MAG

saves lives builds futures

Annual Report 2025



More to do than ever before



saves lives builds futures

THE MINES ADVISORY GROUP

(A company limited by guarantee and not having a share capital)

TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2025

Contents

04 Message from the Chair and Chief Executive

06 Who We Are and Our Values

07 Our Strategic Framework 2024-28

08 Our Impact in 2025

12 Our Impact: Middle East

14 Our Impact: East & Southern Africa

16 Our Impact: Asia-Pacific

18 Our Impact: Sahel & West Africa

22 Our Impact: Latin America & The Caribbean

24 Our Impact: Europe & Central Asia

26 Our Impact: Championing Change

28 Our impact: Public Engagement

30 Our Progress Against Our Aims

32 Our Plans for 2026

33 People & Accountability: Our Employees

39 People & Accountability: Our Culture

40 People & Accountability: Our Commitment to Safeguarding

42 People & Accountability: Safety & Security

45 People & Accountability: Upholding Ethical and Environmental Standards

48 Risk Management and Internal Controls

51 Structure, Governance & Management

58 Financial Review

61 Statement of Trustees' Responsibilities

62 Reference & Administrative Details of the Charity, its Trustees and Advisers

63 Independent Auditor's Report

66 Statement of Financial Activities

67 Balance Sheet

68 Statement of Cash Flows

69 Notes to the Financial Statements

82 Glossary

83 Thank You

Company No. 04016409
Registered Charity No. 1083008



2025 has shown our resilience

Message from the Chair & Chief Executive



Julia Palca
Chair of Trustees



Darren Cormack
Chief Executive

Increasing global turmoil and rising levels of conflict mean there is more for MAG to do than ever before. And in 2025, despite unprecedented levels of upheaval and challenge, our committed colleagues delivered lifesaving and life-changing benefits to more than 2.2 million people.

The escalation of conflicts in multiple parts of the world, combined with the enduring legacy of previous wars, resulted in landmines and unexploded ordnance continuing to cause significant human suffering and impede development efforts in 2025.

Some 6,279 casualties were recorded globally in 2024 (the last full year of verified data), with nine out of ten of those killed and injured being civilians. Almost half of those civilians were children.

2025 witnessed ongoing conflicts in places such as Sudan, Myanmar, Yemen and Ukraine. There was also widespread destruction and suffering in the Middle East.

At the time of writing, heightened insecurity and escalating conflict in Lebanon has led to the displacement of millions of people, including the vast majority of our staff, and increased risk from explosive weapons for civilians across large areas of the country.

Armed violence also continued to impact millions of lives in the Sahel and West Africa, while the proliferation of weapons is affecting communities in Latin America, the Caribbean and the Pacific Islands.

In January 2025, a new administration in the United States made the decision to review all foreign assistance funding. The short-term impact of the US President's Executive Order was the suspension of MAG's US-funded operations, but that suspension was subsequently lifted on all but a few programmes. MAG was therefore able to resume the vast majority of its operations, and we have since continued to enjoy bipartisan support in the US.

Our ability to respond to such an unprecedented situation was a signal of our organisational resilience and also of the professionalism and commitment of colleagues right across the world.

In October 2025, MAG became the recipient of the prestigious and highly competed Hilton Humanitarian Prize, the biggest global award of its kind, which came with a $3m unrestricted grant and global recognition.

While this award represents a moment of profound pride, it also reinforces our responsibility to continue standing with communities who still live with fear and danger long after conflicts have ended.

> Hilton Prize is a moment of profound pride for us

The Prize fund is enabling MAG to engage in important strategic investments such as transforming our systems and securing alternative sources of income. The Award also brought international media attention and is an important platform to build our networks and relationships with future funders.

In 2025, the work of our dedicated staff, operating in 38 countries across the world, benefited the lives of almost 2.3 million people.

Our innovative digital risk education programmes reached more than 105 million people.

MAG teams made safe some 67 million square metres of land and found and destroyed almost 37,000 landmines, unexploded bombs and other explosive remnants of war.

This was a decrease on previous years that can be accounted for by the suspension of operations caused by the US government stop work order.

Our work in weapons and ammunition management (WAM) has also continued to be important, with MAG constructing or refurbishing 31 armouries and munitions stores and destroying more than 11,000 small arms and light weapons.

None of our achievements would have been possible without the generous support of our institutional, corporate and individual donors. Total income for the year was £95.3m, which represents a 4% decrease in income (2024: £99.3m).

Our thanks go to our donors, our brave and dedicated staff and our many partners.

In the year ahead we will continue to extend our impact through new and expanded programming and by taking the necessary steps to grow our capacity, build our expertise and strengthen our resilience. There will be renewed focus on funding diversification, innovation, and the transformation of our systems and processes.

Despite geopolitical uncertainty and new challenges over traditional funding streams, we remain determined to effect positive change for communities afflicted by conflict.



Julia Palca
Chair of Trustees

Darren Cormack
Chief Executive



Report of the Trustees for the year ended 31 December 2025

Who We Are

The Trustees of The Mines Advisory Group (MAG) present their annual report (incorporating the Strategic Report) and the audited financial statements for the year ended 31 December 2025.

MAG is a global humanitarian organisation that changes and saves lives.

We have been operating for 35 years, delivering transformational change for some of the most vulnerable people in the world in some of the most fragile places in the world.

We find and destroy landmines, cluster munitions and unexploded bombs in places affected by conflict. We also work to limit the causes and address the consequences of armed violence in communities.

Our work saves lives, eases suffering, protects human rights and contributes to sustainable peace and security. It fosters stable and secure societies and is a key enabler of progress towards the 2030 Sustainable Development Goals.

Since 1989, we have helped over 24 million people in more than 70 countries.

MAG collaborates at an international, regional, national, and local levels to reduce the likelihood and impact of armed violence and conflict.

We draw on our experience and expertise to influence policy, amplifying the voices of affected communities and advocating for measures that will effect change.

Our staff and the communities where they work and from which they come are at the heart of everything we do.

We are determined to deliver a safe future for the women, men and children affected by violence, conflict and insecurity.

We believe in a world where people can exist with dignity and choice, where their human rights are upheld and where they can live free from the fear from landmines, explosive remnants of war and the impact of small arms and light weapons and ammunition.

Our Values

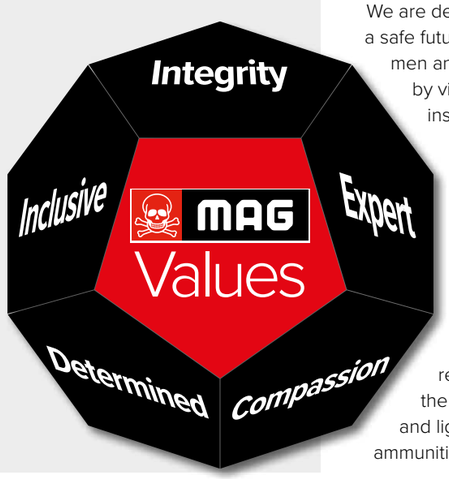
DETERMINED – We work with purpose

EXPERT – Through excellence and expertise we build trust

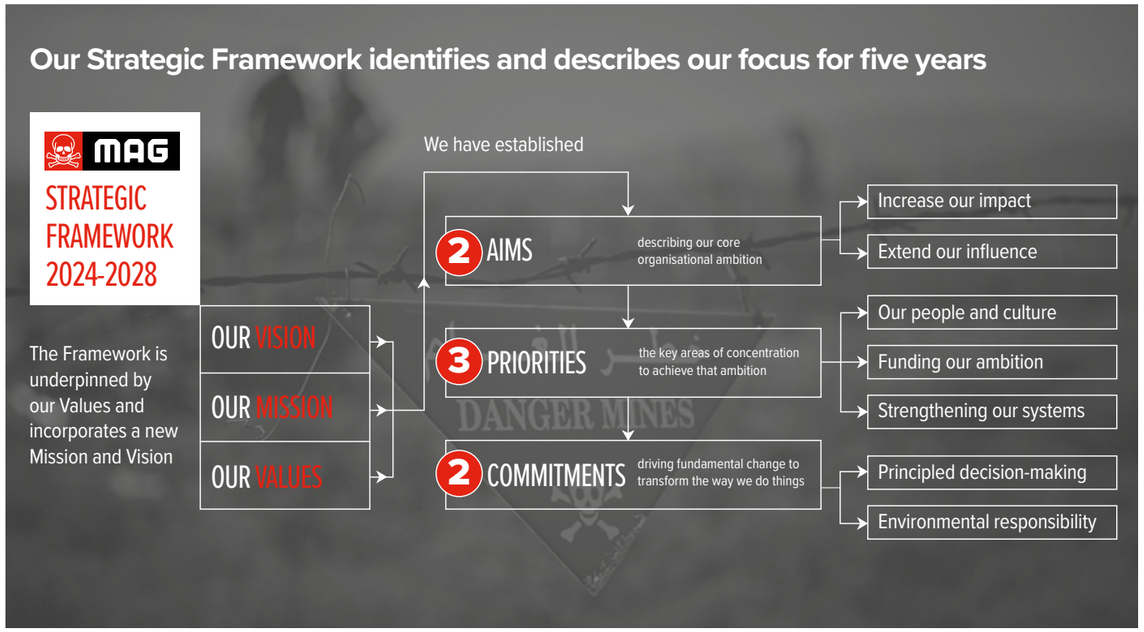
INTEGRITY – We strive to do the right thing

COMPASSION – People come first in everything we do

INCLUSIVE – We are inclusive and we value diversity



Our Strategic Framework 2024 – 2028



The year 2025 was the second year of MAG's new Strategic Direction. It is our compass for action and guides us as we seek to reduce the terrible human cost of armed violence and conflict. The strategy will undergo a mid-term review in summer 2026.

PUBLIC BENEFIT

As a charity, MAG is subject to the 'public benefit' test defined in the Charities Act. We achieve this through our objectives, as set out in our governing document. MAG's objects are:

- the relief of suffering and distress throughout the world, particularly in areas where conflict results in human fatality or injury, due to the presence of the debris of war, such as land mines, unexploded ordnance, stockpiles of weapons and ordnance, and other residual contamination; and to deliver such relief by (but not limited to):
  - the provision of training and assistance in clearance and reconstruction;
  - undertaking any preventative measures that improve human security including (but not limited to) safely managing, storing, destroying or reducing the availability of stockpiles of ammunition, arms and weapons;
  - the provision of explosive ordnance risk education to communities at risk;
  - advocating and campaigning to mitigate the impacts of explosive ordnance, arms and weapons on communities;
  - providing necessary medical support; and
- to carry out research into solving the problems faced by those whose lives have been affected by conflict and to disseminate any useful results of such research for the public benefit.

The board annually reviews our aims, objectives and activities to ensure they align with our objects. This annual report sets out MAG's activities to further the aims of MAG's Strategic Framework 2024-2028, detailing the programmes funded and the benefits they brought to our beneficiaries. This report explains how MAG meets our public benefit test by aligning delivery to our charitable purpose and objectives through our strategy, activities and achievements.

Our Impact in 2025

Our global programmes continued to deliver significant life-saving impacts over the reporting period with activities implemented in 38 countries over the period.

The range and scope of these interventions varied over the reporting period from large-scale and long-term programmes with over 1,000 staff to much smaller and time-bound interventions.

The data therefore represents the key headlines of MAG's consolidated outputs but does not attempt to capture every operational activity being undertaken across all programmes.

During 2025, our activities benefited around 2.3 million people, with millions more reached through innovative digital explosive ordnance risk education programmes.

People who benefited from our activities

	2022	2023	2024	2025
Direct	**720,822**	**649,671**	**558,964**	**1,136,803**
Men	159,527	146,968	144,435	282,669
Women	177,627	161,460	154,128	365,222
Boys	196,854	175,022	131,611	244,398
Girls	186,814	166,221	128,790	244,514
Indirect	**1,088,945**	**836,652**	**845,702**	**1,092,537**
Men	277,888	231,695	237,510	272,021
Women	281,513	220,580	231,017	276,588
Boys	262,623	188,856	186,250	272,748
Girls	266,921	195,521	190,925	271,180

Our Digital Risk Education campaigns, delivered via social and traditional media platforms, reached an audience of c. 105.5 million people globally, a slight increase on the 104 million people reached in 2024.



Weapons and Ammunition Management Indicators

	2022	2023	2024	2025
WAM Activities/Interventions				
Armoury/Munitions Store Risk Assessments	149	205	219	113
Armoury/Munitions Stores Constructed	37	22	14	2
Armoury/Munitions Stores Refurbished	12	40	36	29
Weapons Marked	9,589	611	4,482	10,848
Destruction of Ammunition & Weapons				
Small Arms Ammunition Destroyed	1,515,586	1,430,089	10,211,438	1,287,211
Small Arms & Light Weapons Destroyed	12,473	4,134	27,214	11,578
Ammunition & Weapons Training				
WAM Training courses conducted	76	92	103	85

Weapons and Ammunition Management
In 2025, 113 armoury assessments were undertaken, 31 armouries and munitions stores were constructed or refurbished, and 10,848 weapons were marked.

Humanitarian Mine Action Indicators

	2022	2023	2024	2025
Land Release (m^2)	**79,390,599**	**86,828,000**	**87,949,441**	**66,716,770**
Land Cancelled (through Non-Technical Survey)	2,733,335	3,664,088	1,353,733	544,300
Land Reduced (through Technical Survey)	6,080,766	6,413,219	4,659,251	5,408,231
Land Cleared	70,576,498	76,750,693	81,936,457	60,764,239
Explosive Ordnance	**80,777**	**58,787**	**81,050**	**37,115**
Landmines (Anti-Personnel)	18,056	11,654	9,547	4,845
Landmines (Anti-Vehicle)	515	906	141	427
Improvised Landmines	4,822	1,679	463	165
Cluster Munitions	24,466	24,190	20,491	11,538
Unexploded or Abandoned Ordnance	32,751	20,058	43,489	18,266
All Other Types of Explosive Ordnance	167	300	6,919	1,874
No. of EORE Sessions	**31,083**	**32,441**	**30,517**	**48,424**

Note
EORE (Explosive Ordnance Risk Education)

Funding challenges
In February 2025, the US government issued a Stop Work order as part of its review of Foreign Assistance programming. This affected all of MAG's US-funded programming across the world. However, only five out of approximately 33 US-funded contracts were subsequently cancelled, with the vast majority being continued following review.

These and other funding challenges did mean, however, that some 700 locally contracted staff left MAG due to redundancy, along with some 12 international programme staff members and 12 UK-affiliated staff members.

MAG

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OUR IMPACT IN 2025

WHAT WE DID

- 2.2 MILLION PEOPLE BENEFITED
- 67 MILLION M^2 OF LAND MADE SAFE
- 11,758 SMALL ARMS DESTROYED
- 37,115 EXPLOSIVE ITEMS REMOVED OR DESTROYED
- 31 ARMOURIES CONSTRUCTED OR IMPROVED

Our Impact

The Middle East



MAG has continued to respond at scale across the Middle East region to both emerging needs and the persistent legacy of past conflicts. Working in contexts where humanitarian access is constrained, new authorities are being established, and donor resources are increasingly stretched, MAG has adapted its programming to continue to have the greatest impact.

MAG continues to address the humanitarian impact of explosive ordnance contamination resulting from decades of conflict in **Iraq,** the Gulf wars, and the ISIS insurgency. MAG's work across the Kurdistan Region and Federal Iraq underpins long-term stabilisation by reducing security risks, facilitating returns, and supporting food security and economic recovery.

A comprehensive clearance impact assessment of the past 10 years of MAG's work in 30 communities in Ninewa Governorate showed 56% of land released was for agricultural purposes, with a further 18% enabling the rehabilitation and construction of homes, as well as contributing to access, infrastructure, and other community developments.

We have adapted to have greatest impact

Whilst **Jordan** has been spared the scale of armed violence seen in neighbouring states, the continued presence of large refugee communities, combined with regional instability, reinforces the importance of strong national capacities to prevent illicit proliferation of weapons and to mitigate explosive risks. Within this context, Weapons and Ammunition Management is a national priority for the Jordanian Armed Forces (JAF), to address legacy ammunition facilities, ageing infrastructure, and evolving security risks. With registration secured early in the year, MAG laid the foundations for the construction and rehabilitation of storage facilities, and training and capacity building activities to take place in 2026.

Lebanon continued to be severely conflict-affected, with tensions persisting and explosive ordnance contamination remaining a major humanitarian threat, hampering safe return, reconstruction, agricultural recovery, and livelihoods. MAG continued to deliver humanitarian mine action and Weapons and Ammunition Management (WAM) that directly supports safe return, recovery, stability and community livelihoods.

Working closely with Lebanese authorities, MAG played a central role in responding to new contamination following the ceasefire in late 2024. MAG support to the Lebanese Armed Forces (LAF) with their weapons and ammunition management continued to significantly reduce the risks of theft, sabotage, and accidental incidents, supporting stabilisation and implementation of international agreements.

The **Occupied Palestinian Territories (OPT)** remained subject to an acute and complex humanitarian crisis. Two years of conflict in Gaza have resulted in unprecedented levels of civilian harm, displacement, and infrastructure collapse. In Gaza, MAG has implemented a multi-strand approach: large-scale digital EORE (explosive ordnance risk education) campaigns; community-based EORE integrated with Mental Health and Psychosocial Support (MHPSS) through national partner Save Youth Future Society (SYFS); the secondment of a senior Explosive Ordnance Disposal (EOD) expert to UNMAS to support explosive hazard assessments and humanitarian convoy access; and active engagement in Mine Action technical working groups. In the West Bank, MAG has recently identified a local implementing partner in Nablus—Jabal Al-Nar Club Association (JAC)—to deliver EORE activities in the northern West Bank. MAG also supports the Palestinian Mine Action Centre.

Explosive ordnance contamination remains a serious and widespread threat in **Syria** following the fall of Bashar al-Assad's regime in late 2024.

Since then, MAG has worked to secure funding and permissions to scale up its response in newly accessible areas in northwest and central regions, building on its established programming in the northeast. MAG assesses that 70% of identified contaminated task sites are agricultural and grazing lands. Safe land is also essential for constructing schools, health clinics, and vital infrastructure like roads and water points. By clearing land, MAG creates the conditions for partners delivering reconstruction, education, agriculture, and health projects.



East & Southern Africa



MAG continued to deliver impactful HMA and AVR programming across East and Southern Africa despite a decline in donor focus and funding for the region, as well as political and security challenges.

Throughout 2025, MAG strengthened its presence in new and recently opened programmes in **Ethiopia, Kenya, Tanzania** and **Sudan**, while maintaining robust programming in **Angola, South Sudan** and **Zimbabwe.** MAG also deepened regional relationships with the African Union, Southern African Development Community (SADC) and the Regional Centre on Small Arms (RECSA), lending its expertise in the development and review of policies and implementation. Overall, MAG has expanded its HMA and AVR programming across the portfolio through 2025.

Throughout 2025 MAG continued to deliver HMA and AVR operations in Angola, working across the eastern part of the country in Moxico, Moxico Leste, Lunda Sul and Lunda Norte provinces. With support from donors, MAG deployed five Manual Teams, three Mechanical Teams (& eight mechanical assets), one Multi-Task Team, one Rapid Response Team and two Community Liaison Teams.

In 2025, MAG released 1,284,094 sqm of land to the direct benefit of 5,267 people in eastern Angola, and more than 260,000 indirectly, with particular focus on releasing land along the strategically significant Lobito Corridor. A total of 5,849 items of Explosive Ordnance were found and destroyed.

MAG also reached 23,119 individuals with Explosive Ordnance Risk Education. Through its AVR work, MAG supported the refurbishment of three armouries for the National Police, destroyed 10,205 weapons and ammunition, and delivered Small Arms and Light Weapons Risk Education to 2,771 people.

After obtaining accreditation in Ethiopia at the end of 2024, MAG began responding to the dramatic increase in hazardous contamination in Tigray Region by providing Explosive Ordnance Risk Education (EORE) to affected communities through a local partner. In 2025, MAG and its partner reached 5,300 people through 212 direct EORE sessions with life-saving messages using participatory, age-appropriate, and context-specific methodologies.

The programme also expanded its protective reach through indirect risk awareness mechanisms, reaching 32,761 individuals indirectly through Community Focal Point-led outreach activities and the distribution of EORE leaflets. Alongside community programming, MAG has invested in strengthening Ethiopia's national mine action leadership through the delivery of targeted training for senior personnel from the Ethiopian Mine Action Office and Ministry of Defence.

In Kenya and Tanzania, MAG continued its delivery of expert AVR programming to help curb the widespread illicit proliferation on SALW-A across East Africa. In coordination with the Kenya and Tanzania SALW National Focal Points, MAG progressed its support to the national police force units in both countries.

In 2025, MAG conducted 13 technical assessments in Kenya and seven technical assessments in Tanzania at proposed location sites for armoury construction or rehabilitation. Construction of armouries is planned for 2026, coinciding with armoury store management training to increase overall impact.

South Sudan was met with funding challenges for mine action as well as the broader humanitarian sector. MAG continued to conduct operations in the most heavily contaminated states of South Sudan – Central and Eastern Equatoria – releasing 1,112,566 m2 of safe land back to communities for productive use and disposing 790 items of EO. Additionally, MAG conducted 1,820 Explosive Ordnance Risk Education sessions, reaching 20,397 beneficiaries.

MAG was previously registered and operational in Sudan from 2004-2013, conducting legacy minefield clearance until programme closure in 2013.

In late 2025, MAG received registration as an international NGO in Sudan, following an invitation to resume operations. MAG established an office in Port Sudan and focused on programme mobilization and stakeholder engagement.

During 2025, MAG Zimbabwe teams released 283,752 sqm of land back to the Mozambique border communities in Mudzi District and safely destroyed 2,018 items of Explosive Ordnance.

The released land is crucial for the communities and livelihood opportunities based around farming as Zimbabwe continues to suffer from prolonged dry seasons and droughts.

The community liaison team continued EORE sessions during the year focusing mainly on children in schools bordering the minefields and reached 1,820 beneficiaries living in the affected communities.



Our Impact

Asia-Pacific



Across the Asia-Pacific region, MAG continued to deliver large scale and efficient mine action programming throughout most of the year, whilst continuing to explore opportunities for expansion of weapons and ammunition programming.

A country team was fully established in Papua New Guinea and activities commenced, whilst MAG in partnership with the UN Regional Centre for Peace and Disarmament (UNRCPD) participated in a national small arms control workshop in Fiji which led to the development of an initial set of recommendations and a proposal for a first phase of activities.

In the region, MAG remains committed to continuing effective delivery of mine action programming at scale as well as broadening our profile and scope to include small arms and ammunition control through both programming and engagement in the relevant policy and advocacy spheres.

In **Cambodia,** MAG continued to work in both Battambang provinces in the north-west predominantly focused on landmine survey and clearance as well as Ratanakiri province in the north-east predominantly working on cluster munitions survey and clearance. Whilst conflict between Cambodia and Thailand caused some disruption to activities late in the year, teams were able to redeploy to safer areas. The programme released over 9 million square metres of hazardous land and destroyed a total of 4,416 items of explosive ordnance during the year. The programme will expand its geographical reach in the early part of 2026 with licences to operate in two additional provinces being granted in late 2025.

> We remain committed to delivery of mine action

The **Lao PDR** programme, consisting of well over 1,000 staff, continued to deploy large numbers of teams to conduct survey, clearance and EORE across Xieng Khouang province in the north of the country and Khammouane province in the centre. Over the course of the year, 6,303 items of explosive ordnance were safely destroyed, including 4,285 cluster munitions, and over 10 million square metres of land was released back to the community. In 2026, Lao will host the 3rd Review Conference of the Convention on Cluster Munitions, an important milestone and event for the country and sector as whole. The programme will actively engage in supporting this process both during the lead-up to the event and during the week in September itself.

The numbers of reported landmine and ERW victims in **Myanmar** continued to be amongst the highest in the world in 2025. With ongoing conflict in many parts of the country, there continued to be significant challenges related to access, staff safety, and programme delivery. In addition, the earthquake in Myanmar in March caused significant death, injury and destruction. The programme continued to deliver an adaptive programming model focused on both direct delivery and working in partnership with a range of organisations. This model enabled extensive delivery of life-saving EORE, community-based survey and support to landmine victims.

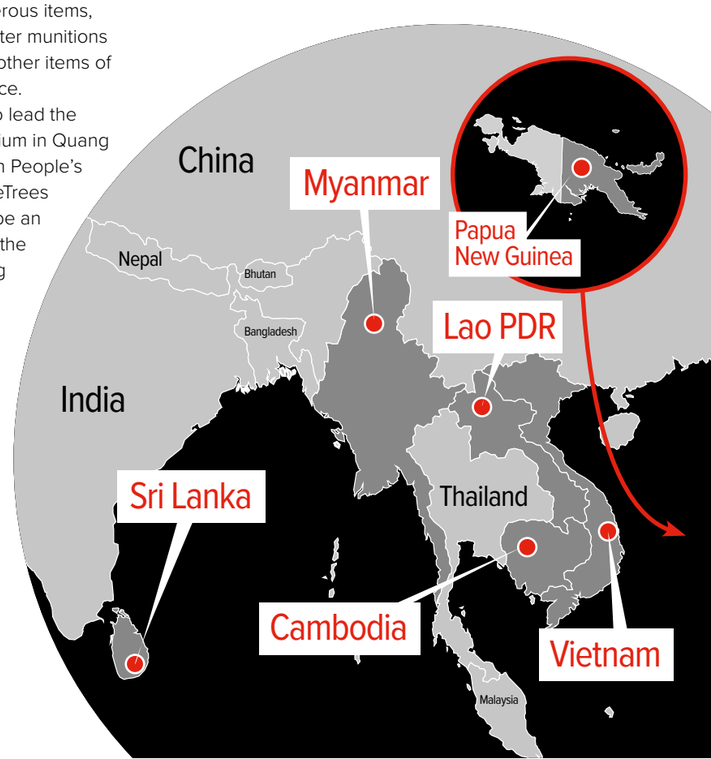
MAG established a country team in **Papua New Guinea** at the start of 2025 and became fully registered to implement activities later in the year. The focus of the programme is on reducing the diversion of weapons to the illicit market, which continues to fuel very high levels of armed violence. A MoU was signed with the PNG Correctional Services to support their management of weapons and ammunition in a more safe and secure manner, with plans to expand these activities to other security and defence actors.

The **Sri Lanka** programme remained focused on supporting the government of Sri Lanka to deliver against its Mine Action Strategy, which was formally reviewed and updated during early 2025. As well as continuing to clear areas of landmines and other ERW, the programme was involved in a national survey which is intended to identify previously unrecorded mined areas and confirm other areas as being free from any known mine risks. Over the course of the year, the programme successfully contributed to the national effort by declaring safe over 1.8m square metres of land and destroying 1,032 landmines and a further 252 items of explosive ordnance.

A Weapons and Ammunition Management (WAM) project, working with the Sri Lanka Police to better secure their weapons stocks, was terminated by the middle of 2025, and an alternative funding source has yet to be identified.

The **Vietnam** programme deployed over 700 staff across two of the most contaminated provinces in central Vietnam, Quang Binh and Quang Tri. Due to administrative reform, these two provinces were formally merged in 2025. The programme worked closely with relevant local authorities through the year to release nearly 30 million m2 of prioritized contaminated land back to communities for agricultural and community development, removing and destroying a total of 8,346 dangerous items, including 4,638 cluster munitions and a further 3,708 other items of unexploded ordnance.

MAG continued to lead the mine action consortium in Quang Binh with Norwegian People's Aid (NPA) and PeaceTrees Vietnam as well as be an active participant in the Mine Action Working Group.



Sahel & West Africa



In 2025, the Sahel and West Africa continued to face complex and evolving security challenges linked to transnational armed conflicts, the illicit circulation of weapons and ammunition, and the increasing use of explosive ordnance, including improvised explosive devices (IEDs).

These dynamics continued to undermine regional stability, deepen humanitarian needs, drive displacement, and constrain socio-economic development across the Sahel, Lake Chad Basin, and northern coastal West African states.

We have kept focus despite conflict and funding cuts

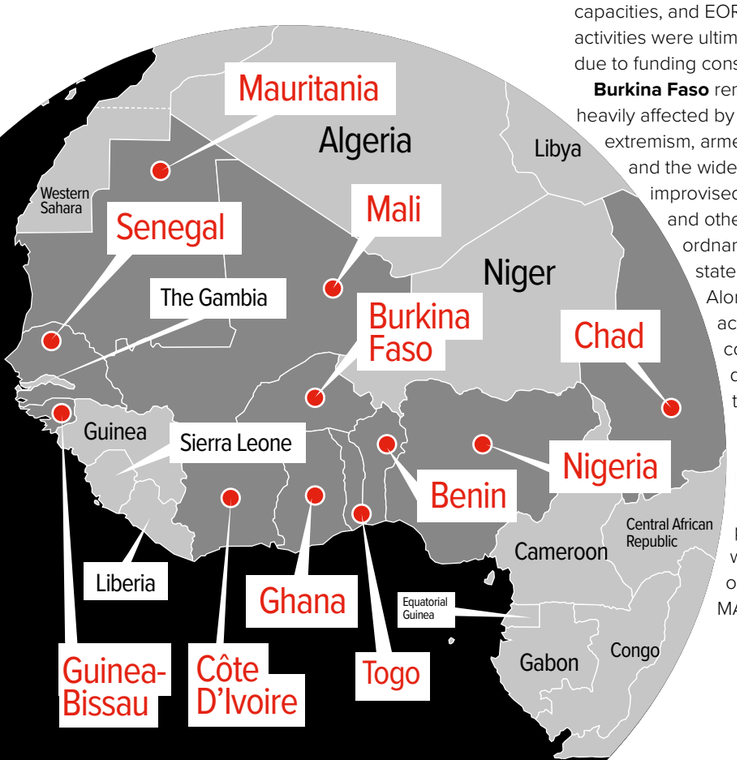
MAG's operations were also affected by significant funding and operational constraints. Throughout 2025, MAG continued to deliver Arms Violence Reduction (AVR) and Humanitarian Mine Action (HMA) activities in partnership with ECOWAS, national authorities, civil society organisations, and defence and security forces, while integrating gender inclusion, environmental considerations, and conflict sensitivity across programming.

The threat posed by explosive ordnance (EO) continued to expand across **Mali** in 2025. The deteriorating security and political context further constrained humanitarian access and resource mobilisation. Despite these challenges, MAG continued supporting conflict-affected communities through community liaison, strengthened national capacities, and EORE before activities were ultimately suspended due to funding constraints.

Burkina Faso remained heavily affected by violent extremism, armed conflict, and the widespread use of improvised landmines and other explosive ordnance by non-state armed groups. Alongside AVR activities, MAG continued delivering EORE to affected communities and humanitarian actors in partnership with local organisations. MAG's operations in Burkina Faso were also impacted by the suspension and early closure of the US-funded contract, requiring programme reprioritisation. Despite these constraints, MAG maintained a strong focus on community liaison, IED risk mitigation, and WAM support to the Burkina Faso Armed Forces. MAG also continued collaborating with the National Commission for Arms Control (CNCA) on the development of the National Action Plan for Weapons and Ammunition Management, particularly regarding SALW control.

MAG continued to support the Government of **Chad** through a range of WAM activities aimed at strengthening the safety, security, and accountability of national stockpile management systems. In 2025, MAG delivered 19 training sessions completed by 172 personnel from defence and security institutions. MAG also conducted 13 technical assessments, including 12 SALW storage facilities and one ammunition depot, as well as five compliance visits to support adherence to international standards and good practices. MAG supported weapons marking operations resulting in 395 weapons marked. Mobile destruction missions also enabled the destruction of 102 kg of weapons and ammunition.

Continued on Page 20



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In 2025, northern border areas of coastal West African states continued to face increasing insecurity linked to the southward spread of armed violence from the Sahel. The continued use of IEDs and proliferation of SALW increased risks for both civilians and security forces, contributing to displacement and growing humanitarian needs.

In response, MAG implemented integrated AVR activities across the region, working with state institutions, security and defence forces, and communities. In **Nigeria,** MAG and partner Jireh Doo Foundation continued delivering EO and SALW Risk Education sessions in Benue State, complemented by a radio awareness campaign targeting vulnerable groups, particularly women and children.

In **Benin,** MAG launched Community Liaison activities in northern areas increasingly affected by insecurity spillover from the Sahel. A total of 842 EORE sessions reached 20,710 people. MAG also continued WAM activities across Benin, **Côte d'Ivoire**, Nigeria, and **Togo,** supporting armoury security improvements, related training, and the provision of containerised armouries for seized weapons storage.

Also in Benin, 17.11 US tons of ammunition and 10 MANPADS were destroyed. In Ghana, operations resulted in the destruction of 2,401.08 kg of obsolete ammunition, while 15 EOD personnel received operational training.

Funding constraints led to the suspension of programmes in **Ghana** and Togo, although MAG maintained engagement with national authorities regarding future opportunities.

In 2025, MAG in **Senegal** continued to support national efforts towards achieving a mine-free Senegal through the delivery of EORE, Non-Technical Survey (NTS), and capacity-building support to the National Mine Action Centre (CNAMS). In Casamance, MAG conducted 79 EORE sessions reaching 1,581 individuals, complemented by radio awareness campaigns estimated to have reached more than 250,000 listeners across the region. During the year, MAG also launched the CLEAR Casamance project, funded by the Norwegian Embassy in Senegal, which will enable the start of technical survey and demining activities in priority areas.

At the same time, MAG's operations were affected by funding constraints. Prior to the closure of the project, MAG completed the handover of the national ammunition depot in Thiès in April 2025, marking a significant milestone in support to national ammunition management capacities.

During the first half of 2025, MAG also continued to support Senegalese authorities through WAM activities, including the rehabilitation of a weapons storage facility for the National Commission on SALW, as well as training, weapons marking, and cutting operations. These activities resulted in 5,755 weapons being marked and 2,036 weapons destroyed.

In **Mauritania,** despite funding constraints, MAG continued community liaison, NTS, and EORE activities with the National Mine Action Centre (PNDHD) in the Nouadhibou region. A total of 209 EORE sessions reached 4,117 individuals, while capacity-building support to the PNDHD continued throughout the year. However, the conclusion of the NMFA-funded project and broader funding limitations ultimately led to the closure of MAG's programme in Mauritania at the end of 2025.

In **Guinea-Bissau,** despite significant progress and continued advocacy efforts, funding limitations led to the closure of MAG's programme in January 2025.

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Latin America & the Caribbean



The portfolio expanded further in 2025, as we responded to the need to reduce armed violence through the proliferation of illicit weapons and collaborated with partners to reduce the risk of unplanned explosions.

Having initially comprised of **Peru, Ecuador, Paraguay** and **the Caribbean**, funding was secured in 2025 to formally expand our Northern Triangle weapons marking project to both **Guatemala** and **Honduras.**

Within the Caribbean programme further assessments were conducted in **Anguilla** and also the **Dominican Republic,** with the latter leading to enhanced funding opportunities given the security issues in neighbouring Haiti.

We also signed an extension of our key partner Memorandum of Understanding with the Caribbean Community Implementation Agency for Crime and Security (CARICOM IMPACS), which underpins all our work in the Caribbean region.



Engagement continued with the authorities in **Colombia,** and a formal Memorandum of Understanding (MoU) was signed with the Ministry of Defence in October. In addition, formal funding was secured from the US government to restart operations, after a hiatus of five years, with a MoU signed with Defensa, which is constituted of the army and the air force.

Against the complex backdrop of the US foreign assistance review, in a region highly dependent on US government funding, we were able to secure extensions to all the existing programmes at similar financial levels.

Additionally, in **Ecuador,** MAG delivered, at the request of the US Government's Office for Weapons Removal and Abatement (WRA), a successful impact assessment of the programme's first five years of work, following up with a verification workshop that involved all key stakeholders across the LAC region.

Being conscious of this funding limitation, we have developed and submitted a number of submissions for support from the Arms Trade Treaty Voluntary Trust Fund in conjunction with the Peruvian navy, the army in **Uruguay** and MoD in Colombia.

Operationally, the programmes were able to collectively dispose of nearly 250 metric tonnes of ammunition and explosive material, destroy nearly 17,000 Small Arms and Light Weapons as well as 700,000 rounds of Small Arms Ammunition.

As part of our commitment to empowering and building the capacity of partner nations, we delivered more than 30 training courses across a number of WAM disciplines, with nearly 500 personnel trained, and we refurbished and constructed 13 armoury and explosive store house facilities along with conducting other 100 individual assessments.

After a process that began in 2024, the Policy Framework to Sustainably Dispose of Destroyed Firearms and Ammunition Components in the Caribbean was released, a joint output of CARICOM IMPACS, MAG, and United Nations Regional Centre for Peace, Disarmament and Development in Latin America and the Caribbean (UNLIREC).



Europe & Central Asia



The 2025 business year was another significant one for the Europe & Central Asia Portfolio with the demobilisation of programmes in Azerbaijan and Bosnia and Herzegovina offset by extensive growth in Ukraine.

In 2025, MAG's programmes in the region released 3,842,511 sqm of land, removed 383 landmines and EO for the direct benefit of 10,951 people, and delivered 5,974 risk education sessions to 30,472 people.

2025 saw significant expansion in Ukraine

WAM needs in Central Asia and the Western Balkans continued to be identified and stakeholder engagement expanded.

In Bosnia-Herzegovina (BiH) the programme released 1,668,184 sqm of land, finding 205 items of EO. In support of reconciliation efforts, the programme continued to work within the Federation, Republika Srpska and Brcko District. Several administrative entities declared mine-impact free in 2025, including two where MAG cleared the last remaining hazardous areas: Brčko District and Čelić municipality.

MAG reduced its clearance capacity and community liaison teams in March 2025 following the end of the project funded by the German Federal Foreign Office (GFFO).



Towards the end of the year, MAG was also informed that our the only remaining donor, the US government, would not continue to fund the programme past December 2025. Therefore, the programme was unfortunately planning to close in early 2026.

The year also saw a reduction in funding for the **Azerbaijan** programme, which led to its closure in summer 2025. Working in partnership with national organisation IEPF and international partner APOPO, MAG released 126,388 sqm of land, finding 13 explosive items prior to programme closure.

The last year marked a significant expansion of the **Ukraine** programme, with additional funding secured from governments and foundations.

Notable milestones in 2025 included the start of clearance operations in Kharkiv oblast, deployment of the first Technical Survey Dogs teams in partnership with APOPO, deployment of the first mechanical clearance assets, and delivery of EORE in Kherson oblast towards end of year.

The huge expansion of the programme was also reflected in an increase in staff numbers.

At the beginning of the year the programme employed 295 staff, which grew to 416 by year end (of which 389 are Ukrainians), and as of December deployed a total of 33 operational teams and 18 further teams through partners.

MAG continues to emphasise inclusive employment practices in Ukraine to ensure a gender balanced workforce, with women accounting for 48% of national staff by the end of the year.

In 2025, MAG released 2,174,327 sqm of land for the direct benefit of 10,951 people and delivered 5,974 EORE sessions to 30,472 individuals.

Through MAG's support, MAG's partners surveyed 1,358,900 sqm, cleared 226,632 sqm, and delivered EORE to 8,499 people. The scale and depth of partnership and capacity building with partner Ukrainian Deminers Association continued to grow, with 12 teams deployed via UDA in 2025 and multiple joint proposals submitted. MAG also started working with national NGO Demining of Ukraine and increased partnerships with non-sectoral partners.

MAG Annual Report 2025

Championing Change



Against the backdrop of escalating international conflict, growing geopolitical uncertainty and increasing pressure on humanitarian and development funding, in 2025 MAG continued to draw on our operational experience to advocate for policy change to enhance civilian protection, strengthen humanitarian disarmament and arms control efforts, and promote practical, sustainable responses to armed violence and insecurity.

Throughout the year, MAG remained an active contributor to international policy discussions relating to humanitarian mine action, weapons and ammunition management, explosive ordnance risk reduction and civilian protection.

This included engagement with processes relating to the Anti-Personnel Mine Ban Convention, Convention on Cluster Munitions, United Nations Programme of Action on Small Arms and Light Weapons, the Global Framework for Through-Life Conventional Ammunition Management, and implementation of the Political Declaration on Explosive Weapons in Populated Areas. MAG continued to provide operationally informed policy recommendations, including through contributions to reports of the United Nations Secretary-General.

> We worked closely with states and partners

As humanitarian disarmament norms faced increasing pressure, MAG worked closely with states, partners and civil society organisations to support implementation of existing commitments, strengthen international norms and advance universalisation of key humanitarian disarmament instruments. This was especially significant during 2025 in light of a number of key withdrawals from the APMBC.

MAG expanded universalisation efforts, engaging with states not yet party to relevant treaties and frameworks, supporting dialogue on incremental progress towards accession, implementation and the humanitarian impacts of explosive ordnance and conventional weapons.

MAG developed a range of policy briefings and analytical briefings reflecting key themes in our work to support engagement with governments, regional organisations and international partners on specific conflict situations. These focused the role of mine action as a confidence-building measure and the role of arms control frameworks in conflict settings, with an emphasis on practical approaches to mitigating civilian harm.

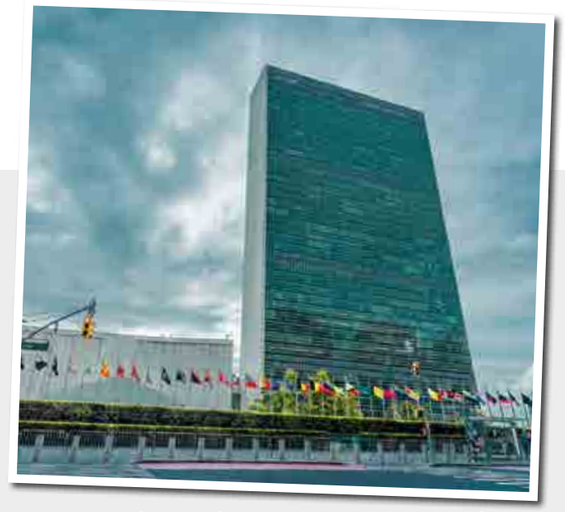
Given the complex environments and sensitive topics that were the focus of these briefings, they were often shared with stakeholders confidentially rather than being issued as publications.

MAG's advocacy work during 2025 focused especially on raising awareness of the operational contexts in which we work, the real-world impact of weakening humanitarian disarmament norms, and how parliamentarians can make a difference to the impact of conflict on communities.

One aspect of this work included participation in a visit of UK MPs from the All-Party Parliamentary Group on Explosive Weapons.

During the year, MAG continued to strengthen engagement with decision-makers in Europe, the Gulf, the United Kingdom and the United States.

MAG Europe expanded its engagement with European institutions, Member States and policy networks, while MAG also increased dialogue with partners and stakeholders in the Gulf region, contributing expertise to discussions on conflict, humanitarian access and civilian protection under siege. These efforts supported broader engagement with key actors with significant influence on international humanitarian and security agendas with whom MAG has not previously engaged.



Working in Partnership

Partnerships remained central to MAG's operational delivery, policy engagement and organisational resilience throughout 2025.

In a challenging international environment, collaboration with governments, United Nations entities, research institutions, civil society organisations and local partners.

The role of partnership and sustainable national capacities in Ukraine, Syria and Myanmar received particular focus.

MAG continued to work closely with international networks and coalitions including the International Campaign to Ban Landmines and Cluster Munition Coalition, the Landmine Monitor, the International Network on Explosive Weapons, Bond, and the European Peacebuilding Liaison Office.

While the governance structure of the Mine Action Review no longer includes an Advisory Board, MAG continues to contribute substantively to both its publications.

These partnerships continued to enable MAG to amplify operational evidence and policy priorities and supported collective advocacy on humanitarian disarmament, civilian protection and conflict prevention.

Strategic collaboration also continued with key partners, including a key collaboration with the United Nations Institute for Disarmament Research in relation to mine-affected countries in Africa. Extensive work was undertaken with a number of key partners around weapons and ammunition management, adding depth to our work in the Middle East and Pacific in particular.

Operational partnerships remained a key component of programme delivery. During the year, MAG worked with specialist organisations including APOPO and CESVI, while continuing to expand cooperation with local and national partners across multiple regions. These partnerships supported more effective responses to explosive ordnance contamination, armed violence and protection risks, while helping strengthen national and community-level capacity.

MAG also continued to prioritise long-term partnership development and localisation, recognising that sustainable responses to conflict and insecurity depend on national ownership, local leadership and meaningful collaboration with affected communities.

Our Impact

Public Engagement



Connecting with our supporters and the wider public is key to raising awareness of the challenges faced by communities living with the legacy of conflict. Together, we help keep these issues in the public eye and harness the power of collective support to drive meaningful change and lasting impact.

Supporters are at the heart of what we do and MAG's life saving work is made possible because of their generosity and commitment. Every gift plays a vital role in helping us clear land, deliver risk education and support communities to rebuild after conflict.

In return, we are wholly committed to delivering outstanding supporter care. We build meaningful, respectful and lasting relationships with everyone who chooses to support MAG, ensuring that our supporters understand the difference their generosity makes and feels valued as partners in achieving our mission.

We are committed to using donations responsibly and efficiently

We value the generosity of those who support MAG

Compliance

MAG is committed to the highest standards in ethical fundraising across all activities.
Transparency is vital to maintaining supporter trust and we are registered with the Fundraising Regulator. We treat all feedback as an opportunity to improve our processes and resolve concerns promptly. In 2025, MAG received only four complaints. We are always guided by our values and our Supporter Promise. Through continued investment in supporter care, engagement and compliance, we aim not only to grow our income, but to strengthen the trust that underpins MAG's long term sustainability and impact.

Our team undertakes regular training to ensure our work remains ethical, effective, and fully aligned with best practice and the Code of Fundraising Practice and relevant legislation.

We occasionally use professional fundraising agencies, including for telemarketing, to reach a wider audience. These partners receive training about MAG's work and are rigorously monitored to maintain our high standards of respect and data security.

Highlights

Throughout the year, our fundraising has at times focused on emerging crises, such as the ongoing conflict in the Middle East - raising funds to support our lifesaving work in Gaza and in Lebanon. We have also continued to inform our supporters about the ongoing war in Ukraine and maintain a focus on those countries impacted by the legacy of war across places such as Laos, Cambodia and Vietnam.

In 2025, MAG was honoured to be named the recipient of the Conrad N. Hilton Humanitarian Prize, the world's largest annual humanitarian award. Now in its 30th year, the Prize recognises organisations that have made extraordinary contributions to alleviating human suffering and advancing human dignity in some of the world's most challenging contexts.

This prestigious award is a powerful recognition of MAG's 35 years of life saving work to protect civilians from landmines and unexploded ordnance, support communities recovering from conflict, and advocate for a safer, more peaceful world. It also acknowledges the courage, expertise and dedication of MAG staff and partners — many of whom come from, and continue to work within, communities directly affected by conflict.

In addition to its global recognition, the Prize includes $3 million in unrestricted funding, providing vital flexibility at a time of increasing humanitarian need and funding uncertainty. This support strengthens MAG's long term resilience and enables us to respond rapidly to emerging crises, invest in innovation, and expand our reach to more communities living with the legacy of conflict.

MAG formally received the award in October 2025 at the Hilton Humanitarian Prize ceremony in New York, marking a landmark moment in the organisation's history.

Ambassador Rosamund Pike continued to help amplify our campaigns and once again brought our BBC Radio 4 Appeal to life in 2025. Rosamund *(right)* also played a vital role as MAG was awarded the 2025 Conrad N. Hilton Humanitarian Prize. Drawing on her first hand experience of meeting MAG teams in Lebanon and Cambodia, she spoke powerfully about witnessing the realities faced by communities in conflict affected communities.



She also had the honour of introducing Janete Milichi, a female deminer from MAG's Angola programme, whose moving remarks offered a deeply personal perspective on the pride and purpose she feels in doing this life saving work. Together, their contributions ensured that the voices and experiences of those directly affected by conflict remained at the heart of this landmark moment for MAG.

We remain profoundly grateful to those supporters who remember MAG in their Wills. 2025 saw the receipt of our second-largest legacy gift to date. These enduring contributions are vital to ensuring MAG can respond with agility and adapt its lifesaving operations to an increasing levels of global conflict.

In July 2025, 36 senior business leaders from the UK's wholesale, convenience and food service sector took part in the 10th anniversary Bikes Against Bombs challenge, cycling over 300 kilometres across Tanzania in support of MAG.

Together, they raised more than £303,000, including gift aid, to support communities living with the legacy of conflict. Over the past decade, more than 130 riders have taken part across eight countries, raising over £1.55 million to help communities recover and rebuild.

MAG is deeply grateful to everyone who has taken part over the last ten years and is looking forward to delivering the 11th and final challenge in early 2027 in Sri Lanka.

We would also like to extend our heartfelt thanks to our philanthropic supporters — Trusts and Foundations, individual donors and corporate partners — whose generosity makes our life saving work possible.

Your commitment to MAG goes far beyond financial support; it is an investment in safer futures for people and communities living with the devastating legacy of conflict.

Whether given as restricted or unrestricted funding, their contributions provide the flexibility, stability and confidence we need to respond when needs are greatest, to expand our programmes into new and fragile contexts, and to innovate in how we protect lives.

This support plays a central role in strengthening MAG's resilience and ensuring we can continue to save lives and help communities rebuild safely and sustainably.



How did we do in 2025?

Our Progress Against Our Aims

Over the last 12 months, progress has been as follows against areas of strategic organisational importance and organisational importance that were set out in our last ARA.

Examples of progress against organisational deliverables achieved during 2025 include:

2 Aims

Increase our Impact	➤ Despite releasing less land in 2025 compared to 2024 (66.7m square meters compared to 87.9m square meters in 2024), we helped more than 2.2m total beneficiaries (compared to just over 1.4m in 2025); the increase is principally due to the significant increase in our risk education work in OPT (322,104 beneficiaries attended 19,764 sessions in 2025 compared to 142,140 beneficiaries attended 8,333 sessions in 2024). ➤ MAG mobilised a new Weapons Ammunition Programme in Mexico and conducted assessment in Sudan for a humanitarian mine action programme.
Extend our Influence	➤ Strengthened engagement with decision-makers in Europe, the Gulf, the United Kingdom and the United States. MAG Europe expanded its engagement with European institutions, Member States and policy networks. ➤ Influencing in processes relating to the Anti-Personnel Mine Ban Convention, Convention on Cluster Munitions, United Nations Programme of Action on Small Arms and Light Weapons, the Global Framework for Through-Life Conventional Ammunition Management, and implementation of the Political Declaration on Explosive Weapons in Populated Areas.

3 Priorities

Our People and Culture	➤ We also completed the TOM (Technical Operations Manager) movements. The process, which was designed in consultation with relevant senior colleagues, ensured a transparent and equitablefair approach to the movements (formally known as rotations), as well as balanced both the needs of the individual staff and the organisation to the extent possible. Eight of our TOMs moved programmes, allowing us to continue to manage operations safely and with a high degree of technical expertise, whilst also retaining and developing key skills.
Funding our Ambition	➤ We exceeded our gross income global fundraising target, notably due to the income raised via individual giving and foundations. The latter was significantly aided by our successful award as 2025 Hilton Humanitarian Prize Laureate. ➤ As part of our work on Innovative Finance, we engaged an external consultant to explore models with potential to leverage private-sector capital, expertise, and partnerships.
Strengthening our Systems	➤ Significant progress was made on the Contract and Stakeholder Management strategic projects. The stakeholder management strategic project has progressed into live testing of a proof of concept. While as part of the contract management strategic project, a pilot was conducted trialling the newly defined approach to concept note and proposal development.

2 Commitments

Principled Decision-making	➤ We co-hosted a side event, ‘Clearing the Path Home’, during June’s intersessionals, highlighting how humanitarian mine action is essential to enabling safe and dignified returns in the Middle East. To coincide with the event, we launched a policy paper exploring how explosive ordnance contamination impacts displaced people and their ability to return home safely. ➤ We organised a roundtable in Parliament, hosted by Helen Maguire MP and Monica Harding MP that focused on the impact of indiscriminate warfare on civilians. The roundtable brought together cross-party parliamentarians to hear from experts on the necessity of international law and norms at a time when their efficacy is being called into question.
Environmental Responsibility	➤ Completed MAG’s first organisation-wide carbon baseline, the first humanitarian mine action organisation to do so. The baseline, developed in line with the Greenhouse Gas Protocol, measured total emissions of 22,313 tCO_2e, equivalent to an intensity of 4.07 tCO_2e per full-time equivalent (FTE). ➤ This milestone provides us with a consistent reference point for monitoring progress and identifying priority emission sources. It also informed the development of MAG’s Emission Reductions Strategy.

Our Plans for 2026

Building on the progress made during 2025, the trustees' priority is to continue delivering MAG's charitable purposes through the Strategic Framework 2024–28.

In the coming period, we will focus on strengthening organisational capacity, expanding our programmatic impact, diversifying and growing our income, and increasing our influence to affect positive change on behalf of the communities we exist to serve.

These combined priorities are intended to ensure that MAG continues to deliver its charitable purposes at scale, while strengthening its sustainability and impact over the remainder of the strategic period.

In 2025 we made significant progress and intend to cement and accelerate that progress in 2026. A key milestone and enabler of that acceleration will be the first gathering of our Global Leadership Team for three years, when senior leaders from across the organisation will address substantive themes in relation to fundraising sustainability, innovation and people and culture, considering progress and future priorities. The conference will also make an important contribution to a mid-term review of our Strategic Direction, which will be complete by September 2026 and will guide our decision-making over the lifetime of the strategy, through to the end of 2028.

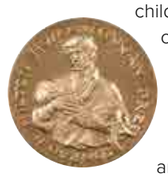
Our plans in the year ahead will continue to focus against progressing our Aims (extending our influence and increasing our impact); our Priorities (our people and culture, strengthening our systems and funding our ambition); and our Commitments (environmental responsibility and principled decision-making).

In 2026, we expect to use some of the unrestricted $3m Hilton Humanitarian Prize award to make strategic investments to strengthen our systems, our capacity and our ambition to diversify our income. This will include investment in MAG's leadership capacity and expertise in the areas of finance and transformation, external affairs and fundraising.

In programmes, we plan to expand our delivery and increase our impact in a range of countries, including Ethiopia, Ukraine, Sudan, Syria, the Pacific Islands, Senegal, Jordan, Mexico and the Occupied Palestinian Territories. This expansion will include not just technical programmatic work, but also capacity building and partnership working.

> We will continue to increase our influence and engagement

A key focus of our influencing through our policy and advocacy work will be in relation to the Third Review Conference of the Convention on Cluster Munitions, taking place in Lao PDR from 14 to 18 September 2026, but we will also continue to increase our influence and engagement in Europe through our Brussels office and in the US through our office in Washington DC, where bipartisan support for our work remains important. Additional focus will see MAG increase its engagement and influencing work in the Gulf states.



Our external communications activity will continue to support our advocacy and public fundraising, with highlights including a focus on the impact of contamination on children and the establishment of a global Arabic language social media channel to support visibility of our impact (and therefore influence) in the Midde East and north Africa with Arabic-speaking audiences.

In fundraising, a new dedicated philanthropy lead in Washington DC will accelerate our US engagement with philanthropic targets and we will be conducting a programme visit for MAG ambassador Rosamund Pike to Sri Lanka, followed by fundraising dinner she will be hosting to target high net worth individuals.

Other key initiatives will include a systematic review of our digital and financial systems, the development of an innovative finance pilot project to fund programming, a new contract management system and a bespoke stakeholder management application, and the implementation of our environmental strategy.

We will strengthen our commitment to Learning & Development, seeking out innovative ways to ensure all our staff have access to opportunities that are relevant, aligned with their career objectives, and help us to ensure we have the right skills and capabilities to increase our impact.

Our People

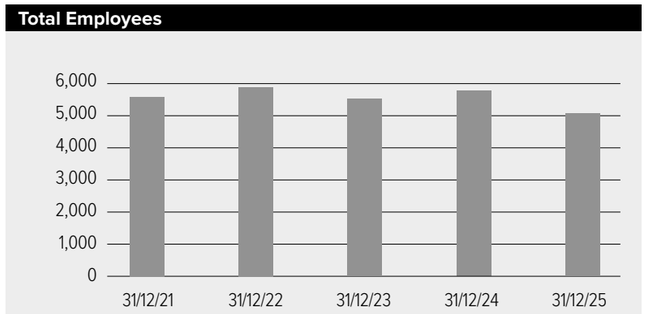
MAG's work relies on the commitment and hard work of its global workforce, a diverse, highly skilled and exceptionally motivated team. On 31 December 2025, MAG employed around 5,140 staff globally, 95 per cent of whom were nationals from the countries our programmes are based in.

MAG employed 144 expert 'programme international' staff on this date, who are deployed to our country programmes to provide senior technical and management oversight. 108 staff were employed to support MAG's central office, in the UK or as 'roving' or 'remote' specialists, the majority of whom provide direct support to their in-country counterparts. This includes our Programme Quality Team, a group of senior technical experts.

The chart *above right* shows the total number of employees since 31 December 2021. Total staff numbers reduced in the period from 31 December 2024 to 31 December 2025, primarily due to a reduction in funding from PM-WRA, MAG's US donor, but also due to changes in funding from other donors.

A number of programmes closed, or were closing in 2025 due to this, including Azerbaijan and Bosnia, as well as a number of small projects in West Africa, including Mali, Guinea Bissau, Niger and Mauritania. Additionally, other programmes were significantly affected, with reductions in staff numbers seen in South Sudan (49.5% reduction) Zimbabwe (35.6%), Sri Lanka (30.1%), Iraq (42.8%) and Lebanon (20.7%).

Total Employees



These changes were off set by an increase in staff numbers in Ukraine of (40.8%), and the opening of new programmes in Kenya/Tanzania, Ethiopia, Sudan and Jordan, including staff based there in support of MAG's developing work in Occupied Palestinian Territories.

Redundancies

MAG works in dynamic contexts, so change is inevitable, whether strategically planned or unexpected. During 2025, this was especially acute, as MAG operated in a more uncertain funding environment following the US Government's pause and review of foreign assistance.

For MAG, the impact was material but contained. A total of six out of 34 US-funded contracts were cancelled, with the majority of the portfolio continuing. While this required close operational and workforce planning, the overall effect on staff numbers was relatively limited, with a modest reduction rather than a large-scale contraction.

Where change leads to redundancies, these are managed in line with UK best practice and the applicable local legal frameworks. In the course of 2025 the payments in the chart below, excluding payments for untaken accrued annual leave or payment in lieu of notice, were made to exiting UK contracted staff.

In total, 12 of our Programme International staff were made redundant. This included four staff due to the closure of MAG's Azerbaijan programme and two staff in each of Iraq, South Sudan and West Africa, due to reductions in funding.

Equally, 12 UK Affiliated staff were also made redundant. These roles were drawn from across the organisation, with each department contributing to a reduction in staff

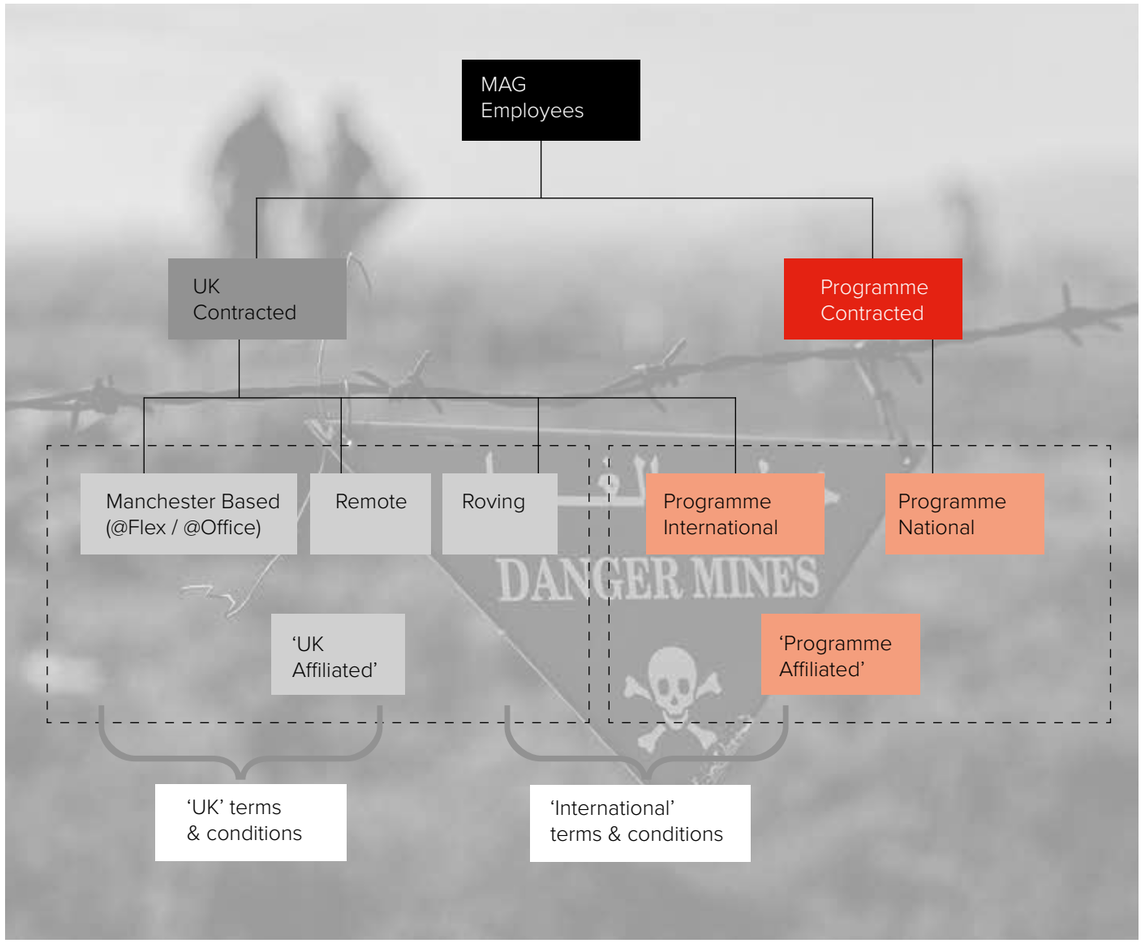
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Locations of Staff

Category	Percentage
Prog. National	95.1%
Prog. International	2.8%
UK Affiliated	2.1%

Severance Payments 2025

Contract Type	Number of Redundancies	Statutory Payments	Non-statutory Payments
UK Affiliated	12	£46,170	N/A
Programme International	12	£32,298	N/A



Continued from Page 33

costs due to the overall reduction in funding organisationally.

For locally contracted staff, MAG ensured that our values were considered throughout local redundancy situations, focussing on compassion and inclusion; seeking to ensure that staff were communicated with and understood the broader organisational situation, that alternatives were considered, and staff were prioritised for re-hiring within a defined period post-redundancy.

Redundancy payments were also made in line with local legal requirements. In total, about 700 locally contracted staff left the organisation due to redundancy in 2025.

Employee Relations

In addition to the safeguarding cases highlighted on Page 41, our UK-based HR team also supported a number of other employee relations issues. Providing support to investigations and disciplinary proceedings, for both safeguarding and other general employee relations cases, is a core responsibility of the UK HR team. Given 95% of our staff are locally contracted programme staff, the majority of cases are related to this contract type, and therefore are dealt with under the employment law of the country of work, increasing the complexity.

In 2025 the UK HR team supported 18 investigations into employee relations issues, above and in addition to safeguarding-related cases, reported separately. UK cases are in addition to ongoing support provided by local HR teams. Of the 18 cases, eight led to a formal investigation under our disciplinary policy. Two of these led to dismissal, two led to the issuing of a formal warning, and three led to other informal action (e.g., performance improvement plan, additional training and support, etc.) Both dismissals were related to locally contracted staff.

The UK HR team also supports managers with regard to performance management. Performance management issues are dealt with informally wherever possible, aiming to provide support to an individual who is underperforming. However, where necessary and appropriate, formal performance management processes are instigated.

Diversity and the Gender Pay Gap

MAG is a diverse organisation. On 31 December 2025 our UK contracted workforce originated from 56 different countries. In addition to this, MAG employed individuals as locally contracted programme staff in around 30 countries. With the majority of our UK Affiliated employees being linked to our UK office, the majority are British. However, for our programme international employees, a much broader and diverse spectrum of nationalities is represented.

People are drawn to work for us from a diverse range of backgrounds and we rely on this combination of skills, experience and perspectives to deliver our work. Relevant and appropriate policies are in place to ensure decisions around recruitment, career progression, training opportunities and terms and conditions are based on merit. This includes for example our Equal Opportunities Policy, Dignity at Work Policy, Reward Framework and Recruitment Policy.

Gender diversity remains an area of importance for MAG. Though our UK Affiliated staff are 53% female, our programme international and programme national staff do not demonstrate such gender balance. This is primarily due to a majority of our technical staff being male.

At the end of 2025, MAG undertook an internal gender pay gap analysis for UK-contracted employees. This was calculated using mean hourly pay, including recurring contractual allowances where applicable, based on our December 2025 payroll. Although MAG is not legally required to publish gender pay gap data, we monitor this internally and report it to the Board of Trustees.

UK Affiliated data is skewed by the inclusion of six members of our Programme Quality Team, all male, who are on our technical or mechanical salary scales, which is based on a different set of specialist benchmarking information. All other UK Affiliated staff are on our UK salary scale. However, removing these six still leaves a gender pay gap of 10.98%, indicating other underlying issues to be addressed – though we have a high percentage of women (53%) these tend to be in lower paid roles.

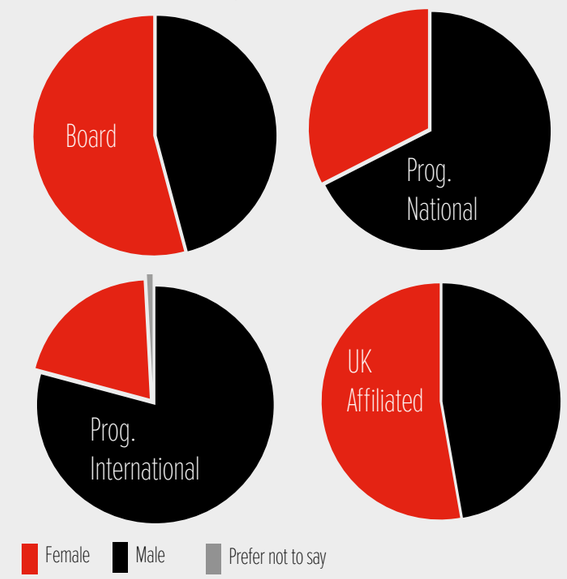
For our Programme international roles, data is again heavily impacted by our technical salary scale, where the majority of employees are men. Where this information is separated, the gender pay gap changes significantly.

MAG maintains a robust job evaluation methodology which evaluates the role and not the person doing it, based on factors

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Diversity: Gender

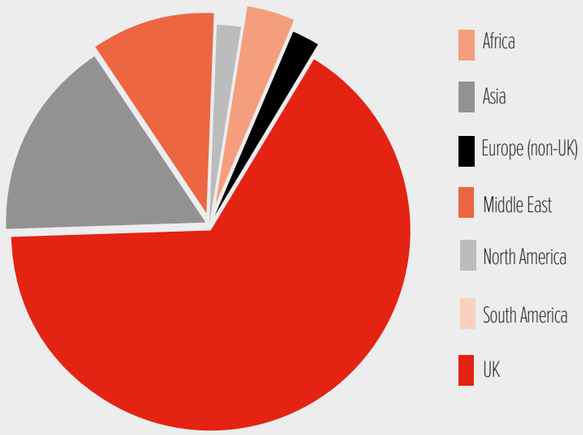
	Programme National	Programme International	UK Affiliated	Total
Male	3,301	114	51	3,466
Female	1,588	29	57	1,674
Prefer not to say	0	1	0	1
Total	**4,889**	**144**	**108**	**5,141**



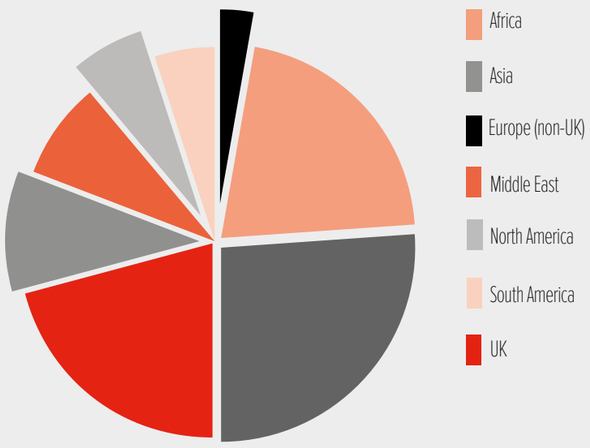
Area	Gender Pay Gap
UK Affiliated	15.21%
Programme Int.	21.32%

Area	Gender Pay Gap
Programme Int. Non Tech.	8.68%
Programme Int. Tech./Mech.	-5.78%

Diversity: Nationalities UK Affiliated



Diversity: Nationalities Programme International



Continued from Page 35

such as knowledge, accountability and problem solving

Salary bands are assigned to the job and not the person, with appointments made at point one of the relevant scale unless the individual has previous experience with MAG, or some other substantial reason, for example meeting the 'desirable' requirements of the role. This therefore limits the possibility of bias, whether conscious or unconscious, in salary decisions. Individuals doing the same job are paid at the same grade, with differentials only appearing due to length of service, based on MAG's incremental 'time-served' annual increment system.

Where MAG is recruiting to a new role, the salary grade is set prior to recruitment taking place, and therefore prior to knowing the gender of the individual being appointed to the role.

A Living Wage Employer

MAG does not operate performance-related pay, or a bonus scheme, and instead focuses on a reward system that is transparent and fair and provides value for money for our donors.

For our UK contracted staff, this was benchmarked using external data in late 2025, and a small cost of living adjustment was made at the start of 2026. MAG continues to monitor our recruitment and retention statistics, as well as exit interviews, to ensure that our reward packages remain competitive.

We are proud to be a Real Living Wage employer in the UK. When our UK salary scale was reviewed in late 2025, the levels selected ensured that we would be in line with the new, 2025 non-London Real Living Wage at the start of 2026, well ahead of the deadline for implementation.

For our locally contracted programme staff, reliable local benchmarking data is used to ensure that salaries are competitive and fair within the relevant local employment market. MAG always exceeds the minimum wage in every location that we employ locally contracted staff. Generally, salary scales in our programmes are reviewed at least every three years.

Update on MAG's Staff Assembly

The engagement and continued support of the Staff Assembly created a formal mechanism for dialogue, challenge and shared accountability, with a focus on practical, experience led change. While this work is still maturing, it represents progress in building trust, transparency and collective ownership of our decisions. The organisation strengthened its ability to listen, reflect and learn, particularly from staff in field based roles.

Significant learning emerged through the Staff assembly's work with the procurement team on uniforms and equipment. Feedback, particularly from women and non European staff, surfaced issues around adequacy of uniform allocation. This work exposed the gap between procurement efficiency and inclusion outcomes, prompting a more reflective approach to standardisation.

Progress was not simply the identification of technical fixes, but a deeper recognition that operational decisions have implications.

Attention to menstrual health was another area where the Staff Assembly's formation led to tangible outcomes. Engagement across programmes revealed barriers linked to stigma, access, male dominated distribution systems and environmental constraints. Addressing menstrual health prompted broader reflection on dignity, privacy and wellbeing in field settings. While solutions are still being implemented, the organisation made progress by normalising discussion, identifying practical recommendations, and acknowledging an issue that had previously been largely invisible in operational planning.



Work on maternal health and pregnancy support further reinforced the unevenness of staff experience across contexts. Reviews of policy and practice revealed both gaps and examples of strong local solutions, including light duty adjustments, extended maternity leave, flexible returns and on site accommodation for nursing mothers. This highlighted that progress does not always require new policy, but rather learning from existing good practice and applying it more consistently. The reflective challenge for MAG remains how to balance global consistency with contextual flexibility.

MAG Reward Policies

Fair	Ensure that all staff are equitably and appropriately paid for the work they complete
Competitive	Enable MAG to attract and retain appropriately skilled and experienced staff
Accountable	Ensure that decisions made with regards to remuneration are transparent and justifiable
Responsible	MAG will adhere to any statutory requirements or other binding rules in place relating to salaries and benefits
Affordable	Ensure that MAG's financial resources are used in the most responsible way to ensure that MAG represents value for money to our donors
Flexible	Ensure that flexibility exists to meet the dynamic contexts in which MAG works
Simple	Salary scales, tools and methodologies to be as simple as possible to ensure ease of interpretation and implementation
Supportive	Salary scales allow for progression and encourage staff to develop their careers with MAG

How we set the remuneration of the charity's key management personnel

All salaries of UK-contracted staff, including key management personnel, are reviewed and benchmarked periodically against comparable organisations and roles to ensure they are appropriate and in line with the charity's overall reward strategy. Our reward framework and organisational reputation support MAG's ability to attract and retain high-quality candidates within the sector. MAG does not have a bonus scheme, or performance-related pay.

Benchmarking was conducted in late 2025, with a small cost of living increase applied for all UK contracted staff at the start of 2026. This review was conducted with reference to our Values and our Reward Principles, as set out *left*.

Our People, Culture and Remuneration Board Sub-Committee (PCRC) holds the responsibility for our overall remuneration strategy. They also review remuneration for the Chief Executive and Leadership Team, with the overall approach approved by the Board.

MAG aims to conduct data-driven benchmarking and reward reviews in all business areas every three years, although the frequency of this may change based on the overall context of the location.

Continued on Page 36

MAG Annual Report 2025
maginternational.org



Continued from Page 37

The tables *right* show the number of employees per grade, split by gender, focussing on our 'leadership' roles and grades at base salary only at the end of 2025.

The table *below right* shows actual earnings for employees contracted from the UK (regardless of location of work) in 2025. This is based on payroll cost, including salary (before salary sacrifice, where applicable) and all allowances, but excluding payments for: employer's national insurance or social security, host country tax payments made by MAG, employer's pension contributions, medical insurance, annual leave flights and any redundancy payments.

Figures here are driven by our expert Technical / Mechanical roles, linked to the highly specialist skill-sets required to safely lead MAG's technical operations. 68 of these 118 employees (58%) come from these highly specialist technical backgrounds and are linked to these specialist pay scales. The remaining 50 represent our UK and in-programme global leadership.

Senior Non-Technical Grades at 31 December 2025

Grade	Example roles	Band width during 2025	Female	Male
CEO	Chief Executive	£114,444-129,468	0	1
UK 9	Director of Programmes	£91,980-104,052	0	1
UK 8	All other org. Directors	£79,296-89,712	3	3
UK 7/ PSM 7	Regional Directors	£66,552-75,300	5	3

Senior Technical Grades

Grade	Example roles	Band width during 2025	Female	Male
Technical 6	Senior Technical Advisor	£83,472-94,440	0	1

Actual Earnings for Employees in 2025

Earnings Bracket	Employees
£60,000-70,000	42
£70,000-80,000	37
£80,000-90,000	24
£90,000-100,000	7
£100,000-110,000	6
£110,000-120,000	1
£120,000-130,000	1

Note: This is an internal measure, and excludes arrangements where MAG takes responsibility for host-country tax for internationally assigned employees, so varies with the statutory accounts disclosure.

People & Accountability

Our Culture

Our Values

MAG continues to work on initiatives that support and embed our values, which were adopted at the end of 2021. We continue to progressively embed values within our policies, processes and ways of working, and have continued to run workshops at programme level to help further embed these.

Our values are embedded in our job specifications, and within our performance management processes, including our annual Performance and Development Review.

Employee Engagement

During 2025, we focused on embedding the People and Culture strategy into day-to-day practice. We strengthened feedback loops by ensuring that themes raised through engagement channels were reviewed and, where appropriate, fed into organisational discussions and decision-making.

Feedback helped to shape our communications during the funding challenges at the beginning of the year and was critical in maintaining employee engagement through uncertainty. During this period, we ran regular Town Hall meetings to keep employees as informed as possible and the leadership team were on hand to answer questions and address concerns.

Throughout the year we continued to run monthly All Staff meetings, highlighting stories and updates from across the organisation, in addition to a weekly SitRep newsletter that is cascaded across MAG. Members of the Leadership Team regularly travelled to programmes, giving the opportunity for programme staff to meet them in person, and raise questions or concerns directly. In addition, the 'Ask the Leadership Team' email inbox allows staff to engage directly with MAG's Leadership Team and the 'MAG Meets' series provides opportunities for staff to meet the CEO for an informal 1:1 chat that is recorded and shared. 2025 also saw the Staff Assembly continue to mature as a forum for collective staff voice, supporting dialogue between staff representatives and senior leadership.



MAG recruited an Employee Engagement and Development Partner to support progress on the engagement and learning elements of our People and Culture strategy. Throughout the year they worked to launch an intranet site that supports access to People and Culture information and led a project to refresh MAG's induction process, supporting new employees to join the organisation.

Wellbeing

MAG has continued to develop the work that supports the wellbeing of our staff. Our wellbeing strategy sets out MAG's commitment to supporting the physical and mental health and wellbeing of all our staff. It focuses on five key wellbeing pillars – Positive Environment, Prevent, Identify, Support and Learn. Our Health and Welfare Handbook includes information on travel health and stress management guides, availability of counselling services and comprehensive medical and life insurance.

MAG provides an 'employee assistance programme' for UK contracted staff, giving them access to resources, including a confidential telephone number, in support of their wellbeing. Many of our programmes provide access to local psychosocial support.

MAG undertakes psychological pre-deployment assessments for all programme-based staff deploying to a MAG programme. The assessment identifies any additional support that might be required whilst working in a stressful environment. Post-deployment debriefings are also offered.

Across the organisation MAG has a cadre of Mental Health Focal Points, and in 2025 two forums were run to share learning, discuss provision for wellbeing across different programmes and a support network.

MAG recognises the challenging contexts that our staff work in, particularly where there is ongoing conflict and has provided focussed support via wellbeing initiatives in our Ukraine and Lebanon programmes.

Our Commitment to Safeguarding

A key priority for MAG is duty of care for our staff and the principle of 'do no harm' for those people living in the communities where we operate.

Throughout 2025, we have continued to invest considerable time, energy, and care towards improving and strengthening our commitment to safeguarding.

We aim to provide:

- a safe environment so that concerns are raised at the earliest opportunity
- a variety of mechanisms for concerns to be raised
- assurance that those who raise concerns will be listened to
- assurance of protection from reprisals or victimisation in the workplace

In 2025, we continued to strengthen safeguarding support and capacity to and in our programmes and at a global/organisational level. Our programmes remained supported by a Global Safeguarding Lead attached to the MAG UK office.



Our Safeguarding Trustee Focal Point is the point of immediate contact for the Board in relation to safeguarding issues, ensuring that the Board is updated on the progress of the organisation's safeguarding work plan and is sufficiently aware of any incidents which take place and of the management response being taken.

Our policy framework includes the Code of Conduct for staff and for non-staff and is supported by MAG's Dignity at Work, Equal Opportunities, Safeguarding and Protection of Children and Vulnerable Adults Policies. All staff are required to read and sign to confirm that they have understood our Code of Conduct. This is done when joining MAG and then by all staff whenever the Code is updated. Reviews to reflect learning and best practice are scheduled for every two years as a minimum.

Reporting mechanisms are established and are supported by our Reporting Malpractice & Raising Concerns ('Whistleblowing') Policy and Procedure, Complaints Policy and Procedure and Grievance Policy and Procedure. We encourage employees and others who come into contact with our work to come forward and voice their concerns. Any form of malpractice or improper conduct will be taken extremely seriously. Genuinely held concerns will be thoroughly investigated and anyone who raises a concern will be protected against victimisation and discrimination.

We have a substantial safeguarding framework, including policies, standards, operating procedures and compliance checks, and remain committed to strengthening these through ongoing learning and review. We are committed to continuous improvement in this area, and in 2025 continued to work towards the implementation of recommendations made by an external review, which was conducted in 2023.

In addition to our policy framework and formal reporting mechanisms, we continued to integrate safeguarding best practice into our day-to-day procedures and activities e.g., ensuring safeguarding is included in induction for all staff, asking about safeguarding in our exit interviews; screening at interview and conducting thorough background checks for all new recruits.

Alongside our safeguarding induction sessions for new staff, safeguarding refresher training took place for all staff across MAG. Our active Safeguarding Forum, where ideas and best practise are shared, has continued and we arranged sessions on safeguarding during change processes, barriers to reporting and building confidence in our reporting mechanisms.

We also continued to use the safeguarding self-assessment tool to monitor the progress of implementing our safeguarding standards across MAG's programmes.

MAG is a member of the sector's Disclosure of Misconduct Scheme and participates in sector wide safeguarding networks and fora. In 2024, MAG also endorsed the Common Approach to Protection from Sexual Exploitation, Sexual Abuse and Sexual Harassment (CAPSEAH).

Safeguarding reports received

	2025	2024	2023	2022	2021	2019/2020 (18mth period)	2018/2019	2017/2018
No. of reports received relating to safeguarding	**14**	**23**	**28**	**31**	**33**	**41**	**34**	**12**
No. of serious incidents reported to Charity Commission that related to Safeguarding	6	15	19	22	25	30	10	8
Instances investigated as far as possible, but where MAG was unable to proceed under our disciplinary policy and procedure, e.g. where a member of staff had already left or was in the process of leaving the organisation	**0**	**0**	**2**	**1**	**5**	**9**	**4**	**1**
Reports not investigated and now considered closed	9	8	6	10	9	9	18	2
Reports investigated and now considered closed	**5**	**15**	**20**	**20**	**24**	**32**	**16**	**10**
Out of the reports substantiated, no. of dismissals	4	6	4	8	3	9	3	3
Out of the reports substantiated, no. of instances of disciplinary action	**0**	**6**	**10**	**14**	**6**	**18**	**15**	**1**
Other remedial action – performance improvement plan, discussion, training or change in approach by MAG	9	5	15	8	10	15	19	2

Safeguarding reporting

MAG, like other international NGOs, remains under scrutiny for the conduct of its staff and we continue to welcome this transparency and accountability.

Where a safeguarding incident occurs or concern raised, MAG has clear procedures for handling the concern and where necessary, investigations. Our UK-based People and Culture Team works closely with programme teams to ensure issues are addressed. Support is provided to survivors (and all those involved in an investigation) as necessary, and we are rigorous when it comes to reporting onwards to the Charity Commission and donors. The Health, Safety, Security and Safeguarding Committee (HSC) and UK People and Culture team has oversight of investigations to ensure they are handled properly, and lessons are captured and learned.

MAG Trustees are under a moral and legal duty to ensure that we do not cause harm to those we seek to support, employ, or work with. The Board receives a six-monthly report on the progress of the safeguarding work plan and a summary of cases. The Board's Safeguarding Trustee Focal Point and Chair of the HSC receive more regular updates and additional information on the progress of individual cases.

During 2025, we also continued to strengthen our reporting mechanisms and have provided both remote support and direct training on how to handle safeguarding reports/concerns. This has included online training on how to conduct investigations.

We responded to a total of 14 safeguarding concerns in the business year 2025. Our global register monitors how the concerns were raised, and the key decisions taken when handling a complaint. This represents a drop in cases reported in 2025, in a year of substantial change and upheaval. MAG's project on building trust in reporting will look at the causes of this in more detail.

Reports received are always responded to. We may not always carry out a full investigation straight away and might start with a preliminary enquiry or mediation, further training or monitoring of performance may be more appropriate. When we do investigate, we follow up with a lessons learnt exercise which may make recommendations for further or new training or a change in policy.

We ensure that our disciplinary processes are robust as they can be open to legal challenges. In the past and on occasion we have engaged the services of external support where we may require a neutral perspective.

Safeguarding-related concerns are reported to the Charity Commission and shared with the Chair, Board Safeguarding trustee/ Chair of the GNRC, and the Chair of the HSC. Remaining trustees are kept informed, which gives them oversight of MAG's handling of concerns. A serious incident which is also considered to be a critical incident is communicated to the full Board immediately. A similar process is in place for reporting to our donors.



People & Accountability

Safety & Security

MAG routinely assesses and reviews all incident reports submitted to ensure consistency of reporting against clearly established guidelines, criteria and thresholds.

In the 2025 business year MAG reported a total of 29 incidents, (across all incident categories) to the UK Charity Commission under their Serious Incident Reporting requirements, a slight reduction compared to 29 reported incidents in 2024.

At the time of writing, 26 of these incidents have been closed by the Commission.

The key incidents we are reporting in this section relate to the Safety and Security categories that occurred during 2025 that we internally rate as 'moderate' or above.

Insignificant and minor incidents don't meet the criteria for reporting externally but are considered in informing risk analysis.

No RIDDOR* reportable incidents were submitted to the Health and Safety Executive (0 incidents in 2024). The organisational crisis management team were activated three times in 2025.

All incident reports submitted are assessed and reviewed to ensure consistency of reporting against clearly established guidelines, criteria and thresholds.

Key Safety and Security Incident Data

	Moderate	Major	Severe	Total
Workplace Safety	5	0	0	**5**
Physical Security	22	2	0	**24**
Total	**27**	**2**	**0**	**29**

Note

* The UK government's Reporting of Injuries, Diseases and Dangerous Occurrences Regulations

Health, Safety and Wellbeing Reporting

The number of moderate, or above workplace safety incidents reported in 2025 totalled 17 (compared to 15 in 2024) across 13 countries.

Road Traffic Accidents (RTAs) continue to be the major contributor to our health and safety related incidents, and a significant proportion of these incidents are occurring when employees are traveling to and from work.

We continue to work to increase staff awareness as to the causes of RTAs and mechanisms to assist with improving road safety behaviour across MAG.

We plan for fleet management tools and standards to contribute towards vehicle safety and improving driver behaviour and standards to be rolled out across our programmes in 2026.

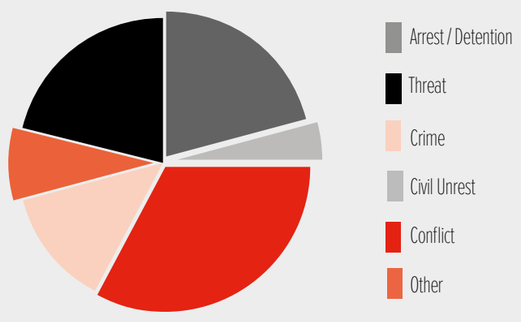
Fortunately, in 2025 MAG did not experience any fatal accidents during the conduct of our operational activities.

However, our thoughts remain with all the families and friends of our colleagues who died as a result of an accident or illness.

Location and Distribution of Reportable Health and Safety Incidents



Analysis of Security Incidents



Physical Security Incident Reporting

For improvements in our Duty of Care provision we now register contextual updates on our incident management system to ensure we are proactively managing security risk in our programmes.

As such, the major conflict-affected programmes in 2025 have the highest portion of recorded incidents – Ukraine, Syria, Iraq, Lebanon, and Myanmar.

We restructured our Global Security Team in 2025 to better serve a programme-centred second line of defence model towards security risk management.

This has allowed us to focus on capacity building and enhancing in-country national capacity to benefit from their ground knowledge.

There were only two major physical security incidents reported as occurring during 2025.

Modern Slavery

MAG has adopted a Modern Slavery Statement pursuant to section 54(1) of the Modern Slavery Act 2015 (the Act) and constitutes MAG's slavery and human trafficking statement for the financial year ended 31 December 2025.

It was approved by the Board, who review the statement annually, on 27 June 2025.

Modern slavery is an international crime that transcends age, gender and ethnicity.

It impacts millions of people around the world through the illegal exploitation of people for personal or commercial gain. Victims often find themselves trapped, against their will, in situations of domestic servitude, sexual exploitation, forced marriage, forced criminality, and forced labour, often as the result of coercion, bribery, deceit or human trafficking.

Procedures to address modern slavery risk include:

- A dedicated hotline that allows for anonymous reporting by our people or those we work with. This is handled through our established process for concerns and complaints.
- Employment policies that protect our people from unfair treatment by promoting a fair and inclusive workplace
- Robust recruitment processes in line with relevant employment laws across all territories in which we operate including an annual market-related pay and rewards review.
- Initiatives to support our people's physical and mental wellbeing and lifestyle choices.
- A procurement policy and supplier code of conduct defining the standards we expect.
- Due diligence, risk assessment and management controls that attest all our processes.

MAG systematically reviews any risks of modern slavery as part of our risk management framework to ensure compliance with the principles of the Act.



People & Accountability

Upholding Ethical and Environmental Standards

Upholding ethical and environmental standards is central to MAG's mission and to the trust placed in us by affected communities, donors and partners. Environmental responsibility is treated as a core element of ethical delivery, ensuring that humanitarian outcomes are achieved without avoidable harm to people or the environment.

MAG recognises the environmental impact of its operations and the responsibility to actively manage and reduce that impact across all programmes. In recognising climate change as a material ethical and operational risk, MAG has strengthened how it measures, governs, and discloses environmental impact.

Transparent reporting and independent validation are critical to ensuring accountability, supporting donor confidence and informing responsible operational decision making.

> We recognise environmental impact of our operations

In 2025 MAG completed its first organisation-wide carbon baseline, covering global operations across all countries of activity.

The total footprint for 2024 was 22,313.20 tCO_2e, calculated in line with the GHG Protocol Corporate Standard using an operational control boundary. This baseline has been independently validated to ISO 14064-3, strengthening transparency, credibility, and readiness for donor scrutiny.

This marks a shift from a UK-only reporting approach to a fully global carbon inventory, reflecting the true emissions profile of MAG's operations. Analysis confirms that emissions are highly concentrated, with over 80% arising from fuel use (vehicles and generators), procurement, and business travel.

MAG has adopted a target to reduce absolute emissions by 45% by 2030 from the 2024 baseline, aligning with Paris Agreement trajectories, while continuing to work toward net-zero by 2050.

To support delivery, MAG has established a Global Climate and Environment Strategy (2024–2028) and introduced an Environmental Management Framework (EMF) aligned with ISO 14001 principles and International Mine Action Standards 07.13. This framework embeds environmental management across all levels of operations—from global policy through to programme-level planning and site-level risk screening. Core tools include Environmental Aspects and Impacts Registers (EAIRs) and Environmental Management Plans (EMPs), supported by site-level screening to identify and mitigate environmental risks in operational contexts.

MAG has also initiated an organisation-wide emissions reduction feasibility process, engaging programme leadership to identify realistic, cost-effective mitigation measures.

This process focuses on operationally viable interventions such as fleet optimisation, reduced generator reliance, procurement changes, and travel demand management—ensuring emissions reduction is grounded in delivery realities rather than theoretical targets.

Measurement and Methodology

The 2024 carbon baseline was developed using a combination of activity-based and spend-based methodologies, reflecting data availability across diverse operational contexts.

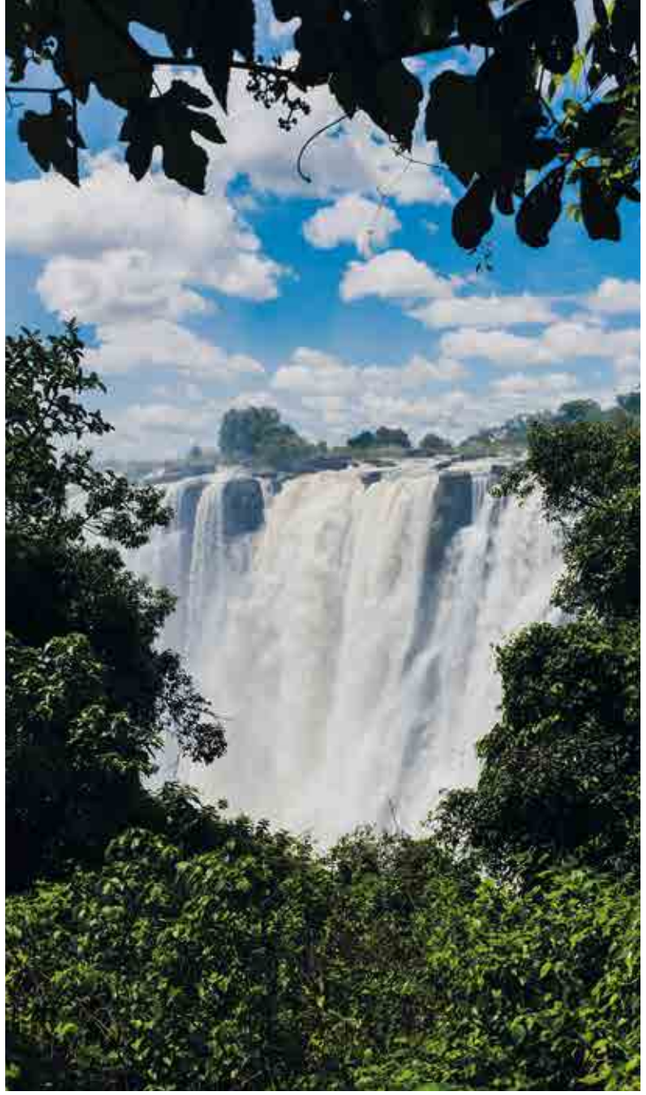
Emissions are categorised across Scope 1, 2, and 3 sources, including fuel consumption, electricity use, business travel, and procurement. Data has been compiled using the Humanitarian Carbon Calculator and aligned with UK Government GHG conversion factors where relevant.

While historical reporting focused on Manchester office data under SECR requirements, MAG has now transitioned to a global, standardised accounting approach, improving completeness, consistency, and accuracy. Data quality varies across programmes, particularly in areas such as electricity consumption and supplier data, and MAG is implementing improvements in data collection, verification, and reporting systems as part of its Environmental Management Framework.

Performance and Intensity Metrics

MAG reports emissions in absolute terms and through an intensity metric of tCO_2e per full-time equivalent (FTE) to support internal performance tracking. The 2024 baseline equates to approximately 4.07 tCO_2e per FTE, providing a

Continued on Page 45



MAG's Carbon Footprint	2020 (Covid-19 effect)	2021 (Covid-19 effect)	2022	2023	2024*	2025
Energy consumption used to calculate emissions (kWh)	**383,238.01**	**268,226.18**	**964,872.45**	**698,189.5**	**1,921,302.93**	
Scope 1	-	-	-	-	-	-
Scope 2 emissions in metric tonnes CO^2e Purchased electricity	41,542.64 x 0.23314 **= 9.178 tCO^2e**	46,381.90 x 0.21233 **= 9.484269 tCO^2e**	99,786.40 x 0.19338 **= 19.29669403 tCO^2e**	67,840.60 x 0.207074 **= 14.04869 tCO^2e**	51,239.20 x 0.20493 **= 10.50045 tCO^2e**	16,644,870 x 0.17700 **= 2,946.142 tCO^2e**
Scope 3 emissions in metric tonnes CO^2e Business travel in employee-owned and hired vehicles	613.8 miles 184.318 $kgCO^2e$ **= 0.1843 tCO^2e**	516 miles 135,4242 $kgCO^2e$ **= 0.1354242 tCO^2e**	1,085 miles 215.8629 $kgCO^2e$ **= 0.2158620 tCO^2e**	8164.2 miles 2512.878$kgCO^2e$ **= 2.512878 tCO^2e**	968.4 miles 213.31538$kgCO^2e$ **= 0.21331538 tCO^2e**	752 **223.487** **= 0.223487 tCO^2e**
Scope 3 emissions in metric tonnes CO^2e Business travel: Flights (optional reporting)	78,163.08 $kgCO^2e$ **= 78.163 tCO^2e**	51,469.89 $kgCO^2e$ **= 51.46989 tCO^2e**	203,240.5 $kgCO^2e$ **= 203.2405 tCO^2e**	142,950.00 $kgCO^2e$ **= 142.95 tCO^2e**	434,454.78 $kgCO^2e$ **= 434.46 tCO^2e**	293,661 $kgCO^2e$ **= 293.661 tCO^2e**
Scope 3 emissions in metric tonnes CO^2e Business travel: Rail (optional reporting)	1,315.46 $kgCO^2e$ **= 1.315 tCO^2e**	1,407.14 $kgCO^2e$ **= 1.40714 tCO^2e**	2,197.31 $kgCO^2e$ **= 2.19731 tCO^2e**	3,264.96 $kgCO^2e$ **= 3.26496 tCO^2e**	2764.02 $kgCO^2e$ **= 2.76402 tCO^2e**	3150.32 $kgCO^2e$ **=3.150 tCO^2e**
Total gross emissions in metric tonnes CO^2e	**88.8403 tCO^2e**	**62.4967 tCO^2e**	**224.95 tCO^2e**	**162.7759 tCO^2e**	**448.041 tCO^2e**	**299.981 tCO^2e**
Annualised average staff #	**75**	**89**	**95**	**102**	**117**	**118**
Intensity ratio tonnes CO^2e per HQ staff member	**1.191**	**0.706**	**2.368**	**1.596**	**3.829**	**2.542**

** The 2024 Scope 2 emissions have been restated to correct an error in the application of emission factors. The revised figures now include CH_4 and N_2O emissions, which were not previously accounted for.*

Continued from Page 45

consistent metric for year-on-year comparison as operations evolve.

Continuous Improvement

MAG reviews its significant environmental aspects annually and sets targets and objectives accordingly. The organisation is strengthening governance, monitoring, and reporting mechanisms to ensure emissions data informs decision-making at all levels.

The focus now shifts from measurement to delivery—embedding emissions reduction into operational planning, procurement, logistics, and programme design—while maintaining the primary objective of delivering safe and effective humanitarian outcomes.

The table above presents MAG's historical UK-based emissions reporting for Scope 1, Scope 2, and selected Scope 3 emissions (business travel), covering the period 2020–2025. This dataset reflects the organisation's previous reporting boundary under SECR requirements, focused on Manchester-affiliated operations, and demonstrates both year-on-year variability and the impact of operational changes, including post-COVID travel resumption.

These figures are retained to ensure continuity, transparency, and comparability over time. MAG will continue to update this UK dataset annually in line with regulatory requirements; however, this process now runs in parallel with the organisation's expanded global carbon inventory. The global baseline supersedes the UK-only view in terms of organisational decision-making, while the UK dataset remains an important, consistent subset for compliance and longitudinal tracking. This table provides MAG's UK SECR disclosures for 2025 and is retained to meet UK reporting requirements and support year on year comparison. This dual approach ensures regulatory compliance in the UK and provides more meaningful global evidence base for strategic decision making.

Intensity Ratio

We have chosen to display tonnes of CO2e per Manchester-affiliated staff member to enable year-on-year comparison. Our UK emissions mainly comprise business travel and purchased electricity for our Manchester office.

MAG's UK energy use for the accounting period 1 January 2025 to 31 December 2025 is detailed below with four prior year comparators (2021 was impacted by the Coronavirus). UK emissions have been calculated using the UK Government GHG Conversion Factors for Company Reporting. Total energy consumption (kWh) used to calculate emissions includes purchased electricity and energy associated with business travel, converted into kWh for reporting purposes.

Scope 1 GHG emissions are reported as zero for the UK reporting boundary because the Manchester office is landlord-managed (MAG does not directly procure gas or other heating fuels for the premises) and MAG does not own or operate vehicles in the UK.

Energy efficiency actions (UK)

During the year, MAG maintained an operational focus on minimising avoidable energy use within its UK reporting boundary. Given the landlord-managed nature of the Manchester office and the limited scale of direct UK energy consumption, no discrete capital energy efficiency projects were undertaken. MAG's primary UK energy efficiency approach continues to focus on travel management and strengthening of data quality and oversight for SECR reporting.





Risk Management and Internal Controls

MAG operates in complex and high-risk environments, primarily in conflict-affected and fragile states. Risk management is embedded within strategic planning and operational delivery, with a focus on understanding how external pressures most likely to impact programme delivery, staff safety, and organisational sustainability.

We expect volatility across many operating contexts

MAG's risk management framework continues to evolve, integrating structured risk assessment with ongoing monitoring, internal controls, and scenario-based planning to support effective decision-making across the organisation.

Principal Risks and Uncertainties

The Board of Trustees confirms that it has carried out a robust assessment of the principal risks facing MAG, including those that could threaten its business model, future performance, solvency, or liquidity. These risks are reviewed regularly through established governance structures and are supported by a structured risk management framework.

MAG operates in environments where risks are dynamic and often interconnected.

The organisation focuses on identifying where external pressures are most likely to impact operations and ensuring that appropriate controls and response mechanisms are in place.

The principal areas of risk are outlined opposite.

Outlook

In 2026, MAG expects continued volatility across many of its operating contexts. The organisation remains particularly exposed to changes in geopolitical conditions, access constraints, and funding dynamics.

Maintaining operational flexibility, strong internal controls, and a diversified funding base will be critical to managing these risks.

Effectiveness of Risk Management and Internal Controls

The Board, supported by its committees, has reviewed the effectiveness of MAG's risk management and internal control systems during the year.

These systems are designed to manage, rather than eliminate, the risk of failure to achieve organisational objectives and provide reasonable, but not absolute, assurance against material misstatement or loss.

Risk management responsibilities are distributed across the organisation, with oversight provided by Board committees, including the Audit, Finance and Risk Committee. Regular reporting, internal audit processes, and control monitoring support the Board's ongoing review of effectiveness. The Board considers that MAG's risk management and internal control systems remain appropriate and effective in supporting the organisation's operations in complex and high-risk environments.

Principal risks to be managed in 2026

MAG's corporate risk register specifies more than 80 risks across 20 categories. The table below outlines a summary of some of the key areas of risk that MAG has particular focus on.

Key Areas of Risk	Response
Geo-political Instability MAG operates in fragile and conflict-affected contexts where volatility can rapidly affect access, security conditions, and programme viability.	MAG undertakes continuous contextual analysis is undertaken, supported by Incident and Crisis Management structures that enable rapid operational adjustments where required.
Safety and Security The safety and security of staff remains a primary concern, particularly in high-risk operating environments.	MAG maintains a comprehensive global security framework, including specialist personnel, context-specific controls, and mandatory training.
Programme Delivery and Performance The ability to deliver programmes effectively in complex environments is critical to achieving organisational objectives and meeting donor commitments.	MAG actively monitors programme performance through structured management systems, with regular review of delivery against plans and adaptation to changing operational conditions.
Cyber and Digital Resilience Increasing reliance on digital systems presents risks related to cybersecurity and system availability.	MAG continues to invest in cybersecurity infrastructure and maintains recognised standards, including Cyber Essentials Plus certification.
Legal and Regulatory Compliance Operating across multiple jurisdictions exposes MAG to diverse and evolving legal and regulatory requirements, including sanctions regimes.	MAG supports compliance through a structured register, specialist advice, and strengthened due diligence processes, including enhanced screening systems.
Financial Control and Integrity Risks related to fraud, misuse of funds, and control weaknesses remain inherent in complex operating environments.	MAG maintains a robust internal control framework across finance, procurement, and logistics, designed to prevent, detect, and respond to control failures. Controls are regularly reviewed and strengthened, supported by internal review and external audit processes that provide independent assurance.
Financial Sustainability Maintaining a stable and diversified funding base is critical to organisational continuity.	MAG continues to focus on income diversification, strengthening forecasting, and improving cost efficiency in line with its strategic objectives.



Structure, Governance & Management



Legal Status

MAG is as a UK company limited by guarantee (Number: 4016409) and registered charity (Number 1083008).

The role and duties of the trustees are therefore governed by Charity law and Company law. As a charitable company, MAG is regulated by the Charity Commission for England and Wales and Companies House and therefore must comply with the policies and guidance of both regulators.

MAG operates under a set of Articles and a Memorandum of Association. The Articles of Association are the rules, which deal with the charity's status, and regulate its internal management.



Trustees

MAG takes a rigorous approach to trustee recruitment, performance and development, and the Board's conduct. As a result, the Board works as an effective team, using the appropriate balance of skills, experience, backgrounds, and knowledge to shape a diverse Board which can make informed decisions.

Trustees are appointed in accordance with the regulations laid down by MAG's Articles of Association. Trustees serve an initial term of three years that can be extended for a further three years (although the Board can approve discretionary extensions if 75% of the Board agree). In 2025, the Board amended the Articles of Association to allow a a trustee to serve a third consecutive term in exceptional circumstances (as determined by the Trustees).

In 2025 and 2024, Trustees were covered by the overall company indemnity insurance, the costs relating specifically to the trustees were not separately identified.

In 2025, the Board met four times: two meetings were hybrid and two were virtual. Each meeting included participation from colleagues from MAG programmes worldwide. As part of the Board's accountability to staff, attendance by a member of MAG's Staff Assembly as well as wider participation from staff across MAG

Continued on Page 52

Continued from Page 51

programmes and the Manchester office is encouraged at every Board meeting to discuss current topics of interest or concern.

As of December 2025, there were seven women and five men on the Board. One new trustee was recruited in 2025. As in previous years, due account of the Board's commitment to finding individuals with the required skill set and creating a more representative and diverse organisation at all levels, informed the recruitment. Our approach to recruitment is consistent with our commitment to the diversity charter established by the Association of Chief Executives of Voluntary Organisations (ACEVO).

On appointment, all new trustees receive an induction programme, the objectives of the induction are:

1. gain an understanding of MAG, its purposes and the communities in which it operates;
2. develop the new trustee's understanding of the role, including legal duties and Board matters;
3. create links with MAG's staff and other trustees; and
4. build an understanding of MAG's main relationships.

None of the members of the Board received any remuneration in the year to 31 December 2025 in their role as a trustee, all giving their time freely. Trustees are permitted under the Articles of Association to claim, "reasonable out of pocket expenses" incurred by them in the conduct of MAG business. All trustee travel arrangements accord with MAG's Travel Policy. Details of Trustee expenses are disclosed in Note 23 to the accounts.

MAG holds an external governance review every three years. The latest review took place during 2024 and was conducted by two consultants from the Centre for Charity Effectiveness (CCE) from Bayes Business School (formerly Cass). The review was informed by:

- Codes and models from the non-profit and corporate sectors that describe effective governance, including the Charity Governance Code and NCVO's Ethical Principles
- Approaches developed within CCE including their Building Better Governance guide and
- Best practice from the review of other charities

Scan the QR code or click here to meet the Board

Board meetings

The Company Secretary submits a full agenda and background papers in advance via Diligent Board software. In addition to the business meetings, where possible, trustees will spend time together over dinner before a hybrid meeting and at biannual Board Away Days.

The Board has delegated specific responsibilities to five Committees, whose membership comprises a number of trustees appointed on the basis of skills. The Chair of each committee reports back to the Board at its next formal meeting. All Committees' terms of reference were reviewed in 2025.

Audit, Finance & Risk Committee (AFRC)

Takes delegated responsibility on behalf of the Board to ensure that MAG's financial resource management is in line with its charitable purposes by providing oversight on the effectiveness and robustness of financial controls to prevent fraud and financial crime.

The committee ensures that MAG operates as a Going Concern through the monitoring of the current and projected financial positions and ensuring that appropriate accounting practices are in place. In addition, the committee implements appropriate assurance mechanisms though internal and external audit, review of reports and monitoring of corrective action plans.

The committee also have oversight of MAG's Risk Management Framework to ensure that it is effective and fit for purpose.

Fundraising Committee (FC)

Supports the overall aim of sustainable and ethical restricted and unrestricted income growth in fundraising; ensuring MAG has an effective fundraising strategy and its overall approaches to raising strategic, sustainable funds is optimal to deliver strategic aims, related workstreams, objectives and outcomes.

The FRC advises and supports the Director of Global Fundraising in developing and maintaining an ethical donations policy, including input into high-risk decisions and approaches. The FRC makes recommendations to the Board on any significant changes in fundraising policy or strategy.

Governance and Nominations (GNC)

Following a review of the committee's terms of reference, this committee was renamed the Governance and Nominations Committee (formerly the Governance, Nominations and Review Committee).

Takes delegated responsibility on behalf of the Board to exercise general oversight with respect to the governance of the Board. The committee reviews the qualifications of and recommends to the Board proposed nominees for election to the board and committees.

GNC evaluates and recommends to the board charity governance practices and oversees the framework for assessment of board performance and the self-evaluation. GNC oversees risks



within its scope of responsibility as delegated by the board and oversees the charity's complaints management system and its effectiveness.

Health, Safety, Security and Safeguarding Committee (HSC)

The Board of Trustees has ultimate responsibility for ensuring that MAG is compliant with legal requirements in the UK and with local country laws and best practice.

This is operated through HSC to communicate, promote and oversee health, safety, security and safeguarding in MAG HQ and overseas.

HSC also hold delegated responsibility to ensure MAG maintains effective health, safety, security and safeguarding policies, procedures, and practices. The committee reviews control methods, including risk analysis and mitigation strategies in place. In addition, the HSC supports the Board in fulfilling its legal duty to ensure the above in respect of MAG staff and assets worldwide.

The HSC oversees risks within its scope of responsibility as delegated by the Board.

An external Health and Safety Consultant is appointed to the role of MAG's "Competent Person". They attend HSC meetings to provide expert advice.

Members of the Board must ensure that:

- health and safety arrangements are adequately resourced;
- they obtain competent health and safety advice;
- risk assessments are carried out;
- employees or their representatives are involved in decisions that affect their health and safety;
- health and safety performance of the organisation is reviewed at least once a year
- MAG adheres to the policy and standards set out in our Safeguarding Framework
- We have robust systems for monitoring and reporting on any safeguarding concerns.

People, Culture and Remuneration Committee (PCRC)

PPCRC takes delegated responsibility on behalf of the board to provide assurance that MAG has an effective People & Culture Strategy in place and that its overall approaches to people management support the delivery of its strategic aims.

The PCRC review and approve the Chief Executive's and Leadership Team's remuneration packages; approves major changes to MAG's remuneration policy and principles, and recommends these to the board, review and recommends succession plans for the Chief Executive's position and key posts.

The PCRC provides assurance to the board regards an effective EDI strategy that its approach to EDI supports the delivery of strategic aims.

The PCRC also advises and supports the Chief Executive and Director of People & Culture in further developing strategic HR Policy and practice across the organisation to promote an effective, high performing and diverse work force.

The committee makes recommendations to the Board on any significant changes in Policy and practice in relation to the strategic HR Management across the organisation.

Board Focus Roles

Defence and Security

- Provides authoritative insight and strategic guidance on defence, security and international conflict trends to help MAG respond effectively to a complex and volatile global landscape.
- Support MAG in navigating

Continued on Page 54

Continued from Page 53

policy debates and shifts, and championing civilian protection and humanitarian norms in policy, media and military forums.

➤ Strengthen relationships and build trust with defence and security institutions, particularly those whose cooperation enables MAG's impact and influence globally.

Diversity Champion

➤ Provides expertise to the Board on the promotion of MAG's drive to embed a strong culture, strategy and action plans of best practice and compliance in diversity.

Fundraising

➤ Provides advice and assurance to the Board regarding relevant legislation, regulation and internal ethical and professional standards on fundraising and communications initiatives.

Risk Management

➤ Provides expertise to the Board, regarding risk management, compliance, and assurance.

➤ Assists Board oversight and review of the risk management framework, risk appetite and internal controls.

➤ Has oversight of the review of MAG's governance structures suitability and effectiveness.

➤ Supports the Board and leadership team in developing and championing a strong and appropriate risk management culture across all operations of MAG.

Safeguarding

➤ Is the Board's primary point of contact regarding safeguarding matters, ensuring that the Board is appraised of any incidents, which take place and the management response thereto

➤ Has oversight of the reporting to the Charity Commission of serious incidents relating to safeguarding and wellbeing.

Our Diversity Goals

MAG's mission is driven by its staff, donors and the communities we work with around the world.

They have shaped MAG to be a global charity, made up of people from a huge variety of nationalities, ethnicities, experiences and faiths (and none); and socio-economic backgrounds, as well as people who bring their very individual and unique experiences.

The MAG Board believes reflecting this diversity in our leadership is an essential underpinning of strong governance and responsible decision making. Therefore, in selecting Trustees, our aspiration is to meet the needs of MAG as a complex, global charity and ensure the individuals who make up MAG's Board collectively provide the diversity of skills, experience and backgrounds to reflect MAG, its work and its values.

We will continue to work on being more representative and inclusive whilst still ensuring we collectively provide the leadership and skills MAG needs to fulfil its mission and safeguard our communities.

Security and Safety

➤ Is the Board's primary point of contact regarding security matters, ensuring that the Board is appraised of incidents and the management response thereto.

➤ Has oversight of the reporting to the Charity Commission of serious incidents relating to security and safety.

➤ Support the Crisis Management Team (CMT).

Strategic Partnerships and Philanthropy

➤ Build and nurture major philanthropic relationships, especially in new and emerging markets including the Gulf states, Southeast Asia, and Latin America.

➤ Engage with emerging philanthropic ecosystems who are increasingly looking to support humanitarian and peacebuilding solutions with lasting impact.

➤ Explore and advise on innovative financing models that can unlock new resources for MAG's work.

➤ Shape and evolve MAG's Global Fundraising Strategy, drawing on trends, donor intelligence, and global best practices in income generation.

Board Evaluation and Appraisal

➤ The Board undertakes an annual skills and aptitudes self-appraisal skills and exercise.

➤ The chair undertakes an annual appraisal meeting with each trustee focussing upon goals and focus.

➤ The chair's annual appraisal is undertaken by the vice chair following feedback from all members of the board.

➤ A triennial independent evaluation of board effectiveness is undertaken. The latest independent evaluation was conducted during 2024 by two consultants from the Centre for Charity Effectiveness (CCE) from Bayes Business School (formerly Cass). Their findings were reported to and discussed by the Board in October 2024.

Eligibility and Declarations of Interests

All trustees have a legal duty to act in the charity's best interests, including the avoidance of situations where personal interests or loyalty to any other person or body.

The Charity Commission requires trustees to:

➤ Identify conflicts of interest

➤ Prevent conflicts of interests from affecting the decision

➤ Record conflicts of interest.

Failure to act properly where there is a conflict of interest is a breach of the trustees' legal responsibilities.

All prospective MAG trustees complete a trustee declaration to confirm eligibility. Upon appointment a Conflicts of Interest Declaration form is completed.

The Company Secretary maintains a Register of Trustees' Interests. All MAG trustees are required to:

➤ Declare their interests on appointment; or, if they acquire any interest(s) after appointment.

➤ Annually renew the Conflicts of Interest statement

➤ Abide by the 'Nolan Principles'

➤ Prior to the commencement of any meeting of the trustees, declare any actual or perceived conflicts of interests relating to any matter under consideration by the board. Any failure to declare would be recorded as a breach of the trustees' legal responsibilities.

In the event of a declaration by a trustee, the Articles of Association provide that:

➤ A conflict should be declared at the earliest opportunity.

➤ A trustee who declares an interest should leave the meeting to allow the other trustees to decide whether her/his/their absence is necessary or appropriate.

➤ The other trustees should agree how to deal with the conflict, for instance by allowing the conflicted trustee to speak on the matter but not vote.

➤ The process must be properly minuted.



Quality and Environmental Commitments and Standards

MAG is accredited to ISO 9001:2015 and ISO 14001:2015. Our Quality Management System (QMS) enables us to define and document our approach for the central management of conflict prevention and recovery programmes.

MAG recognises its role in minimising the impact it has on the environment by working in a sustainable and environmentally friendly manner. The organisation is committed to improvement of its environmental performance through compliance with ISO 14001:2015 and all relevant environmental legislation.

Compliance with Trustees' Duties under Section 172(1) of the Companies Act 2006

As a large Charitable Company, MAG is required to report on how trustees discharge their duty to promote the best interests of the charity whilst having regard to the matters in section 172(1) (a) to (f) of the Companies Act 2006.

In carrying out their duties, the Trustees have regard (amongst other matters) to:

a) the likely consequences of any decision in the long term

Trustees monitor MAG's financial position throughout the year to balance the twin objectives of maintaining reserves and programme delivery.

When considering new initiatives, the trustees considers the financial and capacity implications cognisant of the long-term consequences of their decisions.

b) the interests of the charity's employees

Trustees receive regular updates on matters of People & Culture through the People, Culture, Remuneration committee. The board reviews the MAG philosophy of people development, career progression and reward to enable our staff to fulfil potential.

c) the need to foster the charity's business relationships with suppliers, customers and others

MAG's work is underpinned by the support of institutional and philanthropic donors including companies, trusts and foundations, and individual donors.

We nurture strong mutually beneficial partnerships, which not

Continued on Page 56

Continued from Page 55

only meet contractual requirements, build long term engagement.

Our procurement processes are designed to create sustainable relationships with suppliers, resilience in our supply chain and ensure robust control over the expenditure in a best value framework.

d) the impact of the charity's operations on the community and the environment

The needs of the communities in which we work are our raison d'etre with safeguarding at the core of all we do. Our safeguarding, financial and incident management processes ensure robust reporting of Serious Incidents to the Charity Commission.

MAG remains committed to reducing our environmental impact through continual improvement of our environmental performance, compliance with ISO 14001:2015 and relevant environmental legislation.

Through our Environmental Policy MAG recognises the importance of the impact of our activities and seeks to conserve energy and minimise waste in all activities.

Where practicable, we consider the 'sustainability' of resources and materials procured. Social and environmental effects in procurement is given equal weighting to economic considerations where practical.

e) maintaining a reputation for high standards of business conduct

MAG's procurement and related policies ensure our values are key in the selection of suppliers and partners.

Our values and the behaviours are embedded in trustee and staff recruitment, induction and appraisal procedures. MAG's anti-corruption strategy requires all suppliers, partners, trustees and employees to adhere to the code of conduct regarding fraud, bribery and nepotism.



MAG Entities

MAG America: Since Spring 2024, it has done business as MAG US. The name change does not affect it as a legal entity. It is a US registered 501c3 tax exempt (number 2-2302253) nonprofit organisation with a registered office of 1233, 20th Street NW, Suite 640, Washington, DC 20036.

MAG is the sub-recipient of MAG America's grant funding with all activities conducted through a Memorandum of Understanding, which was reviewed and revised in 2025, for joint activities in humanitarian mine action. MAG America raises funds to support MAG's work and awareness of the impact of landmines and ordnance.

Funding decisions are made by MAG America's Board of Directors, which is independent of MAG. All operations are regulated by contract.

MAG Belgium: A registered not-for-profit association (number 0761.810.878) registered in the Brussels-Capital Region, the Kingdom of Belgium and exists to facilitate joint working through EU funding post-Brexit. A Memorandum of Understanding enables joint activities in the support and implementation of humanitarian mine action.

MAG Poland: Following Board approval in October 2022, MAG Poland (KRS:0001011610) was established in January 2023 with the legal form of a Foundation. It is currently dormant.

In Spring 2025, the Board agreed to start the process to liquidate MAG Poland; this process will be completed in 2026.

It was established to create a staging point for deployment into Ukraine; be a point of coordination should the conflict in Ukraine require partial or full evacuation of staff from Ukraine and be a location for back-office services as required.



Handling of Complaints

MAG is committed to implementing procedures, which provide safe, accessible and effective channels for individuals to exercise their right to raise complaints.

MAG will ensure all complaints are investigated appropriately, lessons are learned, and actions are taken to prevent a recurrence. Complainants will always receive a prompt acknowledgement of their complaint, be kept informed about how their complaint is being handled throughout the process and provided with feedback on the outcome.

MAG is committed to the **Core Humanitarian Standard (CHS) nine commitments** to communities and people affected by crisis.

Quality Criterion

Complaints are welcomed and addressed. For all general complaints, concerns or reports that relate to whistleblowing, safeguarding or fraud, the Reporting Coordinator should be contacted.

By email: **reporting@maginternational.org** or for fundraising complaints on **fundraising@maginternational.org**

By phone: please ring +**44 (0)161 236 4311** and ask to speak to the Reporting Coordinator.

By post: if you are writing to us with a complaint, please mark your letter for the attention of the Reporting Coordinator.

Our postal address is:
MAG, Suite A, Department XYZ, 2 Hardman Boulevard, Spinningfields, Manchester, M3 3AQ, UK.

Please note: alternative reporting mechanisms are advertised across each of our country programmes – please get in touch for details.

Please mark your email as confidential. It will be treated with discretion, logged and forwarded to the relevant and most appropriate person. You may write your email in any language, and we will arrange translation.

You can submit an anonymous email, but we may find it difficult to look into your concern without further details. If you would prefer to speak to a member of staff, rather than sending sensitive details in an email, then please request this by highlighting which area of concern it relates to e.g. safeguarding or fraud etc. One of us can call you back.

All complaints will be acknowledged within three working days, other than in exceptional circumstances. We will also indicate when you can expect to be informed about the outcome of your concern or, what type of process we will follow to look into the issue further. In some sensitive cases, MAG may need to reserve the right to keep any action taken as confidential.

If the complaint is about an issue that falls outside of MAG's control, where possible, you will be assisted to re-direct your complaint appropriately.

Fundraising Complaints

MAG follows the Fundraising Regulator Promise which outlines the commitment to donors and the public. Our registration signals our commitment to ensure our fundraising is legal, open, honest and respectful. The standards for fundraising are set out in the Code of Fundraising Practice.

Reporting

A report on any fundraising related complaints is reviewed by the Fundraising Committee every quarter.

There is also a report on received complaints for the Governance, Nominations and Review Committee (GNRC) every quarter on the number and type of complaints received and processed, the responses given, the number of decisions, which have been appealed, the outcome of appeals, and lessons learned. A report on all complaints received by MAG is presented to the Board annually.

Financial Review



The financial statements presented in this Annual Report represent the year ended 31 December 2025 and comparative figures are in relation to the year ended 31 December 2024. The financial statements of the charity company can be found on Pages 66 to 80.

Overview

During 2025, MAG continued to operate in a challenging context. External factors such as security and access issues affected our ability to deliver programme activity in certain regions along with reduction in donor budgets and foreign exchange volatility.

The review of foreign assistance by the US government added considerable financial strain during the first half of the year but was eventually resolved.

We continued to operate in a challenging context in 2025

Total income for the year was **£95.33m** which represents a reduction of 4% compared with 2024.

Total net income for the year was **£1.6m** (2024 as restated: £0.3m) which is largely driven by the Hilton Prize offset by a decrease in income as a result of the US Stop Work Order.

Income from donations, legacies and other trading activities increased to **£3.3m** due to the Hilton Prize (2024: £0.9m).

Unrestricted operating funds stand at **£11.9m** (2024 as restated: £10m). In arriving at its view of unrestricted reserves, the Board makes such transfers as it considers necessary from unrestricted operating funds to unrestricted designated funds.

As described below, the Board and Leadership Team have developed robust financial strategies to ensure that the required levels of unrestricted or free reserves are earned and maintained. MAG calculates its unrestricted reserves as unrestricted operating funds less the net book value of tangible assets, which at 31 December 2025 stands at **£11.7m** (2024 as restated: £9.7m).

Cash balances stand at **£32.7m** (2024: £29.5m) which largely consists of donor payments received in advance of disbursement.

The majority of cash is held in UK accounts and funds are transferred to overseas programmes to cover short-term working capital needs as part of MAG's global treasury management.

Reserves Policy

The majority of MAG's operational work is funded from restricted funds. The Trustees adopt a risk-based approach in targeting the appropriate levels of unrestricted reserves and include consideration of MAG's identified corporate risks, working capital requirements, developing organisational capacity and provision of emergency response funding.

The Board considers the year-end balance of **£11.9m** of unrestricted reserves to be sufficient to cover the existing and immediate position of the charitable company to respond to the risks identified in the reserves policy; a floor of £5.1m is approved in the reserves policy.

Investment

To date the funding of MAG's activities and the need to access cash flow have not allowed long-term investments. MAG currently only invests funds in short-term deposits providing market rate interest.

Going Concern

Over 96% of MAG's income is restricted in nature and received through delivery of institutional donor contracts. Commitment and support from our donor base is strong. We cautiously expect it to remain so for the foreseeable future*, whilst acknowledging global uncertainty. The Trustees consider MAG to be operating on a going concern basis due to the number, value and viability of contracts secured. MAG has adequate resources to continue in operational existence for the foreseeable future, cash headroom has been analysed and is appropriate to current and forecast business levels and factoring in global inflation.

* Foreseeable future should be defined as being at least 12 months from the date of approval of these financial statements

Principal financial risks to be managed in the year ahead

Global Macroeconomic Volatility

Conflict and other factors have driven an increase in global inflation which has created a continuing global cost-of-living crisis. MAG has committed to a number of actions to increase and diversify income and optimise cost base to ensure long term financial sustainability.

Diversion of Overseas Development Assistance (ODA) Funding

Throughout 2025, in response to ongoing conflict (Ukraine, Gaza) and other factors, European governments have been diverting, and in some cases reducing their foreign aid budgets.

In 2024 MAG launched an ambitious five-year Fundraising strategy, which included an investment of £2.3m in fundraising staff capacity over that period.

The strategy aims to diversify and grow our unrestricted funding to address the macroeconomic and institutional funding changes.

Contractual Compliance

MAG's operating model involves the receipt of donor income and the delivery of its mission across a large number of diverse contracts.

The need to manage the risk that MAG fails to deliver effectively against donor contractual obligations requires management of a broad range of risks to ensure timely delivery of commitments within budget.

Day-to-day programmes ensure the routine monitoring and management of contractual risks. Material issues and incidents are escalated to the appropriate

Continued on Page 60



Continued from Page 59

management level as soon as identified. Relevant Board Committees (AFRC, HSC and GNRC) oversee all contract-related risks including a range of technical, personnel and operational risks.

Bribery and Corruption

MAG operates in areas where the risk of bribery and corruption is considered to be high.

The Board and Leadership Team recognise that bribery and corruption are contrary to the fundamental values of integrity, transparency and accountability and undermines organisational effectiveness.

MAG has necessary policies and procedures (including frameworks relating to financial crime, procurement, personal conduct, gifts & hospitality, conflict of interests, whistleblowing, and finance/HR) to reduce incidences of bribery and corruption to the lowest possible levels and to ensure proper reporting and sound management of any events which come to light. The AFRC monitors bribery and corruption-related risks

Sanctions

MAG's work exposes it to risks associated with territories, persons or entities which may be subject to frequently changing and complex restrictions under sanctions laws and regulations.

Non-compliance would result in a criminal offence with significant operational, financial and reputational damage to MAG.

MAG is committed to complying with all relevant sanctions laws imposed by; the United Nations Security Council; the US Office of Foreign Assets Control (OFAC); the UK Office of Financial Sanctions Implementation (OFSI); the European External Actions Service (EEAS); and individual donor governments. The cross-department Sanctions working group advise on the internal Sanctions policy and associated procedures, monitor and assess risks and report on relevant matters to Leadership Team.

Foreign Exchange Risk

MAG operates in a multi-currency environment, receiving income and making payments in currencies other than its functional currency.

MAG is exposed to both translation and transaction foreign exchange risk.

MAG manages its foreign exchange exposure on a net basis and mitigates these risks through prudent budget preparation, internal matching of currency flows and the use of treasury instruments. The development of a long-term foreign exchange strategy and potential use of foreign currency hedging products to lower transaction risk is being explored with our financial services partners.

If a combination of the above actions is not sufficient to mitigate the exposure, then foreign currency fluctuations may adversely affect MAG's results and financial position.

Liquidity Risk

MAG is exposed to liquidity risk as the profile of donor receipts may not coincide with outflows.

In order to mitigate liquidity risk, MAG manages the flows of funds to programmes centrally and considers the impact of contracting activity on current and future liquidity as well as on long-term financial resilience.

MAG has access to a UK Export Finance credit facility supported by Barclays in order to manage the risk of unrestricted cash deficits arising where donors are contracted to pay in arrears. Current and forecasted use of the facility is monitored and reported to AFRC on a quarterly basis.

International Tax

Recent developments in a number of countries where MAG operates mean that previously granted local tax exemptions and waivers for international NGO staff are gradually being removed.

MAG works with external providers on an ongoing basis to address risks related to MAG's current international tax obligations. Provision has been made for potential backdated liabilities relating to FY24 and prior years.

Statement of Trustees' Responsibilities

The Trustees (who are also directors of the Mines Advisory Group for the purposes of company law) are responsible for preparing the trustees' annual report (including the strategic report) and the financial statements in accordance with applicable law and United Kingdom accounting standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The financial reporting standard applicable in the UK and Republic of Ireland".



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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

In so far as the trustees are aware:

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

Julia Palca

Julia Palca
Chair of the Board of Trustees
22 September 2026

Legal and Administrative Information

Trustees

Name	Role	Focal Point	AFRC	FRC	GNC	HSC	PCRC
Julia Palca	Chair						
Anna Bertmar Khan *(appointed March 2026)*		Strategic Partnerships & Philanthropy		✓			
Patrick Costello					✓		
Khaleel Desai		Diversity			✓		
Renata Dwan	Chair of GNRC (from March 2025)				✓	✓	
Judith Gough *(appointed October 2025)*		Defence and Security				✓	✓
Judith Greenwood	Chair of GNRC (until March 2025)	Safeguarding (until March 2025)			✓	✓	
Mark Grant						✓	
Nesta Hatendi		Safeguarding (from March 2025)	✓			✓	
Peter Jones	Vice Chair		✓				
Harbinder Kaur	Chair of PCRC				✓		✓
John Malik		Risk Management	✓	✓			
Frances Milner	Chair of FRC	Fundraising	✓	✓			
Angela Mulholland-Wells	Chair of AFRC and Treasurer		✓				
Sir Ralph Wooddisse *(appointed March 2026)*		Defence and Security				✓	

Leadership Team

Name		Role
Darren Cormack		Chief Executive
Dean Anderson	Resigned March 2025	Director of Global Fundraising
Jon Brown		Director of Engagement
Greg Crowther		Director of Programmes
Shari Bryan		Executive Director – MAG America
Josephine Dresner		Director of Policy and Strategic Partnerships
Louise McDonald		Director of People and Culture
Julian Mason	Left May 2026	Director of Governance and Business Transformation
Ria Ntabejane		Director of Finance

Company Secretary: Julian Mason (resigned March 2026), Helena Tansey (appointed March 2026)

The Mines Advisory Group (MAG)
Company Number: 04016409
Registered Charity No.: 1083008

Independent Auditors:
Deloitte LLP, Hanover Building,
Corporation Street,
Manchester, M4 4AH

Bankers:
Barclays Bank UK PLC
1 Churchill Place, Canary Wharf
London, E14 5HP

Solicitors:
Stephenson Harwood LLP
1 Finsbury Circus
London, EC2M 7SH

Registered and Principal Office:
Suite A, Department XYZ
2 Hardman Boulevard,
Spinningfields, Manchester, M3 3AQ

Independent auditor's report to the members of The Mines Advisory Group

Our Auditors say . . .

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

In our opinion the financial statements of Mines Advisory Group (the 'charitable company'):

- give a true and fair view of the state of the charitable company's affairs as at 31 December 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, including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

We have audited the financial statements which comprise:

- the statement of financial activities;
- the balance sheet;
- the statement of cash flows; and
- the related notes 1 to 26.

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).

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 Financial Reporting Council's (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 annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon

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 this gives rise to a material misstatement in the financial statements themselves. 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.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors of the charitable company for the purpose 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

Continued on Page 64



Continued from Page 63

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 it 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.

A further description of our responsibilities for the audit of the financial statements is located on the FRC's website at: **www.frc.org.uk/auditorsresponsibilities**. This description forms part of our auditor's report.

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irrregularities, 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.

We considered the nature of the charitable company's industry and its control environment, and reviewed the charitable company's documentation of their policies and procedures relating to fraud and compliance with laws and regulations.

We also enquired of management and the trustees about their own identification and assessment of the risks of irregularities, including those that are specific to the charitable company's business sector.

We obtained an understanding of the legal and regulatory framework that the charitable company operates in, and identified the key laws and regulations that:

- had a direct effect on the determination of material amounts and disclosures in the financial statements. These included UK Charities Act, UK Companies Act; and
- do not have a direct effect on the financial statements but compliance with which may be fundamental to the charitable company's ability to operate or to avoid a material penalty. These included the charitable company's overseas operating licences and the Charity Commission for England and Wales (Charity Commission) regulations.

We discussed among the audit engagement team regarding the opportunities and incentives that may exist within the organisation for fraud and how and where fraud might occur in the financial statements.

As a result of performing the above, we identified the greatest potential for fraud or non-compliance with laws and regulations in the following areas, and our procedures performed to address them are described below:

- The validity of expenditure is associated with the grant agreement terms and conditions, and we consider the risk to be related to appropriate recording of expenses within the correct grant project. To address this risk, we have reviewed the control environment governing the recognition of expenditure, and further, we have tested a sample of expense items to contract documents, invoices, appropriate authorisation and cash payments.

In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments; assessed whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluated the business rationale of any significant transactions that are unusual or outside the normal course of business.

In addition to the above, our procedures to respond to the risks identified included the following:

- reviewing financial statement disclosures by testing to supporting documentation to assess compliance with provisions of relevant laws and regulations described as having a direct effect on the financial statements;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- enquiring of management concerning actual and potential litigation and claims, and instances of non-compliance with laws and regulations; and
- reading minutes of meetings of those charged with governance.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Opinions on other matters prescribed by the Companies Act 2006

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

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

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 any material misstatements in the strategic report or the directors' report included within the trustees' report.

Matters on which we are required to report by exception

Under the Companies Act 2006 we are required to report in respect of the following matters if, in our opinion:

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

We have nothing to report in respect of these matters.

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.

Nicola Wright

Nicola Wright
(Senior statutory auditor)
For and on behalf of Deloitte LLP
Statutory Auditor
Newcastle upon Tyne, UK
23 September 2026

Financial Statements

The Mines Advisory Group - Company Limited by Guarantee
Statement of Financial Activities (including income and expenditure account)
for the year ended 31 December 2025

		Year ended 31 Dec 2025			Year ended 31 Dec 2024 (as restated)		
FUNDS:	**Note**	**Unrestricted £'000**	**Restricted £'000**	**Total £'000**	**Unrestricted £'000**	**Restricted £'000**	**Total £'000**
INCOME FROM:							
Charitable activities	**5**	-	91,932	91,932	-	98,136	98,136
Donations and legacies	**6**	3,221	67	3,288	694	183	877
Other trading activities	**7**	22	5	27	3	9	12
Investments	**8**	4	2	6	4	3	7
Other income	**9**	14	63	77	157	84	241
TOTAL INCOME		**3,261**	**92,069**	**95,330**	**858**	**98,415**	**99,273**
EXPENDITURE ON:							
Raising funds	**10**	870	-	870	606	-	606
Charitable activities	**10**	11,584	81,262	92,846	11,412	86,477	97,889
TOTAL EXPENDITURE		**12,454**	**81,262**	**93,716**	**12,018**	**86,477**	**98,495**
NET (EXPENDITURE)/ INCOME:		(9,193)	10,807	1,614	(11,160)	11,938	778
Transfer between funds	**17**	11,142	(11,142)	-	11,439	(11,906)	(467)
NET MOVEMENT IN FUNDS		**1,949**	**(335)**	**1,614**	**279**	**32**	**311**
RECONCILIATION OF FUNDS:							
Total funds brought forward	**17**	9,993	213	10,206	9,714	181	9,895
Net movement in funds for the period		1,949	(335)	1,614	279	32	311
Total funds carried forward	**17**	**11,942**	**(122)**	**11,820**	**9,993**	**213**	**10,206**

There were no other recognised gains or losses other than those listed above and the net income for the period.
All income and expenditure derives from continuing activities.
The notes on Pages 69 to 81 form part of these financial statements.

The Mines Advisory Group - Company Limited by Guarantee
Balance Sheet
as at 31 December 2025

	Note	**31 Dec 2025 £'000**	**£'000**	**31 Dec 2024 (as restated) £'000**
FIXED ASSETS				
Tangible assets	**13**		243	256
CURRENT ASSETS				
Debtors due within one year	**14**	10,528	7,378	
Cash at bank and in hand		32,669	29,489	
		43,197	**36,867**	
CURRENT LIABILITIES				
Amounts falling due within one year	**15**	(28,789)	(23,832)	
Provisions	**16**	(2,831)	(3,085)	
		(31,620)	**(26,917)**	
NET CURRENT ASSETS			11,577	9,950
NET ASSETS			**11,820**	**10,206**
FUNDS				
Unrestricted funds - General	**17**		11,942	9,993
Unrestricted funds - Designated	**17**		-	-
Restricted funds	**17**		(122)	213
TOTAL FUNDS	**18**		**11,820**	**10,206**

The notes on Pages 69 to 81 form part of these financial statements.
These financial statements of **The Mines Advisory Group (Company number 04016409)** were approved by the Board of Trustees and authorised for issue on 22 September 2026.

Signed on behalf of the Board of Trustees

Julia Palca

Julia Palca
Chair of the Board of Trustees

The Mines Advisory Group - Company Limited by Guarantee
Statement of Cash Flows
for the year ended 31 December 2025

	Year ended 31 Dec 2025 £'000	Year ended 31 Dec 2024 (as restated) £'000
Net cash flows from operating activities	6,419	9,476
Cash flows from investing activities		
Interest received (see Note 8)	6	7
Purchase of plant and equipment (see Note 13)	(1,819)	(2,743)
Net cash flows from investing activities	(1,813)	(2,736)
Net increase in cash and cash equivalents	4,606	6,740
Cash and cash equivalents at beginning of period	29,489	22,832
Change in cash and cash equivalents due to exchange rate movements	(1,426)	(83)
Cash and cash equivalents at end of period	**32,669**	**29,489**
Analysis of cash and cash equivalents		
Cash in hand	424	339
Bank accounts and Notice deposits (less than 3 months)	32,245	29,150
Total cash and cash equivalents	**32,669**	**29,489**
Reconciliation of net expenditure to cash generated by operations:		
Net income for the period	1,614	311
Adjustments for:		
Interest receivable	(6)	(7)
Decrease in cash and cash equivalents due to exchange rate movements	1,426	83
Depreciation charges	1,824	2,795
Loss on disposal / write-off of assets	7	-
(Decrease)/Increase in Provisions	(254)	3,085
Operating cash flows before movement in working capital	4,612	6,267
Increase in debtors	(3,150)	(863)
Increase in creditors	4,957	4,072
Cash generated by operations	6,419	9,476

Notes to the financial statements

1 LEGAL STATUS OF THE CHARITY

The Mines Advisory Group (MAG), a public benefit entity, is incorporated in England and Wales as a company limited by guarantee not having a share capital. There are currently 14 Trustees who are also the members of the company. Each member has undertaken to contribute to the assets in the event of winding up a sum not exceeding £1. The charity is a registered charity. The registered office is given on Page 63.

2 BASIS OF ACCOUNTING

The financial statements are prepared under the historical cost convention, in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities (SORP 2019)" applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

3 ACCOUNTING POLICIES

The principal accounting policies are set out below:

3.1 Preparation of financial statements - going concern basis

The trustees consider MAG to be operating on a going concern basis due to the number, value and financial viability of contracts secured through to September 2027 in addition to prudent assumptions on the anticipated level of business throughout this period.

MAG has adequate resources to continue in operational existence for the foreseeable future (being at least 12 months from the date of approval of these financial statements), cash headroom has been analysed and is appropriate to current and forecast business levels.

The Trustees consider that the going concern assumption is an appropriate basis on which to prepare these financial statements.

3.2 Income recognition

Income from charitable activities, including income received under contracts and grants where entitlement to funding is subject to specific performance conditions, is recognised as earned (as the related goods or services are provided).

Performance conditions may be stipulated explicitly by the client or donor, or may be implicit as per MAG's operational proposal. Grant income included in this category provides funding to support activities and is recognised where there is entitlement, probability of receipt and the amount can be measured reliably.

Income is deferred when the donor has imposed conditions which must be met before the charity has unconditional entitlement or the donor has specified the funds can only be utilised in future accounting periods. In the absence of any stipulation from the funder, multi-annual grants where there is entitlement to income to cover more than one year, are recognised in line with project activity.

Donations, legacies and income from other trading activities are recognised where there is entitlement, probability of receipt and the amount can be measured reliably. Gifts in kind received are accounted for in the Statement of Financial Activities as soon as it is prudent and practicable to do so. They are valued as by the donor in the grant documentation.

Investment income is recognised on a receivable basis. Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

3.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is analysed between the activities in furtherance of the charity's objects, cost of generating voluntary income and support costs. Expenditure is recorded in the financial statements in the period in which it is incurred, adjusted for creditors and accruals where material, and is inclusive of any VAT which cannot be reclaimed.

Charitable activities include direct costs, salaries and overhead costs of assisting communities affected by conflict overseas. Costs of raising funds include the salaries and overhead costs of UK staff involved in fund-raising and increasing public awareness. Support costs comprise staff, head office and governance costs. The majority of staff and head office costs support charitable activities and are so allocated. Support costs that are fully attributable to that activity are charged directly to that activity.

Costs are apportioned to the activity based on the amount of staff time absorbed by each activity. Governance costs comprise costs involving the public accountability of the charity and its compliance with regulation and good practice, as well as costs associated with the strategic direction of MAG. These costs include costs related to statutory audit and legal fees.

3.4 Fund accounting

Restricted funds are income that has been received and recognised

Continued on Page 70

Continued from Page 69

in the financial statements, which is subject to specific conditions imposed by the donor, client or grant making institution. These funds are not available for the Trustees to apply at their discretion. The purpose and use of the restricted funds is set out in note 17. Unrestricted funds are monies received towards the general objectives of the charity as a whole to be spent at the discretion of the trustees. Where contracts accounted for within restricted funds include contributions toward support costs, an appropriate transfer is made between restricted and unrestricted funds.

3.5 Leasing contracts
Rentals under operating leases are charged on a straight-line basis over the lease term, even if the payments are not made on such a basis. Benefits received and receivable as an incentive to sign an operating lease are similarly spread on a straight-line basis over the lease term.

3.6 Foreign currencies
The functional currency of MAG is considered to be sterling because that is the currency of the primary economic environment in which it operates and these financial statements are presented in pounds sterling. Transactions in foreign currencies are translated into sterling at average monthly rates. Assets and liabilities in foreign currencies are translated into sterling at the rate of exchange ruling at the balance sheet date. Any gain or loss arising on translation is included in the statement of financial activities.

3.7 Tangible fixed assets
Tangible fixed assets in the UK are stated at cost less depreciation. Assets in the overseas programmes costing more than £2,500 are capitalised and depreciated in full in the year of acquisition. Any assets costing less than £2,500 are expensed. Depreciation rates for HQ held assets are as follows:

- Fixtures, Fittings & Equipment – 20-33% straight line
- Motor Vehicles – 25% straight line
- Leasehold improvements – 20% straight line

3.8 Stock
Stock represents items purchased by the charity for use in overseas projects where at the time of purchase the individual project has not been identified. Until the respective item is charged to a project, all stock is held at lower of cost or net realisable value.

3.9 Taxation
MAG has been granted exemption from tax under Section 478 of the Corporation Tax Act 2010 on its charitable activities as a body established for charitable purposes only.

3.10 Overseas programmes
MAG delivers programmes through a number of different legal entities in the countries in which it operates. MAG exercises full management control of all such entities and as such, all overseas branches and entities are incorporated within the financial statements.

3.11 Financial instruments
Financial assets and liabilities are recognised when the charity becomes a party to the contractual provisions of the instrument.

All financial assets and liabilities are measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction.

If an arrangement constitutes a finance transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument. Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

Prepayments are valued at the amount prepaid net of any trade discounts due. Cash at bank and cash in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

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

The timings of some severance accruals are uncertain but enough evidence exists to record a liability at the balance sheet date.The charity uses derivative financial instruments to reduce its exposure to foreign exchange risk, in line with the charity's risk management policies; the charity does not enter into speculative derivative contracts.

Derivatives are initially recognised at fair value at the date a derivative contract is entered into and are subsequently re-measured to their fair value at each reporting date.

The resulting gain or loss is recognised in the Statement of Financial Activities.

3.12 Employee benefits
The charity operates a defined contribution pension scheme. The pension costs charged in the financial statements represent the contributions payable by the charity during the period. Differences between contributions payable in the period and contributions actually paid are shown as either accruals or prepayments in the balance sheet.



Termination benefits, including statutory redundancy and contractual severance costs, are recognised immediately as an expense when the charity becomes demonstrably committed to terminating employment or providing termination benefits.

Any unpaid amounts at the reporting date are recognised as accruals or provisions, as appropriate.

Other employee benefits, in particular holiday pay, are measured at estimated liability.

4 CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

In the application of the charity's accounting policies, which are described in note 3, the Trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.

The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

All known material liabilities have been properly included in the financial statements, including provisions for tax, severance and social security liabilities where a liability is considered likely to crystalise.

Other than as outlined in this note and in the accounting policies set out in note 3, the Trustees do not consider there are any critical judgements or sources of material estimation uncertainty requiring disclosure.

5 ANALYSIS OF INCOME FROM CHARITABLE ACTIVITIES

Income, all of which is restricted, was received and recognised from the organisations set out below to carry out MAG's core activity of achieving a safe future for those affected by armed violence, conflict and insecurity.

	Year ended 31 Dec 2025 £'000	Year ended 31 Dec 2024 £'000
Australian Agency for International Development	750	429
British High Commission	96	355
Canadian Department of Foreign Affairs, Trade and Development	5,567	4,619
CESVI Foundation	141	-
Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ)	(11)	(10)
Dutch Ministry of Foreign Affairs	1,128	2,432
European Commission	1,515	531
Fibertek	723	660
Foreign Commonwealth and Development Office (formerly DFID)	8,311	8,282
French Ministry of Foreign Affairs	35	693
German Federal Foreign Office	7,421	9,140
Irish Aid Department of Foreign Affairs and Trade	348	365
Japanese Ministry of Foreign Affairs	934	1,167
MAG America	52,859	58,164
Ministry of Foreign Affairs of Finland	264	311
Norwegian Ministry of Foreign Affairs	5,851	5,651
Spanish Government	17	-
Stichting Vluchteling	167	496
Swedish International Development Cooperation Agency	25	-
United Nation's Children Fund (UNICEF)	665	-
United Nations Office for the Coordination of Humanitarian Affairs (OCHA)	628	1
United Nations Office for Project Services (UNOPS)	354	28
United Nations Development Programme (UNDP)	540	1,293
Trusts & Foundations	3,700	1,777
Other Miscellaneous Donors	(96)	1,752
Total	**91,932**	**98,136**

Note
Of the £53m from MAG America, (2024: £58.1m), £53m (2024: £57.8m) had the U.S. Department of State's Office of Weapons Removal and Abatement and £0m (2024: £0.3m) had the Office of US Foreign Disaster Assistance as the back donors.

6 ANALYSIS OF INCOME FROM DONATIONS & LEGACIES

	Year Ended 31 Dec 2025			Year Ended 31 Dec 2024		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Public Donations, Appeals & Fundraising Events	531	58	589	407	100	507
Regular Giving (including gift aid)	177	4	181	221	2	223
Donations from Trusts, Foundations and Partnerships	2,233	5	2,238	9	81	90
Legacies	280	-	280	57	-	57
Total	**3,221**	**67**	**3,288**	**694**	**183**	**877**

7 ANALYSIS OF INCOME FROM OTHER TRADING ACTIVITIES

	Year Ended 31 Dec 2025			Year Ended 31 Dec 2024		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Fundraising activities	22	-	22	2	-	2
Merchandise	-	5	5	1	9	10
Total	**22**	**5**	**27**	**3**	**9**	**12**

8 ANALYSIS OF INCOME FROM INVESTMENTS

	Year Ended 31 Dec 2025			Year Ended 31 Dec 2024		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Bank interest received	**4**	**2**	**6**	**4**	**3**	**7**

9 ANALYSIS OF OTHER INCOME

	Year Ended 31 Dec 2025			Year Ended 31 Dec 2024		
	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000	Unrestricted Funds £'000	Restricted Funds £'000	Total Funds £'000
Other income	14	63	77	157	84	241
Total	**14**	**63**	**77**	**157**	**84**	**241**

10 ANALYSIS OF EXPENDITURE

All costs of charitable activities are incurred to carry out MAG's core activity of achieving a safe and secure future for those affected by armed violence, conflict and insecurity. Included within unrestricted charitable activity costs are overseas staff severance costs of £1,694k (2024: £629k). All support costs relate to charitable activities. Included within support costs are governance costs of £172k (2024: £191k), being management salaries attributable to the governance of the charity, trustee expenses, audit fees and other professional fees.

	Year Ended 31 Dec 2025			Year Ended 31 Dec 2024 (as restated)		
	Raising Funds £'000	Charitable Activities £'000	Total £'000	Raising Funds £'000	Charitable Activities £'000	Total £'000
Activities undertaken directly						
Overseas programmes - restricted	-	81,262	81,262	-	86,477	86,477
Overseas programmes - unrestricted	-	2,173	2,173	-	1,039	1,039
Total direct activity expenditure	**-**	**83,435**	**83,435**	**-**	**87,516**	**87,516**
Support costs:						
Staff related costs including travel	507	7,370	7,877	360	7,969	8,329
Premises, IT & Communications	187	832	1,019	92	765	857
Fundraising Events & Advertising	115	-	115	103	-	103
Professional fees & other costs	61	1,241	1,302	51	1,491	1,542
Exchange (gain)/loss	-	(32)	(32)	-	148	148
Total support costs - unrestricted	870	9,411	10,281	606	10,373	10,979
Total Expenditure	**870**	**92,846**	**93,716**	**606**	**97,889**	**98,495**

11 NET INCOME FOR THE PERIOD

Net income is stated after charging:

	Year ended 31 Dec 2025 £'000	Year ended 31 Dec 2024 £'000
Depreciation of tangible fixed assets owned by the charity	1,824	2,795
Foreign exchange loss	1,426	83
Rentals under operating leases	1,739	2,023
Auditor's remuneration:		
- Fees payable to the charity's auditor for the audit of the charity's financial statements	124	120
- Fees payable to the charity's auditor for other services:		
Grant certification services	45	46

12 ANALYSIS OF STAFF AND TRUSTEE COSTS*

The average number of persons employed by the charity during the period was:

	Year ended 31 Dec 2025	Year ended 31 Dec 2024 (as restated)
UK employees:		
- Overseas projects	160	166
- Programme support and administration	98	98
- Fund-raising information and education	9	9
Overseas national employees	4,817	5,521
Total	**5,084**	**5,794**

Their aggregate remuneration comprised:	£'000	£'000
Salaries and wages - UK employees (including those overseas)	17,364	17,314
Salaries and wages - Overseas national employees	36,643	37,726
Social security costs	871	722
Pension contribution	271	268
Total	**55,149**	**56,030**

* Overseas headcount is calculated as at 31 December 2025, whereas the UK headcount is the average across the year.

There are no payments to temporary staff (2024: nil) which are not included in the notes outlined above.

The number of employees whose emoluments, excluding pension contributions, over £60,000 in the period was:

	Year ended 31 Dec 2025			Year ended 31 Dec 2024		
	UK	Int'l	Total	UK	Int'l	Total
between £60,000 and £70,000 per annum:	9	29	38	9	38	47
between £70,000 and £80,000 per annum:	2	34	36	3	26	29
between £80,000 and £90,000 per annum:	7	22	29	3	15	18
between £90,000 and £100,000 per annum:	1	13	14	7	14	21
between £100,000 and £110,000 per annum:	1	6	7	4	9	13
between £110,000 and £120,000 per annum:	-	1	1	-	1	1
between £120,000 and £130,000 per annum:	-	1	1	-	-	-
between £130,000 and £140,000 per annum:	1	1	2	1	1	2

Note
Redundancy and Termination Payments: During the year, the charity incurred redundancy and termination costs of £1,694k (2024: £629k) in connection with organisational restructuring and the completion of grant-funded programmes. These costs comprise statutory redundancy payments, contractual termination payments and associated employment costs and are included in the "Salaries and wages - Overseas national employees" cost line (right).

Note
The key management personnel of the charity are listed on Page 62. The total remuneration (including pension contributions and employers' national insurance) of the key management personnel for the year totalled £835k (2024: £841k).

13 TANGIBLE FIXED ASSETS

	Field Assets £'000	Equipment Fixtures & Fittings £'000	Total £'000
Cost			
At 1 January 2025	25,707	1,321	27,028
Additions	1,789	30	1,819
Disposals	(7)	-	(7)
At 31 December 2025	**27,489**	**1,351**	**28,840**
Depreciation			
At 1 January 2025	25,447	1,325	26,772
Charge for the year	1,794	30	1,824
Disposals	-	-	-
At 31 December 2025	**27,241**	**1,355**	**28,596**
Net Book Value At 31 December 2025	**248**	**(4)**	**243**
Net Book Value At 31 December 2024	**260**	**(4)**	**256**

All of the above assets are used in the administration of the charity or in support of its operations.

14 DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 Dec 2025 £'000	31 Dec 2024 £'000
Trade debtors	999	516
Prepayments	5,038	3,169
Accrued income	2,617	2,736
Other debtors	1,874	957
Total	**10,528**	**7,378**

15 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31 Dec 2025 £'000	31 Dec 2024 (as restated) £'000
Trade creditors	278	1,847
Deferred income (see note right)	26,092	20,111
Other taxation and social security	393	387
Derivative financial instruments (see note 21)	-	-
Accruals	1,965	1,340
Other creditors	61	147
	28,789	**23,832**
Deferred income		
Balance as at start of period	20,111	15,300
Amount released to income	(20,111)	(15,300)
Amount deferred in the period	26,092	20,111
Balance as at end of period	**26,092**	**20,111**

Note
Deferred income comprises income for charitable activities to be spent in future periods.



16 PROVISIONS

	Overseas employment severance £'000	International tax £'000	Audit disallowances £'000	Others £'000	Total £'000
At 1 January 2025 (as restated)	2,645	219	221	-	3,085
New provisions	-	-	24	100	124
Release of unused provisions	-	(62)	-	-	(62)
Utilisation of provision	(121)	-	(195)	-	(316)
At 31 December 2025	**2,524**	**157**	**50**	**100**	**2,831**

MAG operates in jurisdictions where employees become entitled to gratuity, severance, seniority or other end-of-service benefits under local law, employment contracts or established practice.

Provisions are recognised for benefits attributable to employee service provided up to the reporting date where MAG has a present obligation, settlement is probable and the amount can be estimated reliably.

The provisions are calculated using employee payroll information, completed length of service and the applicable statutory, contractual or established benefit formula in each jurisdiction. The amounts ultimately paid may differ from the provisions because of changes in salaries, exchange rates, employee service and the interpretation or application of local requirements.

During the year, MAG reviewed staff-related balances previously included within other creditors.

Amounts representing employee benefits earned through past service have been reclassified to provisions. Amounts accumulated to meet possible future redundancy costs have not been recognised as liabilities where, at the reporting date, MAG had not approved and communicated a sufficiently detailed redundancy plan.

The resulting restatement of the 2024 comparative information is explained in Note 26.

17 MOVEMENTS IN FUNDS

Restricted funds analysed by Programme	1 Jan 2025 £'000	Income £'000	Expenditure £'000	Transfers £'000	31 Dec 2025 £'000
Middle East					
Iraq	7	7,510	(6,744)	(763)	10
Lebanon	16	5,340	(4,887)	(557)	(88)
Gaza	34	1,142	(993)	(153)	30
Syria	1	4,890	(4,252)	(638)	1
Jordan	6	366	(302)	(70)	-
East and Southern Africa					
Angola	(4)	3,349	(2,984)	(375)	(14)
Ethiopia	5	228	(293)	(9)	(69)
Kenya	-	294	(243)	(51)	-
Somalia	-	3	(3)	-	-
South Sudan	3	4,036	(3,619)	(428)	(8)
Tanzania	-	51	(48)	(3)	-
Zimbabwe	3	1,398	(1,304)	(97)	-
Sahel and West Africa					
Benin	1	1,510	(1,396)	(114)	1
Burkina Faso	-	1,412	(1,321)	(91)	-
Chad	1	881	(797)	(85)	-
Gambia	1	-	-	-	1
Guinea Bissau	-	14	(13)	(1)	-
Mali	-	130	(116)	(14)	-
Mauritania	-	510	(478)	(32)	-
Niger	(18)	1	(1)	-	(18)
Nigeria	16	603	(563)	(41)	15
Sierra Leone	-	2	(2)	-	-
Senegal	(1)	664	(619)	(45)	(1)
West Africa - non-country specific	1	691	(497)	(194)	1
Asia Pacific					
Cambodia	(16)	4,668	(4,179)	(539)	(66)
Lao PDR	(18)	8,997	(7,372)	(1,738)	(131)
Myanmar	4	1,620	(1,421)	(200)	3
Pacific Islands	-	3	-	(3)	-
Papua New Guinea	(1)	518	(451)	(67)	(1)
Sri Lanka	30	5,689	(5,058)	(599)	62
Vietnam	14	10,181	(9,324)	(857)	14
Eastern Europe					
Azerbaijan	-	348	(322)	(26)	-
Bosnia and Herzegovina	2	1,748	(1,542)	(206)	2
Ukraine	23	16,541	(14,695)	(1,846)	23
Latin America & Caribbean					
Caricom	(1)	1,460	(1,294)	(166)	(1)
Ecuador	-	1,405	(1,183)	(222)	-
Mexico	-	10	(7)	(3)	-
Peru	3	2,098	(1,824)	(278)	(1)
Paraguay	-	663	(566)	(97)	-
El Salvador	-	303	(272)	(31)	-
Rest of the World					
UK	101	792	(276)	(503)	114
GISF	-	2	(2)	-	-
Restricted funds	**213**	**92,069**	**(81,262)**	**(11,142)**	**(122)**
Unrestricted fund					
General	9,993	3,261	(12,454)	11,142	11,942
Designated Opportunity Fund	-	-	-	-	-
Designated Foreign Exchange Fund	-	-	-	-	-
Total Unrestricted funds	**9,993**	**3,261**	**(12,454)**	**11,142**	**11,942**
Total funds	**10,206**	**95,330**	**(93,716)**	**-**	**11,820**

Note
The restricted funds balance is the consolidation of individual grant and contract balances in MAG's country programmes that are being carried forward to next year in line with the individual terms and conditions of these grants and contracts. These restricted fund balances are consolidated by country to provide an appreciation of the level of activity being undertaken in each country of operation. General Unrestricted funds are spent or applied at the discretion of the trustees to further any of the charity's purposes.

17 MOVEMENTS IN FUNDS (continued)

Restricted funds analysed by Programme	1 Jan 2024 (as restated) £'000	Income £'000	Expenditure (as restated) £'000	Transfers (as restated) £'000	31 Dec 2024 (as restated) £'000
Middle East					
Iraq	(4)	11,882	(10,588)	(1,283)	7
Lebanon	20	5,742	(5,228)	(518)	16
Gaza	5	318	(265)	(24)	34
Syria	10	4,745	(4,085)	(669)	1
Jordan	-	24	(12)	(6)	6
East and Southern Africa					
Angola	(8)	4,109	(3,617)	(488)	(4)
Ethiopia	-	16	(11)	-	5
Kenya/Tanzania	-	34	(32)	(2)	-
Somalia	(1)	449	(378)	(70)	-
South Sudan	27	5,260	(4,524)	(760)	3
Zimbabwe	2	1,657	(1,406)	(250)	3
Sahel and West Africa					
Benin	-	1,040	(950)	(89)	1
Burkina Faso	-	1,325	(1,203)	(125)	-
Chad	-	1,096	(978)	(117)	1
Democratic Republic of Congo	16	-	-	(16)	-
Gambia	1	-	-	-	1
Guinea	(2)	-	-	2	-
Guinea Bissau	-	473	(428)	(45)	-
Mali	(4)	92	(79)	(9)	-
Mauritania	-	748	(677)	(71)	-
Niger	(18)	130	(123)	(7)	(18)
Nigeria	15	224	(207)	(16)	16
Sierra Leone	-	47	(46)	(1)	-
Senegal	2	957	(903)	(57)	(1)
West Africa - non-country specific	-	1,239	(1,068)	(170)	1
Asia Pacific					
Cambodia	(44)	5,235	(4,633)	(574)	(16)
Lao PDR	75	9,474	(7,893)	(1,674)	(18)
Myanmar	7	727	(597)	(133)	4
Pacific Islands	-	6	(4)	(2)	-
Papua New Guinea	-	60	(53)	(8)	(1)
Sri Lanka	35	6,688	(6,063)	(630)	30
Vietnam	(36)	9,844	(8,929)	(865)	14
Eastern Europe					
Azerbaijan	-	1,491	(1,355)	(136)	-
Bosnia and Herzegovina	3	2,867	(2,545)	(323)	2
Ukraine	1	14,573	(12,913)	(1,638)	23
Latin America & Caribbean					
Caricom	(1)	857	(741)	(116)	(1)
Ecuador	(2)	2,153	(1,978)	(173)	-
Peru	2	1,547	(1,332)	(214)	3
Paraguay	-	384	(328)	(56)	-
El Salvador	-	94	(89)	(5)	-
Rest of the World					
UK	77	782	(193)	(565)	101
Libya	3	-	-	(3)	-
GISF	-	26	(26)	-	-
Restricted funds	**181**	**98,415**	**(86,477)**	**(11,906)**	**213**
Unrestricted fund					
General	9,156	901	(11,970)	11,906	9,993
Designated Opportunity Fund	-	-	-	-	-
Designated Foreign Exchange Fund	-	-	-	-	-
Designated GISF fund	558	(43)	(48)	(467)	-
Total Unrestricted funds	**9,714**	**858**	**(12,018)**	**11,439**	**9,993**
Total funds	**9,895**	**99,273**	**(98,495)**	**(467)**	**10,206**

The Designated Unrestricted Foreign Exchange Fund relates to cash flow deficits which are expected to arise in the next financial period from adverse currency movements between donor currencies and the currencies in which MAG delivers those programmes. The Designated GISF unrestricted fund is a segregation of the unrestricted funds generated by the Global Interagency Security Forum (GISF). GISF are an independent network of security focal points who represent humanitarian NGOs. Transfers from restricted to unrestricted reserves include contributions by donors/ clients who have agreed that a contractual element of their restricted funds can be allocated towards the organisation's unrestricted funds.

18 ANALYSIS OF ASSETS AND LIABILITIES BETWEEN FUNDS

	Unrestricted Funds 2025 £'000	Restricted Funds 2025 £'000	Total 31 Dec 2025 £'000	Unrestricted Funds 2024 (as restated) £'000	Restricted Funds 2024 (as restated) £'000	Total 31 Dec 2024 (as restated) £'000
Tangible fixed assets	243	-	243	256	-	256
Net current assets	11,699	(122)	11,577	9,737	213	9,950
Total	**11,942**	**(122)**	**11,820**	**9,993**	**213**	**10,206**

19 OPERATING LEASE COMMITMENTS

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

Leases which expire:	31 Dec 2025 Within one year £'000	31 Dec 2025 2-5 years £'000	31 Dec 2025 Over 5 years £'000	31 Dec 2024 Within one year £'000	31 Dec 2024 2-5 years £'000	31 Dec 2024 Over 5 years £'000
Land and buildings	14	-	-	88	-	-
Other	16	-	-	5	-	-

20 FINANCIAL INSTRUMENTS

The carrying value of the charity's financial assets and liabilities are summarised by category below:

	31 Dec 2025 £'000	31 Dec 2024 (as restated) £'000
Financial Assets		
Measured at undiscounted amount receivable		
- Trade and other debtors (see note 14)	10,528	7,378
- Cash at bank and in hand	32,669	29,489
Measured at fair value		
Derivative financial (liabilities)/assets (see note 21)	-	-
Total	**43,197**	**36,867**
Financial liabilities		
Measured at undiscounted amount payable		
- Trade and other creditors (see note 15)	(2,697)	(3,721)
Total	**(2,697)**	**(3,721)**

21 DERIVATIVE FINANCIAL INSTRUMENTS

MAG receives funds in a number of currencies, but most of its expenditure is denominated in US dollars (USD) and UK Sterling (GBP). On being awarded a contract denominated in any currency other than USD or GBP, MAG may enter into a forward foreign currency contract to manage the exchange rate risk arising between the award of the contract and the receipt of funds under the contract over the life of the contract. MAG did not enter into any forward foreign currency contracts in the current or previous financial period and there are no outstanding balances at the reporting date.



22 PENSION CONTRIBUTIONS

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund.

The pension cost charge represents contributions of up to 5% for staff. All pension contributions are funded out of unrestricted reserves and are reflected within Support Costs in note 10. Contributions paid by the company to the fund amounted to £271k (2024: £268k).

23 RELATED PARTIES

Trustees:

Expenses reimbursed or incurred directly by MAG in respect of 9 Trustees during the period amounted to £4k (2024: 14 Trustees - £17k).

Of this, £3k (2024: £7k) related to travel and accommodation costs for Trustees visiting MAG projects.

No remuneration was paid to Trustees during the current or prior financial year in their capacity as Trustees. Donations totalling £50 were received from the Trustees during the year (2024: £10,583).

In 2025 and 2024, Trustees were covered by the overall company indemnity insurance, the costs relating specifically to the trustees were not separately identified.

MAG America:

MAG and MAG America work together to assist countries affected by armed conflict. MAG America is a 501(c)3 organisation that raises awareness of, and funds for, MAG's life-saving work from US Government donors, foundations, corporations and individuals.

MAG and MAG America are separately constituted and have independent boards.

During the year MAG America subgranted $67.6m to MAG under various contracts funded by the US Government and Private sources. MAG paid $851k to MAG America to cover operating costs.

MAG Belgium:

MAG Belgium is a not-for-profit association registered in Belgium. MAG exercises control over MAG Belgium through common trustees. MAG paid €270K on behalf of MAG Belgium in 2025.

MAG Poland:

MAG Poland is a Foundation registered in Poland as a co-ordination point for the Ukraine programme. During the year MAG paid €26k in legal fees on behalf of MAG Poland.

24 CONTINGENT LIABILITIES

At the date of signature, there are no contingent liabilities to report (2024: nil).

25 POST BALANCE SHEET EVENTS

There are no post balance sheet events to note.

26 PRIOR YEAR RESTATEMENTS

During the year, the Trustees completed a review of staff-related balances historically recorded within other creditors. These balances had principally arisen from amounts charged to projects to recover the expected cost of severance, gratuity and redundancy obligations in the countries in which MAG operates.

The review found that the previous treatment had not properly separated recognised employee benefit liabilities, other valid payables, and amounts held for possible future redundancy costs where no present obligation existed at the reporting date.

End-of-service benefits for which a present obligation existed have been recognised as provisions. Valid payroll and other liabilities remain within accruals or other creditors. Balances that did not represent present obligations of MAG have been derecognised and reflected in unrestricted funds.

The previous treatment represented a material prior period adjustment. The comparative information for the year ended 31 December 2024 and opening funds at 1 January 2024 have therefore been restated.

Prior year restatements *(All figures are £'000)*

EFFECT ON FUNDS AT 1 JANUARY 2024

	Previously stated	Adjustment	As restated
Unrestricted funds	6,199	3,515	9,714
Restricted funds	181	-	181
Total funds	**6,380**	**3,515**	**9,895**

EFFECT ON THE STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DEC 2024

	Previously stated	Adjustment	As restated
Expenditure on charitable activities	98,431	(542)	97,889
Total expenditure	99,037	(542)	98,495
Net income / net movement in funds before transfers	236	542	778
Net movement in funds	(231)	542	311

Note: The £542,000 adjustment reduces reported expenditure for the year and increases net income and unrestricted funds by the same amount.

EFFECT ON BALANCE SHEET AT 31 DEC 2024

	Previously stated	Adjustment	As restated
Creditors: amounts falling due within one year	29,453	(5,621)	23,832
Provisions for liabilities	1,521	1,564	3,085
Net assets / total funds	6,149	4,057	10,206
Unrestricted funds	5,936	4,057	9,993
Restricted funds	213	-	213
Total funds	**6,149**	**4,057**	**10,206**

Note: The total increase of £4,057,000 in unrestricted funds at 31 December 2024 comprises the £3,515,000 adjustment to opening funds and the £542,000 reduction in expenditure for the year.

CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Previously stated	Adjustment	As restated
Trade creditors	1,847	-	1,847
Deferred income	20,111	-	20,111
Other taxation and social security	387	-	387
Accruals	658	682	1,340
Other creditors	6,450	(6,303)	147
Total	**29,453**	**(5,621)**	**23,832**

PROVISIONS FOR LIABILITIES

	Previously stated	Adjustment	As restated
Lebanon NSSF	1,081	-	1,081
International tax	219	-	219
Audit disallowances	221	-	221
Overseas employee severance	-	1,564	1,564
Total	**1,521**	**1,564**	**3,085**

UNRESTRICTED FUNDS

	General funds	Designated funds	Total unrestricted funds
At 1 January 2024, as previously stated	5,641	558	6,199
Prior period adjustment	3,515	-	3,515
At 1 January 2024, as restated	9,156	558	9,714
Movement in the year, as restated	837	(558)	279
At 31 December 2024, as restated	**9,993**	**-**	**9,993**

STAFF COSTS

	Previously stated	Adjustment	As restated
Salaries and wages - UK employees, including those working overseas	17,314	-	17,314
Salaries and wages - overseas national employees	38,268	(542)	37,726
Social security costs	722	-	722
Pension contributions	268	-	268
Total	**56,572**	**(542)**	**56,030**



Glossary

AANES – Autonomous Administration of North and East Syria
ACEVO – Association of Chief Executives of Voluntary Organisations
ANAMA – Mine Action Agency of the Republic of Azerbaijan
APMBC – Anti-Personnel Mine Ban Convention
AVR - Armed Violence Reduction
BHMAC – Bosnia-Herzegovina Mine Action Centre
BiH – Bosnia-Herzegovina
CAVR – Centre for Armed Violence Reduction
CHA – Confirmed Hazardous Area
CLT – Community Liaison Team
CRR - Community Risk Reduction
CWD – Conventional Weapons Destruction
DEFRA – Department for Environment, Food and Rural Affairs
DEORE – Digital Explosive Ordnance Risk Education
ECOWAS - Economic Community of West African States
EDI – Equality, Diversion, and Inclusion
EO – Explosive Ordnance
EORE – Explosive Ordnance Risk Education
ESH – Explosive Store Houses
EU – European Union
EWIPA – Explosive Weapons in Populated Areas
FCDO – Foreign, Commonwealth and Development Office
FoW – Future of Work
GDI – Gender, Diversity and Inclusion
GFFO – German Federal Foreign Office
GHG – greenhouse gas
GICHD - Geneva International Centre for Humanitarian Demining
GISF – Global Interagency Security Forum
GNRC – Governance, Nominations and Remuneration Committee
HAO – Humanitarian Affairs Office
HMA – Humanitarian Mine Action
HSC – Health, Safety, Security and Safeguarding Committee
INGO – International Non-Governmental Organisation
ITI – International Tracing Instrument
KPIs – Key Performance Indicators
KRI – Kurdistan Region of Iraq
LAF – Lebanese Armed Forces
LMAC – Lebanese Mine Action Centre
LWG – Landmine Working Group
MDR – Mine Detection Rats
MTT – Multi-Task Team
NAP – National Action Plan
NATCOM – National Commission
NES – North East Syria
NESMAO – North and East Syria Mine Action Office
NGO – Non-Governmental Organisation
NMAA – National Mine Action Authority
NMAC - National Mine Action Centre
OCWAR-T - Organised Crime: West African Response to Trafficking
RRT – Rapid Response Team
S2S – Shoulder 2 Shoulder
SAEO – Small Arms and Explosive Ordnance
SALW-RE – Small Arms and Light Weapons Risk Education
SAS – Small Arms Survey
SIDA - Swedish International Development Cooperation Agency
SLeNCSA – Sierra Leonean Commission on Small Arms and Light Weapons
SUCAMEC – National Superintendence for the Control of Security Services, Arms, Ammunition and Explosives for Civilian Use, Peru
TSD – Technical Survey Dogs
UNDP – United Nations Development Programme
USAID – United States Agency for International Development
WAM - Weapons and Ammunition Management
WPS – Women, Peace and Security



Thank You . . .

Our work is funded by governments, trusts, foundations, firms and other charitable organisations. It is also funded by ordinary members of the public who give up their time and their money to help us save and change lives every single day. None of what we have achieved would have been possible without this support. Thank you.

- Australian Department of Foreign Affairs and Trade
- Be Good Foundation
- Dutch Ministry of Foreign Affairs
- European Commission
- Finnish Ministry of Foreign Affairs
- German Federal Foreign Office (GFFO)
- Global Affairs Canada
- Good Gifts
- Government of Japan
- Government of Spain
- Guernsey Overseas Aid Commission
- IF! Foundation
- Irish Aid
- New Zealand Ministry for Foreign Affairs and Trade
- Norwegian Agency for Development Cooperation
- Restoration Laos
- Stichting Vluchteling (Netherlands Refugee Foundation)
- Swiss Development Cooperation
- The Allan and Nesta Ferguson Charitable Settlement
- The Howard G. Buffett Foundation
- The Kirby Laing Foundation
- The Sisley-d'Ornano Foundation
- The Swedish International Development Cooperation Agency
- UN Trust Facility Supporting Cooperation on Arms Regulation
- United Kingdom Foreign, Commonwealth & Development Office (FCDO)
- United Methodist Committee on Relief (UMCOR)
- United Nations Development Programme
- United Nations Office for Project Services/United Nations Mine Action Service
- United States Department of Defence – Humanitarian Demining R&D Program (HD R&D)
- United States Department of State - Office of Weapons Removal and Abatement (PM/WRA)
- World Food Programme
- World Without Mines Foundation (Welt Ohne Minen)



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