Company registration number: 09304012

Charity registration number: 1171433

Protection Approaches

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 30 November 2025

Thompson Jenner LLP
Chartered Accountants
1 Colleton Crescent
Exeter
Devon
EX2 4DG

Protection Approaches

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Reference and Administrative Details

Chair	Nicholas Martlew, (Chair from 26 June 2025)
Trustees	Jacqueline Geis Joanna Henderson Sherine McCarthy Nicholas Martlew, (Chair from 26 June 2025) Rebecca Zausmer Peter Havelock
Charity Registration Number	1171433
Company Registration Number	09304012
	The charity is incorporated in England and Wales.
Registered Office	Edinburgh House 170 Kennington Lane London SE11 5DP
Auditor	Thompson Jenner LLP Chartered Accountants 1 Colleton Crescent Exeter Devon EX2 4DG

Protection Approaches

Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 30 November 2025.

Trustees and officers

The trustees and officers serving during the year and since the year end were as follows:

Trustees:	Claire Fyfe (resigned 17 December 2025)
	Jacqueline Geis
	Joanna Henderson
	Sherine McCarthy
	Nicholas Martlew, (Chair from 26 June 2025)
	Rebecca Zausmer (appointed 26 June 2025)
	Peter Havelock (appointed 26 June 2025)
	Mariko Hayashi (resigned 26 June 2025)

Our mission

We work to prevent and protect people from identity-based violence.

Our vision

We seek a world that is safer for all because everyone accepts and respects each other, regardless of identity.

Our values and principles

Our dedication to our values and adherence to our principles drives not only what we do but also how we do it. We call this doing the hard work, so we can do the right thing. The pursuit of this practice is the method at the heart of our work and decision-making.

We know that:

- Identity-based violence exists in varied forms in all societies
- Identity-based violence against one group ultimately increases the insecurity of all
- Understanding the roots and causes of identity-based violence helps unlock solutions
- Everyone has the power to, individually and collectively, respond to and help prevent identity-based violence - but the responsibility to do so is not equal

We commit to:

- Work in solidarity and with reciprocity with community partners
- Remain flexible so we can respond to the needs of those at risk and maximise our ability to contribute to prevention and protection
- Remember that the scale of this moment requires us to be brave, take risks, and pursue meaningful impact that others are not
- Put our mission before our sustainability and so we will do what is right, not what is easy

Protection Approaches

Trustees' Report

Our Goals and Objectives:

1. Demonstrate identity-based violence as central to the crises defining our world

We cannot overcome the struggle between authoritarianism and inclusive democracy without understanding and responding to the ways in which identity, grievance, and division are exploited. We are raising the alarm, warning of what is coming and the extent to which emerging and future identity-based crises will hit the UK and the world. We will continue to demonstrate the central role identity-based harms play in many of the most serious challenges facing communities, states and the world. We will always resist those who weaponise difference to achieve autocratic or exclusionary control. We will keep working with communities and governments to strengthen resilience, trust, and defence of rights and values.

At this critical moment, we will leverage a decade of knowledge and practice to:

- demonstrate the scale of threat posed to the UK and the world by identity-based violence
- show why resistance to division, the erosion of rights, and unravelling of the social-democratic fabric is essential to safeguarding the sustainable future of democracy
- build understanding of why and how individuals, groups and states commit identity-based violence
- support and amplify the insights of those closest to rising risks, not only to warn of crises but to shape better prevention and response
- track and communicate the ways in which contemporary forms of discrimination, division, and oppression are changing

2. Transform the prevention of, and response to, identity-based violence

Meeting the intensifying challenge posed by identity-based harms requires rapid transformation of and investment in community-to-system prevention and response. By combining advocacy, resource mobilisation, and direct support, we will transform community partnership and funding in the UK, ensuring that organisations on the ground are sustainably delivering solutions shouldering full responsibility to resolve challenges. In these critical few years, we will work to transform UK policy and grand strategy to meet the threats of a rising far right, international hate-based networks, and global authoritarian resurgence. We will expand our work into Europe to connect and activate new leadership.

Continuing our dynamic outsider-insider approach to transformation, we will:

- advocate for greater investment from public and private donors
- work with funders and philanthropists to increase the amount of resources going to organisations that prevent identity-based violence and build cohesive and inclusive communities, including by developing new funding streams and public funding mechanisms
- provide training, knowledge-sharing networks, and access to evidence on what works
- convene partnerships and networks across communities, civil society, government, academia, and funders to strengthen collective action, connect community insight to policy and systems change, and improve coordinated responses to identity-based violence
- grow our emergency response programme and share experience of catalytic advocacy that connects human rights defenders, intelligence gathering, and political work to secure civilian protection
- develop concrete policy options, strategic analysis, and technical advice to local and national governments, and to international institutions

3. Achieve operational excellence

Continuing to build an inclusive, supportive and productive internal culture is integral to delivering our mission and to the sustainability of the organisation. We commit to reject the trend of entrenchment in the face of and uncertain political and philanthropic landscape and instead embrace disruption and imagination. Our responsibility is to the mission and to the wider movement so we will work to identify and encourage forms of giving that strengthen the long-term prevention of identity-based violence. We will work with partners across different ecosystems of change against the trend of competition, and we will prioritise growing core and unrestricted funding so we can stay focused on our mission, brave in our ambitions, and responsive to emerging needs.

We will:

- Be open and transparent as we strive to create a culture that reflects our values and fosters experimentation
- Be creative in sustaining organisational growth in a time of domestic and international funding contraction
- Prepare to meet the diversifying challenges our organisation and staff will face
- Never pretend this part of the work is easy nor that we hold all the answers.

We commit to retain and protect the integrity of our work and commitments to nuance in a world where fractured information consumption will likely intensify, where echo chambers become smaller and more deliberately weaponised, and where room for disagreement will feel more difficult.

Public benefit

All Protection Approaches' charitable activities focus on the promotion and defence of the human rights of peoples around the world (as set out in the Universal Declaration of Human Rights and subsequent United Nations conventions and declarations) who are violently targeted because of their identity by all or any of the following means:

- Monitoring abuses of human rights;
- Research into human rights issues;
- Educating the public about human rights;
- Providing technical advice to government and others on human rights matters;
- Contributing to the sound administration of human rights law;
- Commenting on proposed human rights legislation;
- Raising awareness of human rights issues;
- Promoting public support for human rights;
- Promoting respect for human rights among individuals and corporations;
- International advocacy of human rights; and
- Eliminating infringements of human rights.

The trustees confirm that they have complied with the requirements of section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

Protection Approaches

Trustees' Report

Trustees' Report

Introduction

As democratic societies face growing division, democratic backsliding and increasingly sophisticated forms of identity-based violence, we have sharpened our mission around a clear purpose: protecting people and democracy in an age of division.

For more than a decade we have worked to prevent identity-based violence by bringing together communities, policymakers, researchers and practitioners. We have always believed that the prevention of identity-based violence is needed both at home and abroad; the harms we exist to confront, from hate crime and social fragmentation to foreign interference, violent extremism and mass atrocities, cannot be understood in isolation. They have always been connected by common dynamics of identity, grievance and exclusion but in an era of anti-democratic contestation, authoritarian states, political extremists, and opportunistic disruptors are working together to advance a shared playbook.

In response, we developed a new organisational strategy that clarifies our role: helping governments, civil society and communities understand identity-based violence as one of the defining challenges of our time, while supporting practical action that strengthens prevention, resilience and democratic society.

This has also been a year of considerable organisational achievement. We expanded our work with local communities while deepening engagement with senior decision-makers across government. We supported victims of hate crime, helped shape local and national cohesion policy, strengthened grassroots organisations, advanced atrocity prevention internationally, and developed new approaches that bridge domestic and international policy.

These achievements came during one of the most challenging funding environments the charity sector has faced. The Trustees remain deeply grateful to our staff, consultants, Honorary Fellows, volunteers, partners and supporters whose commitment, expertise and resilience have enabled the organisation to continue delivering impact.

A changing world

The environment in which Protection Approaches operates continues to evolve rapidly.

Across Europe and beyond, democratic societies face increasing pressure from authoritarian governments, extremist movements and transnational networks that deliberately exploit identity and division. Technological change, disinformation and declining trust in public institutions have accelerated hostility towards minority communities while weakening democratic resilience.

Within the UK, the racist disorder during the summer of 2024 demonstrated how quickly misinformation and prejudice can translate into violence, reinforcing the importance of investing in community resilience before crises occur.

These developments reaffirm a principle that has guided Protection Approaches since its establishment: identity-based violence is not a series of isolated incidents but a systemic challenge affecting communities, public institutions and democracy itself. Preventing these harms requires long-term investment in community relationships, stronger public policy and earlier action to identify and address emerging risks.

A new strategy

During the year we completed our new organisational strategy, *Protecting People and Democracy in an Age of Division*. Drawing on more than a decade of experience, it establishes three long-term ambitions:

- demonstrating how identity-based violence is central to the crises defining our world;
- transforming the prevention of and response to identity-based violence; and
- building an organisation capable of meeting the challenge ahead.

Alongside the strategy, we strengthened our organisational identity, communications and public engagement, providing a stronger platform from which to pursue our charitable objectives.

Achievements and performance

Despite an increasingly challenging operating environment, Protection Approaches delivered one of its strongest years to date.

We significantly expanded our work with local authorities, supporting the development of Stoke-on-Trent's Community Cohesion Strategy, strengthening London's resilience work with the Greater London Authority and establishing the London Resilience Equalities Partnership to ensure organisations representing marginalised communities help shape emergency preparedness.

Our community programmes also continued to grow. Through Designed, Built, Act we strengthened grassroots organisations; our nationally recognised Active Bystander training expanded through partnerships with organisations including Transport for London, the Football Association and Govia Thameslink Railway; Communities Together concluded after three successful years; and On Your Side continued providing specialist support for East and Southeast Asian victims of hate crime.

Alongside programme delivery, we strengthened our influence on public policy. Our work informed national and local approaches to cohesion, resilience and hate crime, while our atrocity prevention programme shaped discussions across government, Parliament and civil society. We also expanded engagement with the Cabinet Office and the national security community, reflecting growing recognition that identity-based violence poses a challenge not only to affected communities but also to democratic resilience and national security.

Research underpinned this work through major publications, community listening exercises and practical tools supporting prevention in the UK and internationally.

Goal One: Demonstrating how identity-based violence is central to the crises defining our world

Throughout the year we generated, brought together and translated evidence demonstrating how identity, grievance and division are increasingly exploited by authoritarian governments, extremist movements and hostile actors to undermine democratic societies.

A major milestone was our partnership with the Cabinet Office examining the implications of identity-based threats for UK national security. Bringing together senior officials, academics and practitioners, the project highlighted how foreign actors exploit existing social divisions through disinformation and identity-based tensions while demonstrating the need for more integrated approaches linking national security, community cohesion and atrocity prevention.

Across this work, Protection Approaches continued to translate community evidence and research into practical tools, partnerships and policy discussions that strengthen the prevention of identity-based violence. This reflects a broader shift in our role, bringing together communities, researchers, practitioners and policymakers to ensure evidence informs action.

We published major research on the relationship between community cohesion and resilience, launched Manifesto for Change with the University of Leicester to inform the future of hate crime policy, and undertook extensive community listening exercises that ensured the experiences of affected communities shaped national and local debate.

Internationally, we continued to advocate for earlier action to prevent atrocities, including through sustained work on Sudan, while convening policymakers, researchers, funders and community organisations to connect evidence across domestic and international contexts.

Goal Two: Transforming the prevention of and response to identity-based violence

Throughout the year we worked across local, national and international levels to strengthen prevention and improve responses to identity-based violence.

In Stoke-on-Trent we supported the development of one of the UK's most ambitious community cohesion strategies, drawing on engagement with more than 1,300 residents to create a shared approach owned by public services, businesses and civil society. We also completed a major hate crime consultation for Brent Council, helping shape future approaches to prevention, victim support and community engagement.

Across London, we strengthened the role of civil society in shaping public policy. We established the London Resilience Equalities Partnership on behalf of the Greater London Authority, creating a new mechanism through which organisations representing marginalised communities can influence emergency planning and response. We also refreshed and expanded the London Hate Crime Stakeholder Reference Group, creating stronger opportunities for community organisations to shape hate crime policy and practice across the capital.

Our Design.Build.Act. programme continued supporting grassroots organisations with funding, training and tailored advice. Through the programme, we have now distributed more than £150,000 to 30 community-led organisations, combining financial support with mentoring and practical expertise to help them strengthen social cohesion, reduce division and build more resilient, connected communities. Our Active Bystander programme trained more than 1,600 people to recognise and safely challenge prejudice, harassment and hate crime, while new partnerships with organisations including Transport for London, the Football Association and Govia Thameslink Railway significantly expanded its reach. We also continued to coordinate On Your Side, supporting East and Southeast Asian communities through a nationally recognised model of culturally competent, community-led victim support.

Internationally, we continue to raise ceilings of ambition for civilian protection and atrocity prevention in the most acute contexts. Wider engagement with the Foreign, Commonwealth and Development Office, the UK Parliament and civil society partners contributed to more effective prevention approaches. We also launched practical resources, including the LGBTQI+ Atrocity Prevention Toolkit, ensuring evidence is translated into tools that governments and practitioners can use.

Across all of this work, Protection Approaches continued to bridge communities, policymakers and practitioners, helping ensure responses to identity-based violence are earlier, more effective and better informed by those most affected.

Goal Three: Building an organisation capable of meeting the challenge ahead

The year required Protection Approaches to strengthen its own resilience, responding to an increasingly uncertain funding environment as well the rapidly diversification of risks facing our partners and team from harmful actors. Despite reductions in international development spending and growing competition for funding, we secured significant new investment, developed a strong pipeline of future opportunities and continued investing in partnerships that support long-term sustainability.

Completing our new organisational strategy was a major achievement, supported by investment in communications, public affairs and organisational identity to increase the reach and influence of our work. We also expanded our network of consultants, Honorary Fellows and strategic partners while continuing to foster a culture of collaboration, learning and openness.

The year also brought difficult decisions. We concluded a complaint relating to our On Your Side service through close engagement with external legal advisers and regulators, and undertook organisational restructuring in response to the funding environment while remaining focused on our long-term mission and financial sustainability.

Financial review

Policy on reserves

The charity, being mindful of Charity Commission guidance, aims to maximise the use of available funds for the benefit of the charity and therefore aim to retain a prudent level of unrestricted reserves, taking into consideration the running expenses and known liabilities of the charity, Protection Approaches aims to retain 3 months running costs of the organisation. As at 30th November 2025, Protection Approaches held reserves of £277,175 equal to 5.2 months running expenses.

Structure, governance and management

Nature of governing document

The charity is a company limited by guarantee and is governed by its Memorandum and Articles of Association incorporated on the 10 November 2014 and as amended by special resolution dated 22 November 2015 and as amended by special resolution registered at Companies House on 25 January 2017.

The organisation received charitable status on the 2 February 2017.

Board committees

During the year, the Board established two committees to strengthen its oversight of the charity's governance, finances and leadership.

The Finance Committee provides additional oversight of the charity's finances and risk management. It meets quarterly, in addition to the quarterly meetings of the full Board of Trustees, to scrutinise the charity's financial position, financial reporting, budgets and forecasts, and to review the organisational risk register. The Committee comprises Peter Havelock (Chair), Rebecca Zausmer and Sherine McCarthy.

The Remuneration and Nominations Committee oversees the recruitment and appointment of trustees and provides Board-level oversight of the remuneration and performance of the charity's Co-Executive Directors. The Committee meets as required and comprises Nicholas Martlew, Jacqueline Geis and Joanna Henderson.

Recruitment and appointment of trustees

The charity may by ordinary resolution appoint a person who is willing to act as a Trustee.

The trustees may appoint a person who is willing to act as a Trustee.

Arrangements for setting key management personnel remuneration

The charity will pay trustees for the provision of services to the charity where this is considered to be in the best interests of the charity and will enable it to achieve its charitable objectives. Any trustee remuneration is approved by the Board of Trustees, and further disclosure of amounts paid to trustees during the year can be found in the accompanying notes to the financial statements.

The charity is led by two Co-Executive Directors, who together comprise the charity's key management personnel. Their remuneration and performance are reviewed annually by the Remuneration and Nominations Committee, taking account of the charity's financial position, organisational and individual performance, sector benchmarking and the responsibilities of the roles. The Committee makes recommendations to the Board of Trustees, which retains responsibility for approving remuneration. The Co-Executive Directors take no part in decisions relating to their own remuneration.

Risk management

The Board of Trustees has overall responsibility for ensuring that the charity has appropriate systems in place to identify, assess and manage risk. The charity maintains an organisational risk register covering key areas of risk, including governance, operations, finance, external factors, and legal and regulatory compliance.

The risk register is maintained as a living document and is reviewed and updated quarterly by the Co-Executive Directors. Risks are assessed according to their likelihood and potential impact, with appropriate mitigating actions identified and monitored. The most significant risks and associated mitigations are reviewed quarterly by the Finance Committee, which provides additional scrutiny and makes recommendations to the Board on the charity's level of risk exposure and the adequacy of the measures in place to manage it.

The Board considers key risks at each of its quarterly meetings and undertakes a full review of the risk register annually. Risks assessed as high, or where existing mitigation is considered insufficient, are subject to enhanced scrutiny and escalation. Through this process, risk management is embedded within the charity's governance, planning and decision-making.

Grants secured during this period

National Lottery Community Fund – A three-year project delivering trainings across England aimed at equipping communities with the tools, skills and confidence to prevent identity-based violence.

London Mayor's Shared Endeavor Fund – An eight-month project to deliver active bystander training with community members across London

Ministry For Communities Housing and Local Government "On Your Side" - To deliver a UK-wide hate crime support service for East and Southeast Asian communities including a freephone helpline and in community casework support.

Foreign, Commonwealth, and Development Office, CSSF/ISF - To secure the integration of LBGTQI+ inclusive approaches to mass atrocity prevention.

City Bridge Trust - Hate Crime Outreach and Resilience Project building capacity at community-based organisations over two years.

Joseph Rowntree Charitable Trust – Catalysing strategic coalitions for sustainable UK policy on violence prevention and peace.

Foreign, Commonwealth, and Development Office, Atrocity Prevention Hub – To support the Atrocity Prevention hub with research and training

Greater London Authority Resilience Unit – Development of the London Resilience Equalities Partnership.

Stoke-on-Trent City Council – Community listening exercise and support on developing a new city-wide cohesion strategy.

Brent Local Authority – Community listening exercise and development of recommendations on hate crime prevention and victim support.

Sigrid Rausing Trust – Emergency response to prevent atrocity crimes in Sudan.

Protection Approaches

Trustees' Report

Football Association – Core funds for support given to “Flag It” Active Bystander programme.

The annual report was approved by the trustees of the charity on 20/8/26 and signed on its behalf by:



.....
Nicholas Martlew
Chair of trustees

Protection Approaches

Statement of Trustees' Responsibilities

The trustees (who are also the directors of Protection Approaches for the purposes of company law) are responsible for preparing the trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

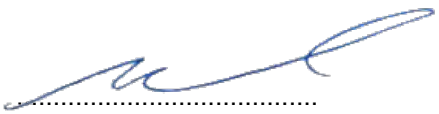
Company law requires the trustees to prepare financial statements for each financial year. Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including its income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards, comprising FRS 102 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that can disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Approved by the trustees of the charity on 20/8/26..... and signed on its behalf by:



.....
Nicholas Martlew
Chair of trustees

Protection Approaches

Independent Examiner's Report to the trustees of Protection Approaches ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 30 November 2025.

Responsibilities and basis of report

As the charity's trustees of Protection Approaches (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of Protection Approaches are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

Since Protection Approaches 's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of Protection Approaches as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

.....
David Tucker ACA FCCA
Chartered Accountants
Association of Chartered Certified Accountants
1 Colleton Crescent
Exeter
Devon
EX2 4DG

Date: 21/08/2026

Protection Approaches

Statement of Financial Activities for the Year Ended 30 November 2025 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted £	Restricted £	Total 2025 £
Income and Endowments from:				
Donations and legacies	3	13,397	1,053	14,450
Charitable activities	4	84,306	874,064	958,370
Total income		97,703	875,117	972,820
Expenditure on:				
Charitable activities	6	(116,993)	(736,447)	(853,440)
Total expenditure		(116,993)	(736,447)	(853,440)
Net (expenditure)/income		(19,290)	138,670	119,380
Transfers between funds		138,670	(138,670)	-
Net movement in funds		119,380	-	119,380
Reconciliation of funds				
Total funds brought forward		157,795	-	157,795
Total funds carried forward	20	277,175	-	277,175

The notes on pages 18 to 34 form an integral part of these financial statements.

Protection Approaches

Statement of Financial Activities for the Year Ended 30 November 2025 (Including Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

Prior Year Comparative Statement of Financial Activity

	Note	Unrestricted funds £	Restricted funds £	Total 2024 £
Income and Endowments from:				
Donations and legacies	3	29,080	-	29,080
Charitable activities	4	65,595	1,005,438	1,071,033
Total income		94,675	1,005,438	1,100,113
Expenditure on:				
Raising funds	5	(148)	-	(148)
Charitable activities	6	(67,297)	(1,005,438)	(1,072,735)
Total expenditure		(67,445)	(1,005,438)	(1,072,883)
Net income		27,230	-	27,230
Net movement in funds		27,230	-	27,230
Reconciliation of funds				
Total funds brought forward		130,565	-	130,565
Total funds carried forward	20	157,795	-	157,795

All of the charity's activities derive from continuing operations during the above two periods.

The funds breakdown for both periods is shown in note 20.

Protection Approaches

(Registration number: 09304012)
Balance Sheet as at 30 November 2025

	Note	2025 £	2024 £
Fixed assets			
Tangible assets	14	-	34
Current assets			
Debtors	15	140,320	109,468
Cash at bank and in hand	16	276,825	243,023
		417,145	352,491
Creditors: Amounts falling due within one year	17	(139,970)	(194,730)
Net current assets		277,175	157,761
Net assets		277,175	157,795
Funds of the charity:			
Unrestricted income funds			
Unrestricted funds		277,175	157,795
Total funds	20	277,175	157,795

The financial statements on pages 14 to 34 were approved by the trustees, and authorised for issue on 20/8/26..... and signed on their behalf by:

.....
Nicholas Martlew
Chairman and Trustee

Protection Approaches

Statement of Cash Flows for the Year Ended 30 November 2025

	Note	2025 £	2024 £
Cash flows from operating activities			
Net cash income		119,380	27,230
Adjustments to cash flows from non-cash items			
Depreciation	5	34	170
		119,414	27,400
Working capital adjustments			
(Increase)/decrease in debtors	15	(30,852)	38,228
(Decrease)/increase in creditors	17	(21,401)	21,300
(Decrease)/increase in deferred income		(33,359)	30,551
Net cash flows from operating activities		33,802	117,479
Cash flows from investing activities			
Purchase of tangible fixed assets	14	-	(25)
Net increase in cash and cash equivalents		33,802	117,454
Cash and cash equivalents at 1 December		243,023	125,569
Cash and cash equivalents at 30 November		276,825	243,023

All of the cash flows are derived from continuing operations during the above two periods.

Protection Approaches

Notes to the Financial Statements for the Year Ended 30 November 2025

1 Charity status

The charity is limited by guarantee, incorporated in England and Wales, and consequently does not have share capital. Each of the trustees is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation.

The address of its registered office is:
Edinburgh House
170 Kennington Lane
London
SE11 5DP

2 Accounting policies

Summary of significant accounting policies and key accounting estimates
The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Statement of compliance
The financial statements have been prepared in accordance with Accounting and Reporting by Charities: 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 Section 1A) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). They also comply with the Companies Act 2006 and Charities Act 2011.

Basis of preparation
Protection Approaches meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy notes.

Going concern
The financial statements have been prepared on a going concern basis.

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

Income and endowments
All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of the income receivable can be measured reliably.

Donations and legacies

Donations are recognised when the charity has been notified in writing of both the amount and settlement date. In the event that a donation is subject to conditions that require a level of performance by the charity before the charity is entitled to the funds, the income is deferred and not recognised until either those conditions are fully met, or the fulfilment of those conditions is wholly within the control of the charity and it is probable that these conditions will be fulfilled in the reporting period.

Grants receivable

Grants are recognised when the charity has an entitlement to the funds and any conditions linked to the grants have been met. Where performance conditions are attached to the grant and are yet to be met, the income is recognised as a liability and included on the balance sheet as deferred income to be released.

Deferred income

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

Expenditure

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably. All costs are allocated to the applicable expenditure heading that aggregate similar costs to that category. Where costs cannot be directly attributed to particular headings they have been allocated on a basis consistent with the use of resources, with central staff costs allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use. Other support costs are allocated based on the spread of staff costs.

Raising funds

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Charitable activities

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Support costs

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, for example, allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

Governance costs
These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees meetings and reimbursed expenses.

Taxation
The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Tangible fixed assets
Individual fixed assets are initially recorded at cost, less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation and amortisation
Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Office equipment	33.33% straight line

Trade debtors
Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

Cash and cash equivalents
Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

Trade creditors
Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

Fund structure
Unrestricted income funds are general funds that are available for use at the trustees discretion in furtherance of the objectives of the charity.

Pensions and other post retirement obligations
The charity operates a defined contribution pension scheme which is a pension plan under which fixed contributions are paid into a pension fund and the charity has no legal or constructive obligation to pay further contributions even if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

Contributions to defined contribution plans are recognised in the Statement of Financial Activities when they are due. If contribution payments exceed the contribution due for service, the excess is recognised as a prepayment.

3 Income from donations and legacies

	Unrestricted			
	General £	Restricted £	Total 2025 £	Total 2024 £
Donations and legacies;				
Donations	13,397	1,053	14,450	29,080
	13,397	1,053	14,450	29,080

In the prior year, £29,080 of income from donations and legacies was unrestricted and £nil was restricted.

4 Income from charitable activities

	Unrestricted funds General £	Restricted funds £	Total 2025 £	Total 2024 £
Core charitable activities including schools programme	84,306	-	84,306	65,595
CSSF	-	-	-	123,362
Department for Levelling Up	-	-	-	104,739
ISF	-	77,984	77,984	102,999
Joseph Rowntree	-	60,538	60,538	39,504
FCDO	-	56,732	56,732	48,099
Lottery Community Fund	-	20,762	20,762	111,961
On Your Side	-	289,843	289,843	289,431
City Bridge HCCORPP	-	96,706	96,706	55,277
MOPAC HCCORP	-	-	-	79,246
GLA Resilience Project	-	2,000	2,000	8,000
MOPAC Shared End	-	50,432	50,432	42,820
Sigrid Rausing	-	25,000	25,000	-
Calm Mediation	-	10,005	10,005	-
GNS Fund	-	69,098	69,098	-
One Stoke	-	68,035	68,035	-
GLA Equalities	-	8,665	8,665	-
Govia Thameslink	-	17,264	17,264	-
Catch	-	2,500	2,500	-
Brent Hate Crime Project	-	18,500	18,500	-
	84,306	874,064	958,370	1,071,033

In the prior year £65,595 of income from charitable activities was unrestricted and £1,005,438 was restricted.

5 Expenditure on raising funds

a) Costs of generating donations and legacies

	Note	Total 2025 £	Total 2024 £
Other direct costs of generating voluntary income		-	148

6 Expenditure on charitable activities

	Activity undertaken directly £	Activity support costs £	2025 £	2024 £
Core charitable activities including schools programme	45,437	71,556	116,993	52,327
Department for Levelling Up	-	-	-	104,739
CSSF	-	-	-	123,362
MOPAC HCCORP	-	-	-	79,246
Joseph Rowntree	42,735	-	42,735	39,504
ISF	73,580	593	74,173	102,999
FCDO	58,408	62	58,470	48,099
Lottery Community Fund	12,009	-	12,009	111,960
MOPAC Shared End	39,913	318	40,231	42,820
On Your Side	275,565	656	276,221	289,431
City Bridge HCCORP	79,062	-	79,062	55,278
JP Morgan	-	-	-	14,970
GLA Resilience project	499	-	499	8,000
Sigrid Rausing	7,538	-	7,538	-
Calm Mediation	10,005	-	10,005	-
GNS Fund	51,530	7,830	59,360	-
One Stoke	35,311	-	35,311	-
GLA Equalities	7,765	-	7,765	-
Govia Thameslink	15,118	-	15,118	-
Catch	2,500	-	2,500	-
Brent Hate Crime Project	15,450	-	15,450	-
	772,425	81,015	853,440	1,072,735

Notes to the Financial Statements for the Year Ended 30 November 2025

	Unrestricted funds General £	Restricted funds £	Total funds £
Core charitable activities including schools programme	116,993	-	116,993
City Bridge	-	79,062	79,062
Joseph Rowntree	-	42,735	42,735
Lottery Community Fund	-	12,009	12,009
ISF	-	74,173	74,173
FCDO	-	58,470	58,470
MOPAC Shared End	-	40,231	40,231
On Your Side	-	276,221	276,221
GLA Resilience project	-	499	499
Sigrid Rausing	-	7,538	7,538
Calm Mediation	-	10,005	10,005
GNS Fund	-	59,360	59,360
One Stoke	-	35,311	35,311
GLA Equalities	-	7,765	7,765
Govia Thameslnik	-	15,118	15,118
Catch	-	2,500	2,500
Brent Hate Crime Project	-	15,450	15,450
Total for 2025	116,993	736,447	853,440
Total for 2024	67,297	1,005,438	1,072,735

Included in the expenditure analysed above, there are governance costs of £33,453 (2024: £33,125) which relate directly to charitable activities. See note 7 for further details.

7 Analysis of governance and support costs

Support costs allocated to charitable activities

	Basis of allocation	Governance costs £	Information technology £	Administration costs £	Premises costs £	Total funds £
Core charitable activities including schools programme	A	24,716	10,946	2,657	33,237	71,556
MOPAC Shared End	A	-	-	318	-	318
ISF	A	546	-	47	-	593
FCDO	A	-	-	62	-	62
On Your Side	A	-	245	387	24	656
GNS Fund	A	7,830	-	-	-	7,830
Total for 2025		33,092	11,191	3,471	33,261	81,015
Total for 2024		33,125	20,706	1,410	33,446	88,687

Basis of allocation

Reference	Method of allocation
A	For all expenditure 100% of the cost incurred

Governance costs

	Restricted funds £	Total 2025 £	Total 2024 £
Audit fees			
Audit of the financial statements	-	-	5,400
Independent examiner fees			
Examination of the financial statements	3,960	3,960	-
Other governance costs	29,493	29,493	27,725
	33,453	33,453	33,125

8 Net incoming/outgoing resources

Net incoming resources for the year include:

	2025 £	2024 £
Audit fees	-	5,400
Depreciation of fixed assets	34	170

9 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the charity during the year.

No trustees have received any reimbursed expenses or any other benefits from the charity during the year.

10 Staff costs

The aggregate payroll costs were as follows:

	2025 £	2024 £
Staff costs during the year were:		
Wages and salaries	441,853	441,500
Social security costs	44,245	43,608
Pension costs	13,938	14,068
Other staff costs	4,254	4,555
	504,290	503,731

The monthly average number of persons (including senior management / leadership team) employed by the charity during the year was as follows:

	2025 No	2024 No
Charitable activities	10	11

The number of employees whose emoluments fell within the following bands was:

	2025 No	2024 No
£60,001 - £70,000	2	2

The total employee benefits of the key management personnel of the charity were £148,029 (2024 - £144,874).

11 Independent examiner's remuneration

	2025 £	2024 £
Examination of the financial statements	3,960	-

12 Auditors' remuneration

	2025 £	2024 £
Audit of the financial statements	-	5,400

13 Taxation

The charity is a registered charity and is therefore exempt from taxation.

14 Tangible fixed assets

	Office equipment £	Total £
Cost		
At 1 December 2024	4,253	4,253
At 30 November 2025	4,253	4,253
Depreciation		
At 1 December 2024	4,219	4,219
Charge for the year	34	34
At 30 November 2025	4,253	4,253
Net book value		
At 30 November 2025	-	-
At 30 November 2024	34	34

15 Debtors

	2025 £	2024 £
Trade debtors	18,600	23,336
Prepayments	5,555	6,015
Accrued income	110,926	74,030
Other debtors	5,239	6,087
	140,320	109,468

16 Cash and cash equivalents

	2025 £	2024 £
Cash at bank	276,825	243,023

17 Creditors: amounts falling due within one year

	2025 £	2024 £
Trade creditors	181	22,124
Other taxation and social security	12,087	13,515
Other creditors	3,999	2,389
Accruals	7,560	7,200
Deferred income	116,143	149,502
	139,970	194,730

	2025 £	2024 £
Deferred income at 1 December 2024	149,502	118,951
Resources deferred in the period	116,143	149,502
Amounts released from previous periods	(149,502)	(118,951)
Deferred income at year end	116,143	149,502

18 Pension and other schemes

Defined contribution pension scheme

The charity operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the charity to the scheme and amounted to £13,938 (2024 - £14,068).

19 Commitments

Other financial commitments

The total amount of financial commitments not included in the balance sheet is £10,349 (2024: £11,067). This relates to operating lease commitments in respect of property and computer equipment.

20 Funds

	Balance at 1 December 2024 £	Incoming resources £	Resources expended £	Transfers £	Balance at 30 November 2025 £
Unrestricted funds					
General					
Core charitable activities including schools programme	141,450	97,703	(116,993)	138,670	260,830
EVRA	16,345	-	-	-	16,345
	157,795	97,703	(116,993)	138,670	277,175
Restricted funds					
Joseph Rowntree	-	60,538	(42,735)	(17,803)	-
Lottery Community Fund	-	20,762	(12,009)	(8,753)	-
MOPAC Shared End	-	50,432	(40,231)	(10,201)	-
ISF	-	77,984	(74,173)	(3,811)	-
FCDO	-	56,732	(58,470)	1,738	-
On Your Side	-	290,896	(276,221)	(14,675)	-
City Bridge HCCORP	-	96,706	(79,062)	(17,644)	-
GLA Resilience project	-	2,000	(499)	(1,501)	-
Sigrid Rausing	-	25,000	(7,538)	(17,462)	-
Calm Mediation	-	10,005	(10,005)	-	-
GNS Fund	-	69,098	(59,360)	(9,738)	-
One Stoke	-	68,035	(35,311)	(32,724)	-
GLA Equalities	-	8,665	(7,765)	(900)	-
Govia Thameslink	-	17,264	(15,118)	(2,146)	-
Catch	-	2,500	(2,500)	-	-
Brent Hate Crime Project	-	18,500	(15,450)	(3,050)	-
Total restricted funds	-	875,117	(736,447)	(138,670)	-
Total funds	157,795	972,820	(853,440)	-	277,175

Protection Approaches

Notes to the Financial Statements for the Year Ended 30 November 2025

	Balance at 1 December 2023 £	Incoming resources £	Resources expended £	Balance at 30 November 2024 £
Unrestricted funds				
General				
Core charitable activities including schools programme	99,250	94,675	(52,475)	141,450
JP Morgan	14,970	-	(14,970)	-
EVRA	16,345	-	-	16,345
	130,565	94,675	(67,445)	157,795
Restricted				
CSSF	-	123,362	(123,362)	-
Department for Levelling Up	-	104,739	(104,739)	-
Joseph Rowntree	-	39,504	(39,504)	-
Lottery Community Fund	-	111,961	(111,961)	-
MOPAC HCCORP	-	79,246	(79,246)	-
MOPAC Shared End	-	42,820	(42,820)	-
ISF	-	102,999	(102,999)	-
FCDO	-	48,099	(48,099)	-
On Your Side	-	289,431	(289,431)	-
City Bridge HCCORP	-	55,277	(55,277)	-
GLA Resilience project	-	8,000	(8,000)	-
Total restricted funds	-	1,005,438	(1,005,438)	-
Total funds	130,565	1,100,113	(1,072,883)	157,795

Grants

Department for Levelling Up Housing and Communities/Ministry For Communities Housing and Local Government “On Your Side” - To deliver a UK-wide hate crime support service for East and Southeast Asian communities including a freephone 24/7 helpline and in community casework support.

National Lottery Community Fund - A three-year project delivering trainings across England aimed at equipping communities with the tools, skills and confidence to prevent identity-based violence.

London Mayor’s Shared Endeavour Fund - An eight month project to deliver active bystander training with community members across London.

Mayors Office for Policing and Crime (MOPAC HCCORP) - Hate Crime Outreach and Resilience Project building capacity at ten community-based organisations.

Foreign, Commonwealth, and Development Office (FCDO) CSSF/ISF - To secure the integration of LBGTQI+ inclusive approaches to mass atrocity prevention.

Foreign, Commonwealth, and Development Office (FCDO) Atrocity Prevention Hub - To support the Atrocity Prevention hub with research and training

Greater London Authority Resilience Unit - Development of the London Resilience Equalities Partnership.

Ministry For Communities Housing and Local Government “On Your Side” - To deliver a UK-wide hate crime support service for East and Southeast Asian communities including a freephone helpline and in community casework support.

City Bridge Trust - Hate Crime Outreach and Resilience Project building capacity at community-based organisations over two years.

Joseph Rowntree Charitable Trust - Catalysing strategic coalitions for sustainable UK policy on violence prevention and peace. The amount received in the year was £43,334. These accounts show some accrued income.

Stoke-on-Trent City Council - Community listening exercise and support on developing a new city-wide cohesion strategy.

Brent Local Authority - Community listening exercise and development of recommendations on hate crime prevention and victim support.

Sigrid Rausing Trust - Emergency response to prevent atrocity crimes in Sudan.

Football Association - Core funds for support given to “Flag It” Active Bystander programme.

Calm Mediation - Delivering training, community engagement, and consultancy to strengthen restorative justice responses to hate crime and identity-based violence.

UK Integrated Security Fund (GNS Fund) - building understanding and evidence regarding gendered and identity-based threats across national security domains.

Greater London Authority (GLA Equalities) - Develop and launch the London resilience Equalities Partnership bringing together equalities groups to inform how London prepares for and responds to emergencies and to ensure that the perspectives and needs of those facing inequalities are central to these efforts.

Govia Thameslink Railway Your Station Your Community Improvement Fund 2025/26 - To deliver active bystander training to people living, working, and travelling in communities served by the GTR network.

Mayors Office for Policing and Crime (CATCH) - to deliver awareness raising and training on hate crime for the CATCH partnership, a group of charities working together to provide safe, specialist, and confidential support for people who have experienced hate in London.

Transfers between funds are the restricted funds that have been utilised against core costs in accordance with the conditions of the grant funding agreement.

21 Analysis of net assets between funds

	Unrestricted funds General £	Restricted funds £	Total funds at 30 November 2025 £
Current assets	301,002	116,143	417,145
Current liabilities	(23,827)	(116,143)	(139,970)
Total net assets	277,175	-	277,175

	Unrestricted funds General £	Restricted funds £	Total funds at 30 November 2024 £
Tangible fixed assets	34	-	34
Current assets	202,989	149,502	352,491
Current liabilities	(45,228)	(149,502)	(194,730)
Total net assets	157,795	-	157,795

22 Analysis of net funds

	At 1 December 2024 £	Financing cash flows £	At 30 November 2025 £
Cash at bank and in hand	243,023	33,802	276,825
Net debt	243,023	33,802	276,825

	At 1 December 2023 £	Financing cash flows £	At 30 November 2024 £
Cash at bank and in hand	125,569	117,454	243,023
Net debt	125,569	117,454	243,023

23 Related party transactions

There were no related party transactions in the year.