CHARITY RIGHT



2025 Annual Report.

Annual Report and Financial Statements

For the year ending 31 December 2025

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Chair of Trustees' Message.



> **Sustainable impact is built not only through public-facing programmes, but through the people, systems and decisions that sit behind them.**

2025 has been a year that reminded us just how powerful generosity can be in the face of challenge. Even as the cost-of-living crisis continued to affect families and charitable giving across the sector came under strain, our community showed up. Consistently, and with extraordinary heart. Many gave not from surplus, but from sacrifice.

We began the year carrying the profound loss of our beloved Trustee and Treasurer, Azhar Khan. Azhar was one of Charity Right's most dedicated and longstanding trustees, serving with unwavering commitment and leaving a deep and lasting impact on our organisation.

For many of us, Azhar was far more than a trustee. He was a steady presence, a trusted advisor and a source of calm wisdom. He brought decades of financial expertise to Charity Right, but his contribution went beyond technical knowledge. He served with humility, care and sincerity, always focused on strengthening the organisation so that it could better fulfil its responsibility to the children and communities we support.

His passing was a moment of deep sadness for the organisation, but also one of reflection. It reminded us that sustainable impact is built not only through public-facing programmes, but through the people, systems and decisions that sit behind them.

That principle has guided Charity Right throughout 2025 as we continued to strengthen the foundations behind our mission: reliable delivery, responsible oversight, trusted partnerships and a clear focus on children's long-term access to education.

This year, with the continued support of our donors, partners, fundraisers and wider community, Charity Right provided over 2.2 million meals to 65,173 people facing hunger. This progress reflects the strength of the partnerships, planning and operational focus that sit behind our work.

As Charity Right continues to grow in reach, the responsibility on the Board also grows. This requires a breadth of experience across governance, finance, operations, technology, partnerships and community engagement, but also a shared commitment to serving children with consistency, care and long-term purpose.

During the year, we were therefore pleased to welcome Shahzad Younas to the Board of Trustees. Shahzad brings significant entrepreneurial, technology and leadership experience, having founded Muzz, a platform built to serve Muslim communities at scale. His background in building a values-led organisation, navigating growth and using technology to reach and engage communities brings valuable perspective to Charity Right.

As we move into the year ahead, we do so with gratitude for the foundations laid by those who have served this organisation with dedication, and with confidence in the continued commitment of our supporters, partners, staff and volunteers.



Fraz Butt, Chair of the Board of Trustees

CEO's Message.



> A school meal does not solve every problem, but it can be the intervention that makes other outcomes possible.

When I reflect on 2025, I am reminded that the most meaningful work is not always the most visible. It is often found in the quiet, consistent moments that do not make headlines: a child returning to school because they know a meal is waiting; a teacher able to keep watch over a vulnerable pupil because attendance has improved; a parent feeling, perhaps for the first time in a long time, that their child has a real chance at a different future.

This has always been at the heart of Charity Right's mission. We are often described as a school meals charity, and that is true. But a school meal is never just a meal. It is a means of keeping children in school, protecting them from harm, supporting their ability to learn, and helping to build the conditions in which they can one day live free from hunger and dependency. Throughout this year, that truth has only become clearer to me.

In every setting we work in, whether among displaced communities, in areas of urban poverty, or areas where access to education is fragile, hunger continues to interrupt childhood in ways that are both immediate and long-lasting. It weakens concentration, reduces attendance, narrows opportunity, and places children at greater risk of exploitation. A school meal does not solve every problem, but it can be the intervention that makes other outcomes possible. It creates stability. It brings children into the classroom. It gives educators, communities, and families something to build on.

But 2025 has also reinforced another important lesson: if we are serious about impact, we must think beyond delivery alone.

For me, one of the most important themes of this year has been sustainability. Charity must never become comfortable with being needed forever. If a community still depends on us in the same way, year after year, we must have the courage to ask harder questions of ourselves. Are we only relieving the pressure of poverty, or are we helping to create the conditions in which communities can move beyond it? That question has shaped much of my thinking this year.

While our school meal programme remains our most powerful tool, we have continued to explore how our work can support longer-term self-reliance. In some contexts, that means strengthening the systems around the meal: better school infrastructure, better tracking, better governance, and better local partnerships. In others, it means developing models that enable communities to play a greater role in sustaining provision themselves. Our greenhouse pilot in Türkiye is one example of that direction of travel, reflecting a broader commitment to solutions that combine nourishment, dignity, and local ownership. To our donors, partners, trustees, staff, and supporters: thank you.

Your support does far more than fund meals. It helps create safety, consistency, and possibility for children whose lives are too often shaped by uncertainty. It allows us not only to respond to immediate hunger, but to keep asking how this work can go deeper, become stronger, and last longer. As we look ahead, my hope is that we remain rooted in what matters most: feeding children, keeping them in education, protecting their dignity, and building towards a future in which communities are not dependent on our presence, but strengthened by what we helped make possible.

That, to me, is what meaningful charity should strive to be. That is charity done right.



Asim Lone, CEO of Charity Right

Structure, Governance and Management

Charity Right is an international charity which provides regular school meals to children in some of the most neglected parts of the world. We aim to empower, inspire and initiate social change and empowerment for those with a will to work for a better future.

Objectives and Activities

We have several clear undertakings at the heart of our work:

1 Providing food supplies, items, grants and services to individuals in need and other groups or organisations that are working to prevent and relieve hunger and poverty.

2 Investing in monitoring and evaluation of our programmes to ensure that we are delivering what we are raising money for. We make calculated efforts to deliver food assistance in a manner which allows optimal value to be achieved. The investment required to achieve this is reflected in our cost base.

3 Aiming for a higher customer service standard in the delivery of your aid. We employ dedicated case workers who monitor the life circumstances of beneficiaries and deliver food assistance in a dignified and honourable way.

The board of trustees draws upon the significant professional experiences of its members as the Charity endeavours to achieve sustainable growth and notable impact. We aim to ensure the critical functions of the organisation have access to expertise from a non-executive level.

The board is currently seeking to add additional trustees to provide further support for the executive team.

The governance of the Charity is supported through quarterly board meetings and a bi-annual team away day. The board meetings ensure that all fiduciary responsibilities are completed, but also that support is given to the delivery of the business plan agreed with the executive team. The away days allow new ideas to be explored and ensure a review of performance and goals.

We undertook a comprehensive overhaul of our safeguarding governance, beginning with an audit and detailed gap analysis. This process informed a full review and revision of all safeguarding policies and procedures across the Charity, ensuring that the governance framework is robust, compliant, and reflective of best practice. Tailored training programmes were developed and delivered at three distinct levels – trustees, designated safeguarding leads, and staff – to ensure that safeguarding responsibilities are clearly understood and consistently embedded at every level. We are now committed to refreshing and updating this training annually, ensuring it remains responsive to regulatory changes, emerging risks, and the evolving environments in which we operate.

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the Charity for the year ended 31 December 2025.

Safeguarding

Safeguarding is a core part of Charity Right's governance and programme delivery. We are committed to protecting children, young people, vulnerable adults and all individuals connected with our work.

The Board of Trustees holds overall accountability for safeguarding, supported by a lead trustee and four designated safeguarding leads who receive and respond to concerns. All staff, volunteers and representatives are required to follow Charity Right's safeguarding policy and code of conduct, complete safeguarding training at induction with refresher training at least every two years, and report concerns through established procedures. Serious incidents are reported to the Charity Commission in line with regulatory requirements.

We apply UK safeguarding standards as our minimum baseline across all countries of operation, and adhere to the Core Humanitarian Standard and the Inter-Agency Standing Committee minimum standards on preventing sexual exploitation and abuse. Delivery partners are required, as a condition of partnership, to adopt Charity Right's safeguarding policy, implement safer recruitment practices, complete safeguarding training and cascade it to their own staff, and report concerns directly to our designated safeguarding leads. All employees undergo a Standard DBS check as a minimum.

Board of Trustees



Fraz Butt

A partner at a leading international law firm, Fraz ensures strong governance and provides strategic direction for the organisation.



Akhter Raouf

With years of expertise in education, Akhter advises on safeguarding and programmes to ensure children are supported effectively.



Shahzad Younas

The founder of a leading global tech platform, Shahzad provides strategic guidance and digital insight to help drive innovation and sustainable growth for the organisation.



Azhar Khan

Deceased: January 2025.
We remember with gratitude the contributions of our beloved trustee Azhar Khan, whose dedication and service continue to inspire our work.

Theory of Change.

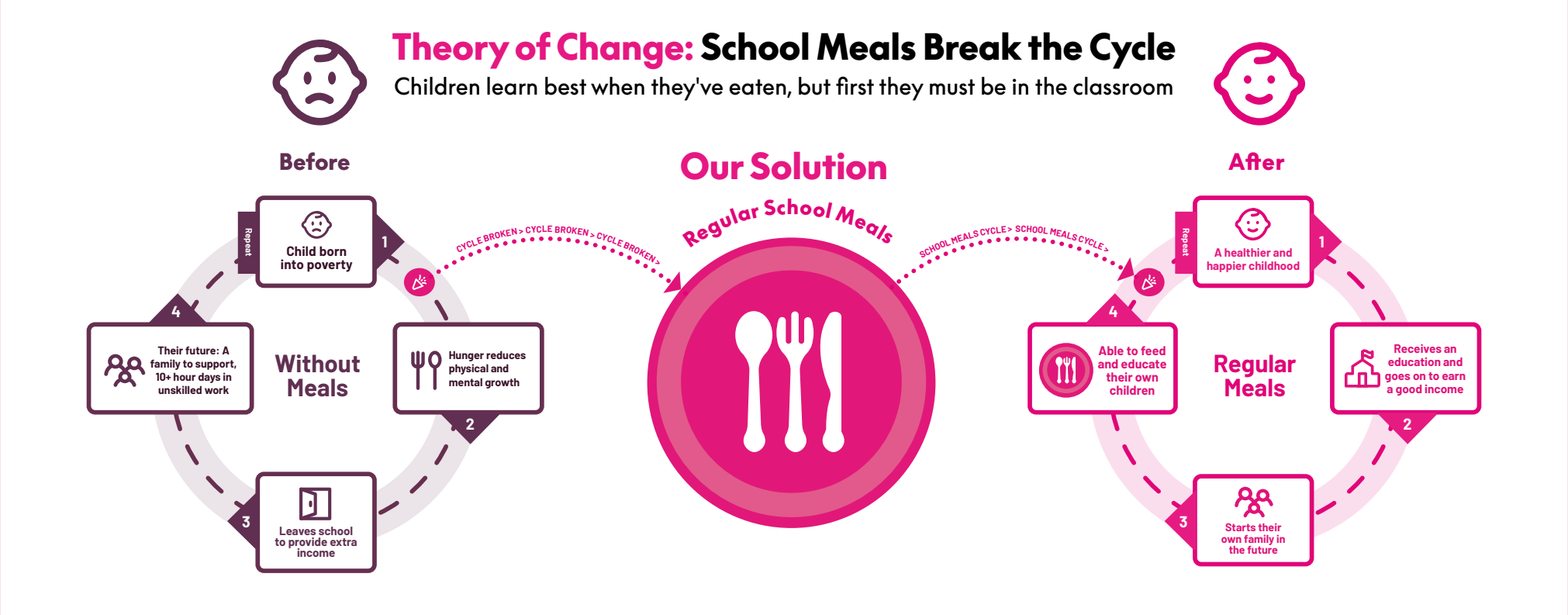
Our vision is to see a world in which hunger is no longer a barrier that prevents children from reaching their full potential. When children are provided with school meals consistently over time, they don't just survive, they thrive.



The Problem:
Out-of-School Children Caused by Hunger

In 2025, around 63 million children were pushed into hunger by conflict alone.[1] Chronic hunger is a constraint on human capital development, affecting both physical growth and cognitive function.

Families often rely on informal, high-risk strategies to secure food – child labour, scavenging, or begging – resulting in absenteeism and early school drop-out. For instance, in Malawi's Mangochi District, only 11% of children complete primary education, and in Pakistan's Punjab Province, nearly 10 million children aged 5–15 remain out of school due to socio-economic pressures.[2] These figures underscore systemic barriers to equitable educational access and intergenerational socio-economic mobility. Despite this, education remains one of the most powerful levers for social mobility. Each additional year of schooling can increase a child's future earning potential by nearly 10%.[3] The link between hunger and learning is therefore clear: hunger holds children back, while regular school meals help remove that barrier.



[1] *Save the Children, 'Conflict plunged 63 million children into hunger in 2025', ReliefWeb, 2025.* [2] *The Express Tribune, '10m children out of school in Punjab', 2025.*
[3] *Psacharopoulos, G. and Patrinos, H.A., Returns to Investment in Education: A Decennial Review of the Global Literature, World Bank Policy Research Working Paper 8402, 2018.*

Our Solution: School Meals

At Charity Right, we deliver nutritionally optimised school meals to children in underserved, crisis-affected, or chronically poor communities.

We work where child hunger and educational exclusion are most acute and where we have trusted local partners able to deliver – from displacement camps to remote rural districts. Our country portfolio follows need, and it evolves as need does.

School meals serve as a critical intervention with measurable outcomes:

1 Reduces barriers to education: Regular school meals increase daily attendance metrics and retention rates.

2 Improves learning outcomes: Supported students demonstrate improved cognitive performance and exam results.

3 Strengthens household and community resilience: By ensuring children are fed, parents are given the security of knowing their children will eat that day.

Our partnerships with educational institutions ensure quality learning environments, while our monitoring and evaluation framework measures impact across multiple indicators, including daily attendance, examination performance, and anthropometric measures such as body mass index.

These programmes are designed to align with corporate ESG objectives, CSR commitments, and the United Nations Sustainable Development Goals, particularly SDG 2 (Zero Hunger), SDG 4 (Quality Education), and SDG 5 (Gender Equality). Through rigorous monitoring, transparent reporting, and a continuous improvement approach, partners can clearly see the tangible outcomes of their support.

By enabling children to attend school consistently and thrive academically, our programmes not only address immediate nutritional needs but also generate measurable long-term benefits, breaking cycles of poverty and improving future workforce potential for the world's most vulnerable children.

Our contribution to the Sustainable Development Goals (SDGs)

Our school meal programmes contribute primarily to SDG 2: Zero Hunger and SDG 4: Quality Education. Our wider programme activities also support equitable access to education, digital skills development and more sustainable approaches to food provision.

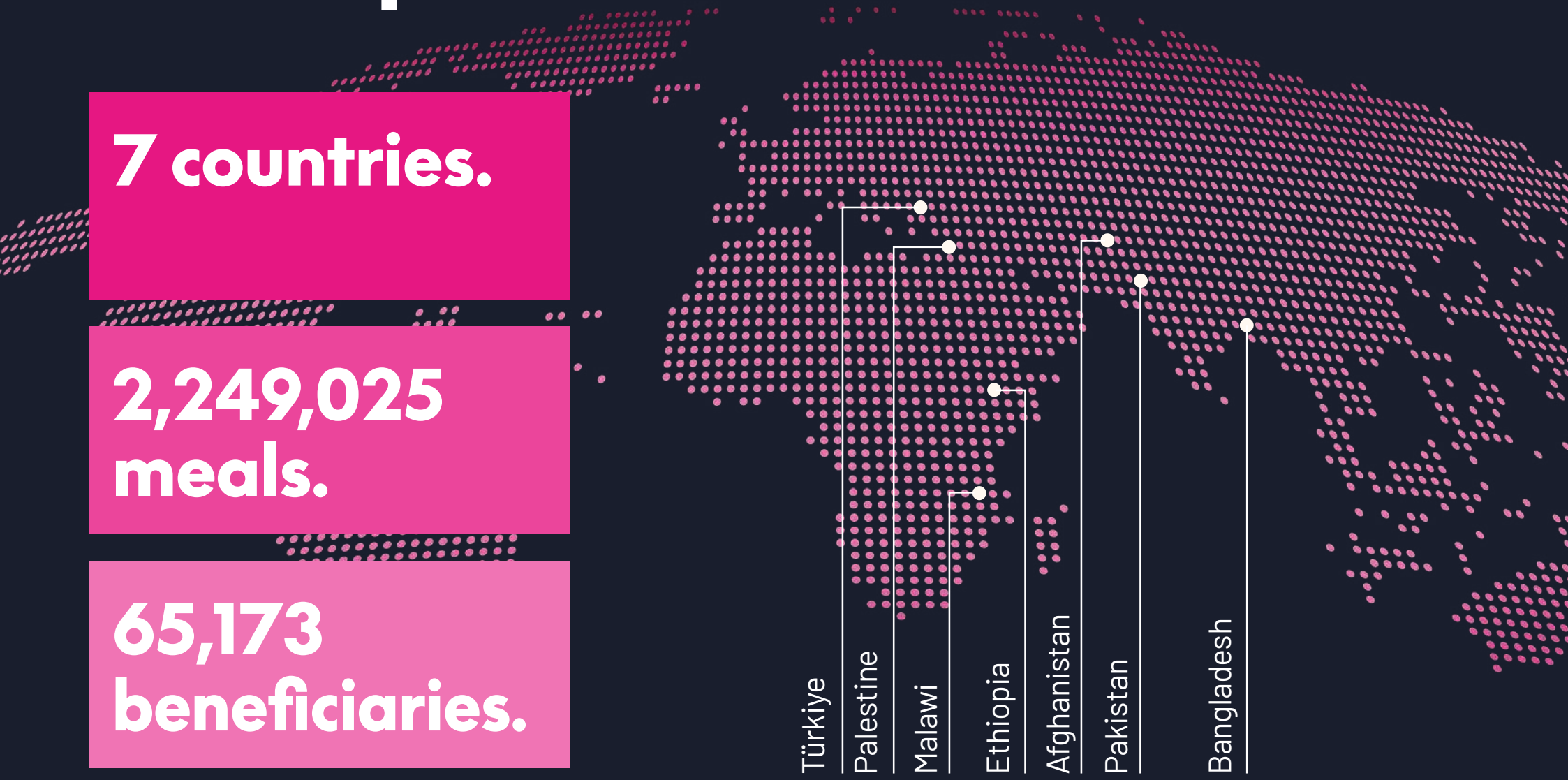
Sustainable Development Goal	Charity Right's contribution in 2025
SDG 2: Zero Hunger	Delivered 2,249,025 meals and complementary food support to children and families facing food insecurity.
SDG 4: Quality Education	Supported children to attend and remain in education, with an average attendance rate of 90.5% across programmes.
SDG 4.4: Skills for Employment	Launched Tech Meals, enrolling 150 students in computer literacy and coding education.
SDG 4.5: Equal Access to Education	Supported 6,931 female students, representing 60% of students enrolled across the school meal programmes.
SDG 8: Decent Work and Economic Growth	Developed the Türkiye greenhouse pilot to explore locally generated income and more sustainable programme financing.
SDG 10: Reduced Inequalities	Prioritised children in underserved, displaced, refugee and crisis-affected communities.

Our Impact.

7 countries.

2,249,025 meals.

65,173 beneficiaries.



The Year in Review.



The Year in Review.

Total Meals Delivered:

2.249m

This headline figure excludes seasonal and emergency meals, which are reported separately within the relevant country sections.

Average Attendance Rate Across All Programmes:

90.5%

Beneficiaries Served:

65,173

Total beneficiaries represent people reached across all interventions: registered students supported through school meals, and recipients of seasonal and emergency distributions. Individuals supported through more than one intervention - for example, students whose families also received seasonal food parcels - are counted under each.



Girls' Education

An important focus of our programme is the support of girls' education. In 2025, 6,931 female students were enrolled . This reflects our efforts to expand access to education for girls in underserved communities. The average percentage of female students across all countries we serve is:

60%

an increase of 848 students and a rise of 3% compared with 2024.

- **Afghanistan:** 705 students... **100%**
- **Bangladesh:** 1,797 students... **66%** female
- **Malawi:** 6,985 students... **59%** female
- **Palestine:** 500 students... **56%** female
- **Türkiye:** 341 students... **48%** female
- **Pakistan:** 775 students... **44%** female
- **Ethiopia:** 470 students... **31%** female

Sustainability.

School meals are a long-term investment in a child's future. When delivered consistently throughout their education, they give children the nourishment and stability they need to attend school, remain in education and make progress in their learning.

This means the impact of a school meal programme grows over time. Each year of continued support builds on the last, protecting the progress already made in a child's health, wellbeing and education. When provision is interrupted, children may lose not only a reliable source of nourishment, but also the stability that helps them remain engaged in school.

For Charity Right, the main challenge to sustaining this support is funding volatility. As our programmes are largely funded through annual voluntary income, stronger fundraising periods allow us to reach more children and expand into new schools and communities. However, a reduction in income can create funding gaps that place the continuity of existing programmes at risk.

This challenge is shared across the UK charity sector, where organisations are responding to increased competition for support, changing donor priorities and a growing reliance on short-term and reactive funding. Charity Right manages this risk through careful programme planning, income diversification, responsible reserve management and close monitoring of future funding commitments.

Alongside these measures, we are developing locally anchored programme models that can strengthen communities and reduce reliance on annual fundraising. By creating more sustainable sources of income and building stronger local partnerships and supply chains, these models are designed to protect school meal provision and support reliable, multi-year delivery.

This approach reflects wider practice in the school meals sector, where long-term sustainability is increasingly linked to local ownership, multi-year financing and domestic resource mobilisation. When designed well, these models can support children's nutrition and education while also creating wider benefits for families, local suppliers and communities.

In doing so, these models contribute to SDG 2: Zero Hunger by strengthening the continuity and local sustainability of food provision. Where these models create livelihoods or income-generation opportunities, they may also support SDG 8: Decent Work and Economic Growth. As these initiatives are still developing, we will report on their contribution through measurable programme results over the coming years.

In 2024, Charity Right began developing its flagship sustainability pilot in Kayseri, Türkiye, which moved into operational delivery in 2025. Further information can be found in the Türkiye section of this report.

The lessons from this pilot will help shape the careful expansion of sustainable programme models across additional locations over the next five years, helping Charity Right provide children with the consistent support they need to learn, grow and build a more hopeful future.







Tech Meals.

In 2025, Charity Right launched Tech Meals, an innovative programme that brings together regular school meals and a technology-focused education that teaches children how to use computers and learn basic coding skills.

In addition to receiving the nourishment they need to learn, children from underserved communities are given the opportunity to develop essential computer literacy and coding skills. The programme is designed to build their confidence, widen their future opportunities and help prepare them for an increasingly digital world.

Tech Meals is delivered through three progressive stages:

1. The Foundation stage, where the children are introduced to essential computer skills.
2. The Creativity stage, where the children learn programming through Scratch.
3. The Application stage, where the children are introduced to Python programming and begin applying their knowledge to more advanced tasks.

The children's progress is supported and monitored through regular daily and weekly assignments. On completing each stage, students receive a certificate recognising and celebrating the skills and knowledge they have gained.

Tech Meals supports progress towards SDG target 4.4 by giving children from underserved communities access to practical digital and technical skills. Progress is measured through attendance, curriculum completion, assessments, stage progression, completed projects and certification.

In 2025, Tech Meals was piloted in Bangladesh, reaching 150 students across two schools. Further information can be found in the Bangladesh section of this report.





Country Reports.



Afghanistan.

Afghanistan continues to face a complex and prolonged humanitarian crisis in 2025, marked by widespread food insecurity, economic disruption and limited access to education and essential services. Reduced livelihood opportunities and pressure on local supply chains have left many families unable to meet their basic needs, with rural communities particularly affected.



Afghanistan
Programme Overview.

In Nangarhar Province, located in eastern Afghanistan, communities are facing increasing pressure due to the return of over tens of thousands displaced individuals and refugees, further intensifying the demand for food support.

Livelihoods across the province have also been affected by restrictions on traditional agricultural activity and disruption to cross-border trade. For families dependent on farming and local markets, the loss of income has reduced their ability to afford regular and nutritious food.

These pressures were compounded by the earthquake that struck eastern Afghanistan in August 2025, affecting communities across Nangarhar, Kunar and neighbouring provinces. More than 2,000 people were reported to have lost their lives, and an estimated 500,000 people were affected. The earthquake damaged homes, livelihoods and essential infrastructure in communities already experiencing severe food insecurity.

To address these challenges, we launched our school meal programme in Afghanistan in May 2022, initially operating in Kabul Province. In 2024, the programme transitioned to Nangarhar to direct support towards underserved rural communities experiencing higher levels of food insecurity and limited educational access.

In 2025, our programme provided school meals to 705 girls in Grades 1 to 6 at one school, delivering a total of 129,050 meals during the year. Following the registration of an additional 50 students in June, the programme adapted to the increase in enrolment and ensured that the newly registered students were included in meal provision.

A two-week summer break took place in July. From August to December, our school meal programme operated without interruption, maintaining continuity of provision throughout the remainder of the academic year. The school concluded its 2025 academic year in January 2026.

The average attendance in our programme reached 100% in 2025, compared with 98.8% in 2024. This indicates that students remained consistently engaged in their education despite the wider pressures affecting families across the province.

The average examination pass rate was 91.7% in 2025, compared with 94.2% in 2024. Although this represents a slight reduction, overall educational performance remained high. The change may reflect several factors, including the registration of new students during the academic year and wider pressures affecting children outside the school environment. These outcomes will continue to be monitored to identify emerging trends and inform future programme delivery.



Attendance figures are reported by field partners through Charity Right's programme monitoring process and are not independently verified. In some contexts, including boarding schools, reported attendance reflects registered children present for meal provision rather than daily classroom attendance.



Our impact

AFGHANISTAN

768
average beneficiaries
(per month).

129,050
meals delivered.

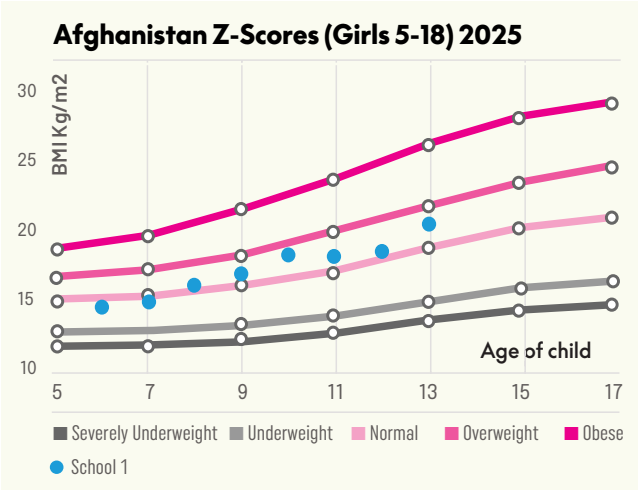
Afghanistan
BMI Analysis.

In 2025, all age groups were found to be within the healthy BMI range. The average BMI was 17.23, compared with 18.12 in 2024. Although the overall average decreased, students continued to maintain a healthy nutritional status despite the high levels of food insecurity affecting the wider population.

In 2024, nine-year-old girls recorded an average BMI above the healthy threshold. In 2025, the corresponding group of ten-year-old girls was no longer classified as overweight, although the average remained close to the upper threshold.

Our team will continue to review BMI trends, meal composition and portion sizes to ensure that provision remains appropriate across different age groups. BMI is one indicator of nutritional status and should be considered alongside attendance, health and wider contextual factors. The findings will support ongoing programme review and help inform any future adaptations to meal provision.





For safeguarding purposes, the names of specific schools have been intentionally omitted from this report. This is to protect the privacy and security of the children we serve.

Number of Schools	1
Total Registered Students	**705**
Total Female Students	**705**
Percentage Female Students	**100%**
Total Meals Delivered in 2025	**129,050**
Average Beneficiaries (Per Month)*	**768**
Average Attendance†	**100%**
Average Pass Rate (Exams)	**91.7%**
Average BMI	**17.23**

**This figure includes all beneficiary groups supported throughout the programme, including students, cooks and teachers.* †*As provided from our field partners.*

Bangladesh.

Bangladesh continued to experience high levels of urban poverty and child vulnerability in 2025. The country has a population of approximately 164 million people within an area similar in size to England, with around eight million people living in extreme poverty.[4]



[4] *World Bank, 'Job Creation Key to Equality and Faster Poverty Reduction in Bangladesh, says World Bank', 2025.*

Dhaka
Programme Overview.

Dhaka is one of the world's largest and fastest-growing urban areas, with a wider metropolitan population of more than 23 million. Rapid urban growth has placed significant pressure on housing and essential services. The World Bank estimates that approximately 3.5 million people in Greater Dhaka live in informal settlements, where many households lack adequate infrastructure, services and secure living conditions.

Children living in these communities face overlapping risks, including malnutrition, child labour, early marriage, trafficking and other forms of exploitation. Nationally, almost one in ten children is engaged in child labour, while child wasting increased to 12.9% in 2025.[6]

Consistent access to food and education remains a significant challenge. Some informal settlements have no local schools, while existing education provision may be insufficient to meet demand. Hunger can further affect children's attendance, concentration and ability to progress in their learning.

Our school meal programme operates in two schools in Dhaka. In 2025, the programme supported 775 registered students, with girls representing 60% of the student cohort.

The schools provide more than formal education. Teachers implement an active safeguarding approach, identifying children who may be exposed to neglect, exploitation or unsafe conditions. They follow up with vulnerable children and families and work to protect students both within school and across the wider community.

The school meal programme forms part of this integrated education, nutrition and safeguarding model. By providing children with regular cooked meals, the intervention reduces hunger during the school day while supporting attendance, concentration and continued access to the protective school environment.

A total of approximately 193,000 meals were delivered during 2025.

In January, a Charity Right team visited both schools as part of a field deployment, and books and shoes were distributed to children. The programme remained fully operational from Jan-March. In April, our Head of Programmes conducted a monitoring and evaluation visit, observed meal preparation and distribution, and gathered case studies from programme beneficiaries. Operations continued throughout the year, with brief scheduled closures for seasonal periods and holidays in April, May and June.

In July, we launched the Tech Meals programme in one school. The programme uses the school's existing computer laboratory to provide children with computer literacy and introductory coding lessons alongside regular school meals. New laptops and supporting equipment were provided to strengthen delivery.

The school meal programme continued without major disruption for the remainder of the year.



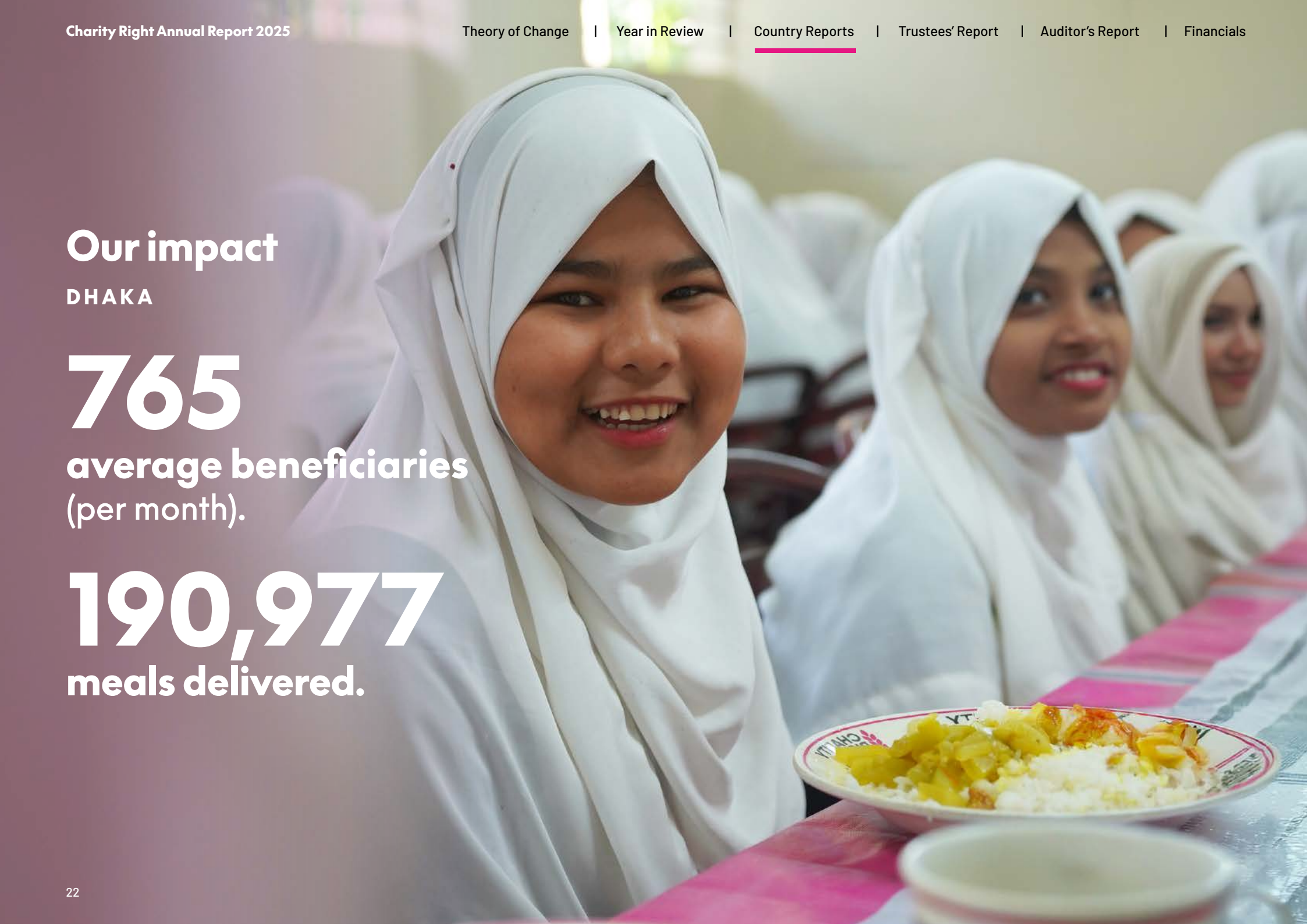
[5] *UNICEF Bangladesh, Stopping the Traffic, 2025.*
[6] *UNICEF Bangladesh, '1.2 million more children are subjected to child labor in Bangladesh, while almost four out of 10 children have worrisome lead levels in their blood, new BBS and UNICEF survey reveals', 2025.*
Seasonal support and seasonal periods refer to times of heightened need in each community we serve – including local lean seasons and, where communities observe them, Ramadan and Eid al-Adha, when household food costs rise and school routines change.

Our impact

DHAKA

765
average beneficiaries
(per month).

190,977
meals delivered.



Dhaka
BMI Analysis.

Boys

In 2025, BMI assessments showed that most boys across the two schools remained within the healthy range, although many age groups recorded averages below the expected BMI level for their age.

At School 2, boys aged 13 fell below the clinical underweight threshold. Several other age groups at this school remained at the lower end of the healthy range, indicating the need for continued nutritional monitoring.

At School 1, boys aged 6 and 7 recorded BMI levels at or above the overweight threshold. As these results differ from the wider pattern across the programme, underlying measurements should be validated to determine whether they reflect a genuine nutritional concern.

Overall, the 2025 results indicate an improvement compared with 2024. In 2024, several age groups recorded average BMI levels below the underweight threshold, while only a small number were at or above the expected level for their age. In 2025, more age groups were positioned on or above the normal BMI line, and fewer fell into the clinically underweight range.

Despite this year-on-year improvement, outcomes remain uneven across schools and age groups. We will therefore continue age and school-disaggregated monitoring, validate the identified outliers and assess whether targeted adaptations to meal composition or portion sizes are required.

Girls

In 2025, BMI assessments showed that most girls across the two schools remained within the healthy range.

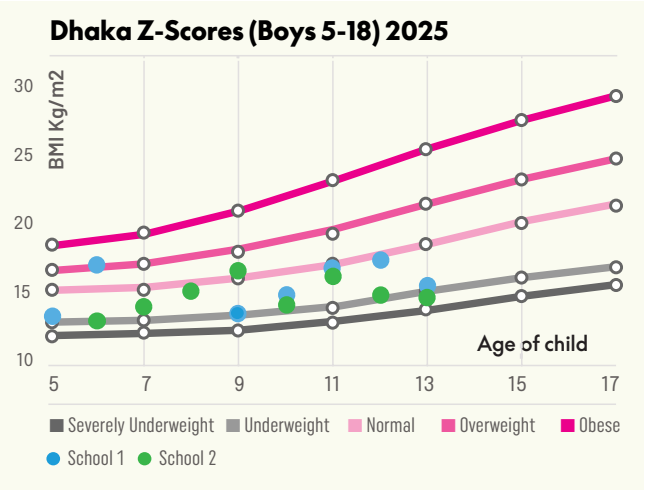
At School 1, most age groups recorded BMI levels close to or above the expected level for their age. The results indicate a general improvement compared with 2024, when a greater proportion of age groups were positioned towards the lower end of the healthy range.

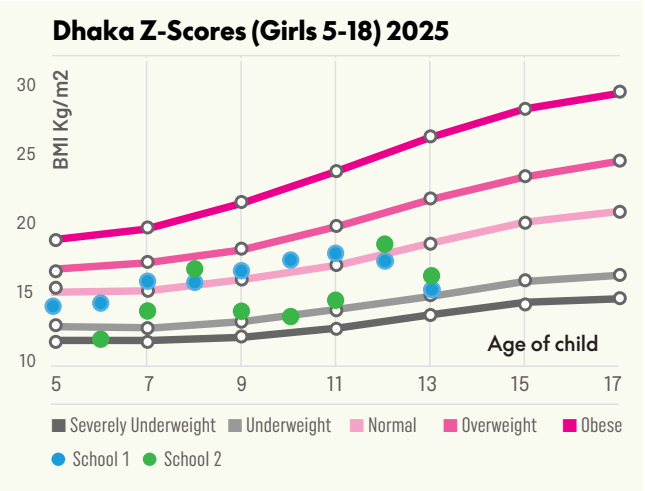
Outcomes at School 2 were more varied. Girls aged six fell below the clinical underweight threshold, while girls aged five and ten recorded averages close to the lower threshold. These age groups require additional follow-up to determine whether targeted nutritional support or changes to meal provision are needed. The year-on-year results for School 2 show improvement among some age groups but continued or emerging concerns among others.

Taken together, the 2025 data indicates an overall improvement in BMI outcomes across the Dhaka programme. However, the lower results recorded at School 2 remain a concern for both boys and girls. We will work with our local delivery partners to validate the measurements and review meal preparation, portion sizes, attendance and wider contextual factors affecting students at School 2. The findings will inform a targeted corrective action plan and any necessary adaptations to meal provision.

Number of Schools	2
Total Registered Students	775
Total Female Students	464
Percentage Female Students	60%
Total Meals Delivered in 2025	190,977
Average Beneficiaries (Per Month)*	765
Average Attendance†	97.5%
Average Pass Rate (Exams)	90%
Average BMI	15.5

**This figure includes all beneficiary groups supported throughout the programme, including students, cooks and teachers. †As provided from our field partners.*





Sylhet
Programme Overview.

Sylhet is a predominantly rural division in north-eastern Bangladesh, where poverty and nutritional vulnerability remain significant. In 2025, Sylhet recorded the highest multidimensional poverty rate of any division in Bangladesh, at 37.7%. Nationally, 24% of children under five were stunted, 12.9% were affected by wasting and 23% were underweight.[7]

Frequent flooding and changing weather patterns continue to disrupt agriculture, household livelihoods and access to food. Families dependent on farming are particularly vulnerable to crop losses and rising food prices.

Educational participation remains a challenge for many children in Sylhet, particularly at secondary level. Across Bangladesh, boys commonly leave education for work, while girls are more likely to drop out because of child marriage. Married girls are more than four times as likely to be out of school as unmarried girls.[8]

Limited employment opportunities often require parents to migrate for work, leaving some children without consistent parental care. These overlapping nutritional, economic and social pressures can affect children's attendance, wellbeing and ability to progress through education.

Our school meal programme operates at one school in Sylhet, which provides education from pre-primary level to Grade 5.

We introduced the school meal programme in Sylhet in 2021. Before meal provision began, average attendance was estimated at between 60% and 70%. In 2025, average attendance reached 94.8%.

In 2025, the programme supported one school with 120 registered students, of whom 57% were girls. A total of approximately 29,000 meals were delivered during the year.



The school remained fully operational from January to May. In January, a Charity Right fundraising team visited the school as part of a field deployment and distributed books and shoes to the children. In April, our Head of Programmes conducted a monitoring and evaluation visit. The visit included observing meal preparation and distribution, gathering case studies and reviewing programme delivery with the local partner.

Operations continued throughout the year, with brief scheduled closures for seasonal periods and holidays in April, May and June.

Number of Schools	**1**
Total Registered Students	**120**
Total Female Students	**68**
Percentage Female Students	**57%**
Total Meals Delivered in 2025	**29,351**
Average Beneficiaries (Per Month)*	**119**
Average Attendance†	**94.8%**
Average Pass Rate (Exams)	**84%**

**This figure includes all beneficiary groups supported throughout the programme, including students, cooks and teachers. †As provided from our field partners.*

[7] *Bangladesh Bureau of Statistics and UNICEF, Bangladesh Multiple Indicator Cluster Survey 2025: Preliminary Report, November 2025.*
[8] *UNICEF Bangladesh, 'Education', UNICEF Bangladesh; UNICEF Bangladesh, 'Accelerated action needed to end child marriage in Bangladesh by 2030', 7 October 2020.*

Cox's Bazar
Programme Overview.

Cox's Bazar is the southernmost district of Bangladesh and remains one of the country's most economically vulnerable areas. Host communities were experiencing high levels of poverty and limited access to essential services before the Rohingya refugee crisis, with local socio-economic indicators remaining below the national average

In 2025, approximately 35% of the population was classified as experiencing IPC Phase 3 Crisis-level food insecurity.[9] This reflects sustained pressure on household livelihoods, food access and local services.

Cox's Bazar is home to the world's largest refugee settlement, where over 1 million Rohingya people have sought refuge since fleeing violence.[10] The majority live in Kutupalong Camp, with a smaller number residing outside the camp in informal arrangements, often without access to formal services or support.

Conditions in the camps remain extremely poor, with limited infrastructure, overcrowding, and frequent fires further compounding the challenges faced by residents. Many families are entirely reliant on humanitarian aid for survival, as access to education, employment, and healthcare remains severely limited. Funding shortfalls have placed additional pressure on the response efforts, affecting everything from food supplies to basic sanitation.

Our school meal programme in Cox's Bazar supports six schools. In 2025, the programme supported 902 registered students, of whom 73% were female. A total of approximately 410,000 meals were delivered during the year.



All six schools remained operational throughout 2025. During the seasonal period, we switched from providing lunch to serving evening meals to better accommodate the community.

In January, a Charity Right team visited the programme schools as part of a field deployment. The visit provided supporters with an opportunity to observe programme delivery and engage with students and local partners.

In April, our Head of Programmes conducted a monitoring and evaluation visit. This included observing meal preparation and distribution, reviewing implementation with local partners and gathering case studies from programme participants.

In June, programme support was transferred from one school to another. The previous school had secured sufficient support from other organisations and no longer demonstrated the same level of unmet need. Following a needs-based assessment, the replacement school was selected due to its higher level of vulnerability and limited access to alternative support. This reallocation enabled us to direct programme resources towards children with the greatest nutritional and educational needs.

During 2025, we also funded the construction of a new dormitory at one girls' orphanage and provided 23 bunk beds for boarding students at another school. These investments in infrastructure increased residential capacity and improved the safety of the children's living environment, so that they can have consistent access to school meals.

[9] *Integrated Food Security Phase Classification, Bangladesh: IPC Acute Food Insecurity and Acute Malnutrition Analysis, January–December 2025.*
[10] *International Organization for Migration, Bangladesh Rohingya Refugee Response Flash Appeal: 150,000 New Arrivals, June–December 2025.*

Our impact

COX'S BAZAR

859
average beneficiaries
(per month).

410,761
meals delivered.



Cox's Bazar
BMI Analysis.

Girls

BMI assessments conducted in 2025 showed that most girls across the five sampled schools remained within the healthy range, although several age groups recorded averages below the expected BMI level for their age.

Outcomes were strongest at Schools 1 and 5, where most age groups were positioned close to, or above, the expected BMI line while remaining within the healthy range.

At School 2 in 2025, girls aged 11 recorded an average below the clinical underweight threshold. This age group requires further follow-up to confirm the measurements and assess whether additional nutritional support or an adjustment to meal provision is needed.

The overall pattern was broadly similar to 2024. However, among girls aged nine to thirteen, several 2025 averages were lower than those recorded in the previous year. This does not necessarily indicate a negative outcome in every case, as some 2024 age groups were positioned towards the upper end of the healthy range. Nevertheless, the downward movement should be monitored to ensure that it does not develop into a sustained decline.

Boys

BMI assessments conducted in 2025 showed that most boys across the two sampled schools remained within the healthy range. However, many age groups recorded averages below the expected BMI level for their age and were positioned towards the lower end of the healthy range.

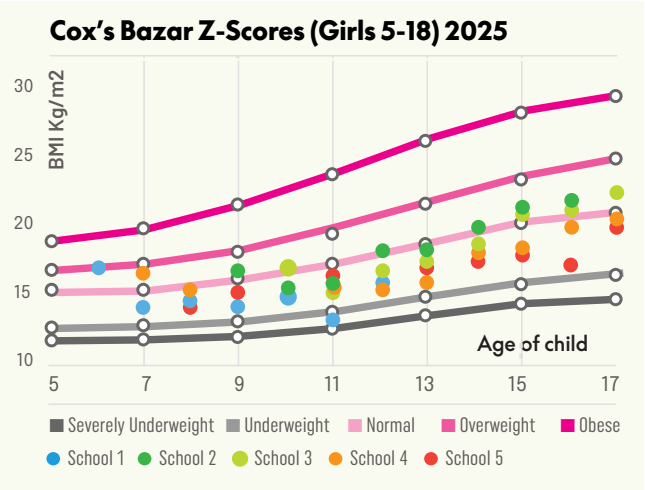
At School 2, boys aged 14 recorded an average below the clinical underweight threshold and close to the severely underweight boundary. This result requires prompt follow-up to validate the measurements and assess whether the students concerned require additional nutritional support.

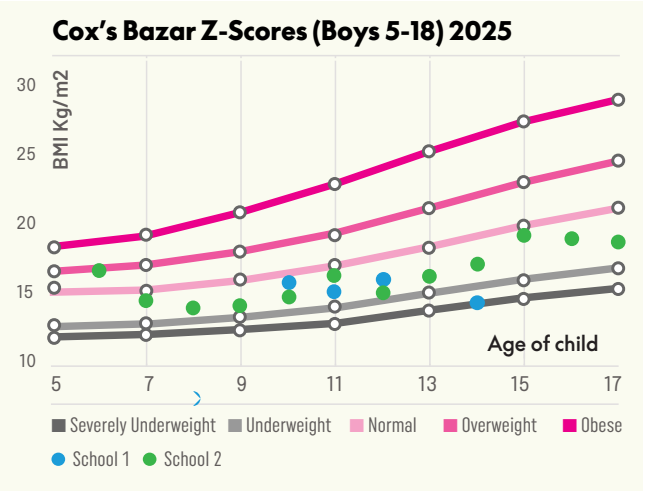
Although the remaining age groups were not clinically underweight, the overall distribution indicates that there is scope to improve their nutritional status within the healthy range. This is particularly relevant among older boys, whose nutritional requirements increase as they grow.

We will continue to review the nutritional and calorific value of the current menu, including meal composition and portion sizes. The review will consider whether age-adjusted portions or additional nutrient-dense ingredients are required for students whose BMI falls below, or remains close to, the lower healthy threshold.

Number of Schools	6
Total Registered Students	902
Total Female Students	654
Percentage Female Students	73%
Total Meals Delivered in 2025	410,761
Average Beneficiaries (Per Month)*	859
Average Attendance†	100%
Average Pass Rate (Exams)	83.2%
Average BMI Boys	15.32
Average BMI Girls	16.78

**This figure includes all beneficiary groups supported throughout the programme, including students, cooks and teachers. †As provided from our field partners.*





Cox's Bazar
Programme Overview.

Tech Meals

In July 2025, we launched Tech Meals, an integrated programme combining regular school meal provision with technology-focused education.

The programme was piloted at two schools: one in Dhaka and another in Cox's Bazar. A total of 150 students enrolled in after-school computer and coding classes.

Tech Meals is designed to help children develop practical digital skills, build confidence and prepare for future education and employment opportunities. The curriculum is delivered through three progressive stages:

> "
>
> **Tech Meals helps children develop practical digital skills, build confidence and prepare for future education and employment opportunities.**

Stage 1: Computer Literacy
Students learn how to operate a computer, manage files, use email, access cloud-based services and work with common productivity tools.

Stage 2: Scratch Programming
Students use visual programming to create animations, stories, games and simple applications, developing creativity, problem-solving and logical thinking.

Stage 3: Python Programming
Students progress to text-based coding and complete projects involving automation, graphical user interfaces and introductory data tasks.

By the end of the programme, students are expected to develop and present an application that responds to a real-world problem. They will also maintain a digital portfolio showcasing their projects, proposals and certificates.

Programme Delivery and Monitoring

Students learn in small groups of approximately 8 to 15, with classes delivered for two hours each week outside normal school hours.

Delivery follows a structured weekly syllabus, with a defined timeframe allocated to each stage. Students complete regular assignments and end-of-stage assessments to demonstrate their understanding and practical application of the skills taught.

Certificates are awarded following successful completion of each stage, providing formal recognition of student progression and learning outcomes.

Our team monitors programme delivery through monthly narrative reports, attendance records, curriculum-tracking data and assessment results. Case studies are also collected from selected students to capture their experiences, confidence and wider learning outcomes. This monitoring framework enables us to assess participation, curriculum completion and skill development while identifying areas requiring additional teaching support or programme adaptation.

Delivery and Progress in 2025

At the Dhaka school, students were organised into five class groups. By the end of November, three groups had completed Stage 2, including the development of animations, digital stories and games using Scratch. These groups then progressed to Stage 3 and had completed approximately 30% of the Python curriculum by the end of the year. The remaining two groups had completed approximately 45% of the overall curriculum by December.

At the Cox's Bazar school, 100 girls enrolled in Tech Meals. Of these, 89 successfully completed Stage 1 in 2025, representing an 89% stage-completion rate. These students progressed to Stage 2 at the end of the year.

Average attendance across both programme sites reached 97%, indicating strong and consistent student participation during the pilot year. The 2025 results provide an initial baseline for assessing curriculum completion, student progression and learning outcomes. Continued monitoring in 2026 will help us evaluate the effectiveness of the delivery model and inform decisions about future expansion.

Seasonal Support

In 2025, we delivered one round of seasonal support in Cox's Bazar. The distribution took place in April, when food parcels were provided to vulnerable households connected to the communities supported by our school meal programme.

A total of 500 food parcels were distributed, reaching approximately 2,500 beneficiaries and providing an estimated 10,000 meals.

Each pack contained 5kg of rice, 1kg of vermicelli noodles and 1kg of sugar. This household-level support complemented regular school meal provision by helping children and their families access essential food during the seasonal period.

Ethiopia.



Ethiopia has long suffered from food insecurity. Over 15 million people are projected to need humanitarian food assistance amid drought, conflict, and economic shocks in the coming year.[11] Over 1.9 million people remain internally displaced.[12] Education is severely disrupted – millions of children have been out of school for nearly three years due to conflict and climate shocks.

[11] *International Federation of Red Cross and Red Crescent Societies, 'Ethiopia humanitarian crisis worsens as simultaneous droughts and floods leave millions in need', 2026.*
[12] *UNICEF Ethiopia, Ethiopia Humanitarian Situation Report No. 8, February 2026.*

Ethiopia
Programme Overview.



Our school meal programme operates in eastern Ethiopia. The area hosts a large internally displaced population and continues to face pressure on food supplies, livelihoods, schools and essential services.

The area received significant numbers of displaced families following intercommunal conflict between 2016 and 2018. At least 100,000 internally displaced people are estimated to remain in the area, increasing demand for support within communities where local capacity is already limited.[13]

The area has also experienced repeated drought and poor rainfall. In 2025, seasonal rains ended earlier than expected, contributing to crop losses and further weakening household food security. Pastoralist communities have been particularly affected by the loss of livestock and reduced access to water and pasture.

These pressures have also disrupted education. Families may be forced to move in search of food, water and livelihoods, making it more difficult for children to attend school consistently. Programme targeting in eastern Ethiopia therefore prioritises children facing intersecting nutritional, educational and displacement-related vulnerabilities.

Charity Right began working there in June 2023 through the distribution of seasonal support to local families. The school meal programme launched the following month at one school, initially supporting 200 students. The programme continued throughout 2024 and 2025, expanding its coverage as student enrolment increased.

The programme remained fully operational from January to June. During the seasonal period, the delivery was adapted from on-site meals to take-home food parcels. This maintained continuity of nutritional support while allowing students to eat their meals at home at the appropriate time.

The school closed for its scheduled summer break in July. However, the local delivery partner established a summer learning programme. Meal provision therefore continued throughout this period despite the formal school closure.

The new academic session began in September, when 470 students registered for the new term. Full programme delivery continued until the end of the year.

In 2025, the average attendance reached 97.5% and the examination pass rate was 93.8%. Attendance, examination performance and nutritional outcomes will continue to be monitored. This will allow us to assess programme performance, identify emerging needs and make evidence-led adaptations where required.

[13] *Refugees International, 'Ethiopia's IDPs Still Need an Easy Fix: ID Cards', 2025.*

Ethiopia
BMI Analysis.

Boys

The BMI analysis showed that the average for every age group of boys remained below the expected level for their age in 2025. Most age groups were close to the clinical underweight threshold, while boys aged 15 and 17 fell below it. The overall pattern was similar to 2024, with some age groups recording a slight improvement and others showing a decline.

These results indicate a persistent nutritional deficit among boys, particularly older students. They also suggest that the current meal provision may not be meeting the nutritional requirements of all age groups equally.

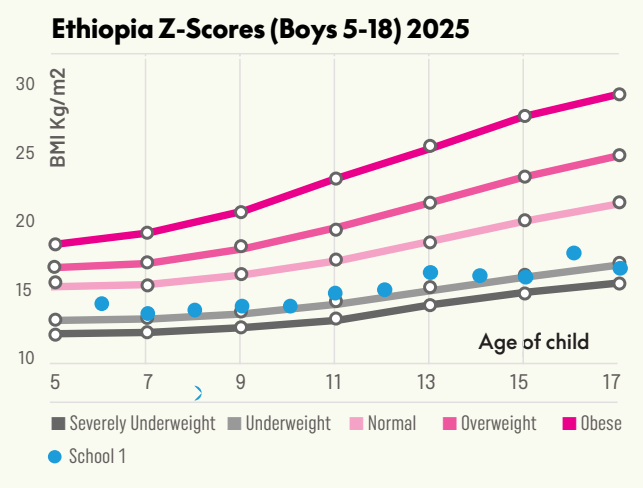
A corrective action plan includes a review of meal composition, calorific value and portion sizes. This includes introducing age-adjusted portions or additional nutritional support for older boys. Continued BMI monitoring will be used to assess whether these programme adaptations improve nutritional outcomes over time.

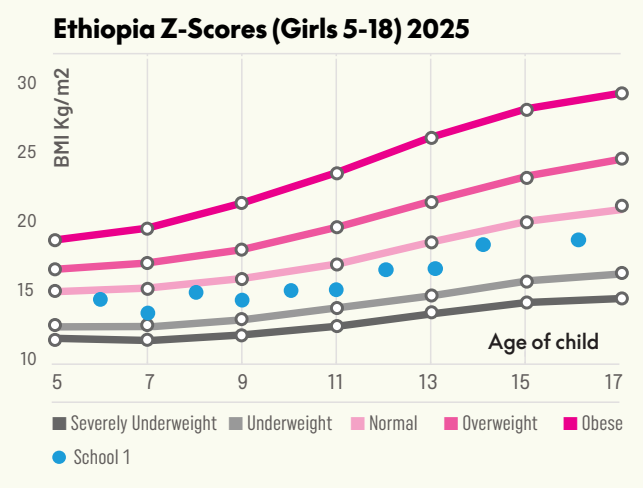
Girls

Girls recorded stronger BMI outcomes than boys in 2025.

Although the averages for all age groups remained below the expected level for their age, none fell below the clinical underweight threshold. Most age groups remained close to the healthy range. A similar pattern was recorded in 2024, indicating that the nutritional status of girls has remained broadly stable.

The difference between boys' and girls' outcomes highlights the importance of age and gender-disaggregated monitoring. This allows the programme to identify variations within the student population rather than relying solely on overall averages.





Number of Schools	1
Total Registered Students	470
Total Female Students	146
Percentage Female Students	31%
Total Meals Delivered in 2025	240,368
Average Beneficiaries (Per Month)*	466
Average Attendance †	97.5%
Average Pass Rate (Exams)	93.8%
Average BMI Boys	15.32
Average BMI Girls	15.95

**This figure includes all beneficiary groups supported throughout the programme, including students, cooks and teachers. †As provided from our field partners.*

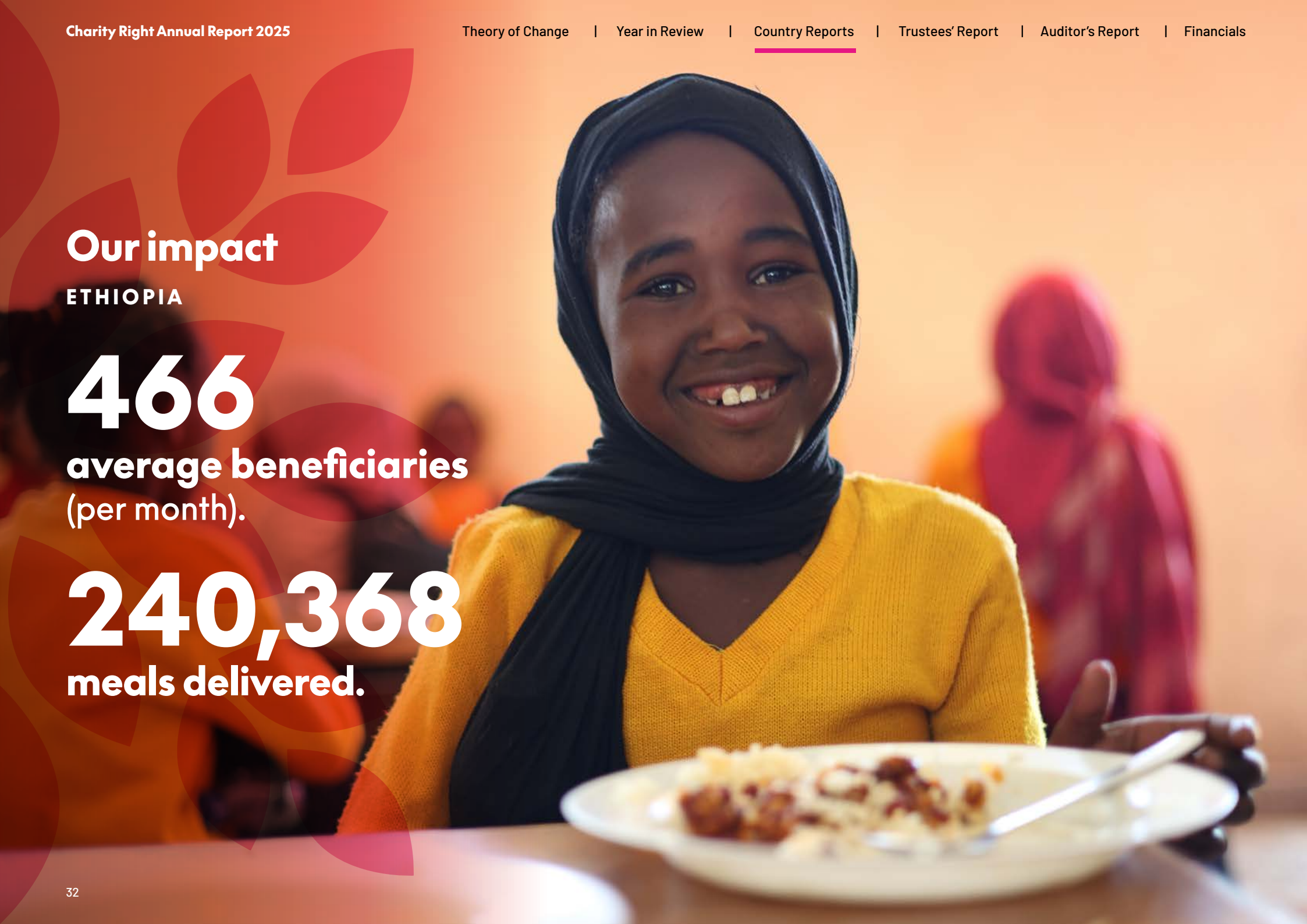


Our impact

ETHIOPIA

466
average beneficiaries
(per month).

240,368
meals delivered.



Ethiopia
Programme Overview.

Seasonal Support

In 2025, we delivered two rounds of seasonal support in Ethiopia. These distributions complemented the school meal programme by providing household-level food assistance during key periods of the year.

The first round took place during April, when 1,000 food parcels were distributed through the school and surrounding community. Each food parcel contained 10kg of maize. The distribution reached approximately 5,000 beneficiaries and provided an estimated 50,000 meals.

The second round followed in June, when meat was distributed to families affected by flooding in the Siltie Zone of central Ethiopia. The distribution reached 400 families, representing approximately 2,000 beneficiaries, and provided an estimated 10,000 high-protein meals.

This seasonal support extended programme reach beyond the school and provided additional food assistance to households experiencing acute and seasonal vulnerability.

> "These distributions complemented the school meal programme by providing household-level food assistance during key periods of the year.



Malawi.

Malawi continued to face high levels of poverty and food insecurity in 2025. An estimated 75.4% of the population lives below the international poverty line of $3 per day, while rising inequality has placed further pressure on low-income households.[14]



Malawi
Programme Overview.

Food insecurity also remained widespread. Around 4 million people (22% of the population), were projected to experience IPC Phase 3 Crisis-level food insecurity through to March 2026.[15] Drought, high food prices and wider economic pressures reduced household purchasing power and limited access to varied and nutritious food.

Child malnutrition remained a significant concern. By September 2025, more than 40,300 children under five had received treatment for severe acute malnutrition, representing a 20% increase from the previous year.[16] Mangochi was among the districts where admissions for severe wasting exceeded projected levels.

Education outcomes also remained weak. Literacy levels were low, while a significant proportion of adults had never attended school or gained a formal qualification. Primary school dropout remained persistent, and only a small proportion of children progressed through the full education cycle.

Our school meal programme operates in Mangochi District in southern Malawi, providing Likuni phala – a fortified porridge made from maize, soya, milk powder, sugar and salt, with added micronutrients.

Likuni phala is a familiar local staple and is well suited to the programme context. Its use supports culturally appropriate delivery while providing children with a consistent source of energy, protein and essential micronutrients during the school day.



Our programme initially launched at a pilot scale in three schools in and around Blantyre in 2021 and expanded to six schools by the end of that year. By January 2022, regular attendance had grown to 562 students. By the end of 2023, the programme had reached 1,344 children in seven schools in Blantyre and Mulanje District. Additionally, in January 2022, we extended our school meal programme to eight schools in Mangochi District, starting with 5,770 students.

By 2023, the number of registered students across the eight supported schools had risen to 8,531, an increase of 48% since the programme began. Despite some operational challenges, the consistent delivery of school meals continued to demonstrate its value by the end of 2024.

In 2025, the programme supported 6,985 children through 11 schools. Of those registered, 4,110 were girls, representing approximately 59% of the total programme cohort. A total of 989,663 meals were delivered during the year.

[14] UNICEF Malawi, Citizen's Budget 2025/26: Investing in Children's Future, 2025. UNICEF Malawi lists this as a July 2025 report. [15] World Food Programme, WFP Malawi Country Brief, September 2025. [16] UNICEF, Malawi Humanitarian Snapshot, October 2025.

Malawi
BMI Analysis.

Boys

BMI assessments conducted in 2025 showed that most age groups of boys remained within the healthy range, although average BMI levels were generally below the expected midpoint for their age.

Outcomes varied across the three schools. At School 1, boys aged nine recorded an average BMI close to the underweight threshold. At School 3, the average BMI for boys aged 13 was also close to the underweight cut-off. Most other age groups remained within the healthy range, but several recorded values only slightly above the lower threshold.

The overall pattern was broadly consistent with 2024. While there were small improvements and declines across individual age groups and schools, the year-on-year data continues to show that many boys remain at the lower end of the healthy BMI range.

These findings indicate that the nutritional adequacy of the current meal provision should be reviewed. Potential programme adaptations may include increasing the Likuni phala ration for selected age groups or introducing age-adjusted portion sizes.

The addition of supplementary milk may also be considered, as this was previously included in the programme before 2023. However, the nutritional benefits would need to be assessed alongside the additional procurement costs and the long-term financial sustainability of the programme.

Continued age and school-disaggregated monitoring will help determine whether any changes to meal composition or portion sizes lead to improved nutritional outcomes.

Girls

BMI assessments conducted in 2025 showed that most age groups of girls remained within the healthy range and were distributed around the expected BMI level for their age.

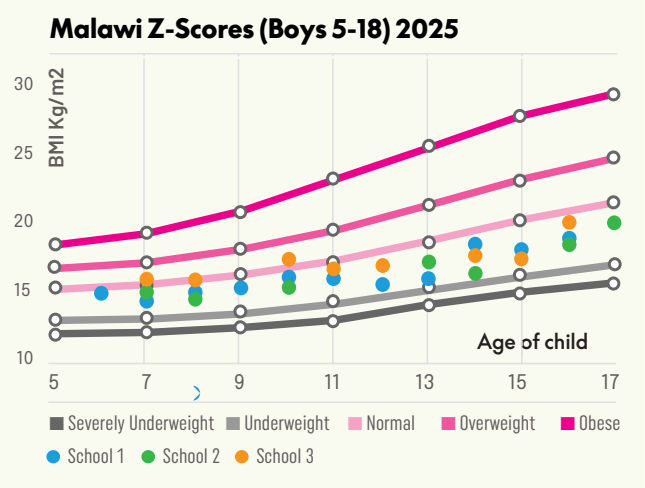
Outcomes varied across the four schools. At School 2, girls aged six and ten recorded BMI levels above the healthy range. In contrast, School 1 recorded the lowest BMI levels across most age groups, particularly among girls aged ten to twelve. Although these students remained above the clinical underweight threshold, their results were close to the lower end of the healthy range.

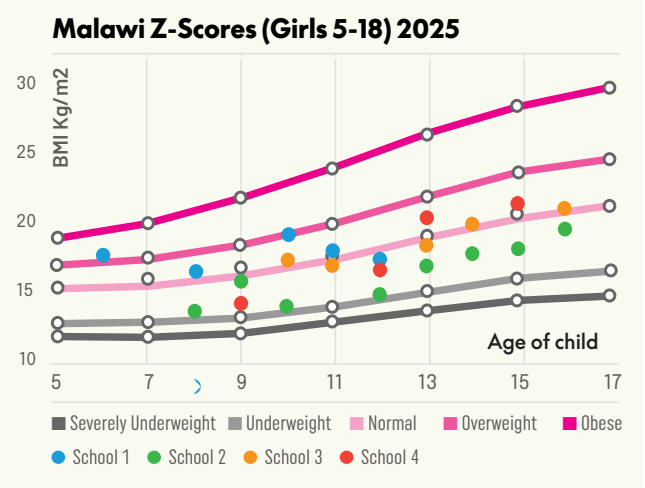
The overall pattern was broadly similar to 2024. School 4 showed a small improvement across several age groups, while outcomes at School 1 declined. This variation indicates that nutritional outcomes may be influenced by differences in programme delivery or the wider circumstances affecting children at each school.

The findings support further investigation at School 1. This should include a review of meal preparation, portion sizes, attendance and any contextual factors that may be affecting children's nutritional status.

Number of Schools	11
Total Registered Students	6,985
Total Female Students	4,110
Percentage Female Students	59%
Total Meals Delivered in 2025	989,663
Average Beneficiaries (Per Month)*	5,793
Average Attendance†	82.2%
Average Pass Rate (Exams)	71%
Average BMI Boys	16.56
Average BMI Girls	17.60

**This figure includes all beneficiary groups supported throughout the programme, including students, cooks and teachers. †As provided from our field partners.*







Our impact

MALAWI

5,793
average beneficiaries
(per month).

989,663
meals delivered.

Malawi
Programme Overview.

Seasonal Support

In 2025, we delivered two rounds of seasonal support across Malawi. These distributions complemented regular meal provision by extending nutritional support to children and their households during key periods of the year.

The first round took place in March, when take-home rations were distributed. A total of 6,789 food parcels were delivered to families, with each pack containing 2kg of fortified Likuni phala. This support provided an estimated 203,670 meals.

The take-home delivery model maintained continuity of nutritional support while on-site meal provision was temporarily paused. It also enabled children to receive the same familiar, fortified meal at home during the seasonal period.

The second round followed in June, when meat was distributed across six schools. 1,000 students and 650 families received either 2kg or 3kg of meat, providing an estimated 10,000 high-protein meals. This second round of support helped ensure that students and their families were able to experience improved nutrition through high-protein meals, complementing our broader commitment to addressing child hunger and improving education outcomes.



Pakistan.

Pakistan continued to face a complex humanitarian situation in 2025, marked by widespread food insecurity, climate-related shocks and limited access to education. Severe monsoon flooding affected millions of people, damaging homes, livelihoods, crops and public infrastructure.



Pakistan
Programme Overview.

Acute food insecurity also deepened across rural communities. An estimated 6.25 million people, equivalent to 21% of the assessed rural population, were experiencing IPC Phase 3 Crisis-level food insecurity. A further 1.25 million people were facing IPC Phase 4 Emergency conditions. This deterioration was driven by the combined effects of flooding, drought and sustained economic pressure, which reduced household purchasing power and disrupted access to food and livelihoods.

These pressures were particularly severe for low-income and rural households, where families were increasingly forced to reduce meal frequency, limit dietary diversity and adopt negative coping strategies. For children, prolonged food insecurity increases the risk of malnutrition and can affect school attendance, concentration and educational progression.

Faisalabad is one of Punjab's main industrial and agricultural centres. However, communities across the city and surrounding rural areas continue to experience high levels of food insecurity and child malnutrition. In August and September 2025, severe monsoon flooding affected Faisalabad Division. Homes were damaged, crops and livestock were lost, and families were displaced. This placed further pressure on household food security and disrupted access to education.

Rural communities in areas such as Jaranwala face overlapping challenges, including poverty, malnutrition, disrupted schooling and child labour. These conditions increase the risk of children attending school irregularly or leaving education altogether.

To address these challenges, we launched our school meal programme in Pakistan in November 2024. The programme operates in Jaranwala Sub-District, Faisalabad Division, and initially provided regular meals to 729 students across four schools. In 2025, the programme continued across four schools, with enrolment increasing to 775 students following the start of the new academic year in August.

A total of 104,260 school meals were delivered during 2025. The average attendance reached 99% and the average examination pass rate was 97.5%. This represents a strong educational outcome despite school closures, climate-related disruption and wider pressures affecting families.







[17] *Integrated Food Security Phase Classification, 'Pakistan: Compounding shocks — floods, drought and economic pressures — drive 7.5 million people into high levels of acute food insecurity', 2026.*

Our impact

PAKISTAN

727
average beneficiaries
(per month).

104,260
meals delivered.



Pakistan
BMI Analysis.

Boys

The BMI assessments conducted in 2025 showed a similar pattern to the results recorded in 2024.

The youngest age groups were close to the expected BMI range for their age, although some averages remained slightly below it. From the age of ten, BMI did not increase at the rate normally expected as children grew older.

As a result, several older age groups were approaching or had fallen below the underweight threshold. The same broad pattern was visible in 2024, indicating that this is an ongoing nutritional concern rather than a short-term variation.

These findings suggest that older boys may require additional nutritional support. Our team will review meal composition and portion sizes to assess whether larger portions or age-adjusted provision would improve nutritional outcomes for students aged ten and above.

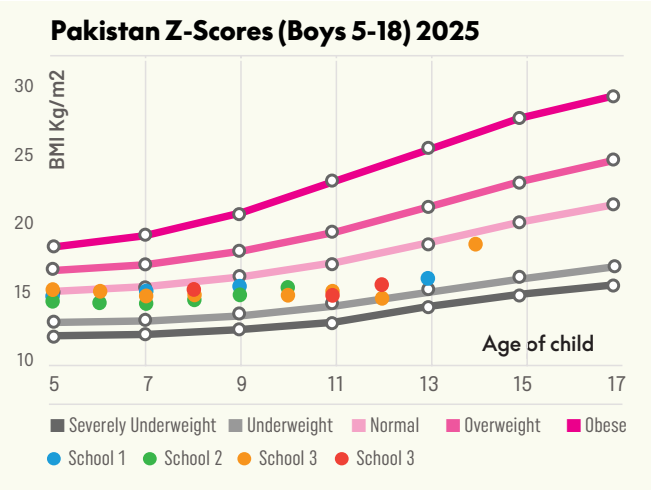
Girls

The BMI assessments for girls showed a concerning change between 2024 and 2025. Schools 1 and 2 recorded particularly low BMI levels among girls aged seven to ten. Several data points fell below the severely underweight threshold, representing a deterioration from 2024, when the same schools did not show comparable results across these age groups. In response, our team is working with the local delivery partner to review meal composition and portion sizes, and assess whether any school-level delivery factors are contributing to the decline.

School 3 showed an improvement in BMI outcomes, particularly among girls aged five and six. Most age groups at this school were close to the healthy BMI range in 2025.

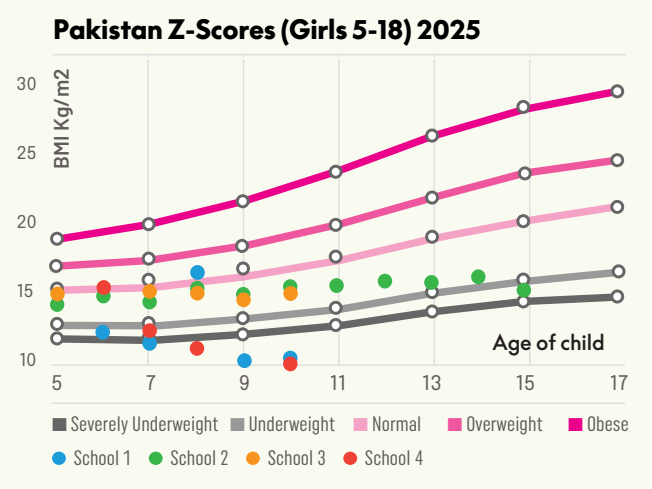
The new School 4 joined the programme in August 2025, replacing the former School 4 in 2024. Younger girls at the new school were generally within or close to the healthy range. However, BMI did not increase with age at the expected rate, and the average for girls aged 15 fell below the underweight threshold. As the current School 4 was not part of the programme in 2024, its 2025 results cannot be directly compared with the School 4 data shown in the 2024 chart.

Overall, the BMI profile for girls required further review and corrective action. This includes validating the findings, assessing differences between schools and considering age-adjusted meal portions or additional nutritional support where required.



Number of Schools	4
Total Registered Students	775
Total Female Students	341
Percentage Female Students	44%
Total Meals Delivered in 2025	104,260
Average Beneficiaries (Per Month)*	727
Average Attendance †	99%
Average Pass Rate (Exams)	97.5%
Average BMI Boys	15.19
Average BMI Girls	13.55

*This figure includes all beneficiary groups supported throughout the programme, including students, cooks and teachers. †As provided from our field partners.



Pakistan
Programme Overview.

Seasonal Support

In 2025, we delivered one round of seasonal support in Pakistan. The distribution took place in March, when food parcels were provided to families of students attending two schools.

A total of 187 food parcels were delivered at approximately 27kg each. The distribution reached approximately 935 people and provided an estimated 42,000 meals. This household-level support complemented the school meal programme by helping families access essential food supplies during the seasonal period.

Each parcel contained:

15kg	Flour
3kg	Sugar
5kg	Rice
1kg	Red lentils
1kg	White chickpeas
1kg	Whole lentils
1kg	Salt
0.25kg	Red Chilli
0.1kg	Turmeric







Palestine.

The Gaza Strip faced extreme levels of food insecurity through most of 2025. Conditions improved following the ceasefire in October, but the humanitarian situation remained critical.



Palestine
Programme Overview.

Roughly 77% of the population continued to experience IPC Phase 3 Crisis-level food insecurity or worse, including more than 100,000 people facing IPC Phase 5 Catastrophe-level conditions.[18] Food also remained unaffordable for many households, while access to varied and nutritious diets was severely limited.

Malnutrition among children also reached unprecedented levels. Nearly 12,000 children were identified with acute malnutrition in July alone. Almost 101,000 children under five are projected to experience acute malnutrition through to October 2026, including more than 31,000 severe cases.[19]

The education system also experienced widespread disruption. By July 2025, 97% of school buildings had sustained some level of damage, while around 660,000 school-aged children remained without sustained access to formal, classroom-based education.[20] Temporary learning spaces provided some continuity, but capacity remained significantly below the level of need.

We launched our school meal programme in Jabalia, North Gaza, in August 2024. The programme initially provided cooked meals five days a week to approximately 500 children attending one school. The school paused operations in October 2024 due to the worsening security situation. During this period, Charity Right adapted the delivery model and distributed emergency cooked meals within displacement sites serving the surrounding community.



[18] *Integrated Food Security Phase Classification, 'Gaza Strip: Acute Food Insecurity Situation for 16 October–30 November 2025', 2025. IPC gives the 77% Crisis-level-or-worse figure and over 100,000 people in Catastrophe-level conditions.*
[19] *World Health Organization, 'Malnutrition rates reach alarming levels in Gaza, WHO warns', 2025.*
[20] *Arab News, 'Most of Gaza's schools are destroyed and hundreds of thousands of children cannot go back to class', 2025.*

Palestine
Programme Overview.

The school reopened in February 2025, and the meal programme resumed with it. Regular cooked meals were provided until June, when the school paused operations again and was later destroyed during the conflict.

From July, the programme transitioned back to emergency cooked meal provision. Meals were distributed to displaced families, with delivery targeted towards children and households from the same school community wherever possible.

In this context, we maintained an adaptive delivery model. Our core programme continued to focus on school meals where education facilities remained operational. When school-based provision was no longer possible, resources were redirected towards emergency cooked meals for displaced children and families.

During the months in which the school was operating, average attendance reached 100%. This reflects families' continued commitment to education and the importance of restoring a stable learning environment for children.

Emergency Cooked Meals

The school was unable to remain operational throughout the full year due to repeated closures and the eventual destruction of its facilities.

During periods when school-based delivery was not possible, we implemented a contingency response through emergency cooked meal distributions. Meals were provided within displacement sites serving children, families and other vulnerable members of the surrounding community.

This approach allowed food assistance to continue despite the loss of a fixed delivery location. It also enabled the programme to respond to changing patterns of displacement and prioritise households facing the greatest level of food insecurity.

Wherever access permitted, our local delivery partner continued to reach children and families connected to the original school community. A total of 22,705 emergency cooked meals were delivered during 2025.

Seasonal Support

In 2025, we delivered two rounds of seasonal support in Palestine. The first round took place in April, when take-home food parcels were distributed to accommodate the community. A total of 500 food parcels were provided, with each parcel containing 3kg of rice. This first round of seasonal support reached approximately 2,500 people and provided an estimated 3,000 meals.

The second round followed in June, when meat distributions were carried out. Due to the operational and supply-chain constraints affecting Gaza, the meat was prepared outside Palestine, cooked and preserved in sealed hermetic pouches before being transported into Gaza.

Each pouch contained 300g of cooked meat and provided approximately one meal. A total of 21,500 pouches were prepared and shipped, providing an estimated 21,500 high-protein meals. This delivery model helped extend the shelf life of the meat, reduce the risk of spoilage and support safe distribution within a highly constrained operating environment.

Number of Schools	**1**
Total Registered Students	**500**
Total Female Students	**279**
Percentage Female Students	**56%**
Total Meals Delivered in 2025	**30,242**
Average Beneficiaries (per month)*	**514**
Average Attendance†	**100%**

**This figure includes all beneficiary groups supported throughout the programme, including students, cooks and teachers. †As provided from our field partners.*

Exam pass rate and BMI data were not available as repeated school closures and the eventual destruction of the school prevented consistent data collection.







Our impact

PALESTINE

514
average beneficiaries
(per month).

30,242
meals delivered.

Türkiye.

Uyghurs are a predominantly Muslim ethnic community originating from East and Central Asia. Over recent years, many Uyghur families have experienced displacement, family separation and prolonged uncertainty. Türkiye is now home to a large Uyghur diaspora, including children who require accommodation, education and pastoral support.



Türkiye
Programme Overview.

The Uyghur community in Türkiye has established boarding centres where children are accommodated while attending local schools. For children who have experienced displacement or separation from their families, these centres provide stability, continuity of care and a supportive environment in which they can learn and develop.

Charity Right launched its school meal programme for Uyghur children in Türkiye in 2022. The programme initially supported two schools. In July 2023, support was extended to a third school.

In 2025, our programme supported three schools with 341 registered students, of whom 48% were female, delivering a total of 124,728 meals during the year.

Temporary pauses took place during seasonal periods, scheduled maintenance and the early summer break. These closures reduced attendance and meal consumption during parts of the spring and summer.

Following an earthquake in April, the two schools in Istanbul were closed from 23rd to 28th April. Operations resumed after the temporary closure.

Our school meal programme for the two schools concluded at the end of June 2025. This is because both schools had strengthened their financial position and developed the capacity to fund meal provision through their own resources. Their ability to continue meal provision independently demonstrates increased local ownership and reduced dependency on annual voluntary income. This represents an important sustainability outcome, enabling Charity Right's support to be directed towards programmes with a continued funding need.

The school meal programme continued in one school for the remainder of the year. Overall attendance remained stable and meal delivery continued without operational disruption.

The average attendance across the programme was 92.2% in 2025. This indicates that students remained consistently engaged in their education despite scheduled closures and other temporary interruptions during the year. The average examination pass rate was 100%, reflecting strong educational performance across the schools.





Our impact

TÜRKIYE

364
average beneficiaries
(per month).

124,353
meals delivered.

Türkiye
BMI Analysis.

The following BMI data was collected from students at one of our programme locations in Türkiye. Data was not collected from two other schools, as the school meal programme there successfully concluded at the end of June 2025.

Boys

BMI assessments for boys in 2025 showed that most age groups were within the healthy range and broadly aligned with the expected average for their age.

Five and six-year-old boys recorded average BMI levels above the healthy range. In contrast, boys aged 14 and 15 recorded values below the average for their age and were approaching the underweight threshold. All other age groups remained within the healthy range.

The BMI sample collected from boys in 2024 was more limited. However, it showed that children aged six to 11 were within the healthy range. These age groups, who were aged seven to 12 in 2025, continued to record healthy BMI levels.

Girls

BMI assessments for girls showed a similar pattern. Five-year-old girls recorded an average BMI above the healthy range. All other age groups remained within the healthy range, although girls aged 15 recorded an average only slightly above the underweight threshold.

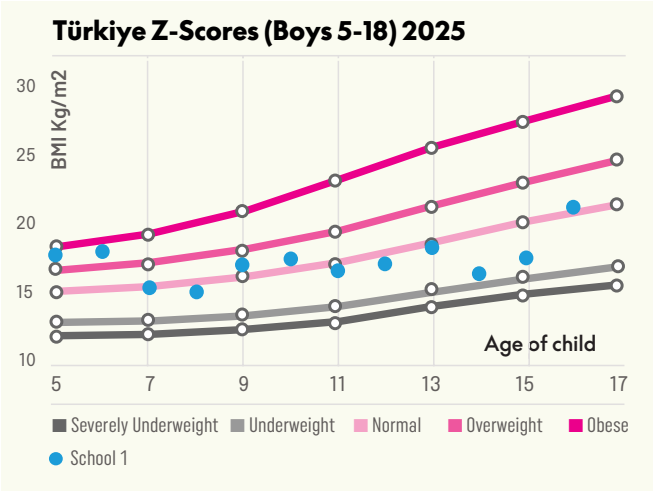
The 2024 data showed a similar overall trend, although no comparative data was available for girls aged 15. These variations highlight the importance of monitoring nutritional needs across different stages of childhood and adolescence.

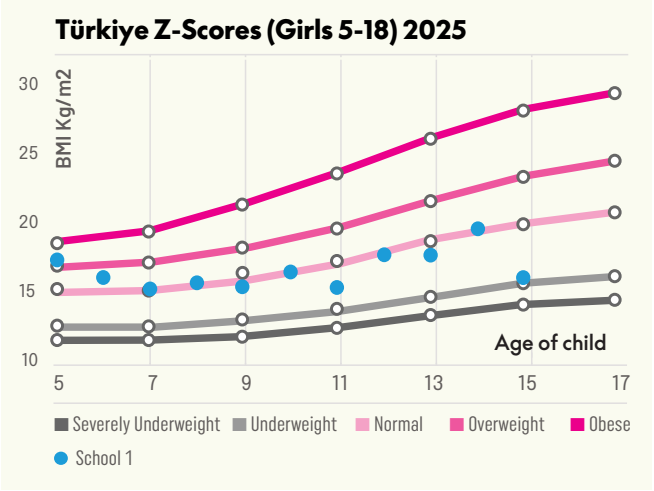
Our team will continue to review meal composition and portion sizes to assess whether younger and older students require different levels of provision. This may include reducing portion sizes for the youngest children and increasing provision for older students where appropriate.

Number of Schools	3
Total Registered Students	341
Total Female Students	164
Percentage Female Students	48%
Total Meals Delivered in 2025	124,353
Average Beneficiaries (Per Month)*	364
Average Attendance†	92.2%
Average Pass Rate (Exams)	100%
Average BMI Boys	16.85
Average BMI Girls	17.39

**This figure includes all beneficiary groups supported throughout the programme, including students, cooks and teachers. †As provided from our field partners.*







Sustainability
The Türkiye Greenhouse Project.

Our school meal programme relies on community donations and charitable fundraising. To increase capacity and make the programme more self-sustaining, we decided to establish an income-generating project in Türkiye that could help fund the meals locally.

Relevant SDG targets include:
SDG 2.3:
Supporting the productive capacity and income of small-scale food producers.
SDG 2.4:
Supporting more sustainable and resilient food-production systems.
SDG 8.3:
Encouraging productive activities, entrepreneurship and locally generated income.

In 2023, we carried out a community consultation with members of the Uyghur refugee community in Türkiye. The research explored opportunities in agriculture and horticulture, drawing on the farming and trading experience many members of the community brought with them from their homeland.

Our findings showed that the Uyghur farmers had strong agricultural knowledge and the potential for commercial farming. This informed the development of a greenhouse project designed to create a more sustainable source of locally generated income while building on existing skills within the community.

Sustainability
The Türkiye Greenhouse Project.

However, as refugees in Türkiye, Uyghurs face legal and practical barriers: they are not permitted to own land, and even formally renting farmland is difficult under their residency status. As a result, many Uyghur farmers work through informal agreements with local Turkish landowners. These arrangements are precarious since the Uyghurs have no legal tenure security. This instability makes it difficult for Uyghurs to invest in improvements and limits their earning potential despite their farming expertise.

The greenhouse solution: Following extensive community consultation and market research, we identified greenhouse farming as a strategic and context-appropriate intervention to enhance sustainability within our operations in Türkiye. In Kayseri, the climatic conditions limit traditional open-field cultivation to approximately four months per year, with short summers and prolonged winters restricting crop yields.

The Kayseri Greenhouse Project is Charity Right's flagship sustainability pilot. The 1,000 m^2 greenhouse was established to generate local income, supply fresh vegetables to the school meal programme and reduce long-term reliance on annual charitable fundraising.

The project combines food production with an income-generating model. Vegetables are used within the school meal programme where appropriate, while surplus produce is sold through local markets. Revenue generated through these sales is intended to contribute towards the programme's operating costs and strengthen its long-term financial sustainability.

Construction began during the winter of 2024, with cultivation originally expected to start in spring 2025. However, heavy snowfall and difficult weather conditions between January and March delayed the delivery and installation of materials.

The greenhouse structure, irrigation system and power supply were completed in May. Cultivation began in June, and the first harvest was recorded in August.

The initial harvest produced 332.25kg of peppers. By the end of the year, the greenhouse had produced a total of 3,145kg of vegetables. Produce included peppers, tomatoes, cucumbers, radishes and turnips.

The project did not recover its initial capital investment during 2025. However, revenue generated during the latter part of the year was sufficient to cover ongoing operating costs. This represents an early step towards cost recovery and demonstrates the project's potential to contribute to the school meal programme through locally generated income.

The greenhouse also supplied fresh vegetables to the school meal programme, supported the local food supply and provided students with practical learning opportunities.

Weather-related delays had a significant impact on annual production. Under normal growing conditions in central Anatolia, seedlings should be planted in March, allowing harvesting to begin from June. The three-month delay shortened the production cycle and reduced the total yield achieved in 2025.

As a result, 2025 should be considered a partial operating year rather than a full measure of the project's commercial viability. Cultivation is expected to begin on schedule in March 2026, providing a full production cycle and a more reliable basis for assessing yield, income generation and cost recovery.

During 2026, Charity Right will monitor production volume, sales income, operating expenditure and the proportion of school meal costs offset by greenhouse revenue. This will allow the project's financial and operational performance to be assessed against its sustainability objectives.

If the greenhouse demonstrates stronger output and a viable income-generating model over a full growing season, the findings will inform decisions on future investment, expansion and replication from 2027. The project will therefore continue to serve as a proof of concept for locally anchored sustainability models across Charity Right's school meal programmes.





Trustees' Report



Trustees' Report.

Year ended 31 December 2025

Financial review

In 2025, the Charity's total income for the year was £3.03m (2024: £2.99m) representing a 1% increase on last year.

- **Donations and legacies:** The total donations received during the year were £3.03m (2024: £2.99m). This modest overall growth came against a backdrop of sector-wide donation stagnation. Charity Commission research shows charities across the UK increasingly drawing down reserves to cover shortfalls and, for the first time since the Covid-19 pandemic, evidence that constrained giving in 2025 was a market-wide phenomenon rather than one specific to Charity Right. This is compounded, for organisations like ours with significant overseas programme spend, by a sharp real-terms erosion in the value of humanitarian funding globally. OECD figures show total Official Development Assistance from major donor countries fell by 23.1% in 2025, the largest decline on record, meaning every pound raised is now stretched further against growing global need. Against this backdrop, holding our income steady highlights the trust that our community continues to place in Charity Right, and we will remain focused on broadening our supporter base and strengthening our connection with supporters so that we can continue making a difference where it is most needed.
- **Charitable expenditure:** Total expenditure in 2025 was £2.75m (2024: £3.31m). Following a deficit in 2024, the Trustees set a budget focused on financial stability while protecting core school meal provision.

Reserves Policy

Charity Right has a long-term approach to food poverty. The Board has determined that a minimum of 3 months' operational expenditure be maintained as reserves. The Board reviews the reserves policy annually. At year-end, Charity Right funds amount to £0.53m (2024: £0.25m), with restricted funds totalling £461k (2024: £241k) and unrestricted funds totalling £65k (2024: £9k). Free reserves, being unrestricted funds less tangible fixed assets, were £36k.

Based on 2025 expenditure, the reserves policy implies unrestricted reserves of approximately £0.69m. While unrestricted funds have improved following the return to a surplus, they remain significantly below this level. The Trustees are addressing this by budgeting for an unrestricted surplus in 2026 and continuing to control support costs in addition to monitoring cash flow quarterly.

Trustees' Responsibilities

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the Charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the Charity's auditor is aware of that information.

The trustees' annual report and the strategic report were approved on 25th September 2026 and signed on behalf of the Board of Trustees by:



Fraz Butt
Chair of Board of Trustees

Auditor's Report



Auditor's Report.

Year ended 31 December 2025

Opinion

We have audited the financial statements of Charity Right (the 'Charity') for the year ended 31 December 2025 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Charity'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;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

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. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Auditor's Report.

Year ended 31 December 2025

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the Charity'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 Charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that

Auditor's Report.

Year ended 31 December 2025

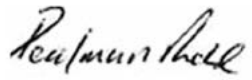
is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Charity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

This report is made solely to the Charity'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 Charity'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 Charity and the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Mohammad Jilani
(Senior Statutory Auditor)

For and on behalf of
Pearlman Rose
Chartered Accountants & Statutory Auditors
Jack Dash House, 2 Lawn House Close,
London E14 9YQ

25th September 2026

Financial Statements



Statement of Financial Activities.

Year ended 31 December 2025

	Note	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
Income and endowments					
Donations and legacies	5	1,916,088	1,114,664	3,030,752	2,991,745
Total income		1,916,088	1,114,664	3,030,752	2,991,745
Expenditure					
Expenditure on charitable activities	6	1,859,991	894,316	2,754,307	3,310,596
Total expenditure		1,859,991	894,316	2,754,307	3,310,596
Net (expenditure)/income and net movement in funds		56,097	220,348	276,445	(318,851)
Reconciliation of funds					
Total funds brought forward	15	8,969	240,750	249,719	568,570
Total funds carried forward	15	65,066	461,098	526,164	249,719

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 64 to 71 form part of these financial statements.

Statement of Financial Position.

Year ended 31 December 2025

	Notes	2025 £	2024 £
Fixed assets			
Tangible fixed assets	12	28,877	36,070
Current assets			
Debtors	13	222,000	1,242
Cash at bank and in hand		437,112	303,575
Investments			
		659,110	304,817
Creditors: amounts falling due within one year	14	161,823	(91,168)
Net current assets		497,287	213,649
Total assets less current liabilities		526,164	249,719
Net assets		**526,164**	**249,719**
Funds of the Charity			
Restricted funds	15	461,098	240,750
Unrestricted funds	15	65,066	8,969
Total Charity funds	15	**526,164**	**249,719**

These financial statements were approved by the board of trustees and authorised for issue on 25th September 2026, and are signed on behalf of the board by:



Fraz Butt: Trustee

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

Statement of Cash Flows.

Year ended 31 December 2025

	2025 £	2024 £
Cash flows from operating activities		
Net (expenditure)/income	276,445	(318,850)
Adjustments for:		
Depreciation of tangible fixed assets	9,625	12,024
Accrued income	(207,000)	(2,752)
Changes in:		
Trade and other debtors	(13,758)	63,163
Historical exchange rate affecting retained earnings		(9,233)
Trade and other creditors	70,656	96,032
Cash generated from operations	135,968	(159,616)
Net cash from/(used in) operating activities	135,968	(159,616)
Purchase of tangible assets	(2,431)	(2,532)
Net cash from/(used in) investing activities	(2,431)	(2,532)
Net change in cash and cash equivalents	133,537	(162,148)
Cash and cash equivalents at beginning of year	303,575	465,723
Cash and cash equivalents at end of year	**437,112**	**303,575**

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 64-71 form part of these financial statements.

Notes to the Financial Statements.

Year ended 31 December 2025

1 General information

The Charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is 203 Westgate, Bradford, BD1 3AD.

2 Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3 Accounting policies

Basis of preparation
The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities measured at fair value through income or expenditure. The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern
There are no material uncertainties about the Charity's ability to continue as a going concern.

Fund accounting
Unrestricted funds are available for use at the discretion of the trustees to further any of the Charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future projects or commitments.

Restricted funds are subject to restrictions on their expenditure declared by the donor or through the terms of an appeal and fall into one of two sub-classes: restricted income funds or endowment funds.

Incoming resources
All incoming resources are included in the statement of financial activities when entitlement has passed to the Charity; it is probable that the economic benefits associated with the transaction will flow to the Charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- **income from regular giving and donations** which have not been triggered by a specific call to action, is treated as voluntary donations and is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- **income from fundraising appeals and events** is classified as donations from charitable activities and is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- **income from donated goods** is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- **income from contracts for the supply of services** is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.
- **rental income** generated from the donated long leasehold property, is treated as unrestricted income and used to further any of the Charity's purposes at the discretion of the trustees. This is classified as income from other trading activities

Resources expended
Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- costs of other trading activities includes the costs related to the management of the rental property.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Notes to the Financial Statements.

Year ended 31 December 2025

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any accumulated depreciation and subsequent accumulated impairment losses.

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Equipment 25% – reducing balance

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the Charity are assigned to those units.

Financial instruments

A financial asset or a financial liability is recognised only when the Charity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs. Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Investment properties are initially measured at cost and, with some exceptions may be subsequently measured using a cost model or fair value model, with changes in the fair value under the fair value model being recognised in profit or loss.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

4. Limited by guarantee

Charity Right is a company limited by guarantee and accordingly does not have a share capital.

Notes to the Financial Statements.

Year ended 31 December 2025

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Voluntary Donations	1,580,588	–	1,580,588
Zakat	–	1,114,664	1,114,664
Gift Aid	335,500	–	335,500
	1,916,088	1,114,664	3,030,752

	Unrestricted Funds £	Restricted Funds £	Total Funds 2024 £
Voluntary Donations	1,863,564	–	1,863,564
Zakat/Qurbani	–	970,117	970,117
Gift Aid	158,064	–	158,064
	2,021,628	970,117	2,991,745

Notes to the Financial Statements.

Year ended 31 December 2025

6. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025	Total Funds 2024
Fundraising activity	375,922	-	375,922	567,987
Welfare food distribution - Afghanistan	-	65,110	65,110	158,719
Welfare food distribution - Bangladesh	15,267	168,245	183,512	250,778
Welfare food distribution - Pakistan	-	27,643	27,643	5,425
Welfare food distribution – Türkiye	1,936	61,387	63,323	140,533
Welfare food distribution – Yemen	-	-	-	43,994
Welfare food distribution - Ethiopia	8,673	65,452	74,125	178,722
Welfare food distribution - Malawi	71	100,830	100,901	143,640
Welfare food distribution - Other	(243,233)	271,166	27,933	10,980
Welfare food distribution - Palestine	4,685	134,483	139,168	143,768
Support costs	1,696,671	–	1,696,671	1,666,050
	1,859,992	894,316	2,754,308	3,310,596

7. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support Costs £	Total Funds 2025	Total Funds 2024
Fundraising activity	375,922	603,058	978,980	1,143,401
Welfare food distribution – Afghanistan	65,110	104,450	169,560	319,513
Welfare food distribution – Bangladesh	183,512	294,391	477,903	504,835
Welfare food distribution – Pakistan	27,643	44,345	71,988	10,921
Welfare food distribution – Yemen	-	-	-	88,563
Welfare food distribution – Türkiye	63,323	101,584	164,907	282,904
Welfare food distribution – Ethiopia	74,125	118,911	193,036	359,781
Welfare food distribution – Malawi	100,901	161,866	262,767	289,158
Welfare food distribution - Other	27,933	44,811	72,744	22,104
Welfare food distribution – Palestine	139,168	223,255	362,423	289,416
Support Cost Governance	-	-	-	-
	1,057,637	1,696,671	2,754,308	3,310,596

Notes to the Financial Statements.

Year ended 31 December 2025

8. Analysis of support cost

	Charitable Activities £	Total 2025 £	Total 2024 £
Staff costs	535,087	535,087	531,472
Premises	7,628	7,628	7,428
Communications and IT	144,025	144,025	194,349
General office	31,375	31,375	24,944
Human resources	3,383	3,383	12,083
Finance costs	228,803	228,803	159,257
Governance costs	86,298	86,298	66,574
Marketing	593,877	593,877	632,487
Travel	66,195	66,195	37,456
	1,696,671	1,696,671	1,666,050

9. Auditors remuneration

	2025 £	2024 £
Fees payable for the audit of the financial statements	6,900	6,900

Notes to the Financial Statements.

Year ended 31 December 2025

10. Staff costs

	2025 £	2024 £
The total staff costs and employee benefits for the reporting period are analysed as follows:		
Wages and salaries	495,063	471,248
Social security costs	40,024	60,224
	535,087	531,472

The average head count of employees during the year was 10 (2024:13).

The average number of full time equivalent employees during the year is analysed as follows	2025	2024
Number of staff - Fundraising and marketing	6	9
Number of staff - Management and support functions	4	4
	10	13

No employees received employee benefits of more than £60,000 during the year (2024:Nil)

11. Trustee remuneration and expenses

No remuneration or other benefits from employment with the charity or a related entity were received by the trustees.

Notes to the Financial Statements.

Year ended 31 December 2025

12. Tangible fixed assets

Equipment and capitalised consultancy costs.

	2025 £	2024 £
Cost		
At Beginning of Year	99,645	97,113
Additions	2,431	2,532
At End of Year	102,076	99,645
Depreciation		
At Beginning of Year	63,574	51,551
Charge for the Year	9,625	12,024
At End of Year	73,199	63,574
Carrying Amount		
At Beginning of Year	36,071	45,562
At End of Year	28,877	36,071

13. Debtors

	2025 £	2024 £
Prepayments and accrued income	222,000	1,242

14. Creditors: amount falling due within one year

	2025 £	2024 £
Trade creditors	161,823	91,167
Accruals and deferred income	-	-
	161,823	91,167

Notes to the Financial Statements.

Year ended 31 December 2025

15. Analysis of charitable funds

Unrestricted funds

General funds	At 1 Jan 2025 £	Income £	Expenditure £	At 31 Dec 2025 £
	8,969	1,916,088	(1,859,991)	65,066

General funds	At 1 Jan 2024 £	Income £	Expenditure £	At 31 Dec 2024 £
	526,125	2,021,628	(2,538,784)	8,969

Restricted funds

Restricted funds	At 1 Jan 2025 £	Income £	Expenditure £	At 31 Dec 2025 £
	240,750	1,114,664	(894,316)	461,098

Restricted funds	At 1 Jan 2024 £	Income £	Expenditure £	At 31 Dec 2024 £
	42,445	970,117	(771,812)	240,750

CHARITY RIGHT

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