

Company registration number: 03929653
Charity registration number: 1079752

RedR UK
(A company limited by guarantee and Registered Charity)

FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2025

KINGSTON BURROWES AUDIT LTD

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REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2025

Company no.:	3929653
Charity no.:	1079752
Registered address:	91-94 Lower Marsh, London, SE1 7AB
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TRUSTEES' REPORT
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WHO WE ARE

RedR UK (hereinafter RedR) is a humanitarian capacity strengthening organisation that supports aid professionals, INGOs, NGOs, and communities prepare for, respond to, and recover from disaster. Our work is driven by the belief that everyone should have access to effective and inclusive response efforts in times of crisis.

For 45 years, RedR services have reduced the impact of crisis on the most vulnerable populations. We equip those at the frontline of response with critical skills and practical tools, creating more sustainable, resilient systems for the future. We deliver this support through a portfolio of services that comprise tailored training programmes, coaching, mentoring, capacity assessments, convening, and technical assistance in ways that are accessible, practical, and responsive to local contexts.

We work across a range of settings, supporting actors in humanitarian, development, and peacebuilding contexts. Our thematic focus lies at the intersection of three core areas:

1. Humanitarian Services
2. Climate Change and Resilience
3. Engineering in Emergencies

These pillars of expertise guide our programmatic activities – RedR was founded by engineers and remains deeply connected to our technical roots. Today, we combine this legacy with deep expertise in climate-responsive programming and humanitarian learning. Our integrated approach enables us to support frontline responders navigating increasingly complex risks such as climate volatility, infrastructural breakdown, and protracted crises through practical and sustainable solutions.

We partner with multilateral agencies, INGOs, national governments, community-based organisations, academic institutions, foundations, and the private sector. These partnerships allow us to drive innovation, exchange knowledge, and adapt programming in real time to meet emerging challenges. From anticipatory action and disaster risk reduction to post-crisis reconstruction, RedR supports the full humanitarian cycle, offering scalable solutions that strengthen systems and serve communities over the long term.

Our approach is characterised by a commitment to learning as a tool for transformation. Our trainers are subject matter experts and practitioners who understand the pressures, constraints, and nuances of humanitarian work. We engage with learners through methods that suit their needs from online, in-person, and blended training, to customised technical assistance, ensuring relevance and accessibility across contexts.

All the initiatives featured in this report have been supported by RedR in collaboration with our wide network of partners, donors, technical experts, and associate trainers. The impact and reach presented reflect not only our direct training and support, but also the ripple effect of stronger local leadership, better coordination, and more effective humanitarian action.

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FOREWORD

Forty-five years ago, RedR was founded on a simple but powerful principle: that technical skills and practical training can save lives and restore dignity in times of crisis. In a world now marked by escalating conflict, climate disasters, and shrinking humanitarian resources, that principle has never been more relevant. To our partners across the engineering community, individual and institutional donors: your support enables RedR to respond swiftly and effectively to disasters and crises.

RedR is the leading humanitarian agency for training in disaster relief and conflict response, equipping national professionals in their own stricken countries with the additional knowledge and skills they need to grapple with the chaos, confusion and terrors of disasters and wars.

Modern humanitarian response is led by professional responders in their own countries. They are first on the ground, best placed to lead national and international response. RedR's unique value lies in providing training and technical assistance that prepares those responders to apply their professional skills within the shock of humanitarian crises.

This year, RedR reached 2,698 training participants across 72 nationalities, equipping frontline responders with critical skills. From Sudanese organisations navigating unprecedented displacement to Ukrainian water utilities maintaining essential services under bombardment, from climate adaptation specialists in drought and flood-prone Afghanistan and Somalia to engineers assessing blast damage in conflict zones, our work has strengthened the very foundations of humanitarian effectiveness.

RedR's value is acclaimed by our supporters across industry, by commentators such as the Financial Times which lists RedR amongst the top twenty humanitarian organisations, by the active patronage of our President the Princess Royal, and above all by the high demand and ratings of professionals around the world who have absorbed RedR training this year.

The year 2024-25 has tested the resilience of the humanitarian system. War has affected the lives of millions through death, starvation, injury, and displacement. Climate disasters struck with increasing frequency and ferocity. As global needs reached unprecedented levels, resources diminished.

Major institutional donors implemented significant funding cuts, leaving organisations across the humanitarian ecosystem grappling with how to maintain essential services when they are needed most. Consequently, RedR conducted a restructure and reprioritisation programme in early 2025 leading to a more sustainable financial future.

Within this challenging context, RedR's mission has never been more vital and our impact more tangible. When systems are stretched, the need for skilled, effective humanitarian delivery becomes paramount. Every crisis reinforces a fundamental truth, that humanitarian response depends not just on funding, but on the capacity of those who deliver it.

These achievements extend beyond numbers. We delivered training in nine languages in addition to English, reflecting our deepening commitment to localisation and our recognition that effective humanitarian action must be rooted in local contexts and led by those closest to crisis. The establishment of Communities of Practice in Sudan, the launch of grassroots organisations like Act for Climate in Afghanistan, and the cascading of knowledge through our Training of Trainers programmes all demonstrate the multiplier effect of investing in local capacity.

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Internally, RedR has undergone its own transformation. We refined our strategic framework for 2025-27 and updated our associate trainer pool to 200 experts representing over 40 nationalities across 50 countries.

The stories in this report, from Huda in Sudan reshaping her organisation's training approach, to Ahmad in Afghanistan founding a new climate initiative, to engineers in Ukraine safeguarding essential services under bombardment, remind us why RedR's work matters. In a sector often focused on immediate relief, we build the long-term capacity that ensures humanitarian action is not only effective in the moment, but sustainable and locally led for the future.



Sophie Gillibert
Chair of the Board of Trustees
3 November 2025



Bernadette Sexton
Chief Executive Officer
3 November 2025

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OUR IMPACT

2,698 total training participants

36% women / non-binary

69% national staff

72 nationalities represented

96% of participants ranked our training as good / excellent

94% of participants reported an increase in knowledge and skills

39,786 total learning hours attained

- Humanitarian – 10,508 learning hours attained
- Climate – 11,471 learning hours attained
- Engineering – 17,807 learning hours attained

1,538 hours of training delivered; breakdown by method

- Online facilitated – 1,071 hours
- Face-to-Face – 330 hours
- Blended Learning – 137 hours

Breakdown by language

- English (1,305 hours); Arabic (120 hours); Ukrainian (68 hours); French (45 hours)

>Other

165 learning events across 29 projects (9 / 29 delivered in a language other than English*).

228 hours of training designed / adapted.

- English (125 hours); Arabic (33 hours); Ukrainian (4 hours); French (66 hours)

**This number includes projects delivered in multiple languages (eg. English and Arabic).*

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STRATEGY

RedR's 2025-27 strategy was developed and rolled out during this reporting period. Designed to respond to a rapidly shifting humanitarian landscape, our strategic framework sets a clear direction for RedR and centres the organisation's unique role as a leader in humanitarian capacity strengthening. It reaffirms our commitment to technical excellence and learning-driven impact.

Our strategy is grounded in the recognition that crises are increasingly complex and protracted, with conflicts, climate emergencies, and infrastructural vulnerabilities intersecting in new ways. We will deepen our efforts to support skilled and adaptable humanitarian professionals as they respond to rising global needs, climate-linked disasters, and constrained funding.

The 2025-27 strategy outlines three key outputs through which our impact is delivered and evaluated:

1. Training – the provision of high-quality, context-specific training across multiple modalities to strengthen capacity of both individuals and organisations.
2. Convening and Sharing – amplify learning through communities of practice, events, publications, and forums that facilitate knowledge exchange.
3. Technical Assistance – apply targeted expertise to meet global needs through advisory services, coaching, resource development, and systems strengthening.

Each output serves to address the thematic focus areas of our programmatic hubs:

- Humanitarian Services,
- Climate Change and Resilience, and
- Engineering in Emergencies.

A central feature of this strategy is the imperative to support locally led responses; it outlines a commitment to shifting power and working in partnership with local learning providers. This includes increasing the proportion of national staff and organisations reached through training, expanding our associate trainer pool to reflect RedR's geographies of operation, and co-creating learning content in collaboration with local experts.

At an organisational level, RedR is committed to refining our delivery model and investing in systems that support quality, adaptability, and reach. This includes updating our training methods in line with adult learning best practice tailored to the humanitarian context, enhancing digital learning capabilities, and embedding inclusive design standards across all service areas. Technical partnerships with engineering institutions, academic bodies, and private sector actors, will continue to play an integral role as we strive to deliver contextually appropriate solutions.

RedR is steadfast in its commitment to supporting those closest to crisis as they lead in building effective, equitable, and sustainable humanitarian responses. This commitment drives the impact stories, results, and partnerships presented throughout this report.

- Read: [Our Strategy - RedR UK](#)

**TRUSTEES' REPORT
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PROGRAMMES

Humanitarian Services

I. Investing in a Coordinated, Needs-Based Humanitarian System

RedR contributes towards an inclusive, locally led humanitarian system by equipping frontline responders with the tools and knowledge they need to deliver safe, effective, and accountable support. Through Learning Needs Assessments and organisational consultations, our programmes are guided by an understanding of the priorities and contexts in which participants operate. Our training supports individuals and organisations navigate crisis settings with confidence, strengthening coordination, managing security risks, and promoting wellbeing across the sector.

Tailored Support for Sudanese Responders

Since April 2023 more than 11.5 million people have been displaced by the escalation of protracted conflict in Sudan. In response to the escalating humanitarian emergency, RedR played a pivotal role delivering context-specific support to frontline responders. In partnership with the Humanitarian Academy for Development (HAD) and under the H2H Network, RedR equipped local actors with the skills tools, and confidence to respond more safely and effectively.

In collaboration with both international and Sudanese experts, RedR and HAD conducted joint learning needs and organisational capacity assessments. Based on these findings, RedR designed and implemented a comprehensive training programme in Arabic and customised to Sudan's rapidly shifting operational environment; HAD provided essential organisational development support to 21 national NGOs through tailored coaching and in-person workshops.

RedR's training programme reached 555 humanitarian responders across the country with 28 short, interactive online modules covering core thematic areas identified through the learning needs assessment: Humanitarian Coordination, Needs Assessments, Project Planning, Accountability to Affected Populations, Introduction to Protection, and Safety, Security, and Wellbeing. We also facilitated a remote Training of Trainers course for 33 participants to foster peer-to-peer learning. This cohort is now equipped to cascade knowledge within their organisations and networks.



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The programme also launched two WhatsApp-based Communities of Practice to support continued engagement, learning exchange, and the application of new skills. Participant feedback shows that the training has significantly improved their ability to assess needs, engage affected communities, and coordinate more effectively in fragile conditions.

Case Study – Huda Mohammad Al-Khair Al Tayeb, Al-Salam Organisation for Care and Development
When conflict in Sudan disrupted in-person training delivery, Huda Mohammad Al-Khair Al Tayeb, General Manager of Al-Salam Organisation for Care and Development, saw an opportunity for transformation. Determined to adapt, Huda enrolled in RedR's Training of Trainers in Humanitarian Emergencies course to strengthen her skills and lead Al-Salam's transition to online programming.

"This training was a real turning point," Huda shared. Unlike previous theory-heavy courses, RedR's training offered practical tools and strategies Huda could apply immediately. This included shifting to online delivery and systematising needs assessments, which have supported Al-Salam to deliver timely, community-based training even amid ongoing displacement and insecurity.

Participation also connected Huda to a vibrant peer network through RedR's Community of Practice, which remains active and self-managed by training alumni. Moving forward, Huda plans to expand her training efforts across conflict-affected regions and continue fostering community-led approaches to humanitarian response.

Scaling Security Management Capacity in Crisis-Affected Contexts

In Lebanon, where conflict has displaced over a million people since late 2023, RedR launched a tailored training initiative to help responders address growing humanitarian needs amidst a deteriorating security situation. An initial rapid learning needs assessment located gaps in safety, security, and mental health competencies among local respondents. The project will rollout training sessions, delivered in English and Arabic, covering Personal Security / Staying Effective (PS / SE), Security Management for Humanitarians (SMH), and coaching sessions for SMH participants. In early 2025, we completed delivery of two online facilitated training sessions for the first cohorts (English and Arabic) of PS / SE to a total of 13 participants. Subsequent cohorts for this module and SMH are scheduled to run in FY2025/26. The project is projected to reach 130 humanitarian responders comprising national and international NGO staff, volunteers, and civils society representatives; initial feedback indicates high levels of satisfaction, with 100% of survey respondents from PS / SE rating the training as 'excellent' or 'good'.

Beyond our bespoke offerings, RedR continued to strengthen broader sectoral capacity in security management through our open courses. In November 2024, the Security Management for Humanitarians open course brought together 19 participants from Ukraine, Jordan, and the United Kingdom. The eight-session online course focused on managing security in emergencies through participatory methods and a realistic simulation activity. Feedback highlighted the immediate relevance and impact of the training:

"Thanks to everyone. I feel this was a very good use of time, my skills have developed, and I am in a better position to consider security as it applies to my organisation."

II. Advancing Sectoral Learning Through Tools and Resource Development

RedR is committed to strengthening the humanitarian ecosystem not only through immediate training responses, but through resource development. Central to this commitment is our focus on the design and dissemination of tools and learning approaches that encourage evidence-based decision-making and promote knowledge exchange. We aim to narrow the gap between information and action by developing practical tools, nurturing analytical skills, and investing in inclusive knowledge-sharing platforms.

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In 2024/25, we took the long view. We strengthened capacity in data literacy and analysis in a sector navigating a rapidly evolving technological landscape and the growing influence of AI,¹ while developing sector-wide resources that enable continuous learning across technical domains and geographies.

Training Platform for Analytical Capacity

In consortium with ACAPS, and with support from USAID, RedR led the design and delivery of learning courses in humanitarian data analysis and decision-making. This included a free, modular online learning platform, alongside facilitated training sessions offered both virtually and in-person, tailored to diverse learning needs and practitioner contexts.

RedR led the development and delivery of a suite of globally accessible, context-sensitive learning offerings. This included two in-person cohorts of the Essentials of Humanitarian Data Analysis (EHDA) course in Nairobi and Amman, and a condensed 10-hour blended version. The curriculum introduced key concepts in qualitative and quantitative data analysis, prioritising reflective, ethical decision-making in humanitarian contexts. An embedded Training of Trainers component also enabled participants to cascade knowledge within their organisations. Feedback for EHDA was resoundingly positive, one participant reflected:

"The mode of interactivity of the session and the wonderful self-paced online modules were outstanding."

"EHDA is a great course, especially with the examples and interactive activities that it has. The way of presenting the information and the examples were very strong and linked to the topic. . ."

RedR also designed and delivered two targeted short modules focusing on Data Collection Methods in emergencies and developing effective Monitoring and Evaluation Plans for Anticipatory Action. These offerings addressed an identified gap in early warning and preparedness systems, particularly among local actors.

The project was terminated in 2025 as part of USAID cuts. In total, the consortium trained 244 humanitarian practitioners across local NGOs, civil society organisations, and government bodies. Over 1,200 applications were received for the available training spaces, reflecting strong global demand. Participant feedback consistently highlighted the accessibility, relevance, and quality of the training content, many citing increased confidence in applying data analysis to real-world programming and a readiness to share learning with their colleagues.



The tools and training materials developed remain available as part of RedR's wider library and continue to inform our sectoral offerings.

¹ A recent survey conducted by Sphere explores how humanitarian organisations are engaging with artificial intelligence, revealing widespread interest alongside limited training opportunities, policy guidance, and familiarity with key risks. (<https://spherestandards.org/how-can-humanitarian-organisations-use-ai-safely/>)

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Embedded Learning Through Practical Tools and Guidelines

Complementing our work in data and analysis, RedR continued to develop tools that support cross-sectoral learning. Through the WASH Cross-Cutting Issues project in Ukraine, we supported the integration of protection, inclusion, and accountability into sectoral WASH programming. The project culminated in the creation of a WASH-CCI Guidance framework in English and Ukrainian alongside rollout of targeted training. RedR also trained 15 participants as part of a training of trainers and launched a curated online resource hub, ensuring long-term accessibility and uptake of the guidance materials.

→ Read: [Guidance Framework for cross cutting issues in WASH in Ukraine - RedR UK](#)

To extend our reach across technical themes, RedR also contributed to the development and digitisation of learning materials for other sectoral initiatives. This included the design of modules in English, French, and Ukrainian for conflict-related sexual violence response as part of our work with the Dr Denis Mukwege Foundation, and the design of e-learning courses on disability inclusion and gender-based violence for the Global Education Cluster. We also produced updated translations for instructional videos in Spanish and French for Plan International. Across these projects, RedR prioritised accessible, context-relevant design, delivering outputs in multiple languages and formats.

→ Explore: [Summary of Disability Inclusion in Education Cluster coordination and response](#)

Together, these initiatives reflect RedR's strategic commitment to developing tools that outlast individual projects and investing in long-term analytical and thematic capacity across the humanitarian sector.

Nature-based Solutions for Climate Resilience in Humanitarian Action, Sphere

In collaboration with Sphere, we designed and delivered an engaging e-learning module on [Nature-based Solutions for Climate Resilience in Humanitarian Action](#); a foundational and timely topic as the sector responds to the escalating impacts of climate change. The module translates technical guidance into a practical, user-friendly tool for the humanitarian community, and reflects RedR's strategic focus on resource creation to promote continuous learning and evidence-based action. The final SCORM-compliant package is now hosted on Kaya and available for global use.

III. Tailored Organisational Support

RedR continued to provide tailored organisational support that strengthens leadership, governance, and project delivery across the humanitarian sector. Through bespoke capacity strengthening initiatives we provide training for organisations in project cycle management, leadership, proposal writing, and resource mobilisation, laying the groundwork for sustained, locally led responses.

In Mali, RedR collaborated with the Global Nutrition Cluster's Technical Support Team to deliver a suite of targeted trainings responding directly to local priorities. We delivered 45 hours of online training, translated into French, on Monitoring & Evaluation and Proposal Writing for Resource Mobilisation. 33 staff from Mali local organisations and Nutrition Cluster partners participated, with 87% rating the trainings as 'excellent' or 'good.' The programme marks an important step in reinforcing national leadership in humanitarian response, with participants better equipped to manage teams, raise funds, and track impact in complex settings.

RedR's commitment to tailored services and supporting the long-term professional development of national actors at the frontlines of crisis response extends across our portfolio. In 2024/25, RedR supported a wide range of organisations through bespoke training programmes designed to strengthen leadership capacity, communication, and programme quality across humanitarian contexts.

- RedR partnered with SOS Children's Villages to deliver a blended leadership programme for 30 participants, focused on navigating transformational change and effective management. The learning programme combined a preparatory 3-hour virtual session and culminated with a 2-day face-to-face training in Nairobi, Kenya.

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- RedR delivered a 2.5-day in-person course for 39 staff members of the Clinton Health Access Initiative (CHAI) in Rwanda. The course covered topics such as situational awareness, risk management, and emergency contingency planning. The training was supplemented by a simulation session, offering participants an opportunity to apply course learnings in practice.
- In Amman, WarChild staff completed a customised Leadership and Management course, tailored to their needs through focus group consultations.
- To support inclusive communication in high-pressure environments, RedR delivered an online non-violent communication workshop for 13 MSF staff, strengthening their ability to engage with empathy.
- RedR delivered in-depth and tailored project cycle management training to organisations such as the UK Department of Health and Social Care, and CARE Syria.
- RedR ran a participatory Training of Trainers for HelpAge, supporting 18 staff to enhance their effectiveness as learning facilitators.
- 12 UCL postgraduate students completed RedR's blended 'Essentials of Humanitarian Practice' course in preparation for overseas deployment in Nepal and Uganda. This included participating in simulation-based learning to enhance real-world applications.

Climate Resilience

I. Scaling Impact through Climate Change Adaptation and Disaster Risk Reduction Programming

RedR's Climate Change Adaptation and Disaster Risk Reduction (CCA DRR) programme continues to drive locally led climate action. First launched with the support of AXA XL, and now in its sixth year, the programme equips participants with practical tools and contextual knowledge to integrate climate adaptation strategies into their work and advocate for sustainable, community driven responses to the climate crisis.

The 6-week core course modules introduce participants to key CCA DRR concepts through a series of live seminars and supplementary practical sessions:

- What is CCA DRR?
- Climate Risk Assessment Framework
- Climate Change, Water Management, and Health
- DRR Framework
- Land Use and Climate Change
- CCA DRR in Project Proposals

In 2024/25, the flagship 6-week blended learning programme ran in each of its targeted regions: East Africa, South Asia, and Southeast Asia, delivering a total of 180 hours of training to 199 participants from NGOs, governments, private organisations, and community-based organisations. 88% of survey respondents rated the training course as 'excellent' or 'good'; 87% reported an increase in knowledge and skills.

"The course provided a well-structured and detailed curriculum that covered all critical aspects of Climate Change Adaptation (CCA) and Disaster Risk Reduction (DRR). The step-by-step approach, from identifying hazards to developing adaptation pathways and action plans, ensured that participants gained a thorough understanding of each component of the CCA DRR process. This structured learning path was instrumental in building a solid foundation and advancing to more complex concepts and strategies".

– participant from CCA DRR Southeast Asia cohort

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In addition to the core course, the project rolled out 15 shorter add-on modules, delivered to 257 participants in 2024/25. These online offerings covered advanced topics such as, Ecosystem-based Adaptation, and Climate Risk Assessments, alongside a revised, two-part module (Forecast-based Financing and Anticipatory Action), that incorporated an interactive webinar and simulation exercise based on case studies and meteorological predictions. These modules offered flexible, targeted learning opportunities for practitioners seeking to deepen their expertise or apply specific tools in their day-to-day work. On average, 99.2% of survey respondents rated these courses as 'excellent' or 'good' with 95% reporting an increase in knowledge and skills.

In response to priorities identified in RedR's Climate Scoping Study, the programme piloted a new 4-day, face-to-face training on Climate Proposal Writing in partnership with local climate actors across three regions. In 2024/25, training sessions were successfully delivered in two of these regions, where participants engaged in hands-on proposal development exercises tailored to real-world case studies provided by local partner organisations.

- In Bangladesh, participants convened at the CCDB Climate Centre in Uttar Palaid. The Centre, which includes a Climate Technology Park, offered RedR participants a fully residential experience designed to encourage collaboration and reflection.
- In the Philippines, training took place in partnership with the Centre for Disaster Preparedness Foundation (CDP), a resource centre for community-based climate management. As part of the training, participants co-developed a proposal for the Las Pinas Persons with Disability Federation, strengthening the relevance and immediate utility of the training.

Across the two locations, 18 participants were trained and badged, with feedback reflecting high satisfaction and immediate application of learning in professional settings.

"The course curriculum covers a broad range of topics from proposal development, ecosystem-based adaptation, and disaster risk reduction to climate change proposals and climate finance. This diversity ensures that participants gain a holistic understanding of the subject matter."

- Participant on the Climate Proposal Writing Course (Bangladesh)

II. Climate Change Adaptation and Disaster Risk Reduction in Drought-Vulnerable Contexts

With support from the Howden Foundation, RedR expanded CCA DRR's geographical reach in response to increasing climate volatility in fragile regions. Core offerings were adapted for delivery to drought-vulnerable contexts in Afghanistan and Somalia, ensuring relevance to local priorities and evolving climate risks in both countries. Both countries are among the most climate-vulnerable globally, with Somalia facing recurring droughts and floods that displaced 2.2 million people in 2023, and Afghanistan's ongoing drought driving food insecurity for nearly one-third of the population.

We also extended the 6-week course by one week to incorporate a new add-on module, *Inclusive Approaches in CCA DRR*, which supports participants to design and implement equitable climate interventions within their communities. In 2024/25, we ran three cohorts in Afghanistan and two cohorts in Somalia, badging a total of 142 participants. 99.4% rated the core 7-week course as 'excellent' or 'good', and 97.6% reported a significant improvement in their knowledge and skills. This ran alongside two complementary Training of Trainers (ToT) courses, one in each country, designed to support community-level knowledge sharing, with two more scheduled to run in 2025/26. ToT participants designed and delivered their own training sessions, supported by coaching and peer feedback. Many have since gone on to apply their learning through community-based training, climate awareness campaigns, and the implementation of early warning systems.

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Gender and Inclusion in Climate Adaptation

Beyond the core seven-week programme, RedR designed and delivered a shorter 2.5-hour online version of the new *Inclusive Approaches in CCA DRR* module in Afghanistan and Somalia, developed with input from local actors and inclusion specialists. This session introduced key gender and social inclusion considerations in climate adaptation, prompting participants to reflect on real-world barriers faced by marginalised groups. Through contextual examples, they explored practical steps to promote more inclusive resilience strategies for women, older community members, persons with disabilities, and other marginalised groups. This condensed module supports RedR's broader commitment to strengthening inclusive climate action beyond the core programme and ensure climate resilience efforts do not leave anyone behind.²



Case Study – Ahmad Omari, Act for Climate (A4C)

Ahmad Omari, a graduate of RedR's CCA DRR course in Afghanistan has gone on to transform learning into tangible community impact. Ahmad, a climate expert with a background in vulnerability assessments and disaster risk reduction, plans to apply the knowledge and tools gained through the training to launch a series of awareness campaigns, community greening initiatives, and capacity strengthening activities focused on climate resilience.

'This course has fundamentally changed my perception of disaster risk reduction and its impact on communities. I now see climate adaptation as a collaborative effort requiring continuous learning, engagement, and proactive strategies to safeguard vulnerable populations. My commitment to climate action has deepened, and I am eager to expand my expertise to address emerging challenges in the field.'

Following his participation in both the 7-week core course and ToT module, Ahmed founded *Act for Climate (A4C)*, a new grassroots organisation committed to inclusive climate action. In 2024/25, A4C delivered its first independently funded training in partnership with the Society of Afghan Women Engineers, also founded by a CCA DRR alumna, reaching over 45 participants across Afghanistan.

² Evidence shows that when women are included in climate governance, outcomes are more equitable, responsive, and effective (UNFCCC, 2023).

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The training also equipped Ahmad with enhanced technical writing and advocacy skills, contributing to his existing work publishing articles and creating multimedia awareness resources focused on nature-based solutions. His growing network now includes regional partners through the South Asia Young Women in Water initiative, reflecting his expanding influence and ongoing commitment to collaborative, community-driven climate action.

Engineering in Emergencies

I. Shelter Recovery and Resilience in Ukraine

For several years RedR has worked to strengthen local capacity for conflict recovery and shelter resilience in Ukraine through a portfolio of practical, scalable training initiatives. With widespread damage to housing and critical infrastructure, compounded by a limited pool of certified professionals remaining in country, the need for technically sound, cost-effective repair solutions has never been greater. In partnership with the Ramboll Foundation, Helvetas, and technical experts including Arup, RedR delivered two mutually reinforcing training programmes this year that are enabling communities and institutions to lead recovery efforts.

In Ukraine, RedR strengthened national capacity to assess, repair, and restore conflict-damaged housing and critical infrastructure through our *Community-Led Shelter Assistance* training programme, with support from Ramboll Foundation and Helvetas. The programme was grounded in a comprehensive learning needs assessment that involved over 400 organisations. Findings from the LNA informed the development of three bespoke training modules tailored to the realities of conflict-affected communities and continues to inform sector-wide learning and capacity strengthening efforts. The bespoke training modules were then delivered to five separate training cohorts, consisting of three sessions each, via a mix of live, self-paced and hybrid formats to accommodate fluctuations security conditions in the country.

In total, 88 individuals from Ukrainian civil society organisations completed the resulting training, comprising damage assessments, construction management, and humanitarian engineering principles. Supported by certification, take-home materials, and a comprehensive LNA report, the programme contributed to safe, community-led shelter recovery while strengthening long-term local capacity for emergency response and reconstruction.

In parallel, RedR delivered two rounds of specialist *Damage Assessment Training* programme in spring 2024, aimed at addressing a critical shortage of engineers qualified to assess blast-damaged infrastructure. Originally piloted in 2023, the training, also funded by Ramboll Foundation, supports Ukraine's three official Damage Assessment Commissions by upskilling local engineers and technical staff. These commissions play a pivotal role evaluating the structural integrity and determining appropriate repair strategies for blast-affected buildings.

RedR delivered a face-to-face training in Odessa for 15 participants, alongside a larger blended-format course that reached 141 local professionals, totalling 160 hours of instruction. Course content was developed in collaboration with engineers from Ramboll and Arup, and addresses critical gaps in technical capacity, with an emphasis on equipping non-certified and junior engineers to carry out assessments in line with national legislation and international best practice.

Taken together, these programmes contribute to safer shelter recovery and improved housing outcomes in Ukraine, supporting local actors to lead reconstruction efforts with the skills and tools they need.

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II. Strengthening Sectoral WASH Capacity

Safe water, sanitation, and hygiene services are essential to human health and dignity, yet 2.2 billion still live without safely managed water and 3.5 billion without safely managed sanitation. A reality that people living in fragile and conflict-affected contexts are 1.5 times more likely to experience. Since launching our first WASH training in 1987, RedR has established a reputation for high-quality, context specific capacity strengthening in the sector. Our extensive WASH portfolio is delivered in partnership with expert organisations and is designed to equip WASH actors with the skills they need to navigate complex operational environments.

Strengthening the Capacity of Water Utilities in Ukraine

In 2024/25, RedR deepened its engagement in the WASH sector by kicking off a flagship initiative supporting Ukraine's water utilities (vodokanals), in partnership with UNICEF. As the war continues to strain critical infrastructure, this 15-month project aims to strengthen the technical, planning, and leadership capacities of over 750 utility staff, including engineers, technical operators, and senior managers.

In its first year, the project focused on the co-creation of training content in collaboration with Cranfield University, informed by a comprehensive scoping assessment with national stakeholders. RedR also delivered two online-facilitated Training of Trainers and an in-person workshop in Irpin, Kyiv for newly recruited Ukrainian trainers. These activities lay the groundwork for full-scale roll-out of training in 2025/26. These early investments ensure that future training delivery is grounded in national priorities and supported by a cadre of well-prepared facilitators.

WASH Road Map

RedR continued to serve as the Hosting Secretariat of the WASH Road Map, a global initiative convening actors behind a common framework to improve the quality, coordination, and sustainability of humanitarian WASH response. With support from the Swiss Agency for Development and Cooperation, RedR is fulfilling key secretarial and coordination functions as we work closely with the Executive Committee to align activities with the Road Map's strategic objectives. As host, we work alongside sectoral leaders such as UNICEF, ICRC, World Vision, and the German WASH Network, driving innovative change across eight initiatives. In 2024/25 the initiative received international recognition at the ONE Water Summit; French President Emmanuel Macron underscored the global importance of coordinated action in WASH:

"... the fourth point is to take into consideration the most vulnerable population, France committed to this topic in 2023. We signed our call for the WASH Road Map, in order to work on improving access to water, sanitation, healthcare in vulnerable areas and areas of conflict."

– French President, Emmanuel Macron

III. Humanitarian Skills for Engineers Uganda

In 2024/25, RedR continued to deepen its work in Uganda and completed a transformative final phase of our multi-year *Humanitarian Skills for Engineers (HSE)* programme. Initially launched in 2020, in partnership with the Uganda Institution of Professional Engineers (UIPE) and the College of Engineering, Design, Art and Technology (CEDAT) at Makerere University, this initiative aimed provide training on humanitarian competencies to Ugandan engineers.

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This year, support from the Dulverton Trust enabled RedR to complete a final round of site engagement and conclude three impactful microgrant projects delivered across the country. Delivered in close collaboration with local NGOs and supported through targeted coaching schemes, microgrants enabled HSE participants to implement real-world humanitarian interventions in their communities.

- In Ntungamo District, engineers constructed incinerators at two schools, improving menstrual hygiene management and sanitation conditions for staff and students.
- In drought-prone Buhweju District, a 40,000L ferrocement water storage tank supported drought resilience efforts, safer hygiene practices, and reduced exposure to gender-based violence linked to water scarcity.
- In Northern Uganda, the Atapara Swamp Culvert installation project restored vital road access to four flood-affected villages, offering safe, year-round passage to markets, schools, and essential services for residents.

In August 2024, RedR also facilitated a field visit to Rwamwanja Refugee Settlement to assess four priority engineering needs: waste management, road access, biogas feasibility, and site planning for a new marketplace. Following the site visit, engineers from the HSE Programme, with the support of RedR Associate Trainers, presented their findings to the settlement leadership committee for their review. The project proposals were well received and will inform future technical interventions designed to serve displaced communities with safe, dignified, and sustainable solutions.

LEARNING AND DEVELOPMENT

Learning and development underscores all RedR's work as a capacity strengthening organisation. L&D principles are embedded throughout every programme, service, and interaction we have with the humanitarian sector. Whether through formal training, mentoring, simulation-based learning, or the co-creation of sector-wide resources, our commitment to high-quality, relevant, and inclusive learning is reflected in all we do.

In a sector that is constantly evolving and facing complex, dynamic challenges, ensuring the quality, consistency, and impact of learning is essential. Our approach to L&D is holistic. We support individuals, organisations, and systems to adapt to complex challenges. In 2024/25, to ensure our own practices remain robust and forward-looking, we undertook a comprehensive review of our Quality Assurance Framework.

FUNDING & STRATEGIC PARTNERSHIPS

Individual & Community Fundraising

In 2024/25, our individual and community fundraisers demonstrated inspiring generosity and commitment to our cause, raising a total of £100,053 through personal giving. This included vital contributions to our 2024 Winter Appeal, which helped sustain our work and offer flexibility to respond during a time of profound uncertainty.

"Being a committed Civil Engineer, chartered for more than 25 years, I feel privileged that in my work I have made a difference in the built environment in which I live and work. I would like to mark this moment in my career with a charitable gesture that could go towards helping others less fortunate than myself. I have long admired the work of RedR in terms of how fellow engineers can apply their skills to provide humanitarian relief, deliver sustainable projects and repair communities broken by natural disasters."

– Individual supporter

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A standout moment this year came from the 2024 London Marathon, where five runners raised an impressive £14,062 in support of RedR's mission. We are proud to receive places in the marathon through the TCS Charity Bond Scheme, and year after year, our participants honour this opportunity with passion and dedication. Each runner simultaneously embraced a personal challenge and raised awareness of the pressing need for humanitarian support in crisis-affected regions as they took on one of the world's most iconic endurance events.

Unrestricted donations such as these are critical to RedR's ability to act swiftly in response to global emergencies. With major institutional and government donors implementing significant funding cuts across the sector in early 2025, these contributions have been more important than ever. As humanitarian needs escalate worldwide, the continued support of our community has enabled us to maintain momentum and uphold our commitment to responders around the world.

Private Sector Partners, Trusts, & Foundations

RedR is proud to foster relations with the private sector, trusts, and foundations, that are reflective of our engineering heritage and built on shared priorities. In 2024/25, our partners enabled us to blend technical rigour with community-driven programming. Together, we expanded access to high-quality, context specific training in some of the world's most challenging environments. Their support not only sustained vital projects but equipped frontline responders with the tools to act effective when disaster strikes.

Founded in 1980 by civil engineer Peter Guthrie at an Institute of Civil Engineers (ICE) symposium, our origins continue to shape our mission today. We remain deeply embedded in the engineering sector through active engagement with networks such as ICE and the Institution of Structural Engineers (IStructE), alongside ties with leading firms such as ARUP, GHD, Mott MacDonald, and WSP.

These partnerships are multifaceted. Beyond crucial unrestricted funding, which enables us to sustain core operations and invest in long-term resilience, our private sector collaborators provide technical expertise, strategic insight, and a shared commitment to social impact. In 2024/25, engineers from ARUP and Ramboll contributed to the development of technical training materials for our shelter reconstruction work in Ukraine. Meanwhile, ongoing support from AXA XL and the Howden Foundation allowed us to evolve projects like CCA DRR.

We are grateful for the continued support of key trusts and foundations such as the AXA XL, Clothworkers Foundation, Howden Foundation, JTI Foundation, and Ramboll Foundation. Their multi-year investments and flexible funding enable us to grow our training portfolio and deepen the technical breadth of our training worldwide.

We are also honoured to be the designated charity partner at flagship events in the engineering calendar, including the NCE Awards, Structural Awards, Rankine Lecture, Tunnelling Awards, NCE TechFest, and many more. This year, a total of £26,295 was raised across 12 award ceremonies and dinners, representing critical funds that help sustain our global impact.

PEOPLE

The delivery of our work is possible by the collective commitment of our people: a small but dedicated core team, a global pool of expert Associate Trainers, and the invaluable contributions of our technical partners and membership network. Together this ecosystem drives RedR's mission and amplifies our impact around the world.

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Core Team

RedR services are led and coordinated by a compact core team of staff. Our staff play a pivotal role in shaping strategy, ensuring quality, and supporting our global network of trainers, technical partners, and members. We strive to cultivate a team that blends operational excellence with diverse professional and cultural perspectives.

Continuous professional development remains central to our approach. Supported by a robust competency framework that guides staff growth and progression, we aim to ensure that our team remains equipped with the technical skillset to meet evolving needs. This focus on development strengthens our ability to respond to emerging humanitarian and development challenges while fostering a culture of shared learning and adaptability.

The average tenure of RedR's internal staff team at the end of FY 2024/25 was 1.79 years, an increase from 1.18 years at the end of FY 2023/24. The organisation's gender composition stood at 77% female and 23% male, with the team collectively representing a range of professional disciplines, nationalities, and lived experiences.

Associate Trainers

RedR works with a global pool of expert Associate Trainers (ATs), whose experience and insights enable us to deliver high quality, contextually relevant capacity strengthening programmes across humanitarian, developmental and peacebuilding contexts.

RedR's pool of 200 ATs bring a wealth of humanitarian experience across areas such as: climate adaptation, security management, leadership development, structural damage assessments, project management, and data analytics. Each trainer is carefully selected, onboarded, and assessed against our Humanitarian Training Competency Framework. Their dual strengths as sector specialists and skilled learning facilitators are central to our ability to deliver inclusive, relevant, and responsive programming.

As part of our commitment to localisation, RedR recruits ATs from locations where we deliver our work. Our trainers live in 50 countries around the world and represent over 40 nationalities. This year, we recruited 11 ATs from Europe, seven of whom are Ukrainian, three from the Middle East and North Africa, one from the Caribbean and one from Asia. More than three quarters of them speak at least two languages, with 30 languages spoken overall. This geographic and linguistic diversity ensures that RedR capacity strengthening programmes are being designed and delivered by trainers with deep knowledge of the context where they are working.

In 2024/25, we undertook a strategic review of our AT pool with the aim to enhance our ability to match the right expertise to the right needs, in the right places. This process included a detailed update of trainer competencies, language capabilities, and geographic availability, to guarantee that we continue to deliver learning services that are technically robust and locally grounded. Tangentially, we also introduced updates to the Associate Trainer Handbook, which acts as an internal resource that supports consistency, shared expectations, and continued collaboration between our Learning and Development and Programmes teams.

Taken together, this work reflects our ongoing commitment to investing in the professional ecosystem that makes RedR's impact possible.

Technical Partners and Membership

This year, RedR was supported by several of our technical partner in the completion of our programme delivery. We have incorporated pro bono project reviews from Arup into several of our programmes, Mott McDonald have supported with project proposals and Ramboll UK have been involved in the technical review of training materials developed for the Ukrainian context.

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RedR's membership remains a cornerstone of our community. RedR Members bring professional experience and insight that enriches our work and informs our vision for effective humanitarian action. Alongside our ATs, they help ensure the right people and skills are in place to respond to disasters around the world.

This year, our Members elected six representatives to the Membership Council: Angela Khudonazarova, Annet Nsiimire, Martin Ager, Rianne ten Veen, Tuesday Gichuki and Paul Sherlock. Their diverse perspectives and expertise strengthen the Council's role in representing and engaging the wider membership.

At our Annual General Meeting, we were pleased to feature a presentation from Ashraful Haque on his experience of the disastrous impact of Climate Change and the importance of peer-to-peer learning.

We also launched a Membership Working Group, supported by John McCabe and with contributions from past and present Members, to develop a roadmap for a refreshed membership model to be launched in 2025/2026. This initiative will help clarify and renew the role of membership within RedR, ensuring it continues to align with our strategic direction and the evolving needs of the humanitarian sector.

The Members' Council remains an active link between the membership and the Board of Trustees, helping to shape RedR's future.

At the end of this financial year, Council Members comprised:

Chair of Members' Council and Trustee – Rob Buckley
Deputy Chair of Members' Council and Trustee – Samwel Cheruiyot
Member – Paul Sherlock
Member – Robert Hodgson
Member – Tuesday Gichuki
Member – Martin Ager
Member – Annet Nsiimire
Member – Angela Khudonazarova
Member – Rianne ten Veen
Member – Emily Fereday

Security and Risk Management

The safety and wellbeing of RedR personnel remains a primary organisational concern. It is recognised that a significant proportion of RedR's work involves travel to complex and insecure environments, and all such activities must be undertaken with a full understanding of associated risks and the implementation of appropriate risk-reduction measures. RedR holds membership with the Global Interagency Security Forum (GISF), which provides access to sector-wide guidance and best practice in security management. Ultimate responsibility for the safety and security of RedR personnel lies with the Board of Trustees, with operational responsibility delegated to the Chief Executive Officer.

In 2024/25, RedR conducted a comprehensive review of the Global Security Policy. All associated procedures were updated to reflect current security sector best practice and RedR's operational structure. This included updates to International Travel Procedures, outlining systems used to assess, approve, and monitor international travel. To supplement rollout, RedR staff completed the *Security Management for Humanitarians* open course in November 2024.

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Security management is integrated into the organisation's broader risk management approach. Risks are identified, recorded, and monitored in accordance with an established risk appetite. The Trustees have considered the major risks to which the charity is exposed and satisfied themselves that systems or procedures have been established to manage those risks. We maintain a detail risk register; the Finance and Risk Committee reviews the organisation's risk register, and significant or emerging risks are escalated to the Board as necessary.

Ethics and Safeguarding

RedR is committed to maintaining the highest standards of ethical conduct and safeguarding practice across all areas of operation. Safeguarding responsibilities apply to all RedR personnel and representatives and remain in force both during and outside of working hours. RedR recognises that every individual has the equal right to protection, regardless of age, gender, ability, racial origin, cultural background, religious belief, or sexual identity. All individuals engaged by or acting on behalf of RedR are expected to actively prevent harm, abuse, neglect, and exploitation in all forms. We recognise the increased vulnerability of people during humanitarian crises and safeguarding applies consistently and without exception across our programmes, partners, staff, and volunteers.

The organisation maintains a zero-tolerance approach to Sexual Exploitation and Abuse, harassment, intimidation, bullying, and other forms of abuse or mistreatment. Any RedR representative found to be in breach of safeguarding or ethical standards is subject to appropriate investigation and, where necessary, disciplinary, or legal action. This applies irrespective of the individual's role, level of seniority, or affiliation with the organisation.

All staff are required to complete mandatory safeguarding training and to familiarise themselves with the organisation's relevant policies and procedures. RedR also maintains accountable and transparent systems for reporting concerns, supported by the Disclosure of Malpractice Policy.

Environmental Commitments

RedR recognises the climate crisis as both a humanitarian emergency and a strategic priority. Climate change is one of RedR's three core thematic areas and is treated as a cross-cutting issue throughout all programming. RedR works to equip humanitarians and organisations with the knowledge and tools to adapt to an increasingly unpredictable climate, embed sustainability in their work, and drive sectoral change.

RedR is a signatory to the *Climate and Environment Charter for Humanitarian Organisations*, hosted by the IFRC and joined by 400 organisations in the humanitarian sector. This reflects our commitment to collective climate action and toward minimising environmental harm in humanitarian response. Seven commitments make up the Charter, they are as follows:

1. Step up our response to growing humanitarian needs and help people adapt to the impacts of the climate and environmental crises.
2. Maximise the environmental sustainability of our work and rapidly reduce our greenhouse gas emissions.
3. Embrace the leadership of local actors and communities.
4. Increase our capacity to understand climate and environmental risks and develop evidence-based solutions.
5. Work collaboratively across the humanitarian sector and beyond to strengthen climate and environmental action.
6. Use our influence to mobilise urgent and more ambitious climate action and environmental protection.
7. Develop targets and measure our progress as we implement our commitments.

We have signposted our contributions to fulfilling these commitments throughout this report.

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RedR is focused on limiting its own environmental footprint. We are generously hosted by Arup, who provide our office facilities, supporting our efforts to monitor and minimise our own impact. RedR integrates sustainability principles across operations and remains committed to ensuring activities do not exacerbate conflict or cause harm. Further, that disproportionate impacts of climate change on marginalised communities are addressed through inclusive and context-sensitive approaches.

STRUCTURE, GOVERNANCE, AND MANAGEMENT

RedR is a company limited by a guarantee, governed by its memorandum and articles of association. It is registered as a charity with the Charity Commission. Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up.

RedR is part of the RedR International network, with two nominees on the General Assembly of RedR International and one on the board of RedR USA.

The Board of Trustees is responsible for the overall governance and strategic direction of the organisation, ensuring compliance with statutory and regulatory requirements and alignment with RedR's charitable objectives. Trustees meet at least quarterly and, in addition to providing strategic oversight, approve policies, monitor performance, and support effective risk management. Operational management is delegated to the Chief Executive Officer.

All Trustees serve in a voluntary capacity and receive no remuneration. On appointment, Trustees undertake an induction. RedR maintains appropriate Trustee Liability insurance to indemnify Trustees and directors of its subsidiary, RedR UK Trading Limited, for proceedings arising from their role. Board Committees, which include Governance, Remuneration, and Finance and Risk, support the Board's work in key areas.

Trustees

RedR is governed by its Trustees, collectively known as RedR's Board, who are also its directors under company law. The Board is accountable to RedR's donors and supporters, to ensure they have confidence in how RedR stewards its resources. They are also accountable to the Members of the organisation, the Board Chair, and other Officers, to each Trustee, and to RedR International.

Trustees are the final decision makers of the charity and have final responsibility for its success or failure. The Board's main job is to set direction and have oversight of its operational activities.

The Board is responsible for ensuring that regulatory and legal requirements of the organisation are complied with.

Trustees (including the Chair) are appointed following open advertising including, where appropriate, in specialist publications or on specialist websites and following a rigorous interview process.

Trustees are volunteers and serve a term of three years (renewable up to a maximum of nine years). The CEO, the Board Chair, and each member of the Board are subject to an annual appraisal. In addition, for its own accountability the Board will review its own performance in governing the organisation every three years, and every four years will commission a review involving an independent external consultant, reviewing the skills, representations, contribution and attendance of Trustees and the operation of the Committees.

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In 2024/25 the Board held 6 meetings. The trustees who served during the year and up to the date of signature of the financial statements were:

Trustees

Sophie Gillibert – Chair (2020 -)
Heather McKinlay – Vice Chair, Treasurer (2020 -)
Sally Sudworth – Company Secretary (2022 -)
Jack Jones – (2019 -)
Robert Buckley – (2022 -)
Elizabeth Brown – (2022 -)
Samwel Cheruiyot – (2023 -)
Richard Bartlett – (2022 -)

Retired Trustees

Ben Webster – (2022 – 2025)

RedR extends sincere gratitude to Trustee Ben Webster, who will be stepping down from his role in the coming year, for his dedicated service and invaluable contributions to RedR.

RESERVES POLICY

Prudent management of RedR's financial and other assets safeguards the organisation's ability to achieve its charitable objectives. In accordance with Sections 50 to 55 of the Articles of Association, the organisation maintains reserves to provide operational continuity, meet unforeseen expenditure, and protect against fluctuations in income. The rules for the financial provisions are as described in sections 50 to 55, inclusive, of the Articles of Association.

As of 31 March 2025, the organisation's total reserves were £21,119, comprising £125,984 of restricted funds and (£104,865) of unrestricted funds. The Trustees have set and actively pursue a target to maintain unrestricted reserves at a level equivalent to 12 weeks of operating expenditure. This policy reflects the Trustees' commitment to balancing the need for financial resilience with the effective application of funds to charitable activities.

STATEMENT OF RESPONSIBILITIES OF THE BOARD OF TRUSTEES

The Trustees, who also serve as directors of RedR for the purposes of company law, are charged with the preparation of the Trustees' Report and the financial statements in accordance with applicable law and regulations. The Trustees recognise their fiduciary duty to always safeguard the financial stability of the charity and act in its best interests.

The Board of Trustees presents its report and the audited financial statements for the financial year from 1 April 2024 to 31 March 2025. The financial statements are prepared in compliance with the Companies Act 2006, the charity's Memorandum and Articles of Association, the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS102) and the Charities SORP (FRS102). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the charity's financial position and of the surplus or deficit for that period.

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

- Select suitable accounting policies and then apply them consistently.
- Make judgments accounting 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 a going concern basis unless it is appropriate to presume that the charity will continue in operation.
- Observe the methods and principles in the Charities SORP.

The Trustees confirm that, so far as they are aware, there is no relevant audit information of which the organisation's auditor are unaware. They have taken all necessary steps to make themselves aware of all relevant audit information and to ensure that the auditor is aware of that information.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain charities transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The financial statements are published on the charity's website in accordance with UK legislation governing the preparation and dissemination of financial statements. The maintenance and integrity of the charity's website is the responsibility of the Trustees, and their duties extend to ensuring the ongoing integrity of the financial statements contained therein.

The charitable company qualifies as small under section 383 of the Companies Act 2006; a strategic report has not been prepared, as this is a requirement of medium and large companies under the Companies Act 2006 (Strategic Report and Directors Report) Regulation 2013.

Approved by the Board of Trustees and signed on its behalf by:



Sophie Gillibert
Chair of the Board of Trustees

3 November 2025

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INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2025

Opinion

We have audited the financial statements of RedR UK (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, Balance Sheet, Cash Flow Statement 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 charitable company's affairs as at 31 March 2025, and of its incoming resources and application of resources, including its 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 charitable company 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 charitable company'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 other information comprises the information included in the trustees' report, other than the financial statements and our auditor's report thereon contained within 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 course of 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.

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INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2025

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report (incorporating the directors' report) has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' 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, or returns adequate for our audit have not been received from branches not visited by us; or
- the 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' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on pages 22 to 23, 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 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 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.

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INDEPENDENT AUDITOR'S REPORT
FOR THE YEAR ENDED 31 MARCH 2025

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:

- Enquiry of management and those charged with governance about actual and potential litigation or claims and the identification of non-compliance with laws and regulations.
- Reviewing minutes of meetings of those charged with governance.
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.
- Auditing the risk of management override of controls, including testing journal entries and other adjustments for appropriateness; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.
- Performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- Professional scepticism in course of the audit and with audit sampling in material audit areas.

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 is available 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.



Kevin Fisher BA FCA CTA (Senior Statutory Auditor)
For an on behalf of Kingston Burrowes Audit Ltd
Statutory Auditors
308 Ewell Road
Surbiton
Surrey, KT6 7AL

4-11-2025

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**STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	Total Restricted funds £	Total Unrestricted funds £	Total Funds 2025 £	Total Funds 2024 £
Income					
Donations and legacies	2	815	209,465	210,280	207,544
Investment income		-	1,849	1,849	3,185
Charitable activities	3				
Improving competence		1,643,564	314,924	1,958,488	1,443,709
Total Income		<u>1,644,379</u>	<u>526,238</u>	<u>2,170,617</u>	<u>1,654,438</u>
Expenditure					
Raising funds					
Fundraising		-	172,916	172,916	227,638
Publicity		-	24,471	24,471	104,989
Total cost of raising funds		<u>-</u>	<u>197,387</u>	<u>197,387</u>	<u>332,627</u>
Charitable activities					
Improving competence		1,707,147	291,355	1,998,502	1,443,949
Total expenditure	4	<u>1,707,147</u>	<u>488,742</u>	<u>2,195,889</u>	<u>1,776,576</u>
Net gains on investments		-	211	211	2,349
Net (expenditure)/income		(62,768)	37,707	(25,061)	(119,789)
Transfers between funds		-	-	-	-
Net movement in funds		<u>(62,768)</u>	<u>37,707</u>	<u>(25,061)</u>	<u>(119,789)</u>
Total funds brought forward		188,752	(142,572)	46,180	165,969
Total funds carried forward	13	<u>125,984</u>	<u>(104,865)</u>	<u>21,119</u>	<u>46,180</u>

All income and expenditure is derived from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes form part of these financial statements.

RedR UK
(A company limited by guarantee)

BALANCE SHEET AS AT 31 MARCH 2025

	Notes	2025		2024	
		£	£	£	£
FIXED ASSETS					
Tangible assets	8		1,063		3,443
Investments	9		30,002		29,791
			31,065		33,234
 CURRENT ASSETS					
Debtors	10	182,158		124,112	
Cash at bank and in hand		168,131		210,861	
		350,289		334,973	
 CREDITORS:					
Amounts falling due within one year	11	(350,235)		(302,027)	
 NET CURRENT ASSETS			54		32,946
 CREDITORS:					
Amounts falling due in more than one year	11		(10,000)		(20,000)
 NET ASSETS	12		21,119		46,180
 FUNDS	13				
Restricted funds			125,984		188,752
Unrestricted funds					
Designated funds			-		-
General funds			(104,865)		(142,572)
 TOTAL FUNDS	17		21,119		46,180

These financial statements have been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies.

Approved by the Board of Trustees and authorised for issue on 3 November 2025 and signed on their behalf by

Sophie Gillibert
Chair of the Board of Trustees

Heather McKinlay
Treasurer

The notes form part of these financial statements.

RedR UK
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**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025**

	2025 £	2024 £	
Cash flows from operating activities			
Net cash used in operating activities	<u>(44,460)</u>	<u>(226,938)</u>	
Cash flow from investing activities			
Investment income and interest received	1,849	3,185	
Decrease in investment	-	100,000	
Purchase of fixed assets	<u>(119)</u>	<u>-</u>	
	<u>1,730</u>	<u>103,185</u>	
Net decrease in cash and cash equivalents	<u>(42,730)</u>	<u>(123,753)</u>	
Cash and cash equivalents at beginning of year	210,861	334,614	
	<u>168,131</u>	<u>210,861</u>	
Cash and cash equivalents at end of year			
Reconciliation of net income to net cash flow from operating activities			
	2025 £	2024 £	
Net expenditure	(25,061)	(119,789)	
Adjustments for:			
Depreciation charges	2,499	2,500	
Gains on investments	(211)	(2,349)	
Investment income	(1,849)	(3,185)	
Decrease/(increase) in debtors	(58,046)	29,260	
(Decrease)/increase in creditors less than one year	48,208	(123,375)	
Decrease in creditors greater than one year	<u>(10,000)</u>	<u>(10,000)</u>	
Net cash used in by operating activities	<u>(44,460)</u>	<u>(226,938)</u>	
Analysis of changes in net debt			
	As at 1 April 2024 £	Cashflows £	As at 31 March 2025 £
Cash at bank and in hand	210,861	(42,730)	168,131
Loans falling due less than 1 year	(10,833)	833	(10,000)
Loans falling due greater than 1 year	<u>(20,000)</u>	<u>10,000</u>	<u>(10,000)</u>
Movement in net debt	<u>180,028</u>	<u>(17,654)</u>	<u>162,374</u>

The notes form part of these financial statements.

RedR UK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

Company Status

member is limited to £1 per member.

1. ACCOUNTING POLICIES

RedR UK, (the "charitable company"), is a registered charity that seeks to relieve suffering caused by disasters by selecting, training and providing competent and committed personnel to humanitarian programmes worldwide.

The entity is registered in England and Wales with a registered office of 91-94 Lower Marsh, London, SE1 7AB. Its company number is 3929653 and charity number is 1079752.

a) Basis of preparation of financial statements

These financial statements have been prepared under the historical cost convention and in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102). The charitable company is a public benefit company for the purpose of FRS102 and therefore the charity also prepares its financial statements in accordance with the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Accounting and Reporting by Charities: Financial Reporting Standard applicable in the UK and Republic of Ireland (the FRS102 Charities SORP), the Companies Act 2006 and the Charities Act 2011.

These financial statements are prepared in pounds sterling, which is the functional currency of the charitable company. Monetary amounts in the financial statements are rounded to the nearest pound (£).

The Trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the charitable company to continue as a going concern. The Trustees have made this assessment for a period of at least one year from the date of approval of the financial statements.

The Trustees have considered the pipeline of contracts and bids in process along with current projects under contract in considering the organisation as a going concern. The implementation of a new staffing structure and the way the programmes are delivered has also helped to inform their decision.

The Trustees have concluded that there is a reasonable expectation that the charitable company has adequate resources to continue in operational existence for the foreseeable future.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are described in the following paragraphs.

b) Income

Fundraising income is recognised when there is entitlement to the funds, the receipt is probable and the amount can be measured reliably. Legacies are also included when receivable. Donated services and facilities are recognised as income where the provider of the service has incurred a financial cost. Volunteer time is not included in the financial statements.

When donors specify that donations and grants given to the charity must be used in future accounting periods the income is deferred accordingly. When donors impose conditions that have to be fulfilled before the charity becomes entitled to use them the income is deferred and not included in the incoming resources until these conditions have been met.

Grants are recognised in line with the expenditure on the programme relating to the grant, such that income from the grant is deferred in the accounts until this point.

RedR UK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES.../Cont'd

c) Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a settlement is required and the amounts of the obligation can be reliably measured. All expenditure is accounted for on an accrual basis.

Expenditure includes attributable VAT which cannot be recovered.

The costs of raising funds relate to the costs incurred by the charitable company in raising funds for the charitable work and raising the profile of its work through its corporate communications.

Charitable costs relate to providing relief personnel through the charitable company's recruitment service and improving competence through training in the UK and overseas and its technical support service.

Support costs are comprised of those costs which are incurred directly in support of expenditure on the objects of the charity and includes governance costs. Governance costs include the management of the charitable company's assets, organisational management and compliance with constitutional and statutory requirements.

d) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other income received or generated for the charitable purposes. They are available to spend on activities that further any of the purposes of the charity.

Designated funds are unrestricted funds set aside by the board of Trustees for specific future purposes or projects.

e) Pension costs

The charity participates in a New Generation Stakeholder Pension Plan (a defined contribution scheme). Employees set their own contribution level (minimum 3% net of tax) while the charity contributes up to 5% of earnings to the plan. Pension costs are charged to the Statement of Financial Activities in the period to which they relate.

f) Foreign currency translation

Monetary assets and liabilities in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions denominated in foreign currencies are translated into sterling at the rates ruling at the date of the transaction. Any gains or losses arising due to fluctuations in exchange rates are charged to the Statement of Financial Activities.

RedR UK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

1. ACCOUNTING POLICIES.../Cont'd

g) Tangible fixed assets and depreciation

Individual assets costing £500 or more are capitalised at cost. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost of each asset evenly over its estimated useful life. The useful lives in use are as follows:

Office equipment	5 years
Computer equipment	3 years
Office refurbishment	5 years (period of the lease)

Tangible fixed assets purchased from restricted funds for a particular project are charged to that project and are not capitalised.

h) Leases

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities on a straight-line basis over the minimum lease term.

i) Financial instruments

Investments

Investments are a form of basic financial instrument and are initially recognised at their transaction value and subsequently measured at their fair value as at the balance sheet date using the closing quoted market price. The Statement of Financial Activities includes net gains and losses arising on revaluation and disposals throughout the year.

The charity does not acquire options, derivatives or other complex financial instruments.

Cash and cash equivalents

Cash at bank and cash in hand includes cash and short-term deposits with a short maturity of three months or less.

Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried at their transaction price. Debtors and creditors that are receivable or payable in more than one year and not subject to market rate of interest are measured at the present value of the expected future receipts or payments discounted at a market rate of interest.

j) Critical accounting judgements and estimates

In the view of the Trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

RedR UK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

2. VOLUNTARY INCOME

	Restricted Funds £	Unrestricted Funds £	Total £
For the year ended 31 March 2025			
Individual giving	815	101,084	101,899
Patrons and corporate supporters	-	67,664	67,664
Events	-	40,357	40,357
Other	-	360	360
Total	<u>815</u>	<u>209,465</u>	<u>210,280</u>
For the year ended 31 March 2024			
Trusts	-	-	-
Individual giving	21,643	104,119	125,762
Patrons and corporate supporters	-	50,397	50,397
Legacies	-	-	-
Events	82	25,377	25,459
Other	125	5,801	5,926
Total	<u>21,850</u>	<u>185,694</u>	<u>207,544</u>

3. CHARITABLE ACTIVITIES

	Restricted Funds £	Unrestricted Funds £	Total £
For the year ended 31 March 2025			
Grants			
CDR	-	-	-
CCADRR 5	94,203	-	94,203
CCADRR 6	197,370	-	197,370
Dulverton Trust	10,000	-	10,000
The Clothworkers' Foundation	-	20,000	20,000
Horn of Africa Souter	-	-	-
H2H	28,324	-	28,324
JTIF	-	219,387	219,387
JOAC	-	-	-
EiE3	-	-	-
Uganda RA Engineering	-	-	-
MSF Earthquake assessment	-	-	-
Ramboll Foundation	(778)	-	(778)
IOM Ukraine	-	-	-
USAID-BHA	536,019	-	536,019
Training Fees	778,426	75,537	853,963
Total	<u>1,643,564</u>	<u>314,924</u>	<u>1,958,488</u>

RedR UK
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

3. CHARITABLE ACTIVITIES.../Cont'd

	Restricted Funds £	Unrestricted Funds £	Total £
For the year ended 31 March 2024			
Grants			
CDR	54,951	-	54,951
CCADRR 5	97,626	-	97,626
Dulverton Trust	29,984	-	29,984
The Clothworkers' Foundation	-	40,000	40,000
Arup – Bhutan	-	-	-
RAE Uganda	-	-	-
Haiti Souter	-	-	-
Horn of Africa Souter	9,000	-	9,000
DEC Ukraine	-	-	-
MSC	-	-	-
H2H	69,338	-	69,338
JTIF Ukraine	-	-	-
JTIF	-	100,050	100,050
JOAC	148,138	-	148,138
EiE3	5,000	-	5,000
Uganda RA Engineering	32,585	-	32,585
MSF Earthquake assessment	8,303	-	8,303
Ramboll Foundation	77,214	-	77,214
IOM Ukraine	55,573	-	55,573
USAID-BHA	362,633	-	362,633
Training Fees	188,546	164,768	353,314
Total	1,138,891	304,818	1,443,709

RedR UK
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

4. ANALYSIS OF TOTAL EXPENDITURE

	Fundraising £	Publicity £	Improving Competence £	Support £	Total £
For the year ended 31 March 2025					
Staff costs (Note 6)	144,487	-	582,257	331,580	1,058,324
Office administration	-	-	273,759	(174,412)	99,347
Training	-	-	917,779	-	917,779
Fundraising/PR	10,450	21,927	11,873	-	44,250
Organisation administration	-	-	5,040	44,713	49,753
Communication	-	-	-	26,436	26,436
Total resources expended	<u>154,937</u>	<u>21,927</u>	<u>1,790,708</u>	<u>228,317</u>	<u>2,195,889</u>
Support costs allocated	<u>17,979</u>	<u>2,544</u>	<u>207,794</u>	<u>(228,317)</u>	<u>-</u>
Total resources expended	<u><u>172,916</u></u>	<u><u>24,471</u></u>	<u><u>1,998,502</u></u>	<u><u>-</u></u>	<u><u>2,195,889</u></u>

Support costs are those costs that, whilst necessary to deliver an activity, do not themselves produce or constitute the output of the charitable activity. Similarly, costs will be incurred in supporting income generation activities such as fundraising, and in supporting the governance of the charity. Support costs include the central or regional office functions such as general management, payroll administration, budgeting and accounting, information technology, human resources and financing.

RedR UK
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

4. ANALYSIS OF TOTAL EXPENDITURE.../Cont'd

Support Costs

Included within support costs are governance costs. Governance costs are comprised of the following:

	2025	2024
	£	£
Staff costs	8,841	33,378
Audit and accountancy fees	18,664	26,869
Professional fees	-	16,088
Meetings	144	4,169
Other	-	250
	<u>27,649</u>	<u>80,754</u>
	<u>27,649</u>	<u>80,754</u>

For the year ended 31 March 2024

	Fundraising	Publicity	Improving Competence	Support	Total
	£	£	£	£	£
Staff costs (Note 6)	151,176	72,120	398,456	231,870	853,622
Office administration	-	-	55,876	192,090	247,966
Training	-	-	567,387	-	567,387
Fundraising/PR	11,795	3,044	7,933	-	22,772
Organisation administration	-	-	4,102	80,727	84,829
Communication	-	-	-	-	-
	<u>162,971</u>	<u>75,164</u>	<u>1,033,754</u>	<u>504,687</u>	<u>1,776,576</u>
Total resources expended					
Support costs allocated	64,667	29,825	410,195	(504,687)	-
	<u>227,638</u>	<u>104,989</u>	<u>1,443,949</u>	<u>-</u>	<u>1,776,576</u>
Total resources expended	<u>227,638</u>	<u>104,989</u>	<u>1,443,949</u>	<u>-</u>	<u>1,776,576</u>

RedR UK
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

5. NET (EXPENDITURE)/INCOME

This is stated after including:

	2025	2024
	£	£
Depreciation	2,499	2,500
Operating lease charges: Overseas property rent	7,710	7,674
Foreign exchange loss/(gain)	19,099	3,233
Auditors' remuneration:		
Current year statutory audit UK	8,000	7,470
	<u> </u>	<u> </u>

6. STAFF COSTS AND NUMBERS

Staff costs were as follows:

	2025	2024
	£	£
Salaries and wages	906,863	753,791
Social security costs	77,413	55,593
Pension costs	35,475	15,913
Redundancy costs	-	7,132
Recruitment costs	5,035	6,557
Staff development costs	-	8,131
Travel, subsistence and other staff costs	33,538	6,505
	<u> </u>	<u> </u>
	1,058,324	853,622
	<u> </u>	<u> </u>

Employees earning more than £60,000 during the year:

	2025	2024
	No.	No.
£60,000 - £69,999	2	-
£70,000 - £79,999	-	2
£90,000 - £99,999	1	-
	<u> </u>	<u> </u>

Pension contributions in respect of these employees was £18,178 (2024: £4,386). The key management personnel of RedR UK during the year is comprised of the Chief Executive Officer and the Operations Director. The total employee benefits of the key management personnel were £139,789 (2024: £178,548).

RedR UK
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

6. STAFF COSTS AND NUMBERS

The average weekly number of employees (full-time equivalent) during the year was as follows:

	2025 No.	2024 No.
Improving competence	9.3	7.1
Fundraising and publicity	2.8	3.2
Administration	2.9	3.5
Governance	1.1	1.2
Staff employed on overseas programmes:		
Middle East	2.0	2.0
	<u>18.0</u>	<u>17.0</u>

7. TAXATION

The charitable company benefits from exemptions on income and gains falling within sections 466-493 of the corporation tax act 2010 to the extent that they are derived from charitable activities.

8. TANGIBLE FIXED ASSETS

	Computer equipment £	Total £
Cost		
At 1 April 2024	11,658	11,658
Additions	119	119
Disposals/write-offs in year	-	-
At 31 March 2025	<u>11,777</u>	<u>11,777</u>
Depreciation		
At 1 April 2024	8,215	8,215
Charge for the year	2,499	2,499
Eliminated on disposal/write-offs	-	-
At 31 March 2025	<u>10,714</u>	<u>10,714</u>
Net book value		
At 31 March 2025	<u>1,063</u>	<u>1,063</u>
At 31 March 2024	<u>3,443</u>	<u>3,443</u>

RedR UK
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

9. INVESTMENTS

	2025 £	2024 £
Market value at 1 April	29,791	127,442
Disposal in year	-	(100,000)
Net unrealised investment gains	211	2,349
	<u>30,002</u>	<u>29,791</u>
Market value at 31 March	<u>30,002</u>	<u>29,791</u>
Historical cost at 31 March	<u>19,718</u>	<u>19,718</u>
The investments are comprised of:		
CCLA – COIF Charities Investment Fund	24,274	25,460
Equity shares	5,728	4,331
	<u>30,002</u>	<u>29,791</u>

10. DEBTORS

	2025 £	2024 £
Trade debtors	17,857	-
Accrued income	125,671	21,207
Other debtors	473	68,013
Prepayments	38,157	34,892
	<u>182,158</u>	<u>124,112</u>

11. CREDITORS: Amounts falling due within one year

	2025 £	2024 £
Taxation and social security	23,752	17,716
Trade and other creditors	66,203	31,305
Accruals	104,496	13,339
Deferred income	145,784	228,834
Bounce Back Loan	10,000	10,833
	<u>350,235</u>	<u>302,027</u>

Deferred income occurs when training courses which are due to occur after the balance sheet date are invoiced beforehand and grants where amounts have been received in the period but the criteria for entitlement to the income has not been met. Natwest Bank PLC hold a fixed and floating charge over the undertaking and all property and assets, both present and future.

RedR UK
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025**

11a. Deferred income

	2025 £	2024 £
Deferred income as at 1 April	228,834	226,063
Amount released in the year	(290,836)	(371,829)
Amount deferred in the year	207,786	374,600
	<u>145,784</u>	<u>228,834</u>
Deferred income as at 31 March	<u>145,784</u>	<u>228,834</u>

11b. Creditors: Falling due in more than one year

	2025 £	2024 £
Bounce Back Loan	<u>10,000</u>	<u>20,000</u>

The Bounce Back Loan is the UK government-backed Covid-19 support loan to help businesses impacted by the pandemic and is due on 30 March 2027. This unsecured loan was granted on 30 March 2021 and was interest-free for the first 12 months. Thereafter, the loan is repayable over the remaining five years at a rate of 2.5% interest.

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds £	Designated funds £	General funds £	Total funds £
For the year ended 31 March 2025				
Investments	-	-	30,002	30,002
Tangible assets	-	-	1,063	1,063
Net current assets	125,984	-	(125,930)	54
Amounts falling due in more than one year	-	-	(10,000)	(10,000)
	<u>125,984</u>	<u>-</u>	<u>(104,865)</u>	<u>21,119</u>
Net assets at 31 March 2025	<u>125,984</u>	<u>-</u>	<u>(104,865)</u>	<u>21,119</u>

Comparative information for the analysis of net assets between funds in the previous year is as follows:

	Restricted funds £	Designated funds £	General funds £	Total funds £
For the year ended 31 March 2024				
Investments	-	-	29,791	29,791
Tangible assets	-	-	3,443	3,443
Net current assets	188,752	-	(155,806)	32,946
Amounts falling due in more than one year	-	-	(20,000)	(20,000)
	<u>188,752</u>	<u>-</u>	<u>(142,572)</u>	<u>46,180</u>
Net assets at 31 March 2024	<u>188,752</u>	<u>-</u>	<u>(142,572)</u>	<u>46,180</u>

RedR UK
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

13. MOVEMENT IN FUNDS

	At 1 April 2024 £	Income £	Expenditure £	Transfers £	At 31 March 2025 £
2025					
RESTRICTED FUNDS					
Europe & Global Initiatives	188,752	1,643,564	1,706,398	-	125,918
Ukraine Appeal	-	-	-	-	-
Syria & Türkiye Earthquake Appeal	-	-	-	-	-
Morocco & Libya Appeal	-	815	749	-	66
Total Restricted Funds	<u>188,752</u>	<u>1,644,379</u>	<u>1,707,147</u>	<u>-</u>	<u>125,984</u>
UNRESTRICTED FUNDS					
Designated Funds					
Fixed Asset Funds	-	-	-	-	-
Total Designated Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
General Funds	<u>(142,572)</u>	<u>526,238</u>	<u>(488,531)</u>	<u>-</u>	<u>(104,865)</u>
Total Unrestricted Funds	<u>(142,572)</u>	<u>526,238</u>	<u>(488,531)</u>	<u>-</u>	<u>(104,865)</u>
Total Funds	<u><u>46,180</u></u>	<u><u>2,170,617</u></u>	<u><u>(2,195,678)</u></u>	<u><u>-</u></u>	<u><u>21,119</u></u>
	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
2024					
RESTRICTED FUNDS					
Middle East	5,451	-	(5,451)	-	-
Europe & Global Initiatives	31,082	1,138,891	(981,221)	-	188,752
Ukraine Appeal	32,637	440	(33,077)	-	-
Syria & Türkiye Earthquake Appeal	20,207	694	(20,901)	-	-
Morocco & Libya Appeal	-	20,716	(20,716)	-	-
Total Restricted Funds	<u>89,377</u>	<u>1,160,741</u>	<u>(1,061,366)</u>	<u>-</u>	<u>188,752</u>
UNRESTRICTED FUNDS					
Designated Funds					
Fixed Asset Funds	-	-	-	-	-
Total Designated Funds	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
General Funds	<u>76,592</u>	<u>493,697</u>	<u>(712,861)</u>	<u>-</u>	<u>(142,572)</u>
Total Unrestricted Funds	<u>76,592</u>	<u>493,697</u>	<u>(712,861)</u>	<u>-</u>	<u>(142,572)</u>
Total Funds	<u><u>165,969</u></u>	<u><u>1,654,438</u></u>	<u><u>(1,774,227)</u></u>	<u><u>-</u></u>	<u><u>46,180</u></u>

RedR UK
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
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13. MOVEMENT IN FUNDS.../Cont'd

Purposes of restricted funds

The Middle East Fund was used for providing training and addressing technical and coordination competencies. Funding has been secured from Trust funds in support of this work.

The Europe & Global Initiatives Fund represents a number of contracts secured from a variety of major institutional donors; these vary in the timing of cashflow income and expenditure.

The Ukraine Appeal was set up to analyse and address the most urgent training needs and capacity gaps of local organisations and responders providing humanitarian assistance in relation to the Ukraine emergency, followed by further and more in-depth training on selected areas of humanitarian response in English, Ukrainian, Polish and Romanian languages. Appeal was closed in 2024.

The Pakistan Flood Appeal and Syria & Türkiye Earthquake appeals were to analyse and address the most urgent training needs and capacity gaps of local organisations responding to those emergencies. Appeal was closed in 2024.

The Libya and Morocco appeal was set up in 2024 was to support projects that the charitable company ran immediately after the earthquake and floods in those countries.

14. RELATED PARTIES

RedR International is the umbrella body of the various RedR organisations around the world. The charity has two nominees on the committee of RedR International.

The charity has established a wholly owned subsidiary trading company, RedR UK Trading Limited, a company registered in England & Wales. The company remains dormant.

15. CAPITAL COMMITMENTS

There are no capital commitments not provided for in the financial statements (2024: None).

16. CONTINGENT LIABILITIES

In 2024, RedR was subject to a fraud incident totalling \$207K. Reports were made to all relevant authorities. An independent investigation determined that there was no evidence of staff being responsible. A number of measures have been put in place to prevent similar incidents from occurring in the future, including enhancing financial procedures, updating financial and cybersecurity policies, and delivering organisation-wide training. At this time, the existence or amount of any liability accruing to RedR has not been determined.