waste Reduction and Minimisation. While there is more to do as demand for our services grows, the Trustees are proud of the progress made in embedding sustainability across the organisation's operations and future plans.

Overall, the Trustees believe the 2020–2025 strategy delivered a period of significant progress and transformation for In Kind Direct. While not every numerical ambition was fully achieved, the charity materially increased its scale, reach and relevance during a period shaped by the pandemic, economic uncertainty and rising levels of hardship. Most notably, the number of people supported each week grew from 174,000 in 2020 to 930,000 in 2025, meaning the charity more than tripled its weekly impact over the strategy period. The value of products distributed increased from £16 million in 2019 to £31 million in 2025, annual orders grew from 20,000 to 50,000, and savings unlocked for charitable organisations rose from £15 million to £27 million. These achievements reflect the dedication of colleagues, Trustees, partners and the charitable network, and demonstrate the growing importance of In Kind Direct's model in helping communities across the UK. The organisation enters its next strategic phase from a position of greater strength, stronger partnerships and increased national relevance.

In Kind Direct International (IKDI) Network

At the end of 2025, IKDI had three network members: In Kind Direct, the founder member; Innatura, a German licensee and Dons Solidaires, a French licensee. Ongoing start-up support has been provided to a now registered organisation in Italy, Diagonalis, which has expressed interest in joining the network as soon as operations begin and it becomes financially viable.

Collectively, to the end of 2025, IKDI network members have distributed goods with an estimated retail value of over £134 million to over 11,756 charitable organisations, helping over 1.1 million people each week collectively. Demand for the services of established IKDI network members continued in the year. The IKDI network members continued to work collaboratively, sharing know-how through working groups (fundraising, donors, sustainability, etc.). A logistics working group, formed by members of all organisations, met in Telford in May 2025. The network leadership approved a meeting at the Annual Conference in Germany (February 2026).

Since the IKDI network was formed in 2013, IKDI network members have distributed over £1bn worth of goods. Goods are shared between network members when they are surplus or better suited for use in another country, for example Dons Solidaires shared over 250 pallets from P&G with Innatura. IKDI continues to review opportunities for the potential expansion into additional countries, either under a licensing model or by considering new models, such as the Product-Giving Network discussions that began with other European partners, which met in person in Brussels in July 2025.

2025 marked a year of leadership transition for the organisation. In January, Michael Gidney joined IKD/IKDI as Chief Executive, taking over from Marc Greene, who had served as Acting CEO during the end of 2025. Teresa Tideman, IKDI Chair, announced during the Q2 2025 Board meeting in June that she would be stepping down in September. Board members expressed their appreciation for her leadership, highlighting how her energy, positivity, and hard work had significantly contributed to IKDI's activities. This was especially noted at her final meeting as Chair in Q4 2025, held in September. Tim Hinton was welcomed as the new IKDI Chair by trustees at his first board meeting of FY2025 on 17 November 2025.

The financial results of IKDI have been consolidated in the Statement of Financial Activities and balance sheet of the In Kind Direct group, as In Kind Direct is the sole legal member of IKDI. This was the tenth full year of operating for IKDI.

During 2025, IKDI received the following income:

	Unrestricted	**Restricted**
Licence fees	£39,000	
Other income	£30,230	
Total income	**£69,230**	**nil**

IKDI's expenditure was as follows:

	Unrestricted	**Restricted**
Staff costs	£38,947	
IT/website costs	£179	
Licence fees to IKD	£3,000	
Other costs	£5,106	
Total expenditure	**£47,232**	**nil**

IKDI's reserves at the end of 2025 were:

	Unrestricted	Restricted
Balance on 1 January 2025	£92,588	£16,333
Movement during 2025	£21,998	£0
Balance on 31 December 2025	**£114,586**	**£16,333**

Financial Review of 2025

	2025	2024	Variances	
	£	£	£	%
Charges for distributing goods	3,705,754	3,002,135	703,619	23%
Unrestricted donations	425,107	447,941	(22,834)	-5%
Restricted donations	210,795	35,250	175,545	498%
Total donations	635,902	483,191	152,711	32%
Trading company gross income	699,126	675,602	23,524	3%
Gift aid donation from trading company	546,443	462,468	83,975	18%
Charitable activity costs	4,634,064	4,511,000	123,064	3%
Support costs	2,872,195	2,842,670	29,525	1%

2025 was a year of very strong overall performance. Significant increases in catalogue revenue and grant donations helped to offset reductions in Trade income. As the charity continues to provide lower volumes of higher value orders and higher volumes of products via pallets, resulting in savings in logistics, this trend may continue into 2026.

Trade income didn't reach its target for the year, but still achieved reported income of £699k, up from £676k in 2024. This meant that the gift aid payment from the trading company to In Kind Direct also increased from £462k to £546k in 2025.

We successfully onboarded new partners and with some services brought back in house, resulted in savings in central costs. Role vacancies were also delayed until the end of the year, with some roles brought back in on a temporary basis, pending targets being achieved.

Cashflow remained strong with £1.55 mil in the bank at year end, up over £350k on expectation. Over £30 mil of In Kind Direct's expenditure was the value of products distributed which is offset by the same amount recognised as income for accounting treatment purposes. The nature and complexity of the products donated to In Kind Direct make it near impossible to value goods at the point of receipt. See note 6 for an analysis of our expenditure.

Plans for the Future

Transition into 2026

2025 marked the final year of In Kind Direct's 2020–2025 strategy. As the organisation moves into its next phase, 2026 will act as a transition year, providing an opportunity to reflect on learning from the previous strategy while continuing to deliver and strengthen our core services.

During this period, the organisation will maintain a clear focus on supporting charitable organisations across the UK through the redistribution of essential products, while ensuring operational stability and resilience. Alongside this, we will continue to build our understanding of need across our network and use this insight to inform future priorities.

Development of the 5-year strategy to 2030

Work to develop In Kind Direct's next five-year strategy progressed during 2025 and will continue into 2026, with the new strategy due to be published later in the year.

This process is being informed by learning from the 2020–2025 strategy, alongside engagement with our network, corporate partners and wider stakeholders. It reflects both the increasing demand for essential support across communities and the opportunity for In Kind Direct to play a broader role within the voluntary sector.

While the detailed objectives of the new strategy will be confirmed following this process, it is expected to focus on scaling impact, strengthening partnerships, and further investing in the systems, data and capabilities required to support long-term growth and effectiveness.

Near-term priorities

As the organisation transitions between strategies, our immediate priorities remain focused on sustaining and strengthening our core service, while preparing for future development.

These priorities include:

- Continuing to deliver and grow the redistribution of essential products to charitable organisations across the UK
- Strengthening relationships with corporate partners to ensure a consistent and relevant supply of goods
- Creating a new set of KPIs and Targets for the organisation that are aligned with our new strategic objectives
- Maintaining a focus on financial sustainability and resilience across the organisation
- Continuing to use insight from our network to inform our work and contribute to wider understanding of need
- Maintaining a proportionate approach to advocacy and external engagement during a period of organisational transition

Key activities in 2026

- Strengthening our core service and partnerships by **growing retailer and corporate initiatives, securing more planned product donations**, improving customer service

standards, and ensuring charitable organisations can continue to access the products they need quickly and efficiently across the UK.

- Deepening engagement with our network through stronger customer insight, continued development of the **Network Ambassadors programme**, visits and volunteering opportunities, and **improved support and resources** for charitable organisations using our service.
- Building our voice and influence through targeted communications, campaigns and partnerships that **raise awareness of issues such as hygiene poverty**, strengthen our profile, and support future fundraising and partnership opportunities.
- Developing sustainable income streams by maintaining a disciplined approach to **fundraising across individuals, trusts, foundations and corporate supporters**, while using key moments**, including the charity's 30th anniversary**, to inspire new support.
- Investing in our people, data and systems through the launch of **a new People Strategy**, improved reporting and decision-making tools**, stronger digital systems, and greater automation** to increase efficiency and organisational effectiveness.
- Improving governance and operational resilience **by reviewing internal frameworks, strengthening reporting and oversight**, embedding sustainability within decision-making, and continuing to enhance warehouse, logistics and operational capacity to support future growth.

Structure, Governance and Management

In Kind Direct is governed by a Board of Trustees who are also directors of the charitable company. At the end of the year, the Board comprised 14 Trustees, who meet quarterly to oversee the strategic direction, performance and governance of the organisation. The Board is supported by the Finance and Governance Committee, which also fulfils the role of the Remuneration Committee, and a Nominations Committee, which meets as required.

The Nominations Committee is responsible for identifying and recommending new Trustees. Appointments are approved by the members at general meetings, with the Board able to appoint Trustees between meetings until formal approval at the next Annual General Meeting. Trustees are subject to retirement by rotation in accordance with the charity's governing document.

New Trustees receive a structured induction, including access to key legal and governance documents, management information and Charity Commission guidance. This is complemented by meetings with the Chief Executive and Trustees, and ongoing opportunities to engage with the charity's work. Trustees are sent training updates as appropriate throughout the year and are encouraged to visit and learn from the organisations benefiting from In Kind Direct's work and their beneficiaries. Feedback from network partners is regularly shared at Board meetings to inform decision-making.

In Kind Direct is a company limited by guarantee. When an individual ceases to be a Trustee, they also cease to be a member of the company. In the event of the company being wound up, the liability of each member is limited to £10.

Day-to-day management of the charity is delegated to the Leadership Team, led by the Chief Executive. The Leadership Team is responsible for the delivery of strategy, operational

performance and organisational management, with formal reporting to the Board throughout the year. At the end of the reporting period, the organisation employed 29 full-time and 4 part-time staff. There were no reportable safeguarding or data protection incidents during the year.

Leadership and governance in 2025

2025 marked a year of leadership transition for the organisation. In January, Michael Gidney joined In Kind Direct as Chief Executive, taking over from Marc Greene, who had served as Acting CEO during the end of 2024. This transition provided continuity in leadership while enabling the organisation to move into the final year of its 2020–2025 strategy with a renewed focus on future development.

In November, Tim Hinton formally took on the role of Chair of Trustees, succeeding Teresa Tideman. Teresa stepped down after more than 15 years of dedicated service to In Kind Direct, including a long tenure as Chair, during which she played a significant role in guiding the organisation's growth, strengthening governance, and supporting the development and delivery of its strategy. The Trustees extend their sincere thanks to Teresa for her leadership and contribution.

The Board continues to review its composition to ensure an appropriate balance of skills, experience and perspectives. During the year, no new Trustees were appointed. Future recruitment will be underpinned by a continued focus on strengthening diversity and ensuring the Board reflects the breadth of stakeholders and communities the charity serves.

The charity maintains a framework of policies and procedures to support effective governance, risk management and decision-making. These are reviewed regularly to ensure they remain appropriate and aligned with the organisation's development.

Financial Policies

The Board's review of the reserves policy concluded that the charity should aim to achieve unrestricted reserves equivalent to at least four months' operational cashflow. This policy is assessed regularly by the Finance & Governance Committee to ensure that it remains appropriate. The Group reserves as of 31 December 2025 were as follows:

Unrestricted reserves	£ 1,427,851
Restricted reserves	£ 164,607
Total Group reserves as of 31 December 2025	**£ 1,592,458**

The Group unrestricted reserves balance of £1,427,851 equates to over 5 months of operating costs for In Kind Direct and represents a increase of £365,044 compared to the previous year (2024: £1,062,807).

This means that the Group ended the year having achieved reserves in line with it reserves policy.

Within the restricted funds (note 15a), £164,607 relates to the grant income received and receivable from Lloyds Banking Group towards the cost of In Kind Direct's offices, less expenditure to date.

Investment policy

In Kind Direct's investment policy is to place funds in excess of short-term commitments on deposit for one to three months, leaving a sufficient balance in the current account. It is the opinion of the Board of Trustees that the interest earned is paid at a competitive market rate and that these investments perform to an acceptable level. At year end, funds of £522k were held on deposit.

In Kind Direct's policy with regard to donated shares is that they will generally be sold at the earliest opportunity subject to any restrictions on sale. Staff seek concurrence prior to any proposed disposal from a member of the Finance and Governance Committee before either proceeding with the sale or give an explanation for not realising the value as soon as the restriction has lapsed. Currently no donated shares are held.

Executive Pay and Remuneration

Our approach to pay is to provide fair remuneration packages for people who can help the charity to maximise its impact. To do this we seek to balance the need to attract, develop and retain individuals with a need to ensure value for money for the charity. We aim to provide remuneration packages and benefits that are competitive within the charity sector, proportionate to the complexity and scope of each role, and in line with our charitable objectives. We meet all national pay standards and provide all staff including interns with the Real Living Wage as a minimum.

The Remuneration Committee of the Board reviews and monitors senior staff pay, including the pay of the Chief Executive. Periodically, remuneration levels are reviewed and benchmarked by outside industry specialists. In 2023, a gender pay review was carried out. Whilst this did not identify any issues on the sole grounds of gender, the review highlighted a number of roles that required benchmarking. The outcome of this exercise was approved by the Remuneration Committee and adjustments were made in 2024. Across the organisation, the ratio of our highest salary to our median salary was 2.8.

Qualifying indemnity insurance

Subject to the conditions set out in the Companies Act 2006, in order to indemnify its directors and officers against liability in respect of actions brought by third parties against the Charity, the Charity has purchased Directors and Officers liability insurance, and such insurance remains in force at the date of approving the Trustees' report.

Risk Policy and Management

The Trustees review the assessment of major risks to which the charity is exposed. The Leadership Team maintains a risk register, which is regularly monitored and updated. Risks are scored by likelihood and impact both prior and post mitigation measures taken. Management of risks is an ongoing task of the Leadership Team. Changes are reported to the Board at quarterly meetings.

The top three risks faced by the charity in 2025 were:

Risk	Management & Mitigation Measures

Economic downturn	• Diversify corporate network • Increase charity network in line with key customer groups • Regular network engagement to understand funding picture/ability to order • Diversify funding sources esp. T&Fs and account credit schemes • Maintain reserves; review designated funds • Regular review of cash flow and budgets • Review expenditure levels and realise savings
Reliance on key staff to maintain business continuity	• Regular leadership team meetings to share issues • Updated contract notice periods - Exec 1 month, Coord 2 months, Managers 3 months • Ongoing documentation of core processes • Handover across Leadership team for periods of leave • Change management process to maintain business continuity during transition periods • Training on key tasks shared across functions, especially as part of handover for leavers • Relationships maintained with suppliers/consultants for ad hoc support • Finance transactions and payroll outsourced in Q4 2022, Interim FD in post during 2025 • Creation of Heads Of roles in CP team, to support continuity and relationship management • Working groups and teams to share knowledge/responsibility e.g. data team
Failure to provide full range of goods needed by charity partners	• Quarterly impact surveys to capture fresh insight on most needed products • Big 17 essential products driving strategy and CP asks • Availability metrics to monitor key stock levels • Develop/strengthen relationships with Corporate Partners. Get the right product at the right time • Goods Acceptance process to drive strong decision making • Weekly Trading and Operations meetings including pipeline review • Current risk being mitigated around food handling compliance within IKD warehouse

As the organisation enters a new strategic 5-year phase, the organisation will undertake a review of the risk management framework in 2026 to ensure it remains aligned with the development of the new 2030 strategy. This will include refining how risks are identified, owned and monitored across the organisation, with a greater emphasis on clear accountability within teams and alignment between operational and strategic risks. The review will also consider how risk reporting can better support decision-making at both management and Board level, ensuring

that the charity remains well positioned to manage uncertainty and deliver its objectives effectively.

Sustainability

Our role in a circular economy

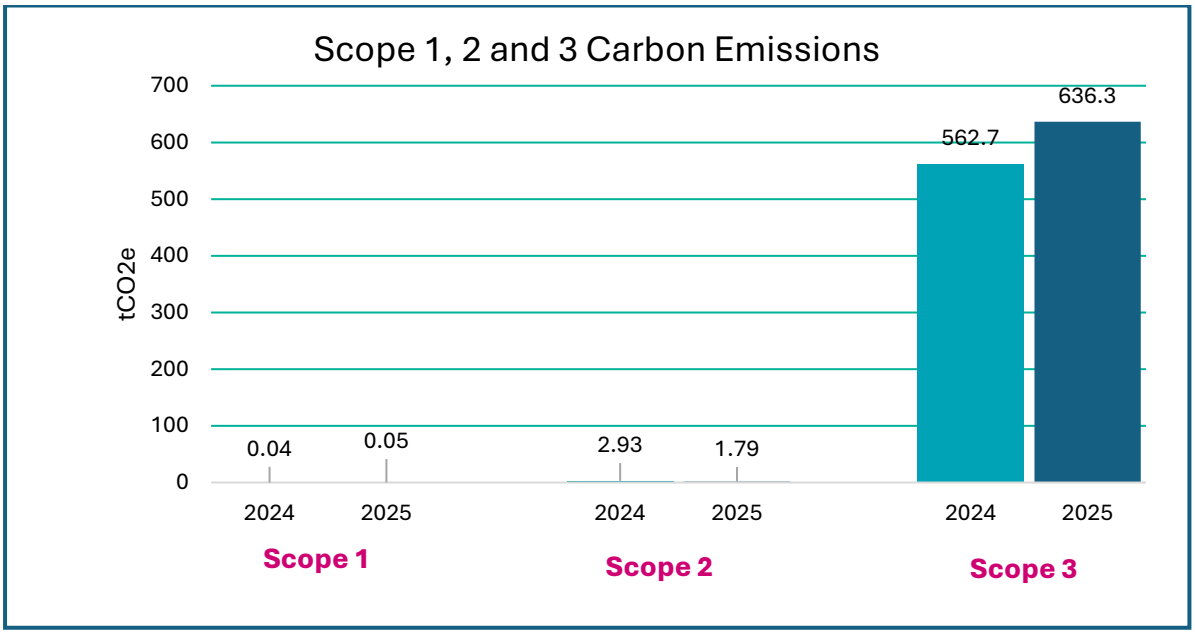
In Kind Direct was founded to extend the life of products and ensure they are used where they are needed. By redistributing surplus goods and planned products from businesses to charitable organisations, we reduce waste while supporting communities across the UK.

This model is aligned with the principles of the circular economy, enabling more efficient use of resources, supporting responsible consumption, and ensuring essential items are put to meaningful use.

As demand for our services continues to grow, we recognise the need to balance increasing our social impact with managing the environmental impact of our operations.

Managing our environmental impact

As the organisation grows, we are committed to measuring and reducing our environmental impact.



Since 2022, we have tracked our carbon emissions in line with the Greenhouse Gas Protocol. In 2025, our total emissions were **638.2 tCO_2e**, with the majority arising from logistics and supply chain activity, reflecting the scale of product movement required to deliver our service. This represents a **13% increase compared to 2024**, primarily driven by an increase in pallet deliveries in the second half of the year to meet demand.

To better understand performance as we scale, we monitor emissions from key sources under our direct control on a per-order basis. In 2025, emissions per 1,000 orders were **8.7 tCO_2e**, below our target of 9, demonstrating improved efficiency despite increased activity.

We continue to implement practical changes across our operations, including increasing the use of reused packaging, switching to paper-based materials, and ensuring all cardboard is recycled or repurposed. Our operations remain zero waste to landfill.

While increased distribution activity is central to delivering our charitable objectives, it also represents our largest source of emissions. We will continue to focus on reducing the environmental impact of logistics, including pallet distribution, as a priority area for improvement in 2026.

Future direction

We remain committed to reducing the environmental impact of our operations while continuing to grow our social impact.

In 2026, we will develop a Net Zero plan, setting out how we will reduce emissions across our operations and supply chain, with targets aligned to our future growth. This will include working with partners to better understand and reduce emissions associated with product movement and distribution.

Our work contributes to broader environmental and social outcomes, including reducing waste, supporting responsible consumption, and enabling access to essential products for communities across the UK. Partnerships will remain central to this approach, as we work with businesses, charities and other stakeholders to improve how resources are used and distributed.

As we continue to scale, we will focus on embedding sustainable practices across our operations, while ensuring we maximise the impact of the resources entrusted to us.

Fundraising and Income Generation

Income generation - how our model works

Charitable organisations of any size can register to In Kind Direct's network free of charge and access products through our online closed catalogue. A small charge is applied when organisations access products, to cover a proportion of our operating costs. This includes cost of storing, handling and delivering products anywhere in the UK. As a registered charity, this enables us to operate a nationwide network at scale, reaching communities throughout the country.

By sourcing products through our catalogue, charitable organisations save money, free-up time and staff resources, so that more funds are used towards delivering vital services and supporting people in their communities.

This income represents a source of unrestricted funding for the charity and supports the continued operation and development of the service. In 2025, set contributions from charitable organisations totalled £3.7m (2024: £3.0m).

Trade

In 2009, In Kind Direct established Trading IK Limited, a wholly owned trading subsidiary, to generate additional income in support of the charity. All taxable profits from Trading IK Limted are donated to In Kind Direct through Gift Aid.

Trading IK Limited supports the charity through a number of activities. This includes the sale of donated goods that are not suitable for distribution through the core charitable service, or which exceed the needs of the network but retain commercial value. These goods are sold through third-party platforms or directly to consumers and partner organisations. Permission from the donating corporate partner is always obtained before goods are used in this way, and the needs of charitable organisations are prioritised.

In addition, Trading IK limited facilitates affiliate partnerships, enabling charitable organisations to access discounted products and services where donated supply is limited.

In 2025, Trading IK Limited generated profits of £546k (2024: £462k), all of which were transferred to the charity to support its activities.

Fundraising

To deliver our work, In Kind Direct needs to raise funds from a variety of different sources. Support from companies, trusts & foundations and individuals are crucial in delivering our mission. Maintaining a diverse funding stream helps to ensure that we can meet our organisational aims and deliver our work sustainably and minimises the risk of overdependence on any single funding source. Working in partnership with companies and funders to secure products and financial donations is fundamental to ensure our service remains accessible to smaller charitable organisations who rely on the products we provide. Without our Patrons and other funders' support, our ability to maintain our service and trial new initiatives would simply not have been possible.

Although the fundraising landscape remains challenging, 2025 was the team's first full year as 1.6 FTE (the largest it's ever been) and we secured £635k from fundraising activities during 2025, a significant increase from our income in 2024. This was largely due to continued commitment from our key individuals and funders, as well as new grant from Trusts & Foundations and Council Grants. In particular, unlocking a multi-year grant from The Garfield Weston Foundation.

In Kind Direct's fundraising in 2025 was carried out by employed staff. We did not use professional agencies to carry out fundraising activities. Several corporate partners provided significant financial support during the year in tandem with product donations, listed on page 8. We require signed agreements from all of those who fundraise on our behalf controlling any use of our logo or branding. Where we do work with third parties such as corporate partners to raise funds, we have agreements in place with close monitoring of performance in line with these agreements. There were no fundraising complaints within the period.

Fundraising events

In September, we hosted a breakfast panel and discussion at the London offices of one of our key funders. The event brought together a range of potential new supporters to learn more about

In Kind Direct, why product giving matters, and the many ways they can get involved. We convened a small but diverse group of contacts from business, livery companies, and charities, and were delighted to secure pro-bono support as a direct outcome, which was a particular highlight. The event was such a success that our host has already agreed to hold a follow-up in 2026.

We also used our Parliamentary event in May as an opportunity to engage new supporters, resulting in donations from key attendees, as well as contributions from those who were unable to join us on the day.

Volunteers and Pro Bono Support

Volunteers and pro bono support continue to play an important role in enabling In Kind Direct to deliver its activities.

In 2025, we welcomed 144 volunteers across 17 groups from a range of corporate partners and local organisations, supporting our warehouse operations in Telford. Volunteer activity included assisting with the preparation and distribution of products, helping to increase capacity and ensure goods reached charitable organisations efficiently.

We are particularly grateful to the 11 groups who supported targeted initiatives during the year, including volunteering activity linked to the preparation and distribution of washbags to SARCs (Sexual Assault Referral Centres).

In addition to volunteering, the charity benefited from pro bono support from a number of partners. Through the John Lewis Partnership Apprenticeship Levy, two employees successfully completed Level 4 Data Analytics Apprenticeships, strengthening the organisation's capability in data and insight and supporting more effective decision-making.

The Trustees recognise the valuable contribution made by all volunteers and partners who donate their time and expertise. Their support enhances the charity's capacity and contributes to the delivery of its objectives.

References and Administrative Details

Directors and Trustees

The directors and trustees of In Kind Direct during the year and up to the date the accounts were approved were as follows:

Teresa Tideman (Chair, resigned 12th November 2025)
Tim Hinton (Chair, from 12th November 2025)
Ajay Kavan (Deputy Chair)
Vishal Bansal
Scott Barton
Graham Burridge (Resigned 20th April 2026)
Ayshea Farooq
Alec Grant
Tom Moody
Martin Newman (Resigned 25th March 2026)
Chirag Patel (Resigned 12th March 2026)
Debra Allcock Tyler
Richard Wolff
Liz Clarkson
Clare Mills

Chief Executive

Michael Gidney (from 13th January 2025)

Independent Auditor

HaysMac LLP
10 Queen Street Place
London
EC4R 1AG

Bankers

Lloyds Banking Group
109 Finsbury Pavement
London
EC2A 1LB

Status

In Kind Direct is a charitable company limited by guarantee, incorporated in England and Wales (company number 03155226) and registered with the Charity Commission (charity registration 1052679). The registered office address is: In Kind Direct, Arc House, 82 Tanner St, London SE1 3GN. It is governed by a Memorandum and Articles of Association dated 16 January 1996, as amended by subsequent Special Resolutions.

Statement of trustees' responsibilities

The Trustees, who are also directors of In Kind Direct for the purposes of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards 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 proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and 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 integrity of the corporate and financial information included on 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 to the auditor so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditor is unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the charitable company's auditor is aware of that information.

Related Parties

None of In Kind Direct's trustees are employed by a company with which In Kind Direct has a commercial relationship. Trading IK Ltd is the wholly owned trading subsidiary of In Kind Direct. Graham Burridge, who is Chair and director of the subsidiary, is also an employee (was trustee) of In Kind Direct. Michael Gidey is a director of the subsidiary and CEO of In Kind Direct.

In Kind Direct is the sole legal member of IKDI. Three director/trustees of In Kind Direct are director/trustees of IKDI. They are Teresa Tideman (until 12th November 2025), Tim Hinton (from 13th November 2025), Ajay Kavan and Richard Wolff. Michael Gidey, Chief Executive of In Kind Direct is also a director/trustee of IKDI.

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

Auditors

HaysMac LLP is deemed to be reappointed under section 487(2) of the Companies Act 2006.

On behalf of the Board

Tim Hinton

Tim Hinton

Date: 25 9 2026

Independent auditor's report to the members of In Kind Direct

Opinion

We have audited the financial statements of In Kind Direct for the year ended 31 December 2025 which comprise Consolidated Statement of Financial Activities, the Consolidated Balance Sheet, the Charity Balance Sheet, the Consolidated and Company 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 31 December 2025 and of the group's and parent charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial

statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report (which includes 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 directors' report included within the Trustees' 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' Report (which incorporates the directors' report).

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

- adequate accounting records have not been kept by the parent charitable company; 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 36, 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 charity law, company law and employment law, and 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 Companies Act 2006 and the Charities Act 2011, payroll tax and sales tax.

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 the posting of inappropriate journal entries to income and management bias in accounting estimates and judgements. 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;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journals, in particular journal entries posted with unusual account combinations, or with unusual descriptions; 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: 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.



Tracey Young (Senior Statutory Auditor)
For and on behalf of HaysMac LLP, Statutory Auditor
Date: 29 September 2026

10 Queen Street Place
London
EC4R 1AG

Consolidated Statement of Financial Activities (including income & expenditure account)
for the year ended 31 December 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Totals 2025 £	Unrestricted Funds £	Restricted Funds £	Totals 2024 £
INCOME							
Income from donations							
Value of donated goods distributed	4	30,564,199	-	**30,564,199**	32,632,394	-	32,632,394
Donations	3	425,107	210,795	**635,902**	447,941	35,250	483,191
Donated services for own use	4	93,367	-	**93,367**	134,326	-	134,326
Income from charitable activities:							
Charges for providing goods		3,705,754	-	**3,705,754**	3,002,135	-	3,002,135
Other charitable income		60,230	-	**60,230**	167,377	-	167,377
Income from other trading activities:							
Commercial trading operations	5	699,126	-	**699,126**	675,602	-	675,602
Bank Interest		10,783	-	**10,783**	11,551	-	11,551
TOTAL INCOME		**35,558,566**	**210,795**	**35,769,361**	37,071,326	35,250	37,106,576
EXPENDITURE							
Costs of Raising Funds:							
Costs of Fundraising	6	197,610	-	**197,610**	115,487	-	115,487
Costs of Trading Activities	6	152,683	-	**152,683**	213,133	-	213,133
		350,293	**-**	**350,293**	328,620	-	328,620
Expenditure on Charitable Activities:							
Distribution of donated goods	6	30,564,199	-	**30,564,199**	32,632,393	-	32,632,393
Other Charitable Costs	6	4,279,030	355,034	**4,634,064**	4,363,190	147,810	4,511,000
		34,843,229	**355,034**	**35,198,263**	36,995,583	147,810	37,143,393
TOTAL EXPENDITURE	6	**35,193,522**	**355,034**	**35,548,556**	37,324,203	147,810	37,472,013
Net Income/(Expenditure) for the Year Before Transfe		365,044	(144,239)	**220,805**	(252,877)	(112,560)	(365,437)
Gross Transfers Between Funds		**-**	**-**	**-**	49,250	(49,250)	-
Net Movement in Funds		**365,044**	**(144,239)**	**220,805**	(203,627)	(161,810)	(365,437)
Funds brought forward at 1 January		1,062,807	308,846	**1,371,653**	1,266,434	470,656	1,737,090
Funds carried forward at 31 December	15a	**1,427,851**	**164,607**	**1,592,458**	1,062,807	308,846	1,371,653

Consolidated Balance Sheet at 31 December 2025

	Notes	Unrestricted Funds	Restricted Funds	Total 2025	Unrestricted Funds	Restricted Funds	Total 2024
		£	£	£	£	£	£
Fixed assets							
Tangible assets	10	42,421	-	**42,421**	65,436	-	65,436
Intangible assets	11	86,406	-	**86,406**	103,159	-	103,159
Fixed Assets		128,827	**-**	**128,827**	168,595	**-**	**168,595**
Current assets							
Debtors	13	348,193	-	**348,193**	252,693	1,991	254,684
Inventory		-	-	**-**	61,000	-	61,000
Cash at bank and in hand		1,389,174	164,607	**1,553,781**	1,045,434	306,855	1,352,289
		1,737,367	164,607	**1,901,974**	1,359,127	308,846	1,667,973
Creditors: amounts falling due within one year	14	(438,343)	-	**(438,343)**	(464,915)	-	(464,915)
Net current assets		1,299,024	164,607	**1,463,631**	894,212	308,846	1,203,058
Net assets		**1,427,851**	**164,607**	**1,592,458**	1,062,807	308,846	1,371,653
Funds							
Balance at 1 January		1,062,807	308,846	**1,371,653**	1,266,434	470,656	1,737,090
Movement in Funds		365,044	(144,239)	**220,805**	(203,627)	(161,810)	(365,437)
Balance at 31 December	15a	**1,427,851**	**164,607**	**1,592,458**	1,062,807	308,846	1,371,653

The financial statements were approved and authorised for issue by the directors and were signed on their behalf by:

Tim Hinton

Tim Hinton

Director and Trustee

Date: 25 9 2026

Charity Balance Sheet at 31 December 2025

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Fixed assets							
Tangible assets	10	42,421	-	**42,421**	65,436	-	65,436
Intangible assets	11	86,406	-	**86,406**	103,159	-	103,159
Investments	12	1	-	**1**	1	-	1
		128,828	-	**128,828**	168,596	-	168,596
Current assets							
Debtors	13	422,375	-	**422,375**	331,340	1,991	333,331
Cash at bank and in hand		1,102,983	164,607	**1,267,590**	815,431	306,855	1,122,286
		1,525,358	164,607	**1,689,965**	1,146,771	308,846	1,455,617
Creditors: amounts falling due within one year	14	(357,255)	-	**(357,255)**	(437,663)	-	(437,663)
Net current assets		1,168,103	164,607	1,332,710	709,108	308,846	1,017,954
Net assets		**1,296,931**	**164,607**	**1,461,538**	877,704	308,846	1,186,550
Funds							
Balance at 1 January		877,704	308,846	1,186,550	1,107,851	470,656	1,578,507
Movement in Funds		419,227	(144,239)	274,988	(230,147)	(161,810)	(391,957)
Balance at 31 December	15b	**1,296,931**	**164,607**	**1,461,538**	877,704	308,846	1,186,550

In Kind Direct has taken advantage of the exemption under section 408 of the Companies Act 2006 not to present the Statement of Financial Activities and Income and Expenditure Account of the parent charitable company in these financial statements. Income of the parent company amounted to £35,597,408 (2024: £36,870,179). The result for the year is a net movement of funds of £274,988 (2024: (£391,957))

The financial statements were approved and authorised for issue by the directors and were signed on their behalf by:

Tim Hinton

Tim Hinton

Director and Trustee

Date: 25 9 2026 .....

Consolidated and Charity Statement of Cash Flows
Year Ended 31 December 2025

	Notes	**Group 2025 £**	Group 2024 £	**Charity 2025 £**	Charity 2024 £
Cash (used in) / provided by operating activities	20	202,869	(320,680)	146,681	(311,046)
Cash flows from investing activities					
Interest income		10,783	-	10,783	-
Purchase of fixed assets		(12,160)	(53,749)	(12,160)	(53,749)
Cash (used in) investing activities		**(1,377)**	(53,749)	**(1,377)**	(53,749)
Cash flows from financing activities					
Increase / (Decrease) in cash and cash equivalents in the year		**201,492**	(374,429)	**145,304**	(364,795)
Cash and cash equivalents at the beginning of the year		1,352,289	1,726,718	1,122,286	1,487,081
Total cash and cash equivalents at the end of the year		1,553,781	1,352,289	1,267,590	1,122,286

No analysis of changes in net debt is presented as the charity and group has no borrowings.

Notes to the Financial Statements – year ended 31 December 2024

1. Principal accounting policies

Basis of Preparation

The financial statements have been prepared under the historical cost convention, and in accordance with the Accounting and Reporting by Charities: Statement of Recommended Practice (SORP, second edition, effective 1 January 2019), the Companies Act 2006 and applicable accounting standards (FRS 102). In Kind Direct meets the definition of a public benefit entity under FRS 102.

Basis of Consolidation

The consolidated accounts of the group incorporate the accounts of the charity and its subsidiary undertakings as per note 5 of their accounts. The accounts have been consolidated on a line-by-line basis, after eliminating the intercompany balances and transactions in full.

Going concern

The trustees are confident that In Kind Direct will remain a going concern and that there are no known material uncertainties about the charity's ability to continue. A cash flow forecast has been prepared for the 12-month period following the date of signing of the accounts. This forecast includes all funding received to date as well as committed funding. Assumptions have been made around charges for goods income that show an increase in growth against the 2025 targets which is line with the 2025 strategy. Unrestricted cash balances remain positive for the whole period and are expected to exceed the minimum requirement of £100,000.

Fund Accounting

Unrestricted funds (both general & designated) include funds and goods donated for distribution. Unrestricted funds 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.

The Board of trustees agreed in 2021 to designate £635k of the unrestricted reserve for specific projects to support the 2025 strategy growth. The funds were used for the warehouse move (£320k); systems upgrade (£150k) & marketing/research/support activities (£165k). The remainder has been undesignated (£140k) by trustees.

Restricted funds are funds and goods donated for distribution, which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for a specific purpose. The cost of raising and administering such funds is charged against the funds. The aim and use of each restricted fund is set out in the notes to the financial statements.

Income

All income is recognised in the SOFA when the charity has entitlement to the income, there is reasonable certainty of receipt, and the amount can be measured. Event income and charges for our service providing products are treated as income in the period to which they relate. Registration fees are generally non-refundable and are applied to income at the

beginning of the year to which they relate. Interest receivable is treated as income of the period in which it accrues.

Goods and services donated for the charity's own use

Goods, office cleaning and printing facilities, consultancy work and other services donated for the charity's own use are recognised in the Statement of Financial Activities as both income and expenditure, at the time of supply, at a reasonable estimate of their original market value, or capitalised, if it is a capital item on the basis of the value of the gift to the charity.

Goods donated for onward distribution

Goods donated for onward distribution are included as both income and expenditure, at the time of distribution, at a reasonable estimate of their original market value, less adjustments to reflect condition where the goods are not in their original pristine condition. By their very nature, the product donations we receive from companies are often hugely mixed and difficult to identify and categorise without manual sorting and reworking. This makes it near-impossible to value goods on receipt.

Expenditure

Expenditure is classified in accordance with the Statement of Recommended Practice as shown below:

Charitable Activities - all expenditure directly relating to the objects of the charity including the direct cost of supporting charitable activities and covers the following activities as incurred: Identification of potential donors, obtaining donated goods for onward distribution, the processes for distributing, reporting and accounting for those goods; the recruitment and registration of charities and maintenance of data relating to those charities.

Governance Costs – Being financial, legal, and administrative expenses incurred in connection with enabling the charitable company to comply with external regulations, constitutional and statutory requirements; and in providing support to the trustees in the discharge of their statutory duties. These costs are included within support costs.

Fundraising Costs - The costs incurred to obtain voluntary contributions to the charity including expenditure on increasing In Kind Direct's fundraising resources other than through obtaining registration income or goods for distribution and for improving general awareness of In Kind Direct within the overall community.

Support Costs - Expenditure incurred on activities falling directly within one expenditure classification is charged directly to that classification. Expenditure incurred on activities falling in more than one cost category is apportioned as follows:

According to the time spent by each member of staff on activities within that category.

Office expenses:	In the same overall ratio as staff costs.
Depreciation:	In the same overall ratio as staff costs

Taxation

As a registered charity, the company is potentially exempt from taxation of its income and gains to the extent that these are applied to its charitable objectives. The company is registered for VAT. Income Tax recoverable under Deeds of Covenant and Gift Aid is accounted for on a receivable basis.

Termination costs

All costs included in terminating employee contracts are accounted for on an accruals basis and disclosed in aggregate within staff costs. Termination benefits are measured at the best estimate of the expenditure required to settle the obligation at the reporting date.

Pension costs

Contributions to group personal money purchase pension schemes are charged to the Statement of Financial Activities on an accruals basis.

Operating leases

Operating lease rentals are charged to the SOFA over the term of the lease. Incentives received to enter into an operating lease are credited to the SOFA, to reduce the lease expense, on a straight-line basis over the period of the lease.

Tangible fixed assets

Fixed assets are capitalised in the balance sheet at cost or, for donated goods, at estimated market value, except for items costing less than £1,000, which are expensed in the year of purchase. Depreciation is calculated so as to write off the cost of tangible fixed assets, less the estimated residual values, on a straight-line basis over the estimated economic lives of the assets concerned. Computers and other capital equipment is written off over five years.

Intangible fixed assets

Intangible assets are initially recognised at cost and subsequently measured at cost less any accumulated amortisation and any accumulated impairment losses. In Kind Direct's intangible fixed assets consist of software development costs. Amortisation is charged on a straight-line basis over the estimated useful economic life of the software (from two to six years) and is included in Finance & IT support costs in the SOFA.

Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

Financial instruments

The group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Critical accounting judgements and estimation uncertainty

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the group's and parent charitable company's accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Those areas subject to judgement and uncertainty are as follows:

- Valuation of goods distributed
- Valuation of services received in kind for the charity's own use.
- Cross charges of staff time spent between the 3 group entities.

Goods donated for onward distribution are valued at a reasonable estimate of their original market value, less adjustments to reflect condition where the goods are not in their original pristine condition.

Other goods and services received are valued either by the donor, or where no value is given, valued at the equivalent market cost were these to be purchased directly by the charity.

Accrued income and expenditure are estimated where no invoice has been provided. These estimates are based either on third party evidence or on known values as yet not invoiced by the group.

Cross charges of staff time spent are based on reasonable estimates of how much time staff employed by In Kind Direct spend working on matters related to Trading IK Limited or IKDI.

3. Other Voluntary Income

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Charitable Trusts	172,133	125,100	**297,233**	151,159	35,000	**186,159**
Business donations	102,500	60,695	**163,195**	104,500	250	**104,750**
Donations by individuals	150,474	25,000	**175,474**	192,282	-	**192,282**
Total Donations	425,107	210,795	**635,902**	447,941	35,250	**483,191**

4. Donated goods and services

Donated goods and services were applied to the activities of the charity as follows:

	Unrestricted Funds £	Restricted Funds £	Total 2025 £	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Total Value of donated goods distributed	30,564,199	-	**30,564,199**	32,632,394	-	**32,632,394**
Total Value of Services donated for own use	93,367	-	**93,367**	134,326	-	**134,326**
Total Donations	30,657,566	-	**30,657,566**	32,766,720	-	**32,766,720**

5. Subsidiary undertakings

Trading IK Limited

Trading IK Limited (Company no. 06950193) is a wholly owned subsidiary trading company of the charity, established on 2 July 2009. Its registered office address is 82 Tanner Street, London, SE1 3GN.
Its principal activity is generating alternative sources of income such as eBay sales and affiliate marketing agreements. The company gift aids its taxable profits to the parent company. The results for the trading company for the year ended 31 December 2025 were:

	31 December 2025 £	31 December 2024 £
Turnover	699,126	675,602
Cost of sales	(99,816)	(84,174)
Gross profit	599,310	591,428
Distribution costs	(46,720)	(59,572)
Administration costs	(6,147)	(69,388)
Profit for the year	**546,443**	**462,468**
Gift Aid to In Kind Direct	(546,443)	(462,468)
Movement in Shareholder's Funds After Gift Aid	**-**	**-**

Administration costs relate to audit fees and other professional fees from In Kind Direct to Trading IK Limited including the use of staff and resources (2025: nil; 2024 nil).

	£	£
Current assets	335,259	226,151
Creditors and accruals	(335,259)	(226,151)
Net Assets	**-**	**-**

At the balance sheet date the company owed a balance of £254,170 (2024: £201,152) to In Kind Direct.

IKDI

IKDI is a charitable company incorporated in England & Wales, (Charity no. 1157417; Company no. 08478660) of which In Kind Direct is the sole member. Its registered office address is 82 Tanner Street, London, SE1 3GN. The results of the subsidiary charitable company for the year were as follows:

	31 December 2025 £	31 December 2024 £
Income	69,230	76,250
Expenditure	(47,232)	(58,337)
Net surplus	**21,998**	**17,913**
Funds brought forward at 1 January	108,921	91,008
Funds carried forward at 31 December	**130,919**	**108,921**

Total expenditure relate to audit fees, travel, legal fees and other charges from In Kind Direct to IKDI (2025: £38,947; 2024: £50,349) for the use of staff and resources . These have been eliminated on consolidation.

At the balance sheet date the charity owed a balance of £5,487 (2024: £nil) to In Kind Direct.

6. Expenditure

	Direct cost £	Support cost £	Total 2025 £	Direct cost £	Support cost £	Total 2024 £
Cost of Charitable Activities						
Distribution of donated goods	30,564,199	-	**30,564,199**	32,632,393	-	32,632,393
Other charitable costs	1,887,687	2,746,377	**4,634,064**	1,763,925	2,747,075	4,511,000
	32,451,886	2,746,377	**35,198,263**	34,396,318	2,747,075	37,143,393
Cost of Raising Funds						
Fundraising activities	71,792	125,818	**197,610**	19,892	95,595	115,487
Trading activities	152,683	-	**152,683**	213,133	-	213,133
	224,475	125,818	**350,293**	233,025	95,595	328,620
Total Expenditure	32,676,361	2,872,195	**35,548,556**	34,629,343	2,842,670	37,472,013

7. Support costs

Support costs are the costs of premises, facilities, staff and office overheads and are allocated to the activities of the charity as follows:

	Total 2025 £	Total 2024 £
Management/Other	807,273	774,746
Finance & IT	289,532	328,724
Logistics	479,032	477,063
Charities	1,027,681	1,030,154
Fundraising	119,813	79,573
Premises	148,864	152,410
	2,872,195	2,842,670
Governance costs total	103,035	81,470

8. Employees

Staff costs comprise:	Total 2025 £	Total 2024 £
Salaries and wages	1,629,371	1,568,476
Social security costs	196,566	163,880
Other pension costs	133,187	134,080
	1,959,124	1,866,436

The average number of employees during the year, analysed by function, was:

	2025	2024
Distribution of donated goods	29	29
Governance	4	4
	33	33

The number of employees earning in excess of £60,000 is as follows:

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

The key management personnel of In Kind Direct, the parent charity, comprise the Chief Executive Officer and Executive Directors.
The total employee benefits (including employer's national insurance contributions) of the key management personnel of In Kind Direct were £579,215 (2024: £494,242).

The trustees did not receive remuneration for their services to the company during the period (2024: £nil).

Travel expenses of £365 were reimbursed by the charity to a Trustee during the period (2024: £226, one trustee).

9. Net income for the year is stated after charging:

	2025 £	2024 £
Auditor remuneration - audit fee	25,480	23,750
Operating Lease rentals	66,126	70,823
Depreciation	51,928	49,543

10. Tangible Fixed Assets

Group and Charity

	Warehouse Equipment	IT Equipment		
	Unrestricted Funds	**Unrestricted Funds**	**Total 2025**	**Total 2024**
	£	**£**	**£**	**£**
Cost as at 1 January 2025	131,781	12,580	**144,361**	132,715
Additions during year	1,883	-	**1,883**	11,646
Cost as at 31 December 2025	133,664	12,580	**146,244**	144,361
Depreciation as at 1 January 2025	(68,304)	(10,621)	**(78,925)**	(54,104)
Charge for year	(22,939)	(1,959)	**(24,898)**	(24,821)
Depreciation as at 31 December 2025	(91,243)	(12,580)	**(103,823)**	(78,925)
Net book value as at 1 January 2025	63,477	1,959	**65,436**	78,611
Net book value as at 31 December 2025	42,421	-	**42,421**	65,436

£12k was invested in fixed assets in 2025, £2k relating to fixtures in the warehouse and £10k relating to IT development and equipment.

11. Intangible Fixed Assets

Group and Charity

	IT Systems		
	Unrestricted Funds	**Total 2025**	**Total 2024**
	£	**£**	**£**
Cost as at 1 January 2025	277,614	**277,614**	235,511
Additions during year	10,277	**10,277**	42,103
Cost as at 31 December 2025	287,891	**287,891**	277,614
Depreciation as at 1 January 2025	(174,455)	**(174,455)**	(149,733)
Charge for year	(27,030)	**(27,030)**	(24,722)
Depreciation as at 31 December 2025	(201,485)	**(201,485)**	(174,455)
Net book value as at 1 January 2025	103,159	**103,159**	85,778
Net book value as at 31 December 2025	86,406	**86,406**	103,159

12. Investment

(Charity)

	Unrestricted Funds	**Total 2025**
	£	**£**
Shares - subsidiary company Trading IK Ltd	1	**1**
Cost at 1 January 2025 and 31 December 2025	1	**1**

13a. Debtors - unrestricted

	Group 2025	Group 2024	**Charity 2025**	Charity 2024
	£	£	**£**	£
Prepayments	**124,576**	113,221	**124,576**	112,721
Trade debtors	**137,918**	139,030	**33,372**	23,525
Intercompany debtors	**-**	-	**259,657**	194,652
Accrued income	**85,699**	442	**4,770**	442
	348,193	252,693	**422,375**	331,340

13b. Debtors - restricted

	Group 2025	Group 2024	**Charity 2025**	Charity 2024
	£	£	**£**	£
Grant income debtor*	**-**	1,991	**-**	1,991
	-	1,991	**-**	1,991

*This represents the value of the grant receivable by In Kind Direct until March 2025 in respect of the charity's office accommodation.

14. Creditors: amounts falling due within one year - unrestricted

	Group 2025	Group 2024	**Charity 2025**	Charity 2024
	£	£	**£**	£
Trade creditors	**(70,736)**	(221,417)	**(70,736)**	(221,423)
Accruals	**(151,097)**	(110,380)	**(100,417)**	(90,750)
Taxation and social security	**(216,510)**	(133,118)	**(186,102)**	(125,490)
	(438,343)	(464,915)	**(357,255)**	(437,663)

15a. Reserves (Group) 2025

	Restricted Funds:	Balance at 1 Jan 2025 £	Income £	Expenditure	Transfers to General Fund £	Transfers between funds £	Balance at 31 Dec 2025 £
1	**Lloyds Bank Premises Fund**	263,846	-	*(110,179)*	-	10,940	**164,607**
2	**Premises Fund 3 - dilaps**	44,000	-	*(33,060)*	-	(10,940)	**-**
3	**Garfield Weston**	-	75,000	*(75,000)*	-	-	**-**
4	**Tesco comms**		50,000	*(50,000)*		-	**-**
5	**Mazars**	-	5,000	*(5,000)*	-	-	**-**
6	**Richard Wolff**	1,000	-	*(1,000)*	-	-	**-**
7	**Latter Day Saints**	-	22,695	*(22,695)*	-	-	**-**
8	**Oxford County Council**	-	33,000	*(33,000)*	-	-	**-**
9	**Julia Rausing Trust**	-	25,000	*(25,000)*	-	-	**-**
10	**Haleon**		100	*(100)*		-	**-**
	Total Restricted Funds	**308,846**	**210,795**	**(355,034)**	**-**	**-**	**164,607**
	Unrestricted Funds - General	**1,062,807**	**35,558,566**	**(35,193,522)**		**-**	**1,427,851**
	Unrestricted Funds - Designated					-	
	Total Unrestricted Funds	**1,062,807**	**35,558,566**	**(35,193,522)**	**-**	**-**	**1,427,851**
	Total Funds	**1,371,653**	**35,769,361**	**(35,548,556)**	**-**	**-**	**1,592,458**

Details

(1) Funds to pay rent, service charge, utilities and other office running costs.
(2) Funds towards legal/professional fees and office dilapidations.
(3) Funds towards supporting children and young people
(4) Funds towards the Tesco campaign
(5) Funds towards the SARC's (Sexual Assault Referral Centres) project
(6) Funds for the Fresher Futures campaign
(7) Funds towards the SARC's (Sexual Assault Referral Centres) project
(8) Funds are for the purpose of enabling charities in a particular sector or geographical location to benefit from the In Kind Direct service.
(9) Funds are for the purpose of enabling charities in a particular sector or geographical location to benefit from the In Kind Direct service.
(10) Funds towards a corporate vounteering day in IKD's warehouse

15a. Reserves (Group) 2024

	Restricted Funds:	Balance at 1 Jan 2024 £	Income £	Expenditure	Transfers to General Fund £	Transfers between Funds £	Balance at 31 Dec 2024 £
1	**Lloyds Bank Premises Fund**	416,056	-	*(147,810)*	-	(4,400)	**263,846**
2	**Premises Fund 3 - dilaps**	39,600	-	-	-	4,400	**44,000**
3	**The Privy Purse**	15,000	24,000	-	*(39,000)*	-	**-**
4	**Lego**	-	10,000	-	*(10,000)*	-	**-**
5	**Richard Wolff**	-	1,000	-	-	-	**1,000**
6	**VD day**	-	250	-	*(250)*	-	**-**
	Total Restricted Funds	**470,656**	**35,250**	**(147,810)**	**(49,250)**	**-**	**308,846**
	Unrestricted Funds - General	**1,126,434**	**37,071,326**	**(37,324,203)**	**49,250**	**140,000**	**1,062,807**
13	**Unrestricted Funds - Designated**	**140,000**	**-**			**(140,000)**	**-**
	Total Unrestricted Funds	**1,266,434**	**37,071,326**	**(37,324,203)**	**49,250**	**-**	**1,062,807**
	Total Funds	**1,737,090**	**37,106,576**	**(37,472,013)**	**-**	**-**	**1,371,653**

Details

(1) Funds to pay rent, service charge, utilities and other office running costs.
(2) Funds towards legal/professional fees and office dilapidations.
(3) Funds towards the SARC's (Sexual Assault Referral Centres) project
(4) Funds are for the purpose of enabling charities in a particular sector or geographical location to benefit from the In Kind Direct service.
(5) Funds towards the SARC's (Sexual Assault Referral Centres) project
(6) Funds towards a corporate vounteering day in IKD's warehouse

(13) The remainder of designated funds has been undesignated (£140,000) by trustees.

15b. Reserves (Charity) 2025

	Balance at 1 Jan 2025 £	Income £	Expenditure	Transfers to General Fund £	Transfers between Funds £	Balance at 31 Dec 2025 £
Restricted Funds:						
1 Lloyds Bank Premises Fund	263,846	-	(110,179)		10,940	**164,607**
2 Premises Fund 3 - dilaps	44,000	-	(33,060)		(10,940)	**-**
3 Garfield Weston	-	75,000	(75,000)		-	**-**
4 Tesco comms	-	50,000	(50,000)		-	**-**
5 Richard Wolff	1,000	-	(1,000)		-	**-**
6 Mazars	-	5,000	(5,000)		-	**-**
7 Latter Day Saints	-	22,695	(22,695)		-	**-**
8 Oxford County Council	-	33,000	(33,000)		-	**-**
9 Julia Rausing Trust		25,000	(25,000)			**-**
10 Haleon		100	(100)			**-**
						-
Total Restricted Funds	**308,846**	**210,795**	**(355,034)**	**-**	**-**	**164,607**
Unrestricted Funds - General	**877,704**	**35,386,613**	**(34,967,386)**	**-**	**-**	**1,296,931**
Total Unrestricted Funds	**877,704**	**35,386,613**	**(34,967,386)**	**-**	**-**	**1,296,931**
Total Funds	**1,186,550**	**35,597,408**	**(35,322,420)**	**-**	**-**	**1,461,538**

Details

(1) Funds to pay rent, service charge, utilities and other office running costs.
(2) Funds towards legal/professional fees and office dilapidations.
(3) Funds towards supporting children and young people
(4) Funds towards the Tesco campaign
(5) Funds towards the SARC's (Sexual Assault Referral Centres) project
(6) Funds for the Fresher Futures campaign
(7) Funds towards the SARC's (Sexual Assault Referral Centres) project
(8) Funds are for the purpose of enabling charities in a particular sector or geographical location to benefit from the In Kind Direct service.
(9) Funds are for the purpose of enabling charities in a particular sector or geographical location to benefit from the In Kind Direct service.
(10) Funds towards a corporate vounteering day in IKD's warehouse

15b. Reserves (Charity) 2024

	Balance at 1 Jan 2024 £	Income £	Expenditure	Transfers to General Fund £	Transfers between Funds £	Balance at 31 Dec 2024 £
Restricted Funds:						
1 Lloyds Bank Premises Fund	416,056	-	(147,810)		(4,400)	**263,846**
2 Premises Fund 3 - dilaps	39,600	-	-		4,400	**44,000**
3 The Privy Purse	15,000	24,000		(39,000)	-	**-**
4 Lego	-	10,000		(10,000)	-	**-**
5 Richard Wolff	-	1,000		-	-	**1,000**
6 VD day	-	250		(250)	-	**-**
	-	-	-	-	-	**-**
Total Restricted Funds	**470,656**	**35,250**	**(147,810)**	**(49,250)**	-	**308,846**
Unrestricted Funds - General	**967,851**	**36,834,929**	**(37,114,326)**	***49,250***	**140,000**	**877,704**
13 **Unrestricted Funds - Designated**	**140,000**	**-**			**(140,000)**	**-**
Total Unrestricted Funds	**1,107,851**	**36,834,929**	**(37,114,326)**	**49,250**	**-**	**877,704**
Total Funds	**1,578,507**	**36,870,179**	**(37,262,136)**	**-**	**-**	**1,186,550**

Details

(1) Funds to pay rent, service charge, utilities and other office running costs.
(2) Funds towards legal/professional fees and office dilapidations.
(3) Funds towards the SARC's (Sexual Assault Referral Centres) project
(4) Funds are for the purpose of enabling charities in a particular sector or geographical location to benefit from the In Kind Direct service.
(5) Funds towards the SARC's (Sexual Assault Referral Centres) project
(6) Funds towards a corporate vounteering day in IKD's warehouse

(13) The remainder of designated funds has been undesignated (£140,000) by trustees.

16. Donation of services for own use

The financial statements include the following donated services

	2025 £	2024 £
Office cleaning & printing charges	22,125	10,338
Web hosting & IT services	66,942	79,466
Marketing & PR	4,300	21,553
Staff costs/training	-	22,969
	93,367	134,326

17. Obligation under operating lease

At 31 December the charitable company had the following future minimum rentals payable in respect of non-cancellable operating leases for one office premises as set out below:

Minimum rentals falling due:	2025 £	2024 £
Within 1 year	-	35,953
Between 1 and 5 years	-	-
More than 5 years	-	-
	-	35,953

18. Related party transactions

Due to the nature of the IKD group charitable activities which relies on donated goods by companies and the composition of the board of trustees being drawn from corporations, transactions may take place with businesses in which the trustees have an interest. All transactions involving such companies are conducted in accordance with the requirements of the SORP and followed the IKD financial policies & procurement procedures relating to connected and related party transactions. All Board members are required to sign a related party disclosure.
HM King Charles III is the founder of In Kind Direct.

The total amount of donations made by trustees to the charity in 2025 was £1,250 (2024: £4,606). There were no other related party transactions.

19. Capital commitments

There were no capital commitments at the end of 2025 (2024: £0).

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

	Group		Charity	
	2025 £	2024 £	2025 £	2024 £
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	220,805	(365,437)	274,988	(385,457)
Adjustments for:				
Depreciation	51,928	49,543	51,928	49,543
Interest received	(10,783)		(10,783)	
(Gains)/losses on investments				
Increase in inventory	61,000	(61,000)	-	-
(Increase) / decrease in debtors	(93,509)	(36,779)	(89,044)	(70,592)
Increase in creditors	(26,572)	92,993	(80,408)	95,460
Net cash provided by/(used in) operating activities	202,869	(320,680)	146,681	(311,046)

21. Post balance sheet events

There are no events after the Statements of Financial Position date.